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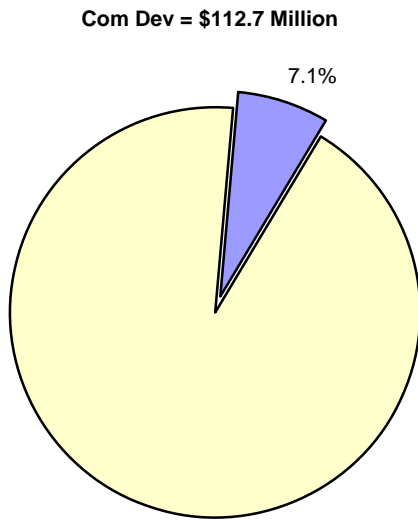
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Community Development

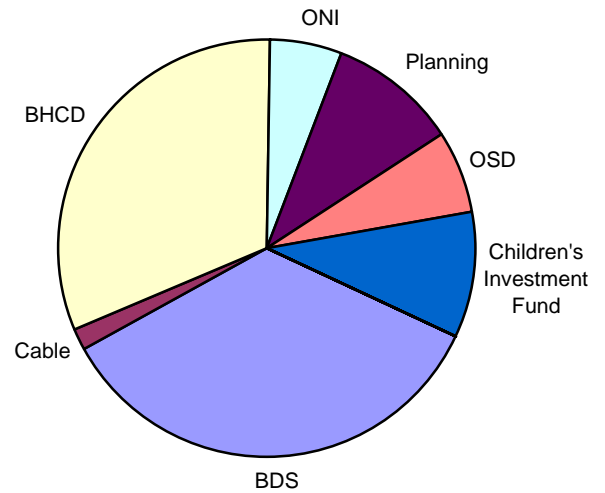
Bureau of Housing and Community Development
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Percent of City Budget



City Budget = \$1.58 Billion

Bureau Pie Chart



Service Area Overview

| Expenditures | Revised FY 2006-07 | Adopted FY 2007-08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 124,277,568 | 112,670,298 | -11,607,270 | -9.3% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 124,277,568 | \$ 112,670,298 | \$ -11,607,270 | \$ -9.3% |
| Authorized Positions | 503 | 525 | 22.00 | 4.4% |

Service Area Highlights

DESCRIPTION

The Community Development service area includes programs in the Bureau of Development Services, Bureau of Housing and Community Development, Bureau of Planning, Office of Cable Communications and Franchise Management, Office of Neighborhood Involvement, Office of Sustainable Development, and the Children's Investment Fund.

MAJOR THEMES

Bureau of Development Services

The 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 2007-08 Adopted Budget for BDS is over \$39.3 million. This represents a 3.7% increase over the FY 2006-07 Revised Budget and a net addition of 4 FTE. BDS will increase fees for the following programs in FY 2007-08: Electrical (4.4%), Facilities Permits (5.0%), Site Development (6.5%), Environmental Soils (5.0%), Signs (7.5%), Zoning (5%), Noise (5%), Neighborhood Inspections (7.0%), and Land Use Review (3.5%). The bureau also received General Fund support for the Neighborhood Inspections program (\$250,000) and Measure 37 claim response (\$188,623).

Bureau of Housing and Community Development

The Bureau of Housing and Community Development (BHCD) manages federal funds channeled to the City by the U.S. Department of Housing and Urban Development. Entitlement grants include the Community Development Block Grant (CDBG), HOME, Housing for People with AIDS, and the Emergency Shelter grant. The bureau is meeting the challenge of declining federal entitlement funds (CDBG and HOME) by analyzing each program in light of its strategic goals to make the most effective use of these diminishing resources.

The FY 2007-08 Adopted Budget begins to address the bureau's reliance on one-time funding for ongoing programs by converting \$2.3 million in one-time General Fund discretionary support to ongoing General Fund discretionary, but this still leaves \$3 million in programs funded with one-time. The following projects also received funding:

- ◆ Project Respond crisis intervention services received \$290,000 of one-time General Fund discretionary.
- ◆ The Street Access For Everyone Day Center project received \$350,000 of one-time General Fund discretionary to develop day shelter services.
- ◆ The Community Engagement Program received \$200,000 of one-time General Fund discretionary to provide clinical services to the homeless.
- ◆ BHCD will pass \$250,000 of one-time General Fund discretionary to the Housing Authority of Portland for the Humboldt Gardens redevelopment.
- ◆ BHCD will also pass through \$85,000 to Project Clean Slate for their economic opportunity program.

Bureau of Planning

The Bureau of Planning helps to set goals and to create long-range plans and strategies to guide Portland's future. The bureau's efforts are focused on managing growth, promoting livability and economic health, and preserving the city's heritage and environment.

The FY 2007-08 Adopted Budget includes ongoing funding for two staff positions to support bureau-wide operations and two staff in the Central City program. The bureau received one-time funding to advance three major multi-year planning projects, including the Central Portland Plan, an update of the Comprehensive Plan, and completion of visionPDX. The budget also reflects a range of new and continued one-time planning projects and program enhancements including a limited term youth planner position to help implement the goals of the Children and Youth Bill of Rights, an urban demographer position, a Columbia Corridor environmental code analysis, an East Portland Action Plan, and a Comprehensive Tree Policy.

Cable Communications and Franchise Management

The Office of Cable Communications and Franchise Management administers utility and telecommunications franchises, protects the public's interest in cable communications, and regulates private use of telecommunications public rights-of-way. The FY 2007-08 Adopted Budget includes ongoing funding to update and implement Utility License Fee reform, one-time funding for a part-time position to conduct a community needs assessment to identify and inventory communication and technology needs and interests related to cable-based communications for the communities within Portland, and one-time funding to help sponsor a welcome reception for the National Association of Telecommunications Officers and Advisors annual conference.

Office of Neighborhood Involvement

The Office of Neighborhood Involvement (ONI) continues to coordinate efforts to make the city's neighborhoods more livable and to promote meaningful and diverse civic participation. ONI's FY 2007-08 Adopted Budget decreased slightly primarily due to the move of combined sewer overflow outreach and downspout programs back to the Bureau of Environmental Services (BES). Notable changes for FY 2007-08 include:

- ◆ A one-time allocation of \$200,000 for a cultural organizing project to foster, develop, and support diversity.
- ◆ A one-time allocation of \$30,000 to provide vouchers for childcare, translation services, and possible stipends to encourage underrepresented groups to participate in neighborhood meetings and events.
- ◆ Funding to create one full-time position to assist bureaus, educate the community on expectations for improvement, and convene the Citywide public involvement staff committee to involve and inform community members in City decision-making processes.
- ◆ One-time resources of \$350,000 for additional coalition office staff.
- ◆ One-time funding of \$50,000 to hire a consultant to assist the bureau and its community partners in developing performance measures.
- ◆ Continued support for capacity building for neighborhood business associations and small/ethnic chambers.
- ◆ Moving BES outreach programs back to BES. This results in a reduction of four full-time positions, five to seven seasonal part-time positions, and \$437,286 of interagency funding.
- ◆ Increasing crime prevention resources by \$268,568 to restore two permanent full-time program coordinators.

- ◆ Taking over responsibility of issuing recommendations for temporary liquor licensing from the Police Bureau.
- ◆ Funding to help reduce youth and gang violence provided through an interagency with the Mayor's Office.

Office of Sustainable Development

The Office of Sustainable Development (OSD) continues to pursue options to protect the City's economic, environmental, and public interest goals. OSD also oversees and regulates solid waste and recycling programs that operate within the city limits. Funding for OSD originates primarily from residential and commercial solid waste fees, grants, and charges to other bureaus. General Fund discretionary support, about \$1.7 million in FY 2007-08, represents 13.5% of OSD's total budget of \$13 million. More than \$500,000 of the budget is from grants, contracts, and agreements, as OSD continues to leverage City funding with non-City sources.

The FY 2007-08 Adopted Budget includes one-time funds to focus on economic development activities related to renewable energy. In addition, one-time funds are provided to continue the Sustainable Food Initiative as well as an enhanced effort to focus on improving the sustainability of City operations through the Mayor's Bureau Innovation Project #18.

Children's Investment Fund

The Children's Investment Fund provides services to Portland's children with funds approved by the voters in a 2002 property tax levy. Under the terms of the ballot measure, these services are provided in three areas: early childhood, child abuse prevention and intervention, and after-school and mentoring. The ballot measure also limited the costs of administering the program to no more than 5% of expenditures.

The Children's Investment Fund contracts with other local governments and nonprofit agencies to provide these services. Over 9,000 children receive assistance through programs including Head Start, health education and outreach, parent education, child care, and after-school programs that combine academic support with recreation and parent involvement. There is also a leverage fund that encourages private donations and provides matching funds to supplement these donations.

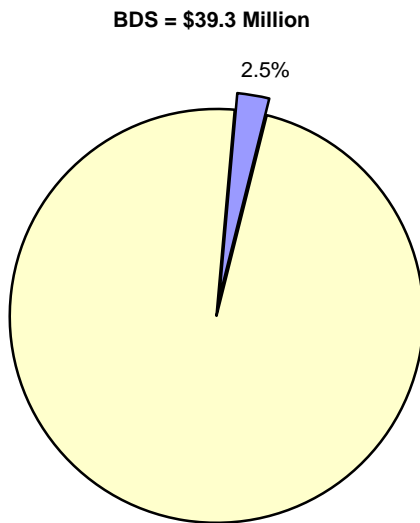
Bureau of Development Services

Community Development Service Area

Randy Leonard, Commissioner-in-Charge

Paul L. Scarlett, Director

Percent of City Budget

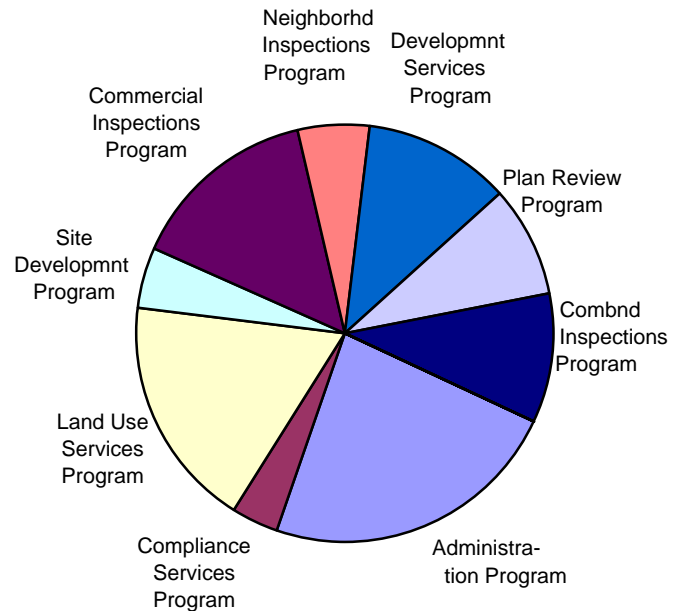


BDS = \$39.3 Million

2.5%

City Budget = \$1.58 Billion

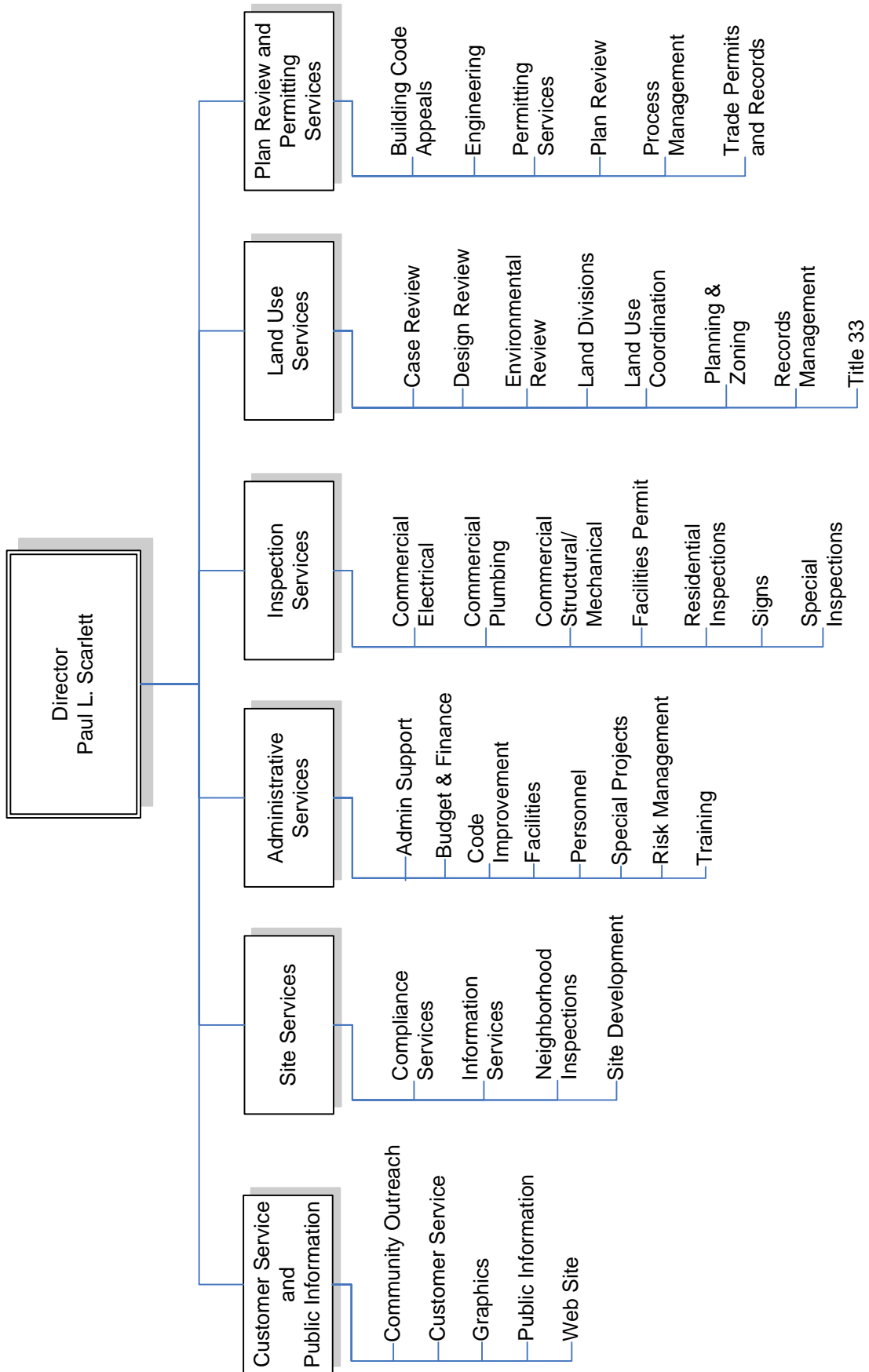
Bureau Programs



Bureau Overview

| Expenditures | Revised FY 2006-07 | Adopted FY 2007-08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 37,913,152 | 39,327,072 | 1,413,920 | 3.7% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 37,913,152 | \$ 39,327,072 | \$ 1,413,920 | \$ 3.7% |
| Authorized Positions | 329 | 333 | 4.00 | 1.2% |

Bureau of Development Services



Bureau Summary

BUREAU MISSION

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

BUREAU OVERVIEW

General Description

The Bureau of Development Services is an integral part of economic development in the City of Portland. BDS administers a variety of City and State regulations related to building and development. The largest of these is the application and administration of the Planning and Zoning Code under Title 33 of the City Code. BDS is also responsible for Floating Structures (Title 28), Erosion Control (Title 10), and Signs (Title 32). Bureau staff actively works with developers, builders, and homeowners to guide them through the development process. For FY 2007-08 BDS has 333 employees and a budget of \$39.3 million, and is funded primarily through fees. The bureau ensures construction and land use codes are followed, thereby enhancing the safety of buildings and the livability of Portland's neighborhoods. To this end, staff reviews construction plans; issues permits; and inspects industrial, commercial, and residential construction to ensure compliance. The bureau also provides permit records, answers customer inquiries about the development review process, tracks plans, and provides assistance to customers from pre-application all the way through permit issuance. BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control, grading, and onsite stormwater treatment and disposal. The bureau also enforces the zoning and property maintenance codes, as well as structural, mechanical, plumbing, and electrical codes.

Customer Service Culture

Over the last few years BDS has undertaken significant organizational, cultural, and programmatic changes in an effort to become the best development services agency in the country. Customer service is the bureau's foundation, and BDS is working to align with many of the customer service expectations outlined in the Bureau Innovation Project #7 recommendations. All new bureau employees receive 12 hours of customer service training focused on listening to customers, communicating clearly, and working collaboratively with customers to solve problems and reach solutions. The bureau has created several innovative programs and services to meet specific customer needs. For example, BDS is initiating a project to make all permit records available online, to provide information that is more accurate, up-to-date, and accessible. This budget includes funding for additional staff in areas where the greatest positive impact on customer service can be achieved.

SIGNIFICANT ISSUES

Responsiveness to Industry, Neighborhoods, and Citizens

The bureau's mission requires responsiveness to both the development community and neighborhoods and residents. The bureau continually strives for development review systems that ensure industry needs are met especially with respect to funding and timelines. At the same time, the bureau needs to satisfy neighborhood organizations' and residents' concerns about the quality of development and their need for information.

Permit information is available in multi-language handouts.

As part of its response to these needs, the bureau has strengthened its public outreach and information efforts. BDS staff regularly meets with a variety of industry partners, neighborhood associations, community groups and an advisory council composed of industry and community representatives. The bureau's new Assistant to the Director focuses on improving outreach to minority and underserved groups in the community. To better reach limited English speaking customers, more handouts and materials are available in Spanish, Russian, and Vietnamese, and portions of the BDS web site have been translated into those languages as well.

Oregon House Bill 3304

Oregon House Bill 3304, effective January 1, 2006, authorized BDS and other municipal building programs in the Portland metropolitan to create alternative permit and inspection programs on a permanent basis. Some of BDS's most innovative and successful pilot programs are being made permanent, such as the Get Legal program, the Field Issuance Remodel program, and the Major Projects Group program. HB 3304 will allow BDS to continue to innovate and create alternative programs that best meet customers' changing needs.

Strategic Plan

The bureau's most recent strategic planning effort took place in 2001. Since that time, there have been significant changes in the scope of the bureau's responsibilities, the bureau's size, and the type and level of programs and services that are offered to the public. BDS is therefore beginning the process of updating the plan and charting a new course for the bureau.

Providing excellent customer service is at the heart of the bureau's mission, and will be the overarching theme of the updated strategic plan. The plan will concentrate on four key areas:

- ◆ Creating and sustaining effective, responsive programs and services
- ◆ Leveraging current and future technologies to meet evolving customer needs
- ◆ Proactively addressing current and future workforce needs through comprehensive workforce planning
- ◆ Fostering and maintaining productive working relationships with customers, industry partners, neighborhoods, and decision makers

E-Permitting

The Oregon Legislature is considering the possibility of creating a statewide electronic permitting system that would allow customers to apply for and receive certain types of permits online. BDS has expressed its desire to ensure that the software is compatible with the bureau's permitting database (TRACS), that it addresses zoning, fire, sewer, water, transportation, and other issues affecting development outside of the building permit process; and that the costs of creating and operating the system are fully funded. There is the potential for significant costs to the bureau if a statewide system is adopted. The bureau is committed to working collaboratively with the State Building Codes Division to ensure that the interests of Portland's development customers are heard and considered.

SUMMARY OF BUDGET DECISIONS

Direct Customer Service Improvements

Several of the FY 2007-08 budget changes will provide direct customer service improvements. Converting a limited term code specialist position that was added to the Signs program in FY 2006-07 to a permanent position will enhance the effectiveness of a program that has positively addressed the issue of portable signs in the right-of-way. To provide better service to customers at BDS's "front door", the bureau will add an additional

office support specialist position to its main reception staff. The addition of a geotechnical engineer will help the Site Development program meet its plan review timeline goals, improving turnaround performance by an estimated 35%. An application analyst will be added to the TRACS Team to help improve turnaround times on requests for TRACS development.

Land Use Services Assistance

Two FY 2007-08 budget decisions will assist the bureau's Land Use Services (LUS) division. First, the General Fund will continue its support for the costs of reviewing Measure 37 claims. LUS had previously been absorbing the work and its costs, but additional one-time funding was requested in the winter BuMP due to a large influx of claims at the end of 2006. The continued costs of reviewing Measure 37 claims necessitates the continuation of these additional funds. Second, the responsibility for monitoring the Zoning Code to identify problems and develop solutions will be transferred from the Planning Bureau to LUS. A city planner will be added to assist with this work. This position will be funded by a reduction of the interagency agreement that BDS has with the Bureau of Planning for this position and through land use fees.

Fiscal and Technology Needs

Two additional budget changes will address fiscal and technology needs. First, the General Fund will provide \$250,000 in additional support for the Neighborhood Inspections program, which was transferred back to BDS from the Office of Neighborhood Involvement in FY 2006-07. Second, the bureau will further leverage technology by implementing the second phase of a multi-year project to provide inspectors with remote, real-time access to the bureau's permit database; adding an application analyst position to work on mobile technology deployment and internal database development; and bringing bureau desktop computers up to required Citywide standards.

Quality Infill Development

And finally, BDS will contract with three more architects to turn their winning designs from the 2004 Living Smart design competition into complete plan sets to be offered to the public.

BUDGET NOTES

Neighborhood Inspections Program

Council directs the Bureau of Development Services to prepare and present a proposal to change the existing fee structure and policies on granting waivers in the Neighborhood Inspections program during the FY 2008-09 budget process. The new fee structure and waiver policies need to be comprehensive and flexible to not only provide assistance to those in need, but also to provide sufficient resources to sustain program activities with minimal support from the General Fund.

Measure 37 Claim Response

BDS, the Planning Bureau, and the Office of Management and Finance - Financial Planning Division will coordinate with the Office of Government Relations to determine whether the results of Measure 37 legislation in the 2007 state legislative session reduce the need for General Fund support of Measure 37 activities.

Administration Program

Description

The Administration program provides overall direction to the bureau so all program objectives are met. Included within this program's budget are the Office of the Director, development bureau budget, emergency management, finance, human resources, training, code development, communications, customer service, 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

Living Smart - Providing Creative Solutions for Infill Development in Residential Neighborhoods

The Living Smart project encourages the use of good design to maintain the unique character of Portland neighborhoods while creating new single-family homes on narrow infill building lots. In 2006, BDS contracted with two contest-winning designers to provide permit-ready plans, and in 2007 the bureau will contract with three more architects to turn their winning designs into complete plan sets to be offered to the public.

Imaging Project

As part of its efforts to leverage technology to improve customer service, the bureau is embarking on a project to make building permit records available to customers electronically. Placing permit records online will provide easy access to information for customers and staff and will help to ensure that records are not lost. The bureau plans to issue a Request for Proposal in spring 2007, with working beginning in FY 2007-08.

Workforce Planning and Recruitment Outreach

A recent internal analysis revealed that almost 40% of BDS employees will be eligible to retire within five years, including more than 60% of division and section managers; 15% of all BDS employees are currently eligible to retire. In light of this, the bureau is in the formative stages of a comprehensive workforce planning process. This process will include a needs assessment, the development of clear career paths for staff, training programs, new job classes to create promotional opportunities, professional development plans, a leadership training program, and recruitment outreach customized to each opening.

Community Outreach

BDS is improving its community outreach efforts in a variety of ways. First, the bureau is reaching out to limited English speaking customers through translations of portions of the bureau web site, advertising regarding bureau services in Spanish on a local Latino radio station, providing Spanish classes to field staff, and developing guides for staff to use to assist non-English speaking customers.

The bureau's new Assistant to the Director will be focusing on outreach, recruitment, and building ongoing relationships in the community. BDS has recently established the BDS Speakers Program, allowing customers to request customized presentations from BDS staff at their community and business meetings. The bureau is also seeking to revitalize its relationships with industry partners.

Customer Service Enhancement

To provide better service to customers at BDS's "front door", the bureau is adding an additional Office Support Specialist position to its main reception staff. Adding this position will also improve customer service in other parts of the bureau by reducing the need to rely on staff from other sections for backup reception coverage.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 36 | 31 | 36 | 34 | 34 |
| Expenditures | | | | | |
| Personal Services | 2,655,986 | 2,252,178 | 2,889,704 | 3,139,216 | 3,136,968 |
| External Materials & Services | 653,516 | 388,975 | 1,468,437 | 1,502,992 | 1,502,992 |
| Internal Materials & Services | 3,012,493 | 3,674,713 | 4,282,722 | 4,426,888 | 4,570,888 |
| Total Expenditures | 6,321,995 | 6,315,866 | 8,640,863 | 9,069,096 | 9,210,848 |

Commercial Inspections Program

Description

The Commercial Inspections Program performs state-mandated construction inspections on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The inspections provided under this 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 is composed of several sections: Structural/Mechanical, Electrical, Signs, Plumbing, Special Inspections, and the Facility Permit Program.

Goals

The Commercial Inspections Program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The number of commercial inspections increased significantly from just over 65,000 in FY 2004-05 to over 84,000 in FY 2005-06, and the number of inspections per day, per inspector has increased from 12.81 in FY 2004-05 to 16.68 in FY 2005-06. The bureau estimates that the number of inspections will increase to 100,000 in FY 2006-07.

Reflecting the increased workload, the percentage of inspections made within 24 hours of request decreased slightly from 98% to 97%.

Changes to Services and Activities

Portable Sign Program

A budget note in the FY 2006-07 budget states that BDS was to resolve the funding issue for the Sign Program. Revenues dropped substantially in FY 1998-99 when litigation prohibited BDS from charging for "copy changes" on signs. A new fee schedule was implemented in March 2001; however, revenues from this new fee schedule did not fully fund the program. In 2002, City Council approved a licensing program for A-board and non-illuminated signs.

The bureau has met with the sign industry and is not proposing to make any programmatic cuts, but to increase fees by 7.5% annually beginning in FY 2007-08 until the program meets its reserve goals. With the fee increases the program will be in full cost recovery by FY 2011-12.

Mobile Office Project

BDS is in the first phase of a project to equip field staff with wireless devices that will allow them to access network databases, post inspections results, and issue certain types of permits in the field. Several units will be field tested during phase one, with plans for additional units to be tested during phase two in FY 2007-08. If successful, the use of such technology could enable greater efficiencies, improved customer service, and cost savings for the bureau, as inspectors would spend more time in the field and less in the office.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 57 | 57 | 57 | 56 | 56 |
| Expenditures | | | | | |
| Personal Services | 4,630,414 | 4,782,189 | 5,182,462 | 5,232,012 | 5,232,012 |
| External Materials & Services | 111,864 | 109,543 | 152,457 | 161,950 | 161,950 |
| Internal Materials & Services | 250,375 | 242,467 | 284,827 | 330,180 | 330,180 |
| Total Expenditures | 4,992,653 | 5,134,199 | 5,619,746 | 5,724,142 | 5,724,142 |
| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | | Target FY 2007-08 |
| Effectiveness | | | | | |
| Number of inspections per day, per inspector | 12.81 | 16.68 | 20.00 | | 20.00 |
| Percent of inspections made within 24 hours of request | 98% | 97% | 98% | | 98% |
| Workload | | | | | |
| Commercial inspections | 65,381 | 84,779 | 100,000 | | 100,000 |

Compliance Services Program

Description

The Compliance Services Program processes construction code violation cases and enforces the City's Zoning Code. Program staff inspects and approves zoning permits and ensures compliance with Title 33 zoning requirements. This program also issues home occupation permits, responds to citizen and industry inquiries and complaints concerning construction and site-related issues; and resolves structural, mechanical, plumbing, and electrical code violation cases. Compliance Services also includes the Dangerous Building and Multi-Family Inspections Programs. In the past year, the Noise Control Program returned to Compliance Services from the Office of Neighborhood Involvement.

Goals

Compliance Services supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The number of cases presented to the Code Hearings Officer decreased from 19 cases in FY 2004-05 to 12 cases in FY 2005-06 as a result of the program's work with property owners to resolve violations without formal enforcement. From FY 2004-05 to FY 2005-06 the workload remained fairly constant; the number of planning and zoning violation cases decreased slightly (from 6,020 to 5,928), while the number of home occupation permits issued decreased from 149 to 139. In addition, the number of properties assessed code enforcement penalties increased from 82 in FY 2004-05 to 105 in FY 2005-06.

Changes to Services and Activities

Remote Access Pilot

In FY 2006-07, selected Compliance Services staff will be provided with information devices (handhelds or laptops) that will allow them to download data from TRACS (the bureau's permit tracking database) in the office, enter data throughout the day in the field, and then upload the data to TRACS at day's end. This field testing will help determine whether the use of these tools will increase inspector efficiency and availability in the field.

Integration of Compliance Services and Neighborhood Inspections

The Compliance Services and Neighborhood Inspections Programs will be reviewing their internal processes for case intake and enforcement administration with a goal of better aligning the programs and improving citizen of understanding of the programs. Cross-training opportunities to help even out seasonal workflow fluctuations will be explored and implemented where appropriate. A high level of customer service will be embedded in any new enforcement initiatives.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 13 | 16 | 16 | 16 | 16 |
| Expenditures | | | | | |
| Personal Services | 794,331 | 1,007,356 | 1,255,387 | 1,251,237 | 1,251,237 |
| External Materials & Services | 93,324 | 47,418 | 59,332 | 63,097 | 63,097 |
| Internal Materials & Services | 64,496 | 83,492 | 85,256 | 73,547 | 73,547 |
| Total Expenditures | 952,151 | 1,138,266 | 1,399,975 | 1,387,881 | 1,387,881 |

| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Workload | | | | |
| Enforcement cases prepared and presented to code hearings officer | 19 | 12 | 20 | 20 |
| Zoning code violation statistics (cases, inspections, and letters) | 6,020 | 5,928 | 6,000 | 6,000 |
| Home occupation permits | 149 | 139 | 140 | 140 |
| Number of properties assessed code enforcement fees | 82 | 105 | 80 | 80 |
| Noise violation inspections | 525 | 525 | 525 | 525 |
| Noise variances processed | 387 | 375 | 375 | 375 |
| Noise code violation cases | 643 | 585 | 600 | 600 |

Combination Inspections Program

Description

The Combination Inspections Program ensures that new and remodeled one and two family residences meet building safety codes and requirements. Inspectors in this program work to obtain State 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.

The section's training program requires many hours of both classroom and field instruction, necessitating a considerable investment in staffing. However, studies indicate that cost savings have been realized, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model.

Goals

Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The percentage of inspections made within 24 hours of request has remained constant at 98%. The average number of inspections per day that each inspector makes is expected to be 22.7 for FY 2006-07 and FY 2007-08. It has been higher since FY 2002-03 due to the high number of permits and inadequate staffing levels. The number of residential inspections is expected to peak at 115,000 in FY 2006-07 and to remain at that level through FY 2007-08.

Changes to Services and Activities

New Residential Certificate of Occupancy to be issued when new single family structure is ready to be occupied

Residential Certificate Of Occupancy

Beginning in FY 2007-08, a new Residential Certificate of Occupancy will provide a single document certifying that a new single family structure is ready to occupy. The traditional building, plumbing, electrical and mechanical final inspections will be joined with erosion control, onsite stormwater facilities, and any required landscaping final approvals. Together, these inspections will confirm that all City development requirements for private property have been met. A temporary Certificate may be issued for customers needing to postpone landscaping requirements due to weather conditions.

Mobile Office Project

The bureau is beginning work on a multi-year, phased project with the eventual goal of allowing inspectors to work primarily from their cars, with limited time spent in the office. The first phase will involve establishing the viability of wireless technology (handheld or laptop devices) in the field, which hinges on the success of the City's "Unwire Portland" project underway in 2006. If successful, the program could result in improved service and savings for bureau customers

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 34 | 35 | 38 | 39 | 39 |
| Expenditures | | | | | |
| Personal Services | 2,880,961 | 3,185,111 | 3,486,590 | 3,584,305 | 3,584,305 |
| External Materials & Services | 69,351 | 73,306 | 97,921 | 96,587 | 96,587 |
| Internal Materials & Services | 195,641 | 174,394 | 183,160 | 203,669 | 203,669 |
| Total Expenditures | 3,145,953 | 3,432,811 | 3,767,671 | 3,884,561 | 3,884,561 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Effectiveness | | | | |
| Number of inspections per day, per inspector | 21.71 | 22.51 | 22.70 | 22.70 |
| Percent of inspections made within 24 hours of request | 98% | 98% | 98% | 98% |
| Efficiency | | | | |
| Number of inspection trips reduced due to multi-certified inspectors | 19,309 | 21,821 | 20,000 | 20,000 |
| Workload | | | | |
| Residential inspections | 95,793 | 106,568 | 115,000 | 115,000 |

Land Use Services Program

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 now includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS is divided into four functional areas: review of development proposals for compliance with the Zoning Code; provision of public information regarding zoning regulations; discretionary review of development proposals; and Records Management, which provides support for legally-mandated record keeping and public notices related to land use reviews.

Goals

LUS supports the Citywide goal to protect and enhance the natural and built environment.

Performance

As the strong local economy has spurred development, the number of land use reviews has continued to rise each fiscal year as follows: 659 in FY 2002-03; 829 in FY 2003-04; 897 in FY 2004-05; and 1,116 in FY 2005-06. The number of zoning plan checks also has increased from 5,297 in FY 2004-05 to 5,933 in FY 2005-06.

Changes to Services & Activities

Development Services Fee/Staffing

The Development Services Fee, enacted by City Council in May 2005, has helped relieve chronic funding and staffing issues for LUS. Vacant positions in LUS are still being filled, and new staff are gradually being trained in the zoning code and the review process. Despite continued increases in the volume of work, the bureau expects to see some improvement in review turnaround times in FY 2006-07.

Measure 37

LUS staff play a primary role in the review of Measure 37 claims. Of the 91 claims that have been submitted to the City, 61 were submitted in the weeks preceding a rule change on December 4, 2006. Given the Measure 37 requirement to resolve claims within 180 days of submittal, this large influx of claims placed a substantial burden on LUS in FY 2006-07. BDS is receiving General Fund support for staffing and resources to meet this need.

Final Plat Review Process

LUS is working with the Portland Office of Transportation to overhaul the City's final plat review process. The project is examining how information flows between City agencies during the review, to identify ways to improve turnaround time, simplify the process, and reduce duplication.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 58 | 67 | 72 | 74 | 74 |
| Expenditures | | | | | |
| Personal Services | 4,142,125 | 4,727,565 | 5,733,335 | 6,123,321 | 6,125,569 |
| External Materials & Services | 47,381 | 42,606 | 67,110 | 48,230 | 48,230 |
| Internal Materials & Services | 784,785 | 786,302 | 863,501 | 923,607 | 923,607 |
| Total Expenditures | 4,974,291 | 5,556,473 | 6,663,946 | 7,095,158 | 7,097,406 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Effectiveness | | | | |
| Percent of customers rating the overall quality of the land use review process as Very Good or Good | 84% | 68% | 83% | 83% |
| Efficiency | | | | |
| Percent of customers very satisfied or satisfied with land use review timeliness | 79% | 66% | 80% | 80% |
| Workload | | | | |
| Land use review applications | 897 | 1,116 | 1,100 | 1,100 |
| Zoning plan check applications | 5,297 | 5,933 | 5,300 | 5,300 |

Neighborhood Inspections Program

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, outdoor areas, and adjacent rights-of-way. This is accomplished by enforcing the requirements of the Property Maintenance Code (Title 29), including housing maintenance standards, derelict building regulations, and property nuisance regulations.

Relationship to 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

From FY 2003-04 to FY 2005-06 the number of properties cleaned up increased 22%, while the number of housing units brought up to code decreased 5%. The number of Code Enforcement Fee waivers granted has increased over the last couple of years, with 313 granted in FY 2005-06. All workload indicators increased from FY 2003-04 to FY 2005-06. Increases were also experienced in: American with Disabilities Act accommodations and the number of properties assisted through the Community Builders Program as part of the City's Home Repair Grant Program. The number of cases and properties referred to the Code Hearings Officer increased. In FY 2005-06 only 4% of nuisance cases were brought into compliance through abatement by a City contractor.

Changes to Services and Activities

Program/Process Efficiencies

In light of Neighborhood Inspections' funding situation, the bureau will review the programs' processes to seek efficiencies. Neighborhood Inspections will pursue the creation of an in-house billing system to decrease costs and improve customer service, and will increase efficiency by having a building inspector position perform all structural-related inspections.

Continue Transition to BDS

Neighborhood Inspections returned to BDS from the Office of Neighborhood Involvement in July 2006, and will continue the process of updating policies and procedures as well as computers and other technology tools to achieve compatibility with the rest of BDS.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 0 | 0 | 20 | 20 | 20 |
| Expenditures | | | | | |
| Personal Services | 0 | 0 | 1,411,127 | 1,488,419 | 1,488,419 |
| External Materials & Services | 0 | 300 | 442,434 | 376,625 | 376,625 |
| Internal Materials & Services | 0 | 0 | 251,976 | 327,944 | 327,944 |
| Total Expenditures | 0 | 300 | 2,105,537 | 2,192,988 | 2,192,988 |

| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Effectiveness | | | | |
| Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts | 1,578 | 1,491 | 1,500 | 1,500 |
| Number of properties cleaned up | 7,293 | 7,641 | 7,500 | 7,500 |
| Code Enforcement fee waivers granted | NA | 313 | 300 | 300 |
| Workload | | | | |
| Nuisance inspections | 15,238 | 15,910 | 15,300 | 15,300 |
| Housing/derelict buildings inspections | 4,739 | 4,631 | 4,500 | 4,500 |
| Housing intakes | 1,578 | 1,516 | 1,600 | 1,600 |
| Nuisance intakes | 7,639 | 7,259 | 7,800 | 7,800 |
| Code Enforcement fee waiver requests | NA | 353 | 330 | 330 |

Development Services Program

Description

The Development Services Program manages the flow of the public permitting process from early assistance for planning projects to maintenance of records for completed projects.

Resource/Records and Trade Permit staff reviews and issues over 43,000 plumbing, electrical, mechanical and sign permits each year; maintains historical building permit records; and assists customers with inquiries regarding permit history, land use decisions, and utility location. Permitting Services staff performs intake and initial checks for completeness for over 11,000 building permit applications, assigns projects to technical reviewers, tracks the reviews, and issues permits once reviews are completed. Process managers guide customers with large and complex projects through the standard permitting process and provide higher-level assistance through the Major Projects Group. Small Business staff provides resources and expertise to small business owners seeking to develop or expand their businesses.

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 the same day as permit intake is remaining stable at approximately 60%. The percentage of pre-issuance checks completed within two working days of last review had fallen due to an increased workload and staffing issues within the workgroup. However, with all vacancies filled, the workgroup is again close to meeting its goal of 90% for this measure. The Money Back Guarantee program offers refunds to trade permit applicants who fax or deliver permit applications by 12:00 noon (and who don't need to submit plans) if the permits are not issued by 5:00 p.m. the same day. Since the program began in November 2002, the bureau has met the deadline for 99% of eligible trade permits each year.

The number of building permits (commercial and residential combined) has increased from 8,828 in FY 2000-01 to 11,031 in FY 2005-06. The number of other permit types issued has increased over the same period from a combined total of 33,506 in FY 2000-01 to 43,742 in FY 2005-06.

Changes to Services and Activities

Permits Online

In fall 2005, BDS began testing a program to issue trade permits (electrical, plumbing, and mechanical) over the internet. This program is now available to all trade permit customers. In FY 2007-08 BDS will explore the feasibility of expanding electronic permits to other permit types.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 34 | 38 | 39 | 39 | 39 |
| Expenditures | | | | | |
| Personal Services | 2,470,778 | 2,604,975 | 3,319,862 | 2,862,780 | 2,862,780 |
| External Materials & Services | 209,391 | 195,402 | 158,205 | 183,756 | 183,756 |
| Internal Materials & Services | 1,281,946 | 1,333,724 | 1,253,318 | 1,415,476 | 1,415,476 |
| Capital Outlay | 0 | 0 | 25,000 | 0 | 0 |
| Total Expenditures | 3,962,115 | 4,134,101 | 4,756,385 | 4,462,012 | 4,462,012 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Efficiency | | | | |
| Percent of building permits issued over the counter the same day as intake | 60% | 57% | 58% | 58% |
| Pre-issuance checks completed within two working days of last review approval | 75% | 53% | 75% | 80% |
| Percent of permits eligible for Money Back Guarantee program | 99% | 100% | 100% | 100% |
| Workload | | | | |
| Building permits - commercial | 4,022 | 4,080 | 4,200 | 4,200 |
| Building permits - residential | 6,216 | 6,951 | 7,000 | 7,000 |
| Total building permits (commercial and residential) | 10,238 | 11,031 | 11,200 | 11,200 |
| Electrical permits | 17,452 | 18,754 | 18,800 | 18,800 |
| Mechanical permits | 11,057 | 11,875 | 12,400 | 12,400 |
| Plumbing permits | 11,734 | 12,169 | 12,000 | 12,000 |
| Sign permits | 913 | 944 | 950 | 950 |

Site Development Program

Description

Site Development includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as onsite stormwater treatment/disposal and erosion control requirements on private property. Staff reviews all land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Stormwater Manual, Trees and Landscaping requirements for Titles 20 and 33, and all required erosion control measures.

The Environmental Soils subprogram also works with property owners who have subsurface sanitary systems in need of repair, replacement, or disposal 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 percentage of inspections made within 24 hours of request has remained consistently at 99%. However, the timeliness of plan review services decreased by 25%. In FY 2004-05 it took eight working days from the time plans were submitted to issue the first checksheet, but in FY 2005-06 the time lengthened to ten working days. The number of site development plan reviews increased from 5,300 in FY 2004-05 to over 5,900 in FY 2005-06, while the number of inspections decreased slightly to over 9,600 per year.

Changes to Services and Activities

OnSite Stormwater Program

In FY 2006-07, BDS created a mapping tool to assist staff and customers with site assessments for soils by providing a Citywide map that shows the number and type of facilities that have been approved nearby. This tool will assist designers in identifying types of soils in the areas of their projects, and therefore what types of facilities will likely be appropriate for their projects. The tool is meant as an adjunct to regular testing protocols established in the stormwater manual.

Clean River Rewards Permitting

Site Development will continue to participate in the permitting functions for the onsite stormwater residential retrofit program initiated in FY 2006-07. Services include a site assessment as well as plan review and inspections for all retrofit projects.

Geotechnical Engineer

BDS is adding a geotechnical engineer to improve customer service by addressing increases in both the number and complexity of permit reviews, and by helping Site Development consistently meet its plan review turnaround goals. This position will be funded by fee increases.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 16 | 17 | 18 | 19 | 19 |
| Expenditures | | | | | |
| Personal Services | 1,275,243 | 1,459,374 | 1,658,599 | 1,765,074 | 1,765,074 |
| External Materials & Services | 22,063 | 29,925 | 74,417 | 67,953 | 67,953 |
| Internal Materials & Services | 46,952 | 49,782 | 53,388 | 65,222 | 65,222 |
| Total Expenditures | 1,344,258 | 1,539,081 | 1,786,404 | 1,898,249 | 1,898,249 |
| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | | Target FY 2007-08 |
| Effectiveness | | | | | |
| Average number of working days to first checksheet | 8.27 | 9.67 | 10.00 | | 10.00 |
| Percent of inspections made within 24 hours of request | 99% | 99% | 99% | | 99% |
| Workload | | | | | |
| Site development inspections | 9,843 | 9,666 | 9,700 | | 9,700 |
| Site development plan reviews | 5,313 | 5,943 | 5,500 | | 5,500 |

Plan Review Program

Description

Plan Review 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 issues. They help permit applicants understand building codes and the review process in order to successfully obtain permits for their projects.

Staff in the Engineering 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

Plan Review supports the Citywide goal to protect and enhance the natural and built environment.

Performance

Building plan review is performed by BDS and as many as five other City bureaus. The percentage of building plans that were reviewed by all bureaus within scheduled dates declined slightly in FY 2005-06, but is still improved since FY 2001-02. In FY 2005-06, the City met its plan review turnaround goals for 78% of residential plans and 67% of commercial plans. The percentages were even higher for plans that were reviewed by BDS only: 84% of residential plans and 69% of commercial plans.

Changes to Services and Activities

Training Staff

In FY 2006-07, the Plan Review Program filled vacant staff positions and reduced overtime spending. In FY 2007-08 the program will focus on improving service to customers by training staff to make more effective use of available technology tools.

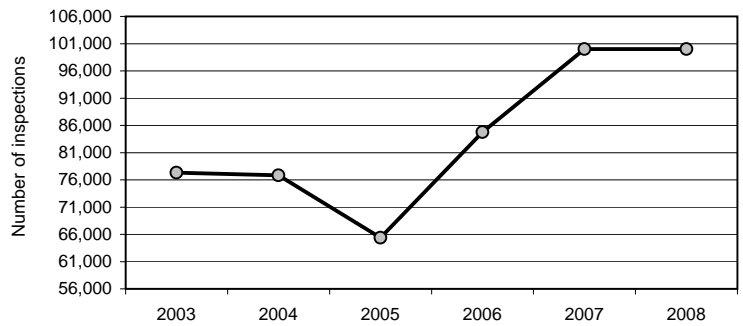
| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 29 | 30 | 32 | 35 | 35 |
| Expenditures | | | | | |
| Personal Services | 2,412,234 | 2,745,350 | 3,104,447 | 3,411,479 | 3,411,479 |
| External Materials & Services | 59,609 | 20,860 | 34,693 | 28,857 | 28,857 |
| Internal Materials & Services | 32,546 | 45,347 | 33,485 | 28,649 | 28,649 |
| Total Expenditures | 2,504,389 | 2,811,557 | 3,172,625 | 3,468,985 | 3,468,985 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Percent of residential plans reviewed by all bureaus within scheduled end dates | 79% | 78% | 80% | 80% |
| Percent of commercial plans reviewed by all bureaus within scheduled end dates | 69% | 67% | 65% | 65% |

Performance Measures

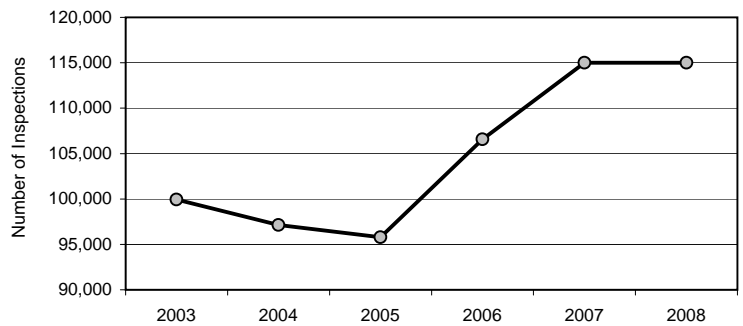
Commercial Inspections

Commercial inspections decreased in FY 2004-05 due to a correction in the way inspections are counted. The number of commercial inspections is expected to stabilize in FY 2007-08, reflecting the stable local construction activity.



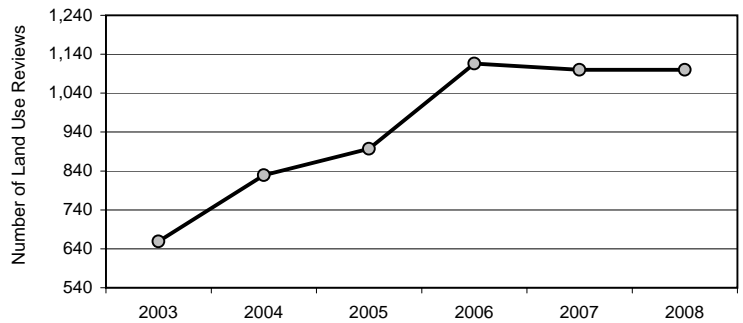
Residential Inspections

Residential inspections are expected to stabilize in FY 2007-08 due to the projected increase in interest rates and a slowdown in the housing market.



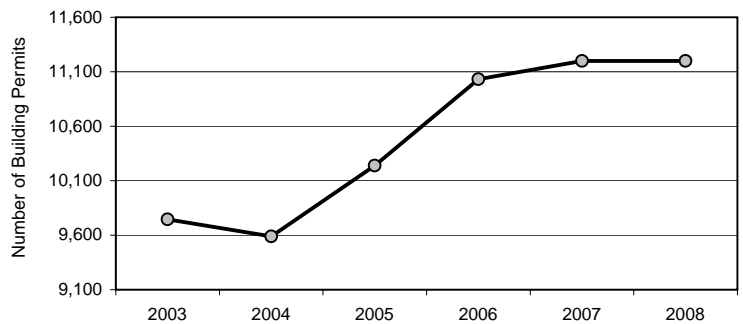
Land Use Review Applications

The number of land use applications is projected to remain stable.



Total Commercial & Residential Building Permits

The number of building permits is expected to remain essentially flat in FY 2007-08 due to anticipated higher interest rates and a relatively stable local construction activity.



Bureau of Development Services

SUMMARY OF BUREAU BUDGET

| | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|--------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| RESOURCES | | | | | |
| External Revenues | | | | | |
| Licenses and Permits | 23,077,327 | 24,850,433 | 24,770,000 | 25,777,000 | 25,777,000 |
| Service Charges and Fees | 6,792,034 | 8,861,554 | 8,548,390 | 9,709,000 | 9,709,000 |
| Miscellaneous Revenues | 530,570 | 700,208 | 1,919,000 | 2,369,000 | 2,369,000 |
| Total External Revenues | 30,399,931 | 34,412,195 | 35,237,390 | 37,855,000 | 37,855,000 |
| Internal Revenues | | | | | |
| Other Cash Transfers | 1,153,361 | 1,349,837 | 3,049,854 | 2,489,627 | 2,489,627 |
| Interagency Reimbursements | 208,701 | 127,596 | 478,926 | 595,371 | 640,371 |
| Total Internal Revenues | 1,362,062 | 1,477,433 | 3,528,780 | 3,084,998 | 3,129,998 |
| Beginning Fund Balance | 4,820,624 | 6,922,134 | 9,918,848 | 11,366,610 | 11,366,610 |
| TOTAL RESOURCES | \$ 36,582,617 | \$ 42,811,762 | \$ 48,685,018 | \$ 52,306,608 | \$ 52,351,608 |

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

| | | | | | |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| EXPENDITURES | | | | | |
| Bureau Requirements | | | | | |
| Personal Services | 21,262,072 | 22,764,098 | 28,041,513 | 28,857,843 | 28,857,843 |
| External Materials & Services | 1,266,499 | 908,335 | 2,555,006 | 2,530,047 | 2,530,047 |
| Internal Materials & Services | 5,669,234 | 6,390,221 | 7,291,633 | 7,795,182 | 7,939,182 |
| Capital Outlay | 0 | 0 | 25,000 | 0 | 0 |
| Total Bureau Requirements | 28,197,805 | 30,062,654 | 37,913,152 | 39,183,072 | 39,327,072 |
| Fund Requirements | | | | | |
| General Operating Contingency | 0 | 0 | 2,037,864 | 3,860,518 | 3,905,518 |
| General Fund Overhead | 856,318 | 771,634 | 1,095,056 | 1,501,526 | 1,501,526 |
| Other Cash Transfers | 606,360 | 772,625 | 1,008,434 | 1,045,013 | 1,045,013 |
| Ending Fund Balance | 6,922,134 | 11,204,849 | 6,630,512 | 6,716,479 | 6,572,479 |
| Total Fund Requirements | 8,384,812 | 12,749,108 | 10,771,866 | 13,123,536 | 13,024,536 |
| TOTAL EXPENDITURES | \$ 36,582,617 | \$ 42,811,762 | \$ 48,685,018 | \$ 52,306,608 | \$ 52,351,608 |

| | | | | | |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| PROGRAMS | | | | | |
| Administration Program | 6,321,995 | 6,315,866 | 8,640,863 | 9,069,096 | 9,210,848 |
| <i>Positions</i> | <i>35.80</i> | <i>31.70</i> | <i>36.00</i> | <i>34.24</i> | <i>34.24</i> |
| Commercial Inspections Program | 4,992,653 | 5,134,199 | 5,619,746 | 5,724,142 | 5,724,142 |
| <i>Positions</i> | <i>57.40</i> | <i>56.50</i> | <i>57.37</i> | <i>56.45</i> | <i>56.45</i> |
| Compliance Services Program | 952,151 | 1,138,266 | 1,399,975 | 1,387,881 | 1,387,881 |
| <i>Positions</i> | <i>12.65</i> | <i>15.85</i> | <i>16.00</i> | <i>15.89</i> | <i>15.89</i> |
| Combination Inspections Program | 3,145,953 | 3,432,811 | 3,767,671 | 3,884,561 | 3,884,561 |
| <i>Positions</i> | <i>33.90</i> | <i>34.88</i> | <i>38.00</i> | <i>39.25</i> | <i>39.25</i> |
| Land Use Services Program | 4,974,291 | 5,556,473 | 6,663,946 | 7,095,158 | 7,097,406 |
| <i>Positions</i> | <i>58.19</i> | <i>67.20</i> | <i>72.30</i> | <i>74.30</i> | <i>74.30</i> |
| Neighborhood Inspections Program | 0 | 300 | 2,105,537 | 2,192,988 | 2,192,988 |
| <i>Positions</i> | <i>0.00</i> | <i>0.00</i> | <i>20.00</i> | <i>20.00</i> | <i>20.00</i> |
| Development Services Program | 3,962,115 | 4,134,101 | 4,756,385 | 4,462,012 | 4,462,012 |
| <i>Positions</i> | <i>34.10</i> | <i>37.90</i> | <i>39.10</i> | <i>38.50</i> | <i>38.50</i> |
| Site Development Program | 1,344,258 | 1,539,081 | 1,786,404 | 1,898,249 | 1,898,249 |
| <i>Positions</i> | <i>16.00</i> | <i>17.00</i> | <i>18.00</i> | <i>19.37</i> | <i>19.37</i> |
| Plan Review Program | 2,504,389 | 2,811,557 | 3,172,625 | 3,468,985 | 3,468,985 |
| <i>Positions</i> | <i>28.90</i> | <i>29.90</i> | <i>32.00</i> | <i>34.50</i> | <i>34.50</i> |
| TOTAL PROGRAMS | \$ 28,197,805 | \$ 30,062,654 | \$ 37,913,152 | \$ 39,183,072 | \$ 39,327,072 |
| <i>Positions</i> | <i>276.94</i> | <i>290.93</i> | <i>328.77</i> | <i>332.50</i> | <i>332.50</i> |

Bureau of Development Services

FTE SUMMARY

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | |
|-------|----------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 7103 | Administrative Assistant | 40,800 | 62,870 | 2.00 | 105,936 | 2.00 | 109,295 | 2.00 | 109,295 |
| 7106 | Administrative Supervisor I | 49,527 | 66,023 | 1.00 | 65,772 | 1.00 | 66,024 | 1.00 | 66,024 |
| 7107 | Administrative Supervisor II | 52,012 | 69,301 | 1.00 | 69,036 | 1.00 | 69,300 | 1.00 | 69,300 |
| 7375 | Assistant Financial Analyst | 40,800 | 62,870 | 1.00 | 56,364 | 1.00 | 62,868 | 1.00 | 62,868 |
| 7152 | Assistant Program Specialist | 40,800 | 62,870 | 3.00 | 166,134 | 3.00 | 171,008 | 3.00 | 171,008 |
| 7140 | Assistant to Bureau Director | 67,985 | 90,577 | 1.00 | 76,320 | 1.00 | 78,660 | 1.00 | 78,660 |
| 6131 | Associate Planner | 44,245 | 51,219 | 1.00 | 44,244 | 1.00 | 48,588 | 1.00 | 48,588 |
| 7120 | Asst Business Systems Analyst | 40,800 | 62,870 | 3.00 | 133,108 | 3.00 | 136,900 | 3.00 | 136,900 |
| 2146 | Building Insp/Plans Exam Trainee | 27,791 | 32,176 | 3.00 | 83,727 | 3.00 | 85,869 | 3.00 | 85,869 |
| 2140 | Building Inspector II | 56,606 | 65,501 | 14.00 | 878,605 | 14.00 | 902,710 | 14.00 | 902,710 |
| 2141 | Building Inspector Senior | 63,559 | 73,560 | 14.00 | 996,802 | 14.00 | 1,020,588 | 14.00 | 1,020,588 |
| 7110 | Business Operations Supervisor | 60,281 | 80,659 | 1.00 | 80,352 | 1.00 | 80,586 | 1.00 | 80,586 |
| 7121 | Business Systems Analyst | 52,012 | 69,301 | 2.00 | 138,072 | 2.00 | 138,556 | 2.00 | 138,556 |
| 6132 | City Planner I | 48,776 | 56,292 | 7.00 | 361,415 | 7.00 | 375,330 | 7.00 | 375,330 |
| 6133 | City Planner II | 53,641 | 61,951 | 25.00 | 1,429,044 | 26.00 | 1,543,138 | 26.00 | 1,543,138 |
| 2201 | Code Specialist I | 29,169 | 37,709 | 1.00 | 29,172 | 2.00 | 62,952 | 2.00 | 62,952 |
| 2202 | Code Specialist II | 38,294 | 49,256 | 6.00 | 282,400 | 6.00 | 289,550 | 6.00 | 289,550 |
| 2204 | Code Specialist III | 41,322 | 52,576 | 1.00 | 52,572 | 1.00 | 52,572 | 1.00 | 52,572 |
| 2127 | Combination Inspector | 60,385 | 69,927 | 16.00 | 1,099,704 | 19.00 | 1,328,556 | 19.00 | 1,328,556 |
| 7202 | Community Outreach & Info Asst | 40,800 | 62,870 | 1.00 | 40,800 | 1.00 | 53,976 | 1.00 | 53,976 |
| 0131 | Customer Accts Spec I | 30,589 | 42,846 | 2.00 | 73,440 | 2.00 | 79,728 | 2.00 | 79,728 |
| 7074 | Development Services Director | 104,463 | 149,689 | 1.00 | 138,720 | 1.00 | 144,408 | 1.00 | 144,408 |
| 6041 | Development Services Tech I | 34,243 | 45,873 | 16.00 | 619,724 | 16.00 | 639,414 | 16.00 | 639,414 |
| 6042 | Development Services Tech II | 45,873 | 58,527 | 16.00 | 820,024 | 16.00 | 845,256 | 16.00 | 845,256 |
| 6043 | Development Services Tech III | 55,729 | 71,180 | 1.00 | 55,728 | 1.00 | 61,260 | 1.00 | 61,260 |
| 7767 | Development Supervisor | 57,378 | 76,609 | 2.00 | 139,752 | 2.00 | 145,020 | 2.00 | 145,020 |
| 6044 | Development Svcs Proj Coord | 55,729 | 71,180 | 6.60 | 431,341 | 7.00 | 468,587 | 7.00 | 468,587 |
| 2122 | Electrical Inspector | 56,606 | 65,501 | 9.00 | 583,962 | 6.00 | 392,976 | 6.00 | 392,976 |
| 2124 | Electrical Inspector Senior | 63,559 | 73,560 | 7.00 | 514,920 | 7.00 | 514,920 | 7.00 | 514,920 |
| 6112 | Engineer | 71,180 | 78,425 | 12.00 | 925,296 | 14.00 | 1,086,784 | 14.00 | 1,086,784 |
| 6110 | Engineering Associate | 48,128 | 64,519 | 1.00 | 64,524 | 1.00 | 64,524 | 1.00 | 64,524 |
| 6111 | Engineering Associate Senior | 61,492 | 71,180 | 1.00 | 68,104 | 0.00 | 0 | 0.00 | 0 |
| 6022 | Engineering Technician II | 45,873 | 58,527 | 1.00 | 46,440 | 1.00 | 48,741 | 1.00 | 48,741 |
| 7775 | Facilities Program Supervisor | 67,985 | 90,577 | 1.00 | 84,096 | 1.00 | 87,253 | 1.00 | 87,253 |
| 7376 | Financial Analyst | 52,012 | 69,301 | 2.00 | 126,924 | 2.00 | 129,527 | 2.00 | 129,527 |
| 6122 | Graphics Designer II | 45,873 | 58,527 | 1.00 | 50,777 | 1.00 | 53,297 | 1.00 | 53,297 |
| 2135 | Housing Inspector | 40,674 | 51,469 | 7.00 | 352,800 | 7.00 | 358,305 | 7.00 | 358,305 |
| 2136 | Housing Inspector Senior | 53,411 | 61,826 | 2.00 | 123,648 | 2.00 | 123,648 | 2.00 | 123,648 |
| 7769 | Housing Inspection Supervisor | 60,281 | 80,659 | 1.00 | 74,052 | 1.00 | 75,823 | 1.00 | 75,823 |
| 7771 | Inspection Manager | 78,592 | 104,651 | 3.00 | 303,504 | 3.00 | 307,884 | 3.00 | 307,884 |
| 7770 | Inspection Supervisor | 67,985 | 90,577 | 7.00 | 612,679 | 7.00 | 620,783 | 7.00 | 620,783 |
| 7131 | Management Analyst | 52,012 | 69,301 | 2.00 | 123,712 | 2.00 | 126,216 | 2.00 | 126,216 |
| 7130 | Management Assistant | 40,800 | 62,870 | 2.00 | 103,476 | 2.00 | 107,004 | 2.00 | 107,004 |
| 7773 | Noise Control Officer | 54,622 | 72,850 | 1.00 | 72,576 | 1.00 | 72,852 | 1.00 | 72,852 |
| 0100 | Office Support Spec I | 25,954 | 36,039 | 7.00 | 237,439 | 7.00 | 243,371 | 7.00 | 243,371 |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 16.00 | 578,872 | 17.00 | 646,751 | 17.00 | 646,751 |
| 0104 | Office Support Spec III | 36,498 | 46,959 | 7.00 | 325,752 | 7.00 | 328,692 | 7.00 | 328,692 |
| 0106 | Office Support Spec Lead | 36,498 | 46,959 | 1.00 | 46,956 | 1.00 | 46,956 | 1.00 | 46,956 |
| 3225 | Plan Examiner Senior | 64,394 | 74,542 | 2.50 | 184,008 | 3.00 | 223,632 | 3.00 | 223,632 |
| 3221 | Plan Examiner-Commercial | 59,237 | 68,591 | 14.00 | 933,114 | 14.00 | 951,069 | 14.00 | 951,069 |
| 7760 | Plan Review Code Specialist | 57,378 | 76,609 | 1.00 | 76,320 | 1.00 | 76,608 | 1.00 | 76,608 |
| 7761 | Plan Review Supervisor | 67,985 | 90,577 | 1.00 | 79,806 | 1.00 | 87,372 | 1.00 | 87,372 |
| 2110 | Plumbing Inspector | 56,606 | 65,501 | 7.00 | 428,172 | 7.00 | 448,036 | 7.00 | 448,036 |
| 2111 | Plumbing Inspector Senior | 63,559 | 73,560 | 5.00 | 337,812 | 5.00 | 357,504 | 5.00 | 357,504 |
| 7133 | Principal Management Analyst | 67,985 | 90,577 | 1.00 | 67,980 | 1.00 | 80,124 | 1.00 | 80,124 |
| 7753 | Principal Planner | 78,592 | 104,651 | 1.00 | 98,880 | 1.00 | 102,936 | 1.00 | 102,936 |
| 7154 | Program Coordinator | 54,622 | 72,850 | 1.00 | 63,504 | 1.00 | 65,674 | 1.00 | 65,674 |
| 7153 | Program Specialist | 49,527 | 66,023 | 1.00 | 61,776 | 1.00 | 63,886 | 1.00 | 63,886 |
| 7208 | Public Information Manager | 63,204 | 84,940 | 1.00 | 84,612 | 1.00 | 84,801 | 1.00 | 84,801 |
| 7102 | Senior Admin Specialist | 38,002 | 58,485 | 6.00 | 264,417 | 6.00 | 291,693 | 6.00 | 291,693 |
| 7113 | Senior Business Operations Mgr | 84,439 | 112,522 | 1.00 | 112,092 | 1.00 | 112,524 | 1.00 | 112,524 |
| 6134 | Senior City Planner | 55,729 | 71,180 | 17.00 | 1,107,251 | 17.00 | 1,132,122 | 17.00 | 1,132,122 |
| 7650 | Senior Engineer | 63,204 | 84,940 | 1.00 | 84,612 | 1.00 | 84,882 | 1.00 | 84,882 |
| 7132 | Senior Management Analyst | 57,378 | 76,609 | 2.00 | 151,908 | 1.00 | 76,536 | 1.00 | 76,536 |
| 7158 | Senior Program Manager | 67,985 | 90,577 | 1.00 | 67,980 | 1.00 | 78,984 | 1.00 | 78,984 |
| 2159 | Senior Site Development Insp. | 63,559 | 73,560 | 1.00 | 73,560 | 1.00 | 73,560 | 1.00 | 73,560 |
| 2160 | Site Development Insp II | 56,606 | 65,501 | 4.00 | 261,984 | 4.00 | 261,984 | 4.00 | 261,984 |
| 2158 | Site Development Inspector I | 49,506 | 57,316 | 1.00 | 56,396 | 1.00 | 57,312 | 1.00 | 57,312 |
| 2175 | Structural Inspector | 56,606 | 65,501 | 1.00 | 56,604 | 1.00 | 60,912 | 1.00 | 60,912 |

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | |
|-------------------------------------|------------------------------|--------------|---------|-----------------------|----------------------|------------------------|----------------------|-----------------------|----------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 7651 | Supervising Engineer | 67,985 | 90,577 | 2.00 | 170,856 | 2.00 | 173,406 | 2.00 | 173,406 |
| 7752 | Supervising Planner | 67,985 | 90,577 | 6.00 | 498,733 | 6.00 | 508,789 | 6.00 | 508,789 |
| 7271 | Training & Development Off I | 57,378 | 76,609 | 1.00 | 76,320 | 1.00 | 76,608 | 1.00 | 76,608 |
| TOTAL FULL-TIME POSITIONS | | | | 319.10 | \$ 19,287,514 | 323.00 | \$ 20,027,960 | 323.00 | \$ 20,027,960 |
| 6133 | City Planner II | 53,641 | 61,951 | 2.30 | 130,005 | 2.30 | 133,180 | 2.30 | 133,180 |
| 2202 | Code Specialist II | 38,294 | 49,256 | 1.00 | 39,667 | 0.50 | 21,876 | 0.50 | 21,876 |
| 0100 | Office Support Spec I | 25,954 | 36,039 | 0.50 | 18,024 | 0.50 | 18,024 | 0.50 | 18,024 |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 0.70 | 25,245 | 0.70 | 27,306 | 0.70 | 27,306 |
| 3220 | Plan Examiner-Residential | 48,755 | 56,397 | 0.50 | 28,200 | 0.50 | 28,200 | 0.50 | 28,200 |
| 6130 | Planning Assistant | 27,875 | 35,580 | 2.00 | 56,212 | 2.00 | 57,408 | 2.00 | 57,408 |
| TOTAL PART-TIME POSITIONS | | | | 7.00 | \$ 297,353 | 6.50 | \$ 285,994 | 6.50 | \$ 285,994 |
| 2201 | Code Specialist I | 29,169 | 37,709 | 0.67 | 19,662 | 0.00 | 0 | 0.00 | 0 |
| 6052 | Environmental Technician II | 45,873 | 58,527 | 2.00 | 91,752 | 2.00 | 94,760 | 2.00 | 94,760 |
| 6134 | Senior City Planner | 55,729 | 71,180 | 0.00 | 0 | 1.00 | 70,908 | 1.00 | 70,908 |
| TOTAL LIMITED TERM POSITIONS | | | | 2.67 | \$ 111,414 | 3.00 | \$ 165,668 | 3.00 | \$ 165,668 |

Bureau of Development Services

BUDGET DECISIONS

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

| ACTION | AMOUNT | | | FTE | DECISION |
|---|------------|----------|----------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2007-08 | 37,337,573 | 230,000 | 37,567,573 | 325.50 | FY 2007-08 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 250,000 | 250,000 | 0.00 | Neighborhood Inspections Program |
| | 56,353 | 30,000 | 86,353 | 1.00 | Portable Signs Program |
| | 51,605 | 137,018 | 188,623 | 0.00 | Measure 37 Claim Response |
| | 504,317 | 0 | 504,317 | 0.00 | Mobile Computing |
| | 0 | 0 | 0 | 1.00 | Front Line Customer Service |
| | 20,000 | 0 | 20,000 | 1.00 | Zoning Code Review |
| | 108,000 | 0 | 108,000 | 1.00 | Geotechnical Review |
| | 0 | 75,000 | 75,000 | 0.00 | Living Smart Contracts |
| | 35,508 | 0 | 35,508 | 0.00 | Increase in OMF Service Charges |
| | 0 | 100,000 | 100,000 | 1.00 | OSD Green Buildings Initiative |
| | 194,580 | 0 | 194,580 | 2.00 | Include 2 Positions from Fall BuMP |
| | 8,118 | 0 | 8,118 | 0.00 | General Fund Overhead Increase |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 45,000 | 45,000 | 0.00 | Tree Policy |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 144,000 | 144,000 | 0.00 | Additional Fleet Replacement Costs |
| | 978,481 | 781,018 | 1,759,499 | 7.00 | Total FY 2007-08 Decision Packages |
| | | | \$ 39,327,072 | 332.50 | Total Adopted Budget |



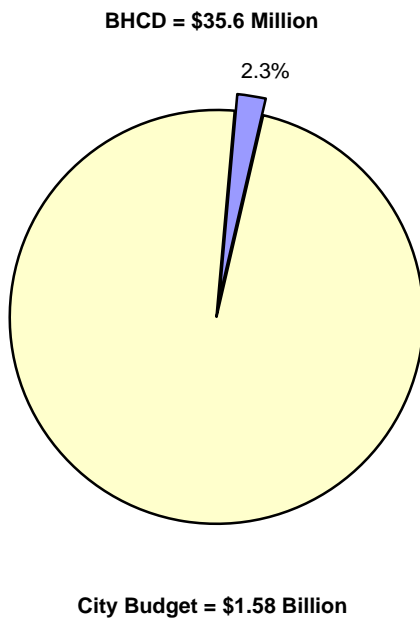
Bureau of Housing and Community Development

Community Development Service Area

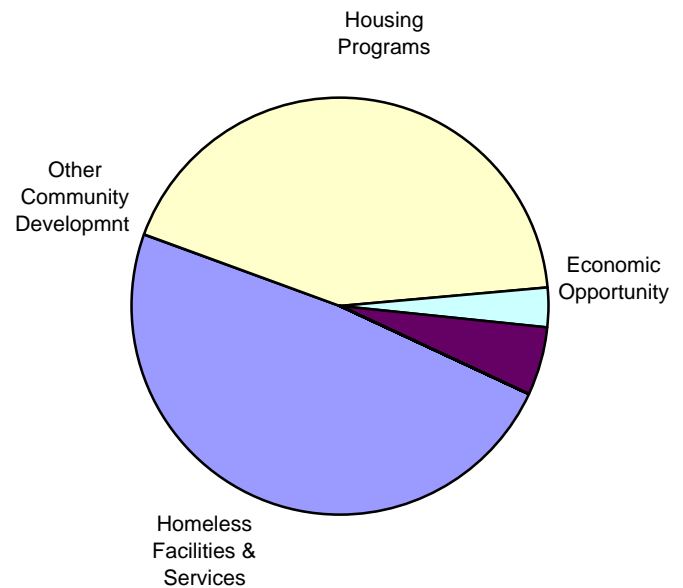
Erik Sten, Commissioner-in-Charge

William White, Director

Percent of City Budget



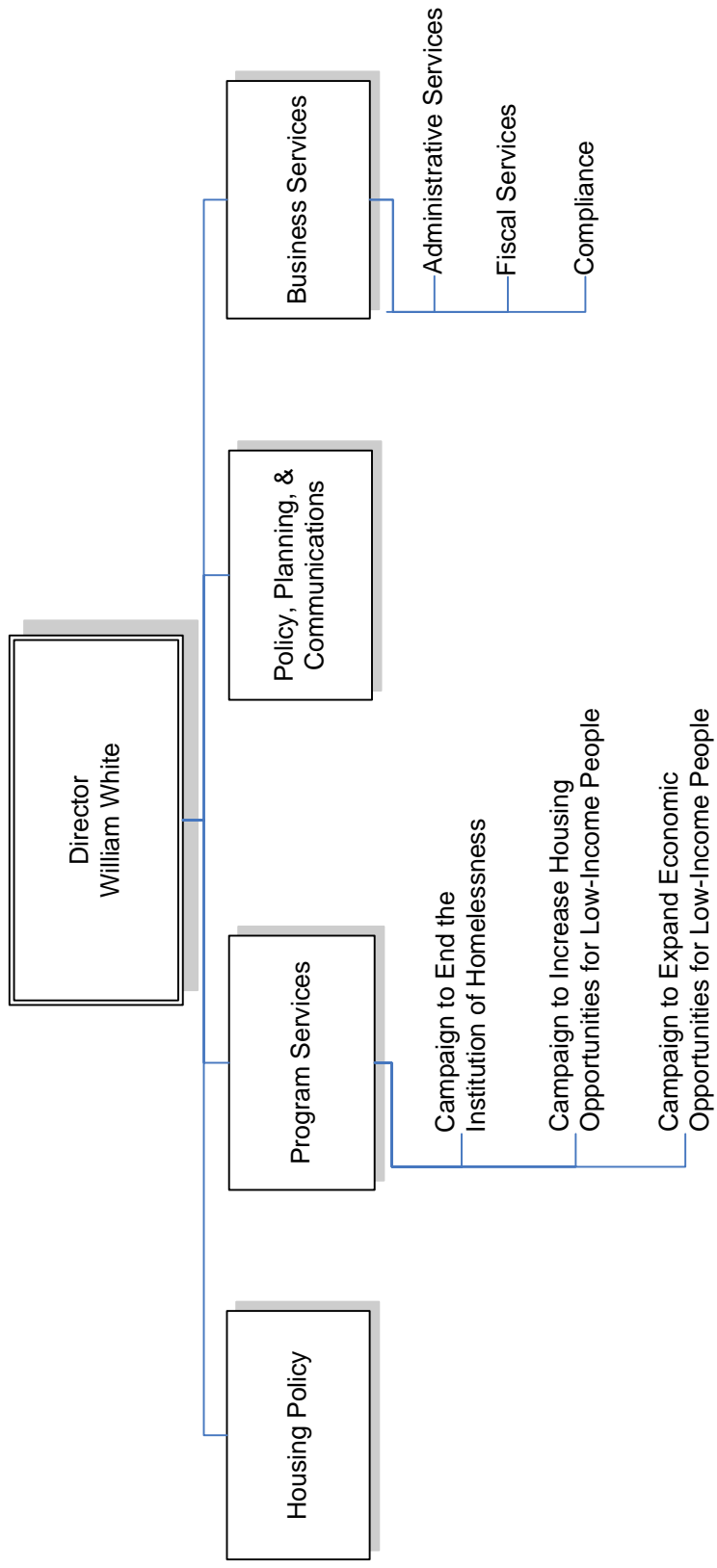
Bureau Programs



Bureau Overview

| Expenditures | Revised FY 2006–07 | Adopted FY 2007–08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 50,457,796 | 35,611,956 | -14,845,840 | -29.4% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 50,457,796 | \$ 35,611,956 | \$ -14,845,840 | \$ -29.4% |
| Authorized Positions | 30 | 32 | 2.00 | 6.7% |

Bureau of Housing and Community Development



Bureau Summary

BUREAU MISSION

The mission of the Bureau of Housing and Community Development is to make Portland a more livable city for all by bringing low-income people and community resources together.

BUREAU OVERVIEW

The Bureau of Housing and Community Development (BHCD) is responsible for developing and managing policy and programs to address the housing and economic needs of Portland's lower-income residents. BHCD oversees federal entitlement and competitive grant funds from the U.S. Department of Housing and Urban Development (HUD) and other federal agencies. Bureau staff provides centralized support for the planning, tracking, reporting, and evaluation of all federal grant funds and local resources.

Federal and Local Resources

The bureau's Adopted Budget is \$37,865,037 and includes 31.74 FTE. BHCD receives the vast majority of its federal resources from HUD, through four entitlement grant programs: the Community Development Block Grant (CDBG), HOME, Housing for People with AIDS (HOPWA), and the Emergency Shelter Grant (ESG). The amount BHCD receives from these grants is set by formula. BHCD also receives a number of other competitive categorical grants for homeless services and other community development programs. All federal funds are subject to restrictions on use, and cap the amount that may be spent on administration. BHCD also manages General Fund and Housing Investment Fund (HIF) resources appropriated by Council. These flexible resources are used at Council's direction to fund a variety of programs that advance City housing and economic opportunity goals.

Community-driven Strategic Plan

Since FY 2003-04, when the bureau completed a community-based strategic planning process, BHCD has concentrated its staff and fiscal resources on the quarter of Portland households living with incomes at or below 50% of median family income (\$33,950 per year for a family of four).

BHCD efforts focus on three campaigns:

- ◆ Campaign I: End the institution of homelessness by 2015
- ◆ Campaign II: Increase the range of housing opportunities for low-income people
- ◆ Campaign III: Expand opportunities for low-income residents to improve their economic situation

Each campaign is being implemented in accordance with evidence-based best practices.

Operations

Contracting: BHCD does not provide direct service. BHCD contracts with numerous public and private nonprofit organizations to provide services to lower-income residents and neighborhoods, and manages those contracts for both effectiveness and compliance with HUD regulations.

Policy and planning: BHCD has Citywide policy and planning responsibilities for homelessness, affordable housing, community services issues, and local economic opportunity policy. BHCD is also the designated lead agency for the Multnomah County Consolidated Plan Consortium. In that role, BHCD provides staffing support to the Housing and Community Development Commission, a community advisory body.

The HOME and HOPWA grant consortiums: BHCD is the lead agency for two regional grant consortiums: HOME and HOPWA. The HOME consortium includes Portland, Gresham, and Multnomah County, and funds affordable housing development. The HOPWA consortium includes Portland and Multnomah, Washington, Clackamas, Yamhill, and Columbia counties in Oregon, as well as Clark and Skamania counties in Washington. HOPWA funds housing and facility development, as well as services, for persons with HIV/AIDS.

Program staff: BHCD is organized into three campaign teams under the leadership of a senior program manager. The fiscal, compliance, and administrative teams operate under the leadership of a business operations manager. The bureau also has a policy, planning, and communications team. The business operations manager, senior program manager, and communications manager report to the director.

The FY 2007-08 Adopted Budget implements the recommendations of the bureau's Sustainability Plan. The bureau developed this plan in response to a FY 2006-07 budget note that directed the bureau to develop a financial plan for sustainable funding of programs currently funded with one-time resources "...in order to minimize the risk to those served by these programs."

SIGNIFICANT ISSUES

Program Sustainability

In order for BHCD to meet the needs of low-income persons in our community, the bureau must stabilize its funding. This budget will begin the process of converting one-time resources to ongoing funding for Council priorities as directed by a budget note in the FY 2006-07 Adopted Budget.

Tax Increment Financing

The 30% of tax increment financing (TIF) set aside for affordable housing will have an impact on the bureau, as TIF resources will be available to support development of affordable housing and efforts to close the minority homeownership gap.

Strong Demand for Preservation Resources

Over the past several years, BHCD has worked with the Portland Development Commission (PDC) and the Housing Authority of Portland (HAP) on three related preservation strategies:

- ◆ Preservation of the properties the City has made investments in during the past decade, through sound property and asset management
- ◆ Preservation of properties under contract with the federal government through the project-based Section 8 program. As these contracts expire, these properties are at risk of conversion to market rate rentals or condominiums. The City can preserve selected properties in acceptable condition, by purchasing them and transferring them to nonprofit ownership
- ◆ Acquisition of currently affordable, privately owned rental housing to secure it from market rent increases

Maintaining the Permanent Supportive Housing Development Pipeline

To support the 10-Year Plan to End Homelessness, BHCD has endorsed and funded supportive housing, which links housing with social services to ensure that individuals and families who are exiting homelessness will be able to succeed in permanent housing. In addition, BHCD has partnered with PDC, HAP, and Multnomah County to package capital funding for housing with social services funding, and make it available through the annual RFP process for the development of supportive housing. These efforts will continue in FY 2007-08.

Connecting People with Housing

BHCD continues to manage the Housing Connections program, a web-based housing information system developed by BHCD and the Bureau of Technology Services. HousingConnections.org links people to the thousands of diverse, affordable units available in the four-county Portland metropolitan area.

Increased Enforcement of Federal Regulations

As a recipient of federal housing and community development funds, the City must comply with many federal regulations. In recent years, the federal government has promulgated new regulations that address lead-based paint in affordable rental units. Regulations also compel compliance with the Uniform Relocation Act, Davis-Bacon prevailing wage rules, and a host of other federal regulations.

Compliance is costly. For example, lead paint rules added significantly to the cost of rehabilitating older properties. Because the federal government has not provided new funding to cover these costs, BHCD must absorb them.

Restrictions on the Use of Community Development Block Grant

CDBG funding restricts the amount of resources that can be spent on public services, such as services for the homeless, and on administration and planning. Several of BHCD's ongoing programs fall within the caps, including homeless and housing services, youth employment, workforce development, community and targeted initiatives, and public participation. These programs address issues that the City Council considers high priority. BHCD will seek opportunities to reduce the pressure on the caps, by identifying other more flexible resources that could be used to fund activities subject to the cap.

SUMMARY OF BUDGET DECISIONS**Ongoing Funding for Council Priorities**

This package includes \$2,290,824 in ongoing and \$3,050,340 in one time General Fund appropriations to implement the bureau's sustainability plan by converting funding for successful programs from one-time to ongoing resources. The affected programs (Economic Opportunity, the 10-Year Plan, Key Not a Card, Severe Weather Shelter) have established a track record of effectiveness, and it is no longer appropriate to fund them as if they were pilot projects.

Project Respond

This add package is for \$290,000 in one-time resources to help implement recommendations from the Mayor's panel on mental health and public safety to expand Project Respond to help people who are suffering from a mental health crisis and involved in a law enforcement situation. This expansion will be coordinated with efforts to promote crisis intervention training at the Portland Police Bureau.

Humboldt Gardens

This package provides \$250,000 of one-time General Fund support to HAP for the redevelopment of the Iris Court Cluster/Humboldt Gardens.

SAFE Day Center

This package provides \$350,000 of one-time General Fund support to implement recommendations of the Street Access for Everyone (SAFE) Implementation and Oversight Committee. The package supports day shelter services where homeless individuals may seek a place of safety and support during the day, meeting a temporary need that will later be filled by the permanent Access/Resource Center that is still in the project development phase.

**Community
Engagement Program
(CEP III)**

This package has \$200,000 to partially fund the Central City Concern (CCC) team that provides clinical services to the homeless, and faces expiration of federal funding. Even with the \$200,000 appropriation there still remains a shortfall of \$235,000. This \$235,000 has been included in the FY 2007-08 budget (funded by reductions in other homeless programs), and will be held in General Fund contingency. If CCC is successful in its reapplication for grant funding, the \$235,000 in General Fund contingency will revert to BHCD for the programs noted.

Project Clean Slate

This add package provides one time funding of \$85,000 for Project Clean Slate activities in concert with the bureau's economic opportunity and Project Homeless Connect efforts. Project Clean Slate assists individuals with outstanding court fines, suspended driver's licenses, and misdemeanor offenses to clear their record with the court. In return, participants attend citizenship training sessions and provide community service. Clearing these records gives the participants better access to jobs, housing, and financial services. Project Clean Slate will develop and implement a sustainability plan to draw financial support from multiple sources going forward.

BUDGET NOTES

As the current level of services is funded through FY 2007-08, Council directs BHCD to develop a separate request for ongoing funding for women's emergency shelter services consistent with the City's contracting policies as part of the bureau's FY 2008-09 Requested Budget.

Housing Programs

Description

BHCD's Housing programs provide a range of affordable housing opportunities for low-income households, emphasizing households with incomes below 50% median family income (MFI). Housing activities focus on developing and preserving housing for people with the greatest need, including those who have historically had limited access to housing or who are particularly vulnerable in the current housing market.

The vision of the Housing programs is that, in five years:

- ◆ The city's stock of rental housing affordable to households with incomes between 0-50% MFI will include a greater number of larger family-sized units, and units available and accessible to people who are homeless, by continuing to shift our development priorities
- ◆ Home ownership programs will have boosted the rate of minority homeownership, and efforts to streamline access to all housing will benefit households that now face barriers to housing
- ◆ Housing services focused on households with children will have reduced families' exposure to health hazards posed by lead-based paint, mold, and substandard housing
- ◆ Changes in underwriting, asset management, and financial restructuring will improve the financial stability of the City's portfolio of subsidized affordable rental housing and the nonprofit organizations that own and operate it
- ◆ Improved access to an array of housing services will assist lower-income households to stabilize and/or retain their living arrangement of choice
- ◆ Improved coordination between managers of accessible units and people with disabilities will result in more people with disabilities occupying accessible units that meet their housing needs, and
- ◆ Development of new HOPWA-designated units and improved housing placement services will give people living with HIV/AIDS better access to permanent supportive housing.

Goals

The BHCD Housing programs support the following City goals:

- ◆ Improve the quality of life in neighborhoods
- ◆ Protect and enhance the natural and built environment

Performance

Housing projects reflect construction cycles, thus a fluctuation appears among fiscal years for both BHCD funds invested and new housing units built.

Changes to Services and Activities

FY 2006-07 appropriations reflect carryover appropriations for FY 2005-06. The bureau does not include carryover amounts in the FY 2007-08 budget.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 17 | 17 | 14 | 14 | 14 |
| Expenditures | | | | | |
| Personal Services | 842,622 | 849,869 | 984,262 | 1,140,978 | 1,140,978 |
| External Materials & Services | 18,101,471 | 14,857,015 | 29,882,296 | 17,456,964 | 17,456,964 |
| Internal Materials & Services | 1,374,254 | 1,036,639 | 975,147 | 1,169,970 | 1,256,773 |
| Total Expenditures | 20,318,347 | 16,743,524 | 31,841,705 | 19,767,912 | 19,854,715 |
| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | | Target FY 2007-08 |
| Effectiveness | | | | | |
| City residents rating housing affordability good or very good | 37% | 37% | 40% | | 37% |
| City Renter Households with Severe Housing Cost Burden | 26,942 | 26,942 | 29,704 | | 27,275 |
| Efficiency | | | | | |
| Average BHCD funds invested per unit of new housing | \$14,964 | \$17,458 | \$40,000 | | \$27,932 |
| Average amount of outside capital leveraged per unit of new housing | \$107,786 | \$84,000 | \$84,000 | | \$77,690 |
| Average BHCD funds invested per unit of rehab housing | \$8,637 | \$9,500 | \$9,833 | | \$10,222 |
| Workload | | | | | |
| New housing units built | 822 | 259 | 650 | | 358 |
| Housing units rehabilitated | 101 | 100 | 100 | | 126 |

Economic Opportunity

Description

BHCD's Economic Opportunity program works to increase the income of Portland's lowest-income households. Because no two people take the same route to income or asset creation, BHCD has funded a wide array of projects for a variety of populations based on best practices. While most projects focus on either workforce skills training or microenterprise development, all projects employ a comprehensive wraparound service model emphasizing peer support, long-term coaching/mentoring and support services. Bureau contractors work with participants at varying levels of intensity for up to three years, to train and place them in a job or start/expand a business.

The program's FY 2007-08 budget will help 280 Portland residents increase their incomes by at least 25% over three years. The average cost per client is \$5,500 in year one and \$2,000 for both years two and three.

Goals

The program goal is to increase the income of participants a minimum of 25% within three years. The program supports the City goal of promoting economic vitality and opportunity.

Performance

To measure success, the bureau looks primarily at changes in income or small business revenue. Additionally, the bureau tracks asset development, housing, healthcare and job retention status, and other information. Data evaluated to date indicates that most participants have achieved incomes within two years that exceed the three year goal. There are currently about 1,800 enrolled participants at various stages in the initiative.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 3 | 3 | 5 | 5 | 5 |
| Expenditures | | | | | |
| Personal Services | 364,377 | 390,691 | 362,962 | 462,815 | 462,815 |
| External Materials & Services | 3,970,551 | 4,278,932 | 4,373,624 | 2,871,559 | 2,871,559 |
| Internal Materials & Services | 501,443 | 519,723 | 520,973 | 670,298 | 727,552 |
| Total Expenditures | 4,836,371 | 5,189,346 | 5,257,559 | 4,004,672 | 4,061,926 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Workforce Number of Youth & Adults Placed | NA | 1,134 | 300 | 800 |
| Microenterprise Annual Business Revenue Increase | NA | 50% | 20% | 20% |
| Efficiency | | | | |
| Workforce Percent of Wage Increase from Previous Employment | NA | 25% | 25% | 25% |
| Workforce Number of Youth & Adults Retained | NA | 1,134 | 300 | 550 |
| Microenterprise Estimated Revenue Increase over 3 Years | NA | 30% | 30% | 30% |
| Workload | | | | |
| Workforce Number of Youth and Adults Served | NA | 1,134 | 800 | 800 |
| Microenterprise Number of Participants Served | NA | 322 | 300 | 350 |

Homeless Facilities & Services

Description

The Homeless Facilities and Services program supports the community's continuum of care for homeless individuals and families. Program activities include outreach services to homeless people living on the streets; winter emergency shelter; homeless shelter services, including special services to individuals with mental illness and alcohol and drug issues; transitional housing and rent assistance; housing placement into permanent housing; and the development and operation of homeless facilities for all homeless populations.

The bureau anticipates that the 10-Year Plan to End Homelessness will result in gradual, but significant program changes. There is no intention of cutting any program that has a direct impact on homeless people. There is, however, a shift in direction that ensures that existing programs are all working to end people's homelessness. BHCD hopes to modify the existing system of homeless service to adults to better address the vast need, while also being realistic about keeping safety net options available for people who experience homelessness.

In summary the Homeless Facilities and Services program will:

- ◆ Create a gradual shift toward rental assistance and housing services and away from shelter facilities and a shift in affordable housing development toward supportive housing at 0-30% MFI
- ◆ Seek ongoing and expanded resources, including City resources, foundation funding, and other support for efforts that successfully implement the “Housing First” approach

Goals

The Homeless Facilities and Services program supports the Citywide goal to improve the quality of life in neighborhoods and the BHCD goal to end the institution of homelessness by 2015.

Performance

Variations in effectiveness and workload measures reflect refinements to data collection systems.

| FTE & Financials | Actual FY 2004–05 | Actual FY 2005–06 | Revised FY 2006–07 | Proposed FY 2007–08 | Adopted FY 2007–08 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 6 | 6 | 12 | 13 | 13 |
| Expenditures | | | | | |
| Personal Services | 698,165 | 778,435 | 1,246,768 | 1,052,994 | 1,052,994 |
| External Materials & Services | 5,723,533 | 5,149,932 | 10,855,550 | 8,790,312 | 9,170,311 |
| Internal Materials & Services | 711,454 | 812,167 | 858,504 | 1,037,954 | 1,117,986 |
| Total Expenditures | 7,133,151 | 6,740,534 | 12,960,824 | 10,881,260 | 11,341,291 |
| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 | |
| Effectiveness | | | | | |
| Homeless or at-risk individuals placed in more stable or permanent housing | 1,535 | 1,351 | 1,024 | 1,351 | |
| Workload | | | | | |
| Number of unduplicated single adults served | 10,016 | 10,091 | 3,430 | 10,091 | |

Other Community Development

Description

Programs that do not fit within the Bureau's three campaigns are grouped as Other Community Development services. The bureau continues to fund the Community Initiatives project at \$175,000.

Changes to Services and Activities

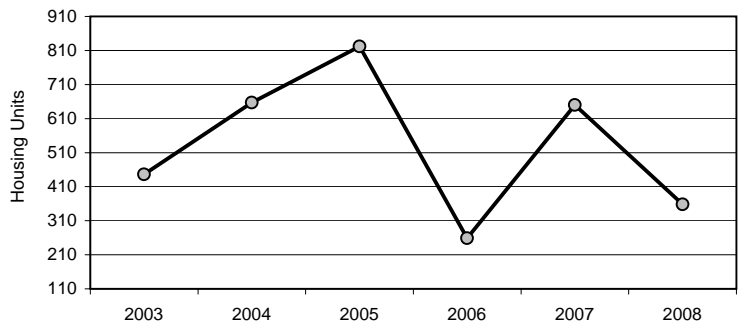
For the Community Initiatives project in FY 2007-08, \$50,000 will be available for planning and administration projects, and \$125,000 for public services.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 1 | 1 | 0 | 0 | 0 |
| Expenditures | | | | | |
| Personal Services | 67,078 | 72,273 | 67,771 | 13,799 | 13,799 |
| External Materials & Services | 638,498 | 177,012 | 229,913 | 200,539 | 200,539 |
| Internal Materials & Services | 112,254 | 99,784 | 100,024 | 128,693 | 139,686 |
| Total Expenditures | 817,829 | 349,069 | 397,708 | 343,031 | 354,024 |
| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 | |
| Effectiveness | | | | | |
| Community Initiative projects successfully completed | 88% | 88% | 87% | 88% | |
| Efficiency | | | | | |
| Percent of resources leveraged by Community Initiative projects | 187% | 179% | 187% | 179% | |
| Workload | | | | | |
| Number of Community Initiative projects started | 9 | 9 | 9 | 9 | |

Performance Measures

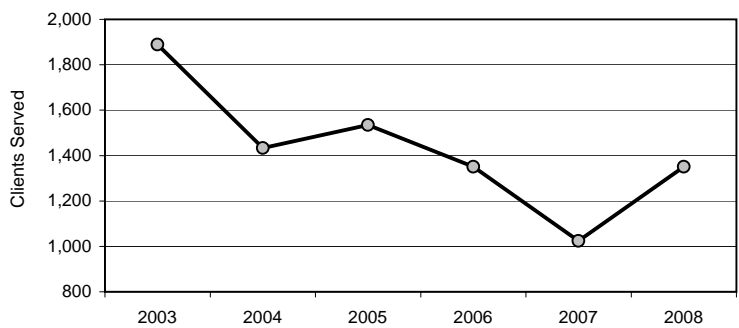
Housing Units

Housing development will continue to decrease due to changes in BHCD resource allocations. Figures do not include units developed by PDC



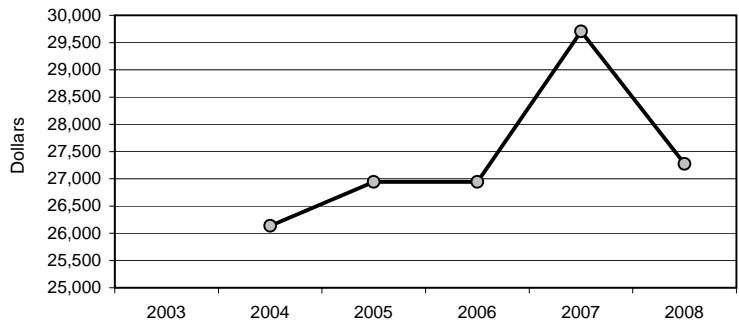
Homeless People Placed in More Stable Housing

Changes in the number of people placed are a result in an emphasis by the bureau on permanent supportive housing.



City Renter Households with Severe Housing Cost

The number of renters facing financial hardship in meeting housing needs continues to increase due to the increase in housing prices.



Bureau of Housing and Community Development

SUMMARY OF BUREAU BUDGET

| | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| RESOURCES | | | | | |
| External Revenues | | | | | |
| Service Charges and Fees | 0 | 20,642 | 0 | 0 | 0 |
| Federal Sources | 20,936,565 | 17,320,133 | 21,471,005 | 15,925,271 | 16,160,352 |
| Local Sources | 377,787 | 60,200 | 80,593 | 60,000 | 60,000 |
| Bond & Note Sales | 5,565,000 | 1,824,000 | 0 | 0 | 0 |
| Miscellaneous Revenues | 3,096,744 | 3,315,694 | 2,485,435 | 2,224,600 | 2,224,600 |
| Total External Revenues | 29,976,096 | 22,540,669 | 24,037,033 | 18,209,871 | 18,444,952 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 2,637,345 | 3,078,690 | 12,375,965 | 11,481,882 | 11,861,882 |
| Other Cash Transfers | 0 | 0 | 3,969,310 | 1,193,230 | 958,149 |
| Federal Grants Transfers | 4,535,866 | 3,806,062 | 8,236,701 | 3,807,433 | 3,807,433 |
| Interagency Reimbursements | 1,982,350 | 2,145,793 | 2,109,702 | 2,557,540 | 2,792,621 |
| Total Internal Revenues | 9,155,561 | 9,030,545 | 26,691,678 | 19,040,085 | 19,420,085 |
| TOTAL RESOURCES | \$ 39,131,657 | \$ 31,571,214 | \$ 50,728,711 | \$ 37,249,956 | \$ 37,865,037 |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. | | | | | |
| EXPENDITURES | | | | | |
| Bureau Requirements | | | | | |
| Personal Services | 1,972,242 | 2,091,268 | 2,661,764 | 2,670,585 | 2,670,585 |
| External Materials & Services | 33,996,554 | 26,290,654 | 45,341,383 | 29,319,374 | 29,699,374 |
| Internal Materials & Services | 2,740,552 | 2,468,312 | 2,454,649 | 3,006,916 | 3,241,997 |
| Total Bureau Requirements | 38,709,348 | 30,850,234 | 50,457,796 | 34,996,875 | 35,611,956 |
| Fund Requirements | | | | | |
| General Operating Contingency | 0 | 0 | 12,326 | 0 | 0 |
| Other Cash Transfers | 274,780 | 228,119 | 258,589 | 235,081 | 235,081 |
| Debt Retirement | 147,529 | 492,861 | 0 | 2,018,000 | 2,018,000 |
| Total Fund Requirements | 422,309 | 720,980 | 270,915 | 2,253,081 | 2,253,081 |
| TOTAL EXPENDITURES | \$ 39,131,657 | \$ 31,571,214 | \$ 50,728,711 | \$ 37,249,956 | \$ 37,865,037 |
| PROGRAMS | | | | | |
| Housing Programs | 20,318,347 | 16,743,524 | 31,841,705 | 19,767,912 | 19,854,715 |
| <i>Positions</i> | 17.31 | 17.31 | 13.56 | 13.56 | 13.56 |
| Economic Opportunity | 4,836,371 | 5,189,346 | 5,257,559 | 4,004,672 | 4,061,926 |
| <i>Positions</i> | 2.58 | 2.58 | 5.06 | 5.30 | 5.30 |
| Neighborhood Improvements | 5,603,650 | 1,827,762 | 0 | 0 | 0 |
| <i>Positions</i> | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Homeless Facilities & Services | 7,133,151 | 6,740,534 | 12,960,824 | 10,881,260 | 11,341,291 |
| <i>Positions</i> | 6.20 | 6.20 | 11.53 | 12.78 | 12.78 |
| Other Community Development | 817,829 | 349,069 | 397,708 | 343,031 | 354,024 |
| <i>Positions</i> | 1.27 | 1.27 | 0.10 | 0.10 | 0.10 |
| TOTAL PROGRAMS | \$ 38,709,348 | \$ 30,850,234 | \$ 50,457,796 | \$ 34,996,875 | \$ 35,611,956 |
| <i>Positions</i> | 27.36 | 27.36 | 30.25 | 31.74 | 31.74 |

Bureau of Housing and Community Development

FTE SUMMARY

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | |
|-------------------------------------|--------------------------------|--------------|---------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 0514 | Accountant I | 34,452 | 48,087 | 1.00 | 38,380 | 1.00 | 42,668 | 1.00 | 42,668 |
| 7375 | Assistant Financial Analyst | 40,800 | 62,870 | 1.00 | 43,661 | 1.00 | 45,455 | 1.00 | 45,455 |
| 7152 | Assistant Program Specialist | 40,800 | 62,870 | 1.00 | 40,800 | 1.00 | 40,800 | 1.00 | 40,800 |
| 7112 | Business Operations Manager | 67,985 | 90,577 | 1.00 | 89,940 | 1.00 | 90,523 | 1.00 | 90,523 |
| 7376 | Financial Analyst | 52,012 | 69,301 | 1.00 | 58,596 | 1.00 | 60,596 | 1.00 | 60,596 |
| 7026 | Housing/Community Develop Dir | 84,439 | 112,522 | 1.00 | 107,448 | 1.00 | 110,384 | 1.00 | 110,384 |
| 7131 | Management Analyst | 52,012 | 69,301 | 1.00 | 68,090 | 1.00 | 69,300 | 1.00 | 69,300 |
| 7130 | Management Assistant | 40,800 | 62,870 | 1.00 | 42,208 | 1.00 | 43,936 | 1.00 | 43,936 |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 1.00 | 33,716 | 1.00 | 35,856 | 1.00 | 35,856 |
| 7133 | Principal Management Analyst | 67,985 | 90,577 | 0.80 | 63,180 | 0.80 | 65,124 | 0.80 | 65,124 |
| 7154 | Program Coordinator | 54,622 | 72,850 | 7.31 | 430,783 | 7.31 | 440,830 | 7.31 | 440,830 |
| 7156 | Program Manager | 57,378 | 76,609 | 3.80 | 282,735 | 3.80 | 287,424 | 3.80 | 287,424 |
| 7153 | Program Specialist | 49,527 | 66,023 | 4.00 | 231,162 | 4.00 | 240,253 | 4.00 | 240,253 |
| 7102 | Senior Admin Specialist | 38,002 | 58,485 | 2.00 | 119,493 | 2.00 | 119,664 | 2.00 | 119,664 |
| 7222 | Senior Housing Program Manager | 67,985 | 90,577 | 1.00 | 87,900 | 1.00 | 90,576 | 1.00 | 90,576 |
| TOTAL FULL-TIME POSITIONS | | | | 27.91 | \$ 1,738,092 | 27.91 | \$ 1,783,389 | 27.91 | \$ 1,783,389 |
| 7152 | Assistant Program Specialist | 40,800 | 62,870 | 0.34 | 13,600 | 1.00 | 40,800 | 1.00 | 40,800 |
| 7120 | Asst Business Systems Analyst | 40,800 | 62,870 | 1.00 | 41,061 | 0.83 | 35,404 | 0.83 | 35,404 |
| 7202 | Community Outreach & Info Asst | 40,800 | 62,870 | 0.50 | 20,400 | 1.00 | 40,800 | 1.00 | 40,800 |
| 7156 | Program Manager | 57,378 | 76,609 | 0.50 | 28,692 | 1.00 | 57,384 | 1.00 | 57,384 |
| TOTAL LIMITED TERM POSITIONS | | | | 2.34 | \$ 103,753 | 3.83 | \$ 174,388 | 3.83 | \$ 174,388 |

Bureau of Housing and Community Development

BUDGET DECISIONS

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

| ACTION | AMOUNT | | | FTE | DECISION |
|---|------------|-----------|----------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2007-08 | 26,462,711 | 2,018,000 | 28,480,711 | 31.74 | FY 2007-08 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 2,290,824 | 3,050,340 | 5,341,164 | 0.00 | One-time funding conversion |
| | 0 | 290,000 | 290,000 | 0.00 | Project Respond |
| | 0 | 350,000 | 350,000 | 0.00 | SAFE Day Center |
| | 0 | 250,000 | 250,000 | 0.00 | Humboldt Gardens |
| | 0 | 85,000 | 85,000 | 0.00 | Project Clean Slate |
| | 0 | 200,000 | 200,000 | 0.00 | Central City Concern CEP 3 |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 380,000 | 380,000 | 0.00 | Move Housing Rapid Response from SA |
| | 0 | 235,081 | 235,081 | 0.00 | Correct transfer of indirect |
| | 2,290,824 | 4,840,421 | 7,131,245 | 0.00 | Total FY 2007-08 Decision Packages |
| | | | | | |
| | | | \$ 35,611,956 | 31.74 | Total Adopted Budget |



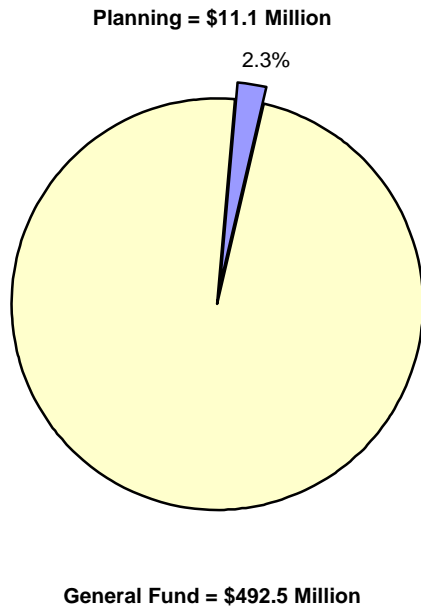
Bureau of Planning

Community Development Service Area

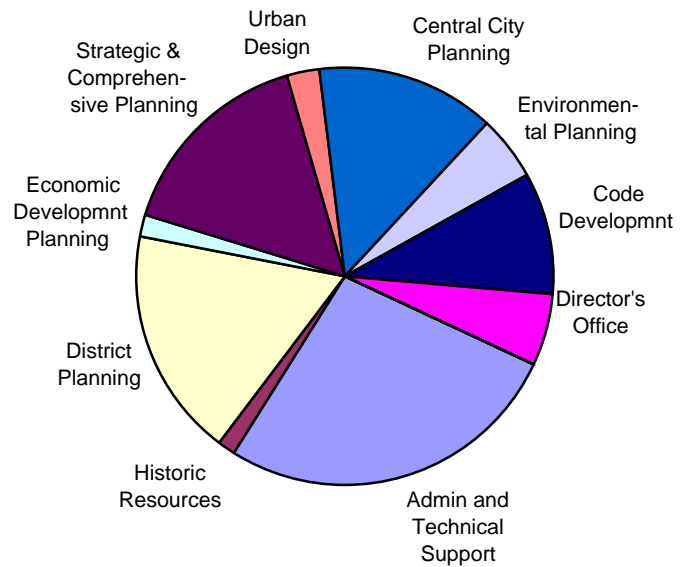
Mayor Tom Potter, Commissioner-in-Charge

Gil Kelley, Director

Percent of General Fund



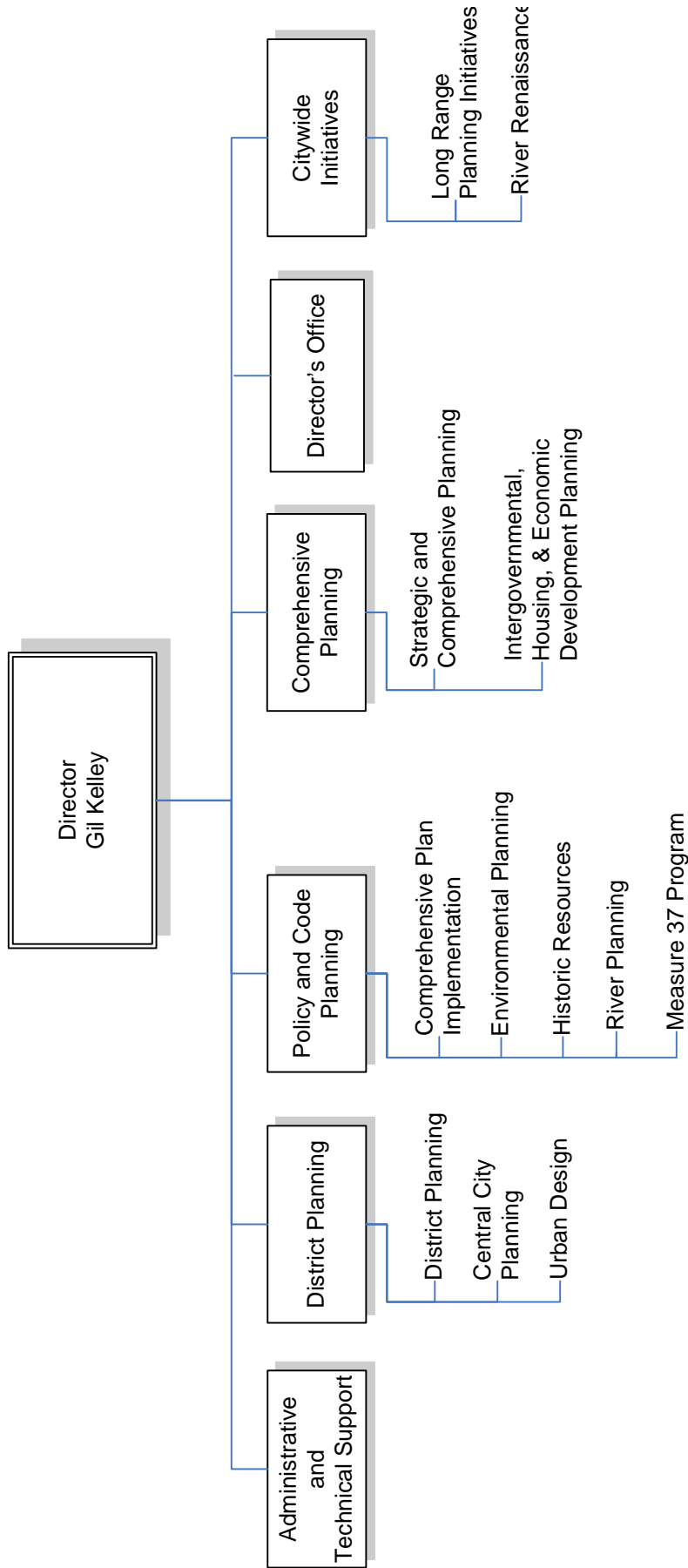
Bureau Programs



Bureau Overview

| Expenditures | Revised FY 2006–07 | Adopted FY 2007–08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 9,164,958 | 11,092,202 | 1,927,244 | 21.0% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 9,164,958 | \$ 11,092,202 | \$ 1,927,244 | \$ 21.0% |
| Authorized Positions | 63 | 76 | 13.00 | 20.6% |

Bureau of Planning



Bureau Summary

BUREAU MISSION

Planning advances the community's vision of Portland as a great place. Our work weaves together community livability, economic and cultural vitality, the natural environment, and quality urban design. We coordinate and collaborate across City bureaus and with a wide range of stakeholders to move the community's vision into action.

BUREAU OVERVIEW

Working with the City Council, Planning Commission, City bureaus, residents, businesses, and public agencies, the Bureau of Planning develops plans, policies, and strategies to guide the City's future. The bureau is the City's lead agency for urban planning and strategic planning. The bureau is responsible for coordinating planning and development activities among City bureaus and has been charged with taking the lead on specific Citywide programs.

Principal Activities

The bureau accomplishes the long-range planning objectives of the City and the bureau through a range of activities:

- ◆ Leadership of Council-directed Citywide initiatives
- ◆ Community engagement in defining issues and opportunities and in formulating plans and policies
- ◆ Research and policy analysis in urban design, economic development, land use, transportation, housing, natural resources, historic, and cultural resources
- ◆ Coordination of planning and development activities across bureaus, and liaison to regional and state governments for community development activities

Bureau Organization

In 2007, the bureau revised its organizational structure to better align staff and programs across five divisions.

Comprehensive Planning

- ◆ Strategic and comprehensive planning
- ◆ Intergovernmental, housing, and economic development planning

District Planning

- ◆ District Planning
- ◆ Central City planning
- ◆ Urban Design

Policy and Code Planning

- ◆ Comprehensive Plan implementation
- ◆ Environmental planning
- ◆ Historic resources
- ◆ River planning
- ◆ Measure 37 program

Director's Office

- ◆ River Renaissance program
- ◆ Citywide strategic planning and coordination

Administrative and Technical Support

- ◆ GIS and graphics support
- ◆ Administrative support
- ◆ Financial and human resources management
- ◆ Bureau operations
- ◆ Communications

SIGNIFICANT ISSUES

Long-Range Planning Initiative

The priority focus for the Bureau of Planning in the coming years will be to engage in a major effort to plan for the future of our community. Following on the heels of visionPDX and its extensive community discussion, the Mayor has directed the initiation of a multi-year planning project. This project ties together several important projects now in their formative stages and has several key components. The goal of the overall long-range planning initiative is to implement the aspirations articulated through visionPDX and to address fundamental planning updates the City needs to complete. These include an updated Comprehensive Plan and the Central Portland Plan. Pending a Council decision on visionPDX, this effort may also include a Community Action Plan.

Comprehensive Plan Update

The City needs to update the policies of the 1980 Comprehensive Plan to reflect the values, aspirations, and challenges of today. This is the City's primary policy document about the general economic, social, and physical development of the city over the long term and guides the work of many City bureaus. It is a declaration of the City's policy intent: how to shape the future of the city. The vision statement will serve as a starting point, and subsequent efforts will engage the community about specific policy choices and options. The State of Oregon will issue a notice in 2007 for the City to begin a periodic review of our current Comprehensive Plan and update it by 2010.

Central Portland Plan

While the 1972 Downtown Plan and 1988 Central City Plan once provided guidance for downtown development, the bureau now finds itself making incremental but significant decisions without a sense of the big picture. The existing plans lack clarity of how and where the City should accommodate more development potential, how transportation investments should be made, what is needed to reassert the central city as the economic engine of the region's economy, how to accommodate the expansion of major institutions, how to facilitate the creation of affordable housing, how to encourage the next wave of arts and culture, and how to make the central city the most sustainable one in the country. The City also faces the expiration and potential extension and expansion of urban renewal areas in the central city. The Central Portland Plan effort will provide critical guidance in these decisions, and become the updated Comprehensive Plan for this part of the city.

Community Action Plan

If directed by Council, this effort would take the basic values, aspirations, and directions embodied in visionPDX and translate them into near-term actions with measurable goals and clearly stated outcomes. The effort engages the Council, the community, City bureaus, and other agencies and groups in articulating the tough tradeoffs and decisions that need to be made by City government and its partners over the next five to ten years to move the community closer to the aspirations expressed in the vision. This effort results in two products: a strategic plan for the City and a community action plan for partnerships among the City and outside agencies, institutions, businesses, nonprofits, and community groups. The Bureau of Planning will be working collaboratively with the Office of Management and Finance and the Planning and Development Directors group in this effort.

SUMMARY OF BUDGET DECISIONS

Ongoing Administrative and Programmatic Support

The FY 2007-08 Adopted Budget includes two new ongoing staff positions to support bureau-wide operations, a communications specialist and an administrative supervisor. The budget also includes ongoing funding for computer replacement and additional rent costs related to the bureau's move to the 7th floor of the 1900 Building.

The budget also includes ongoing funding for two core staff in the Central City program. These positions were partially funded with resources from the Portland Development Commission (PDC) in FY 2006-07.

Long-Range Planning Projects

In the next fiscal year, the bureau will advance three major multi-year planning projects that will have a significant impact on shaping the future of Portland. The projects include the Central Portland Plan, an update of the Comprehensive Plan, and completion of visionPDX. The bureau also received one-time funding for a GIS mapping enhancement position and a Citywide infrastructure position to provide additional support for the Comprehensive and Central Portland plans. The bureau will coordinate the communication and activities of these projects to make sure that the different stakeholders understand and participate in these efforts and contribute to their respective objectives.

One-Time Planning Projects and Program Enhancements

The FY 2007-08 Adopted Budget reflects a range of new and continued one-time planning projects and program enhancements including:

- ◆ Six months of funding to address the increased workload caused by Measure 37
- ◆ Limited term youth planner position to help implement the goals of the Children's Bill of Rights by engaging youth in a range of City and County planning and policy efforts
- ◆ Limited term urban demographer position to provide research and analysis for various long-range planning efforts and the City Housing report
- ◆ Airport Futures project to develop a coordinated land use, development, and aviation plan for the Portland International Airport
- ◆ An update of the Skidmore/Old Town Historic District Design Guidelines originally adopted in 1987

**Council and
Community Initiatives**

The budget also includes funding for the following initiatives that were identified as a high priority of City Council and the community:

- ◆ Columbia Corridor environmental code analysis
- ◆ Schools, Families, Housing initiative infill design competition and Cully development plan
- ◆ East Portland Action Plan
- ◆ Comprehensive Tree Policy and Code rewrite

BUDGET NOTES

The Bureau of Development Services, the Planning Bureau, and the Office of Management and Finance - Financial Planning Division will coordinate with the Office of Government Relations to determine whether the results of Measure 37 legislation in the 2007 state legislative session reduce the need for General Fund support of Measure 37 activities.

Director's Office

| | |
|---|---|
| Description | The Director's Office program has two primary responsibilities: direction, management, and guidance of the bureau's work; and Citywide strategic planning and coordination. The bureau's top priority for the next five years is to focus on citywide, big picture planning efforts. Following completion of visionPDX, the bureau will translate those high-level goals into strategic action plans for City agencies and community groups. The development and implementation of coordinated Citywide strategic planning activities and revisions to the City's Comprehensive Plan are major work plan items for FY 2007-08 and beyond. |
| Goals | The program supports the Citywide goal to deliver efficient, effective, and accountable municipal services. |
| Performance | Several of the performance measures for the bureau are housed in the Director's Office. Measures for citywide livability, the overall rating of land use planning, and visits to the Willamette River all rose from FY 2004-05 to FY 2005-06. Ratings of the attractiveness of new residential development remained stable, and the percentage of those with little or no knowledge of planning activities decreased slightly. |
| Changes to Services and Activities | As part of the bureau's reorganization, Measure 37 efforts were moved from the Director's Office program to the Code Development program. This move will increase the coordination of Measure 37 efforts within the bureau and with the Bureau of Development Services since many of the claims are related to zoning code and environmental issues. |

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 5 | 6 | 6 | 8 | 5 |
| Expenditures | | | | | |
| Personal Services | 512,363 | 690,064 | 749,681 | 771,434 | 584,487 |
| External Materials & Services | 108,124 | 121,528 | 81,900 | 105,000 | 25,000 |
| Internal Materials & Services | 90,278 | 6,448 | (100) | 0 | 0 |
| Total Expenditures | 710,765 | 818,040 | 831,481 | 876,434 | 609,487 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Effectiveness | | | | |
| Citywide livability rating | 76% | 79% | 79% | 80% |
| Percent of residents rating overall quality of "Land Use Planning" good or very good | 37% | 40% | 40% | 42% |
| Percent of residents reporting at least one visit to the Willamette River to recreate, shop, walk, work, etc. | 71% | 73% | 73% | 75% |
| Percent of residents with little or no knowledge of planning activities (rated "Land Use Planning" neither good nor bad) | 34% | 33% | 33% | 30% |
| Percent of residents rating the attractiveness of new residential development good or very good | 54% | 54% | 54% | 56% |

Strategic & Comprehensive Planning

Description

The Strategic and Comprehensive Planning program plays a major role in interbureau and intergovernmental activities for the bureau. The program works extensively with other City bureaus and agencies: convening seven bureaus on capital planning, including the annual Assets Report; staffing the work of the Planning and Development Directors group; coordinating City participation on regional planning and development efforts; and partnering with PDC and the Bureau of Housing and Community Development (BHCD) on housing issues.

This program also includes the intergovernmental, housing policy, and demographic research functions in the bureau. Their focus in the coming year will be coordination with Metro's New Look and integration of the direction into the Comprehensive Plan and other City planning documents, continuing operation and updates of the City's housing tax abatement programs, and housing and demographic research.

Goals

The program supports the Citywide goal to deliver efficient, effective, and accountable municipal services.

Performance

The program's performance measure related to housing built within the Portland city limits dropped from FY 2004-05 to FY 2005-06, but is projected to stabilize in FY 2006-07 and FY 2007-08.

Changes to Services and Activities

In FY 2007-08, the program received funding for a limited term youth planner position to integrate youth into all the City's planning activities and to work with and support the Multnomah Youth Commission, one-time funds to support an update of the City's Comprehensive Plan, and continued funding for completion of the visionPDX effort.

As part of the bureau's reorganization, staff from the Historic Resources/Infill Design program were moved to this program to support the infill design work associated with the Comprehensive Plan.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 7 | 10 | 10 | 16 | 16 |
| Expenditures | | | | | |
| Personal Services | 609,948 | 803,258 | 1,082,797 | 1,470,285 | 1,457,625 |
| External Materials & Services | 32,762 | 16,985 | 270,600 | 238,504 | 238,504 |
| Internal Materials & Services | 121,799 | 12,446 | 2,500 | 57,000 | 57,000 |
| Total Expenditures | 764,509 | 832,689 | 1,355,897 | 1,765,789 | 1,753,129 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Percent of housing built in four-county region within City of Portland limits | 24% | 20% | 20% | 20% |

Economic Development Planning

Description The Economic Development Planning program advances long-term economic development through research and analysis, public-private collaboration, policy development, public investment planning, and expansion of implementation tools and resources. Current staff are focused on neighborhood commercial development and harbor research and industrial planning. Within the limits of current staffing, the program provides economic expertise for the Comprehensive Plan, Central Portland Plan, and district liaison program.

Goals The Economic Development Planning program works to promote economic vitality and opportunity by supporting Portland's success as a location for businesses, jobs, and the next economy.

Performance The Auditor's Service Efforts and Accomplishments survey of businesses has shown an increase from 34% to 40% of businesses rating the overall quality of "Land Use Planning" good or very good over the course of the four years the survey has been done.

Changes to Services and Activities The program has no significant changes for FY 2007-08.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 0 | 2 | 2 | 2 | 2 |
| Expenditures | | | | | |
| Personal Services | 0 | 173,076 | 185,144 | 168,064 | 168,064 |
| External Materials & Services | 0 | 2,435 | 47,500 | 0 | 0 |
| Internal Materials & Services | 0 | 91 | 15,000 | 0 | 0 |
| Total Expenditures | 0 | 175,602 | 247,644 | 168,064 | 168,064 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Percent of businesses rating overall quality of "Land Use Planning" good or very good | 38% | 40% | 40% | 42% |

Environmental Planning

Description

The Environmental Planning program develops strategies and tools to conserve natural resources, improve watershed conditions, and promote environmentally sustainable development and business activities. Major efforts include improving the clarity and workability of environmental regulations, review of Measure 37 claims, and updating the city’s natural resources inventories to inform City policies and plans, including efforts to comply with federal, state, and regional requirements.

Goals

The Environmental Planning program seeks to protect and improve the city's land, water, air, and fish and wildlife habitat through regulatory and nonregulatory strategies and by working with other bureaus, the community, and outside organizations.

Performance

The program’s performance measure related to natural resource protection has remained stable since the bureau began tracking the measure.

Changes to Services and Activities

In FY 2007-08, the program received one-time funding to improve clarity and consistency in the City's policy and regulatory framework related to trees.

As part of the bureau’s reorganization, a supervising planner was moved from the Environmental Planning program to the District Planning program to integrate watershed planning expertise into the everyday work of the district liaisons.

| FTE & Financials | Actual FY 2004–05 | Actual FY 2005–06 | Revised FY 2006–07 | Proposed FY 2007–08 | Adopted FY 2007–08 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 8 | 4 | 4 | 4 | 5 |
| Expenditures | | | | | |
| Personal Services | 624,393 | 338,047 | 353,748 | 357,328 | 394,276 |
| External Materials & Services | 19,781 | 30,425 | 75,954 | 55,000 | 71,000 |
| Internal Materials & Services | 142,563 | 1,928 | 0 | 0 | 85,000 |
| Total Expenditures | 786,737 | 370,400 | 429,702 | 412,328 | 550,276 |

| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Effectiveness | | | | |
| Percent of significant natural resources protected through non-regulatory and/or regulatory measures | NA | 77% | 77% | 78% |

Historic Resources

Description The Historic Resources program focuses on maintaining and enhancing the city’s historic assets through:

- ◆ creating preservation incentives
- ◆ identifying historic resources and recommending preservation strategies
- ◆ providing historic resources expertise, support, and consultation to City bureaus, developers, and citizens
- ◆ fulfilling state and federal requirements for historic preservation activities

Goals The program aims to protect and enhance the natural and built environment by preserving important historic and cultural assets throughout the city.

Changes to Services and Activities The Historic Resources/Infill Design program was renamed to Historic Resources to reflect the move of the infill design staff to the Strategic & Comprehensive Planning program.

| FTE & Financials | Actual FY 2004–05 | Actual FY 2005–06 | Revised FY 2006–07 | Proposed FY 2007–08 | Adopted FY 2007–08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 0 | 3 | 3 | 3 | 2 |
| Expenditures | | | | | |
| Personal Services | 0 | 220,601 | 255,433 | 253,017 | 165,297 |
| External Materials & Services | 0 | 637 | 145,824 | 0 | 0 |
| Internal Materials & Services | 0 | 1,663 | 0 | 0 | 0 |
| Total Expenditures | 0 | 222,901 | 401,257 | 253,017 | 165,297 |

District Planning

Description The District Planning program works to improve livability and vitality of neighborhoods and business districts through specific area planning projects and by working with local groups to provide expertise, support, and better access to City processes. The program works with communities to identify priorities and develop plans of action; responds to specific community requests; advises on development projects and issues; and works on larger Citywide projects including the East Hayden Island Plan, West Hayden Island Plan, and the Airport Futures project.

Goals The District Planning program supports the Citywide goal to improve the quality of life in neighborhoods. The program promotes an understanding of immediate and long-term issues and priorities, and seeks to craft better solutions for those issues through meaningful citizen involvement and collaboration among communities, stakeholders, and public agencies.

Performance The bureau measured slight increases from FY 2004-05 to FY 2005-06 in the ratings for satisfaction with neighborhood livability and access to shopping and other services.

Changes to Services and Activities The FY 2007-08 Adopted Budget continues one-time funding for the East Hayden Island Plan. The budget also includes funding from the Port of Portland to develop a scope of work for the West Hayden Island Plan, and to develop a coordinated land use, development, and aviation plan for the Portland International Airport (Airport Futures project).

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 13 | 10 | 13 | 14 | 13 |
| Expenditures | | | | | |
| Personal Services | 911,801 | 884,825 | 1,118,295 | 1,405,070 | 1,344,317 |
| External Materials & Services | 93,341 | 11,299 | 448,800 | 365,800 | 395,800 |
| Internal Materials & Services | 242,843 | 15,897 | 143,129 | 231,200 | 231,200 |
| Total Expenditures | 1,247,985 | 912,021 | 1,710,224 | 2,002,070 | 1,971,317 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Effectiveness | | | | |
| Percent of residents rating neighborhood livability good or very good | 80% | 83% | 83% | 84% |
| Percent of residents rating access to shopping and other services good or very good | 76% | 77% | 77% | 78% |

Central City Planning

Description The Central City Planning program provides planning services that support maintaining Portland's central city as the economic and cultural center of the region. The program does this through a range of projects throughout the central city to guide public and private investments to keep downtown Portland healthy, attractive, and growing. The program works closely with the public, businesses, developers, and other stakeholders.

Goals The Central City Planning program works to advance the City goal of promoting economic vitality and opportunity.

Changes to Services and Activities The FY 2007-08 budget includes one-time funding for the first year of a three-year project to develop a new Central Portland Plan. The project will shape the central city's future through new policies, area plans, development codes, guidelines, and investments. At the same time, the bureau and PDC will work with the public to evaluate the future needs and options for urban renewal in the central city.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 0 | 3 | 4 | 7 | 7 |
| Expenditures | | | | | |
| Personal Services | 0 | 155,871 | 466,892 | 534,844 | 534,844 |
| External Materials & Services | 0 | 30 | 153,928 | 567,980 | 567,980 |
| Internal Materials & Services | 0 | 74 | 159,560 | 425,000 | 425,000 |
| Total Expenditures | 0 | 155,975 | 780,380 | 1,527,824 | 1,527,824 |

Urban Design

Description

The Urban Design program provides services and consultation to a variety of bureau-led projects, City bureaus, and other design and development communities in the city.

Over the next three years, the Urban Design program will be part of the core team to develop the Central Portland Plan. This plan's urban design element uses an innovative approach to identify what is most important about the design of buildings, public spaces, and streets in the Central City. The program will also support the bureau's work in creating Portland's first citywide urban form plan, and will play an increasing role in the bureau's work to improve the quality of new infill development in neighborhoods.

Goals

The program aims to protect and enhance the natural and built environment by influencing public and private policy and development decisions to produce excellence in urban quality, urban form, and design.

Changes to Services and Activities

The program has no significant changes for FY 2007-08.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 7 | 3 | 4 | 3 | 3 |
| Expenditures | | | | | |
| Personal Services | 440,679 | 231,150 | 317,821 | 300,301 | 300,301 |
| External Materials & Services | 37,911 | 12,781 | 53,000 | 0 | 0 |
| Internal Materials & Services | 144,144 | 3,409 | 0 | 0 | 0 |
| Total Expenditures | 622,734 | 247,340 | 370,821 | 300,301 | 300,301 |

Code Development

| | |
|---|--|
| Description | The Code Development program provides editing, monitoring and evaluation, and regulatory improvement of the City's zoning code. These functions are focused on improving regulations to ensure desired outcomes with an emphasis on removing outmoded, contradictory, and overly complex regulations. |
| Goals | The program supports the City goal to deliver efficient, effective, and accountable municipal services. The program aims to improve regulations to better meet City policy and community needs while maintaining and improving the ease of implementation for the City and affected developers, stakeholders, and the community. |
| Changes to Services and Activities | In FY 2007-08, the program will expand to include the River Plan project, Measure 37 efforts, and the comprehensive tree policy and code project. |

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 7 | 6 | 6 | 5 | 11 |
| Expenditures | | | | | |
| Personal Services | 546,431 | 495,564 | 581,381 | 510,649 | 981,117 |
| External Materials & Services | 146,125 | 33,583 | 18,000 | 0 | 80,000 |
| Internal Materials & Services | 63,090 | 1,643 | 0 | 0 | 0 |
| Total Expenditures | <u>755,646</u> | <u>530,790</u> | <u>599,381</u> | <u>510,649</u> | <u>1,061,117</u> |

Admin and Technical Support

Description

The Administrative and Technical Support program supports all of the bureau's programs and staff. The program includes administrative and clerical support, communication and outreach, technical GIS and graphics, web site and database support, and staff support to the Planning Commission and River Plan Committee.

Goals

The program supports the City goal to deliver efficient, effective, and accountable municipal services by providing staff support and resources for effective and efficient bureau operations.

Changes to Services and Activities

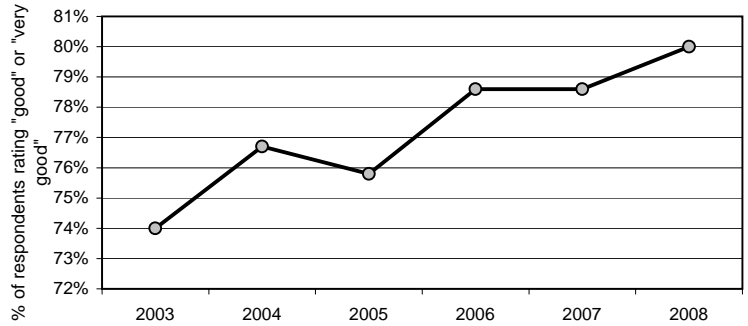
The FY 2007-08 Adopted Budget includes ongoing funding for an administrative supervisor and a communications specialist. The supervisor position will further the bureau's efforts to update and implement best practices for office, personnel, budget, and financial management. The communications specialist will lead the bureau-wide effort to develop and carry out a series of initiatives aimed at improving communication and the public's understanding of long-range planning efforts.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 12 | 11 | 11 | 13 | 13 |
| Expenditures | | | | | |
| Personal Services | 876,208 | 777,458 | 898,536 | 1,034,828 | 1,049,828 |
| External Materials & Services | 61,624 | 50,163 | 131,804 | 310,635 | 295,635 |
| Internal Materials & Services | 443,120 | 1,046,814 | 1,407,831 | 1,262,427 | 1,639,927 |
| Total Expenditures | 1,380,952 | 1,874,435 | 2,438,171 | 2,607,890 | 2,985,390 |

Performance Measures

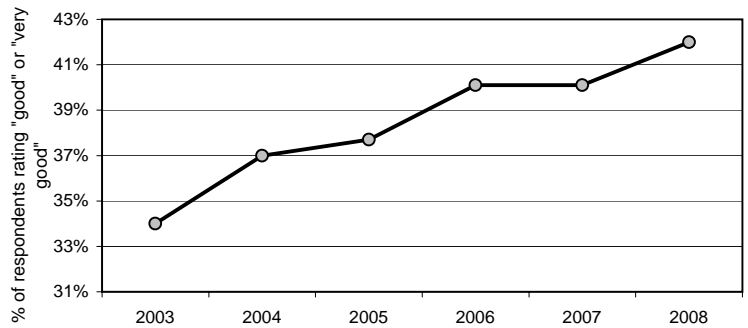
Citywide Livability Rating

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.



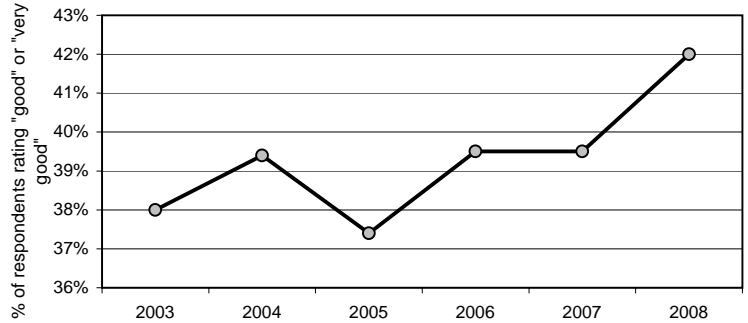
Overall Land Use Planning Rating: Businesses

Business ratings of land use planning have increased over the three years the business survey has been conducted, but a roughly equal number of respondents are neutral ("neither good nor bad").



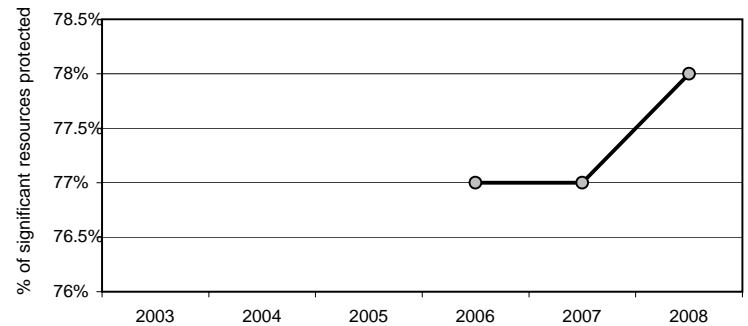
Overall Land Use Planning Rating: Residents

Residents continue to be neutral or only moderately satisfied with City land use planning services.



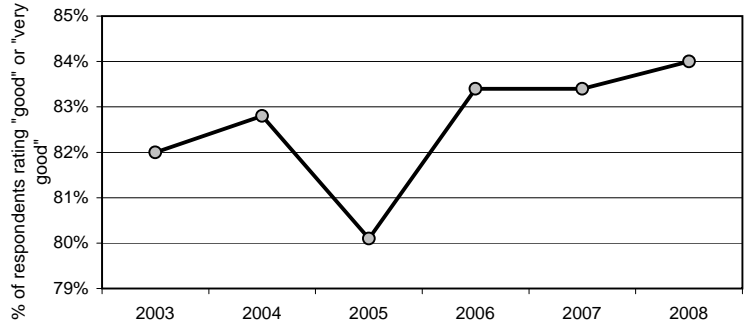
Natural Resource Protection

The Bureau of Planning aims to protect resources through both regulatory and non-regulatory means. Natural resources are protected through overlay zoning, public ownership, easement, and mitigation options.



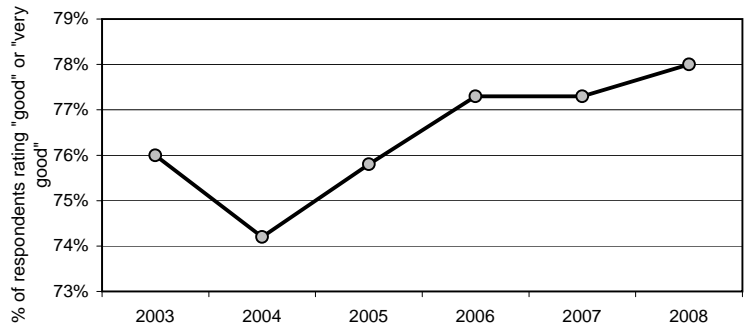
Neighborhood Livability Rating

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.



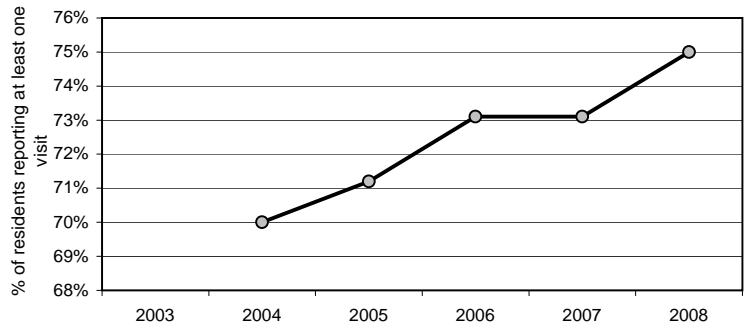
Access to Shopping and Other Services

Satisfaction with access to shopping and other services remains relatively high.



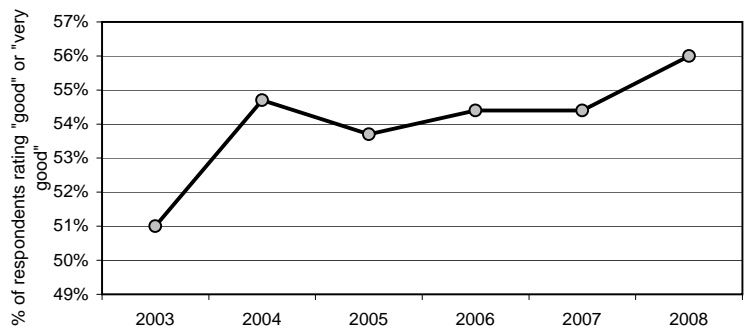
Visits to the Willamette River

Over 70% of residents reported visiting the Willamette River to recreate, shop, walk, or work.



Attractiveness of New Residential Development

Over 50% of citizens see recent residential development in their neighborhood as attractive. Residents of Central Northeast and East are least satisfied, while Inner Northeast residents rate development most favorably.



Bureau of Planning

SUMMARY OF BUREAU BUDGET

| | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| RESOURCES | | | | | |
| General Fund Discretionary | 5,497,791 | 5,618,188 | 7,906,627 | 8,860,754 | 9,528,590 |
| Grants & Donations | 212,945 | 31,819 | 85,489 | 0 | 0 |
| Contract Revenues | 338,685 | 142,367 | 716,544 | 994,240 | 994,240 |
| Interagency Revenues | 78,765 | 201,864 | 315,335 | 422,362 | 422,362 |
| Program Revenue | 11,016 | 5,094 | 0 | 0 | 0 |
| Overhead Recovery | 130,126 | 140,861 | 140,963 | 147,010 | 147,010 |
| TOTAL RESOURCES | \$ 6,269,328 | \$ 6,140,193 | \$ 9,164,958 | \$ 10,424,366 | \$ 11,092,202 |

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

EXPENDITURES

| | | | | | |
|----------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Bureau Requirements | | | | | |
| Personal Services | 4,521,823 | 4,769,914 | 6,009,728 | 6,805,820 | 6,980,156 |
| External Materials & Services | 499,668 | 279,866 | 1,427,310 | 1,642,919 | 1,673,919 |
| Internal Materials & Services | 1,247,837 | 1,090,413 | 1,727,920 | 1,975,627 | 2,438,127 |
| Total Bureau Requirements | 6,269,328 | 6,140,193 | 9,164,958 | 10,424,366 | 11,092,202 |
| Fund Requirements | | | | | |
| TOTAL EXPENDITURES | \$ 6,269,328 | \$ 6,140,193 | \$ 9,164,958 | \$ 10,424,366 | \$ 11,092,202 |

PROGRAMS

| | | | | | |
|------------------------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Director's Office | 710,765 | 818,040 | 831,481 | 876,434 | 609,487 |
| <i>Positions</i> | <i>5.00</i> | <i>6.00</i> | <i>6.00</i> | <i>7.50</i> | <i>5.00</i> |
| Admin and Technical Support | 1,380,952 | 1,874,435 | 2,438,171 | 2,607,890 | 2,985,390 |
| <i>Positions</i> | <i>12.00</i> | <i>11.00</i> | <i>10.92</i> | <i>13.00</i> | <i>13.00</i> |
| Urban Design | 622,734 | 247,340 | 370,821 | 300,301 | 300,301 |
| <i>Positions</i> | <i>6.90</i> | <i>3.00</i> | <i>3.92</i> | <i>3.00</i> | <i>3.00</i> |
| District Planning | 1,247,985 | 912,021 | 1,710,224 | 2,002,070 | 1,971,317 |
| <i>Positions</i> | <i>13.30</i> | <i>10.30</i> | <i>13.10</i> | <i>14.15</i> | <i>13.15</i> |
| Code Development | 755,646 | 530,790 | 599,381 | 510,649 | 1,061,117 |
| <i>Positions</i> | <i>6.80</i> | <i>6.05</i> | <i>6.00</i> | <i>5.00</i> | <i>10.50</i> |
| Strategic & Comprehensive Planning | 764,509 | 832,689 | 1,355,897 | 1,765,789 | 1,753,129 |
| <i>Positions</i> | <i>6.67</i> | <i>9.58</i> | <i>10.00</i> | <i>15.90</i> | <i>15.90</i> |
| Environmental Planning | 786,737 | 370,400 | 429,702 | 412,328 | 550,276 |
| <i>Positions</i> | <i>7.80</i> | <i>3.80</i> | <i>3.80</i> | <i>3.80</i> | <i>4.95</i> |
| Central City Planning | 0 | 155,975 | 780,380 | 1,527,824 | 1,527,824 |
| <i>Positions</i> | <i>0.00</i> | <i>3.00</i> | <i>4.41</i> | <i>6.50</i> | <i>6.50</i> |
| Economic Development Planning | 0 | 175,602 | 247,644 | 168,064 | 168,064 |
| <i>Positions</i> | <i>0.00</i> | <i>2.00</i> | <i>2.00</i> | <i>2.00</i> | <i>2.00</i> |
| Historic Resources | 0 | 222,901 | 401,257 | 253,017 | 165,297 |
| <i>Positions</i> | <i>0.00</i> | <i>2.90</i> | <i>3.00</i> | <i>3.00</i> | <i>2.00</i> |
| TOTAL PROGRAMS | \$ 6,269,328 | \$ 6,140,193 | \$ 9,164,958 | \$ 10,424,366 | \$ 11,092,202 |
| <i>Positions</i> | <i>58.47</i> | <i>57.63</i> | <i>63.15</i> | <i>73.85</i> | <i>76.00</i> |

Bureau of Planning

FTE SUMMARY

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | |
|-------------------------------------|--------------------------------|--------------|---------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 7103 | Administrative Assistant | 40,800 | 62,870 | 1.00 | 65,772 | 1.00 | 65,772 | 1.00 | 65,772 |
| 7754 | Assistant to the Planning Dir | 67,985 | 90,577 | 1.00 | 85,056 | 1.00 | 88,536 | 1.00 | 88,536 |
| 7112 | Business Operations Manager | 67,985 | 90,577 | 1.00 | 90,228 | 1.00 | 90,547 | 1.00 | 90,547 |
| 6132 | City Planner I | 48,776 | 56,292 | 2.00 | 101,819 | 2.00 | 106,750 | 2.00 | 106,750 |
| 6133 | City Planner II | 53,641 | 61,951 | 15.50 | 903,275 | 14.50 | 863,405 | 14.50 | 863,405 |
| 7203 | Community Outreach & Info Rep | 49,527 | 66,023 | 0.00 | 0 | 1.00 | 49,344 | 1.00 | 49,344 |
| 6063 | GIS Technician III | 55,729 | 71,180 | 1.00 | 62,247 | 1.00 | 65,349 | 1.00 | 65,349 |
| 6123 | Graphics Designer III | 55,729 | 71,180 | 1.00 | 71,184 | 1.00 | 71,184 | 1.00 | 71,184 |
| 2542 | Info System Analyst II | 52,012 | 69,301 | 1.00 | 69,300 | 1.00 | 69,300 | 1.00 | 69,300 |
| 7508 | Information Systems Supervisor | 67,985 | 90,577 | 1.00 | 90,228 | 1.00 | 90,489 | 1.00 | 90,489 |
| 7130 | Management Assistant | 40,800 | 62,870 | 1.00 | 55,281 | 1.00 | 57,549 | 1.00 | 57,549 |
| 0100 | Office Support Spec I | 25,954 | 36,039 | 1.00 | 34,038 | 1.00 | 36,036 | 1.00 | 36,036 |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 3.00 | 103,963 | 3.00 | 119,088 | 3.00 | 119,088 |
| 7076 | Planning Director | 117,513 | 168,397 | 1.00 | 136,572 | 1.00 | 139,374 | 1.00 | 139,374 |
| 7753 | Principal Planner | 78,592 | 104,651 | 3.00 | 302,956 | 3.00 | 307,640 | 3.00 | 307,640 |
| 7154 | Program Coordinator | 54,622 | 72,850 | 1.00 | 54,624 | 1.00 | 54,624 | 1.00 | 54,624 |
| 7156 | Program Manager | 57,378 | 76,609 | 1.00 | 71,952 | 1.00 | 74,647 | 1.00 | 74,647 |
| 7755 | River Renaissance Init Mgr | 73,101 | 97,363 | 1.00 | 94,100 | 1.00 | 96,880 | 1.00 | 96,880 |
| 7102 | Senior Admin Specialist | 38,002 | 58,485 | 0.00 | 0 | 1.00 | 48,072 | 1.00 | 48,072 |
| 6134 | Senior City Planner | 55,729 | 71,180 | 11.00 | 743,040 | 11.00 | 753,184 | 11.00 | 753,184 |
| 7158 | Senior Program Manager | 67,985 | 90,577 | 1.00 | 78,972 | 1.00 | 78,984 | 1.00 | 78,984 |
| 7795 | Supervising Environ Planner | 67,985 | 90,577 | 2.00 | 172,037 | 2.00 | 175,716 | 2.00 | 175,716 |
| 7752 | Supervising Planner | 67,985 | 90,577 | 1.00 | 90,228 | 1.00 | 90,518 | 1.00 | 90,518 |
| 7756 | Urban Design Program Manager | 78,592 | 104,651 | 1.00 | 97,404 | 1.00 | 99,735 | 1.00 | 99,735 |
| TOTAL FULL-TIME POSITIONS | | | | 52.50 | \$ 3,574,276 | 53.50 | \$ 3,692,723 | 53.50 | \$ 3,692,723 |
| 7103 | Administrative Assistant | 40,800 | 62,870 | 0.00 | 0 | 0.50 | 20,322 | 0.50 | 20,322 |
| 7120 | Asst Business Systems Analyst | 40,800 | 62,870 | 0.46 | 23,672 | 0.50 | 27,532 | 0.50 | 27,532 |
| 6132 | City Planner I | 48,776 | 56,292 | 2.83 | 140,849 | 6.85 | 335,808 | 7.85 | 384,396 |
| 6133 | City Planner II | 53,641 | 61,951 | 1.92 | 102,810 | 5.00 | 275,520 | 5.00 | 275,520 |
| 6061 | GIS Technician I | 34,243 | 45,873 | 0.00 | 0 | 0.50 | 17,124 | 0.50 | 17,124 |
| 6122 | Graphics Designer II | 45,873 | 58,527 | 0.46 | 21,021 | 0.50 | 23,976 | 0.50 | 23,976 |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 0.00 | 0 | 0.15 | 4,590 | 0.15 | 4,590 |
| 6130 | Planning Assistant | 27,875 | 35,580 | 3.08 | 85,951 | 2.00 | 56,412 | 2.00 | 56,412 |
| 7156 | Program Manager | 57,378 | 76,609 | 0.00 | 0 | 0.50 | 28,692 | 0.50 | 28,692 |
| 7102 | Senior Admin Specialist | 38,002 | 58,485 | 0.00 | 0 | 0.85 | 40,860 | 1.00 | 48,072 |
| 6134 | Senior City Planner | 55,729 | 71,180 | 1.90 | 105,888 | 3.00 | 179,016 | 4.00 | 234,528 |
| TOTAL LIMITED TERM POSITIONS | | | | 10.65 | \$ 480,191 | 20.35 | \$ 1,009,852 | 22.50 | \$ 1,121,164 |

Bureau of Planning

BUDGET DECISIONS

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

| ACTION | AMOUNT | | | FTE | DECISION |
|---|-----------|-----------|----------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2007-08 | 6,565,281 | 761,406 | 7,326,687 | 56.00 | FY 2007-08 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (65,784) | 0 | (65,784) | (1.00) | Transfer position to BDS |
| | 0 | 60,000 | 60,000 | 0.85 | Skidmore historic guidelines |
| | 0 | 0 | 0 | 0.00 | General Fund support for Central City program |
| | 0 | 219,060 | 219,060 | 2.00 | City Strategic Plan (6 months of funding) |
| | 0 | 347,028 | 347,028 | 2.25 | Comprehensive Plan update |
| | 0 | 142,868 | 142,868 | 1.50 | Measure 37 program (6 months of funding) |
| | 0 | 79,428 | 79,428 | 1.00 | Urban demographer position |
| | 101,563 | 50,000 | 151,563 | 1.00 | Admin position, rent, database transition, desktops |
| | 0 | 1,193,488 | 1,193,488 | 3.50 | Central Portland Plan |
| | 0 | 116,464 | 116,464 | 1.65 | GIS mapping enhancement position |
| | 0 | 94,816 | 94,816 | 1.00 | Children and Youth Bill of Rights youth planner |
| | 0 | 40,000 | 40,000 | 0.00 | Schools, Families, Housing initiative |
| | 71,064 | 2,500 | 73,564 | 1.00 | Public outreach position |
| | 0 | 84,900 | 84,900 | 1.00 | Citywide infrastructure position |
| | 0 | 55,000 | 55,000 | 0.00 | Columbia Corridor analysis |
| | 0 | 380,284 | 380,284 | 2.10 | Airport Futures project |
| | 0 | 125,000 | 125,000 | 0.00 | East Portland Action Plan |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 260,336 | 260,336 | 2.15 | Tree policy & code project |
| | 0 | 30,000 | 30,000 | 0.00 | Schools, Families, Housing initiative - Cully develop. |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 377,500 | 377,500 | 0.00 | Carry over moving costs from FY 2006-07 |
| | 106,843 | 3,658,672 | 3,765,515 | 20.00 | Total FY 2007-08 Decision Packages |
| | | | \$ 11,092,202 | 76.00 | Total Adopted Budget |



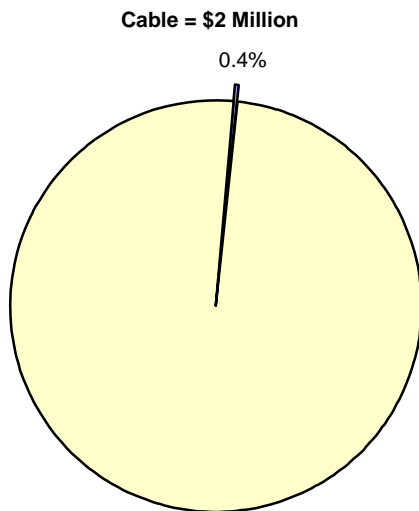
Cable Communications and Franchise Management

Community Development Service Area

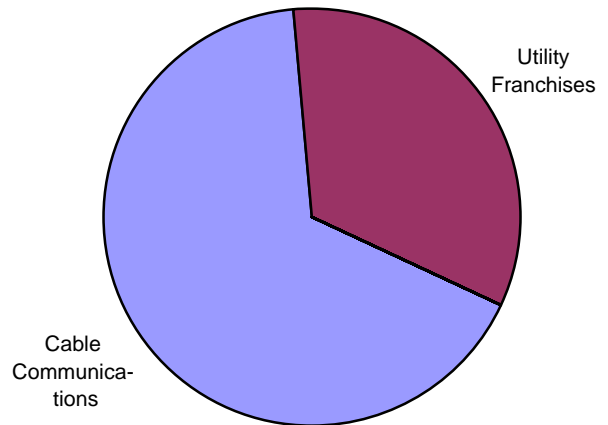
Dan Saltzman, Commissioner-in-Charge

David Olson, Director

Percent of General Fund



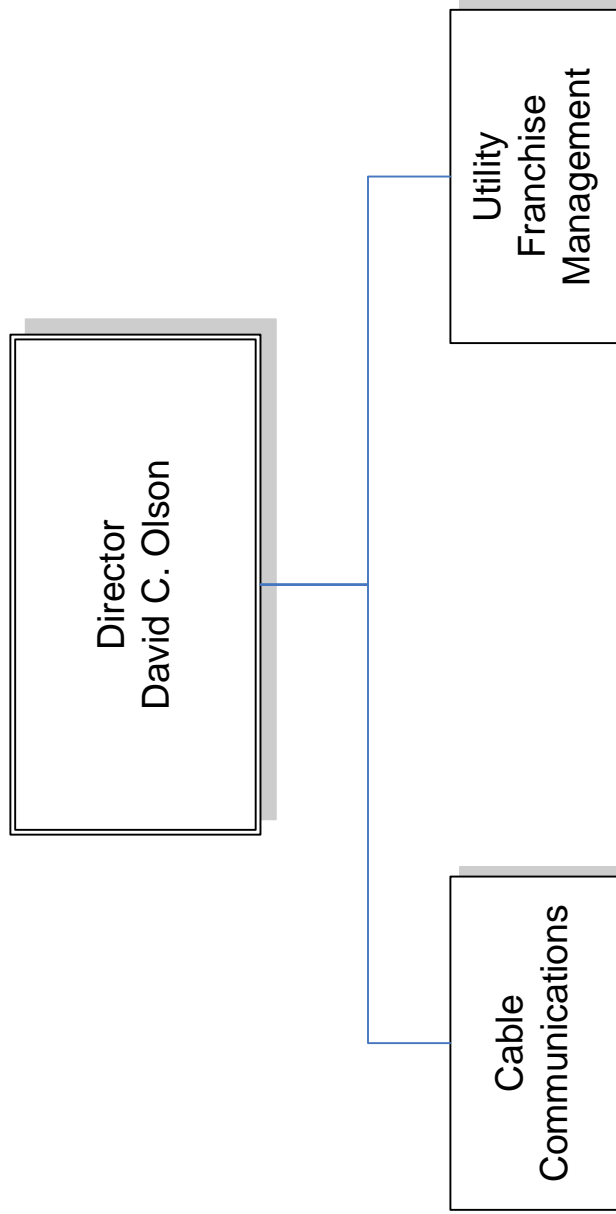
Bureau Programs



Bureau Overview

| Expenditures | Revised FY 2006-07 | Adopted FY 2007-08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 2,065,366 | 1,983,817 | -81,549 | -3.9% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 2,065,366 | \$ 1,983,817 | \$ -81,549 | \$ -3.9% |
| Authorized Positions | 7 | 9 | 2.00 | 28.6% |

Office of Cable Communications and Franchise Management



Bureau Summary

BUREAU MISSION

The mission of the Office of Cable Communications and Franchise Management is to ensure the City of Portland and its citizens are fairly compensated for private use of the public rights-of-way; to defend local government's role and the public interest in rapidly changing telecommunications and utility markets, including the power to levy taxes and fees; and to carry out cable franchise responsibilities while advocating for the public interest in cable communications by providing staff support for the Mt. Hood Cable Regulatory Commission.

BUREAU OVERVIEW

The Office of Cable Communications and Franchise Management has two major programs: Cable Communications and Utility Franchise Management. The Cable Communications program provides staff support to the Mt. Hood Cable Regulatory Commission (MHCRC). Through the MHCRC, the City has been instrumental in forging and maintaining an effective and successful multi-jurisdictional partnership with Multnomah County and the cities of Gresham, Fairview, Troutdale, and Wood Village. The commission contracts for staff and services through a service agreement with the City of Portland.

The Utility Franchise Management program assists in developing the City's policy and legal interests regarding the development of advanced telecommunications infrastructure. The program also protects City and consumer interests in the new era of competition and deregulation of the telecommunications and energy industries.

SIGNIFICANT ISSUES

Advocate for and Defend City Authority

The bureau works strategically with other City bureaus, local governments, and national organizations to advocate at the Oregon State Legislature, Public Utility Commission, Federal Communications Commission, and U.S. Congress for the City's authority to levy taxes and fees, obtain fair compensation for private use of the public rights-of-way, and preserve various public interest obligations. Examples of public interest issues include support for public, education, and government access; institutional networks; and consumer protection. The bureau, in conjunction with the City Attorney's Office, will defend ongoing attacks by multiple companies in the telecommunications industry to preempt local government from any regulation of rights-of-way, including but not limited to the ability to charge fair market value for private use of rights-of-way.

Open-Platform Fiber Systems

The bureau works with Council on City broadband planning, including development of accessible, open-platform fiber to the premises systems. In cooperation with the Portland Development Commission and the Bureau of Technology Services, the bureau will take necessary steps to implement Council's goal of providing open-platform fiber systems accessible to all city homes and businesses on an economically sound basis that encourages job growth and retention, and attracts new businesses and resources to the city while addressing City revenue issues.

Franchise Negotiations The bureau will conclude a settlement of the current NW Natural Gas audit and negotiate a current, valid franchise with the utility. Staff will address and resolve issues surrounding the Portland General Electric franchise in cooperation with the Office of Sustainable Development, City Attorney's Office, Portland Office of Transportation, Portland Parks & Recreation, Bureau of Environmental Services, and Water Bureau.

SUMMARY OF BUDGET DECISIONS

Utility Code Reform The Adopted Budget includes funding for 1.5 positions to update and implement the Utility License Fee and Privilege Tax Codes to establish uniform fee and tax rates, provide equity among all companies, and accommodate technological advances. The last overhaul of this section of code was in the 1940s.

Cable Franchise Ascertainment The budget also includes funding for a part-time position to conduct a community needs ascertainment to identify and inventory communication and technology needs and interests related to cable-based communications for the communities within Portland and the East County area. The MHCRC and its staff will use results of the ascertainment to develop possible community benefits for inclusion in renewed cable franchise agreements in 2010.

NATOA Conference Reception The bureau also received \$10,000 to help sponsor a welcome reception for the National Association of Telecommunications Officers and Advisors annual conference. This conference will be in Portland for the first time. The projected economic benefit to Portland will be in the range of \$1 million, with over 800 local officials from across the country expected to attend.

Cable Communications

| | |
|---|---|
| Description | The program advocates for and protects the public interest in the regulation and development of cable communications systems, resolves cable subscribers' concerns, and facilitates the planning and implementation of community uses of cable communications technologies that make use of the public rights-of-way. The program also provides oversight and funding for Portland Community Media and MetroEast Community Media. |
| Goals | The program supports the City goals to deliver efficient, effective, and accountable municipal services, and to improve the quality of life in neighborhoods. The program supports the bureau goal to provide responsible and effective utility, cable, and telecommunication franchise regulation. |
| Performance | Grant funds awarded to nonprofits, schools, and local governments have shown steady growth in recent years, and the number of sites using the Institutional Network is expected to remain static. Portland Community Media continues to excel in providing media access to citizens by increasing accessibility to production facilities, equipment, and training. |
| Changes to Services and Activities | In FY 2007-08, a limited term position will study the communication and technology needs of the community. This study is required to renew cable franchise agreements by 2010. |

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 2 | 3 | 3 | 4 | 4 |
| Expenditures | | | | | |
| Personal Services | 313,393 | 333,385 | 355,304 | 394,519 | 394,519 |
| External Materials & Services | 741,828 | 756,524 | 774,763 | 807,974 | 808,292 |
| Internal Materials & Services | 252,139 | 261,159 | 281,365 | 121,048 | 121,048 |
| Total Expenditures | 1,307,360 | 1,351,068 | 1,411,432 | 1,323,541 | 1,323,859 |
| | | | | | |
| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | | Target FY 2007-08 |
| Effectiveness | | | | | |
| Grant Funds Provided to Nonprofits, Schools, and Local Government Agencies | \$631,228 | \$853,214 | \$850,000 | | \$1,000,000 |
| Public, Educational, and Local Government Sites Using the Institutional Network | 222 | 284 | 284 | | 284 |
| Efficiency | | | | | |
| Cost per Household Served by Regulations for Cable TV | \$2.47 | \$2.61 | \$2.93 | | \$2.97 |
| Workload | | | | | |
| Portland Community Media - Number of Equipment Hours Used | 74,795 | 139,890 | 193,833 | | 193,833 |

Utility Franchises

Description

The Utility Franchises 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. Franchise compliance efforts, including audits, collections, and litigation, also represent a significant component of the program.

Goals

The program supports the City goal to deliver efficient, effective, and accountable municipal services. The program supports the bureau goal to provide responsible and effective utility, cable, and telecommunication franchise regulation, and advocates for local authority over rights-of-way and taxation on behalf of the public interest.

Performance

In FY 2005-06, the Utility Franchises program administered nearly 50 franchises and generated over \$62 million in General Fund revenues. The cost per \$1,000 of compliance revenue generated in FY 2006-07 is much lower than previous years due to the \$4.5 million settlement from Electric Lightwave Inc.

The Utility Franchises program led the purchase of over seven miles of critical telecommunications infrastructure through a bankruptcy court settlement. The infrastructure secured fiber optic routes through the downtown core and across two Columbia River bridges, and saved the City several hundred thousand dollars.

Changes to Services and Activities

In FY 2007-08, a permanent full-time position and a part-time limited term position will implement utility license fee reforms and address the additional ongoing workload caused by those reforms.

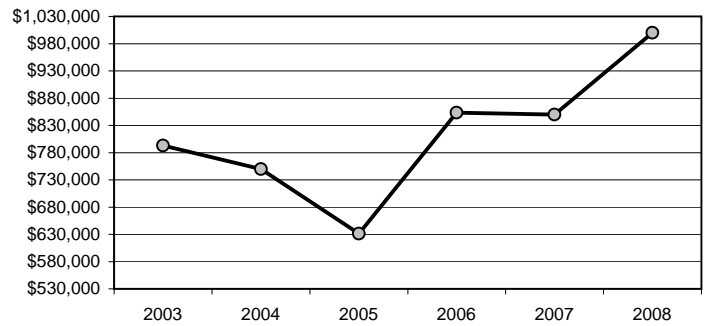
| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 5 | 4 | 4 | 5 | 5 |
| Expenditures | | | | | |
| Personal Services | 322,929 | 349,377 | 353,625 | 453,248 | 453,248 |
| External Materials & Services | 86,363 | 66,793 | 221,493 | 123,163 | 122,845 |
| Internal Materials & Services | 38,677 | 46,661 | 78,816 | 83,865 | 83,865 |
| Total Expenditures | 447,969 | 462,831 | 653,934 | 660,276 | 659,958 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|--|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| General Fund Revenues Collected | \$57,039,622 | \$62,041,822 | \$63,205,779 | \$64,031,614 |
| Efficiency | | | | |
| Cost per \$1,000 of General Fund Revenue Collected | \$12.10 | \$11.59 | \$12.93 | \$12.75 |
| Cost per \$1,000 of Compliance Revenue Generated | \$561 | \$429 | \$21 | \$347 |
| Workload | | | | |
| Franchises Administered | 48 | 48 | 51 | 51 |

Performance Measures

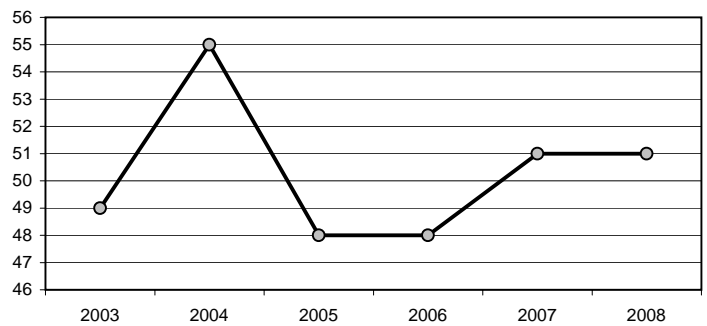
Capital Grants to Nonprofit Organizations

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 throughout Multnomah County.



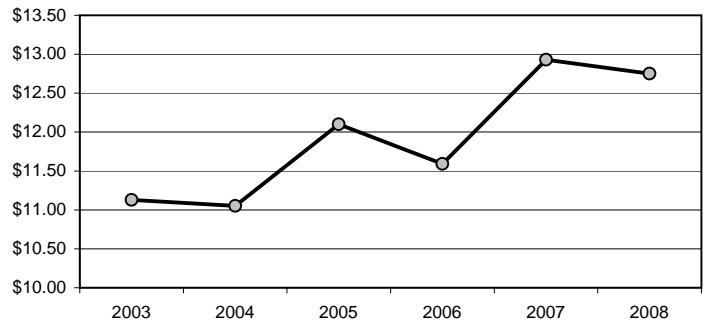
Number of Franchises Administered

Mergers, bankruptcies, and legal proceedings continue to challenge the telecommunication franchise administration.



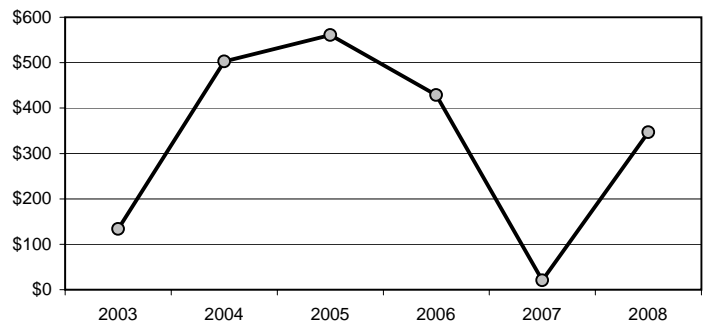
Cost per \$1,000 General Fund Revenue Collected

The cost of collecting General Fund revenues is below 1.5% of the total revenues collected.



Cost per \$1,000 Compliance Revenue Generated

The measure shows large fluctuations over the 5 year period because the revenues tend to be collected after large court case settlements, such as the \$4.5 million settlement from Electric Lightwave Inc. in FY 2006-07.



Cable Communications and Franchise Management

SUMMARY OF BUREAU BUDGET

| | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| RESOURCES | | | | | |
| General Fund Discretionary | 1,415,837 | 1,465,479 | 1,695,729 | 1,783,399 | 1,783,399 |
| Contract Revenues | 12,500 | 1,500 | 0 | 0 | 0 |
| Interagency Revenues | 327,242 | 346,920 | 369,637 | 200,418 | 200,418 |
| Program Revenue | (250) | 0 | 0 | 0 | 0 |
| TOTAL RESOURCES | \$ 1,755,329 | \$ 1,813,899 | \$ 2,065,366 | \$ 1,983,817 | \$ 1,983,817 |

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

| | | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| EXPENDITURES | | | | | |
| Bureau Requirements | | | | | |
| Personal Services | 636,322 | 682,762 | 708,929 | 847,767 | 847,767 |
| External Materials & Services | 828,191 | 823,317 | 996,256 | 931,137 | 931,137 |
| Internal Materials & Services | 290,816 | 307,820 | 360,181 | 204,913 | 204,913 |
| Total Bureau Requirements | 1,755,329 | 1,813,899 | 2,065,366 | 1,983,817 | 1,983,817 |
| Fund Requirements | | | | | |
| TOTAL EXPENDITURES | \$ 1,755,329 | \$ 1,813,899 | \$ 2,065,366 | \$ 1,983,817 | \$ 1,983,817 |

| | | | | | |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PROGRAMS | | | | | |
| Cable Communications | 1,307,360 | 1,351,068 | 1,411,432 | 1,323,541 | 1,323,859 |
| <i>Positions</i> | <i>1.80</i> | <i>2.80</i> | <i>2.80</i> | <i>3.75</i> | <i>3.75</i> |
| Utility Franchises | 447,969 | 462,831 | 653,934 | 660,276 | 659,958 |
| <i>Positions</i> | <i>5.00</i> | <i>4.00</i> | <i>4.00</i> | <i>4.95</i> | <i>4.95</i> |
| TOTAL PROGRAMS | \$ 1,755,329 | \$ 1,813,899 | \$ 2,065,366 | \$ 1,983,817 | \$ 1,983,817 |
| <i>Positions</i> | <i>6.80</i> | <i>6.80</i> | <i>6.80</i> | <i>8.70</i> | <i>8.70</i> |

FTE SUMMARY

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | |
|-------------------------------------|--------------------------------|--------------|---------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 7695 | Cable & Franchise Program Mgr | 60,281 | 80,659 | 1.80 | 140,550 | 1.80 | 143,598 | 1.80 | 143,598 |
| 7070 | Franchise/Cable Director | 84,439 | 112,522 | 1.00 | 107,261 | 1.00 | 111,380 | 1.00 | 111,380 |
| 7153 | Program Specialist | 49,527 | 66,023 | 2.00 | 112,200 | 3.00 | 163,864 | 3.00 | 163,864 |
| 7377 | Senior Financial Analyst | 57,378 | 76,609 | 1.00 | 76,320 | 1.00 | 76,608 | 1.00 | 76,608 |
| 7696 | Sr Cable/Franchise Program Mgr | 67,985 | 90,577 | 1.00 | 90,228 | 0.90 | 81,412 | 0.90 | 81,412 |
| TOTAL FULL-TIME POSITIONS | | | | 6.80 | \$ 526,559 | 7.70 | \$ 576,862 | 7.70 | \$ 576,862 |
| 7102 | Senior Admin Specialist | 38,002 | 58,485 | 0.00 | 0 | 1.00 | 37,992 | 1.00 | 37,992 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | \$ 0 | 1.00 | \$ 37,992 | 1.00 | \$ 37,992 |

Cable Communications and Franchise Management

BUDGET DECISIONS

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

| ACTION | AMOUNT | | | FTE | DECISION |
|---|-----------|----------|---------------------|-------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2007-08 | 1,748,889 | 0 | 1,748,889 | 6.70 | FY 2007-08 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | 77,480 | 106,024 | 183,504 | 1.50 | Utility code reform |
| | 0 | 41,424 | 41,424 | 0.50 | Cable franchise ascertainment |
| | 0 | 10,000 | 10,000 | 0.00 | NATOA conference |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| | 77,480 | 157,448 | 234,928 | 2.00 | Total FY 2007-08 Decision Packages |
| | | | \$ 1,983,817 | 8.70 | Total Adopted Budget |



Children's Investment Fund

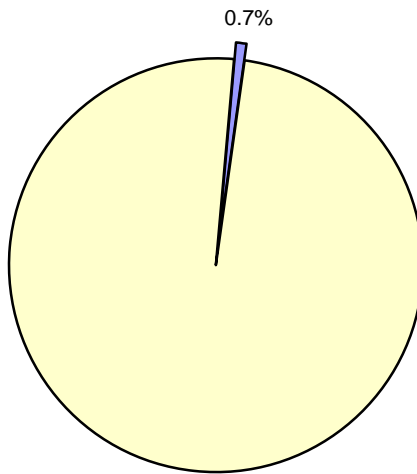
Community Development Service Area

Dan Saltzman, Commissioner-in-Charge

Lisa Pellegrino, Director

Percent of City Budget

Children's Investment Fund = \$11 Million



City Budget = \$1.58 Billion

Bureau Overview

| Expenditures | Revised FY 2006-07 | Adopted FY 2007-08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 10,852,918 | 11,039,549 | 186,631 | 1.7% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 10,852,918 | \$ 11,039,549 | \$ 186,631 | \$ 1.7% |
| Authorized Positions | 3 | 3 | 0.00 | 0.0% |

Bureau Summary

BUREAU MISSION

To help children arrive at school ready to learn, to provide safe and constructive after-school alternatives for kids, and to prevent child abuse and neglect.

BUREAU OVERVIEW

The Children's Investment Fund contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a five-year property tax levy approved by voters in 2002 and estimated to provide \$12.5 million in FY 2007-08. Programs are in three categories, as provided in the ballot measure language:

- ◆ Early Childhood
- ◆ Child Abuse Prevention and Intervention
- ◆ After-School and Mentoring

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 2004, the Allocation Committee voted to set aside \$3 million toward the creation of a Leverage Fund. The Leverage Fund seeks to attract private funders, both local and national, to align their resources with the Children's Investment Fund for a concentrated investment to help serve Portland's children.

SUMMARY OF BUDGET DECISIONS

The FY 2007-08 Adopted Budget is \$24.8 million, including the year's tax levy proceeds of \$12.5 million, interest revenue of almost \$583,000 and funds carried over from prior years totaling \$11.7 million. The carryover funding includes obligations from the prior year for contracts that extend into FY 2007-08.

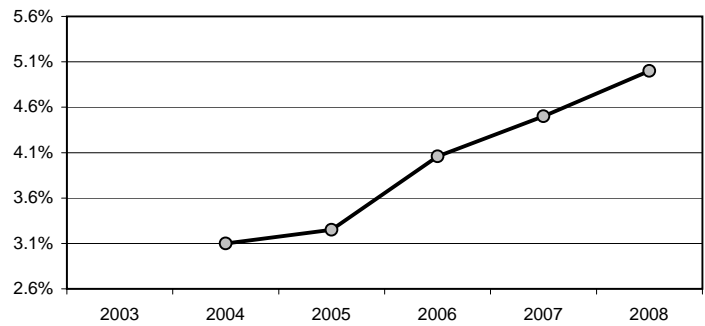
Investing in Children

| FTE & Financials | Actual FY 2004–05 | Actual FY 2005–06 | Revised FY 2006–07 | Proposed FY 2007–08 | Adopted FY 2007–08 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 3 | 4 | 3 | 3 | 3 |
| Expenditures | | | | | |
| Personal Services | 234,490 | 338,019 | 369,024 | 326,490 | 326,490 |
| External Materials & Services | 8,192,197 | 9,001,998 | 10,465,723 | 10,689,531 | 10,689,531 |
| Internal Materials & Services | 43,128 | 100,635 | 18,171 | 23,528 | 23,528 |
| Total Expenditures | 8,469,815 | 9,440,652 | 10,852,918 | 11,039,549 | 11,039,549 |
| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | | Target FY 2007–08 |
| Effectiveness | | | | | |
| Number of children served | 7,573 | 12,179 | 10,000 | | 10,000 |
| Efficiency | | | | | |
| Administrative cost as percent of cumulative tax revenue | 3.3% | 4.1% | 4.5% | | 5.0% |
| Workload | | | | | |
| Number of administrative cost audits | 1 | 1 | 1 | | 1 |
| Number of grant contracts managed | 49 | 67 | 67 | | 67 |

Performance Measures

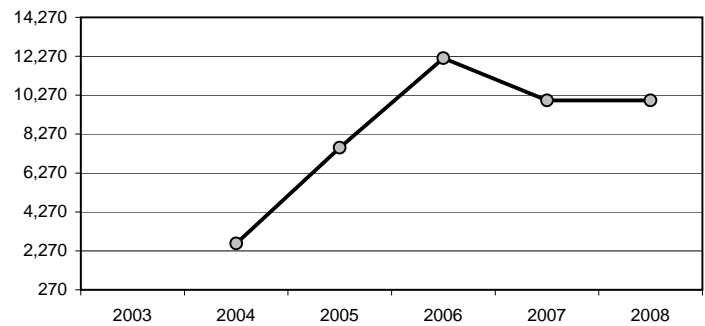
Administrative Cost as Percentage of Tax Revenue

The CHIF levy requires administrative costs not to exceed 5% of total tax revenues over the life of the levy. An independent audit is performed each year to monitor compliance with this requirement.



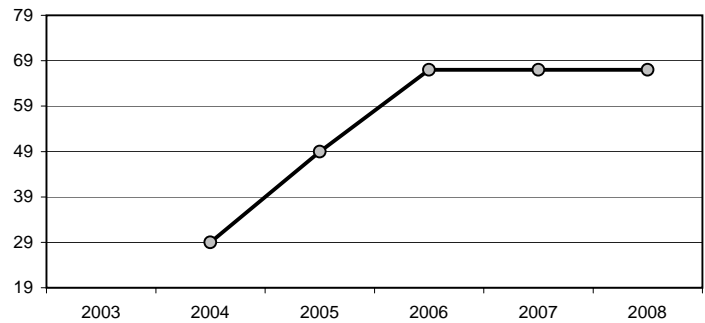
Number of Children Served

The number of children served through CHIF-funded programs continues to increase. First-year numbers reflect only a partial year of operation.



Number of Grant Contracts Managed

CHIF funds are disbursed to nonprofit and government agencies. The number of contracts shows annual increases since the fund's inception.



Children's Investment Fund

SUMMARY OF BUREAU BUDGET

| | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|--------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| RESOURCES | | | | | |
| External Revenues | | | | | |
| Property Taxes | 9,881,204 | 11,246,802 | 11,216,448 | 12,527,567 | 12,527,567 |
| Miscellaneous Revenues | 202,130 | 411,267 | 500,000 | 582,698 | 582,698 |
| Total External Revenues | 10,083,334 | 11,658,069 | 11,716,448 | 13,110,265 | 13,110,265 |
| Internal Revenues | | | | | |
| Beginning Fund Balance | 6,298,186 | 7,886,705 | 10,058,545 | 11,653,796 | 11,653,796 |
| TOTAL RESOURCES | \$ 16,381,520 | \$ 19,544,774 | \$ 21,774,993 | \$ 24,764,061 | \$ 24,764,061 |

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

EXPENDITURES

| | | | | | |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Bureau Requirements | | | | | |
| Personal Services | 234,490 | 338,019 | 369,024 | 326,490 | 326,490 |
| External Materials & Services | 8,192,197 | 9,001,998 | 10,465,723 | 10,689,531 | 10,689,531 |
| Internal Materials & Services | 43,128 | 100,635 | 18,171 | 23,528 | 23,528 |
| Total Bureau Requirements | 8,469,815 | 9,440,652 | 10,852,918 | 11,039,549 | 11,039,549 |
| Fund Requirements | | | | | |
| General Operating Contingency | 0 | 0 | 1,000,000 | 1,000,000 | 1,000,000 |
| General Fund Overhead | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Ending Fund Balance | 7,886,705 | 10,079,122 | 9,897,075 | 12,699,512 | 12,699,512 |
| Total Fund Requirements | 7,911,705 | 10,104,122 | 10,922,075 | 13,724,512 | 13,724,512 |
| TOTAL EXPENDITURES | \$ 16,381,520 | \$ 19,544,774 | \$ 21,774,993 | \$ 24,764,061 | \$ 24,764,061 |

PROGRAMS

| | | | | | |
|-----------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| Investing in Children | 8,469,815 | 9,440,652 | 10,852,918 | 11,039,549 | 11,039,549 |
| <i>Positions</i> | <i>3.41</i> | <i>3.55</i> | <i>3.35</i> | <i>3.25</i> | <i>3.25</i> |
| TOTAL PROGRAMS | \$ 8,469,815 | \$ 9,440,652 | \$ 10,852,918 | \$ 11,039,549 | \$ 11,039,549 |
| <i>Positions</i> | <i>3.41</i> | <i>3.55</i> | <i>3.35</i> | <i>3.25</i> | <i>3.25</i> |

FTE SUMMARY

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | |
|-------------------------------------|-------------------------------|--------------|---------|-----------------------|-------------------|------------------------|-------------------|-----------------------|-------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 0040 | CHIF Comm's Admin Supp Spec | 40,800 | 62,870 | 0.80 | 45,996 | 0.80 | 45,996 | 0.80 | 45,996 |
| 0042 | CHIF Commissioner's Staff Rep | 67,985 | 90,577 | 2.55 | 199,260 | 2.45 | 190,632 | 2.45 | 190,632 |
| TOTAL LIMITED TERM POSITIONS | | | | 3.35 | \$ 245,256 | 3.25 | \$ 236,628 | 3.25 | \$ 236,628 |

Children's Investment Fund

BUDGET DECISIONS

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

| ACTION | AMOUNT | | | FTE | DECISION |
|---|------------|----------|----------------------|-------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2007-08 | 24,763,894 | 0 | 24,763,894 | 3.25 | FY 2007-08 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 167 | 0 | 167 | 0.00 | Increase in OMF Ias |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | 167 | 0 | 167 | 0.00 | Total FY 2007-08 Decision Packages |
| | | | \$ 24,764,061 | 3.25 | Total Adopted Budget |

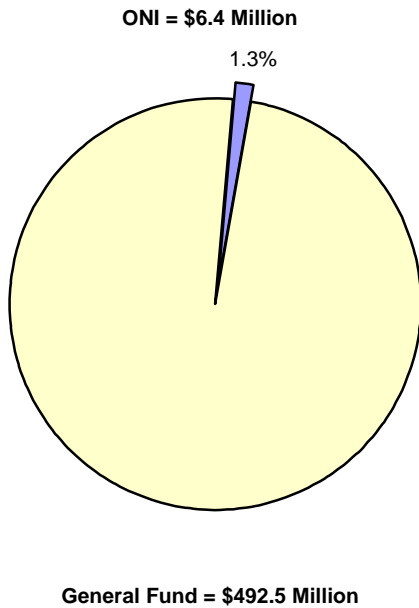
Office of Neighborhood Involvement

Community Development Service Area

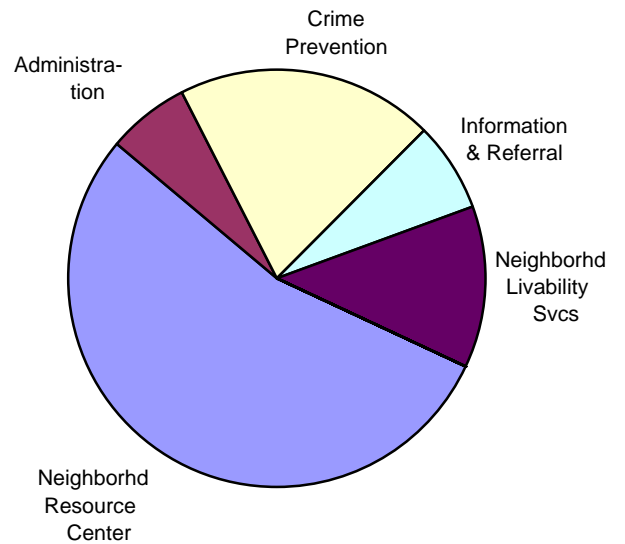
Mayor Tom Potter, Commissioner-in-Charge

Amalia Alarcon, Director

Percent of General Fund



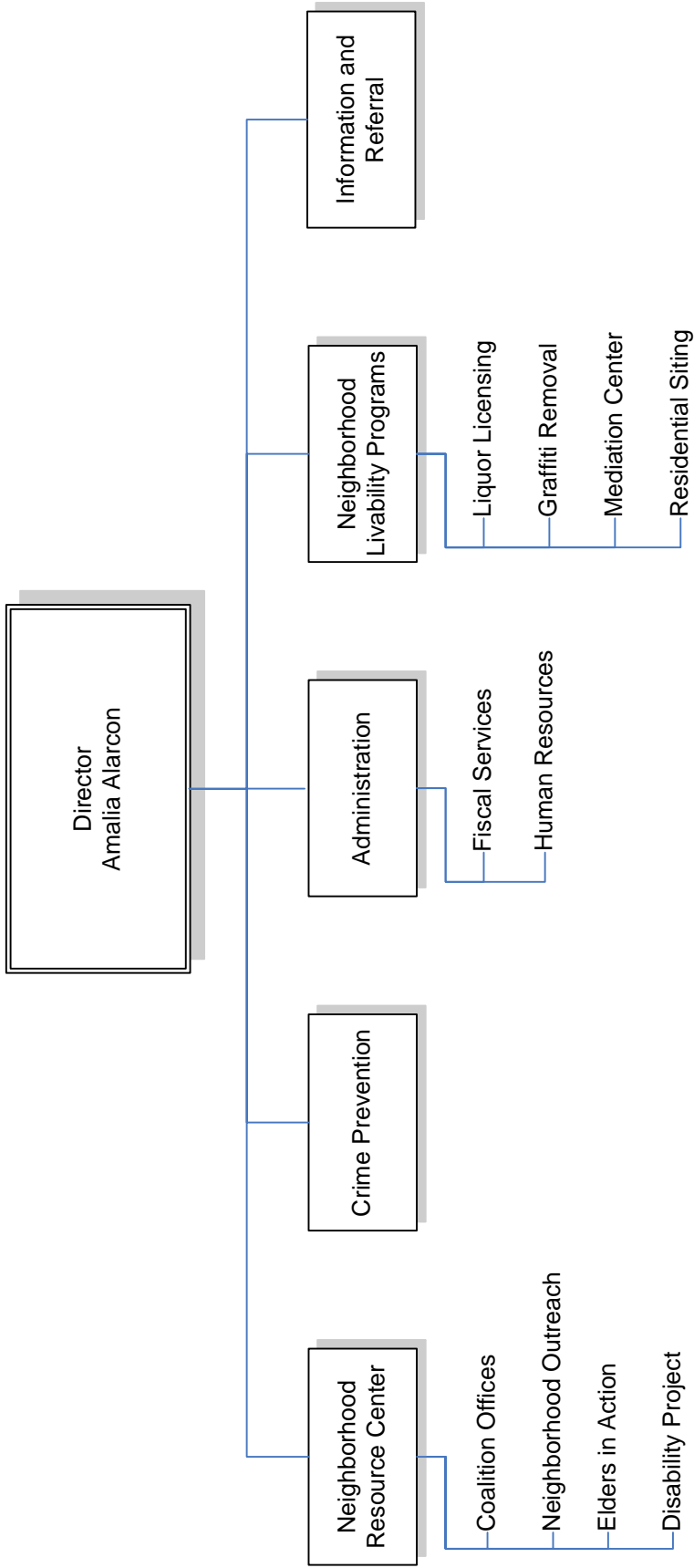
Bureau Programs



Bureau Overview

| Expenditures | Revised FY 2006–07 | Adopted FY 2007–08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 6,427,050 | 6,415,769 | -11,281 | -0.2% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 6,427,050 | \$ 6,415,769 | \$ -11,281 | \$ -0.2% |
| Authorized Positions | 36 | 37 | 1.00 | 2.8% |

Office of Neighborhood Involvement



Bureau Summary

BUREAU MISSION

The Office of Neighborhood Involvement's mission is to enhance the quality of Portland's neighborhoods through community participation.

BUREAU OVERVIEW

The Office of Neighborhood Involvement (ONI) provides opportunities for Portland neighbors to interact with their City government and help build safe and livable neighborhoods. The bureau's overall purpose is to facilitate open, inclusive community processes for discussion of important civic decisions among neighbors, neighborhood associations, businesses, and government.

ONI is a key resource for community members and City employees seeking to improve neighborhood and citizen involvement. ONI programs also give Portland residents a voice in City Hall. The bureau is organized into five distinct program areas:

- ◆ Crime Prevention
- ◆ Information and Referral
- ◆ Administration
- ◆ Neighborhood Resource Center
- ◆ Neighborhood Livability

SIGNIFICANT ISSUES

The City of Portland has long had a goal of engaging more people in government. The City has also recognized that, collectively, we have had problems engaging underrepresented groups in City efforts (people of color, renters, people with low income, etc.). In an effort to explore lasting solutions to this problem, ONI is working to strengthen the existing neighborhood system's capacity to fully and meaningfully engage all neighbors, as well as to consistently support the organizing efforts of historically underrepresented communities. ONI is doing this by supporting the recommendations the communities make about which approaches will most successfully engage their constituents.

This year ONI enters its second year of capacity building in the communities. The bureau, at the direction of its Bureau Advisory Committee, used a three-pronged approach:

- ◆ Build capacity and support self-determination in underrepresented groups
- ◆ Build capacity among neighborhood and coalition partners to conduct outreach and engage all neighbors
- ◆ Build adequate infrastructure within ONI to support, measure, and evaluate these initiatives

This year's programs lay important groundwork for future efforts to bridge the gap between underrepresented groups and the City.

SUMMARY OF BUDGET DECISIONS

| | |
|--|---|
| Cultural Organizing Project | <p>This \$200,000 one-time allocation will provide an effective opportunity for culturally specific organizing, enhanced government collaboration with underrepresented groups (URGs), and capacity development to move past the concept of honoring diversity to fostering, developing, and supporting diversity.</p> <p>A request for proposals will be developed to solicit plans from community-based organizations. A contract with the successful bidder will be structured like ONI's Neighborhood Coalition contracts. Funds will be used to hire a community organizer, conduct outreach, and organize culturally defined gatherings to address issues and create civic engagement plans for each participating community.</p> |
| Translation and Childcare Services | <p>Preliminary findings from Community Connect and visionPDX indicate simple incentives and amenities may make it easier for traditionally underrepresented groups to participate in civic life, neighborhood activities, events, and meetings. This package allocates \$30,000 one-time that can be accessed by ONI and its community partners to provide vouchers for childcare, translation services, and possible stipends to encourage participation.</p> |
| Public Involvement Standards | <p>Bureau Innovation Project (BIP) #9 developed a tool for City project managers and public involvement staff to develop consistent standards, accountability mechanisms and expectations for involving and informing community members in City decision-making processes. One-time funding of \$75,000 supports a full-time position housed within ONI to assist bureaus, educate the community on expectations for involvement, and convene the Citywide public involvement staff committee.</p> |
| Neighborhood Coalition Staff | <p>Preliminary data from Community Connect indicates the need to engage and connect more broadly and intensely with traditionally underrepresented community members. With a greater level of sophistication and accountability required, coalition offices will need additional resources to respond to this need. Additional resources of \$350,000 one-time are based on an analysis of current contract expectations and new initiatives begun in FY 2006-07, including outreach to under-represented groups and administration of the Neighborhood Grants program.</p> |
| Development of Performance Indicators | <p>This project includes \$50,000 one-time for a contract with a consultant to assist the bureau and its community partners in developing performance measures for existing programs and new initiatives, and provide technical assistance to implement the new system.</p> |
| Neighborhood Business District Associations | <p>First funded in FY 2006-07, this \$50,000 one-time allocation will allow ONI to continue providing a full-time staff position to provide organizational support and capacity building for neighborhood business associations. This position also develops and maximizes opportunities for businesses and business organizations to partner with neighborhood associations and the City on a variety of livability issues.</p> |
| Move BES Programs | <p>Given ONI's focus on core mission activities and the fact that the Bureau of Environmental Services (BES) has capacity to manage and train public involvement staff, both bureaus agreed that the CSO Outreach and Downspout programs should be moved back to BES. This will result in a reduction of four FTE and five to seven seasonal positions, and a reduction of \$437,286 ongoing non-General Fund funding.</p> |

Crime Prevention Staffing

Crime Prevention (CP) is a critical component of community policing, making the community safe from personal harm through building and maintaining partnerships. Neighborhoods are becoming more diverse and have experienced tremendous change and mobility, and CP staffing has not kept pace with service demands. This \$269,568 ongoing allocation will restore two full-time crime prevention program coordinator positions that will be located in the Central Northeast and North Portland neighborhood coalition offices. It will also add an events and training coordinator, partial funding for an administrative support position (0.4 FTE), and funding for overtime, printing, and event marketing and coordination.

Administrative Support for Liquor Licensing

The liquor licensing program will begin issuing recommendations on temporary liquor licenses, taking over this responsibility from the Police Bureau. ONI is authorized to charge \$35 per license. This \$17,148 allocation will fund 0.3 FTE.

In addition, 0.3 FTE will be funded from the existing Graffiti Abatement program for a total increase of 0.6 FTEs in this decision package. This will be combined with 0.4 FTE administrative support position in the crime prevention decision package resulting in one full-time position.

Youth Violence Reduction Program

This \$77,926 one-time allocation funds a position in the Mayor's Office to help decrease youth and gang violence. Funding will be provided through an interagency from the Mayor's Office.

BUDGET NOTES**Additional Coalition Staffing Resources**

Starting in FY 2008-09, district coalition offices will receive 80% of the total City funds they receive in FY 2007-08. The remaining 20% will be allocated as a one-to-one match to funds raised by the coalition.

Neighborhood Business District Support

The Alliance of Portland Neighborhood Business Associations (APNBA) will assume the neighborhood business district support duties starting in FY 2008-09.

Crime Prevention

Description

The Crime Prevention program is designed to get neighbors involved in community policing efforts. Crime Prevention coordinators work closely with public safety activists, Police precincts, community members, neighborhood associations, state agencies, City bureaus, businesses, and social service providers to address crime and livability issues.

Goals

This program is linked with the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods.

Performance

In FY 2007-08, the Crime Prevention program will:

- ◆ Increase the number of community members involved in Neighborhood Watch, Business Watch, Community Foot Patrol, and other crime prevention programming by 10%
- ◆ Institutionalize Crime Prevention Through Environmental Design (CPTED) practices as part of the predevelopment process on City-funded projects
- ◆ Continue organizing Public Safety Action Committees (PSACs) in each of the neighborhood coalition areas, to help connect citizens to community policing efforts
- ◆ Continue to co-chair the Inter-Bureau Task Force to coordinate the problem solving process for chronic problem locations among various public safety and code enforcement bureaus
- ◆ Work toward a citywide rollout of the Enhanced Safety Properties program, which provides an incentive to landlords and property managers to keep their property crime free by taking preventive measures through education, management practices, and physical property improvements
- ◆ Organize the second annual Ready. Safe. Go., a public safety volunteer training and recognition conference, in cooperation with the Office of Emergency Management, Portland Police Bureau, and the Citizen Corps Council
- ◆ Develop the capacity of communities to create and maintain good neighbor agreements

In late 2004, ONI Crime Prevention and the Portland Police Bureau partnered to provide street intervention services for the Downtown-Old Town-Chinatown Livability Pilot Project known as ACCESS. The program expanded in 2005 to include the oversight of \$500,000 allocated towards voluntary substance abuse treatment in cooperation with Multnomah County. In addition to treatment dollars, the program was awarded grants to provide housing for approximately 40 people engaged in the program. Since the second phase of the program began in FY 2006-07, 20 people have been moved from the jails and/or the streets into treatment, 13 people are awaiting treatment, and 24 people have been placed into housing.

The intervention services provided by ACCESS have resulted in an estimated \$40,320 savings to the criminal justice system in just six months. Current data projects that annual cost savings would be approximately \$150,000 that would have been spent in the criminal justice system (jail time, arrests, court system, etc.).

Changes to Services and Activities

Two full-time crime prevention program coordinators will be located in the Central Northeast and North Portland neighborhood coalition offices. It will also add an events and training coordinator and additional funding for overtime, printing, and event marketing and coordination.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 12 | 14 | 13 | 15 | 16 |
| Expenditures | | | | | |
| Personal Services | 781,810 | 916,906 | 1,033,520 | 1,106,667 | 1,106,667 |
| External Materials & Services | 175,805 | 79,287 | 50,899 | 44,240 | 44,240 |
| Internal Materials & Services | 104,501 | 107,534 | 93,105 | 143,427 | 143,427 |
| Total Expenditures | 1,062,116 | 1,103,727 | 1,177,524 | 1,294,334 | 1,294,334 |
| | | | | | |
| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | | Target FY 2007-08 |
| Workload | | | | | |
| Number of Crime Watch Programs Developed and Maintained | 589 | 647 | 680 | | 680 |

Information & Referral

Description

The City of Portland/Multnomah County Information and Referral (I&R) program is a central resource for basic information and referral to all City and County programs. I&R provides information and referral services to the community regarding other local community and social services. The staff of the program provides assistance to walk-in patrons of both the Portland Building and City Hall. The program's mission is to serve as ambassadors for both the City and the County and to simplify community member access to services. I&R program costs are shared equally between Multnomah County and the City of Portland.

Goals

I&R supports the City goal of improving the quality of life in neighborhoods by providing neighborhoods and citizens with simplified access to thousands of government and nonprofit services.

Performance

ONI will continue to meet or exceed the performance benchmarks in the City/County intergovernmental agreement of 90% of calls to the 823-4000 line being answered within 25 seconds and less than 5% of calls abandoned.

Numbers of calls and e-mail inquiries received and responded to by ONI staff have declined after the County's 2-1-1 line was implemented and more people may have begun calling that line directly. The City also implemented a new Automated Call Distribution phone system in FY 2005-06, and some of the decrease is attributed to a change in data collection as the new system and database more accurately tracks calls, walk-ins, and e-mail data.

Specific program objectives for FY 2007-08 are to:

- ◆ Expand the availability of information and referral services to the community while streamlining service delivery
- ◆ Increase awareness & utilization of the City/County I&R program by working with the Mayor's and Chair's offices to increase awareness internally as well as exploring consolidation of I&R functions across City and County departments through potential pilot projects
- ◆ Continue the work begun through the City's Customer Service Advisory Committee to improve customer service Citywide

Changes to Services and Activities

No significant changes in FY 2007-08.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 7 | 5 | 5 | 6 | 6 |
| Expenditures | | | | | |
| Personal Services | 310,195 | 318,415 | 344,488 | 338,860 | 338,860 |
| External Materials & Services | 14,513 | 8,937 | 8,559 | 10,380 | 10,380 |
| Internal Materials & Services | 104,817 | 99,137 | 106,247 | 97,933 | 97,933 |
| Total Expenditures | 429,525 | 426,489 | 459,294 | 447,173 | 447,173 |
| | | | | | |
| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | | Target FY 2007-08 |
| Workload | | | | | |
| Number of Calls & E-mail Inquiries Received | 206,773 | 183,954 | 165,000 | | 170,000 |
| Number of Calls & E-mail Inquiries Responded to | 191,444 | 172,690 | 155,000 | | 160,000 |

Administration

- Description** ONI’s administrative staff is charged with sound and responsive management of the bureau’s fiscal, personnel, and policy issues.
- Goals** ONI administration supports the City goal to improve the quality of life in neighborhoods. Administration staff will ensure the bureau is in position to be responsive to and begin implementing recommendations from visionPDX, Community Connect (BIP #8), and Public Involvement Standards (BIP #9). ONI administration will also implement and monitor the effectiveness of the revised ONI standards, which define the roles and responsibilities of the neighborhood offices and associations as well as provide overall direction to the various program areas.
- Performance** Although administrative staff and budget have remained relatively constant, the percentages have increased slightly due to other bureau staff changes. In FY 2007-08 these include a slight reduction in staff with the transfer of Combined Sewer Overflow Outreach and Downspout activities to BES.
- Changes to Services and Activities** Oversee implementation of recommendations from ONI’s Bureau Advisory Committee, Community Connect, visionPDX, and the Citywide Public Involvement Standards

| FTE & Financials | Actual FY 2004–05 | Actual FY 2005–06 | Revised FY 2006–07 | Proposed FY 2007–08 | Adopted FY 2007–08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 6 | 3 | 3 | 3 | 3 |
| Expenditures | | | | | |
| Personal Services | 387,849 | 348,160 | 337,545 | 347,743 | 347,743 |
| External Materials & Services | 12,977 | 15,873 | 13,812 | 13,812 | 13,812 |
| Internal Materials & Services | 53,229 | 50,729 | 50,598 | 46,645 | 46,645 |
| Total Expenditures | 454,055 | 414,762 | 401,955 | 408,200 | 408,200 |

| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Efficiency | | | | |
| Administration Staff as Percent of Total Bureau Staff | 9.7% | 7.2% | 8.4% | 8.2% |
| Administration Budget as Percent of Total Bureau Budget | 6.4% | 6.1% | 6.3% | 6.4% |

Neighborhood Resource Center

Description

Portland's neighborhood network is made up of 95 neighborhood associations, seven district coalition offices, and 40 business district associations. Through the coalition offices, Portland neighbors 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
- ◆ Organize community-building activities such as block parties, cleanups, and tree plantings

The Neighborhood Resource Center (NRC) works to enhance the quality of Portland's neighborhoods through community participation in the City's public involvement processes. NRC funding provides communication, leadership development and technical assistance support to neighborhood associations and a diverse range of constituency groups through the district coalitions. ONI contracts with five nonprofit organizations and two City-staffed coalition offices.

Neighborhood Outreach and Support

This program is the core of ONI's mission and history to administer, promote, and advocate for Portland's neighborhood system. In FY 2006-07 upwards of \$500,000 in new funding expanded the neighborhood system's capacity to provide support for communications and engagement efforts with underrepresented communities. ONI works with the coalitions, neighborhood and business associations, City bureaus, and community organizations to:

- ◆ Build partnerships
- ◆ Provide communication links
- ◆ Promote outreach and leadership development
- ◆ Increase capacity for resource development

Disability Program

The Disability Program intends to connect, support, and encourage collaborative civic engagement among the people of the disability community, neighborhoods, and City government.

Elders in Action

ONI contracts with Elders in Action, a private nonprofit organization, to provide advocacy for the needs of seniors and help seniors advocate for themselves.

Goals

For FY 2007-08, the Neighborhood Resource Center plans to:

- ◆ Strengthen existing partnerships and develop new partnerships between ONI, District Coalitions and community-based organizations in the City of Portland
- ◆ Provide consistent and effective communication links and coordination of activities between ONI programs, district coalitions, neighborhood associations, City bureaus, and the broader community

- ◆ Promote outreach and leadership development efforts at the district coalition and neighborhood association level that engage underrepresented constituencies; recruit, train, and retain neighborhood leadership; and promote cultural competency within the neighborhood system
- ◆ Increase capacity for resource development, utilizing the skills, knowledge, and experience of district coalitions to secure contract opportunities with City bureaus with particular focus on public involvement in public decisionmaking and community empowerment at the neighborhood level

All of these goals link to the City goal of improving the quality of life in neighborhoods.

Performance

Variations in how coalition offices tracked performance data created a slight decrease in some measurement values. A consultant will be hired in FY 2007-08 to assist the bureau and its community partners in developing performance measures for existing programs and new initiatives, and provide technical assistance to implement the new system.

Changes to Services and Activities

ONI will provide additional resources to coalition offices for greater outreach to underrepresented groups and program administration.

| FTE & Financials | Actual FY 2004–05 | Actual FY 2005–06 | Revised FY 2006–07 | Proposed FY 2007–08 | Adopted FY 2007–08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 13 | 11 | 12 | 9 | 9 |
| Expenditures | | | | | |
| Personal Services | 981,542 | 956,914 | 1,143,035 | 723,466 | 723,466 |
| External Materials & Services | 1,147,329 | 1,133,090 | 2,225,279 | 2,517,387 | 2,557,387 |
| Internal Materials & Services | 122,253 | 179,165 | 187,875 | 187,409 | 187,409 |
| Total Expenditures | 2,251,124 | 2,269,169 | 3,556,189 | 3,428,262 | 3,468,262 |

| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Number of People Reached through Community Newsletters and Communications Efforts | NA | 855,076 | 825,000 | 800,000 |
| Number of Attendees at Leadership Development Events and Activities | NA | 3,088 | 2,900 | 2,500 |
| Workload | | | | |
| Number of Community Involvement Projects or Events Initiated, Maintained, or Completed | NA | 1,919 | 1,800 | 1,500 |
| Number of Technical Assistance Contracts with Neighborhood Associations and the Public | NA | 45,955 | 47,000 | 45,000 |
| Number of efforts to involve traditionally underrepresented groups such as communities of color, renters, and elders in neighborhood association and coalition activities | NA | 451 | 400 | 400 |

Neighborhood Livability Services

Description

Neighborhood Livability Services provides a range of problem-solving tools and resources to address neighborhood livability and nuisance problems. The subprograms described below reflect similar approaches to addressing neighborhood livability issues.

Graffiti Abatement

The graffiti abatement subprogram focuses on the enforcement of the City's Graffiti Abatement Code and the eradication of graffiti throughout the city. The graffiti abatement coordinator manages private graffiti removal contracts, coordinates all paid and volunteer graffiti removal efforts, and delivers presentations to community groups, schools, and other organizations regarding graffiti trends, community impacts, and opportunities for public involvement in graffiti prevention. The graffiti abatement subprogram also developed and maintains a network of agency partnerships through ten years of monthly Graffiti Task Force meetings.

Liquor License Notification

The Liquor License Notification subprogram:

- ◆ Coordinates with the Portland Police Bureau's Drug and Vice Division, Noise Control, ONI Crime Prevention, Neighborhood Response Team Officers, and the Oregon Liquor Control Commission (OLCC) to process liquor license applications within the City of Portland for recommendation to the OLCC
- ◆ Notifies affected community residents and businesses of pending liquor license applications
- ◆ Collects community responses to license application notices, forwarding them to the Portland Police Bureau and the OLCC for consideration during the license recommendation process
- ◆ Assists, when appropriate, with problem resolution between neighbors and liquor license 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
- ◆ Provides public education regarding the liquor license application process and testimony preparation for OLCC hearings

Neighborhood Mediation Program

The City of Portland has funded neighborhood mediation services in some form for over 20 years. Beginning in FY 2002-03, ONI began contracting with a private organization for neighborhood mediation services, including:

- ◆ Neighborhood-wide mediation (noise, pets, property maintenance, nuisances, boundary disputes)
- ◆ Interpersonal mediation (harassment, threats, minor assaults)
- ◆ Landlord-tenant mediation (repairs, damages, public safety, eviction)
- ◆ Organizational mediation (consultation and facilitation of problemsolving within neighborhood groups, churches, schools, and other community organizations)

Community Residential Siting Program

The Community Residential Siting Program (CRSP) provides neighbors, service providers, and developers with a range of tools and strategies to resolve disputes related to the siting of social service facilities. CRSP is jointly funded by Multnomah County, the Bureau of Housing and Community Development, and ONI.

Goals

The Neighborhood Livability program supports the City goal of improving the quality of life in neighborhoods by coordinating the delivery of services and programs that provide a range of problem-solving tools and resources to address and provide relief of neighborhood livability and nuisance issues.

Performance

The number of liquor license applications processed by ONI is anticipated to increase in FY 2007-08 with the addition of processing temporary liquor sales licenses. Graffiti tag removal is anticipated to increase due to the increase in graffiti occurrences in the city, including a significant amount of sticker removal. This increased activity is supported through funding of an additional crew, enhanced volunteer events, and improved tracking of graffiti.

Changes to Services and Activities

The liquor licensing program will begin issuing recommendations on temporary liquor licenses, taking over this responsibility from the Police Bureau.

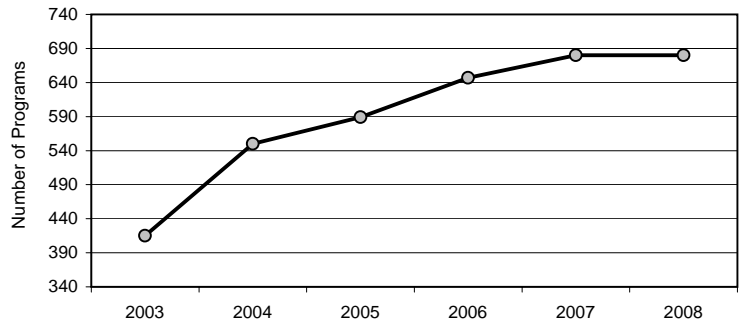
| FTE & Financials | Actual FY 2004–05 | Actual FY 2005–06 | Revised FY 2006–07 | Proposed FY 2007–08 | Adopted FY 2007–08 |
|-------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 2 | 2 | 2 | 3 | 3 |
| Expenditures | | | | | |
| Personal Services | 170,140 | 178,018 | 189,277 | 202,224 | 202,224 |
| External Materials & Services | 542,483 | 444,990 | 624,854 | 562,257 | 562,257 |
| Internal Materials & Services | 23,708 | 18,120 | 17,957 | 33,319 | 33,319 |
| Total Expenditures | 736,331 | 641,128 | 832,088 | 797,800 | 797,800 |

| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Workload | | | | |
| Mediation Case Intakes | 563 | 570 | 500 | 550 |
| Number of Liquor License Applications Processed | 355 | 460 | 350 | 750 |
| Number of Graffiti Tags Removed | 27,845 | 24,350 | 25,000 | 30,000 |
| Number of Residential Siting Cases Needing Conflict Resolution | 26 | 17 | 20 | 20 |

Performance Measures

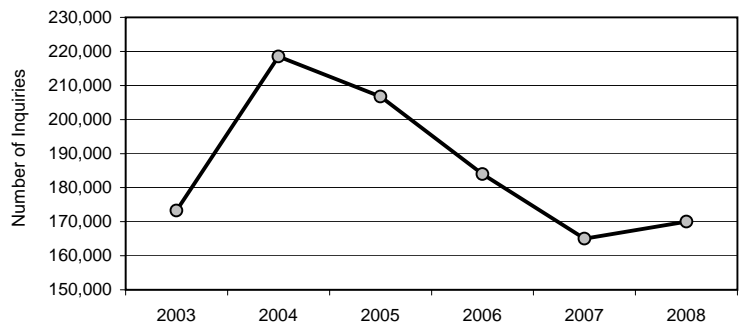
Crime Watch Programs Developed & Maintained

The Neighborhood Watch program had a significant increase in participation in 2003 due to a grant-funded block captain initiative. The watch program is still going strong, as there are 600 watches carrying over from previous years and more groups receiving training each year.



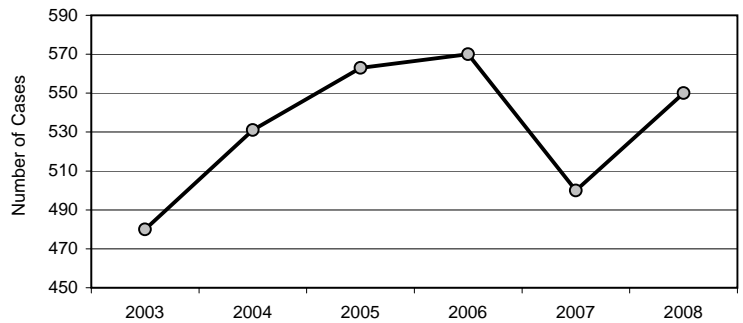
Number of Calls & E-mails Received by I&R

Social service-related calls have declined since the County's 2-1-1 line was implemented, and more people may have begun calling that line directly. In FY 2005-06 the I&R team received a new Automated Call Distribution system and implemented a new database; both systems provide new, more accurate tools for tracking calls, walk-ins, and e-mail data.



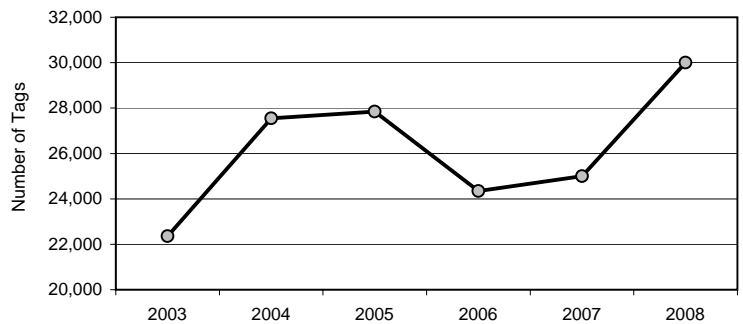
Mediation Case Intakes

The mediation caseload is returning to previous levels in FY 2007-08.



Number of Graffiti Tags Removed

The number of graffiti tags removed declined in FY 2005-06 as a result of a decision to cease providing free abatement to large businesses. This is expected to increase in FY 2007-08 with increased funding for crews and volunteer events, and changes in the nature of the graffiti being removed (such as an increase in sticker removal).



Office of Neighborhood Involvement

SUMMARY OF BUREAU BUDGET

| | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| RESOURCES | | | | | |
| General Fund Discretionary | 4,239,914 | 4,008,898 | 5,192,738 | 5,736,580 | 5,776,580 |
| Grants & Donations | 145,670 | 59,214 | 0 | 0 | 0 |
| Contract Revenues | 244,408 | 244,409 | 267,484 | 252,667 | 252,667 |
| Interagency Revenues | 620,030 | 650,933 | 706,226 | 127,702 | 127,702 |
| Interfund Cash Transfers | 50,000 | 0 | 0 | 0 | 0 |
| Program Revenue | 1,657,927 | 1,666,140 | 122,540 | 108,263 | 108,263 |
| Overhead Recovery | 131,159 | 126,985 | 138,062 | 150,557 | 150,557 |
| TOTAL RESOURCES | \$ 7,089,108 | \$ 6,756,579 | \$ 6,427,050 | \$ 6,375,769 | \$ 6,415,769 |

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

| | | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| EXPENDITURES | | | | | |
| Bureau Requirements | | | | | |
| Personal Services | 4,036,706 | 3,943,323 | 3,047,865 | 2,718,960 | 2,718,960 |
| External Materials & Services | 2,264,036 | 2,074,369 | 2,923,403 | 3,148,076 | 3,188,076 |
| Internal Materials & Services | 778,366 | 728,887 | 455,782 | 508,733 | 508,733 |
| Total Bureau Requirements | 7,079,108 | 6,746,579 | 6,427,050 | 6,375,769 | 6,415,769 |
| Fund Requirements | | | | | |
| Other Cash Transfers | 10,000 | 10,000 | 0 | 0 | 0 |
| Total Fund Requirements | 10,000 | 10,000 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | \$ 7,089,108 | \$ 6,756,579 | \$ 6,427,050 | \$ 6,375,769 | \$ 6,415,769 |

| | | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PROGRAMS | | | | | |
| Crime Prevention | 1,062,116 | 1,103,727 | 1,177,524 | 1,294,334 | 1,294,334 |
| <i>Positions</i> | 11.80 | 13.96 | 13.33 | 15.90 | 15.90 |
| Information & Referral | 429,525 | 426,489 | 459,294 | 447,173 | 447,173 |
| <i>Positions</i> | 6.75 | 5.00 | 5.00 | 5.75 | 5.75 |
| Administration | 454,055 | 414,762 | 401,955 | 408,200 | 408,200 |
| <i>Positions</i> | 6.00 | 4.00 | 3.00 | 3.00 | 3.00 |
| Neighborhood Inspections | 1,855,475 | 1,879,939 | 0 | 0 | 0 |
| <i>Positions</i> | 18.70 | 18.80 | 0.00 | 0.00 | 0.00 |
| Noise Control | 290,482 | 11,365 | 0 | 0 | 0 |
| <i>Positions</i> | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Neighborhood Resource Center | 2,251,124 | 2,269,169 | 3,556,189 | 3,428,262 | 3,468,262 |
| <i>Positions</i> | 12.53 | 11.48 | 12.38 | 9.30 | 9.30 |
| Neighborhood Livability Svcs | 736,331 | 641,128 | 832,088 | 797,800 | 797,800 |
| <i>Positions</i> | 2.00 | 2.00 | 2.00 | 2.60 | 2.60 |
| TOTAL PROGRAMS | \$ 7,079,108 | \$ 6,746,579 | \$ 6,427,050 | \$ 6,375,769 | \$ 6,415,769 |
| <i>Positions</i> | 61.78 | 55.24 | 35.71 | 36.55 | 36.55 |

Office of Neighborhood Involvement

FTE SUMMARY

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | | | |
|-------------------------------------|--------------------------------------|--------------|---------|-----------------------|---------|------------------------|---------------------|-----------------------|---------------------|--------------|---------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount | | |
| 7107 | Administrative Supervisor II | 52,012 | 69,301 | 1.00 | 60,192 | 1.00 | 62,664 | 1.00 | 62,664 | | |
| 7152 | Assistant Program Specialist | 40,800 | 62,870 | 1.00 | 61,860 | 0.00 | 0 | 0.00 | 0 | | |
| 7110 | Business Operations Supervisor | 60,281 | 80,659 | 1.00 | 80,304 | 1.00 | 80,664 | 1.00 | 80,664 | | |
| 7202 | Community Outreach & Info Asst | 40,800 | 62,870 | 2.00 | 103,916 | 0.00 | 0 | 0.00 | 0 | | |
| 5185 | Crime Prev Program Admin | 40,152 | 52,242 | 11.00 | 528,564 | 14.50 | 714,705 | 14.50 | 714,705 | | |
| 7220 | Disability Program Specialist | 49,527 | 66,023 | 1.00 | 49,332 | 1.00 | 50,346 | 1.00 | 50,346 | | |
| 7376 | Financial Analyst | 52,012 | 69,301 | 1.00 | 69,036 | 1.00 | 69,190 | 1.00 | 69,190 | | |
| 0110 | Information & Referral Specialist | 28,522 | 39,797 | 4.00 | 136,779 | 4.00 | 142,758 | 4.00 | 142,758 | | |
| 7022 | Neigh Involve & Pgm Director | 84,439 | 112,522 | 1.00 | 112,092 | 1.00 | 112,308 | 1.00 | 112,308 | | |
| 7214 | Neighborhood Programs Coord | 49,527 | 66,023 | 2.00 | 116,064 | 3.50 | 200,306 | 3.50 | 200,306 | | |
| 7218 | Neighborhood Office Supervisor | 54,622 | 72,850 | 1.00 | 72,576 | 1.00 | 72,852 | 1.00 | 72,852 | | |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 1.00 | 39,792 | 1.00 | 39,792 | 1.00 | 39,792 | | |
| 0104 | Office Support Spec III | 36,498 | 46,959 | 0.00 | 0 | 0.40 | 17,544 | 0.40 | 17,544 | | |
| 7154 | Program Coordinator | 54,622 | 72,850 | 1.00 | 55,152 | 1.00 | 55,004 | 1.00 | 55,004 | | |
| 7156 | Program Manager | 57,378 | 76,609 | 1.00 | 66,744 | 1.00 | 68,796 | 1.00 | 68,796 | | |
| 7153 | Program Specialist | 49,527 | 66,023 | 2.00 | 123,132 | 2.00 | 126,525 | 2.00 | 126,525 | | |
| TOTAL FULL-TIME POSITIONS | | | | | | 31.00 | \$ 1,675,535 | 33.40 | \$ 1,813,454 | 33.40 | \$ 1,813,454 |
| 0110 | Information & Referral Specialist | 28,522 | 39,797 | 0.83 | 33,036 | 1.00 | 39,792 | 1.00 | 39,792 | | |
| 7218 | Neighborhood Office Supervisor | 54,622 | 72,850 | 0.75 | 54,432 | 0.75 | 54,636 | 0.75 | 54,636 | | |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 0.80 | 31,836 | 0.80 | 31,836 | 0.80 | 31,836 | | |
| 0104 | Office Support Spec III | 36,498 | 46,959 | 0.50 | 18,912 | 0.60 | 22,824 | 0.60 | 22,824 | | |
| TOTAL PART-TIME POSITIONS | | | | | | 2.88 | \$ 138,216 | 3.15 | \$ 149,088 | 3.15 | \$ 149,088 |
| 7215 | Neighborhood Intervention Specialist | 40,800 | 62,870 | 1.00 | 62,628 | 0.00 | 0 | 0.00 | 0 | | |
| 7214 | Neighborhood Programs Coord | 49,527 | 66,023 | 0.83 | 54,810 | 0.00 | 0 | 0.00 | 0 | | |
| TOTAL LIMITED TERM POSITIONS | | | | | | 1.83 | \$ 117,438 | 0.00 | \$ 0 | 0.00 | \$ 0 |

Office of Neighborhood Involvement

BUDGET DECISIONS

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

| ACTION | AMOUNT | | | FTE | DECISION |
|---|-----------|----------|---------------------|--------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2007-08 | 5,056,702 | 638,152 | 5,694,854 | 33.55 | FY 2007-08 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | (1,441) | 0 | (1,441) | 0.00 | OMF IA adjustments |
| Mayor's Proposed Budget Decisions | | | | | |
| | (437,286) | 0 | (437,286) | (4.00) | Dissolve BES partnership |
| | 269,568 | 0 | 269,568 | 3.40 | Additional crime prevention staff |
| | 0 | 200,000 | 200,000 | 0.00 | Cultural organizing project |
| | 0 | 30,000 | 30,000 | 0.00 | Translation & childcare services |
| | 0 | 75,000 | 75,000 | 1.00 | Implement public invlvmnt stndrd (BIP #9) |
| | 0 | 50,000 | 50,000 | 0.00 | Develop performance measures |
| | 0 | 50,000 | 50,000 | 1.00 | Cont neigh business district support |
| | 0 | 350,000 | 350,000 | 0.00 | Additional coalition staffing resources |
| | 0 | 77,926 | 77,926 | 1.00 | Youth violence reduction position |
| | 17,148 | 0 | 17,148 | 0.60 | Liquor licensing admin support |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 40,000 | 40,000 | 0.00 | Mayor's youth violence prevention grants |
| | (152,011) | 872,926 | 720,915 | 3.00 | Total FY 2007-08 Decision Packages |
| | | | \$ 6,415,769 | 36.55 | Total Adopted Budget |

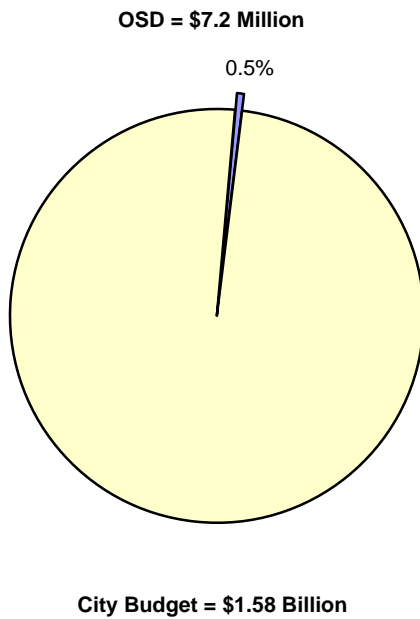
Office of Sustainable Development

Community Development Service Area

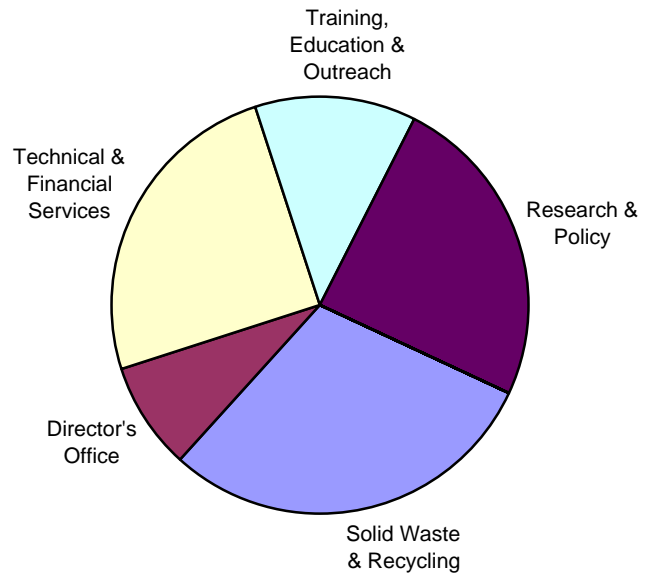
Dan Saltzman, Commissioner-in-Charge

Susan Anderson, Director

Percent of City Budget



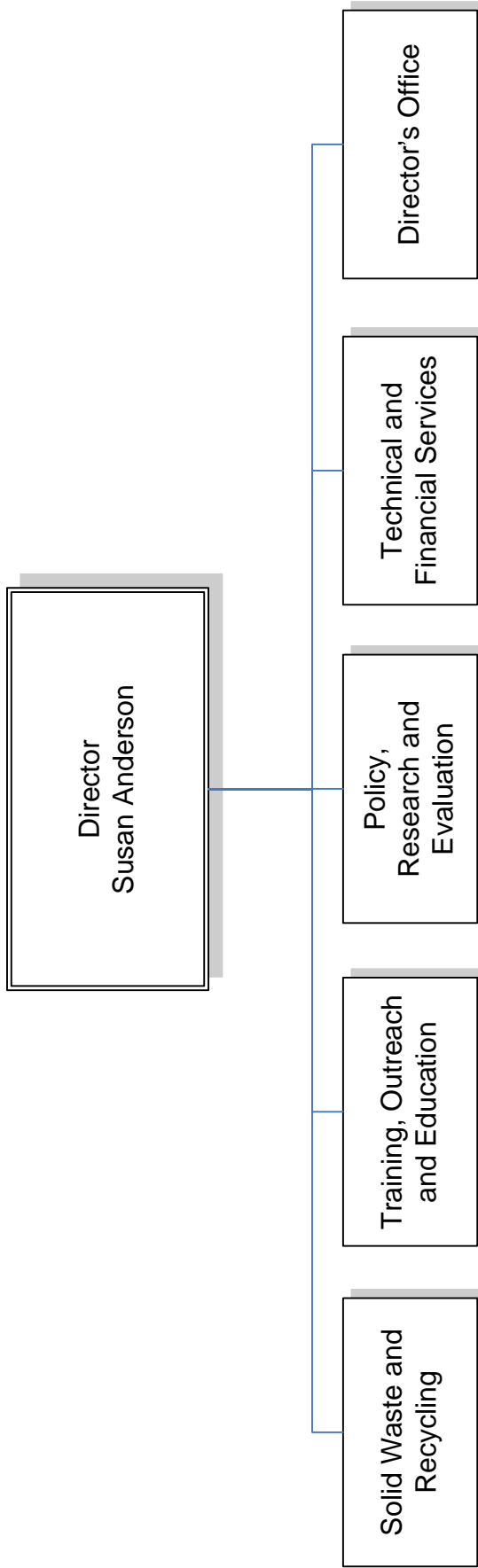
Bureau Programs



Bureau Overview

| Expenditures | Revised FY 2006-07 | Adopted FY 2007-08 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 7,396,328 | 7,199,933 | -196,395 | -2.7% |
| Capital | 0 | 0 | 0 | 0.0% |
| Total Expenditures | \$ 7,396,328 | \$ 7,199,933 | \$ -196,395 | \$ -2.7% |
| Authorized Positions | 35 | 37 | 2.00 | 5.7% |

Office of Sustainable Development



Bureau Summary

BUREAU MISSION

The mission of the Office of Sustainable Development is to provide leadership and contribute practical solutions to ensure a prosperous community where people and nature thrive, now and in the future. Through outreach, technical assistance, policy, and research, the bureau promotes informed choices to increase the use of renewable energy and resources, reduce solid waste, conserve energy and natural resources, prevent pollution, and improve personal and community health.

BUREAU OVERVIEW

The Office of Sustainable Development (OSD) brings together innovative partnerships, services, and technologies to promote a healthy environment and efficient, vibrant community. OSD provides technical and financial services to businesses, residents, non-profit organizations, and public agencies, and serves as a meeting ground for community efforts to advance sustainability.

The office's efforts are client-oriented and focus on the needs of homeowners, renters, low-income families, government, small businesses, and specific business sectors. OSD integrates technical and financial services related to energy efficiency, renewable energy, waste reduction, and resource conservation and also regulates garbage and recycling collection. In addition, OSD provides staff support to the Portland/Multnomah Sustainable Development Commission and Food Policy Council.

The Office of Sustainable Development is funded by the Solid Waste Management Fund, the General Fund, interagency agreements, federal and state grants, and contracts with nonprofit agencies. Revenue sources for the Solid Waste Management Fund include residential franchise fees, commercial tonnage and permit fees, and grants. General Fund support for the Adopted Budget is \$2,227,486. The office continues to leverage General Fund support to obtain grants, performance contracts, and state and local intergovernmental revenue. The bureau is organized into five program areas: the Solid Waste and Recycling, Training Education and Outreach, Director's Office, Research and Policy, and Technical and Financial Services.

SIGNIFICANT ISSUES

Sustainable Economic Development

Investment in economic development is a top priority as government and industry look for new strategies to increase workforce competitiveness, invest in local communities, and ensure the future economic health and prosperity of the region. A history of environmental stewardship and innovative community development positions Portland to grow and attract companies that provide sustainable technologies, products, and services. Portland is poised to claim a significant share of the growing global demand for sustainable industry expertise in architecture and engineering; building materials; renewable energy; healthy, locally grown food products and systems; recycled products; lighting; and water and energy efficiency.

Global Climate Change

Global climate change impacts housing, industry, agriculture, water resources, transportation, energy use and development, and municipal revenues. Many nations and more than 400 local governments worldwide are taking active measures to reduce global warming pollution. There is an urgent need to identify local vulnerabilities to climate change while also strengthening efforts to reduce emissions. Many of the policies and programs that reduce pollution also improve local quality of life, and Portland's efforts to date have provided a widely recognized example of a beneficial approach to climate protection.

Waste Reduction and Recycling

Portland's successful recycling and solid waste program is consistently recognized as one of the best in the nation. However, the recycling rate has leveled off over the past few years, and OSD is currently analyzing options to reduce waste and expand recycling. Efforts to increase recycling will target the commercial sector, which generates approximately 75% of Portland's garbage. Strategies include expanding commercial food waste and business recycling programs. Waste reduction efforts are receiving increased business attention, since improving the efficiency of material use and preventing waste cuts production costs and improves the competitiveness of local businesses.

Sustainable Food System

How food is grown, distributed, processed, prepared, consumed, and discarded has major economic, health, and environmental consequences for Portland and the region. From farm to table to landfill, several signs signal the need for urgent action on food-related issues:

- ◆ Farmers in the region are threatened by challenges to the land use system and global competition. As energy prices rise, Portland's proximity to productive agricultural land is a key advantage, but only if farmland is protected.
- ◆ Oregon's agricultural productivity creates significant local economic development opportunities throughout the food supply chain.
- ◆ Unhealthy diets are contributing to increases in obesity, diabetes, and associated health care costs. Most alarming is the increasing prevalence of obesity among children.
- ◆ A growing number of residents rely on emergency food sources.
- ◆ Food accounts for over one-fifth of the solid waste Portland sends to the landfill.

Although many factors shape our food system, local government can promote a healthy food system through its policies and actions related to economic development, education, recreation programs, solid waste management, purchasing, and urban planning.

SUMMARY OF BUDGET DECISIONS

The FY 2007-08 Adopted Budget for the Office of Sustainable Development includes \$45,786 to fund one-half of the Bureau Innovation Project #18 Sustainable Government position; \$155,304 (\$91,000 from the General Fund) to continue the Sustainable Food Initiative. The Adopted Budget also directs OSD to work with the Portland Development Commission to create a plan for a focused regional economic development strategy.

Sustainable Industries and Clean Energy

\$1,140,000 of General Fund support is provided to OSD to continue work related to sustainable economic development and clean energy. The purpose of this initiative is to expand the sustainable industries sector of the Portland regional economy. The primary focus is clean energy technologies including:

- 1) Increased development, production and use of bio-based fuels, and solar power.

2) Enhanced demand and local supply of energy efficiency and green building technologies and services.

In addition, efforts will be made to promote sustainable development by helping new and existing companies create local jobs in industries that provide new technologies, products or services that are more efficient, use renewable or recycled resources and are less polluting. Efforts will focus on both building demand for these products and services and by helping new and existing firms more effectively reach the marketplace.

Technical & Financial Services

Description

Technical & Financial Services provides integrated services on resource conservation related to the design, construction, and operations of buildings.

The Technical Services group promotes the benefits of sustainable, high-performance building practices in commercial and residential projects throughout Portland. Technical services include project-by-project technical assistance, training, outreach, and resource development.

The Financial Services group promotes and markets the financial benefits of energy efficiency and sustainable building practices through incentives, grants, loans, and other financial tools. Staff currently administer the Green Investment Fund and run the Multifamily Assistance Program, which improves access to financial incentives and helps property owners understand the benefits of energy-efficiency investments.

The Sustainable City Government program implements a Citywide, bureau-by-bureau sustainable business plan that systematically addresses resource use, toxics reduction, green procurement, renewable energy production and purchasing, and related issues through innovative policies, programs, and implementation strategies.

Goals

The program supports OSD's goal of protecting the environment and conserving natural resources and promotes the Citywide goal relating to the health of the environment and the economy.

Performance

The performance of Technical & Financial Services is tracked through the number of development projects provided with green building assistance, the number apartment units weatherized, and resource savings through internal City resource-conservation efforts.

Changes to Services and Activities

Continued funding for the Sustainable City Government initiative allows OSD to move forward a Citywide sustainability plan, improve tracking of City resource use, identify opportunities for cost savings, and facilitate information sharing across bureaus.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 11 | 10 | 12 | 12 | 12 |
| Expenditures | | | | | |
| Personal Services | 683,183 | 809,191 | 899,244 | 952,711 | 952,711 |
| External Materials & Services | 560,789 | 604,855 | 1,318,707 | 558,746 | 558,746 |
| Internal Materials & Services | 259,646 | 165,389 | 351,695 | 272,430 | 272,430 |
| Total Expenditures | 1,503,618 | 1,579,435 | 2,569,646 | 1,783,887 | 1,783,887 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Per capita residential energy use (million BTUs) | 30.20 | 29.50 | 29.40 | 29.00 |
| Number of certified green buildings in Portland | 415 | 553 | 600 | 700 |
| Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars) | \$2.38 | \$2.65 | \$2.75 | \$3.00 |

| Performance | Actual FY 2004–05 | Actual FY 2005–06 | Yr End Est. FY 2006–07 | Target FY 2007–08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Percent of City electricity use from renewable resources | 10.5% | 11.0% | 1.3% | 1.5% |
| Percent reduction in solid waste from City operations | NA | NA | 5% | 5% |
| Efficiency | | | | |
| Cost per Fix-It Fair participant | NA | NA | \$55.95 | \$46.50 |
| Workload | | | | |
| Apartment units weatherized | 6,820 | 3,633 | 4,800 | 5,000 |
| Number of development projects provided with green building assistance | 214 | 140 | 100 | 125 |
| Number of design and construction industry professionals trained in green building practices | 793 | 911 | 1,000 | 1,000 |
| Bureaus assisted with sustainability projects | 31 | 12 | 20 | 25 |
| City employees provided with sustainability training | NA | NA | 25 | 100 |
| Businesses assisted with sustainable practice | 5,309 | 4,177 | 5,000 | 5,000 |
| Citizens participating in workshops | NA | NA | 1,660 | 1,800 |

Director's Office

Description The Director's Office ensures efficient and responsible office management that is consistent with City policies and OSD values. The team leads financial planning and management, coordinates OSD human resources and diversity development, manages the office, provides administrative tools and services to other OSD teams, and coordinates development of funding proposals. Director's Office staff also increase OSD's visibility and credibility and develop a strong public identity through presenting a consistent, constructive face to clients, stakeholders, and the community.

Goals All of OSD's programs link to the Citywide goal of protecting and enhancing the natural and built environment. OSD's programs are also designed to contribute to the City goal of promoting economy vitality and opportunity.

Performance Key performance measures for the Director's Office relate to securing outside funding for bureau activities, providing exemplary resource conservation services to businesses, and reducing global warming pollution in Portland. In FY 2007-08, OSD expects to secure \$400,000 in external funding and has a goal of improving business satisfaction with City information on pollution reduction to 50%.

Changes to Services and Activities With a number of major new OSD initiatives planned for FY 2007-08, the Director's Office will work with partners to identify opportunities, and guide program development to ensure the success of the new efforts. Business opportunities to accelerate sustainable practices are a particular focus.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 5 | 6 | 5 | 5 | 5 |
| Expenditures | | | | | |
| Personal Services | 377,307 | 435,707 | 593,520 | 472,205 | 472,205 |
| External Materials & Services | 43,808 | 53,518 | 211,123 | 120,378 | 120,378 |
| Internal Materials & Services | 29,970 | 38,177 | 39,836 | 16,109 | 16,109 |
| Total Expenditures | 451,085 | 527,402 | 844,479 | 608,692 | 608,692 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|--|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Business satisfaction with City information on pollution reduction (percent "good" or "very good") | 40% | NA | 45% | 50% |
| Efficiency | | | | |
| Percent reduction in local per capita CO2 emissions from 1990 levels | 12.5% | 10.8% | 11.0% | 12.0% |
| Workload | | | | |
| Grants and contracts awarded | \$1,202,840 | \$1,257,848 | \$744,777 | \$400,000 |

Solid Waste & Recycling

Description The Solid Waste & Recycling group is responsible for policy development and regulation of the City's solid waste program. This group regulates private haulers that provide solid waste, recycling and yard debris collection services for all Portland residents and businesses. Policy is developed to maintain high customer satisfaction and meet City Council's recycling goal of 60%. Related activities include establishing rates for collection services to residential customers, answering customer questions and resolving complaints, evaluating program performance, and developing new recycling and waste-reduction programs.

Goals The Solid Waste & Recycling program has primary responsibility for OSD's goal of reducing solid waste and also contributes to the related goal of conserving natural resources. The program advances the Citywide goals of protecting and enhancing the environment and promoting economic viability.

Performance The program measures the percent of solid waste that is recycled, business and resident satisfaction with solid waste and recycling collection, and the cost of residential waste collection. In FY 2007-08, satisfaction with solid waste collection is targeted to reach 81%.

Changes to Services and Activities A major review of commercial solid waste collection to identify options for reducing waste, increasing recycling, maintaining high levels of service, and keeping costs affordable is planned for FY 2007-08.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 9 | 10 | 10 | 9 | 9 |
| Expenditures | | | | | |
| Personal Services | 648,488 | 648,765 | 702,852 | 716,822 | 716,822 |
| External Materials & Services | 774,631 | 759,995 | 753,506 | 796,125 | 796,125 |
| Internal Materials & Services | 458,974 | 477,986 | 558,409 | 627,070 | 627,070 |
| Total Expenditures | 1,882,093 | 1,886,746 | 2,014,767 | 2,140,017 | 2,140,017 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Percent of residential material diverted from wastestream | 53.4% | 52.0% | 51.7% | 60.0% |
| Percent of commercial material diverted from wastestream | 52.4% | 52.0% | 52.3% | 60.0% |
| Business satisfaction with recycling programs (percent rating "good" or "very good") | 67.0% | 72.0% | 72.4% | 73.0% |
| Citizens' satisfaction with solid waste and recycling programs (percent rating "good" or "very good") | 77% | 79% | 80% | 81% |
| Efficiency | | | | |
| Typical residential garbage and recycling monthly bill, adjusted for inflation (2000 dollars) | \$17.30 | \$17.69 | \$17.59 | \$17.59 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|---|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Workload | | | | |
| Pounds of solid waste generated per household | 1,449 | 1,453 | 1,437 | 1,425 |
| Tons of solid waste generated by businesses | 393,300 | 387,100 | 387,100 | 350,000 |

Research & Policy

Description The Research & Policy program conducts research and supports policy development in collaboration with other OSD teams, City agencies, and community partners. Efforts focus on projects that demonstrate innovative practices and appropriate technologies, with a particular emphasis on supporting the development of local sustainable industries. The team staffs the Sustainable Development Commission and Food Policy Council, monitors legislative issues related to sustainable development, and coordinates broad sustainability initiatives such as the City's Local Action Plan on Global Warming and the City's work on food systems. Recent projects include designing and administering the City's biofuels grant programs, staffing the Peak Oil Task Force, and identifying economic development opportunities in the green building sector.

Goals The Research & Policy program supports OSD's goal of protecting the environment and conserving natural resources, specifically with the intent of identifying economically and socially beneficial opportunities. This work supports and advances the Citywide goals of protecting and enhancing the environment and promoting economic viability.

Performance As part of OSD's increased efforts related to investments in clean energy the bureau will work to increase the number of solar energy systems and the number of service stations offering biodiesel blends. The impact of a new position to work on sustainable food policy will be tracked through the number of Portland residents who participate in urban agricultural programs.

Changes to Services and Activities For FY 2007-08 the Research and Policy program continues efforts that began in FY 2006-07 to promote sustainable economic development, with a focus on renewable energy. Additional funding will support grants for bio-based fuel production and sales. In addition, new funding and staff resources are provided to promote sustainable industry retention, expansion and recruitment.

| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 1 | 2 | 2 | 5 | 6 |
| Expenditures | | | | | |
| Personal Services | 142,783 | 291,427 | 234,052 | 459,575 | 520,067 |
| External Materials & Services | 32,962 | 26,827 | 726,804 | 245,119 | 1,145,000 |
| Internal Materials & Services | 11,634 | 12,383 | 10,437 | 102,243 | 102,243 |
| Total Expenditures | 187,379 | 330,637 | 971,293 | 806,937 | 1,767,310 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|--|----------------------|----------------------|---------------------------|----------------------|
| Effectiveness | | | | |
| Number of residential and commercial solar energy systems installed in Portland since 2006 | NA | NA | NA | 150 |
| Number of stations offering biodiesel blends of B20 or higher | NA | NA | NA | 20 |
| Workload | | | | |
| Number of research projects completed | 10 | 6 | 6 | 6 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|--|------------------------------|------------------------------|-----------------------------------|------------------------------|
| Residents participating in urban agricultural projects | NA | NA | 2,100 | 3,000 |
| Number of businesses participating in sustainable industries comarketing efforts | NA | NA | NA | 50 |

Training, Education & Outreach

Description The Training, Education & Outreach team helps households and businesses make informed decisions about resource conservation and pollution prevention. The team's services include event production; educational material creation and distribution; workshops, training presentations, and on-site customized assistance and resources; and recognition to businesses for sustainability efforts.

Goals The Training, Education & Outreach program supports OSD's goal of protecting the environment and conserving natural resources and promotes the Citywide goals of protecting and enhancing the environment and promoting economic viability.

Performance The Training, Education & Outreach program tracks resource conservation assistance provided to Portland businesses and residents with FY 2007-08 goals of reaching 6,000 businesses, 10,000 multifamily units, and 25,000 residents. The impacts of the Fix-It Fairs will be tracked by tallying the number of participants and surveying the percentage who expect to reduce utility bills as a result of the events.

Changes to Services and Activities Training, Education, & Outreach will continue the new resource conservation service for businesses that was started in FY 2006-07. The effort consolidates and streamlines access to financial incentives and technical assistance to make it convenient and profitable for businesses to conserve resources and improve efficiencies.

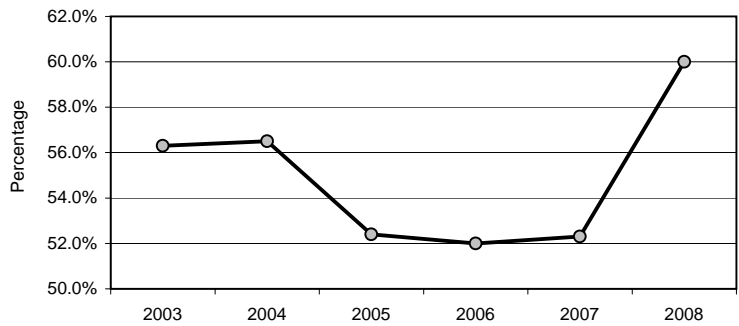
| FTE & Financials | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 4 | 4 | 6 | 6 | 6 |
| Expenditures | | | | | |
| Personal Services | 227,777 | 326,168 | 434,858 | 396,624 | 396,624 |
| External Materials & Services | 237,502 | 239,703 | 397,333 | 291,006 | 291,006 |
| Internal Materials & Services | 107,874 | 145,589 | 163,952 | 212,397 | 212,397 |
| Total Expenditures | 573,153 | 711,460 | 996,143 | 900,027 | 900,027 |

| Performance | Actual FY 2004-05 | Actual FY 2005-06 | Yr End Est. FY 2006-07 | Target FY 2007-08 |
|--|----------------------|----------------------|---------------------------|----------------------|
| Workload | | | | |
| Residents reached by sustainable training and outreach | 9,048 | 22,957 | 20,000 | 25,000 |
| Businesses reached by sustainability outreach and training | 5,309 | 4,859 | 5,000 | 6,000 |
| Number of multifamily units provided with recycling assistance | 7,473 | 12,237 | 10,000 | 10,000 |

Performance Measures

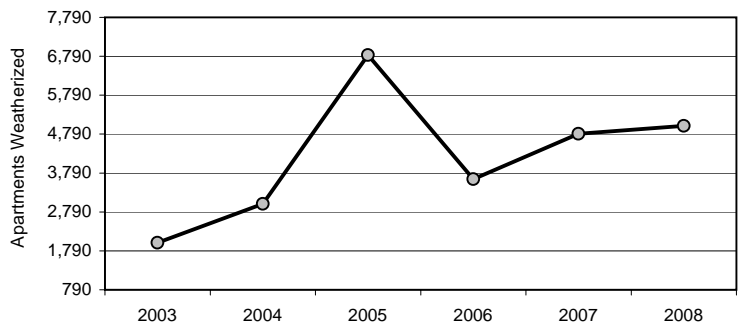
% of Commercial Waste Diverted

Portland businesses have almost attained the City Council's 60% recycling goal.



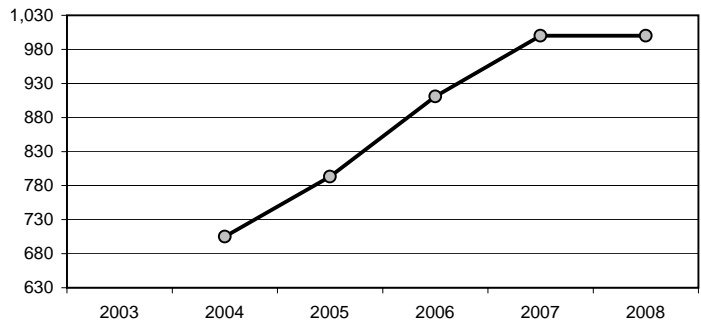
Apartments Weatherized

The Multifamily Assistance Program has weatherized over 31,000 apartment units since 2001.



Industry Professionals Trained in Green Building

OSD expects to provide green building training to 1,000 industry professionals in FY 2007-08.



Office of Sustainable Development

SUMMARY OF BUREAU BUDGET

| | Actual FY 2004-05 | Actual FY 2005-06 | Revised FY 2006-07 | Proposed FY 2007-08 | Adopted FY 2007-08 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| RESOURCES | | | | | |
| External Revenues | | | | | |
| Licenses and Permits | 2,147,310 | 1,857,929 | 1,853,920 | 1,991,568 | 1,991,568 |
| Service Charges and Fees | 1,555,831 | 1,246,678 | 1,061,330 | 1,512,144 | 1,512,144 |
| Local Sources | 407,643 | 480,129 | 435,000 | 435,000 | 435,000 |
| Miscellaneous Revenues | 190,932 | 225,893 | 184,006 | 230,780 | 230,780 |
| Total External Revenues | 4,301,716 | 3,810,629 | 3,534,256 | 4,169,492 | 4,169,492 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 311,646 | 740,137 | 1,893,182 | 1,267,113 | 2,227,486 |
| Other Cash Transfers | 619,572 | 564,466 | 664,599 | 616,270 | 616,270 |
| Federal Grants Transfers | 527,760 | 597,715 | 983,721 | 536,562 | 536,562 |
| Interagency Reimbursements | 657,607 | 538,548 | 907,512 | 859,414 | 859,414 |
| Total Internal Revenues | 2,116,585 | 2,440,866 | 4,449,014 | 3,279,359 | 4,239,732 |
| Beginning Fund Balance | 3,132,785 | 4,213,470 | 3,938,779 | 4,656,435 | 4,656,435 |
| TOTAL RESOURCES | \$ 9,551,086 | \$ 10,464,965 | \$ 11,922,049 | \$ 12,105,286 | \$ 13,065,659 |
| Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose. Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue. | | | | | |
| EXPENDITURES | | | | | |
| Bureau Requirements | | | | | |
| Personal Services | 2,079,538 | 2,511,258 | 2,864,526 | 2,997,937 | 3,058,429 |
| External Materials & Services | 1,649,692 | 1,684,898 | 3,407,473 | 2,011,374 | 2,911,255 |
| Internal Materials & Services | 868,098 | 839,524 | 1,124,329 | 1,230,249 | 1,230,249 |
| Total Bureau Requirements | 4,597,328 | 5,035,680 | 7,396,328 | 6,239,560 | 7,199,933 |
| Fund Requirements | | | | | |
| General Operating Contingency | 0 | 0 | 718,741 | 1,768,373 | 1,768,373 |
| General Fund Overhead | 38,230 | 82,599 | 52,437 | 107,905 | 107,905 |
| Other Cash Transfers | 673,776 | 738,676 | 801,114 | 757,524 | 757,524 |
| Debt Retirement | 28,282 | 38,982 | 0 | 0 | 0 |
| Ending Fund Balance | 4,213,470 | 4,569,028 | 2,953,429 | 3,231,924 | 3,231,924 |
| Total Fund Requirements | 4,953,758 | 5,429,285 | 4,525,721 | 5,865,726 | 5,865,726 |
| TOTAL EXPENDITURES | \$ 9,551,086 | \$ 10,464,965 | \$ 11,922,049 | \$ 12,105,286 | \$ 13,065,659 |
| PROGRAMS | | | | | |
| Solid Waste & Recycling | 1,882,093 | 1,886,746 | 2,014,767 | 2,140,017 | 2,140,017 |
| <i>Positions</i> | <i>9.30</i> | <i>9.50</i> | <i>9.60</i> | <i>9.00</i> | <i>9.00</i> |
| Training, Education & Outreach | 573,153 | 711,460 | 996,143 | 900,027 | 900,027 |
| <i>Positions</i> | <i>3.90</i> | <i>4.40</i> | <i>6.00</i> | <i>5.50</i> | <i>5.50</i> |
| Director's Office | 451,085 | 527,402 | 844,479 | 608,692 | 608,692 |
| <i>Positions</i> | <i>4.74</i> | <i>5.70</i> | <i>5.42</i> | <i>4.55</i> | <i>4.55</i> |
| Research & Policy | 187,379 | 330,637 | 971,293 | 806,937 | 1,767,310 |
| <i>Positions</i> | <i>1.00</i> | <i>2.00</i> | <i>2.42</i> | <i>5.35</i> | <i>6.35</i> |
| Technical & Financial Services | 1,503,618 | 1,579,435 | 2,569,646 | 1,783,887 | 1,783,887 |
| <i>Positions</i> | <i>11.09</i> | <i>10.00</i> | <i>11.80</i> | <i>11.50</i> | <i>11.50</i> |
| TOTAL PROGRAMS | \$ 4,597,328 | \$ 5,035,680 | \$ 7,396,328 | \$ 6,239,560 | \$ 7,199,933 |
| <i>Positions</i> | <i>30.03</i> | <i>31.60</i> | <i>35.24</i> | <i>35.90</i> | <i>36.90</i> |

Office of Sustainable Development

FTE SUMMARY

| Class | Title | Salary Range | | Revised FY 2006-07 | | Proposed FY 2007-08 | | Adopted FY 2007-08 | |
|-------------------------------------|----------------------------------|--------------|---------|-----------------------|---------------------|------------------------|---------------------|-----------------------|---------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 7152 | Assistant Program Specialist | 40,800 | 62,870 | 3.00 | 137,714 | 3.00 | 142,567 | 3.00 | 142,567 |
| 2202 | Code Specialist II | 38,294 | 49,256 | 1.00 | 49,260 | 0.90 | 44,328 | 0.90 | 44,328 |
| 7205 | Comm Outreach/Invlvmt Pgm Mgr | 57,378 | 76,609 | 1.00 | 58,428 | 0.00 | 0 | 0.00 | 0 |
| 7202 | Community Outreach & Info Asst | 40,800 | 62,870 | 1.00 | 46,260 | 1.00 | 48,156 | 1.00 | 48,156 |
| 7226 | Conservation Prog Coordinator | 54,622 | 72,850 | 1.00 | 65,292 | 1.00 | 67,968 | 1.00 | 67,968 |
| 7225 | Conservation Prog Specialist | 49,527 | 66,023 | 3.00 | 160,311 | 3.00 | 166,361 | 3.00 | 166,361 |
| 7232 | Energy Conserv Program Mgr | 67,985 | 90,577 | 1.00 | 67,980 | 2.00 | 139,240 | 2.00 | 139,240 |
| 7376 | Financial Analyst | 52,012 | 69,301 | 1.00 | 62,984 | 0.90 | 59,008 | 0.90 | 59,008 |
| 0102 | Office Support Spec II | 28,522 | 39,797 | 1.50 | 59,688 | 1.50 | 59,688 | 1.50 | 59,688 |
| 7206 | Public Information Officer | 57,378 | 76,609 | 1.00 | 67,356 | 1.00 | 70,116 | 1.00 | 70,116 |
| 7102 | Senior Admin Specialist | 38,002 | 58,485 | 2.00 | 80,145 | 2.00 | 82,717 | 2.00 | 82,717 |
| 7227 | Senior Conservation Prog Coord | 57,378 | 76,609 | 5.00 | 365,545 | 4.00 | 303,250 | 4.00 | 303,250 |
| 7230 | Solid Waste & Recycl Prog Mgr | 67,985 | 90,577 | 1.00 | 90,228 | 1.00 | 90,460 | 1.00 | 90,460 |
| 7024 | Sustainable Development Director | 84,439 | 112,522 | 1.00 | 112,164 | 1.00 | 112,524 | 1.00 | 112,524 |
| TOTAL FULL-TIME POSITIONS | | | | 23.50 | \$ 1,423,355 | 22.30 | \$ 1,386,383 | 22.30 | \$ 1,386,383 |
| 7226 | Conservation Prog Coordinator | 54,622 | 72,850 | 0.60 | 43,548 | 0.60 | 43,716 | 0.60 | 43,716 |
| TOTAL PART-TIME POSITIONS | | | | 0.60 | \$ 43,548 | 0.60 | \$ 43,716 | 0.60 | \$ 43,716 |
| 7152 | Assistant Program Specialist | 40,800 | 62,870 | 2.00 | 94,104 | 1.00 | 48,018 | 2.00 | 88,818 |
| 7203 | Community Outreach & Info Rep | 49,527 | 66,023 | 0.92 | 51,744 | 0.90 | 52,365 | 0.90 | 52,365 |
| 7226 | Conservation Prog Coordinator | 54,622 | 72,850 | 0.13 | 8,487 | 0.10 | 5,460 | 0.10 | 5,460 |
| 7225 | Conservation Prog Specialist | 49,527 | 66,023 | 2.42 | 135,894 | 4.00 | 219,624 | 4.00 | 219,624 |
| 7232 | Energy Conserv Program Mgr | 67,985 | 90,577 | 0.00 | 0 | 1.00 | 71,018 | 1.00 | 71,018 |
| 7130 | Management Assistant | 40,800 | 62,870 | 2.00 | 83,880 | 2.00 | 90,888 | 2.00 | 90,888 |
| 7102 | Senior Admin Specialist | 38,002 | 58,485 | 1.00 | 39,396 | 1.00 | 40,341 | 1.00 | 40,341 |
| 7227 | Senior Conservation Prog Coord | 57,378 | 76,609 | 1.67 | 95,640 | 3.00 | 176,952 | 3.00 | 176,952 |
| 7132 | Senior Management Analyst | 57,378 | 76,609 | 1.00 | 64,697 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 11.14 | \$ 573,842 | 13.00 | \$ 704,666 | 14.00 | \$ 745,466 |

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

| ACTION | AMOUNT | | | FTE | DECISION |
|---|-----------|-----------|---------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2007-08 | 5,494,470 | 0 | 5,494,470 | 30.80 | FY 2007-08 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | 0 | 155,304 | 155,304 | 1.00 | Sustainable Food Initiative |
| | 0 | 49,786 | 49,786 | 0.50 | Sustainable City Government |
| | 0 | 540,000 | 540,000 | 3.60 | Sustainable Economic Development |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | 360,373 | 0 | 0.00 | Carryover econ. development funding |
| | 0 | 600,000 | 0 | 1.00 | Add econ. development funding |
| | 0 | 1,705,463 | 1,705,463 | 6.10 | Total FY 2007-08 Decision Packages |
| | | | \$ 7,199,933 | 36.90 | Total Adopted Budget |

