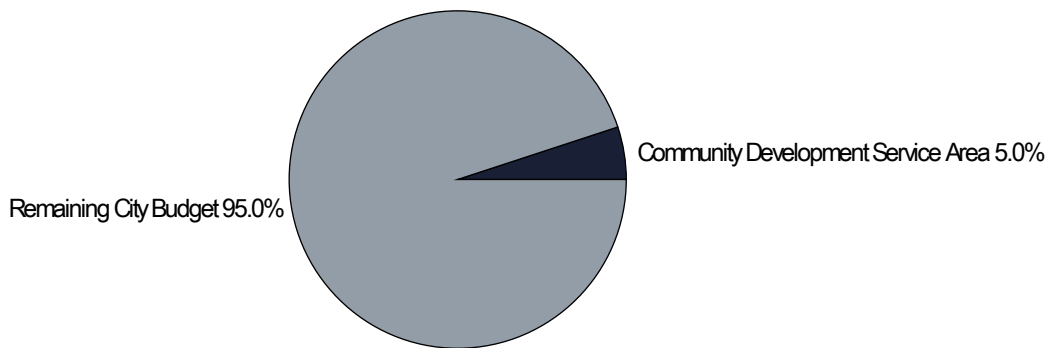


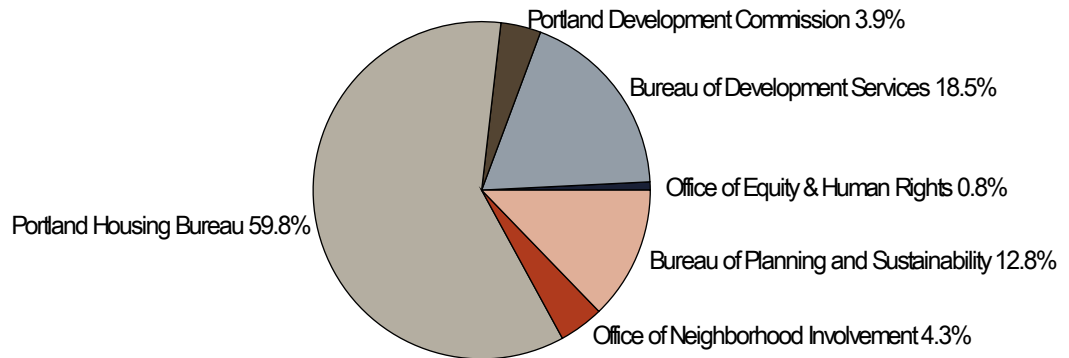
# Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Bureau of Planning and Sustainability
- Office for Community Technology
- Office of Neighborhood Involvement
- Office of Sustainable Development
- Portland Development Commission
- Office of Equity & Human Rights

**Percent of City Budget**



**Percent of Service Area Budget**



## Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	209,056,368	177,476,176	(31,580,192)	(15.11)
Capital	0	3,680,172	3,680,172	N/A
<b>Total Requirements</b>	<b>209,056,368</b>	<b>181,156,348</b>	<b>(27,900,020)</b>	<b>(13.35)</b>
Authorized Positions	404.24	401.67	(2.57)	(0.64)

## Service Area Highlights

### Description

The Community Development service area includes programs in the Bureau of Development Services (BDS), Portland Housing Bureau (PHB), Bureau of Planning and Sustainability (BPS), Office of Neighborhood Involvement (ONI), the newly created Office of Equity and Human Rights, and the Portland Development Commission (PDC).

### Major Themes

#### Bureau of Development Services

BDS implements the City's policies, plans, and codes related to land use, building, and plumbing. The bureau ensures compliance with site-related regulations, such as erosion control, grading, and onsite stormwater treatment and disposal. BDS also enforces the zoning code, as well as structural, mechanical, plumbing, and electrical codes.

The FY 2012-13 Adopted Budget for BDS is \$41.2 million, a 20% increase over its FY 2011-12 revised budget and a net increase of 16 FTEs. The bureau's anticipated permit revenues are the highest in three years, reflecting improvement in the local construction industry, although revenues remain below FY 2009-10 levels.

#### Portland Housing Bureau

The Housing Bureau's FY 2012-13 Adopted Budget totals \$102.7 million, and includes \$41.4 million in tax increment financing (TIF) and \$12.7 million in federal Community Development Block Group (CDBG) funds.

Discretionary General Fund resources in the bureau total \$10.8 million, of which \$4.9 million is one-time only. The ongoing portion of the General Fund budget is reduced by 6.1%. The one-time funding continues a number of services from the FY 2011-12 budget as well as carryover funding for a housing investment strategy, the second year of operation of the Bud Clark Commons (also known as the Resource Access Center), and foreclosure prevention and homeownership assistance. While funding is one-time in the Adopted Budget, the budget also includes a budget note that directs OMF to add \$4.6 million to Housing's ongoing appropriation.

#### Bureau of Planning and Sustainability

The FY 2012-13 Adopted Budget for BPS is \$22.6 million. This represents a 35% decrease over its FY 2011-12 revised budget. One-time and ongoing General Fund savings include a 6.7% reduction package, savings from reduced OMF interagencies, and a merit pay freeze for non-represented employees making more than \$45,000 annually.

A total of \$440,022 in additional one-time funds were appropriated for various short-term and multi-year planning projects including the Comprehensive Plan, Youth Planning program, and the West Hayden Island project.

#### Office of Neighborhood Involvement

ONI continues to coordinate efforts to make Portland neighborhoods more livable and to promote meaningful and diverse civic participation.

The FY 2012-13 Adopted Budget for ONI is \$7,046,013. This includes add packages totaling \$1,018,923 of one-time funding. The Adopted Budget includes funding for the Graffiti Abatement program, the Mediation and Facilitation program, the Enhanced Graffiti Abatement program, the Small Grants program, and East Portland Action Plan implementation and outreach.

**Office of Equity and Human Rights**

The Office of Equity and Human Rights was established by ordinance in September 2011 and funded by a combination of resources, including existing ongoing funding from the former Office of Human Relations and new ongoing General Fund allocation. The FY 2012-13 Adopted Budget for Office of Equity and Human Rights includes 9.00 FTE and \$1,297,266. The bureau's budget includes reductions of \$7,375 for the Citywide merit pay freeze applied to non-represented employees making more than \$45,000 annually, and a \$1,857 reduction to internal materials and services to reflect OMF IA reductions.

**Portland Development Commission**

The FY 2012-13 Adopted Budget of \$6.3 million includes \$5.8 million in General Fund and \$500,000 in grant funds. The General Fund allocation includes \$3.2 million of one-time General Fund resources. PDC received an equivalent amount of General Fund support in FY 2012-13 as in FY 2011-12. The agency utilizes City General Fund for citywide economic development and economic opportunity programs.

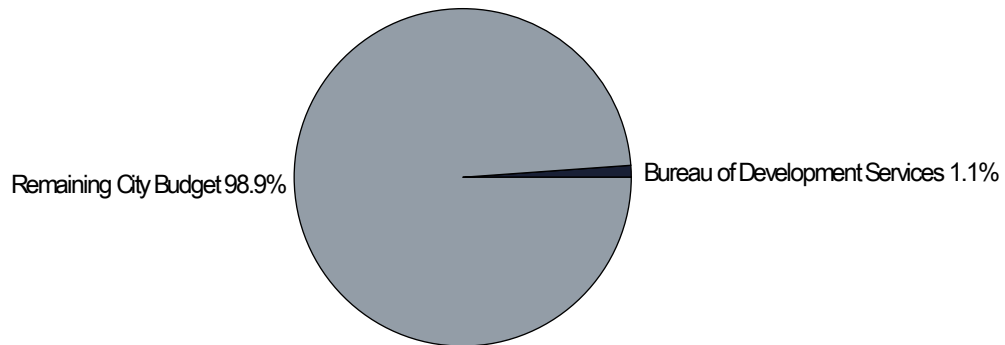
# Bureau of Development Services

Community Development Service Area

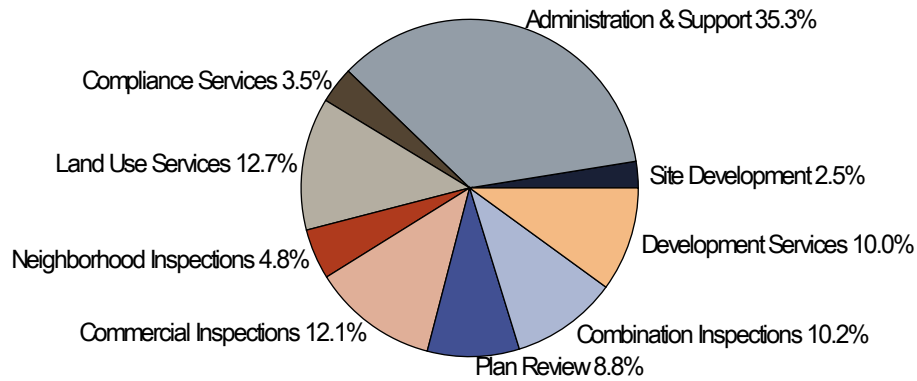
Dan Saltzman, Commissioner-in-Charge

Paul L. Scarlett, Director

Percent of City Budget



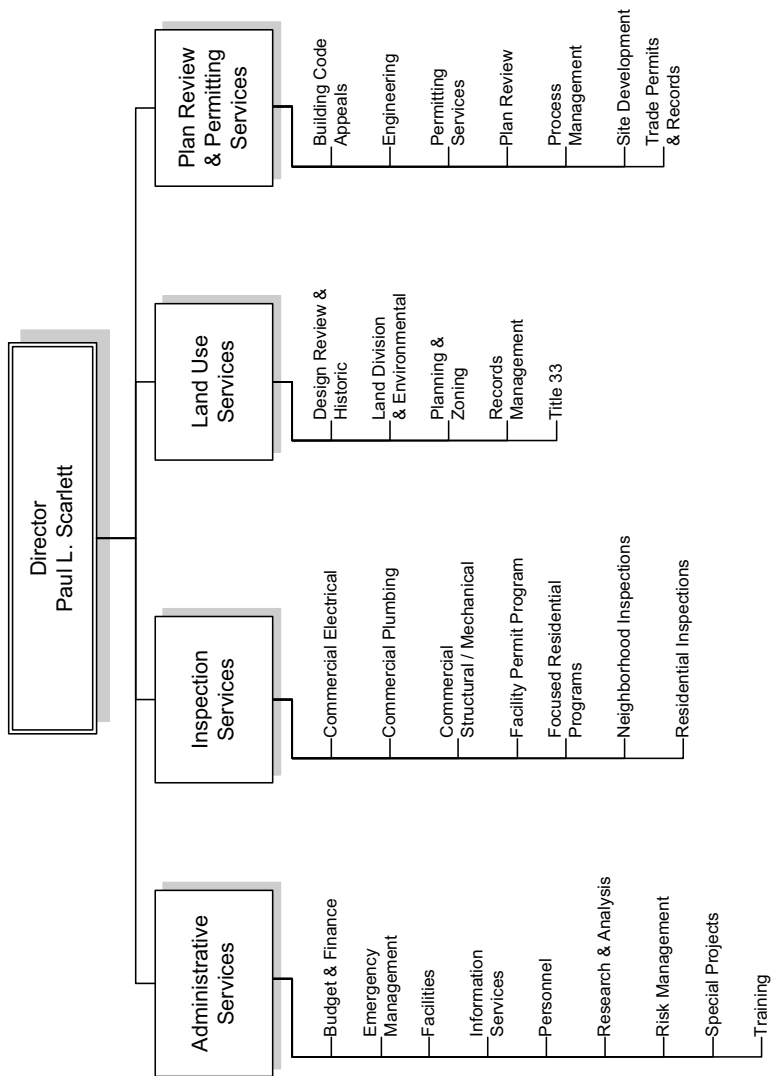
Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	34,199,214	37,502,218	3,303,004	9.66
Capital	0	3,680,172	3,680,172	N/A
<b>Total Requirements</b>	<b>34,199,214</b>	<b>41,182,390</b>	<b>6,983,176</b>	<b>20.42</b>
Authorized Positions	182.53	198.52	15.98	8.76

**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** BDS is an integral part of development in the City of Portland. Bureau staff actively works with developers, builders, and homeowners to guide them through the development process. The bureau manages programs that ensure compliance with construction and land use codes, and BDS is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance. The bureau also provides assistance to customers from pre-application to construction. BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development and ensures compliance with site-related regulations such as erosion control and grading. The bureau also enforces the Zoning, Sign, and Property Maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This Adopted Budget includes total funding of \$41.18 million and 198.5 FTE; the funding is primarily composed of permit fees and charges.

### Customer Service Culture

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

BDS remains committed to these goals as it continues to recover from the financial challenges experienced by the development industry and the overall economy in the last few years. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has somewhat over half the staff it had four years ago. As permit revenues began to recover in 2011, the bureau was able to add back 12 positions in the first half of FY 2011-12 to address the most critical customer service needs. Based on FY 2012-13 permit revenue projections, this Proposed Budget includes additional positions to address ongoing service level issues as the economy recovers. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

**State Statutes and Administrative Rules** The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. BDS is also responsible for administering a variety of local regulations adopted within the City Code, including the Planning and Zoning Code under Title 33 of the City Code, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), Noise Control (Title 18), and Property Maintenance (Title 29).

## **Strategic Direction**

BDS receives approximately 90% of its revenues from construction permits and land use reviews. The bureau's key issues and budget goals are therefore directly related to the economy and its impacts on the development industry and the bureau's ability to deliver the best service possible.

**Cost Recovery / Program Efficiencies** Achieving full cost recovery for bureau programs wherever possible will continue to be one of BDS's main financial goals. As in past budget cycles, the bureau will seek to keep land use and permit fees reasonable for customers while making progress toward full cost recovery and adequate service levels. The bureau will also continue to examine cost saving measures and ways to make programs and services more efficient and effective, including looking at program structures, processes, innovation, and best practices.

**Service Improvement Plan** BDS's FY 2012-13 Service Improvement Plan (SIP) describes its continuing dedication to provide excellent services to customers and the community as it gradually rebuilds its financial reserves and adds staff. The SIP focuses on obtaining the human, financial, and technological resources that will enable BDS to continue to provide quality services.

**Adequate Staffing** Bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law. From 2009-2010, BDS reduced its staff by over one-half due to deep declines in permit revenues prompted by the scarcity of large development projects. As a slight increase in revenues materialized, the bureau began slowly adding back staff in FY 2011-12 in order to address workload requirements and provide adequate services to customers and stakeholders. Current projections indicate that BDS will have sufficient revenues to add up to 17.6 FTE in FY 2012-13. As always, the bureau will take a measured approach to staffing efforts, and will not make hires until sufficient revenue is available. The bureau will continue to be flexible in its staffing so it can be responsive to changes in the development industry and workload.

**Technology** BDS is continuing its progress toward a new web-based system for the City's development review process. The Information Technology Advancement Project (ITAP) will greatly enhance the level of automation in development review while improving public access to information. The bureau issued a Request for Proposal (RFP) for vendors in early February 2012. Proposals are currently being evaluated,

## Bureau of Development Services

### Community Development Service Area

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and vendor selection is scheduled to occur by summer 2012. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014.

#### General Fund Support

BDS receives General Fund support for several local programs that provide general public benefit, including Land Use Services, Neighborhood Inspections, and Noise Control. It is critical that BDS's local programs receive sufficient General Fund support to ensure that key services can be provided to the community. A shortfall in General Fund resources and program revenues led to staff reductions in 2009 and 2010. Services in these programs were dramatically reduced, leading to significant impacts in neighborhood livability issues.

This Adopted Budget includes the continuation of ongoing General Fund support for the bureau's local programs along with the continuation of one-time General Fund revenues that were approved in FY 2011-12. The one-time funds support five Housing Inspectors in the Neighborhood Inspections Program, a Senior Housing Inspector focused on addressing chronic un-maintained properties, and a Program Coordinator position needed for the launch of the Citywide Tree Code approved by City Council.

BDS's Budget Advisory Committee (BAC), Labor Management Committee, and the Development Review Advisory Committee (DRAC) all expressed unanimous support for these requests for continued ongoing and one-time General Fund support.

### Summary of Budget Decisions

The creation of the bureau's annual budget request involves the active participation of a variety of staff and stakeholder groups. All bureau work groups have had opportunities to give input into the budget process. The bureau's BAC, comprised of external stakeholders plus BDS labor representatives and non-represented staff, met several times and gave its approval of the bureau's budget priorities, financial directions, and add packages. For the sixth consecutive year, BDS's Labor Management Committee (LMC) reviewed and participated in the bureau's budget planning process and gave their support to the budget request. The BDS budget also has the support of the Development Review Advisory Committee (DRAC), which is composed of local representatives from the construction and development industry, neighborhoods, and the community.

These decision packages address critical customer and stakeholder needs and cuts required by City Council, while allowing the bureau to maintain its fiscal responsibility.

#### Budget Reductions

##### 4% General Fund Cut

For BDS, this cut equates to a reduction of \$83,670. The bureau is meeting this requirement by reducing the work schedules of five Land Use Services staff and making reductions to funds for nuisance abatements. These cuts will negatively impact turnaround times for land divisions, final plats, and residential and commercial building permit plan review and will lead to 22 fewer nuisance abatements performed.



**6% General Fund Cut**

This decision package includes the cuts in the package above plus an additional 2%, and will result in a total reduction of \$125,505. In addition to the cuts required in the package above, BDS will reduce the work schedules of two additional Land Use Services staff and will make deeper reductions to funds for nuisance abatements. In addition to the impacts outlined in the package above, these cuts will lengthen the response time to messages left on the bureau's Zoning Hotline and the time required to perform completeness reviews for Land Use applications. In addition, the bureau will perform 34 fewer nuisance abatements.

**Technical FTE Adjustment**

These packages reflect the conversion of 5.0 FTE from permanent to limited-term. The positions are supported with one-time General Fund resources.

**Budget Additions****Improve Overall BDS Service Level**

From 2009 - 2010, BDS lost over half of its staff due to deep declines in permit revenues. Throughout the bureau, low-priority services were eliminated and most remaining services were significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are realistic for the bureau and still meet customers' needs.

In FY 2011-12, permit revenues began to recover and BDS began slowly adding back staff in the most critical program areas. While the addition of 12 staff positions helped fill some of the largest gaps in bureau services, current staffing still is not sufficient to provide adequate services in all programs. Current bureau projections call for workload increases in FY 2012-13 and beyond, emphasizing the need to ensure that staff levels are matched to workload demands.

The 17.6 staff additions in this \$2.1 million decision package will respond to the increase in projected workload for FY 2012-13 and will improve the bureau's response time and customer service. Contractors and developers will experience quicker response times in inspections and plan review which will positively impact their bottom line. Neighborhoods and residents will see improved response to their requests for service for zoning and compliance complaints. In addition the bureau will refocus on improving its skills to respond to its damage assessment responsibilities in case of emergency. Bureau revenues are projected to increase in FY 2012-13, providing sufficient funds for the 17.6 FTE in this package. These positions will be added only as revenues and/or workload are realized.

**Enhanced Rental Inspection Program**

In November 2008, City Council adopted recommendations from the Quality Rental Housing Workgroup on issues of substandard housing, lack of habitability, and environmental health hazards in Portland rental housing. Since 2009, BDS has been implementing a pilot Enhanced Rental Inspection Program in East Portland. This program identifies property owners who are chronically out of compliance with City housing maintenance codes and who are unwilling to make cited repairs

in a timely manner. This innovative rental inspection model focuses resources on additional inspections of rental units with potential violations. The program motivates landlords to provide and maintain safe and healthy rental housing, while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

Since 2009, the enhanced rental inspection program has generated compelling results for fully utilizing and expanding the Enhanced Rental Inspection Program citywide. In FY 2010-11, 1,545 rental inspections occurred at 1,386 units in East Portland. A total of 3,541 violations were cited and corrected, including substandard living conditions such as fire dangers, mold, rodents, and pests. Such violations often develop when landlords neglect basic upkeep and maintenance. The Program effectively decreased tenant vulnerability and improved rental housing in East Portland.

Until FY 2011-12, the Portland Housing Bureau (PHB) had provided support for two Housing Inspector FTE through federal Community Development Block Grant funds. The positions implement a project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. In FY 2011-12 the Block Grant funds were unavailable and the positions were supported through one-time General Fund revenues.

This package continues \$164,796 in one-time General Fund support for two Housing Inspector FTE to implement the Enhanced Rental Inspection Program. The Enhanced Rental Inspection Program is part of the bureau's Enforcement Program, which helps create equitable housing options for Portlanders and is a basic service for the City's low-income and vulnerable renters. The continuation of the Enhanced Rental Inspection Program will help provide safe and healthy housing conditions for renters, and will result in 1,028 initial site inspections, 1,500 rental units being inspected, and up to 3,662 violations being cited. This decision package will continue increased services being offered to vulnerable renters in East Portland.

#### **Improve Neighborhood Inspections Program**

This package continues \$247,194 in one-time General Fund revenue to support 3.0 Housing Inspector FTE in the bureau's Neighborhood Inspections Program. \$198,000 of this amount will come from new revenues produced by the elimination of the tax exemption for property owners with nine or less residential rental units. Neighborhood Inspections helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures.

In FY 2011-12 BDS received one-time General Fund support for three additional Housing Inspector positions to address housing complaints throughout the city. Prior to budget cuts in 2009 and 2010, these positions had been in the bureau's budget. The additional positions allowed the bureau to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.

This decision package will result in 828 initial site inspections and 834 dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. The bureau will be able to resolve many more complaints and reduce the number of neglected properties that impact surrounding property values. The "broken window" theory suggests that this decision package will help address neighborhood livability by reducing crime, squatters, vagrants, and service calls to City public safety agencies for neglected properties that have become an attractive nuisance. BDS will be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be shortened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will increase.

#### **Extremely Distressed Properties Enforcement Program (EDPEP)**

In the fall 2011 Budget Monitoring Process, in response to chronic property maintenance violations at some properties in the city due to the prolonged recession and mortgage-related foreclosures, City Council approved one-time General Fund support to BDS for a Senior Housing Inspector position to implement EDPEP (Extremely Distressed Properties Enforcement Program).

EDPEP focuses on un-maintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats. EDPEP enforces the City's Property Maintenance Regulations and uses the abatement, vacation, and demolition of property as a key tool. EDPEP provides a vital city service to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.

This package continues \$96,402 in one-time General Fund support for this critical neighborhood livability program.

### Citywide Tree Project

In support of the implementation of the Citywide Tree Project, in FY 2011-12 City Council approved one-time General Fund support for a Program Coordinator position in BDS. The position performs tasks that are critical to enabling BDS and the Parks Bureau to administer the new code, including process mapping; development of brochures, application forms, and training materials for internal and external customers; website design and content; development of a code amendment package; public outreach; and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Phase I of the Citywide Tree Project commenced in July 2011, and phase II is scheduled to be implemented beginning in February 2013. As was recognized by City Council previously, a great deal of work remains to be done to prepare for the 2013 effective date. The continuation of \$144,882 in one-time General Fund will support this position and help ensure a timely and smooth implementation of the new code.

### OMF Interagency Adjustments

The Office of Management and Finance decreased their costs of providing services to BDS by \$283,987. These savings were offset by reducing ongoing General Fund support for BDS. While this results in a net zero change to BDS's overall budget, only three BDS programs (Land Use Services, Noise Control, and Neighborhood Inspections) receive General Fund support, and they will bear the full weight of the reduction in that funding.

## Capital Budget

### Bureau Summary

#### CIP Highlights

The bureau is continuing its progress toward a new web-based system for the City's development review process. The Information Technology Advancement Project (ITAP) will greatly enhance the level of automation in development review while improving public access to information.

#### Major Issues

The bureau issued a Request for Proposal (RFP) for vendors in early February 2012, with vendor selection taking place by summer 2012. Cost estimates and project timelines are expected to be amended after the RFP process is complete. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation.

**Changes from Prior Year** On November 10, 2010, City Council authorized BDS to proceed with an online plan review and permitting system that would provide much greater access to information and services for customers. The original plan included BDS working with the Office of Management and Finance and the City Attorney's Office to negotiate a contract with a pre-approved system vendor; write an intergovernmental agreement with the State of Oregon, and secure a line of credit to fund the project. However, during late FY 2010-11, BDS re-evaluated the project direction and it was decided that a Request for Proposal was the appropriate route. This, in turn, has extended the project timeline, as well as delayed the go-live date.

## Strategic Direction

**Council Goals and Priorities** The Bureau's Information Technology Advancement Project (ITAP) CIP will move the Bureau to an online review and permitting system. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time and being notified of plan review results electronically. After implementation, this CIP will save customer and stakeholder's time and money, and decrease the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting and inspection processes as it reduces its reliance on paper plans and records. As a result, the bureau will achieve the goal of providing more responsive government services.

**City Comprehensive Plan** This CIP will support the City's comprehensive plan goals and policies in the following ways:

- ◆ neighborhoods - providing development and compliance information online will support active neighborhood involvement by making information more easily accessible; and
- ◆ citizen involvement - providing development and compliance information online will support citizen involvement by making information more available.

**Criteria** ITAP is the only CIP for the Bureau. This project was moved forward as a CIP because of the efficiencies gained for staff, customers, and stakeholders from its implementation. The method used to determine whether to move forward with this CIP included:

- ◆ analyzing the solutions available;
- ◆ discussing automation with the most advanced jurisdictions looking for advice;
- ◆ visiting jurisdictions to see how solutions are implemented and how those solutions may meet the needs of the City of Portland;
- ◆ analyzing the cost and time associated with implementation of the solutions available; and
- ◆ analyzing the sustainability of the solutions available for long term benefit.

### Capital Planning and Budgeting

#### Capital Planning Process

The CIP is being constructed with the assistance of bureaus and stakeholders that currently use the TRACS permitting system. The project team is working on the RFP for selection of the vendor; developing a Project Plan, Risk Management Plan, and Change Management Plan which will be coordinated with the vendor's project plan to create an overall to guide for implementation. In addition, business process information is being gathered in preparation of the vendor's arrival to begin discussions on the needs for the new system.

The preparation of the CIP involved the following:

- ◆ Coordination with subject matter experts from BDS, BES, PBOT, BTS, Water Bureau, Fire Bureau, Parks Bureau, and BPS to document "existing" and "to be" business processes.
- ◆ Formation of the ITAP Project Managers team (BDS, BES, BTS, Fire Bureau, PBOT, Parks, and Water) which provides policy level review, decision-making, and problem resolution.
- ◆ Formation of the BDS ITAP Executive Stakeholders Group, which is comprised of the BDS Director, ITAP Project Manager, BDS Technology manager, and other BDS bureau managers. This group reviews the overall project progress, change management requests, QA/QC issues, and policy issues.
- ◆ Formation of a Citizen Advisory Committee which is comprised of approximately 8 members who represent a variety of interests (professions/interests: architect, developer, engineer, permit/land use consultant, contractor, neighborhood representative, and trades). This Committee assists in identifying problems with current business processes; providing input on proposed work flow and processes for the new permit system; and providing input on the citizen web portal, application submittal, and suggestions for prioritization of work.
- ◆ Formation of RFP Evaluation Committee consisting of staff from BDS, BES, BTS, and PBOT, as well as a member of Development Review Advisory Committee (DRAC) and minority evaluators.
- ◆ Working with the Council appointed Citizen Technology Oversight Committee to review the project plan and progress.
- ◆ Updates to the DRAC on the project.

#### Financial Forecast Overview

Revenues for most of the bureau's programs are projected to increase moderately in FY 2012-13. Higher growth in revenues is projected in the next four years of the bureau's Five-Year Financial Plan. The BDS Finance Committee, an advisory committee composed of local economic and real estate experts, reviewed the bureau's Five-Year Financial Plan, contributed their advice and were satisfied with the outcome of the projections. Information Technology Advancement Project (ITAP) costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the five-year financial plan.

**Asset Management and Replacement Plans**

Maintenance costs associated with ITAP are still being developed, a more comprehensive plan will be available after selection of the application development vendor in the summer/fall of 2012. At that point, estimates for licensing and on-going vendor support will be negotiated and finalized. Equipment, such as servers and storage, are maintained by the Bureau of Technology Services and are paid through an interagency agreement. New equipment and additional storage may be required for the project. Maintenance costs for these items will be established at the time of purchase.

**Capital Programs and Projects****Capital Program Description**

In 2011, City Council approved BDS's proposal to move to an online review and permitting system. ITAP includes the replacement of the bureau's permitting and case tracking software (TRACS) and the digitization of historical permit and property information, making the records accessible online. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

ITAP will improve the level of automation and public access to information at BDS, save customers and stakeholders time and money, and decrease customers' need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

In early February 2012 an RFP was issued to vendors, with vendor selection taking place by summer 2012. ITAP implementation will likely start in fall 2012, with project "go live" in the winter of FY 2014-15. ITAP will be central to BDS's ability to provide services effectively and efficiently into the future.

**Funding Sources**

The project is anticipated to be funded by a combination of license and permit fee revenues and a line of credit. ITAP costs, reimbursement from the line of credit, and the repayment of the line of credit are reflected in the five-year financial plan. The line of credit is projected to be repaid by the end of FY 2015-16. Cost estimates, project timelines, and funding sources are expected to be amended after the RFP process is complete.

**Major Projects**

BDS's FY 2012-13 capital improvement plan includes one project: the Information Technology Advancement Project (ITAP).

**Net Operating and Maintenance Costs**

BDS estimates total additional maintenance and improvement costs for the new web-based system for the City's development review process at roughly \$120,000 to \$150,000 per year. However, all estimates are subject to change after the RFP process is complete.

### Budget Notes

#### **Performance Metrics for New Positions**

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

#### **Information Technology Advancement Project**

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



## Administration and Support

**Description** The Administration Program provides overall direction to the bureau in order to meet program objectives. This program's budget includes the Office of the Director, communications, customer service, budget, emergency management, finance, human resources, training, information technology, loss control/risk management, general reception, and office management.

**Goals** The Administration Program supports the Citywide goal to protect and enhance the natural and built environment.

**Changes to Services and Activities** **Information Technology Advancement Project**

In 2011, City Council approved BDS's proposal to move to an online review and permitting system. The Information Technology Advancement Project (ITAP) includes the replacement of the bureau's permitting and case tracking software (TRACS) and the digitization of historical permit and property information, making the records accessible online free of charge. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

ITAP will improve the level of automation and public access to information at BDS, save customers and stakeholders time and money, and decrease the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

In early February 2012 a Request for Proposal (RFP) was issued to vendors, and vendor selection should be completed by summer 2012. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014. ITAP will be central to BDS's ability to provide services effectively and efficiently into the future.

### **Talent Development**

Approximately 48% of BDS employees will be eligible to retire within the next 5 years. Unfortunately, due to the staff cuts in the last few years, BDS has had to dramatically reduce its resources devoted to training and workforce development.

In order to prepare effectively for the future, BDS will focus attention in FY 2012-13 and beyond on developing future leaders by planning for succession to management, leadership, and technical positions, upgrading the skills of current employees, and re-affirming the bureau's commitment to diversity. Additional Administrative Services staff support will be needed to accomplish these goals.

# Bureau of Development Services

## Community Development Service Area

### Code Guides

The bureau will resume its work on providing documentation of code interpretations to both the development industry and employees. The City's Development Review Advisory Committee pointed out that this service needed to be reinstated. New and updated Program Guides, Code Guides and City and State Code will increase the efficiency and effectiveness of customers and staff alike, because policies and code interpretations will be more clearly defined.

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
FTE	35.83	28.00	33.73	33.75	33.75
<b>Expenditures</b>					
Administration & Support	6,135,463	6,618,141	9,386,086	10,750,386	10,750,386
<b>Total Expenditures</b>	<b>6,135,463</b>	<b>6,618,141</b>	<b>9,386,086</b>	<b>10,750,386</b>	<b>10,750,386</b>

## Commercial Inspections

<b>Description</b>	<p>The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program (FPP).</p> <p>The services provided under the Commercial Inspections Program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Planning, Zoning, and Site Development codes. The Commercial Inspections Program resides in the bureau's Inspections Division, which also includes Combination Inspections and the Enforcement Program.</p>
<b>Goals</b>	<p>The Commercial Inspections Program supports the Citywide goal to protect and enhance the natural and built environment. The Commercial Inspections Program also works together with both the Portland Fire Bureau and County Health Division to provide a safe and healthy work and living environment.</p>
<b>Performance</b>	<p>The number of commercial inspections is projected to decrease from 47,076 in FY 2010-11 to 43,000 in FY 2011-12, then rise to 48,000 in FY 2012-13. Commercial inspectors currently average 16 inspections per day, consistent with FY 2010-11. This number is projected to remain constant in FY 2012-13. The percentage of inspections made within 24 hours of request was 92% in FY 2010-11. It is projected to increase to 98% in FY 2011-12 and drop back to 90% in FY 2012-13 as the number of inspections rises.</p>
<b>Changes to Services and Activities</b>	<p><b>Inspection Limitation</b></p> <p>In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.</p> <p><b>Staff Training and Outreach</b></p> <p>Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.</p>

# Bureau of Development Services

## Community Development Service Area

### Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	48.81	27.00	30.01	31.01	31.01
<b>Expenditures</b>					
Commercial Inspections	3,632,442	3,271,923	3,697,699	3,683,529	3,683,529
<b>Total Expenditures</b>	<b>3,632,442</b>	<b>3,271,923</b>	<b>3,697,699</b>	<b>3,683,529</b>	<b>3,683,529</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Number of inspections per day, per inspector	17.01	15.84	16.00	16.00	16.00
Percent of inspections made within 24 hours of request	98%	92%	98%	90%	95%
<b>Workload</b>					
Commercial inspections	51,080	47,076	43,000	48,000	52,000

## Site Development

<b>Description</b>	<p>The Site Development Program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 and all required erosion control measures.</p> <p>The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.</p>
<b>Goals</b>	<p>The Site Development program supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The number of working days from site development plan submittal to the first review is projected to improve from 12.75 days in FY 2010-11 to 11.5 days in FY 2011-12 and to 8.1 days in FY 2012-13. The number of site development plan reviews performed is projected to increase from 1,239 in FY 2010-11 to 1,500 in FY 2011-12 and FY 2012-13, while the number of Site Development permit inspections performed is projected to decrease from 291 in FY 2010-11 to 247 in FY 2011-12 and further to 210 in FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Staff Alignment with Program Needs</b></p> <p>The Site Development Program has undergone significant changes in workload and staffing over the last several years due in large part to economic conditions. Several program components, including party sewers, onsite stormwater, and erosion control inspections have been transferred or consolidated into other divisions or bureaus. Additionally, the decline in residential development has resulted in fewer site development permits for new subdivision and private street developments. The workload is now more heavily weighted toward land use and permit review for geotechnical, steep slope and floodplain issues.</p> <p>To better align staff skills with the changing workload in FY 2012-13, a civil engineer position was reclassified to a geotechnical engineer position in the second half of FY 2011-12. This change is expected to improve land use and permit review timelines. The Site Development Program will also move toward assigning a single staff person to the land use review, permit review, and inspection phases of a project to improve overall continuity and gain efficiency.</p> <p><b>Participation in Digitization Project</b></p> <p>In FY 2011-12, the Environmental Soils subprogram initiated participation in the first phase of the BDS Digitization Project to transition to digital archiving of documents. Participation in the program will continue into FY 2012-13.</p>

# Bureau of Development Services

## Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
FTE	27.43	8.00	5.05	6.05	6.05
<b>Expenditures</b>					
Site Development	2,007,469	1,273,122	654,282	773,157	773,157
<b>Total Expenditures</b>	<b>2,007,469</b>	<b>1,273,122</b>	<b>654,282</b>	<b>773,157</b>	<b>773,157</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Average number of working days to first review	18.70	12.75	11.50	8.10	8.10
<b>Workload</b>					
Site development plan reviews	1,015	1,239	1,500	1,500	1,500
Site Development Permit Inspections	497	291	247	210	210
Site Development Land Use Cases Reviews	635	545	609	609	609
Sanitation Permits & Evaluations Issued	334	387	367	367	367

## Compliance Services

<b>Description</b>	<p>The Compliance Services Program is composed of three code compliance work groups: Zoning, Construction, and Noise Code enforcement. These three work groups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs &amp; A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13/Systematic Inspections. For budgeting purposes, the Neighborhood Inspections Program is still shown as a separate program.</p>
<b>Goals</b>	<p>Compliance Services supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The bureau projects there will be 3,250 zoning, construction, and noise code violation cases in FY 2012-13. This is a slight increase from previous years. The number of properties to be assessed code enforcement fees is projected to increase from 206 in FY 2010-11 to 250 in FY 2011-12 and FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Staff Training and Outreach</b></p> <p>Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.</p> <p><b>Section Manager Ride-Alongs</b></p> <p>The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.</p>

# Bureau of Development Services

## Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
FTE	0.03	1.00	7.34	9.12	9.34
<b>Expenditures</b>					
Compliance Services	0	14,444	815,439	1,047,808	1,065,256
<b>Total Expenditures</b>	<b>0</b>	<b>14,444</b>	<b>815,439</b>	<b>1,047,808</b>	<b>1,065,256</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Workload</b>					
Enforcement cases prepared and presented to code hearings officer	2	2	6	6	6
Zoning code violation statistics (cases, inspections, and letters)	3,041	2,501	3,250	3,250	3,250
Home occupation permits	142	132	100	100	100
Number of properties assessed code enforcement fees	181	206	250	250	250
Noise violation inspections	249	111	300	300	300
Noise variances processed	491	485	560	560	560
Noise code violation cases	747	607	700	800	800



## Development Services

<b>Description</b>	<p>The Development Services Program manages the flow of the public permitting process from early assistance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 35,000 plumbing, electrical, mechanical, and sign permits in FY 2009-10. Permitting Services staff performed intakes for 7,400 building permit applications in FY 2009-10, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.</p>
<b>Goals</b>	<p>The Development Services Program supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The percentage of building permits issued over-the-counter (on the same day as permit intake) is projected to remain constant at 60% from FY 2010-11 through FY 2012-13. Total building permits issued (commercial and residential combined) is projected to increase from 7,490 in FY 2010-11 to 7,800 in FY 2011-12 and FY 2012-13. In FY 2010-11, 71% of pre-issuance checks of permits were processed within two days; that number is projected to increase to 75% in FY 2011-12 and FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Online Fee Estimator</b></p> <p>BDS is currently implementing a new "public portal" to the existing permitting system. This online access opens the door to rolling out an Online Fee Estimator. This tool will allow customers to enter information about their project and then receive an estimate of City development fees and charges, including Systems Development Charges. Implementation is anticipated by summer 2012.</p> <p><b>Digitization of Permit Records</b></p> <p>BDS anticipates transitioning from creating and storing microfiche records of issued permits and required documents to creating and storing those documents electronically. Expected results include significant efficiency gains in the records retrieval process (for staff and the public), lower expenditures for the creation and retrieval of records, and greater durability of the records themselves.</p> <p><b>Increased Hours for Permit Intake/Review</b></p> <p>Currently, the Development Services Center (DSC) is open for permit intake/review services Tuesday - Friday from 8:00 a.m. - 12:00 p.m. With the approval of the staff additions requested in this budget, the bureau anticipates being able to offer these services one full day per week. Implementation of this change would occur as sufficient staff are hired.</p>

# Bureau of Development Services

## Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
FTE	0.00	0.00	17.67	19.67	19.67
<b>Expenditures</b>					
Development Services	223,090	534,825	3,389,703	3,049,447	3,049,447
<b>Total Expenditures</b>	<b>223,090</b>	<b>534,825</b>	<b>3,389,703</b>	<b>3,049,447</b>	<b>3,049,447</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Efficiency</b>					
Percent of building permits issued over the counter the same day as intake	60%	61%	60%	61%	65%
Pre-issuance checks completed within two working days of last review approval	71.0%	71.0%	75.0%	75.0%	80.0%
<b>Workload</b>					
Building permits - commercial	2,967	3,060	3,500	3,500	3,700
Building permits - residential	4,443	4,430	4,300	4,300	4,700
Total building permits (commercial and residential)	7,410	7,490	7,800	7,800	8,400
Electrical permits	14,341	14,283	14,000	14,000	14,500
Mechanical permits	9,929	10,164	9,600	9,600	10,000
Plumbing permits	9,634	8,984	8,800	8,800	9,200
Sign permits	807	795	700	700	700

## Combination Inspections

<b>Description</b>	<p>The Combination Inspections Program ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections Program resides in the bureau's Inspections Division, which also includes Commercial Inspections, the Enforcement Program, and the Facility Permit Program.</p>
<b>Goals</b>	<p>Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>Historically, the percentage of inspections made within 24 hours of request has been from 96-99%. In FY 2009-10 the percentage fell to 78% due to staffing reductions, declining revenues, and a workload that did not decrease proportionally. The percentage increased slightly to 80% in FY 2010-11, is projected to increase to 85% in FY 2011-12 and to 90% in FY 2012-13. About 77,000 inspections were performed in FY 2010-11; this number is projected to decrease to 72,000 in FY 2011-12 and FY 2012-13. The average number of inspections per inspector per day is projected to decrease from 24.5 in FY 2010-11 to 22 in FY 2011-12 and FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Inspection Limitation</b></p> <p>In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.</p> <p><b>Staff Training and Outreach</b></p> <p>Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.</p>

# Bureau of Development Services

## Community Development Service Area

### Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	35.55	23.00	23.55	25.55	25.55
<b>Expenditures</b>					
Combination Inspections	2,811,121	2,500,208	2,886,643	3,117,438	3,117,438
<b>Total Expenditures</b>	<b>2,811,121</b>	<b>2,500,208</b>	<b>2,886,643</b>	<b>3,117,438</b>	<b>3,117,438</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Number of inspections per day, per inspector	22.43	24.52	22.00	22.00	22.00
Percent of inspections made within 24 hours of request	78.3%	80.0%	85.0%	90.0%	95.0%
<b>Efficiency</b>					
Number of inspection trips reduced due to multi-certified inspectors	16,895	16,145	20,700	16,000	16,000
<b>Workload</b>					
Residential inspections	79,931	77,018	72,000	72,000	76,000

## Land Use Services

<b>Description</b>	<p>The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code) which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.</p>
<b>Goals</b>	<p>LUS supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The number of land use reviews and final plats is projected to decrease from 560 in FY 2010-11 to 520 in FY 2011-12 and FY 2012-13. The number of zoning plan checks is projected to increase from 4,286 in FY 2010-11 to 4,400 in FY 2011-12 and FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Streamline Public Notices</b></p> <p>As required by State law and the Zoning Code, LUS sends notices to property owners near a site where a land use review is taking place. Currently, staff goes beyond the minimum notice requirements by providing detailed additional information to help property owners more fully understand what development is being proposed. In light of the proposed General Fund cut packages, LUS will reduce printing and mailing costs by forgoing the additional information in the notices and sending only what is required by law.</p> <p><b>Tree Code</b></p> <p>LUS staff will continue coordinating with staff from Urban Forestry and the Bureau of Environmental Services to prepare for Phase II of the Citywide Tree Project, including process mapping, making changes to TRACS (permitting system), the creation of a new Tree Website, new application and appeals forms and brochures, and outreach and education. Phase II is scheduled to begin implementation in February 2013.</p> <p><b>Involvement with the Bureau of Planning and Sustainability (BPS)</b></p> <p>In FY 2012-13 LUS staff will be working with staff from BPS on several long-range planning projects, including the City's updated Comprehensive Plan, the Urban Food Code, the Barbur Concept Plan, the SE 122nd Ave Rezoning Project, and the West Hayden Island Plan. This coordination between the two bureaus can streamline the planning process and improve project implementation.</p>

# Bureau of Development Services

## Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
FTE	72.97	29.70	33.22	37.27	37.27
<b>Expenditures</b>					
Land Use Services	4,436,537	2,994,831	3,346,819	3,849,772	3,875,056
<b>Total Expenditures</b>	<b>4,436,537</b>	<b>2,994,831</b>	<b>3,346,819</b>	<b>3,849,772</b>	<b>3,875,056</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Workload</b>					
Land Use Review and Final Plat Applications	587	560	520	520	520
Zoning plan checks processed or in process	3,814	4,286	4,400	4,400	4,400

## Neighborhood Inspections

**Description** The Neighborhood Inspections Program protects the health, safety, and welfare of Portland residents, prevents deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, and Chapter 13/ Systematic Inspections. For budgeting purposes, Neighborhood Inspections is still shown as a separate program.

**Goals** The Neighborhood Inspections Program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability.

**Performance** The number of housing case intakes is projected to increase from 1,323 in FY 2010-11 to 1,400 in FY 2011-12 and FY 2012-13. The number of nuisance case intakes is projected to increase from 4,400 in FY 2010-11 to 4,500 in FY 2011-12 and FY 2012-13.

**Changes to Services and Activities**

**Staff Training and Outreach**

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

**Section Manager Ride-Alongs**

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FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	18.80	12.00	13.68	14.10	14.10
<b>Expenditures</b>					
Neighborhood Inspections	1,110,845	942,388	2,098,884	1,493,189	1,475,741
<b>Total Expenditures</b>	<b>1,110,845</b>	<b>942,388</b>	<b>2,098,884</b>	<b>1,493,189</b>	<b>1,475,741</b>

# Bureau of Development Services

## Community Development Service Area

<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	1,100	1,249	1,610	933	1,310
Number of properties cleaned up	3,602	2,904	2,400	2,400	2,400
Code Enforcement fee waivers granted	192	159	170	100	170
<b>Workload</b>					
Nuisance inspections	7,025	5,210	11,390	11,390	11,390
Housing/derelict buildings inspections	4,305	2,857	3,800	2,200	3,800
Housing intakes	1,241	1,323	1,400	1,400	1,400
Nuisance intakes	4,625	4,400	4,500	4,500	4,500
Code Enforcement fee waiver requests	202	159	170	170	170
Number of Housing Units Inspected (includes enhanced inspection pilot beginning in 2010-11)	2,483	2,398	3,078	1,280	3,078



## Plan Review

<b>Description</b>	The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. They help permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.
<b>Goals</b>	The Plan Review Program supports the Citywide goal to protect and enhance the natural and built environment.
<b>Performance</b>	Building plan review is performed by staff from BDS and as many as five other City bureaus, each impacted by the recession. The bureau projects that in FY 2011-12 and FY 2012-13, the City as a whole will meet its plan review turnaround goals for 85% of residential plans (down from 87% in FY 2010-11) and 70% of commercial plans (down from 74% in FY 2010-11).
<b>Changes to Services and Activities</b>	<p><b>Revision to Minor Dormer code guide</b></p> <p>New lateral resistance (e.g. earthquake) requirements have been adopted, and therefore it is important the bureau rewrite the Minor Dormer Code Guide. The updated code guide will provide much-needed assistance to customers and guidance to staff so that these codes are implemented consistently.</p> <p><b>Prefabricated Metal Buildings</b></p> <p>In order to streamline the submittal process and clarify submittal requirements for customers, BDS will create program guidelines for Prefabricated Metal Buildings. Metal building packages appear to be an economical choice for some customers. Providing earlier assistance with submittal options and requirements will make the review process and timelines more predictable.</p> <p><b>Intake Process and Assignment of Structural Review</b></p> <p>In order to streamline the plan review process, staff will examine the decision process that determines whether plans are assigned to life safety plans examiners or structural engineers for review. Assigning more typical construction plans to plans examiners should simplify the review process and provide faster turn-around times for certain types of plans.</p>

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	64.52	34.00	18.28	20.78	21.78
<b>Expenditures</b>					
Plan Review	5,676,115	4,287,038	2,401,298	2,556,954	2,690,094
<b>Total Expenditures</b>	<b>5,676,115</b>	<b>4,287,038</b>	<b>2,401,298</b>	<b>2,556,954</b>	<b>2,690,094</b>

# Bureau of Development Services

## Community Development Service Area

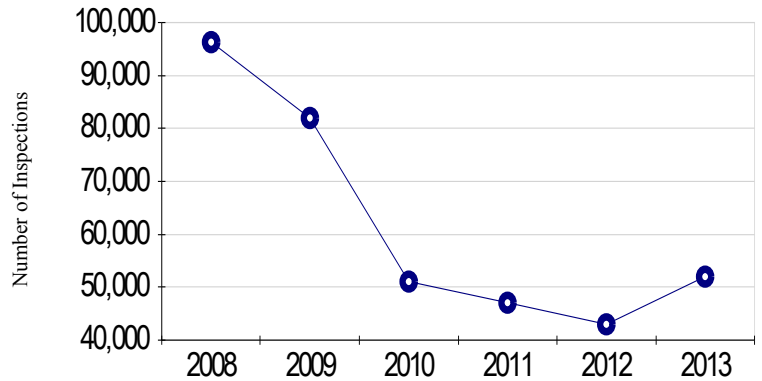
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<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Percent of residential plans reviewed by all bureaus within scheduled end dates	88%	87%	85%	85%	87%
Percent of commercial plans reviewed by all bureaus within scheduled end dates	82%	74%	70%	70%	70%

## Performance Measures

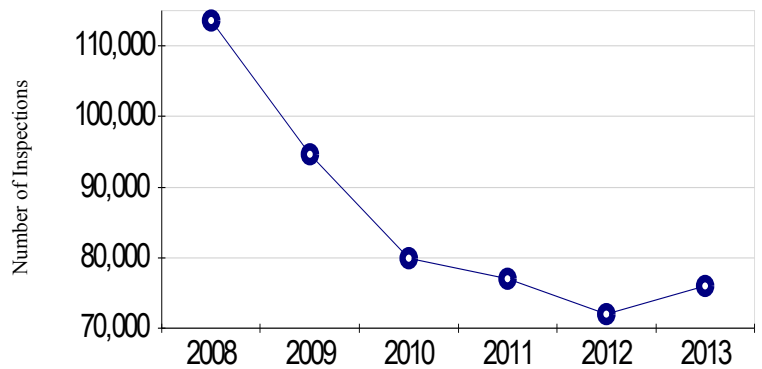
### Commercial Inspections

The number of commercial inspections is projected to increase in FY 2012-13, reflecting a gradual recovery in local construction activity.



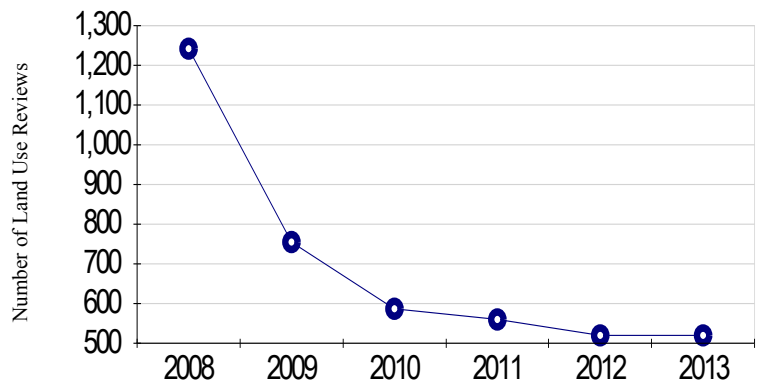
### Residential Inspections

Residential inspections are expected to increase slightly in FY 2012-13 after dropping through FY 2011-12.



### Land Use Review and Final Plat Applications

The number of land use applications decreased through FY 2011-12 but is expected to stabilize in FY 2012-13.

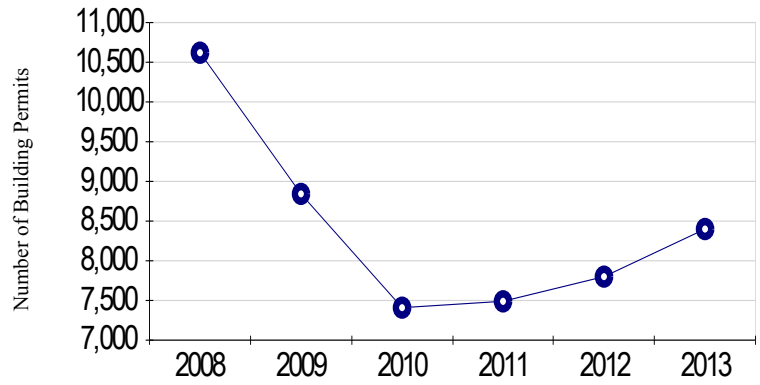


# Bureau of Development Services

## Community Development Service Area

### Total Commerical & Residential Building Permits

The number of building permits is expected to increase in FY 2012-13, reflecting a gradual recovery in local construction activity.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	15,739,373	16,275,532	18,410,488	19,748,569	19,748,569
Charges for Services	6,008,843	6,008,539	6,632,427	7,256,665	7,256,665
Intergovernmental	0	4,049	93,000	0	0
Bond & Note	1,500,000	1,500,000	2,602,149	3,026,079	3,026,079
Miscellaneous	1,968,761	1,896,427	2,030,729	1,707,875	1,707,875
<b>Total External Revenues</b>	<b>25,216,977</b>	<b>25,684,547</b>	<b>29,768,793</b>	<b>31,739,188</b>	<b>31,739,188</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	1,928,117	1,907,356	3,031,800	2,335,528	2,335,528
Interagency Revenue	895,627	1,069,435	883,283	963,577	963,577
<b>Total Internal Revenues</b>	<b>2,823,744</b>	<b>2,976,791</b>	<b>3,915,083</b>	<b>3,299,105</b>	<b>3,299,105</b>
Beginning Fund Balance	2,896,743	2,012,806	515,338	6,144,097	6,144,097
<b>Total Resources</b>	<b>\$30,937,464</b>	<b>\$30,674,144</b>	<b>\$34,199,214</b>	<b>\$41,182,390</b>	<b>\$41,182,390</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	18,467,660	15,727,572	19,236,653	20,680,211	20,856,083
External Materials and Services	1,262,800	639,175	2,509,387	3,208,274	3,190,826
Internal Materials and Services	6,302,622	6,062,673	6,860,813	6,368,195	6,368,195
Capital Outlay	0	7,500	70,000	65,000	65,000
<b>Total Bureau Expenditures</b>	<b>26,033,082</b>	<b>22,436,920</b>	<b>28,676,853</b>	<b>30,321,680</b>	<b>30,480,104</b>
<b>Fund Expenditures</b>					
Debt Service	627,062	2,182,106	2,285,372	887,336	887,336
Contingency	0	0	1,064,017	5,695,596	5,537,172
Fund Transfers - Expense	2,264,514	2,357,482	2,172,972	835,401	835,401
<b>Total Fund Expenditures</b>	<b>2,891,576</b>	<b>4,539,588</b>	<b>5,522,361</b>	<b>7,418,333</b>	<b>7,259,909</b>
Ending Fund Balance	2,012,806	3,697,636	0	3,442,377	3,442,377
<b>Total Requirements</b>	<b>\$30,937,464</b>	<b>\$30,674,144</b>	<b>\$34,199,214</b>	<b>\$41,182,390</b>	<b>\$41,182,390</b>
<b>Programs</b>					
Administration & Support	6,135,463	6,618,141	9,386,086	10,750,386	10,750,386
Combination Inspections	2,811,121	2,500,208	2,886,643	3,117,438	3,117,438
Commercial Inspections	3,632,442	3,271,923	3,697,699	3,683,529	3,683,529
Compliance Services	0	14,444	815,439	1,047,808	1,065,256
Development Services	223,090	534,825	3,389,703	3,049,447	3,049,447
Land Use Services	4,436,537	2,994,831	3,346,819	3,849,772	3,875,056
Neighborhood Inspections	1,110,845	942,388	2,098,884	1,493,189	1,475,741
Plan Review	5,676,115	4,287,038	2,401,298	2,556,954	2,690,094
Site Development	2,007,469	1,273,122	654,282	773,157	773,157
<b>Total Programs</b>	<b>26,033,082</b>	<b>\$22,436,920</b>	<b>\$28,676,853</b>	<b>\$30,321,680</b>	<b>\$30,480,104</b>

**Community Development Service Area**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2011-12	Adopted FY 2012-13	Capital Plan				5-Year Total
				FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	
<b>Special Projects</b>								
Information Technology Advancement Project	0	0	3,680,172	1,970,360	695,020	0	0	6,345,552
<b>Total Special Projects</b>	<b>0</b>	<b>0</b>	<b>3,680,172</b>	<b>1,970,360</b>	<b>695,020</b>	<b>0</b>	<b>0</b>	<b>6,345,552</b>
<b>Total Requirements</b>	<b>0</b>	<b>0</b>	<b>3,680,172</b>	<b>1,970,360</b>	<b>695,020</b>	<b>0</b>	<b>0</b>	<b>6,345,552</b>

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000434	Administrative Assistant	45,074	69,451	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	4.00	249,264	4.00	253,844	4.00	253,844
30000173	Building Inspector II	62,546	72,363	3.00	207,264	4.00	279,624	4.00	279,624
30000174	Building Inspector, Sr	70,221	81,245	11.00	882,624	11.00	893,640	11.00	893,640
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000448	Business Systems Analyst	57,450	76,586	2.00	153,168	3.00	229,752	3.00	229,752
30000447	Business Systems Analyst, Assistant	45,074	69,451	1.00	64,889	1.00	67,498	1.00	67,498
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000184	Code Specialist II	42,328	54,413	4.00	205,548	4.78	247,992	5.00	259,956
30000186	Code Specialist III	45,635	58,074	1.00	58,080	1.00	58,080	1.00	58,080
30000170	Combination Inspector	66,706	77,251	15.00	1,158,840	16.00	1,256,484	16.00	1,256,484
30000492	Community Outreach & Informtn Rep	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000426	Development Services Director	115,398	165,381	1.00	165,384	1.00	165,384	1.00	165,384
30000335	Development Services Project Coord	61,568	78,645	3.00	218,868	4.00	300,612	4.00	300,612
30000332	Development Services Technician I	37,835	50,690	3.00	152,064	2.00	101,376	2.00	101,376
30000333	Development Services Technician II	50,690	64,667	12.00	692,730	13.00	770,674	14.00	835,342
30000334	Development Services Technician III	61,568	78,645	2.00	142,560	2.00	147,135	2.00	147,135
30000836	Development Supervisor II	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000168	Electrical Inspector	62,546	72,363	5.00	361,800	5.00	361,800	5.00	361,800
30000169	Electrical Inspector, Sr	70,221	81,245	5.00	406,200	5.00	406,200	5.00	406,200
30000680	Engineer, Sr	81,182	108,243	1.00	107,898	1.00	108,240	1.00	108,240
30000681	Engineer, Supervising	87,277	116,355	1.00	114,504	1.00	115,582	1.00	115,582
30000367	Engineer-Geotechnical	80,954	98,384	2.00	196,776	2.00	196,776	2.00	196,776
30000368	Engineer-Mechanical	80,954	98,384	1.00	95,252	1.00	98,388	1.00	98,388
30000369	Engineer-Structural	80,954	98,384	4.00	384,396	4.00	387,364	5.00	485,752
30000325	Engineering Technician II	50,690	64,667	0.00	0	1.00	64,668	1.00	64,668
30000567	Financial Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000569	Financial Analyst, Principal	75,109	100,048	1.00	98,966	1.00	100,044	1.00	100,044
30000171	Housing Inspector	44,949	56,867	6.00	323,736	2.00	98,464	2.00	98,464
30000172	Housing Inspector, Sr	59,010	68,307	1.00	68,304	1.00	68,304	1.00	68,304
30000736	Inspection Manager	86,840	117,686	2.00	235,368	2.00	235,368	2.00	235,368
30000735	Inspection Supervisor	75,109	100,048	3.00	300,132	3.00	300,132	3.00	300,132
30000451	Management Analyst	57,450	76,586	1.00	72,288	3.00	228,222	3.00	228,222
30000453	Management Analyst, Principal	75,109	100,048	0.00	0	1.00	100,044	1.00	100,044
30000452	Management Analyst, Sr	63,378	84,635	2.00	169,272	2.00	169,272	2.00	169,272
30000450	Management Assistant	45,074	69,451	1.00	67,272	1.00	68,728	1.00	68,728
30000737	Noise Control Officer	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000012	Office Support Specialist II	31,512	43,950	5.00	219,780	6.00	263,736	5.00	219,780
30000013	Office Support Specialist III	40,310	51,896	6.00	311,400	6.00	311,400	6.00	311,400
30000014	Office Support Specialist, Lead	40,310	51,896	1.00	51,900	1.00	51,900	1.00	51,900
30000730	Plan Review Supervisor	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000377	Planner I, City-Land Use	53,893	62,171	1.00	62,172	3.00	186,516	3.00	186,516
30000381	Planner I, City-Urban Design	53,893	62,171	0.00	0	1.00	62,172	1.00	62,172
30000385	Planner II, City-Land Use	59,259	68,453	10.00	684,480	10.00	684,480	10.00	684,480
30000389	Planner II, City-Urban Design	59,259	68,453	1.00	68,448	2.00	136,896	2.00	136,896
30000375	Planner, Associate	48,880	56,576	1.00	56,580	1.00	56,580	1.00	56,580
30000725	Planner, Principal	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000392	Planner, Sr City-Environmental	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000393	Planner, Sr City-Land Use	61,568	78,645	7.00	550,536	7.00	550,536	7.00	550,536

# Bureau of Development Services

## FTE Summary

### Community Development Service Area

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000397	Planner, Sr City-Urban Design	61,568	78,645	2.00	157,296	2.00	157,296	2.00	157,296		
30000724	Planner, Supervising	75,109	100,048	3.00	300,132	3.00	300,132	3.00	300,132		
30000231	Plans Examiner, Commercial	65,458	75,774	8.00	606,240	10.50	795,684	10.50	795,684		
30000232	Plans Examiner, Sr	71,136	82,347	2.00	164,688	2.00	164,688	2.00	164,688		
30000164	Plumbing Inspector	62,546	72,363	3.00	217,080	3.00	217,080	3.00	217,080		
30000165	Plumbing Inspector, Sr	70,221	81,245	3.00	241,494	3.00	243,720	3.00	243,720		
30000466	Program Manager, Sr	75,109	100,048	1.00	98,832	1.00	99,539	1.00	99,539		
30000463	Program Specialist	54,725	72,925	2.00	145,848	2.00	145,848	2.00	145,848		
30000462	Program Specialist, Assistant	45,074	69,451	1.00	67,454	1.00	69,456	1.00	69,456		
30000179	Site Development Inspector II	62,546	72,363	1.00	69,759	1.00	72,360	1.00	72,360		
<b>TOTAL FULL-TIME POSITIONS</b>						167.00	12,388,730	179.28	13,410,874	180.50	13,541,938
30000385	Planner II. City-Land Use	59,259	68,453	1.80	123,216	1.80	123,216	1.80	123,216		
30000389	Planner II. City-Urban Design	59,259	68,453	0.90	53,328	0.00	0	0.00	0		
<b>TOTAL PART-TIME POSITIONS</b>						2.70	176,544	1.80	123,216	1.80	123,216
30000433	Administrative Specialist, Sr	41,974	64,626	0.83	34,980	0.00	0	0.00	0		
30000448	Business Systems Analyst	57,450	76,586	1.00	57,456	1.00	76,584	1.00	76,584		
30000332	Development Services Technician I	37,835	50,690	2.00	77,232	2.00	101,376	2.00	101,376		
30000334	Development Services Technician III	61,568	78,645	1.00	65,216	1.00	64,668	1.00	64,668		
30000171	Housing Inspector	44,949	56,867	0.00	0	5.00	284,340	5.00	284,340		
30000172	Housing Inspector, Sr	59,010	68,307	0.58	39,844	1.00	68,304	1.00	68,304		
30000451	Management Analyst	57,450	76,586	0.90	31,355	0.75	27,110	0.75	27,110		
30000453	Management Analyst, Principal	75,109	100,048	1.00	100,044	0.00	0	0.00	0		
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636		
30000389	Planner II. City-Urban Design	59,259	68,453	0.60	35,552	0.30	17,776	0.30	17,776		
30000231	Plans Examiner, Commercial	65,458	75,774	2.00	146,482	2.00	151,560	2.00	151,560		
30000464	Program Coordinator	60,341	80,475	0.92	64,537	1.17	87,814	1.17	87,814		
30000466	Program Manager, Sr	75,109	100,048	1.00	75,108	1.00	100,044	1.00	100,044		
<b>TOTAL LIMITED TERM POSITIONS</b>						12.83	812,442	16.22	1,064,212	16.22	1,064,212
<b>GRAND TOTAL</b>						182.53	13,377,716	197.30	14,598,302	198.52	14,729,366



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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	28,096,143	0	28,096,143	178.92	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(83,670)	0	(83,670)	(0.15)	4% General Fund cut
	(41,835)	0	(41,835)	(0.07)	6% General Fund cut
	(283,987)	0	(283,987)	0.00	OMF interagency adjustments
	0	0	0	(5.00)	Technical adjustment
	0	164,796	164,796	2.00	Enhanced rental Inspection program
	0	247,194	247,194	3.00	Improve neighborhood inspections
	0	96,402	96,402	1.00	Extremely distressed property enforcement
	0	144,882	144,882	1.00	Citywide Tree Project
	1,976,346	0	1,976,346	16.60	Improve service levels
	0	5,409	5,409	0.00	Technical adjustment - transfer from contingency for IA's
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.22	Restore funding for Code Specialist II and reduce EM&S in the Housing Program
	133,140	0	133,140	1.00	Add Structural Engineer position
	25,284	0	25,284	0.00	Reclassify Office Support Specialist II to Development Services Technician II
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>1,725,278</b>	<b>658,683</b>	<b>2,383,961</b>	<b>19.60</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>30,480,104</b>	<b>198.52</b>	<b>Total Adopted Budget</b>

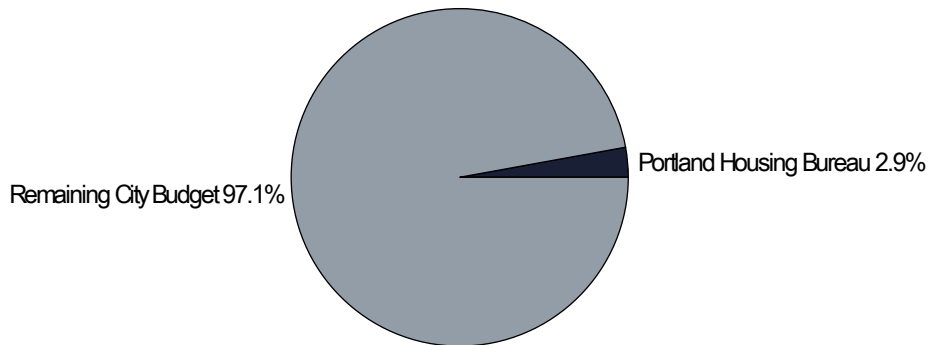
# Portland Housing Bureau

Community Development Service Area

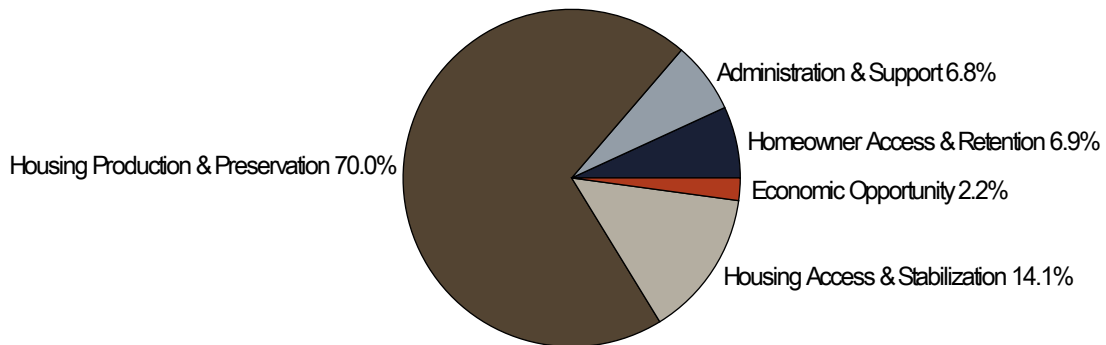
Nick Fish, Commissioner-in-Charge

Traci Manning, Director

**Percent of City Budget**



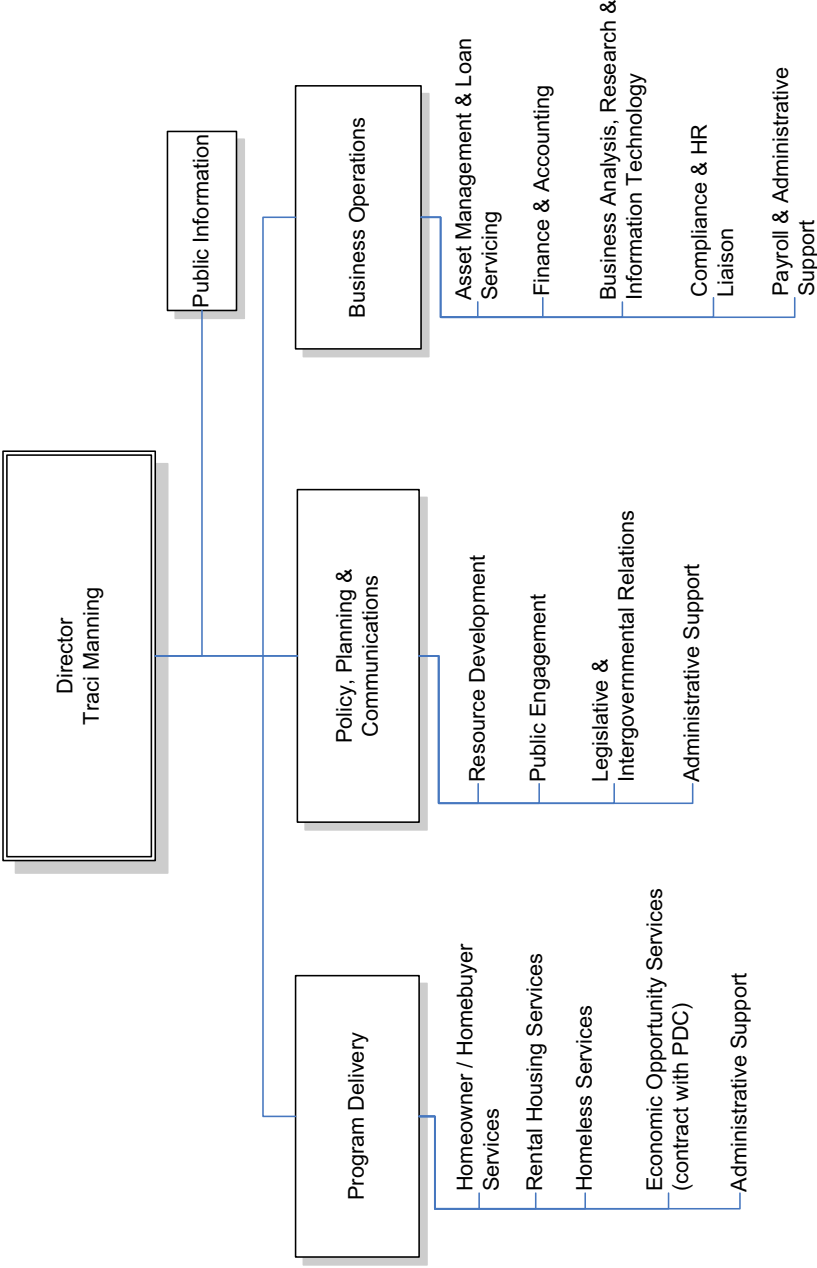
**Bureau Programs**



**Bureau Overview**

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	113,528,291	102,678,297	(10,849,994)	(9.56)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>113,528,291</b>	<b>102,678,297</b>	<b>(10,849,994)</b>	<b>(9.56)</b>
Authorized Positions	57.00	54.90	(2.10)	(3.68)

**Portland Housing Bureau**



## **Bureau Summary**

### **Bureau Mission**

The mission of the Portland Housing Bureau (PHB) is to focus community resources on the unmet housing needs of the people of Portland. We accomplish our mission by:

- ◆ Building and preserving affordable housing
- ◆ Supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes
- ◆ Bringing together our partners and leading them as we assess the city's housing needs, choose the best solutions to efficiently meet them, and identify how to pay for them
- ◆ Reaching out to racially and culturally diverse groups to ensure their participation in the economic opportunities our housing investments create

### **Bureau Overview**

PHB stewards several sources of public funds for investments in affordable housing. Program investments cross a continuum, from resources aimed at ending homelessness, to rental housing for low-income individuals and families, to targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing (TIF) under City policy that directs 30% of all TIF expenditures to affordable housing; City General Fund; and federal funds. The latter come from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (mostly Community Development Block Grant and HOME) and competitive grant funds. PHB strategically deploys these sources of funds in alignment with the bureau strategic plan through loans and grants for capital construction of new or rehabilitated housing or for sub-recipient contracts to non-profits to deliver safety net services to Portlanders in poverty.

In addition to these programmatic investments, PHB works to influence local and regional policy and planning efforts that have a long-term impact on the housing market while seeking to improve alignment with state and local government partners who also work to alleviate poverty and move people towards self sufficiency.

PHB is advised by the Portland Housing Advisory Commission (PHAC). This commission is intended to provide advice both to PHB and to City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. PHAC provides advice on strategic directions and does not have an explicit decision-making role. However, PHAC has helped shape the new PHB strategic plan, and also serves as the bureau's budget advisory committee (BAC).

Equity is woven throughout PHB policy and operations. The equity agenda recognizes and responds to the historic and institutional barriers to housing, homeownership, and economic stability experienced by communities of color. PHB seeks to place a greater reliance on community-validated data (such as the Coalition of Communities of Color report) to understand unmet needs, and to intentionally hold its partners accountable for removing barriers and serving members of minority communities equitably.

## Strategic Direction

PHB adopted a three-year strategic plan which establishes four core goals for PHB to focus on over the next three years:

- ◆ Meet Portland's need for quality affordable homes for its residents.
- ◆ Ensure equitable access to housing.
- ◆ Develop, leverage, and allocate housing funds to meet needs, sustain assets, and strengthen the housing industry.
- ◆ Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to customers, stakeholders, employees, and the community.

A current version of PHB's strategic framework, which sets out the goals, sub-goals, and strategies that PHB will undertake over the next three years can be found on the bureau's website.

Through its strategic planning work, PHB adopted four priorities for its investments. The bureau's budget is aligned with these priorities:

- ◆ Priority One: Provide more rental housing for the most vulnerable families.
- ◆ Priority Two: Move people quickly from homelessness to permanent housing while preventing families on the brink from losing their homes.
- ◆ Priority Three: Help Portlanders from communities of color buy a home or keep the home they already own.
- ◆ Priority Four: Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

## PHB's Vision

PHB's vision is as follows:

- ◆ All Portlanders can find affordable homes in healthy neighborhoods with strong schools, good parks and recreation, healthy natural areas, safe streets, and quality food stores.
- ◆ All Portlanders have equitable access to housing and to the opportunities that safe, stable housing can deliver, free from discrimination.

## Values

PHB upholds the following values:

- ◆ Equity: PHB is committed to social justice in the delivery of housing to all residents of Portland's diverse communities. PHB embraces diversity in its workforce and culture.
- ◆ Stewardship: PHB invests, leverages, and prioritizes spending in ways that provide the highest public value and have the greatest influence on critical housing needs.

- ◆ Transparency: PHB builds long-term trust by operating with integrity, inviting broad public involvement, and following processes that are clear, open, and without bias.
- ◆ Innovation: PHB believes new thinking, partners, and ideas will help build an effective organization and resolve long-standing problems.

### Service Improvement Plan

In FY 2012-13, PHB will continue implementation of the strategic plan, which prioritizes these as the top three areas for service improvement:

#### **Review and update lending and asset management guidelines.**

Together with its housing industry partners, PHB is undertaking a careful examination of the process, guidelines, and products it uses to underwrite housing projects and manage existing community housing assets for long-term viability. This initiative will improve transparency and service to customers, ensure that investments balance policy objectives against prudent fiscal practices, and maintain a healthy and sustainable portfolio that will serve generations of Portlanders. PHB has completed a good portion of the work in this area and intends to continue progress into FY 2012-13. Success of the lending and asset management guidelines initiative will be measured by the financial health of the portfolio and by a survey of borrowers to measure customer service improvement. This initiative will be completed by June 30, 2013.

#### **Implement a comprehensive, integrated PHB business and data system.**

PHB has procured and is in the process of implementing Housing Development Software (HDS). HDS will upgrade and unify the existing systems through which the bureau originates and services housing loans, conducts asset management and compliance functions, and produces and analyzes investments and programmatic outcome data. Successful implementation of HDS is critical to providing timely and accurate information internally and externally to borrowers, community contractors, regulators, auditors, and the public. HDS will improve customer service to borrowers and contractors, enhance PHB's ability to analyze the impact of its programs and investments, and provide for effective portfolio and asset management. HDS implementation has begun with end-user training, fit-gap analysis, project plan development, and on-site initiation of the loan servicing and funds management modules. PHB held its first HDS stakeholder group meeting in February 2012. Success of HDS will be measured by customer service surveys and by the level of improvement to - and expansion of - PHB's online production report and dashboard. Implementation will be completed by June 30, 2012.

#### **Set clear, measurable equity targets**

In FY 2011-12, PHB will set clear, measurable targets for utilization of all PHB-supported programs by subpopulations. PHB will also set measurable targets for contractor and sub-contractor participation. The bureau is currently developing strategies to set and achieve performance targets in the upcoming year with its Equity and Diversity Council, the PHAC, and community partners. The achievement of this goal will be measured by comparing utilization and participation data over FY 2011-12 to established baseline data. The baseline data,

targets, and each year's results are published and tracked in the bureau's production report. The distinct phases of this service improvement plan will be completed by December of 2012 and include: establish baseline data, set targets, implement contractual and policy changes, measure and report data, and refine the process.

## Summary of Budget Decisions

<b>PHB Budget Structure</b>	PHB's resources are budgeted in seven separate funds. These include the General Fund, the Community Development Block Grant (CDBG) Fund, the HOME Grant Fund, the Grants Fund, the Tax Increment Financing Reimbursement Fund, the Headwaters Apartment Complex Fund, and the Housing Investment Fund.
<b>Budget Direction</b>	<p>The bureau has engaged the PHAC to take on the role of a budget advisory committee during the budget process. This citizen committee reviewed PHB financial, programmatic, and strategic plan details, took public testimony, and provided recommendations concerning direction and priorities.</p> <p>Additionally, OMF directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions. The community program rankings were developed by the PHAC, and the core ranking was finalized by the PHB executive team, following input from PHB's management team.</p> <p>PHB operates nearly all of its programs in contract with community partners. PHB contract managers had numerous conversations with contractors to help identify cuts with the least impact on the public being served.</p> <p>PHB conducted an intensive staff involvement component to the budget process. Representatives from each of the program areas and in different levels of the organization came together for a series of meetings to discuss and recommend budget reduction options. The recommendations stemmed from an employee budget input process comprised of team meetings and an anonymous staff survey. Many of the staff recommendations were implemented in the Proposed Budget, and they offset approximately \$0.2 million in budget reductions that the bureau was facing.</p>
<b>Federal Funds</b>	PHB received reduced allocations from HUD for federal funds: CDBG was reduced by 15% (\$1,103,089) and HOME was reduced by 28% (\$1,312,075). PHB's Adopted Budget reflects cuts in each of these funds achieved through programmatic reductions based on PHB strategic plan priorities.
<b>Add Packages</b>	<p>The Adopted Budget includes add packages totaling \$4,909,753.</p> <p><b>Prevention and Rapid Re-Housing</b></p> <p>Short-term rent assistance is a highly effective tool to prevent eviction, to keep people housed, and to rapidly end homelessness for most families or individuals. A \$1.9 million one-time General Fund package continues funding to support cost-effective, long-standing programs that leverage non-City resources.</p>

### **Homebuyer Support**

This package provides \$500,000 of one-time General Fund to support homebuyer education and counseling and foreclosure prevention programs. These services include outreach to minority communities and assistance to groups underrepresented in homeownership in gaining access to new opportunities. Services also attempt to maintain current homeownership among those communities at a time. To a subset of those households receiving homebuyer education and counseling and living in Urban Renewal Areas, PHB is able to leverage these funds with downpayment assistance using TIF resources

### **Housing Access Services**

This \$456,300 one-time General Fund package continues funding for programs providing information and referral, advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination, and unhealthy housing conditions. PHB's Housing Access and Stabilization programs represent a community-wide safety net that helps individuals and households to obtain and retain housing, including those with rental screening barriers such as poor credit, evictions, and criminal history. These programs continue PHB's commitment to fair housing and are especially critical given the current economic climate and tight local rental housing market.

### **Shelter and Emergency Services**

This package, funded by \$1,734,000 of one-time General Fund, leverages other funding sources and invests them in the three types of shelters PHB supports: year-round, winter, and severe weather. Shelter operations remain a critical component of the safety net for the community. PHB works closely with Multnomah County, Home Forward (formerly Housing Authority of Portland) and non-profit partners to ensure that investments and outcomes are closely aligned. Collaborative efforts are aimed at helping people in emergency shelters regain permanent housing as quickly as possible. For most individuals and families, the most cost-effective and humane approach is to minimize shelter stays by helping people link to social, health, and employment services while helping them secure a permanent housing solution through programs like short-term rent assistance.

### **Bud Clark Commons Operating Costs**

The allocation of \$185,000 of one-time General Fund funds a portion of the operating costs of the Bud Clark Commons. This amount is down from the \$390,000 in FY 2011-12. The Bud Clark Commons opened in June 2011. In its first six months of operation, the day center served a total of 4,300 people, with an average of 600 daily visitors seeking services and basic needs. Nearly 300 people have found permanent homes through the day center since it opened.

### **Reduction Packages**

The Adopted Budget includes reduction packages totaling \$421,663.



### **Cuts To Base Budget**

PHB made internal budget reductions within external materials and services to balance the base budget, prior to mandatory reductions. The bureau is continuing staffing reductions that occurred in FY 2010-11 and FY 2011-12 by eliminating two additional vacant positions -- a Senior Housing Administration Specialist and a Housing Compliance Analyst III. Both of the positions identified for reduction are partially funded with General Fund resources; however, the General Fund portion of funding is very small compared to CDBG and HOME funding, which was more deeply cut in Federal budget reductions.

### **6.1% General Fund Programmatic Reduction**

In the Adopted Budget, the PHB ongoing budget is reduced by \$386,018 in General Fund discretionary resources. The cut will reduce various contracts in the shelter and emergency services program, while programs with a higher priority in the strategic plan generally take lesser reductions.

### **OMF Interagency Adjustments**

The package reflects a decrease of \$35,645 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

### **Non-Represented Merit Freeze**

The package reflects a decrease of \$2,547 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than \$45,000 per year.

## **Budget Notes**

### **Portland Housing Bureau Sustainable Funding**

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

## **Administration & Support**

**Description**

The Administration & Support program is comprised of the Director's Office, Business Operations division, and Equity, Policy, and Communications division.

**Director's Office**

The Director's Office includes executive level support and the bureau director. The director has three direct reports: the Assistant Housing Director responsible for Housing Programs; the CFO/Business Operations Manager, and the Housing Policy Manager responsible for Equity, Policy and Communications.

**Business Operations Division**

The Business Operations division includes Finance, Accounting, Asset Management, Loan Servicing, Human Resources, Information Technology, Data Analysis and Research, Compliance, Audits, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible. Within the Business Operations division, there are six direct reports to the CFO/Business Operations Manager, including: the Principal Financial Analyst responsible for Finance and Accounting, the Senior Management Analyst responsible for Data and IT, the Program Manager responsible for Asset Management and Loan Servicing, the Executive Assistant/Administrative Supervisor responsible for Executive Level Support and Administrative Team oversight, the Program Coordinator responsible for Compliance and Human Resources, and the Program Specialist responsible for Compliance-Environmental Review-Non-Profit Tax Exemption program.

**Equity, Policy, and Communications**

The Equity, Policy, and Communications division includes: Strategic Planning, Public Involvement, Media Relations, Internal & External Communications, Housing Policy Development and Management, Resource Development, Legislative and Intergovernmental Affairs, and Administrative Support. The role of the Equity, Policy, and Communications division is to ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations. It will also ensure that PHB makes its development and programmatic investments within a sound strategic plan and framework that addresses the most critical housing needs. This division also works to connect PHB's work with the work of other City bureaus and regional governments and to ensure that PHB is well-informed by housing needs data and public input.

Within the Equity, Policy, and Communications division, there are five direct reports to the Equity, Policy and Communications Manager, including: a Principal Management Analyst responsible for housing policy development, legislative affairs, and public involvement, two Program Coordinators responsible for planning and public involvement, a Public Information Officer responsible for communications and media relations, and the Senior Administrative Specialist responsible for administrative support.

**Goals**

The goals of the Director's Office include:

- ◆ Provide long-range vision and overall direction for Portland's affordable housing investments;
- ◆ Ensure the bureau advances goals, strategies, and investment priorities from the PHB strategic plan, with a focus on advancing PHB's emerging social equity agenda; and
- ◆ Work collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland.

The goals of the Business Operations Division include:

- ◆ Ensure that administrative functions are delivered consistently, reliably, and effectively;
- ◆ Provide strong financial and accounting services;
- ◆ Guide informed lending decisions and proactive asset management, including early assessment of risk and opportunity in the public investment in the affordable housing portfolio;
- ◆ Deliver excellence in compliance services;
- ◆ Support the bureau's equity goals through internal business practices, quality data, contract goals, and publications on the website;
- ◆ Strengthen data collection, data analysis, and data reporting through maximizing the use of all information technology systems; and
- ◆ Ensure timely, confidential, and supportive human resource services.

The goals of the Equity, Policy and Communications Division include:

- ◆ Provide an equity lens to all PHB business, policies, and decision-making;
- ◆ Ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations;
- ◆ Guide PHB investments within a sound strategic plan to positively impact the most critical housing needs;
- ◆ Connect PHB's work with the work of other City bureaus and regional governments;
- ◆ Inform PHB on current housing needs data and public input to direct policies and practices; and
- ◆ Provide effective internal and external communications.

**Performance**

Performance for the Administration & Support program can be found in the performance measures table, which includes both trend and projection information.

**Changes to Services and Activities**

Based on the recommendations of the cross-functional budget team, PHB is implementing internal operational efficiencies, which equate to funding reductions in the budget:

- ◆ Reduce employees work schedules (fewer hours worked per pay period)
- ◆ Reduce vacant positions
- ◆ Reduce sponsorships, memberships and subscriptions
- ◆ Minimize travel and training budget

# Portland Housing Bureau

## Community Development Service Area

- ◆ Audit use and necessity of all IT related devices including servers, e-mail boxes, fax lines, smart phones, software licenses
- ◆ Grants office and Printing & Distribution interagency reductions
- ◆ Reduce office supplies
- ◆ Reduce funding for public involvement (renting meeting rooms, food and beverage service)
- ◆ Sublease empty office space at PHB to the Office of Equity & Human Rights

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	24.00	34.00	35.00	33.00	33.40
<b>Expenditures</b>					
Administration	56,703	74	0	0	0
Administration & Support	0	465,245	394,075	478,741	779,457
Business Services	2,931,582	4,812,698	6,064,314	4,692,994	4,729,676
Director's Office	684,916	582,558	516,760	386,986	283,508
Planning & Policy	125,883	700,125	737,008	784,368	936,860
<b>Total Expenditures</b>	<b>3,799,084</b>	<b>6,560,700</b>	<b>7,712,157</b>	<b>6,343,089</b>	<b>6,729,501</b>

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
% PHB Data Users Providing Accurate & Timely Data	75%	85%	85%	90%	90%
<b>Efficiency</b>					
Admin Costs As a % Of Bureau Level Budget	9%	7%	8%	8%	8%
<b>Workload</b>					
Number of Sub-recipient Contracts Processed	101	93	90	90	90
# of Users Trained And Supported In PHB Data Systems	707	859	860	900	900
# of Housing Assets Monitored	305	315	315	315	315

## Economic Opportunity

**Description** City Council transferred the Economic Opportunity initiative to the Portland Development Commission (PDC) effective July 1, 2009 -- the same time the Portland Housing Bureau was created. PHB passes CDBG funds to PDC to support these programs and services. General Fund resources are budgeted directly in the PDC allocation.

The CDBG allocation for FY 2012-13 reflects the bureaus estimate of a 15% reduction in the CDBG entitlement allocation.

**Goals** Information on goals is available in the PDC budget.

**Performance** Information on performance is available in the PDC budget.

**Changes to Activities and Services** Information on changes is available in the PDC budget.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Expenditures</b>					
Economic Opportunity	75,516	5,090	2,471,312	2,114,907	2,114,907
Economic Opportunity Initiatives	551,483	(14,097)	0	0	0
Microenterprise Growth	302,462	952,600	0	0	0
Workforce Development	2,492,068	2,364,408	0	0	0
<b>Total Expenditures</b>	<b>3,421,530</b>	<b>3,308,001</b>	<b>2,471,312</b>	<b>2,114,907</b>	<b>2,114,907</b>

## **Housing Access & Stabilization**

**Description**

The bureau's Housing Access & Stabilization program (HAS) creates opportunities for housing stability for thousands of households per year by investing in programs and coordinating community initiatives. In FY 2010-11 HAS funding assisted nearly 4,500 families and individuals by preventing their homelessness, supporting their transition to greater housing stability, and/or enabling them to secure permanent homes.

HAS funds are contracted to 16 nonprofit and public agencies to provide a comprehensive range of services that address the diverse needs of people experiencing homelessness, from street outreach to permanent housing placement. Services primarily fall into four categories:

- ◆ Access and stabilization services
- ◆ Prevention and rapid re-housing
- ◆ Supportive housing
- ◆ Shelter and emergency services

**Goals**

The HAS is fully aligned with the goals of the 10-Year Plan to End Homelessness for Portland and Multnomah County, adopted by Portland City Council and the Multnomah County Commission in December 2004.

HAS staff members facilitate and influence the broader community-wide process that implements and evaluates progress of the 10-Year Plan. HAS also works within PHB to align broader bureau resources with community-wide strategies to reduce homelessness, including through the Consolidated Plan. In Fall 2010, the HAS team was augmented by staff and programs focused on access and stabilization that include 211Info as well as HOPWA-funded programs (i.e. Housing Opportunities for Persons with AIDS).

**Performance**

Performance of the HAS can be found in the performance measures table, which includes both trend and projection information. PHB has expanded the performance measures for households receiving rent assistance and housing placement to include both new households and households receiving ongoing support.

**Changes to Activities and Services**

Reductions in federal funds (CDBG and HOME) will result in reductions to currently high-performing contracts. Smaller reductions were made in functional areas and contracts that are aligned with the core PHB mission and values. HAS will measure the performance of its contracts with an equity lens and work to improve services to populations overrepresented in homeless statistics. There will be increased jurisdictional coordination, including an in-depth review of the 10-Year Plan, as well as shelter and rent assistance refinements that will equate to shorter shelter stays. The team will work towards stronger connections between HAS efforts and the City-supported affordable housing portfolio and also make progress toward PHB strategic plan goals.

**Portland Housing Bureau**  
Community Development Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.00	5.00	3.65	3.55	3.45
<b>Expenditures</b>					
Access and Stabilization	0	0	2,530,137	2,373,144	763,185
Community Planning	57	0	0	0	0
Housing Access & Stabilization	429,223	31,022	3,920	0	0
Prevention & Rapid Rehousing	733,503	1,074,295	3,177,587	2,981,700	3,124,900
Public Safety and Livability	687,052	0	0	0	0
Shelter & Emergency Services	1,838,579	2,025,553	5,115,636	4,698,733	4,713,418
Supportive Housing	4,895,957	3,703,809	4,335,807	3,673,821	5,255,600
Transitional Housing	3,740,252	6,433,742	0	0	0
<b>Total Expenditures</b>	<b>12,324,624</b>	<b>13,268,421</b>	<b>15,163,087</b>	<b>13,727,398</b>	<b>13,857,103</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Percent of exits from shelter into stable housing	28%	31%	31%	27%	30%
Percent of households exited from interim housing into longterm assisted housing with support services	72%	61%	61%	51%	61%
Percent of households receiving placement assistance retaining longterm assisted housing with supportive services at 6 mos	83%	86%	86%	85%	85%
Percent of households receiving placement assistance retaining longterm assisted housing with supportive services at 12 mos	74%	76%	76%	75%	75%
Percent of households exited into longterm assisted housing with supportive services	92%	71%	71%	65%	71%
Average length of rent assistance, eviction prevention in days	NA	121	121	121	121
<b>Efficiency</b>					
Average length of stay in transitional housing (in days)	309	254	254	255	255
<b>Workload</b>					
Number of households served in emergency shelters	1,935	1,635	1,635	870	1,640
Number of households served in interim housing	286	338	338	300	300
Number of households receiving rent assistance and eviction prevention	423	1,373	1,373	750	1,475
Number of households receiving placement rent assistance	515	1,713	1,713	1,200	1,825
Number of households residing in longterm assisted housing with supportive services	865	728	865	1,010	1,165

## Housing Production & Preservation

**Description**

The Housing Development and Finance (HDF) team is responsible for the housing production and preservation program. Funding sources for HDF activities include TIF, HIF, CDBG, HOME, HOPWA and General Fund. This program focuses on the acquisition, development, and preservation of new and existing affordable housing assets.

Funds for new housing development or preservation are made available through competitive funding cycles.

**Goals**

This team has four major components:

1. Catalyzing affordable housing development through the disposition of publicly owned property in conjunction with PHB financing commitments
2. Strategically investing public resources to create and maintain a portfolio of affordable housing equally available to the community
3. Structuring investments through the negotiation of loan terms and underwriting and closing these loans and grants in partnership with the City Attorney's office and, as necessary, OMF
4. Providing oversight and disbursements of PHB funds to projects while in construction

**Performance**

The HDF performance can be seen in the performance measures table which includes trends and projections for performance.

**Changes to Services and Activities**

Current local market conditions are putting substantial upward pressure on rents, making rental housing in Portland more expensive and harder to access for people with barriers. In response, the HDF team, in conjunction with PHB's Asset Management group, will conduct a review of its investment and monitoring processes. The goals include: improving efficiency, making sure limited resources are deployed most effectively to leverage other community amenities (employment, education, transportation, health, etc.) and financial resources, ensuring that resources are deployed equitably, and monitoring the public investment in the City's affordable housing infrastructure to increase public benefit and control risk.

These efforts will be informed by: an analysis of the PHB loan portfolio as well as a capital needs assessment of existing projects in which the City has previously invested; the Portland Plan and the housing strategy currently underway; a review of the utilization of investment dollars during construction and by end users through an equity lens; and work with community partners and stakeholders.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.00	16.00	10.10	10.10	9.80
<b>Expenditures</b>					
Homeownership	5,544,137	(12,577)	0	0	0
Housing Development Support	0	0	1,114,021	1,290,567	1,166,836
Housing Production & Preservation	1,451,231	1,594,039	0	0	0



**Portland Housing Bureau**  
Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
New Construction	0	224	52,435,821	34,476,341	39,297,380
Preservation	888	0	8,492,608	13,923,530	15,016,269
Rehabilitation	12,435,835	38,828,088	12,362,985	7,836,842	13,395,437
Rental Housing Access & Stabilization	5,087,865	3,004,370	0	0	0
<b>Total Expenditures</b>	<b>24,519,955</b>	<b>43,414,144</b>	<b>74,405,435</b>	<b>57,527,280</b>	<b>68,875,922</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Vacancy Rate of Units Built 0 to 60% MFI	3%	5%	5%	5%	5%
Expiring Section 8 rental units preserved affordable for 0-60 MFI	NA	156	150	150	150
<b>Efficiency</b>					
Investment per affordable housing unit	NA	\$27,078	\$27,078	\$30,000	\$30,000
Investment per expiring Section 8 housing unit preserved	NA	\$21,250	\$21,250	\$25,000	\$25,000
Investment per affordable unit rehabilitated	NA	\$21,518	\$21,518	\$25,000	\$25,000
<b>Workload</b>					
Rental units built affordable for 0 to 60% MFI	256	92	100	100	100
Rental units built affordable for 61+ to 100% MFI	16	5	5	5	5
Rental Rehab Units 0 to 60% MFI	397	181	180	180	180

## Homeowner Access & Retention

**Description**

Homeowner Access & Retention (HAR) (previously Neighborhood Housing Programs) funds services to help new homebuyers access homeownership opportunities and support current homeowners in retaining their homes. Support for low income first time homebuyers includes education and counseling, and assistance provided for down payments and closing costs. HAR helps current homeowners retain their homes by funding foreclosure prevention education and counseling.

Funding for home repair grants and loans also helps current homeowners maintain their homes. Programs to improve the condition of existing housing addresses the impact that housing condition can have on health. These "healthy homes" programs include administration of federal funds to reduce lead-based paint hazards in homes with young children and federal grant funds to address habitability issues.

Finally, HAR administers programs that provide incentives for the development of new homeownership opportunities for low and moderate income households, including System Development Charge waivers and limited tax exemptions.

**Goals**

The goals of the Homeowner Access & Retention section include:

- ◆ Close the minority homeownership gap
- ◆ Provide foreclosure prevention education and counseling
- ◆ Provide support to current homeowners so they can retain their homes
- ◆ Enable homeownership by providing down payment assistance and closing costs, education, and counseling

**Performance**

HAR program performance measures can be found in the performance measures table, which includes both trends and projections.

**Changes to Services and Activities**

In alignment with the bureau's strategic plan, HAR will strengthen the services provided to potential homebuyers and existing households of color, ensure that the current programs are providing optimum customer service, and complement existing services available in the private market. HAR will measure its performance and that of its contractors with an equity lens, and set goals aimed at closing the minority homeownership gap. Responding to the current market, HAR will convene stakeholders to evaluate homeownership and foreclosure data to develop strategies to address needs, gaps, and opportunities, including identifying additional resources to bring to the community for this work.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	11.00	8.25	8.25	8.25
<b>Expenditures</b>					
Healthy Homes	0	7,237	2,482,762	1,951,817	1,970,517
Home Repair	0	5,068,847	2,285,783	1,841,874	1,837,584
Homebuyer & Foreclosure Education/Counseling	0	651,487	337,610	235,036	735,036
Homebuyer Financial Assistance	0	2,641,132	2,523,997	1,949,822	1,935,710
Homeowner Access & Retention	0	1,408	0	0	0

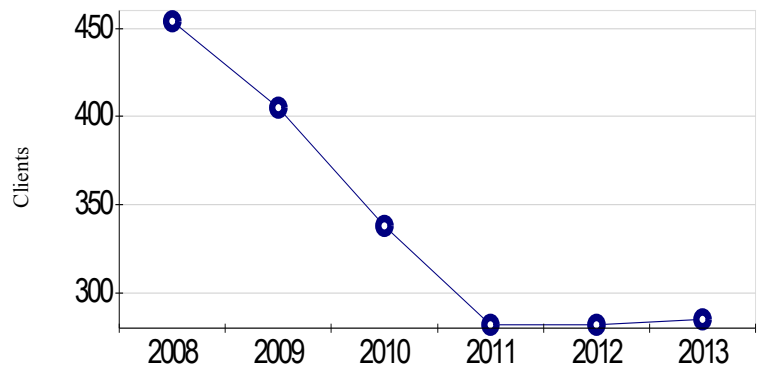
**Portland Housing Bureau**  
Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
Homeownership Development	0	5,116,660	0	24	12
Tax Exemption & Fee Waiver	0	0	212,789	271,328	271,328
<b>Total Expenditures</b>	<b>0</b>	<b>13,486,771</b>	<b>7,842,941</b>	<b>6,249,901</b>	<b>6,750,187</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Number of households receiving homebuyer education/ counseling and purchasing homes	338	282	282	200	285
<b>Efficiency</b>					
Average investment per household for elderly/disabled receiving small home repairs	NA	\$1,136	\$1,136	\$1,140	\$1,140
Investment per household for owner occupied home repairs	NA	\$13,292	\$13,292	\$13,000	\$13,000
<b>Workload</b>					
Number of Households receiving homebuyer education or counseling	898	1,384	1,384	800	1,385
Homeownership units built	284	142	140	140	140
Number of owner occupied home repair loans	109	41	40	20	35
Number of homeownership units assisted by limited tax exemptions	NA	137	137	135	135
Number of Units assisted by SDC waivers	NA	143	143	145	145
Number of households attending homebuyer fairs	NA	810	810	810	810
Number of elderly/disabled households receiving small scale home repairs	NA	1,510	1,510	1,400	1,500

## Performance Measures

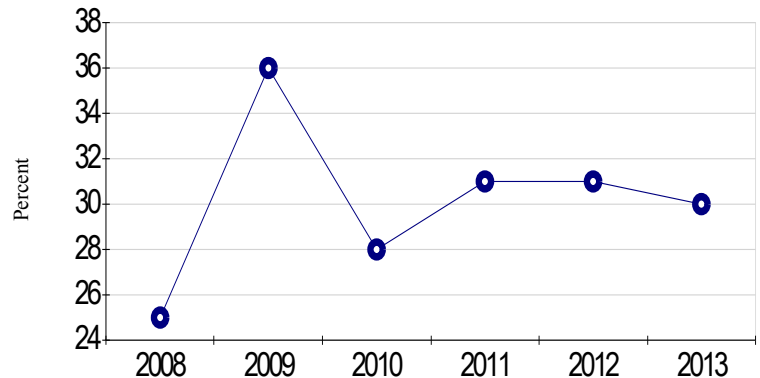
### Number of Clients Purchasing Homes

The downturn in the housing markets has negatively impacted potential clients' ability to purchase homes. Additionally, PHB is generally shifting the way resources are used; the bureau is currently putting funds into more robust homebuyer counseling to ensure that those buying homes are able to stay in their homes and therefore serving fewer clients.



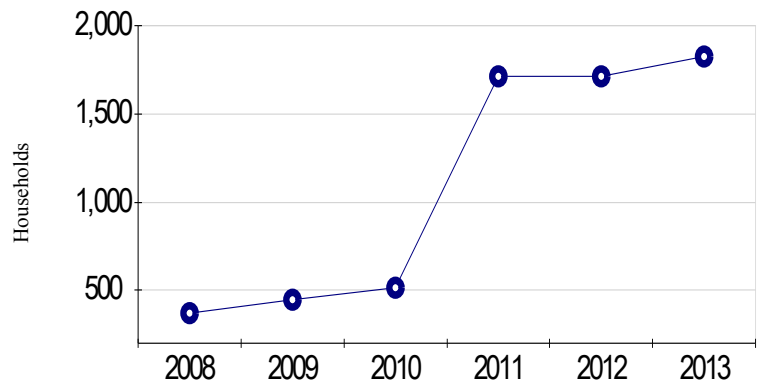
### Percent of Exits from Shelter into Stable Housing

The percent of participants in the Ending Homelessness Initiative Shelter programs exiting into stable housing has remained consistent over the past two years while the number of people being served in shelter has increased.



### Households Receiving Placement Rent Assistance

PHB has been able to effectively use stimulus funds through the Housing Authority of Portland to increase the number of households receiving rent assistance.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	7,000	355,537	269,800	213,908	218,924
Intergovernmental	27,036,639	61,114,560	84,185,293	63,386,855	69,344,609
Bond & Note	11,825,138	4,704,000	7,648,058	12,275,185	12,646,698
Miscellaneous	6,316,363	8,257,218	7,318,989	1,011,100	5,842,764
<b>Total External Revenues</b>	<b>45,185,139</b>	<b>74,431,315</b>	<b>99,422,140</b>	<b>76,887,048</b>	<b>88,052,995</b>
<b>Internal Revenues</b>					
General Fund Discretionary	12,137,896	9,059,225	11,412,386	9,934,724	10,771,724
Fund Transfers - Revenue	344,143	2,139,288	258,190	0	0
Interagency Revenue	11,500	57,748	4,000	35,129	50,939
<b>Total Internal Revenues</b>	<b>12,493,539</b>	<b>11,256,261</b>	<b>11,674,576</b>	<b>9,969,853</b>	<b>10,822,663</b>
Beginning Fund Balance	704,958	3,952,604	2,431,575	3,992,645	3,802,639
<b>Total Resources</b>	<b>\$58,383,636</b>	<b>\$89,640,180</b>	<b>\$113,528,291</b>	<b>\$90,849,546</b>	<b>\$102,678,297</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,946,465	6,313,245	6,058,053	5,544,210	5,601,965
External Materials and Services	39,775,949	70,883,701	98,496,514	79,263,584	91,596,858
Internal Materials and Services	1,330,624	2,841,091	1,190,205	1,154,781	1,128,797
Capital Outlay	12,155	0	1,754,882	0	0
<b>Total Bureau Expenditures</b>	<b>44,065,193</b>	<b>80,038,037</b>	<b>107,499,654</b>	<b>85,962,575</b>	<b>98,327,620</b>
<b>Fund Expenditures</b>					
Debt Service	9,144,884	1,339,825	1,315,748	1,292,086	1,292,086
Contingency	0	0	4,315,316	2,712,955	2,185,582
Fund Transfers - Expense	1,220,955	2,144,288	397,573	881,930	873,009
<b>Total Fund Expenditures</b>	<b>10,365,839</b>	<b>3,484,113</b>	<b>6,028,637</b>	<b>4,886,971</b>	<b>4,350,677</b>
Ending Fund Balance	3,952,604	6,118,030	0	0	0
<b>Total Requirements</b>	<b>\$58,383,636</b>	<b>\$89,640,180</b>	<b>\$113,528,291</b>	<b>\$90,849,546</b>	<b>\$102,678,297</b>
<b>Programs</b>					
Administration & Support	3,799,084	6,560,700	7,712,157	6,343,089	6,729,501
Economic Opportunity	3,421,530	3,308,001	2,471,312	2,114,907	2,114,907
Homeowner Access & Retention	0	13,486,771	7,842,941	6,249,901	6,750,187
Housing Access & Stabilization	12,324,624	13,268,421	15,163,087	13,727,398	13,857,103
Housing Production & Preservation	24,519,955	43,414,144	74,405,435	57,527,280	68,875,922
Neighborhood Economic Development	0	0	(95,278)	0	0
<b>Total Programs</b>	<b>44,065,193</b>	<b>\$80,038,037</b>	<b>\$107,499,654</b>	<b>\$85,962,575</b>	<b>\$98,327,620</b>

Community Development Service Area

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000064	Accountant III	54,787	66,893	1.00	66,888	1.00	66,888	1.00	66,888
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	72,924	1.00	72,924	1.00	72,924
30000441	Business Operations Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000569	Financial Analyst, Principal	75,109	100,048	1.00	99,732	1.00	99,992	1.00	99,992
30000568	Financial Analyst, Sr	63,378	84,635	1.00	63,384	1.00	63,384	1.00	63,384
30001592	Housing Administrative Specialist, Sr	41,475	63,856	4.00	168,252	3.00	128,562	3.00	128,562
30001361	Housing Construction Coordinator	54,080	72,051	2.00	141,684	2.00	144,096	2.00	144,096
30001362	Housing Construction Coordinator, Sr	59,634	79,518	3.00	233,182	3.00	236,216	3.00	236,216
30001363	Housing Development Finance Coordinator	62,629	83,637	2.00	167,280	2.00	167,280	2.00	167,280
30000417	Housing Director	102,648	146,952	1.00	125,004	1.00	128,847	1.00	128,847
30001260	Housing Director, Assistant	86,840	117,686	1.00	102,660	1.00	105,117	1.00	105,117
30001587	Housing Financial Analyst	56,763	75,670	1.00	75,672	1.00	75,672	1.00	75,672
30001588	Housing Financial Analyst, Assistant	44,533	68,619	1.00	67,956	1.00	68,616	1.00	68,616
30001367	Housing Lead Grant Program Coordinator	59,634	79,518	1.00	68,100	1.00	69,724	1.00	69,724
30001369	Housing Loan Compliance Analyst II	41,475	63,856	1.00	63,852	1.00	63,852	1.00	63,852
30001370	Housing Loan Compliance Analyst III	54,080	72,051	1.00	54,084	0.00	0	0.00	0
30001364	Housing Loan Coordinator	44,533	68,619	1.00	44,532	1.00	44,532	1.00	44,532
30001365	Housing Loan Coordinator, Sr	56,763	75,670	2.00	130,596	2.00	135,951	2.00	135,951
30001596	Housing Management Assistant	44,533	68,619	1.00	53,064	1.00	55,242	1.00	55,242
30001608	Housing Policy Manager	75,109	100,048	1.00	88,008	1.00	91,308	1.00	91,308
30001595	Housing Program Coordinator	59,634	79,518	8.00	566,500	7.90	577,432	7.90	577,432
30001593	Housing Program Specialist	54,080	72,051	5.00	315,250	5.00	324,244	5.00	324,244
30001594	Housing Program Specialist, Assistant	44,533	68,619	4.00	233,316	4.00	236,942	4.00	236,942
30000453	Management Analyst, Principal	75,109	100,048	1.00	94,728	1.00	97,635	1.00	97,635
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000464	Program Coordinator	60,341	80,475	2.00	135,906	2.00	138,916	2.00	138,916
30000465	Program Manager	63,378	84,635	3.00	240,816	3.00	246,704	3.00	246,704
30000466	Program Manager, Sr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000495	Public Information Officer	63,378	84,635	1.00	71,016	1.00	72,456	1.00	72,456
<b>TOTAL FULL-TIME POSITIONS</b>				56.00	3,926,190	53.90	3,894,336	53.90	3,894,336
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30001591	Housing Business Systems Analyst, Asst	44,533	68,619	1.00	54,045	1.00	56,262	1.00	56,262
<b>TOTAL LIMITED TERM POSITIONS</b>				1.00	54,045	1.00	56,262	1.00	56,262
<b>GRAND TOTAL</b>				57.00	3,980,235	54.90	3,950,598	54.90	3,950,598

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	82,311,485	0	82,311,485	56.90	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(386,018)	0	(386,018)	0.00	6.1% base reduction
	(35,645)	0	(35,645)	0.00	OMF interagency adjustments
	0	(2,547)	(2,547)	0.00	Non-represented merit freeze
	0	1,700,000	1,700,000	0.00	Prevention and rapid rehousing
	0	456,300	456,300	0.00	Housing access services
	0	1,734,000	1,734,000	0.00	Shelter and emergency services
	0	185,000	185,000	0.00	Bud Clark Commons operating support
	0	0	0	(2.00)	Base budget realignment/position reduction
<b>Approved Budget Additions and Reductions</b>					
	0	200,000	200,000	0.00	Prevention and rapid rehousing additional amount
	0	500,000	500,000	0.00	Homeownership and foreclosure prevention
	0	137,000	137,000	0.00	Housing Development Strategy FY 2011-12 carryover
	0	41,500	41,500	0.00	HIF project adjustment
	0	739,678	739,678	0.00	CDBG project adjustment
	0	2,233,034	2,233,034	0.00	HOME project adjustment
	0	8,937,475	8,937,475	0.00	TIF project adjustment
	0	60,927	60,927	0.00	Other tech adjustments
<b>Adopted Budget Additions and Reductions</b>					
	0	65,453	65,453	0.00	HIF project adjustment
	0	581,813	581,813	0.00	CDBG project adjustment
	0	313,600	313,600	0.00	HOME project adjustment
	0	(1,358,424)	(1,358,424)	0.00	TIF project adjustment
	0	(87,011)	(87,011)	0.00	Other tech adjustments
	<b>(421,663)</b>	<b>16,437,798</b>	<b>16,016,135</b>	<b>(2.00)</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>98,327,620</b>	<b>54.90</b>	<b>Total Adopted Budget</b>

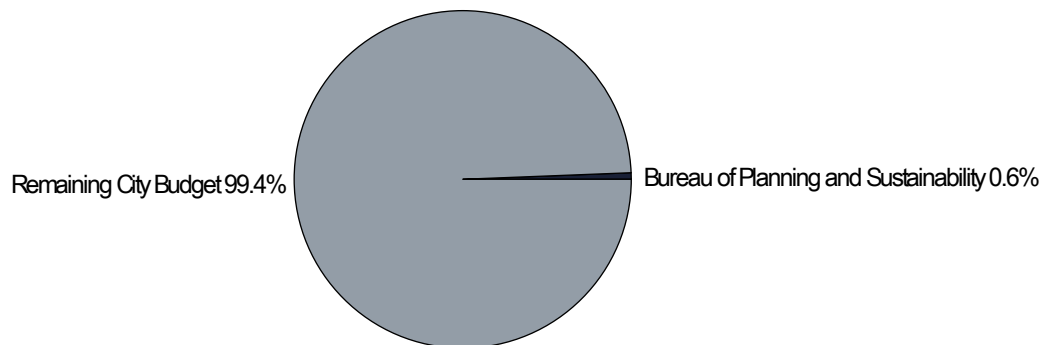
# Bureau of Planning and Sustainability

Community Development Service Area

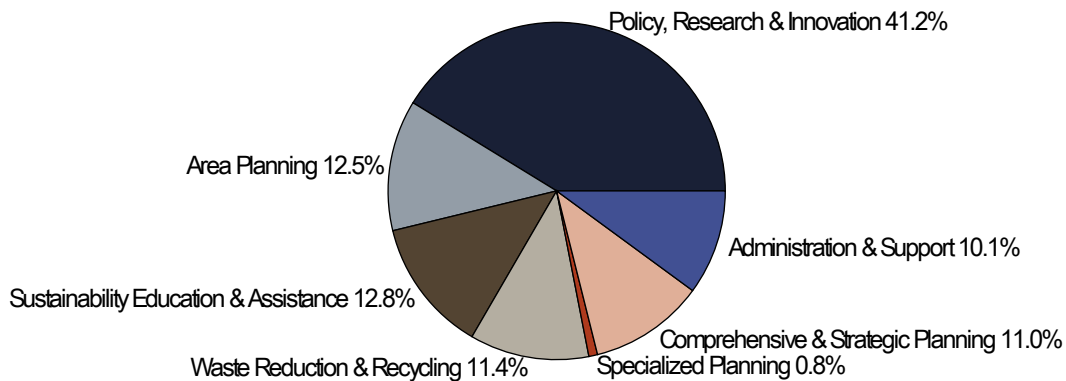
Mayor Sam Adams, Commissioner-in-Charge

Susan Anderson, Director

**Percent of City Budget**



**Bureau Programs**

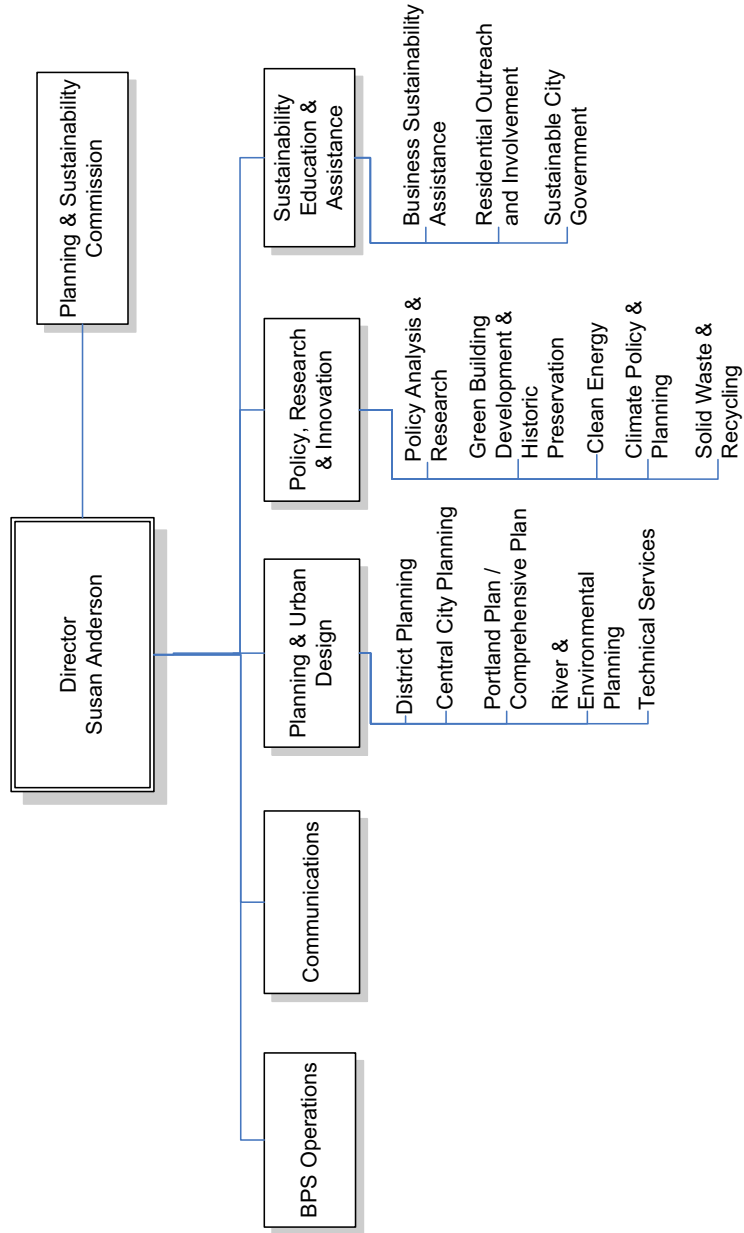


**Bureau Overview**

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	34,973,335	22,607,791	(12,365,544)	(35.36)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>34,973,335</b>	<b>22,607,791</b>	<b>(12,365,544)</b>	<b>(35.36)</b>
Authorized Positions	115.55	103.00	(12.55)	(10.86)



**Bureau of Planning and Sustainability**



## Bureau Summary

### Bureau Mission

Create a prosperous, equitable and healthy city. To do this, the Bureau of Planning and Sustainability (BPS):

- ◆ Builds partnerships.
- ◆ Engages, inspires and educates residents and businesses.
- ◆ Advances policy, programs, plans, regulations and urban design that foster both innovation and practical solutions.

### Bureau Overview

The Bureau of Planning and Sustainability ensures that sustainability principles are thoroughly integrated into the core of Portland's strategic planning, land use planning and development policies. The depth of staff expertise and extensive community engagement help affirm the bureau's reputation as a world class "planning and doing" organization.

BPS also develops and implements policies and programs that provide environmental, economic and social benefits to residents, businesses, and government, which strengthen Portland's position as an international model of sustainable practices and commerce. To accomplish these objectives, the bureau:

- ◆ Works with the City Council, Planning and Sustainability Commission, other City bureaus, public agencies, non-profits, businesses and the community to develop a cohesive vision for the future of Portland and take steps toward realizing that vision.
- ◆ Maintains, modifies and updates a Comprehensive Plan to guide the development and redevelopment of the city and ensures that City policies, implementation tools and zoning designations are consistent with the Comprehensive Plan and regional and state requirements.
- ◆ Undertakes activities to develop and implement the Portland Plan. These activities include taking the plan to City Council for adoption, maintaining and refining the Portland Plan indicators in coordination with Metro's regional indicator project called Portland Pulse, integration of the Portland Plan into future budgeting processes with Office of Management and Finance (OMF) and development of specific evaluation and policy approaches called for in the Plan including update of the City Comprehensive Plan and zoning codes.
- ◆ Develops and updates City sustainability principles, climate protection strategies (including the Climate Action Plan) and related policies and programs that address sustainable government operations, green building, ecodistricts, renewable energy, energy efficiency, sustainable industries and sustainable food systems.
- ◆ Develops and updates economic, environmental, housing, historic preservation and community development policies and programs; analyzes demographic data; advocates for and advances quality sustainable urban design; works to ensure natural resource enhancement; and supports thriving neighborhoods and business communities.
- ◆ Evaluates the implementation and effectiveness of sustainability policies and programs.

- ◆ Administers the City's solid waste and recycling rules and programs and provides technical assistance and support to businesses, residents, nonprofit organizations and public agencies to reduce waste, increase reuse and increase recycling.
- ◆ Seeks to expand the City's partnerships with public, private and community-based organizations, advancing collaborative and entrepreneurial approaches to fostering sustainability throughout Portland.

## Strategic Direction

### **Service Improvement Plan**    **State-Mandated Periodic Review / Comprehensive Plan Update**

A top priority for the Bureau of Planning and Sustainability is completion of the State-mandated periodic review and update of the City's Comprehensive Plan. This is the largest single action assigned to BPS as part of implementation of the Portland Plan. The updated Comprehensive Plan must be submitted to the State Department of Land Conservation and Development (LCDC) by October 2013. The Comprehensive Plan is the City's long-range guide to development and land use. It is required for all future land use, zoning and major public capital project decisions. The update of the Comprehensive Plan will build on the priorities and direction set in the Portland Plan. It will integrate, into this core decision-making guide, other City plans adopted since the last major update of the Comprehensive Plan in the 1980s.

#### **Central City Plan**

The Central City Plan is a specific Comprehensive Plan element addressing downtown and the central city. It updates the 1972 Downtown Plan and 1988 Central City Plan. It identifies how the City can build on past investments and successes to strengthen the central city's critical role for the rest of the city and region, especially concerning economic and residential growth. It includes policies that support expansion of major institutions; improvements in livability, affordable housing; the Willamette River; and the role of the central city in arts, culture, entertainment and retail. In this fiscal year, BPS will complete the CC2035 concept plan, which provides unified guidance for the entire Central City. BPS will also complete a more detailed plan for the Northeast Quadrant of the Central City and will begin work on the Northwest and Southwest Quadrant Plans with the intention of completing planning for the entire west side of the Central City in 18 months.

#### **Climate Action Plan**

Portland's pioneering work to reduce greenhouse gas emissions has provided internationally recognized examples of beneficial approaches to climate protection. Climate change impacts housing, industry, agriculture, water resources, transportation, energy use and quality of life. In 2009, City Council adopted the Climate Action Plan, a major update to the City's previous climate protection strategy. The Climate Action Plan establishes a goal of reducing carbon emissions 80 percent by 2050 and proposes specific actions for the City to take by 2012 to accelerate the transition to a low-carbon community. Key efforts in FY 2012-13

include accelerating energy efficiency in commercial buildings, continuing to work with Clean Energy Works Oregon to provide up-front financing for home energy efficiency upgrades, evaluating the impact of the new residential composting service, and developing a new set of three-year actions to implement beginning in 2013.

### **Portland Plan Implementation**

City Council adopted the Portland Plan in April 2012 to serve as a strategic plan for the City and a guide for alignment among the 18 other government bodies and agencies that participated in the plan's development. In coordination with other partners, BPS will undertake a number of tasks to begin implementation of the Portland Plan and to build it into the City's annual budget process. As noted, the Comprehensive Plan update is the Bureau's largest single Portland Plan implementing project in the coming year.

Additional tasks and new practices that the Bureau must undertake include completion of intergovernmental agreements needed to implement the plan. Specifically, BPS anticipates developing agreements regarding long-range planning with the five school districts in Portland. The Bureau will need to create a mechanism, possibly in cooperation with PSU, for upkeep and refinement of the Portland Plan indicators and also will need to develop tracking and reporting mechanisms for the plan. The Bureau will continue to coordinate with organizations involved in public health including Multnomah County Health Department to continue work on incorporating consideration of health impacts into long-range plans. The Bureau expects to work closely with Office of Equity and Human Relations and the Office of Management and Finance to develop a shared work plan regarding the specific actions identified in the Portland Plan's Equity Framework. Specifically, BPS expects to work on development of approaches to tracking and evaluating the social equity impacts of public investments and programs.

### **Equity**

In addition to work related to equity that is part of Portland Plan implementation, the Bureau will continue its work on equity issues. Portland has achieved demonstrable success in pursuing sustainable development but continues to face challenges in advancing equity, cultural competence and diversity development throughout the community. Development and implementation of major efforts like the Portland Plan and Climate Action Plan present critical opportunities to ensure that equity for all Portlanders is a central component of the Bureau's work, and BPS is committed to integrating the social elements of sustainability into all aspects of its programs, policies and plans.

## **Summary of Budget Decisions**

### **Reductions**

#### **6.7% Ongoing Reduction Packages**

The Adopted Budget includes a reduction of \$566,440 in ongoing General Fund resources.

**OMF Interagency Adjustments**

The package reflects a decrease of \$102,544 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

**Non-Represented Merit Freeze**

The package reflects a decrease of \$26,750 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than \$45,000 per year.

**Additions****Comprehensive Plan**

The City is under a State mandate to submit an updated Comprehensive Plan to the State Department of Land Conservation and Development (LCDC) by October 2013. Completion of the Comprehensive Plan update also is a priority action item in the Portland Plan. During the Portland Plan process, a significant amount of work has been completed on the Comprehensive Plan, enabling the project to be completed in this aggressive timeframe.

The \$352,028 in one-time funds are for staff and professional services to perform required technical analysis and facilitation. Funding also continues the successful arrangement used in the Portland Plan, where BPS has provided funding to the City's Diversity in Civic Leadership member organizations so they are able to assist with targeted outreach and engagement with their communities, groups that are typically underrepresented in City processes.

**West Hayden Island**

This \$51,018 funding provides additional staff time that is critical to complete the West Hayden Island project. This involves an extended period of public outreach for hearings at the Planning and Sustainability Commission and City Council and tasks to finalize agreements and respond to potential appeals.

**Youth Planning**

The Youth Planning Program hires youth ages 14-21 to work alongside planners and sustainability professionals with the goal of engaging youth in planning and civic life in an empowered way. Youth 18 and under make up one-quarter of Portland's population, while youth 25 and under make up one-third. This \$63,726 funding implements part of the Portland Plan, specifically support for career pathways for youth and incorporation of underrepresented voices, such as those of youth, found in the plan's Equity Framework and Thriving Educated Youth strategy.

**Budget Notes****Restructuring of Operational Zones**

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

# Bureau of Planning and Sustainability

Community Development Service Area

## Comprehensive & Strategic Planning

<b>Description</b>	The Comprehensive & Strategic Planning program encompasses a range of programs, projects, and services in BPS that create policies and plans that are citywide in their impact rather than focused on specific geographical locations throughout Portland.
<b>Goals</b>	This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability.
<b>Performance</b>	Reaching a capture rate of greater than 30% of the development of new housing in the region is important for the vitality of Portland neighborhoods as well as for regional climate change and compact growth objectives.
<b>Changes to Services and Activities</b>	FY 2012-13 decision packages will allow the program to complete the West Hayden Island project and produce a public review draft of the State-mandated Comprehensive Plan update.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	25.07	24.00	17.65	15.55	16.55
<b>Expenditures</b>					
Comprehensive & Strategic Planning	0	849,394	1,083,796	904,272	904,272
Intergovernmental Coordination	336,788	6,804	0	0	0
Measure 37	6,536	0	0	0	0
Portland & Comprehensive Plan	1,021,693	1,459,242	2,445,117	1,413,397	1,413,397
River Renaissance Initiative	6,615	0	0	0	0
Strategic Planning	517,827	29,263	0	0	0
<b>Total Expenditures</b>	<b>1,889,459</b>	<b>2,344,703</b>	<b>3,528,913</b>	<b>2,317,669</b>	<b>2,317,669</b>
<b>Performance</b>					
	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Percent of housing built in four-county region within City of Portland limits	28%	33%	30%	32%	32%

## Administration & Support

<b>Description</b>	Administration & Support reflects a broad array of services and skills that contribute to an effective, well-functioning organization. These include leadership by the Bureau Director, communications services, and day-to-day support of finance, personnel and administrative staff. Additionally, the general materials and services associated with operating a large organization are reflected in this budget.
<b>Goals</b>	The program works to make BPS's operations run as efficiently and smoothly as possible in support of the overall bureau goal of creating a prosperous, educated, healthy and equitable City.
<b>Performance</b>	BPS continues to meet stringent federal requirements for grant compliance through its administration of several large federal grants. In internal administration, BPS conducted a qualitative survey of customer service in 2012 and is now implementing changes to address the identified areas for improvement.
<b>Changes to Services and Activities</b>	In 2012 BPS realigned staff to integrate human resources functions with payroll and financial management.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	11.75	17.80	12.90	11.65	11.65
<b>Expenditures</b>					
Administration	1,652,844	650,182	322,648	0	0
Bureau Operating Costs	445,817	1,881,564	2,237,684	941,877	941,877
Business Services	179,791	(7,149)	352,475	695,267	695,267
Communications	884,467	116,499	98,157	0	0
Director's Office	699,410	458,867	339,960	349,524	349,524
Operations	792,307	228,872	0	0	0
Technical Administrative Support	0	3,114	0	124,651	124,651
<b>Total Expenditures</b>	<b>4,654,637</b>	<b>3,331,949</b>	<b>3,350,924</b>	<b>2,111,319</b>	<b>2,111,319</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Citywide Livability Rating	83%	80%	81%	80%	80%
Overall Rating - Planning for Future Land Use	43%	40%	40%	42%	40%
Percent of residents rating the attractiveness of new residential development good or very good	53%	61%	62%	63%	63%
<b>Workload</b>					
Grants and contracts awarded	\$4,234,869	\$6,209,678	\$14,289,000	\$7,950,000	\$7,950,000

# Bureau of Planning and Sustainability

Community Development Service Area

## Specialized Planning

**Description** The program is responsible for ongoing City compliance with state and regional environmental land use policies. This group also updates City natural resources and environmental quality policies and programs. Current priorities include leading the City's Natural Resources Inventory (NRI) update, completing the Citywide Tree Policy Review and Regulatory Improvement Project, coordinating the City's compliance with the Metro Title 13 Nature in Neighborhoods program, and leading a project to update City policies and codes relating to invasive plants. The program is responsible for updating area-specific natural resource inventories, evaluating environmental program options, and providing technical expertise to other planning projects such as the River Plan, West Hayden Island, and the Comprehensive Plan update.

**Goals** This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability.

**Performance** This program will complete the River Plan North Reach in FY 2011-12. It will continue River Plan Central Reach as part of CC2035, as well as provide support to the West Hayden Island project, the Comprehensive Plan update, and other bureau projects.

**Changes to Services and Activities** There are no significant changes.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	7.88	1.00	2.90	1.90	1.90
<b>Expenditures</b>					
Code Development	687,244	20,959	0	0	0
Economic Development Planning	104,907	72,267	0	0	0
Environmental Planning	432,865	224,974	199,872	172,920	172,920
Historic Preservation	180,743	14,911	0	0	0
Specialized Planning	10,000	0	0	0	0
Urban Design	297,253	(6,215)	0	0	0
<b>Total Expenditures</b>	<b>1,713,012</b>	<b>326,896</b>	<b>199,872</b>	<b>172,920</b>	<b>172,920</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Percent of significant natural resources protected through non-regulatory and/or regulatory measures	80%	80%	81%	81%	81%



## Area Planning

**Description** The Area Planning program works in geographically specific sections of the City. Sometimes referred to as "place-making", the focus of long-range area planning is to guide the growth and development, vitality and livability of districts, neighborhoods, corridors, streets and other locations in Portland. While the work is focused on a geographic area, the benefits of a healthy, vibrant district ripple throughout the larger Portland region.

**Goals** This program supports the bureau goals of creating a thriving and resilient City, equity and opportunity, creating healthy connected neighborhoods, creating City greenways, and promoting prosperity and affordability. This program plays a lead role in preparing the Comprehensive Plan and updating the Central City plan (CC2035). The program leads the bureau's work on health and education, the completion of the River Plan, the Youth Planning program, and several specific zoning legislative change packages.

**Performance** The ratings for access to shopping are headed in a positive direction, but the citywide average does not reveal the unequal distribution of this access. Work in FY 2011-12 focused on foundational work to improve the likelihood of increased neighborhood-serving retail in East Portland along 122nd Avenue.

**Changes to Services and Activities** The program will undertake the Youth Planning program and work on the Comprehensive Plan update. Grant funding allows the program to initiate a major planning project for SW Barbur St. corridor.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	26.92	26.70	25.63	20.70	20.95
<b>Expenditures</b>					
Area Planning	33,861	33,673	0	0	0
Central City Planning	1,059,255	1,233,632	1,110,815	994,090	994,090
District Planning	1,902,443	932,968	1,560,753	1,229,306	1,229,306
River Planning	404,137	358,405	344,164	345,267	345,267
Youth Program	0	54,351	128,564	53,726	63,726
<b>Total Expenditures</b>	<b>3,399,697</b>	<b>2,613,029</b>	<b>3,144,296</b>	<b>2,622,389</b>	<b>2,632,389</b>

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Percent of residents rating neighborhood livability "good" or "very good"	88%	87%	86%	87%	85%
Percent of residents rating access to shopping and other services "good" or "very good"	74%	76%	75%	75%	74%

## Policy, Research & Innovation

**Description**

The Policy, Research & Innovation Program provides research, analysis, technical assistance, demonstration projects, and policy and program development to advance City and bureau goals around an equitable, prosperous, and healthy, low-carbon community. This program was established as part of BPS's 2011 strategic plan process. Specifically, the program addresses:

- ◆ Climate change
- ◆ Historic resources
- ◆ Green building and development
- ◆ Ecodistricts
- ◆ Energy efficiency and renewable energy
- ◆ Food policy and programs
- ◆ City asset management

Efforts focus on policy, programs, and projects that support innovation and institutionalize sustainable practices. The program also staffs the Food Policy Council, monitors legislative issues related to sustainable development, and coordinates broad sustainability initiatives such as the City's Climate Action Plan.

**Goals**

Key goals for FY 2012-13 include providing content for the revision to the City's comprehensive plan, partnering with the private sector to improve the performance of commercial buildings, financing energy-efficiency renovations in 3,000 homes, and supporting Portland's ecodistricts.

**Performance**

Emissions of carbon dioxide, the primary cause of climate change, continue to decline in absolute terms, countering the national trend. This reflects a wide range of efforts by the City, businesses, residents, and many community partners to create walkable neighborhoods, reduce energy use, increase active transportation, and increase renewable energy sources like solar, wind, and biomass. The number of solar energy systems installed in Portland has quintupled in the past six years as a result of strong incentives, City outreach and technical assistance and innovative bulk-purchase efforts by neighborhood associations (the Solarize Portland initiatives).

**Changes to Services and Activities**

Important changes for FY 2012-13 include a focus on commercial building performance, ecodistricts and commercial solar projects.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	17.15	14.90	25.90	23.35	23.35
<b>Expenditures</b>					
Clean Energy	0	3,429,485	14,899,656	6,489,975	6,489,975
Climate Policy & Planning	823,509	172,394	81,000	379,577	379,577
Economic Development	131,287	50,540	0	0	0
Green Building & Development	1,774,840	855,075	880,019	772,850	772,850
Policy Analysis and Research	0	815,368	1,008,081	773,714	773,714

# Bureau of Planning and Sustainability

## Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
Policy, Research & Innovation	718,770	(519,197)	94,044	0	0
Sustainable City Government	927,507	1,362,358	234,164	124,156	124,156
Sustainable Food	116,642	104,788	122,244	112,996	112,996
<b>Total Expenditures</b>	<b>4,492,554</b>	<b>6,270,811</b>	<b>17,319,208</b>	<b>8,653,268</b>	<b>8,653,268</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Per capita residential energy use (million BTUs)	29.40	28.10	28.00	27.00	27.00
Number of certified green buildings in Portland	1,595	1,700	2,200	2,500	2,500
Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars)	\$3.57	\$3.54	\$5.30	\$5.40	\$5.40
Percent of City electricity use from renewable resources	9.0%	9.5%	14.3%	15.0%	15.0%
Number of residential and commercial solar energy systems installed in Portland since 2006	1,168	1,471	1,800	2,200	2,200
<b>Efficiency</b>					
Percent reduction in local per capita CO2 emissions from 1990 levels	20%	22%	26%	27%	27%
<b>Workload</b>					
Number of development projects provided with green building assistance	16	16	15	20	20
Number of design and construction industry professionals trained in green building practices	768	1,163	1,000	1,000	1,000
Residents participating in urban agricultural projects	4,000	4,700	7,500	9,000	9,000

## Waste Reduction & Recycling

**Description**

The Waste Reduction & Recycling program is responsible for the collection of solid waste, yard debris, and recyclable materials from residences and businesses within the Portland Urban Services Boundary. The program carries out City Council's policy direction to reduce waste, increase recycling and composting, and maintain high-quality garbage and recycling collection at reasonable rates.

Residential waste program responsibilities include franchising residential collection companies, enforcing service standards, setting rates, educating customers and promoting waste reduction and recycling in coordination with the Sustainability Education & Assistance program. The Solid Waste and Recycling Hotline fields about 18,000 calls each year from citizens, answering questions, resolving concerns, and providing guidance on curbside recycling. In 2011 a new Residential Composting program was implemented where households can include food scraps along with yard debris for weekly collection. Garbage collection was changed to every other week pickup to hold down costs for customers.

The commercial waste program establishes service standards, issues permits, and ensures compliance with the City's requirement that businesses recycle at least 75% of their waste by 2015. Commercial service is not franchised or rate regulated in Portland. The commercial program is also responsible for contracting for collection of public garbage and recycling cans in several business districts and for addressing garbage or recycling containers that are inappropriately stored by businesses in the public right-of-way.

**Goals**

The program works to achieve City Council's goal of recycling 75% of all solid waste by 2015.

**Performance**

The recycling rate among businesses has increased to 67% and preliminary data on the new curbside composting program suggests a sharp increase in the household recycling rate.

**Changes to Services and Activities**

In FY 2012-13, the Waste Reduction & Recycling program will conduct the five-year review of the franchise for residential collection and review the results of the first year of curbside compost collection.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	9.00	9.00	10.50	10.50	10.50
<b>Expenditures</b>					
Customer Services	(23,602)	29,422	0	0	0
Operations	787,563	732,928	0	0	0
Policy & Program Development	57,006	13,493	0	0	0
Solid Waste Commercial	0	31,684	1,150,083	979,046	979,046
Solid Waste Residential	0	48,449	1,067,570	1,422,840	1,422,840
Waste Reduction & Recycling	1,411,852	1,508,254	7,887	0	0
<b>Total Expenditures</b>	<b>2,232,818</b>	<b>2,364,230</b>	<b>2,225,540</b>	<b>2,401,886</b>	<b>2,401,886</b>

# Bureau of Planning and Sustainability

## Community Development Service Area

<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Percent of residential material diverted from wastestream	51%	51%	54%	57%	57%
Percent of commercial material diverted from wastestream	64%	69%	71%	73%	73%
Citizens' satisfaction with solid waste and recycling programs (percent rating "good" or "very good")	80%	78%	78%	80%	80%
<b>Efficiency</b>					
Typical residential garbage and recycling monthly bill, adjusted for inflation (2000 dollars)	\$26.63	\$27.85	\$29.51	\$29.60	\$29.60
<b>Workload</b>					
Pounds of solid waste generated per household	1,252	1,248	1,235	1,225	1,225
Tons of solid waste generated by businesses	248,099	238,902	207,972	200,000	200,000

## Sustainability Education & Assistance

**Description**

The Sustainability Education & Assistance program helps households and businesses make informed decisions about resource conservation, renewable energy, global warming, and pollution prevention. The team's responsibilities include design, development, coordination, execution and evaluation of public outreach and involvement programs, campaigns, and events.

Programs run by the Sustainability Education & Assistance team include:

- ◆ Business Sustainability Assistance
- ◆ Multifamily and Event Recycling
- ◆ Residential Outreach, Events, and Involvement, including Fix-It Fairs
- ◆ Sustainable City Government

The program also produces a number of major special events each year, such as public engagement meetings about the Climate Action Plan. In addition, the program coordinates BPS and inter-bureau participation at major events like the Better Living Show.

**Goals**

The Sustainable Education & Assistance programs support the City's goals to reduce carbon emissions 80% below 1990 levels by 2050, recycle 75 percent of all solid waste by 2015, and reduce per capita waste generation below 2005 levels by the year 2015. The program also advances BPS's goals of prosperity, affordability, and equity.

**Performance**

In FY 2012-13 the "residents reached by sustainable training and outreach" performance measure will drop back down to levels similar to previous years. The increase in FY 2011-12 was based on a major outreach effort lead by the bureau to support the new curbside collection system.

**Changes to Services and Activities**

There are no significant changes.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	21.80	19.90	20.07	18.10	18.10
<b>Expenditures</b>					
Business Sustainability Assistance	996,280	1,056,908	1,044,757	1,084,941	1,084,941
Communications	0	553,312	609,851	389,115	389,115
Multifamily	69,042	1,254	211,598	296,705	296,705
Residential Outreach	685,715	648,164	1,439,298	785,639	785,639
Sustainability Education & Assistance	55,364	66,773	130,208	136,879	136,879
Technical Outreach	228,271	142,303	11,988	0	0
<b>Total Expenditures</b>	<b>2,034,672</b>	<b>2,468,714</b>	<b>3,447,700</b>	<b>2,693,279</b>	<b>2,693,279</b>

# Bureau of Planning and Sustainability

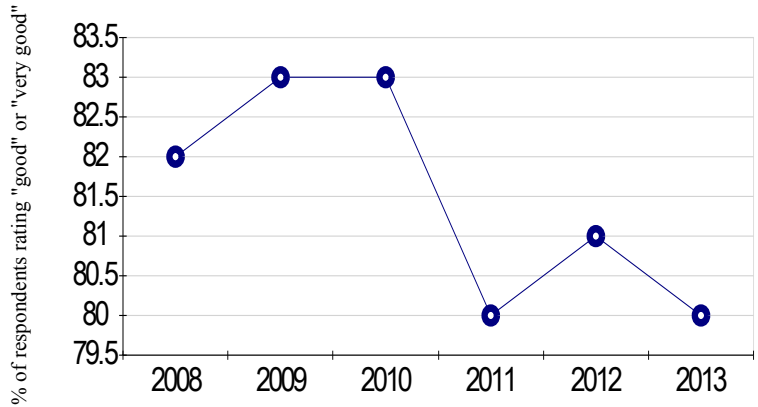
## Community Development Service Area

<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Efficiency</b>					
Cost per Fix-It Fair participant	\$45.00	\$65.00	\$60.00	\$58.00	\$58.00
<b>Workload</b>					
Residents reached by sustainable training and outreach	61,648	71,290	150,000	90,000	90,000
Businesses reached by sustainability outreach and training	1,675	1,089	1,000	1,000	1,000
Number of multifamily units provided with recycling assistance	18,141	20,626	18,000	18,500	18,500
Bureaus assisted with sustainability projects	16	40	26	26	26
City employees provided with sustainability training	240	50	145	155	155
Citizens participating in workshops	2,475	2,135	2,100	2,200	2,200

## Performance Measures

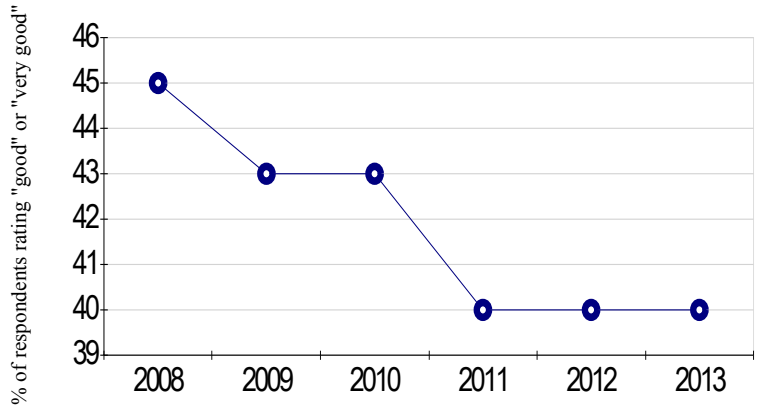
### Citywide Livability Rating

Overall city livability ratings have remained fairly high, but some neighborhoods (particularly in East Portland) are significantly less satisfied with city livability than other neighborhoods.



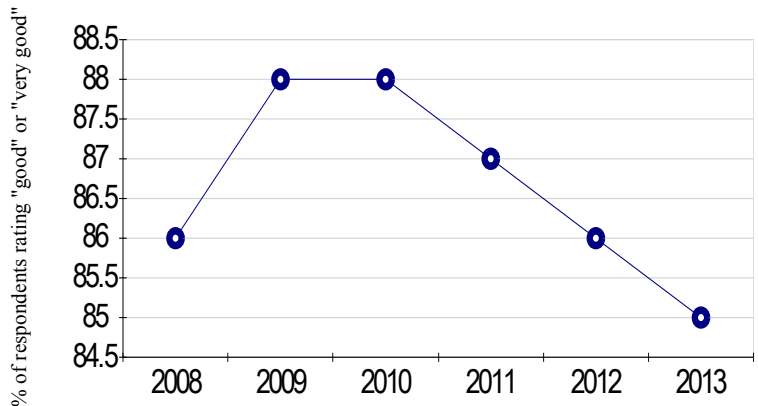
### Overall Rating - Planning for Future Land Use

Residents' satisfaction with City planning for future land use increased in 2007-2008. A third of respondents remain neutral.



### Neighborhood Livability Rating

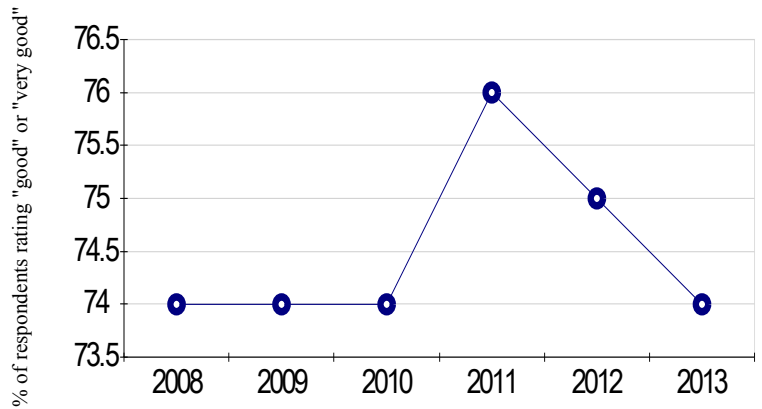
In most areas of the city, citizens are more satisfied with neighborhood livability than city livability. However, neighborhood livability ratings are lower in East and Central Northeast Portland.





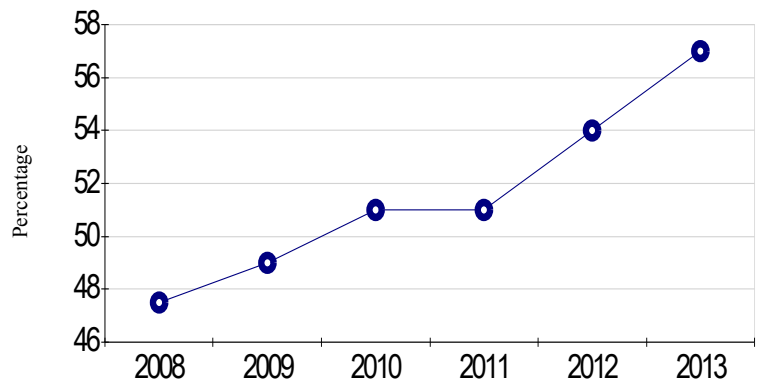
**Access to Shopping and Other Services**

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



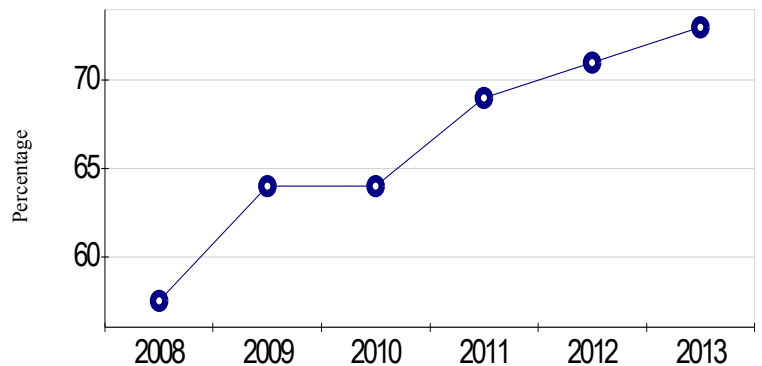
**% of Residential Waste Diverted**

City Council has adopted a 60% recycling goal for the City of Portland.



**% of Commercial Waste Diverted**

Because commercial solid waste comprises three-quarters of Portland's waste stream, increasing recycling rates for businesses is essential in meeting City Council's new 75% recycling goal.

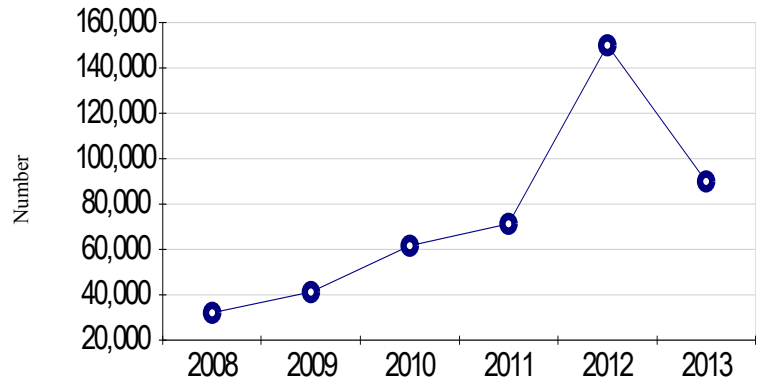


# Bureau of Planning and Sustainability

## Community Development Service Area

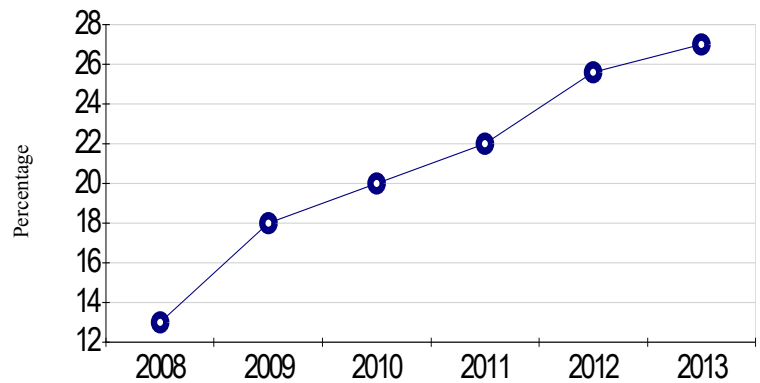
### Residents Reached by Sustainable Outreach

BPS reaches more than 33,000 residents annually with outreach and education around sustainable practices.



### % Reduction in per capita CO2 Emissions

Portland residents and businesses are making progress in reducing global warming pollution, but efforts need to accelerate if Portland is to do its part to meet the rising urgency of climate change.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	2,331,097	2,511,304	2,595,699	2,553,721	2,553,721
Charges for Services	1,507,842	1,572,059	1,605,148	1,975,099	1,975,099
Intergovernmental	3,118,946	7,964,970	18,049,732	8,326,083	8,326,083
Miscellaneous	121,806	105,221	69,923	44,580	44,580
<b>Total External Revenues</b>	<b>7,079,692</b>	<b>12,153,554</b>	<b>22,320,502</b>	<b>12,899,483</b>	<b>12,899,483</b>
<b>Internal Revenues</b>					
General Fund Discretionary	9,222,272	7,746,798	8,600,721	7,407,231	7,417,231
General Fund Overhead	149,256	152,950	556,665	529,061	529,061
Fund Transfers - Revenue	1,468,142	99,516	101,082	0	2,874
Interagency Revenue	1,243,505	474,760	138,539	112,500	112,500
<b>Total Internal Revenues</b>	<b>12,083,175</b>	<b>8,474,024</b>	<b>9,397,007</b>	<b>8,048,792</b>	<b>8,061,666</b>
Beginning Fund Balance	4,269,894	2,073,349	3,255,826	1,646,642	1,646,642
<b>Total Resources</b>	<b>\$23,432,761</b>	<b>\$22,700,927</b>	<b>\$34,973,335</b>	<b>\$22,594,917</b>	<b>\$22,607,791</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	11,077,254	10,261,059	11,418,234	10,482,197	10,594,167
External Materials and Services	5,870,955	6,632,893	19,001,953	7,944,483	7,842,513
Internal Materials and Services	3,468,641	2,826,380	2,796,266	2,546,050	2,546,050
<b>Total Bureau Expenditures</b>	<b>20,416,850</b>	<b>19,720,332</b>	<b>33,216,453</b>	<b>20,972,730</b>	<b>20,982,730</b>
<b>Fund Expenditures</b>					
Debt Service	33,190	35,788	40,208	43,601	43,601
Contingency	0	0	0	1,287,899	1,290,773
Fund Transfers - Expense	909,372	227,167	148,316	155,783	155,783
<b>Total Fund Expenditures</b>	<b>942,562</b>	<b>262,955</b>	<b>188,524</b>	<b>1,487,283</b>	<b>1,490,157</b>
Ending Fund Balance	2,073,349	2,717,640	1,568,358	134,904	134,904
<b>Total Requirements</b>	<b>\$23,432,761</b>	<b>\$22,700,927</b>	<b>\$34,973,335</b>	<b>\$22,594,917</b>	<b>\$22,607,791</b>
<b>Programs</b>					
Administration & Support	4,654,637	3,331,949	3,350,924	2,111,319	2,111,319
Area Planning	3,399,697	2,613,029	3,144,296	2,622,389	2,632,389
Comprehensive & Strategic Planning	1,889,459	2,344,703	3,528,913	2,317,669	2,317,669
Policy, Research & Innovation	4,492,554	6,270,811	17,319,208	8,653,268	8,653,268
Specialized Planning	1,713,012	326,896	199,872	172,920	172,920
Sustainability Education & Assistance	2,034,672	2,468,714	3,447,700	2,693,279	2,693,279
Waste Reduction & Recycling	2,232,818	2,364,230	2,225,540	2,401,886	2,401,886
<b>Total Programs</b>	<b>20,416,850</b>	<b>\$19,720,332</b>	<b>\$33,216,453</b>	<b>\$20,972,730</b>	<b>\$20,982,730</b>

# Bureau of Planning and Sustainability

FTE Summary

## Community Development Service Area

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000064	Accountant III	54,787	66,893	1.00	65,579	0.00	0	0.00	42		
30000061	Accounting Technician	31,512	43,950	1.00	43,956	1.00	45,180	1.00	45,180		
30000433	Administrative Specialist, Sr	41,974	64,626	3.00	155,304	3.00	159,182	3.00	159,182		
30000436	Administrative Supervisor I	54,725	72,925	1.00	54,720	1.00	56,964	1.00	56,964		
30000184	Code Specialist II	42,328	54,413	1.00	54,408	1.00	55,932	1.00	55,932		
30000491	Community Outreach & Informtn Assistant	45,074	69,451	1.00	53,595	1.00	55,798	1.00	55,798		
30000492	Community Outreach & Informtn Rep	54,725	72,925	4.00	269,044	5.50	377,266	5.50	377,266		
30000506	Conservation Program Coordinator	60,341	80,475	3.00	218,867	3.00	223,134	3.00	223,134		
30000507	Conservation Program Coordinator, Sr	63,378	84,635	6.00	428,962	5.00	394,498	5.00	394,498		
30000509	Conservation Program Manager	75,109	100,048	1.00	90,662	1.00	94,372	1.00	94,372		
30000505	Conservation Program Specialist	54,725	72,925	4.00	217,960	3.25	225,410	3.25	225,410		
30000435	Executive Assistant, Director's	54,725	72,925	1.00	62,268	1.00	64,185	1.00	64,185		
30000567	Financial Analyst	57,450	76,586	1.00	57,444	1.00	60,471	1.00	60,471		
30000568	Financial Analyst, Sr	63,378	84,635	1.00	83,724	1.00	86,064	1.00	86,064		
30000342	GIS Technician II	50,690	64,667	1.00	50,688	1.00	50,688	1.00	50,688		
30000373	Graphics Designer III	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648		
30000212	Inf Syst Analyst II-GIS,Vertical	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584		
30000451	Management Analyst	57,450	76,586	3.00	200,091	3.00	223,229	3.00	223,229		
30000452	Management Analyst, Sr	63,378	84,635	1.00	78,856	0.00	(4)	0.00	(4)		
30000450	Management Assistant	45,074	69,451	2.00	125,664	2.00	129,206	2.00	129,206		
30000012	Office Support Specialist II	31,512	43,950	3.00	131,868	3.00	131,868	3.00	131,868		
30000383	Planner II. City-Economic	59,259	68,453	1.00	59,256	1.00	61,929	1.00	61,929		
30000385	Planner II. City-Land Use	59,259	68,453	9.00	597,648	7.15	491,328	7.15	491,328		
30000389	Planner II. City-Urban Design	59,259	68,453	1.00	68,448	1.00	68,448	1.00	68,448		
30000375	Planner, Associate	48,880	56,576	2.00	97,752	0.00	0	0.00	0		
30001053	Planner, Chief	111,946	156,354	1.00	149,232	1.00	154,290	1.00	154,290		
30000725	Planner, Principal	86,840	117,686	2.50	224,525	2.00	222,316	2.00	222,316		
30000391	Planner, Sr City-Economic	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648		
30000392	Planner, Sr City-Environmental	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648		
30000393	Planner, Sr City-Land Use	61,568	78,645	8.00	619,946	8.00	626,712	8.00	626,712		
30000397	Planner, Sr City-Urban Design	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648		
30000724	Planner, Supervising	75,109	100,048	2.50	248,999	3.00	291,576	3.00	291,576		
30001054	Planning & Sustainability Director	129,834	186,056	1.00	183,534	1.00	186,060	1.00	186,060		
30000464	Program Coordinator	60,341	80,475	1.00	71,208	1.00	71,208	1.00	71,208		
30000466	Program Manager, Sr	75,109	100,048	1.00	86,599	1.00	90,151	1.00	90,151		
30000463	Program Specialist	54,725	72,925	1.00	61,594	1.00	64,118	1.00	64,118		
30000462	Program Specialist, Assistant	45,074	69,451	3.00	162,924	3.00	168,989	3.00	168,989		
30000495	Public Information Officer	63,378	84,635	1.00	72,180	1.00	74,650	1.00	74,650		
30000508	Solid Waste & Recycling Program Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044		
30001509	Web Designer	45,074	69,451	1.00	58,036	1.00	60,416	1.00	60,416		
<b>TOTAL FULL-TIME POSITIONS</b>						81.00	5,696,761	74.90	5,556,854	74.90	5,556,896
30000447	Business Systems Analyst, Assistant	45,074	69,451	0.90	25,332	0.80	46,280	0.80	46,280		
30000338	Environmental Technician II	50,690	64,667	0.90	58,200	0.90	58,200	0.90	58,200		
30000385	Planner II. City-Land Use	59,259	68,453	1.80	114,936	1.70	118,632	1.70	118,632		
30000462	Program Specialist, Assistant	45,074	69,451	0.90	33,864	0.60	38,912	0.60	38,912		
<b>TOTAL PART-TIME POSITIONS</b>						4.50	232,332	4.00	262,024	4.00	262,024
30000063	Accountant II	49,754	60,798	0.50	24,876	1.00	55,212	1.00	55,212		
30000433	Administrative Specialist, Sr	41,974	64,626	1.92	91,902	2.00	103,689	2.00	103,689		
30000492	Community Outreach & Informtn Rep	54,725	72,925	2.75	182,400	1.50	106,535	1.50	106,535		
30000506	Conservation Program Coordinator	60,341	80,475	2.00	148,068	2.00	153,288	2.00	153,288		

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000507	Conservation Program Coordinator, Sr	63,378	84,635	2.00	169,272	1.00	87,000	1.00	87,000
30000505	Conservation Program Specialist	54,725	72,925	4.58	302,370	4.00	281,529	4.00	281,529
30000567	Financial Analyst	57,450	76,586	0.90	39,156	1.00	45,288	1.00	45,288
30000372	Graphics Designer II	50,690	64,667	1.75	102,684	1.00	64,668	1.00	64,668
30000450	Management Assistant	45,074	69,451	2.00	85,892	1.50	91,060	1.50	91,060
30000385	Planner II, City-Land Use	59,259	68,453	2.00	136,896	1.85	126,624	1.85	126,624
30000375	Planner, Associate	48,880	56,576	2.00	113,160	0.50	28,296	1.50	84,876
30000393	Planner, Sr City-Land Use	61,568	78,645	0.83	65,540	1.00	78,648	1.00	78,648
30000396	Planner, Sr City-Transportation	61,568	78,645	1.00	78,648	1.00	72,768	1.00	72,768
30000724	Planner, Supervising	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30001658	Plg & Sust Policy, Rsrch & Oper Mgr	93,288	130,291	0.92	106,491	1.00	120,936	1.00	120,936
30000464	Program Coordinator	60,341	80,475	1.00	67,416	0.00	0	0.25	16,848
30000466	Program Manager, Sr	75,109	100,048	1.00	75,108	0.00	0	0.00	0
30000462	Program Specialist, Assistant	45,074	69,451	1.90	88,860	1.50	96,886	1.50	96,886
<b>TOTAL LIMITED TERM POSITIONS</b>				30.05	1,978,783	22.85	1,612,471	24.10	1,685,899
<b>GRAND TOTAL</b>				115.55	7,907,876	101.75	7,431,349	103.00	7,504,819

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	21,211,692	0	21,211,692	104.25	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(362,972)	0	(362,972)	(1.75)	4% reduction
	(151,734)	0	(151,734)	(1.40)	2% reduction to 6% total
	(51,734)	0	(51,734)	(0.35)	Portion of 2% reduction to 8% total
	(102,544)	0	(102,544)	0.00	OMF interagency adjustments
	0	352,028	352,028	0.50	State mandated comprehensive plan
	0	51,018	51,018	0.50	West Hayden Island
	0	53,726	53,726	0.00	Youth planning
	0	(26,750)	(26,750)	0.00	Non-represented merit freeze
<b>Approved Budget Additions and Reductions</b>					
	0	10,000	10,000	0.00	Additional funding for youth planners
	0	0	0	1.00	Add 1.00 FTE Associate Planner
	0	0	0	0.25	Add 0.25 FTE Youth Planning Coordinator
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(668,984)</b>	<b>440,022</b>	<b>(228,962)</b>	<b>(1.25)</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>20,982,730</b>	<b>103.00</b>	<b>Total Adopted Budget</b>

# Office for Community Technology

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Community Development Service Area

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## Summary of Budget Decisions

The Adopted Budget enhances, streamlines, and strengthens the Office for Community Technology (OCT) by consolidating it with the City's Revenue Bureau in the Office of Management and Finance while preserving the core programmatic functions of the OCT.

The consolidation generates ongoing General Fund savings of \$176,374 through the elimination of the Director's position and the office's rent budget.

One-time funds are added for separation costs and the move of the staff to the Revenue Bureau's office.

OCT's General Fund appropriation is further reduced by \$64,663 for various materials and services line items, but the office's budget is also increased by \$7,185 ongoing for the purposes of advocacy and auditing.

Please see the Revenue Bureau section in the Office of Management and Finance's budget for budget-related matters pertaining to the former Office for Community Technology. The budget for the Cable Fund can be found in Volume II of the Adopted Budget.

# Office for Community Technology

## Community Development Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	4,614,263	3,185,698	1,486,815	0	0
Charges for Services	38,000	1,665,465	3,863,170	0	0
Miscellaneous	84,476	32,421	58,000	0	0
<b>Total External Revenues</b>	<b>4,736,739</b>	<b>4,883,584</b>	<b>5,407,985</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,880,830	1,571,311	2,050,669	0	0
Fund Transfers - Revenue	867	919	636	0	0
Interagency Revenue	290,579	288,051	366,571	0	0
<b>Total Internal Revenues</b>	<b>2,172,276</b>	<b>1,860,281</b>	<b>2,417,876</b>	<b>0</b>	<b>0</b>
Beginning Fund Balance	5,837,979	6,295,607	4,811,493	0	0
<b>Total Resources</b>	<b>\$12,746,994</b>	<b>\$13,039,472</b>	<b>\$12,637,354</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	986,253	999,534	1,055,196	0	0
External Materials and Services	5,025,195	5,021,047	8,077,187	0	0
Internal Materials and Services	421,271	446,294	559,253	0	0
<b>Total Bureau Expenditures</b>	<b>6,432,719</b>	<b>6,466,875</b>	<b>9,691,636</b>	<b>0</b>	<b>0</b>
<b>Fund Expenditures</b>					
Contingency	0	0	745,000	0	0
Fund Transfers - Expense	18,668	17,144	28,549	0	0
<b>Total Fund Expenditures</b>	<b>18,668</b>	<b>17,144</b>	<b>773,549</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	6,295,607	6,555,453	2,172,169	0	0
<b>Total Requirements</b>	<b>\$12,746,994</b>	<b>\$13,039,472</b>	<b>\$12,637,354</b>	<b>\$0</b>	<b>\$0</b>
<b>Programs</b>					
Area Planning	20	0	0	0	0
Cable Communications	5,659,335	5,733,369	8,867,314	0	0
Franchise Management	773,364	733,506	824,322	0	0
<b>Total Programs</b>	<b>6,432,719</b>	<b>\$6,466,875</b>	<b>\$9,691,636</b>	<b>\$0</b>	<b>\$0</b>



Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000425	Cable/Franchise Director	93,288	130,291	1.00	130,296	0.00	0	0.00	0
30000704	Cable/Franchise Operations Manager	80,787	107,557	1.00	107,556	0.00	0	0.00	0
30000703	Cable/Franchise Program Manager	66,602	89,107	1.90	140,604	0.00	0	0.00	0
30000568	Financial Analyst, Sr	63,378	84,635	1.00	84,636	0.00	0	0.00	0
30000013	Office Support Specialist III	40,310	51,896	1.00	51,900	0.00	0	0.00	0
30000464	Program Coordinator	60,341	80,475	1.00	78,126	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	2.00	137,829	0.00	0	0.00	0
<b>TOTAL FULL-TIME POSITIONS</b>				8.90	730,947	0.00	0	0.00	0
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				8.90	730,947	0.00	0	0.00	0

**Community Development Service Area**

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	9,228,218	0	9,228,218	8.80	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>	0	0	0	0.00	0
<b>Mayor's Proposed Budget Decisions</b>	(31,854)	0	(31,854)	0.00	Cable Regulatory Services materials and services cut
	(36,592)	0	(36,592)	0.00	Portland Community Media materials and services cut
	(15,532)	0	(15,532)	0.00	Utility Management materials and services cut
	(278,322)	209,150	(69,172)	(1.00)	Elim. Director and rent; add separation & move costs
	0	(3,348)	(3,348)	0.00	Non-represented merit freeze
	(9,332)	0	(9,332)	0.00	OMF interagency adjustments
	7,185	0	7,185	0.00	Additional funds for auditing
	(8,863,771)	(205,802)	(9,069,573)	(7.80)	Transfer OCT to Revenue Bureau
<b>Approved Budget Additions and Reductions</b>	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.00	None
	<b>(9,228,218)</b>	<b>0</b>	<b>(9,228,218)</b>	<b>(8.80)</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>0</b>	<b>0.00</b>	<b>Total Adopted Budget</b>

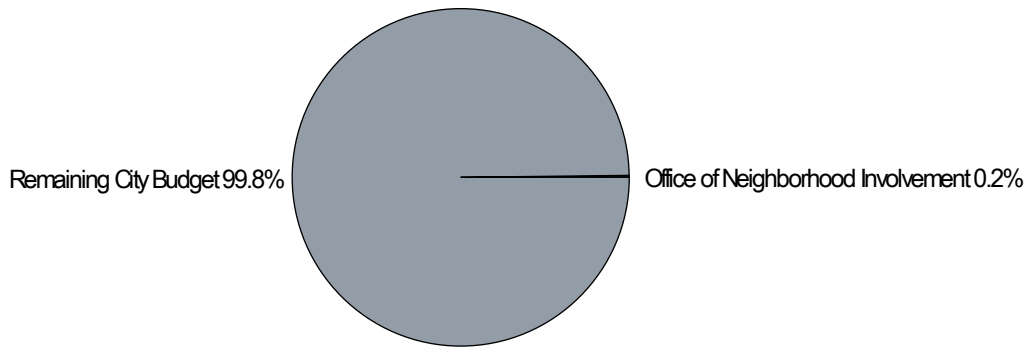
# Office of Neighborhood Involvement

Community Development Service Area

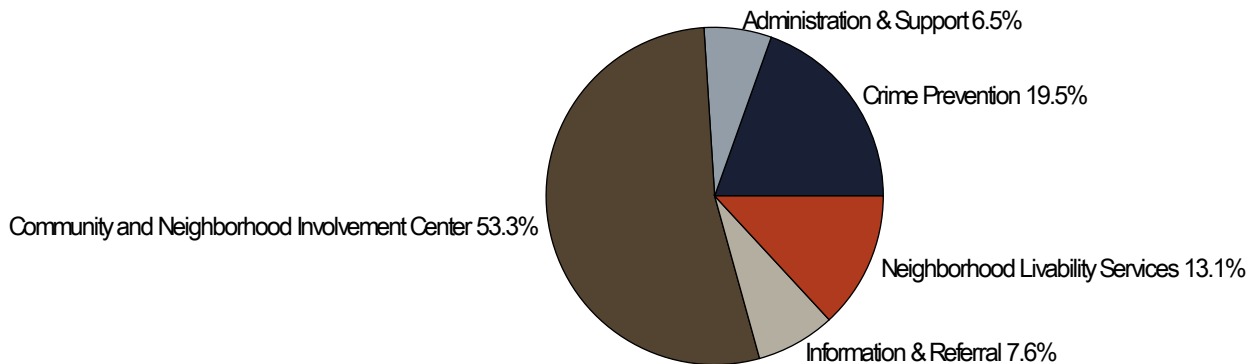
Amanda Fritz, Commissioner-in-Charge

Amalia Alarcon de Morris, Director

Percent of City Budget

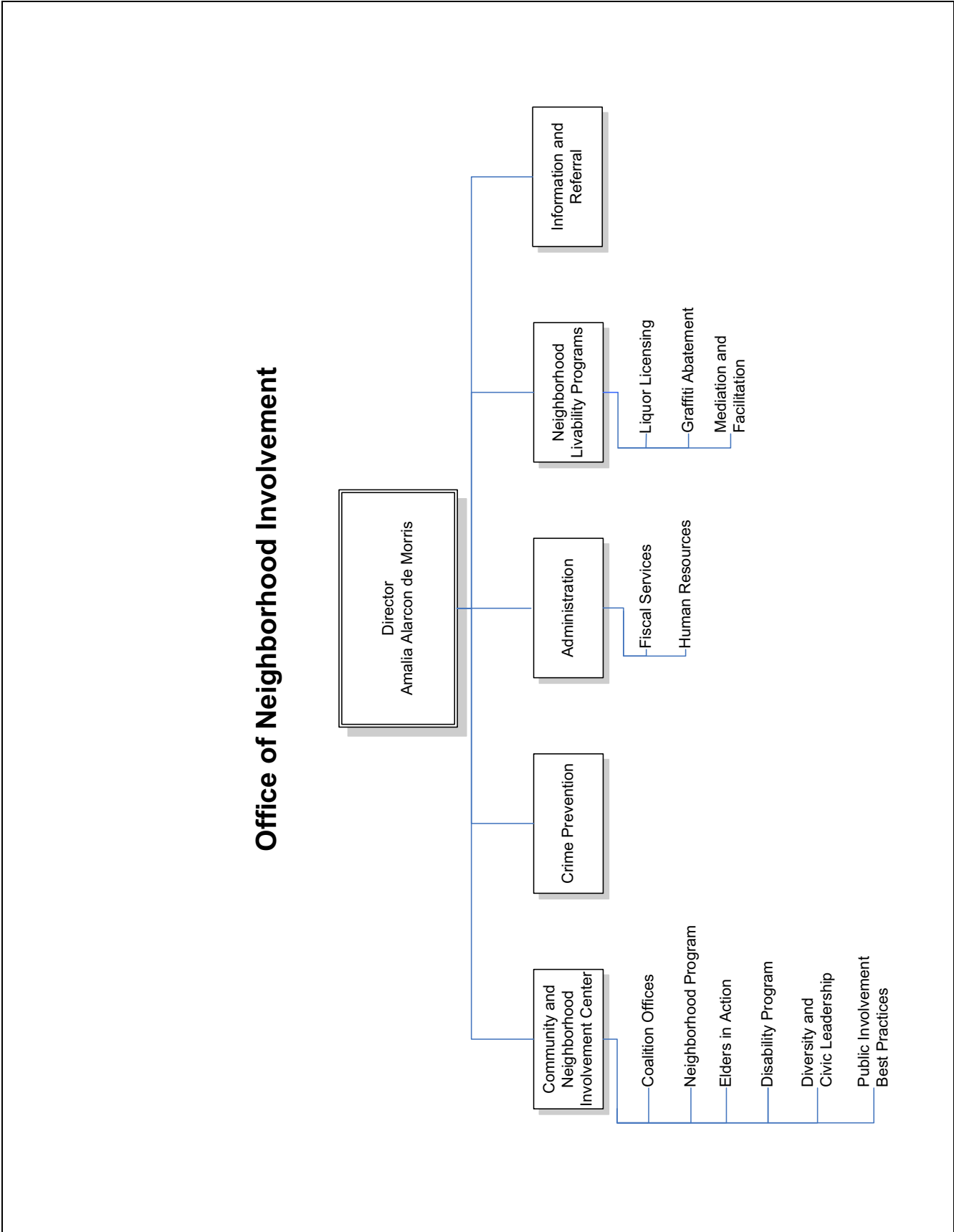


Bureau Programs



Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	7,370,972	7,046,013	(324,959)	(4.41)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>7,370,972</b>	<b>7,046,013</b>	<b>(324,959)</b>	<b>(4.41)</b>
Authorized Positions	39.26	36.25	(3.01)	(7.66)



## Bureau Summary

### Bureau Mission

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

### Bureau Overview

#### Bureau Goals

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

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

#### Bureau Organization

The bureau is organized into five bureau programs, each with a variety of services and programs.

#### **Community and Neighborhood Involvement Center (formerly Neighborhood Resource Center)**

Services and programs include:

- ◆ Civic Engagement and Leadership Development, consisting of the Neighborhood program, Diversity and Civic Leadership (DCL) program, Disability program, and the Elders in Action program
- ◆ Public Involvement Best Practices, whose services include the coordination of the Public Involvement Advisory Council (PIAC), coordination of the Citywide Public Involvement Network (CPIN), and technical assistance on public involvement best practices.

#### **Crime Prevention Center**

The mission of the program center is to reduce crime and the fear of crime. Services include community organizing, problem solving, education, and events.

#### **Information and Referral (I&R) Program**

Services include information and referral regarding City and Multnomah County services, and administrative support to the whole office.

### Neighborhood Livability Services

The goal of the program center is to provide a range of problem solving tools, resources and technical assistance to achieve a positive impact on livability and nuisance issues in the community. Programs and services include:

- ◆ Graffiti Abatement program
- ◆ Liquor Licensing program
- ◆ Neighbor Mediation and Facilitation program

### Administration

Services include strategic direction and policy, budget and financial management, and personnel management and support.

## Strategic Direction

### Introduction

Portland is fortunate to have people who care passionately about their community and participate actively in civic governance. Neighborhood associations, district coalitions, DCL organizations, and ONI have served as key partners in promoting public participation in government and cultivating community leadership. ONI's strategic direction focuses on continuing to build and support that capacity and further expanding civic engagement.

### Expanding Civic Engagement - Applying an Equity Lens

As Portland grows and becomes more diverse, ONI seeks to continue to expand involvement and bring additional people and communities into the public dialogue. The City has also recognized that historical efforts to involve under-engaged groups, such as people of color, people with disabilities, renters, and people with low incomes, in City initiatives have not been very effective. In exploring solutions to this problem, ONI supports the existing neighborhood system's efforts to engage all neighbors. The support is through community organizing, communications, small grants, outreach, leadership training, and technical assistance.

ONI also supports the organizing and capacity building efforts of historically under-engaged communities. Strengthening the neighborhood system and supporting under-engaged groups' efforts are both critical to expanding civic engagement.

### Five Year Plan to Increase Community Involvement

In 2008, the Five Year Plan to Increase Community Involvement identified goals for improving Portland's public involvement process. Progress on the Five Year Plan continues to be impacted due to budget cuts and funding limitations, but the goals and recommendations continue to be the foundation of ONI's work. These goals were incorporated into ONI's strategic planning process to refine the bureau's mission and develop the bureau's goals.

ONI, in partnership with its Bureau/Budget Advisory Committee (BAC) continued to use the mission and goals to develop the FY 2012-13 budget. This year the BAC prioritized preserving as many existing staff within ONI and partner organizations as possible in order to sustain the progress on our goals.

**Service Improvement Plan** ONI identified the following service areas for improvement for FY 2012-13:

**Coordinate implementation of the Five Year Plan to Increase Community Involvement - Address issues through ONI's Standards**

The ONI Community and Neighborhood Involvement Center will seek Council approval to update the process for community engagement to review and develop recommendations for changes to ONI's Standards for Neighborhood System. With approval, ONI can initiate subcommittees to be identified by ONI's Bureau Advisory Committee to address significant policy issues impacting ONI programs. To that end, ONI will initiate a community-driven review of the first five years of the DCL program with the goal of codifying the relationship with the non-neighborhood-based partner organizations.

**Identify and implement service improvements made possible by the Crime Prevention program's move into a central, shared office space**

At the beginning of FY 12-13, the Crime Prevention Program will have recently moved into their new office space. It is anticipated that the staff will identify and implement numerous service improvements, both large and small, that would not have been possible when the staff was still spread out over eight different offices.

## Summary of Budget Decisions

### Overview

In developing the FY 2012-13 budget, ONI's Bureau Advisory Committee (BAC) expanded to become the Bureau/Budget Advisory Committee that included the participation and regular attendance of management, staff, labor, coalitions, neighborhoods, DCL participants, Commissioner Fritz and her staff, representatives from community partners, and the general public. BAC participants engaged in over 18 hours of meetings in addition to planning meetings between November 2011 and February 2012. This was in addition to significant time and work in between meetings conducting evaluations of program budgets, developing cut proposals, and engaging with stakeholders for feedback. The end result was a budget request achieved through consensus decision-making with stakeholders representing very diverse programs and with potentially competing interests in a very difficult budget climate.

Since FY 2009-10, General Fund one-time funding which supported specific ONI programs in prior years was no longer continued. ONI realigned funding to support the bureau's core programs, and Council approved one-time funding to continue programs that are important to the City and have served important community needs for many years: the Neighborhood Grants, Neighbor Mediation and Facilitation, Graffiti Abatement, and East Portland Action Plan programs. These programs are all continued into FY2012-13.

The Budget includes restoration of some of the cuts initially offered, including cuts to the Disability Program and Elders in Action due to their role in achieving the City's equity goals; preservation of a Crime Prevention position; inflationary increases to ONI's partner organizations; and partial restoration of cuts to the Mediation and Facilitation program.

# Office of Neighborhood Involvement

## Community Development Service Area

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### Ranking of ONI Programs

ONI and its BAC, for the fourth year in a row, have completed a prioritization of the bureau's programs based on criteria of being core to ONI's mission and serving community needs. The programs have been ranked as follows:

1. Civic Engagement and Leadership Development
2. Crime Prevention program
3. Public Involvement Best Practices program
4. Effective Engagement Solutions program
5. Neighbor Mediation and Facilitation program
6. Information and Referral program
7. Graffiti Abatement program
8. Liquor Licensing program

The BAC was committed to limiting staff loss at ONI and its partners, recognizing that eliminating staff not only impacts service levels immediately but also results in loss of expertise and relationships that would be more difficult to restore in the future. Particularly in programs with only one staff person, cuts could result in elimination of the program altogether. In addition, given the current economy and unemployment rates, the group prioritized minimizing job loss. The BAC evaluated all ONI programs for potential cuts rather than risk elimination of one or more programs. The BAC was also committed to preserving programs that were most core to ONI's mission and goals. Although the BAC strived to maintain the momentum of these newer programs, in a climate of budget reductions, the group recognized that some difficult sacrifices were necessary related to the Neighborhood Small Grants program and other core programs in order to meet the deep cuts required.

### Budget Decisions

#### Neighborhood Grants

Reduction of \$99,318 in ongoing funding for the Neighborhood Grants program retaining just enough to maintain staffing support at District Coalitions. However, the Budget also provides \$93,855 in one-time resources to retain some funding for the Neighborhood Grants program. The grants provide neighborhood and community-based organizations opportunities to build community, attract new and diverse membership, and sustain those already involved. The grant program has experienced demands that far exceed funds available. In the first five years of program funding, 443 projects were funded totaling \$829,354 with an average project award of \$1,812. These projects leveraged an additional \$4,489,544 towards community building efforts across Portland. The Budget retains roughly one-half of program funding as the remaining ongoing funding is eliminated.

#### Crime Prevention Staff Reduction

The budget eliminates 0.5 FTE Office Support Specialist II. However, \$71,494 is restored to retain the 1.0 FTE Crime Prevention Program Administrator previously planned for elimination. The overall reduction to the program is (\$27,604).



**Mediation and Facilitation**

The funding maintains \$104,692 in one-time resources to retain free neighbor mediation services and collaborative decision-making and problem solving for groups and communities in conflict. Funding for the program is reduced by (\$25,984) ongoing due to the elimination of the interagency with the Portland Housing Bureau for facilitation and support for the siting of residential facilities. This funding supported the volunteer development for the facilitation services available through Resolutions Northwest so will impact the ability to sustain both mediation and facilitation services at current levels. However, the budget restores additional cuts that were originally proposed for the program of \$20,230.

**Continuation of Graffiti Abatement Program**

The funding maintains \$447,232 one-time resources for graffiti abatement efforts. The abatement program funding provides:

- ◆ retention of internal staffing for enforcement, education, and enhanced volunteer coordination;
- ◆ supplies for volunteer cleanups; and
- ◆ graffiti removal on certain qualifying private properties.

ONI has focused on more volunteer cleanups throughout the city to leverage limited funding which has resulted in more frequent volunteer cleanups, neighborhood groups organizing for ongoing graffiti abatement, and cleanup at chronic problem sites. Since funded with dedicated staff to focus on outreach, education, and organizing of volunteer cleanup activities, there has been a significant increase in volunteers engaged in the program, more than doubling the number of cleanups from the prior year and increasing by over 500 additional volunteers in 2011.

Enhanced funding for the summer youth walking crews and the community grants program are not continued this year. However, ONI is exploring potential options to continue some of the work at a reduced capacity.

**Continuation of East Portland Action Plan**

The budget maintains \$279,692 in one-time resources to maintain support for implementation of the East Portland Action Plan at the same funding level as FY 2011-12. The resources will fund an advocate position, operating expenses, community grants, and priority projects.

**Other Changes including Partner Organization 1% Reductions**

The budget includes reductions to the Community and Neighborhood Involvement Center and ONI materials and services, impacting the ability to support programs and respond to unanticipated expenses. In addition, the budget contains reductions to partner contracts of approximately 1%, including District Coalitions and Diversity and Civic Leadership partners. The inflationary increases previously offered for reduction were restored. The total of these reductions amount to (\$61,375) ongoing.

## Office of Neighborhood Involvement

### Community Development Service Area

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The budget also increases liquor licensing revenues by \$12,576 to fund an increased amount of the administrative support staff (OSSII), eliminating Crime Prevention's allocation of that support. All ONI internal programs eliminated the inflation increases to materials and services.

#### **Non-Represented Merit Pay Freeze**

Savings of (\$10,548) are realized due to a delay in cost of living adjustments (COLA) for 11 months and freezing merit increases for all non-represented employees with a salary of over \$45,000 per year.

#### **Office of Management and Finance IA Savings**

The package reflects a decrease of (\$25,789) in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

#### **Carryover Funding**

A total of \$104,000 in funding is carried forward from FY2012 from Liquor Licensing, Disability and Graffiti budgets to fund: Livability database improvements, Volunteer Emergency Registry Communications, Liquor License activities and Graffiti grants and supplies.

## Budget Notes

#### **Ongoing Funding for Graffiti Abatement**

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

#### **Ongoing Funding for Resolutions Northwest**

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

#### **Restructuring of Operational Zones**

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

## Crime Prevention

<b>Description</b>	The Crime Prevention program is designed to involve neighbors in community policing efforts. Crime Prevention coordinators work closely with public safety activists, police precincts, community members, neighborhood associations, coalitions, state agencies, City bureaus, businesses, and social service providers to address crime and livability issues.
<b>Goals</b>	This program is linked to City goals to ensure a safe and peaceful community and improve the quality of life in neighborhoods. This program supports the ONI goals of providing tools and resources to improve neighborhood and community livability and safety and providing accurate information as well as responsive and effective services to community members and organizations. The program works to achieve these goals in fulfilling its mission to organize and support community partnerships to prevent crime and the fear of crime.
<b>Performance</b>	<p>The Crime Prevention program conducted a review of performance measures and implemented an expanded performance measurement system in FY 2008-09. The new measures more accurately reflect the core work of the program. In FY 2012-13, the Crime Prevention program will:</p> <ul style="list-style-type: none"> <li>◆ Increase the number of community members involved in active Neighborhood Watch, Business Watch, Community Foot Patrol, Enhanced Safety Properties, and other crime prevention programming by 10%;</li> <li>◆ Continue supporting Public Safety Action Committees in each of the neighborhood coalition areas to help connect community members to community policing efforts;</li> <li>◆ Market handouts translated into Spanish, Vietnamese, and Russian to Spanish-, Vietnamese-, and Russian-speaking communities in Portland; and</li> <li>◆ Develop the capacity of communities to create and maintain good neighbor agreements.</li> </ul>
<b>Changes to Services and Activities</b>	The Crime Prevention Program moved in 2012 into a central, shared office space. It is anticipated that the efficiencies gained due to the shared office space will allow the program to provide more efficient service to the public, as well as take on additional citywide projects improving the local public safety system. The program cuts include loss of a .5 FTE administrative support position (OSSII) that would have provided reception and general support at the new location. However, ONI is evaluating limited support staff to determine if that function could be provided by other staff.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	15.20	14.00	13.87	12.00	13.00
<b>Expenditures</b>					
Crime Prevention	1,338,848	1,287,973	1,403,967	1,305,638	1,377,132
<b>Total Expenditures</b>	<b>1,338,848</b>	<b>1,287,973</b>	<b>1,403,967</b>	<b>1,305,638</b>	<b>1,377,132</b>

# Office of Neighborhood Involvement

## Community Development Service Area

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<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Workload</b>					
Number of Crime Prevention groups supported	406	496	450	540	500
Number of problem location cases processed	3,961	3,959	3,500	4,000	3,200
Number of Crime Prevention trainings for the public	499	677	430	650	575
Number of site security assessments performed	159	151	150	150	125

## Information & Referral

<b>Description</b>	<p>The City of Portland/Multnomah County I&amp;R program is a central resource for basic information and referral to all City and County programs. The program also provides information and referral services to the public for other local community and social services. The program staff provides assistance primarily by phone but also to walk-in patrons at both the Portland Building and City Hall as well as through electronic means of communication. The program's mission is to simplify accessibility to services for community members to local government services. I&amp;R program costs are shared equally between the County and the City with City funding primarily through General Fund overhead.</p>
<b>Goals</b>	<p>This program supports the City goal to deliver efficient, effective, and accountable municipal services as well as the ONI goal to provide accurate information and responsive and effective services to community members and organizations. The program maintains an up-to-date database that serves as the backbone of the operation. Performance goals are managed daily to ensure efficient and responsive service is provided to its customers.</p>
<b>Performance</b>	<p>ONI will continue to meet or exceed the performance benchmarks set out in the City/County intergovernmental agreement of 90% of calls to the (503) 823-4000 line being answered within 25 seconds and fewer than 5% of calls abandoned.</p> <p>Numbers of calls, walk-ins, and emails received and responded to by ONI I&amp;R staffs have remained relatively steady over the past several years.</p> <p>Specific program objectives for FY 2012-13 are to:</p> <ul style="list-style-type: none"><li>◆ Expand the availability of information and referral services to the community while streamlining service delivery;</li><li>◆ Increase awareness and utilization of the City/County I&amp;R both internally and to the community at large;</li><li>◆ Continue the work begun through the City's Customer Service Advisory Committee to improve customer service Citywide; and</li><li>◆ Inform and assist city leaders to understand the benefits of a common citywide customer relationship management (CRM) system and possibly a 3-1-1 Call Center to improve delivery of services to community members.</li></ul>
<b>Changes to Services and Activities</b>	<p>There are no significant changes to services and activities planned for FY 2012-13.</p> <p>There is still discussion going on among City officials regarding creating a 3-1-1 Center for the City of Portland though the progress has been delayed in part due to budget constraints. The Citywide Customer Service Advisory Committee has recommended to City Council that the City look at a common customer management system (CRM/CMS) for the City as a way to improve customer service.</p>

# Office of Neighborhood Involvement

## Community Development Service Area

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
FTE	5.85	6.00	5.75	5.75	5.75
<b>Expenditures</b>					
Information & Referral	456,619	475,966	498,189	534,560	534,560
<b>Total Expenditures</b>	<b>456,619</b>	<b>475,966</b>	<b>498,189</b>	<b>534,560</b>	<b>534,560</b>
<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
% of calls answered in less than 25 seconds	90%	91%	90%	90%	90%
<b>Workload</b>					
Number of calls & email inquiries responded to	134,470	124,191	135,000	132,000	132,000

## Administration & Support

<b>Description</b>	ONI's administrative staff is charged with management of the bureau's fiscal, personnel, and policy issues. Administration staff will ensure the bureau responds to and continues implementing recommendations from the Five Year Plan to Increase Community Involvement, Public Involvement Standards, and VisionPDX. ONI administration will also continue to monitor the effectiveness of ONI standards, which define the roles and responsibilities of the bureau, the neighborhood offices and associations, as well as provide overall guidance for ONI program areas.
<b>Goals</b>	ONI administration supports the City goals of improving the quality of life in neighborhoods and to deliver efficient, effective, and accountable municipal services. Administration provides the support and policy direction for all ONI programs and ensures that they are advancing the bureau mission and goals.
<b>Performance</b>	Although administrative staff and budget have remained relatively constant, the percentages have changed slightly due to other bureau staff and budget changes.
<b>Changes to Services and Activities</b>	ONI has very limited funds for external materials and supplies. These resources have been repeatedly reduced and again will be reduced as part of the cut packages, which will further limit the bureau's ability to manage any unanticipated expenses.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	3.00	3.00	3.00	3.00	3.00
<b>Expenditures</b>					
Administration & Support	411,980	417,918	442,677	449,513	455,497
<b>Total Expenditures</b>	<b>411,980</b>	<b>417,918</b>	<b>442,677</b>	<b>449,513</b>	<b>455,497</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Efficiency</b>					
Administration staff as percent of total bureau staff	7.5%	8.5%	8.4%	8.8%	7.2%
Administration budget as percent of total bureau budget	6.2%	6.5%	6.8%	7.2%	5.9%

## **Community and Neighborhood Involvement Center**

### **Description**

The Community and Neighborhood Involvement Center (CNIC) promotes a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe, and livable neighborhoods and communities.

This is accomplished through a diverse network of neighborhood and community-based, non-profit organizations engaging geographically-defined neighborhoods, communities of color, immigrants and refugees, seniors, and people with disabilities. All work is in partnership with community organizations and or volunteer boards or commissions. ONI staff provides contract and grant management; group facilitation; leadership training; community organizing and non-profit management technical assistance; coordination of contact information lists and dissemination of information; development of public involvement best practices; conflict resolution; and special events and project coordination.

### **Civic Engagement and Leadership Development Programs**

As part of the ONI BAC prioritization process several NRC programs were categorized into one cluster for purposes of the budget process. These programs provide civic engagement and leadership development services serving different constituencies. Programs include:

- ◆ Neighborhood program
- ◆ Diversity and Civic Leadership program
- ◆ Disability program
- ◆ Elders in Action

### **Neighborhood Program**

Portland's neighborhood network is made up of 95 neighborhood associations and their respective seven District Coalition offices. Through the coalition offices, residents active in neighborhood associations are able to:

- ◆ Advocate for neighborhood interests to local government;
- ◆ Develop neighborhood plans and priorities;
- ◆ Review and offer advice on critical community concerns;
- ◆ Discuss issues through meetings, newsletters, and online forums; and
- ◆ Organize community-building activities such as block parties and cleanups.

This program is core to ONI's mission. There is one program coordinator to administer, promote, and advocate for Portland's neighborhood system. Proposed budget cuts will cut funding for small grants in half. Previous cuts have already eliminated funding available language translation and interpretation, childcare, transportation access, and ADA accessibility. In addition funds were eliminated to support strategic partnership-building projects with under engaged communities. Despite these cuts, district coalitions continued to implement new initiatives for small grants, communications, and engagement efforts with under engaged communities.



ONI works with the seven district coalitions, Central NE Neighbors, East Portland Neighborhood Office, Neighbors West/Northwest, Northeast Coalition of Neighborhoods, North Portland Neighborhood Services, Southeast Uplift, and Southwest Neighborhoods, Inc., to:

- ◆ Strengthen community participation;
- ◆ Increase the number and diversity of people involved;
- ◆ Foster networking and collaborations between neighborhood and community;
- ◆ Promote effective communication to keep the community informed;
- ◆ Staff offices, maintain contact information, and document management;
- ◆ Increase capacity and resource development; and
- ◆ Collaborate with other ONI programs.

### **Diversity and Civic Leadership Programs**

The DCL program was established in 2007 with one program coordinator and the goal to expand opportunities for civic engagement of communities of color, and immigrant and refugee communities that have traditionally not been active in the City's civic governance.

The DCL program provides support to the Center for Intercultural Organizing, Immigrant Refugee Community Organization, Latino Network/Verde NW, Native American Youth and Family Center, and Urban League of Portland to develop community identity and understanding of City governance; communication among community members; leadership opportunities for effective advocacy; representation on City advisory committees, boards, and commissions; and partnerships between diverse community and neighborhood organizations.

### **Disability Program**

The program was re-established in 2006 to help make Portland more inclusive for people with disabilities. With the creation of the Office of Equity and Human Rights the administration of the Portland Commission on Disability is transferred to the new office. There is one program coordinator that remains at ONI to provide information and referral, technical assistance to community, city agencies and City Council, organize engagement opportunities for community-building and awareness, and coordinate the Volunteer Emergency Registry (VER) and Emergency Self-Preparedness workshops.

The program will continue to collaborate with the Portland Commission on Disability to guide the City in ensuring that it is a more accessible city by:

- ◆ Broadening outreach and inclusion of persons with disabilities;
- ◆ Representing a wide spectrum of disabilities on behalf of the residents of the City; and
- ◆ Facilitating increased collaboration and exchange of information between persons with disabilities, City bureaus, and City Council.

The VER is a cooperative effort of the City and County to assist people during an emergency and provides a registry of persons that would need assistance evacuating their home or would be unable to evacuate without special assistance or notification from emergency response personnel. The program organizes a limited number of disability-specific emergency preparedness trainings for individuals with disabilities.

### **Public Involvement Best Practices Program**

The Public Involvement Best Practices program was established in 2007 with one program coordinator to develop public involvement processes citywide that are more accessible to the community. The goal is for all Portlanders to have access to City government and opportunities to affect public policy.

The program coordinates the Public Involvement Advisory Council, a board comprised of equal numbers of community members and city staff who focus on creating consistent expectations and processes for public involvement activities by reviewing and refining past recommendations regarding citywide public involvement, ensuring ongoing collaboration between the community, City bureaus, and Council, proposing guidelines and policy recommendations for citywide public involvement to City Council, and providing ongoing support to City bureaus with implementation of public involvement best practices and guidelines

Secondly, the program organizes the Citywide Public Involvement Network, a series of networking and training sessions for citywide public involvement staff focused on implementation of recommendations developed by the PIAC. Limited technical support is provided to City bureaus on the development of public involvement processes for specific planning, capital improvement, and policy initiatives. In FY 2010-11 the program funding shifted to General Fund overhead funding.

### **Elders in Action**

ONI provides a grant to Elders in Action, a private nonprofit organization, to support advocacy for the needs of seniors and to organize and train seniors to advocate for themselves. The organization supports an advisory commission, trains volunteers to link people to senior programs, and collaborates with neighborhood leaders and police regarding community safety issues.

### **Goals**

Work is organized around three interdependent goals for creating a comprehensive community involvement strategy as outlined in the Five Year Plan to Increase Community Involvement:

- ◆ Increase the number and diversity of people involved in their communities;
- ◆ Strengthen community capacity; and
- ◆ Increase community impact on public decisions.

**Performance**

ONI continues to implement a more comprehensive system of measuring program workload and effectiveness that will continue in FY 2012-13. As of FY 2011-12 all program areas are now tracking the same quantitative measures though ONI is still working on ensuring common methodologies.

The program is documenting the bureau's work utilizing digital storytelling partnering with Portland State University to complete interviews with volunteer community leaders organizing projects funded by ONI and developing narrative content to tell their stories. Over 90 interviews have been completed in FY2012.

**Changes to Services and Activities**

The creation of the Office of Equity and Human Rights results in two changes to CNIC programs:

- ◆ The program coordinator for the Effective Engagement Solutions Program is being transferred to the Office of Equity and Human Rights effectively ending the program within ONI. Whether any program services will continue to be provided will be decided by the new office.
- ◆ The administration of the Portland Commission on Disability is being transferred to the Office of Equity and Human Rights along with a .5 FTE OSSII administrative support position. The Disability Program will continue to provide all other existing engagement services benefiting the disability community.

Cuts include:

- ◆ Eliminate ongoing half of Neighborhood Small Grants
- ◆ Reduces CNIC external Materials and Services
- ◆ 1% across the board cut to partner organizations

Elimination of ongoing funding for Neighborhood Small Grants cut half of funding resulting in about 50 projects not being funded totaling about \$89,000 and lost leveraged funds and volunteer hours in excess of \$650,000. In addition, ONI's 14 nonprofit partner organizations received a 1% across the board cut resulting in cuts to FTE and benefits communications, and leadership training support.

Reduction of external materials and services impacts ONI's ability to respond to special needs such as replacement of outdated technology for both ONI and partner organizations, citywide leadership workshops and forums.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	12.75	12.15	12.97	10.50	10.50
<b>Expenditures</b>					
Community and Neighborhood Involvement Center	26	0	0	0	0
Disability Services	151,796	161,406	134,516	137,789	153,789
Elder Services	133,652	133,652	137,849	142,619	142,619
Neighborhood Outreach & Support	4,095,880	3,861,236	3,809,335	3,464,011	3,458,027
<b>Total Expenditures</b>	<b>4,381,354</b>	<b>4,156,294</b>	<b>4,081,700</b>	<b>3,744,419</b>	<b>3,754,435</b>

# Office of Neighborhood Involvement

## Community Development Service Area

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<b>Performance</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Yr End Est. FY 2011-12</b>	<b>Base FY 2012-13</b>	<b>Target FY 2012-13</b>
<b>Effectiveness</b>					
Number of people reached by direct communications	1,593,336	2,245,137	1,000,000	1,750,000	1,250,000
Number trained on leadership/organizational development skills	1,546	5,248	1,000	4,500	3,500
Number of activities - events, meetings, community projects by community groups	4,221	4,061	2,000	3,750	3,000
Number of partnerships among events/activities/projects with underrepresented groups	5,900	1,699	2,500	1,500	1,000

## Neighborhood Livability Services

**Description** Neighborhood Livability Services provides a range of problem-solving tools and resources to address neighborhood livability and nuisance problems.

**Goals** The Neighborhood Livability programs support the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods. The programs support ONI goals of providing tools and resources to improve neighborhood and community livability and safety, and providing accurate information and responsive and effective services to community members and organizations.

### Graffiti Abatement Program

The Graffiti Abatement program supports neighborhood livability by decreasing graffiti in partnership with the Portland Police Bureau, neighborhood and business associations, community partners, and volunteers. The graffiti abatement program:

- ◆ Encourages reporting of graffiti, manages the graffiti hotline, responds to reports of graffiti with abatement notices or referrals, and maintains a tracking database;
- ◆ Coordinates paid and volunteer graffiti removal efforts, including developing and supporting partnerships with organized volunteer groups or other organizations that support removal efforts such as the Central City Concern Community Volunteer Corp;
- ◆ Provides community education regarding best practices in graffiti removal and delivers presentations and trainings to groups regarding graffiti trends, community impacts, and opportunities for public involvement in graffiti prevention;
- ◆ Coordinates with the Police Bureau, District Attorney's Office, City bureaus, businesses, regional partners, and the public to compile information to support prosecution efforts of graffiti vandals;
- ◆ Develops and maintains partnerships through monthly Graffiti Task Force meetings and an annual Graffiti Summit; and
- ◆ Provides oversight for the enforcement of the City's Graffiti Abatement Code, that requires property owners remove graffiti, and the Graffiti Materials and Sales Code, that regulates retailers selling graffiti materials.

### Liquor Licensing Program

The Liquor Licensing program coordinates community input during the liquor license recommendation process and for problem solving at establishments that sell liquor and that generate community complaints or nuisance activities. The program is funded through revenues collected from liquor license processing fees. The goal of the program is to ensure that liquor establishments operate in a manner that does not negatively impact neighborhood livability. The program provides the following services:

- ◆ Coordinates with the Police Bureau, BDS Noise Control Officers, ONI Crime Prevention program, and the Oregon Liquor Control Commission (OLCC) on liquor license applications within the City, and makes recommendations to the OLCC;
- ◆ Notifies affected community residents and businesses of pending liquor license applications and other opportunities for input on liquor related issues;
- ◆ Collects community responses to license application notices for consideration during the license recommendation process;
- ◆ Assists the resolution process regarding problems between neighbors and liquor licensees or applicants, including resource and referral, meeting facilitation, and the good neighbor agreement process;
- ◆ Convenes and facilitates problem-solving and enforcement activities related to the City's Time, Place, and Manner Ordinance in addressing liquor establishment nuisance issues;
- ◆ Provides public education regarding the liquor license application process and testimony preparation for OLCC and legislative hearings; and
- ◆ Monitors legislative proposals related to liquor licensing for potential impacts on City program and neighborhood livability.

### Neighborhood Mediation and Facilitation Program

The City of Portland has funded neighborhood mediation services for over 20 years. Beginning in FY 2002-03, ONI began contracting with Resolutions Northwest, an organization that provides free neighborhood mediation services to the public. The program has since expanded to include broader facilitation services including volunteer training and mentoring. Program services include free mediation services to help resolve neighbor-to-neighbor, neighbor-to-business, and other neighbor or neighborhood association-related conflicts within the City of Portland; collaborative decision-making and problem solving for groups and communities in conflict; and community conflict resolution training and education. Services provided will be evaluated and adjusted based on the loss of the Community Residential Siting program funds that supported training and development of volunteers for facilitation services.

### Performance

The number of liquor license applications processed by ONI increased in FY 2007-08 as the program began processing temporary liquor sales licenses. In the subsequent years, there has been a continued increase in new liquor license applications. There has also been an increase in problem solving through the Time Place Manner enforcement.

Graffiti occurrences in the city have increased in recent years. The program implemented a tracking database to improve coordination with Police and other jurisdictions. The program is working on an evaluation of current measures and development of measures to more accurately capture the workload and effectiveness of the program.

A reduction in Mediation and Facilitation program funding has reduced caseload capacity.

**Changes to Services and Activities**

The FY 2012-13 ONI budget includes continuation of one-time funding for the Graffiti Abatement and Mediation and Facilitation with reductions. These programs have been ongoing City programs for years but shifted to one-time funding in recent years.

The Graffiti program continues including the Graffiti Abatement Volunteer Coordinator to continue to focus on expansion of increasing the number of volunteer graffiti cleanup activities and ongoing volunteers. Funding was eliminated that previously funded the Graffiti Abatement Community Grants (murals, volunteer activities, etc) and the youth walking crews. However, ONI is evaluating the overall budget to attempt to continue these programs at a reduced capacity.

Funding for the Mediation and Facilitation programs is reduced with the elimination of funds for siting of community residential facilities as previously funded by the Portland Housing Bureau. This reduction results in reduced capacity to respond to requests for group facilitation to help resolve conflict.

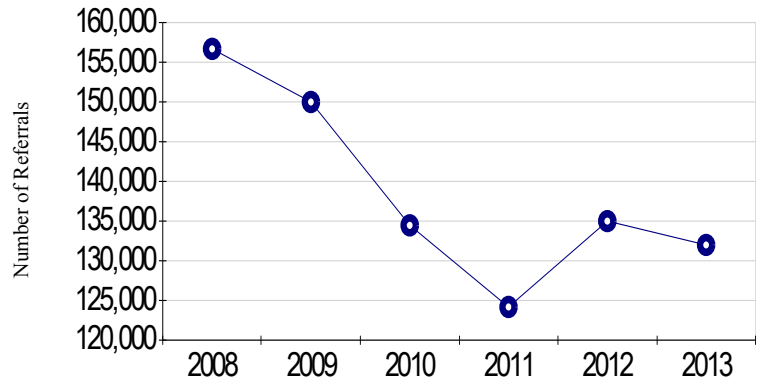
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	2.80	1.60	3.67	4.00	4.00
<b>Expenditures</b>					
Community Residential Siting	191,293	86,966	25,984	25,984	0
Graffiti Reduction	357,357	331,774	546,612	447,232	502,232
Liquor License Notification	132,374	145,634	149,436	155,587	188,587
Neighborhood Livability Services	0	0	(6,853)	0	0
Neighborhood Mediation	63,751	156,072	229,260	213,340	233,570
<b>Total Expenditures</b>	<b>744,775</b>	<b>720,446</b>	<b>944,439</b>	<b>842,143</b>	<b>924,389</b>

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Percent of liquor licenses with complaints addressed through TPM enforcement	63%	65%	63%	63%	63%
Percent of clients satisfied with mediation services	97%	96%	97%	90%	90%
<b>Workload</b>					
Number of mediation cases	380	379	380	180	340
Number of liquor license applications processed	1,658	1,949	1,600	1,600	1,600
Number of facilitation cases	32	34	30	20	20
Number of Graffiti reports	6,822	7,132	6,800	6,800	6,800

## Performance Measures

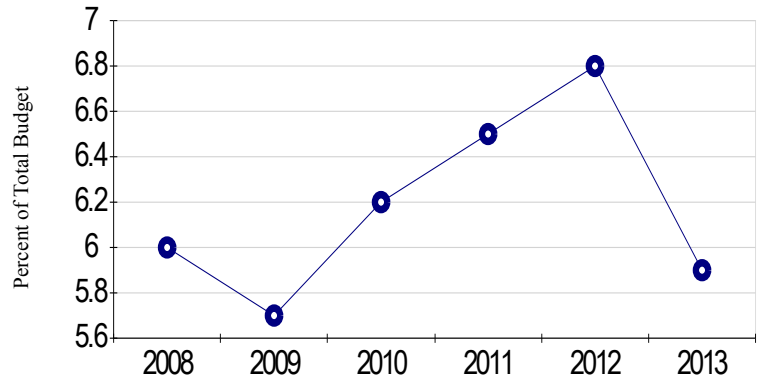
### Number of Referrals

Numbers of calls have declined somewhat in the past couple of years as a result of the 2-1-1 social services line implementation in 2006. Call volumes to 823-4000 have recently stabilized.



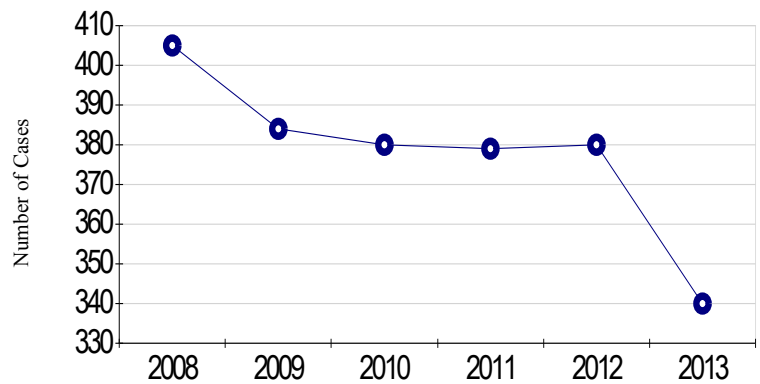
### Administration Budget as Percent of Total Budget

Administration is comprised by personnel expenses and staffing has remained constant. However, bureau budget cuts beginning in FY 2009-10 increased the overall percentage.



### Number of Mediation Cases

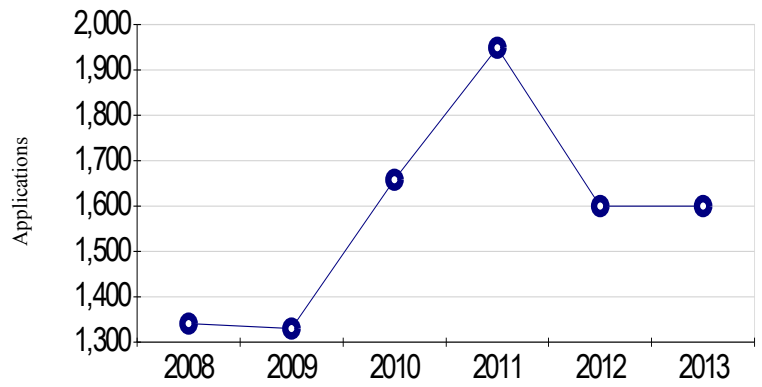
Mediation cases have fluctuated due to change in program structure, funding, and demand. Caseload continues to decline as a result of budget reductions in FY 2009-10 through FY 2010-11 as well as an increased focus on capacity for group facilitation cases.





**Liquor License Applications**

Liquor applications increased in FY 2007-08 with the addition of processing for temporary sales licenses, but numbers are expected to stabilize. These numbers do not include renewals processed annually.



# Office of Neighborhood Involvement

# Summary of Bureau Budget

## Community Development Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	217,872	177,707	145,025	157,601	157,601
Intergovernmental	228,681	252,025	254,095	267,280	267,280
Miscellaneous	12,462	53,947	39,731	1,040	1,040
<b>Total External Revenues</b>	<b>459,015</b>	<b>483,679</b>	<b>438,851</b>	<b>425,921</b>	<b>425,921</b>
<b>Internal Revenues</b>					
General Fund Discretionary	6,643,781	6,352,646	6,648,730	6,161,268	6,356,992
General Fund Overhead	153,725	155,628	205,461	200,954	200,954
Interagency Revenue	77,055	41,644	77,930	88,130	62,146
<b>Total Internal Revenues</b>	<b>6,874,561</b>	<b>6,549,918</b>	<b>6,932,121</b>	<b>6,450,352</b>	<b>6,620,092</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$7,333,576</b>	<b>\$7,033,597</b>	<b>\$7,370,972</b>	<b>\$6,876,273</b>	<b>\$7,046,013</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	3,264,598	3,188,295	3,413,556	3,206,445	3,273,573
External Materials and Services	3,587,505	3,377,847	3,387,466	3,127,148	3,217,394
Internal Materials and Services	481,473	492,455	569,950	542,680	555,046
<b>Total Bureau Expenditures</b>	<b>7,333,576</b>	<b>7,058,597</b>	<b>7,370,972</b>	<b>6,876,273</b>	<b>7,046,013</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	5,000	0	0	0
<b>Total Fund Expenditures</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	(30,000)	0	0	0
<b>Total Requirements</b>	<b>\$7,333,576</b>	<b>\$7,033,597</b>	<b>\$7,370,972</b>	<b>\$6,876,273</b>	<b>\$7,046,013</b>
<b>Programs</b>					
Administration & Support	411,980	417,918	442,677	449,513	455,497
Community and Neighborhood Involvement Center	4,381,354	4,156,294	4,081,700	3,744,419	3,754,435
Crime Prevention	1,338,848	1,287,973	1,403,967	1,305,638	1,377,132
Information & Referral	456,619	475,966	498,189	534,560	534,560
Neighborhood Livability Services	744,775	720,446	944,439	842,143	924,389
<b>Total Programs</b>	<b>7,333,576</b>	<b>\$7,058,597</b>	<b>\$7,370,972</b>	<b>\$6,876,273</b>	<b>\$7,046,013</b>

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000440	Business Operations Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000491	Community Outreach & Informtn Assistant	45,074	69,451	0.97	29,465	0.60	30,680	0.60	30,680
30000309	Crime Prevention Program Administrator	44,346	57,741	11.54	646,384	11.00	628,608	12.00	672,960
30000503	Disability Program Specialist	54,725	72,925	1.00	61,092	1.00	63,594	1.00	63,594
30000567	Financial Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000016	Information & Referral Specialist	31,512	43,950	5.00	219,780	4.90	215,388	4.90	215,388
30000415	Neighborhood Involvement Director	93,288	130,291	1.00	126,864	1.00	129,852	1.00	129,852
30000502	Neighborhood Office Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000500	Neighborhood Programs Coordinator	54,725	72,925	2.00	113,976	2.00	131,983	2.00	131,983
30000012	Office Support Specialist II	31,512	43,950	3.00	106,980	2.00	77,760	2.00	77,760
30000464	Program Coordinator	60,341	80,475	0.00	0	1.00	79,788	1.00	79,788
30000465	Program Manager	63,378	84,635	2.00	162,372	2.00	169,272	2.00	169,272
30000463	Program Specialist	54,725	72,925	4.00	272,347	4.00	265,395	4.00	265,395
<b>TOTAL FULL-TIME POSITIONS</b>				<b>34.51</b>	<b>2,062,012</b>	<b>33.50</b>	<b>2,115,072</b>	<b>34.50</b>	<b>2,159,424</b>
30000491	Community Outreach & Informtn Assistant	45,074	69,451	1.00	56,044	1.00	58,345	1.00	58,345
30000502	Neighborhood Office Supervisor	60,341	80,475	0.75	60,360	0.75	60,360	0.75	60,360
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	0.00	0	0.00	0
<b>TOTAL PART-TIME POSITIONS</b>				<b>2.75</b>	<b>160,360</b>	<b>1.75</b>	<b>118,705</b>	<b>1.75</b>	<b>118,705</b>
30000464	Program Coordinator	60,341	80,475	1.00	75,720	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	1.00	55,480	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>2.00</b>	<b>131,200</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>GRAND TOTAL</b>				<b>39.26</b>	<b>2,353,572</b>	<b>35.25</b>	<b>2,233,777</b>	<b>36.25</b>	<b>2,278,129</b>

**Community Development Service Area**

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	5,753,109	501,585	6,254,694	33.95	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(99,098)	0	(99,098)	(1.50)	Reductions to Crime Prevention
	(99,318)	93,855	(5,463)	0.00	Neighborhood small grants
	(20,230)	104,692	84,462	0.00	Mediation program
	0	447,232	447,232	2.40	Graffiti Abatement program
	0	279,692	279,692	1.00	East Portland Action Plan
	(48,909)	0	(48,909)	(0.10)	Other changes, including reductions to partners
	0	(10,548)	(10,548)	0.00	Non-represented merit freeze
	(25,789)	0	(25,789)	0.00	OMF interagency adjustments
	0	0	0	(0.50)	Crime Prevention HUB reorganization
<b>Approved Budget Additions and Reductions</b>					
	0	(25,984)	(25,984)	0.00	Remove IA with Housing for residential siting
	0	8,000	8,000	0.00	Carryover: Livability database
	0	16,000	16,000	0.00	Carryover: Disability volunteer emergency registry communications
	0	55,000	55,000	0.00	Carryover: Graffiti grants & supplies
	0	25,000	25,000	0.00	Carryover: Liquor License activities
	71,494	0	71,494	1.00	Restore Crime Prevention Coordinator
	20,230	0	20,230	0.00	Restore reductions to Mediation program
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(201,620)</b>	<b>992,939</b>	<b>791,319</b>	<b>2.30</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>7,046,013</b>	<b>36.25</b>	<b>Total Adopted Budget</b>

# Office of Sustainable Development

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Community Development Service Area

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## Summary of Budget Decisions

In January 2009, City Council merged the Bureau of Planning with the Office of Sustainable Development, creating the Bureau of Planning and Sustainability (BPS).

Please see the Bureau of Planning and Sustainability section for all budget-related matters relating to the former Office of Sustainable Development. The Solid Waste Management Fund, managed by BPS, is reflected in Volume II of the Budget Documents.

## Community Development Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	149,721	9,930	0	0	0
<b>Total External Revenues</b>	<b>149,721</b>	<b>9,930</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
<b>Total Internal Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Beginning Fund Balance	(1,388,598)	(1,238,877)	0	0	0
<b>Total Resources</b>	<b>\$(1,238,877)</b>	<b>\$(1,228,947)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	2	0	0	0
<b>Total Bureau Expenditures</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	(1,238,877)	(1,228,949)	0	0	0
<b>Total Requirements</b>	<b>\$(1,238,877)</b>	<b>\$(1,228,947)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Programs</b>					
Waste Reduction & Recycling	0	2	0	0	0
<b>Total Programs</b>	<b>0</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

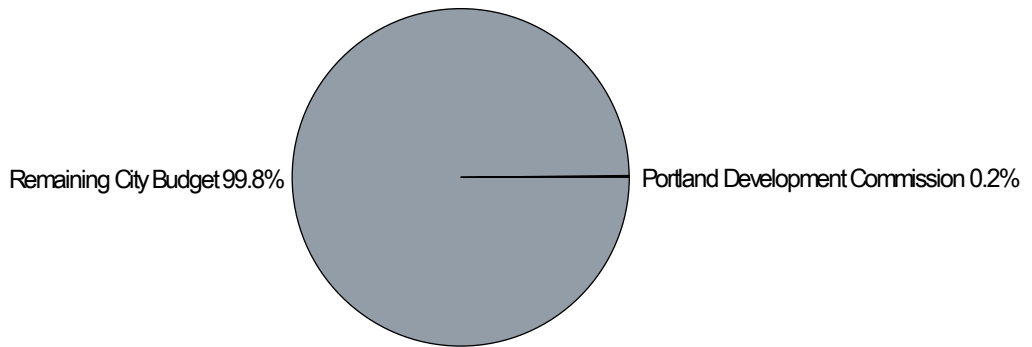
# Portland Development Commission

Community Development Service Area

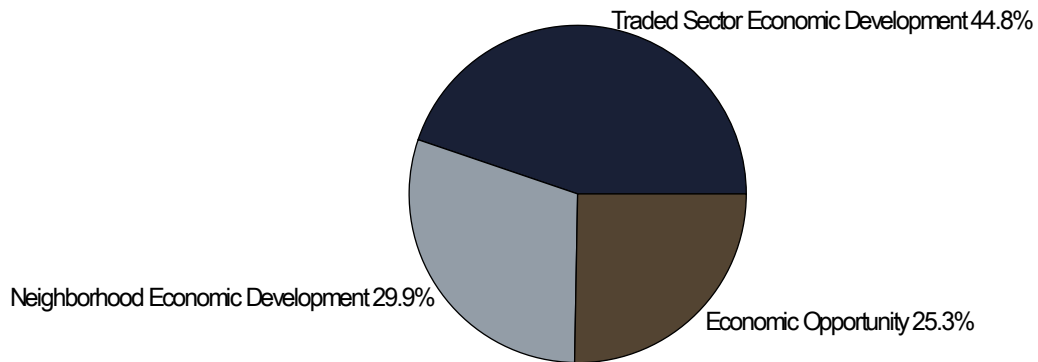
Mayor Sam Adams, Commissioner-in-Charge

Patrick Quinton, Executive Director

**Percent of City Budget**



**Bureau Programs**



**Bureau Overview**

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	5,448,326	6,344,591	896,265	16.45
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>5,448,326</b>	<b>6,344,591</b>	<b>896,265</b>	<b>16.45</b>
Authorized Positions	0.00	0.00	0.00	0.00

## Bureau Summary

### Bureau Mission

The mission of the Portland Development Commission (PDC) is to create one of the world's most desirable and equitable cities by investing in job creation, innovation, and economic opportunity throughout Portland.

### Bureau Overview

PDC is the city's economic development agency, charged with delivering on key elements of the City's five-year Economic Development Strategy: nurturing entrepreneurship and innovation; supporting the thousands of existing small businesses that form the backbone of Portland's economy; revitalizing existing commercial corridors to achieve Portland's goal of a healthy, connected city; supporting a vital central city as the employment and retail core for the region; retaining and creating high-demand, high-wage jobs through catalytic target industry initiatives that grow the job base and build the Portland region's competitive advantage; and supporting social equity amongst all of Portland's communities and neighborhoods.

Resources from the City's General Fund allow PDC to fulfill economic development goals that are not eligible for funding through tax increment financing. Work supported by the General Fund extends beyond urban renewal area (URA) boundaries and real estate investments to provide critical non-physical assistance that supports job and business growth through staff expertise, working capital, and technical assistance. Together, the Tax Increment Financing (TIF) and General Fund supported activities connect people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope but share the consistent goals of facilitating business activity that fuels the retention and creation of living-wage jobs that support families, generate community wealth, and create healthy and vibrant neighborhoods throughout the city.

### Strategic Direction

PDC's economic and urban development activities are guided by two primary plans: the City of Portland's five-year Economic Development Strategy and the PDC 2011 Strategic Plan, both of which reference the Neighborhood Economic Development Strategy.

In July 2009, PDC endorsed and the Portland City Council adopted the City of Portland's Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The primary goal of the strategy is to create 10,000 new jobs by 2014 and to build the most sustainable, equitable and competitive economy in the world. Key strategy objectives are to:

- ◆ Maximize Portland's competitiveness
- ◆ Drive urban innovation
- ◆ Stimulate neighborhood business vitality



The 2011 PDC Strategic Plan calls out social equity and the importance of community partnerships as an integral part of how the agency delivers its services. Implicit within this goal is determining how to enable community involvement, governance, and mutual accountability as a core value in how PDC works with the community.

At the center of PDC's 2011 Strategic Plan are four goals that focus and drive the work of agency:

- ◆ Strong economic growth and competitiveness
- ◆ Social equity
- ◆ Healthy neighborhoods
- ◆ A vibrant central city

### Service Improvement Plan

**Public Involvement.** The agency is examining its Urban Renewal Advisory Committee (URAC) Policy in light of its shift from a focus on redevelopment to economic development, and the resulting changes to the 2011 PDC Strategic Plan. This examination will result in staff recommendations to the PDC board intended to upgrade and broaden PDC's citizen involvement efforts.

PDC will provide opportunities for stakeholders, including URACs and the broader public to comment on staff recommendations after initial board endorsement in March and prior to final board approval in summer 2012. Outreach efforts also included a survey with more than 250 responses.

Additional involvement efforts include a Neighborhood Leadership Group created in late 2011 to steward the implementation of the Neighborhood Economic Development Strategy, and PDC's continued efforts to inform the community through the use of social media via YouTube, Twitter, Facebook, and the website Portland4biz.

**Workforce Development.** The 2011 PDC Strategic Plan also includes creating a work environment which values diversity and fosters productivity, learning and growth, and PDC recognizes its employees as the foundation of success. Key actions to achieve this outcome are:

- ◆ retain, support, and cultivate employees by providing creative opportunities in training and career development throughout every employee's tenure, and addressing the need to develop managers into well-trained, informed leaders;
- ◆ cultivate a culture of transparency through open and consistent communication between leadership and staff;
- ◆ maintain a positive, productive, and collaborative relationship between labor and management;
- ◆ create a strategy and internal structure for succession planning that supports the long term success of the organization and its employees;
- ◆ compete as an employer of choice by promoting an environment that attracts and retains a diverse, highly qualified, and motivated workforce.

**Governance Structure.** PDC's governance structure maintains a clear strategic direction and policy guidance as a foundation for creative and efficient program and project implementation. Key actions to achieve this outcome include the following.

- ◆ Create a clear agency direction, align employee work priorities and inform decision making by using strategic planning, agency and employee work plans, program and performance metrics, periodic reporting, public participation, and the budget process.
- ◆ Support an organizational culture of collaboration and accountability through clearly defined roles and teamwork.
- ◆ Promote an organizational culture characterized by high ethical and moral behavior and a good understanding of diversity. PDC's Diversity Council was formed in 2006, and it continues to provide ongoing opportunities for staff to engage diversity development activities
- ◆ Ensure that performance appraisals include an evaluation of customer service.

## Summary of Budget Decisions

### Reductions

#### OMF Interagency Adjustments

The package reflects a decrease of \$33,666 in interagency costs resulting from decision packages in the Office of Management and Finance. Charges to PDC will be accordingly reduced.

### Additions

#### Cluster Industry Research, Development, and Initiatives

This program allows PDC to provide opportunity funds to leverage investments in target industry-led initiatives for advanced manufacturing, athletic and outdoor, clean technology, and software. As industry engagement is critical to the success of a cluster strategy, PDC staff worked with industry leaders to identify advisory committees. Committees help define, prioritize, and implement the industry cluster action plans, which are designed to grow the local industry. This package consists of new one-time funding of \$179,065. PDC carried over \$385,000 for this program from FY 2011-12 (part of a \$840,000 package), bringing total FY 2012-13 one-time funds to \$564,065. The program also receives \$922,158 in ongoing dollars.

#### Main Street

Portland Main Street is a community-led revitalization program designed to stimulate neighborhood businesses. In June 2010, Portland designated Alberta, Hillsdale, and St Johns as its first three Main Street districts. The districts receive grants for district administration, property and sustainability improvements, and promotional events. The City also provides technical assistance to the districts in implementation of the Main Street approach, district design support, and organizational capacity building. This package provides \$290,000 in one-time funding.

### International Business Development

This program will implement both the Portland's export strategy, developed in FY 2011-12 in conjunction with the Brookings Metro Export Initiative, and the international business development strategy developed by PDC and the Mayor's Office. Both strategies aim to increase exports for Portland companies and foreign direct investment activity in Portland. The program also supports international trade missions. This package includes \$130,000 in one-time funding. Together with \$65,000 in program carryover from FY 2011-12 (part of a \$840,000 total carryover package), total funding in FY 2012-13 is \$205,000.

### Economic Prosperity Initiative

City Council adopted six micro-URAs in April 2011. Each district will be a separate Urban Renewal Area with about \$1 million in tax increment revenue to invest in small bricks-and-mortar projects - such as storefront and street lighting improvements - over the next nine years. Each district will be run by a separate, local non-profit entity. The districts are NE 42nd Avenue, NE Cully Blvd., Parkrose, Rosewood, Division-Midway and SE 82nd Avenue and Division. This initiative is supported by \$665,000 in one-time General Fund in FY 2012-13.

### Seed Fund

The Portland Seed Fund (Fund) provides equity investments ranging from \$25,000 to \$100,000 to local start-up firms to assist their initial phases of development. This provides funding in the most critical gap for growing companies. Companies also receive mentoring. The Fund initiates a class of companies every six months, with six to ten companies per class. A portion of the Fund's resources will be used for follow-on investment for the most promising firms that complete a funding class. Providing both of these resources increases the job creation prospects for start-up firms and the pipeline of viable companies for later stage investors. This package contributes \$300,000 to the Fund in FY 2012-13.

### Small Business Technical Assistance

This program provides for citywide small business technical assistance. In FY 2011-12, a competitive request for proposals process was used to select five non-profit entities to deliver small business development. Selected non-profits will deliver technical assistance and training to 155 businesses annually, and provide an additional 80 businesses with legal assistance. Businesses eligible for services will have 50 or fewer employees and will be:

- ◆ Owned by a person of color;
- ◆ Owned by a person with limited English proficiency;
- ◆ Owned by a person with modest income (120% of the median family income); or
- ◆ Located in targeted areas of North, Northeast, and East Portland.

This program will receive \$450,000 in one-time funding and \$150,000 in carryover from FY 2011-12 (part of a \$840,000 package), bringing total FY 2012-13 funding to \$600,000.

**Small Business Working Capital**

This program provides flexible working capital financing to small companies that are primed for growth but lack the cash to invest. The program focuses on targeted industry cluster firms and neighborhood businesses. \$5,000 is allocated in one-time funds. Together with \$195,000 in program carryover from FY 2011-12 (part of a \$840,000 package), total FY 2012-13 funding is \$200,000.

**Entrepreneurial Development**

This program is focused on growing new businesses and jobs with a supportive ecosystem of programs and resources. It provides scalable companies with mentorship, access to capital and programs such as the Portland Seed Fund, and connections to higher education. PDC continues to expand work with Oregon Health & Science University, Portland State University, and other Oregon University System schools. PDC is in the process of finalizing a research and commercialization strategy with the objective of furthering Portland's competitiveness as a center for entrepreneurship and innovation. This program also supports the Oregon Entrepreneurs Network. \$35,000 in one-time funding is provided in FY 2012-13. Together with \$115,000 in carryover funds (part of a \$840,000 package), total support in FY 2012-13 is \$150,000.

**Business Services Website**

This package supports maintenance of the Portland4biz website, which is designed to connect businesses to one another and to local resources. Website features include a business calendar, blog, and articles and reports regarding Portland region economy and industries. This package consists of \$55,000 in one-time funds.

**Economic Opportunities Initiative**

Established in 2004, the Economic Opportunity Initiative (EOI) provides workforce and microenterprise development and other support services to vulnerable individuals. Participants in workforce development programs have incomes at 0% to 50% of the Median Family Income (MFI); participants in microenterprise development projects have incomes at 0% to 80% of MFI. Individuals enrolled in EOI receive three years of services. During enrollment, participants develop plans to address specific barriers to employment including limited English proficiency, drug and alcohol addictions, and criminal histories.

EOI currently serves approximately 1,080 individuals with workforce development services and 330 businesses with microenterprise support. PDC anticipates that approximately 52% of enrollees in the program will graduate after three years with a minimum of 25% increase in income or revenues. This package provided \$158,000 in one-time funds to help offset previous reductions in federal Community Development Block Grant (CDBG) funding. In FY 2012-13, the program will also be funded by \$1,447,018 in ongoing General Fund and \$2,114,907 in federal Community Development Block Grant (CDBG) dollars.

**Budget Notes****Economic Development Sustainable Funding**

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

## Neighborhood Economic Development

<b>Description</b>	<p>The goal of the Neighborhood Economic Development (NED) program, and the City's Neighborhood Economic Development Strategy, is to foster economic opportunity and neighborhood vitality throughout Portland. Initiatives under this program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy. This budget program includes the following initiatives:</p> <ul style="list-style-type: none"><li>◆ Portland4biz website (\$55,000 one-time General Fund)</li><li>◆ Small Business Technical Assistance (\$600,000 one-time General Fund)</li><li>◆ Venture Portland (\$288,350 on-going General Fund)</li><li>◆ Main Streets (\$290,000 one-time General Fund)</li><li>◆ Neighborhood Prosperity Initiative (\$665,000 one-time General Fund)</li></ul>
<b>Goals</b>	<p>The Neighborhood Economic Development program supports the citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative. The final initiative described in this section also supports the City's Ten-Year Plan to End Homelessness.</p>
<b>Performance</b>	<p>The five citywide NED initiatives supported in this program support implementation of the NED Strategy.</p> <p>Portland Main Street Program funds will be used to continue operations and support of the three Main Street districts. In FY 2012-13 operations grants will continue to leverage private funding by a factor of 1.67 for every dollar of operations funding granted by PDC. The goal for FY 2012-13 will be for businesses within the districts to increase employment by 5.0 FTE each, for a total of 15.0 new full-time employment opportunities. In addition, funds will also be used by districts to implement locally identified, locally implemented district improvement projects. Tax Increment Financing will contribute to program operations this year, as two of the three Main Streets have been incorporated into Urban Renewal Areas.</p> <p>In FY 2012-13, all six Urban Renewal Area districts in the Neighborhood Prosperity Initiative will hire district managers. Districts will receive training and technical assistance in supporting business development. Districts will also plan and implement one small-scale improvement.</p> <p>The Small Business Technical Assistance Program will continue to deliver technical assistance and training to approximately 155 businesses, and legal services to 80 businesses. Fifty percent of all businesses served will be people of color. Services will be targeted to the Neighborhood Prosperity Initiative (NPI) areas, Main Street districts and other priority commercial corridors.</p>

# Portland Development Commission

## Community Development Service Area

### Changes to Services and Activities

In FY 2012-13 PDC will continue the administration of established citywide Neighborhood Economic Development Programs, including the Main Street Program, the Small Business Development Program and the partnership with Venture Portland. New this year, PDC will establish the Neighborhood Prosperity Initiative which will expand the main street-like commercial corridor revitalization principles into six new communities.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Expenditures</b>					
Community Economic Development	0	687,315	0	0	0
Local Partner Initiatives	0	464,114	282,245	292,003	288,350
Neighborhood Economic Development	0	0	1,257,065	1,405,000	1,610,000
Trade Sector Job Create & Retain	0	1,324,053	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>2,475,482</b>	<b>1,539,310</b>	<b>1,697,003</b>	<b>1,898,350</b>

## Economic Opportunity

**Description** Established in 2004, the Economic Opportunity Initiative (EOI) provides workforce and microenterprise development and other support services to vulnerable individuals at 0% to 50% of MFI for youth and adult workforce development projects and 0% - 80% of MFI for microenterprise or workforce development services. Individuals enrolled in EOI receive three years of microenterprise or workforce development services. Program participants often face barriers to employment and business development such as limited English proficiency, criminal histories, homelessness, and drug and alcohol addictions. Individualized plans to address education, training, job or life skill needs are developed for each participant.

**Goals** The Economic Opportunity Initiative supports the Citywide goal to stimulate neighborhood business vitality and its objective to achieve broad-based prosperity. The program also supports implementation of the City’s Equity Initiative and the Ten-Year Plan to End Homeless.

**Performance** In FY 2012-13, EOI anticipates serving approximately 1,080 multi-barriered individuals with workforce development services and 330 businesses with microenterprise support. Fifty-five percent of participants are anticipated to graduate after three years with a minimum of 25% increase in income or revenues. Approximately 52% of participants currently enrolled in EOI are minorities and another 15% are non-native speakers.

**Changes to Services and Activities** In FY 2012-13 the EOI program is facing a decline in total resources of approximately 11% of its largest funding source, Community Development Block Grant (CDBG) funds, that are passed through to PDC from the Portland Housing Bureau. Total anticipated CDBG program support in FY 2012-13 is \$2,114,907. The table below shows only General Fund resources.

One-time additional City General Fund support of \$158,000 will offset a portion of reduced CDBG support.

In FY 2012-13, PDC anticipates the successful alignment of youth workforce services with Worksystems, Inc. and new contracts for microenterprise development. PDC also plans to issue a new RFP for adult workforce development services and will explore alignment opportunities with Worksystems, Inc.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Expenditures</b>					
Microenterprise Growth	0	0	29,961	0	0
Workforce Development	0	1,364,477	1,544,421	1,623,349	1,605,018
<b>Total Expenditures</b>	<b>0</b>	<b>1,364,477</b>	<b>1,574,382</b>	<b>1,623,349</b>	<b>1,605,018</b>

## **Traded Sector Economic Development**

### **Description**

The Traded Sector program is PDC's core economic development function. The program helps to create jobs by raising the competitiveness and profile of Portland's four target industry clusters: Clean Tech, Advanced Manufacturing, Athletic & Outdoor and Software. PDC program staff work collaboratively with industry coalitions to address barriers and enhance the competitiveness of both individual firms and the Portland region through strategic investments.

As a result of the adoption of the Economic Development Strategy in FY 2009-10, PDC has a clear focus on four industry clusters and the goal of creating 10,000 net new jobs in five years. In addition, PDC has developed a strategic recruitment and international strategy to attract new jobs and firms to Portland and to export Portland's products, innovation, and talent. PDC will work to ensure that traded sector strategies are aligned with Greater Portland Inc., a public-private regional entity focused on improving the region's economic prosperity.

PDC will also continue to work to establish an ecosystem of programs and services to support entrepreneurs and promising young companies. Programs like the Portland Seed Fund will continue to be a priority as well as efforts to connect scalable companies with mentors. PDC will continue to collaborate with Oregon universities around R&D and tech transfer in order to increase university spin-off economic activity.

Initiatives supported by General Fund within the Traded Sector program include:

- ◆ Cluster industry research and development (\$902,634 ongoing, \$564,065 one-time General Fund, \$500,000 grants budgeted through the City)
- ◆ Small business working capital loan fund (\$200,000 one-time General Fund)
- ◆ International business development (\$205,000 one-time General Fund)
- ◆ Entrepreneurial development (\$150,000 one-time General Fund)
- ◆ Portland Seed Fund (\$300,000 one-time General Fund)

### **Goals**

To support the Five Year Economic Development Strategy's goal of creating 10,000 net new jobs by 2014, this program facilitates the development of target industry clusters through the implementation of industry-defined strategies and action plans. Retention of existing businesses and jobs in the region and recruitment of new target industry businesses and jobs are primary program objectives.

### **Performance**

PDC's traded sector work is primarily focused on implementing key initiatives and projects within each cluster action plan. Funding incentives and technical assistance are available for all target industry clusters. The program strives for the following outcomes:

- ◆ Two hundred business retention and expansion visits by PDC staff
- ◆ Twelve firms recruited to Portland
- ◆ One thousand jobs retained or created
- ◆ Cluster marketing and branding materials developed in collaboration with Greater Portland Inc
- ◆ Three annual meetings of industry advisory committees



In addition, industry-specific initiatives and outcome include:

- ◆ **Advanced Manufacturing.** Two to three workforce development events in collaboration with Worksystems Inc. and other partners; establishment of the 'NW Collaboratory' to meet Research & Development needs of the industry; and efficiency improvements of as much as 60% for companies receiving Oregon Manufacturing Extension Partnership matching grants.
- ◆ **Athletic & Outdoor.** Opening of Design Forum/PDX; landing OSU's apparel research center office in Portland; and a series of Outdoor Industry Association webinars on Eco-index and other industry-relevant topics.
- ◆ **Clean Tech.** Two firms identifying new product lines through PDC's supply chain work; defining additional renewable energy supply chain opportunities; Oregon Sustainability Center ground breaking; Eco-districts established in Lloyd and South Waterfront; Energy Efficiency/retrofit projects in neighborhood Main Streets and Central City; Green Innovation Park ground breaking.
- ◆ **Software.** Comprehensive website completed; at least two fly-outs to California area to attract software and venture capital firms; facilitate connections and opportunities between software firms and Clean Tech and Athletic and Outdoor clusters.

The focus of International Business Development will be implementing Portland's export plan identified through the Brookings Metro Export Initiative in collaboration with Greater Portland Inc. This initiative strives to help companies in the Portland region export their products and services globally. It is also intended to help companies develop new product lines based on market opportunities, particularly within the Advanced Manufacturing and Clean Tech industry clusters. In FY 2012-13, PDC will undertake at least four international trade missions and/or to attend four key industry trade events.

In FY 2012-13, the Portland Seed Fund (PSF) will include at least two funding classes of 6-10 companies at each, with a class occurring every six months. In addition, prior PSF classes will be provided ongoing support on a limited basis.

Small Business Working Capital resources will fund two to three small businesses to support both target industry cluster and neighborhood economic development strategies. Loans criteria includes the support of 150 jobs retained/created and a 2:1 leverage.

PDC will focus on continued implementation of the Entrepreneurship and Innovation Strategy through facilitated peer roundtables and the launch of a program to provide mentorship to scalable firms. Collaborating with universities will be an important component of the strategy. In addition, PDC will create two new entrepreneurial districts in the Central East Side and Old/Town China Town areas that will offer specific programs/services.

### **Changes to Services and Activities**

Industry advisory committees will be engaged across all industry clusters. PDC will facilitate information sharing across the clusters. Greater Portland, Inc. will be engaged as a key partner in developing the industry materials, domestic and international fly-outs, attendance at trade shows, etc. PDC will work to leverage the involvement and investment of the public and private sectors, community colleges, and universities to achieve the City's job creation objective.

# Portland Development Commission

## Community Development Service Area

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PDC will implement the export strategy and work closely with Business Oregon, Greater Portland and the US Department of Commerce as well as other partners to help Portland area companies access new markets.

PDC will continue to explore new opportunities to attract jobs and resources to Portland such as the recently secured federal Jobs and Innovation Accelerator Challenge grant. Some of those funds will be used to support supply chain work within the Clean Tech and Advanced Manufacturing clusters as well as to help strengthen innovation and research and development connections between area universities and advanced manufacturing firms.

<b>FTE &amp; Financials</b>	<b>Actual FY 2009-10</b>	<b>Actual FY 2010-11</b>	<b>Revised FY 2011-12</b>	<b>Proposed FY 2012-13</b>	<b>Adopted FY 2012-13</b>
<b>Expenditures</b>					
Traded Sector Economic Development	0	0	1,834,634	2,184,239	2,841,223
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>1,834,634</b>	<b>2,184,239</b>	<b>2,841,223</b>

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	20,171	200,000	500,000	500,000	500,000
<b>Total External Revenues</b>	<b>20,171</b>	<b>200,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Internal Revenues</b>					
General Fund Discretionary	0	3,839,959	4,948,326	5,004,591	5,844,591
<b>Total Internal Revenues</b>	<b>0</b>	<b>3,839,959</b>	<b>4,948,326</b>	<b>5,004,591</b>	<b>5,844,591</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$20,171</b>	<b>\$4,039,959</b>	<b>\$5,448,326</b>	<b>\$5,504,591</b>	<b>\$6,344,591</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
External Materials and Services	20,171	4,039,959	5,448,326	5,504,591	6,344,591
<b>Total Bureau Expenditures</b>	<b>20,171</b>	<b>4,039,959</b>	<b>5,448,326</b>	<b>5,504,591</b>	<b>6,344,591</b>
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$20,171</b>	<b>\$4,039,959</b>	<b>\$5,448,326</b>	<b>\$5,504,591</b>	<b>\$6,344,591</b>
<b>Programs</b>					
Accounting	20,171	200,000	500,000	0	0
Economic Opportunity	0	1,364,477	1,574,382	1,623,349	1,605,018
Neighborhood Economic Development	0	2,475,482	1,539,310	1,697,003	1,898,350
Traded Sector Economic Development	0	0	1,834,634	2,184,239	2,841,223
<b>Total Programs</b>	<b>20,171</b>	<b>\$4,039,959</b>	<b>\$5,448,326</b>	<b>\$5,504,591</b>	<b>\$6,344,591</b>

**Community Development Service Area**

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	2,691,192	500,000	3,191,192	0.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	179,065	179,065	0.00	Cluster development and business recruitment
	0	290,000	290,000	0.00	Main Street
	0	130,000	130,000	0.00	International business development
	0	665,000	665,000	0.00	Economic Prosperity Initiative
	0	300,000	300,000	0.00	Seed Fund
	0	450,000	450,000	0.00	Small business technical assistance
	0	5,000	5,000	0.00	Small business working capital
	0	115,000	115,000	0.00	Entrepreneurial development
	0	55,000	55,000	0.00	Business services website
	0	158,000	158,000	0.00	Economic Opportunities Initiative
	(33,666)	0	(33,666)	0.00	OMF interagency adjustments
<b>Approved Budget Additions and Reductions</b>	0	840,000	840,000	0.00	FY 2011-12 program carryover
<b>Adopted Budget Additions and Reductions</b>	0	0	0	0.00	None
	<b>(33,666)</b>	<b>3,187,065</b>	<b>3,153,399</b>	<b>0.00</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>6,344,591</b>	<b>0.00</b>	<b>Total Adopted Budget</b>

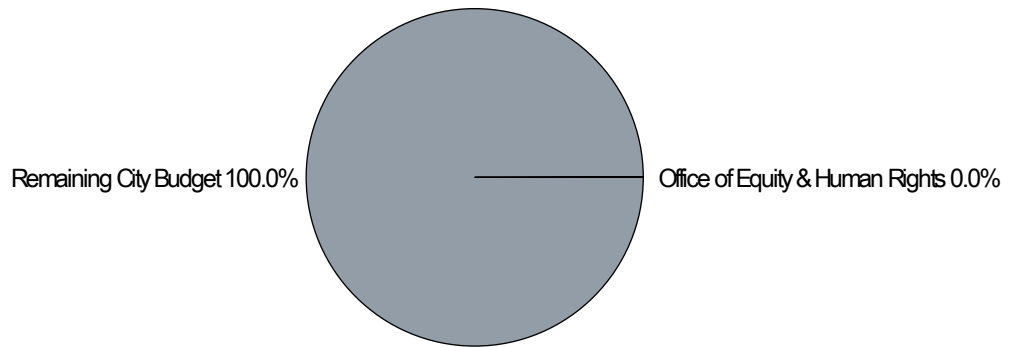
# Office of Equity & Human Rights

Community Development Service Area

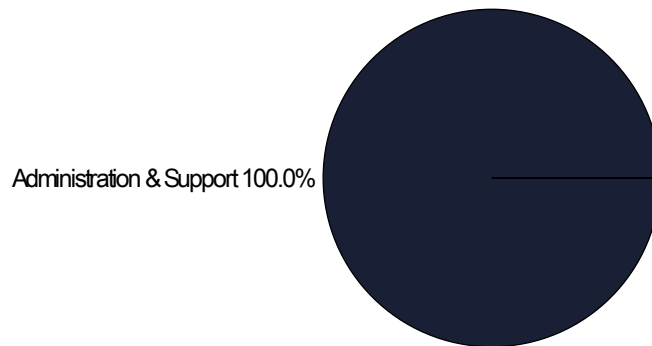
Amanda Fritz, Commissioner-in-Charge

Dante James, Director

## Percent of City Budget



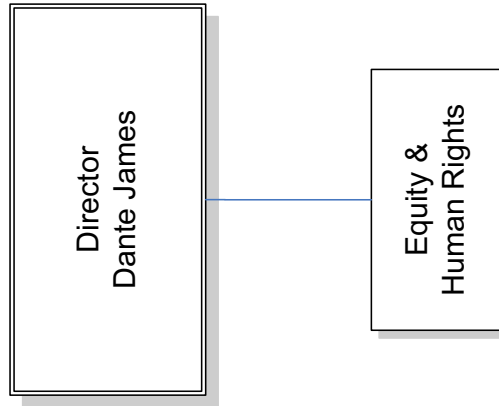
## Bureau Programs



## Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	898,876	1,297,266	398,390	44.32
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>898,876</b>	<b>1,297,266</b>	<b>398,390</b>	<b>44.32</b>
Authorized Positions	1.00	9.00	8.00	800.00

**Office of Equity & Human Rights**



## Bureau Summary

### Bureau Mission

The Office of Equity and Human Rights (OEHR) engages city staff and elected officials through education and technical support to recognize and remove race and disability-related systemic barriers to equal opportunity and access, thereby making equitable policies, programs, and practices an organizational priority.

### Bureau Overview

The Office of Equity and Human Rights was created in September 2011 as a directive of Council. The office will focus on closing disparity gaps and on facilitating equitable outcomes. It will help to improve participation, build partnerships, and implement a racial and ethnic justice initiative. The office will work to create the means for the City to become accountable on issues of equity with initial focus on race/ethnicity and ability/disabilities. The office will staff the Commission on Disabilities, the Human Rights Commission (HRC) as well as the Diverse and Empowered Employee Program (DEEP). A committee currently in formation called the New Portlanders Advisory Council will also be staffed by the office.

### Strategic Direction

**Service Improvement Plan** The following goals comprise the FY 2012-13 SIP: 1) working with City bureaus and employees to collect and evaluate data related to disparities in City government and development of an equity initiative, 2) coordinating with City bureaus and stakeholders to develop an ongoing office work plan, and 3) development of an office advisory structure.

**Existing Programs** The office will work on these ongoing efforts in FY 2012-13:

- ◆ Provide staff assistance to the HRC in implementing its strategic plan programmatic goals.
- ◆ Provide leadership on human rights education and peace building presentations regarding strategic and emerging issues of human rights and equity.
- ◆ Facilitate the Inter-group Dialogue program.
- ◆ Facilitate opportunities to integrate newcomers into the economic, cultural, and political life of the city.
- ◆ Utilize the Effective Engagement Solutions program for conflict resolution regarding issues of equity within community and within City government.

**Developing Programs** The office will focus on these new efforts in FY 2012-13:

- ◆ Development of a New Portlanders Advisory Council
- ◆ Create and facilitate training and education in the area of equity.
- ◆ Staff and manage the Citywide Diversity Committee currently housed in the Bureau of Human Resources.
- ◆ Develop performance metrics for the office programs and efforts.

## Summary of Budget Decisions

The Office of Equity and Human Rights General Fund discretionary allocation is \$1,297,266. The budget resources are comprised of \$525,000 in ongoing funding first allocated by Council in FY 2011-12, and ongoing funding formerly allocated to the Office of Human Relations, which ceased operationally as a bureau in January 2012.

The issue of replacing some or all of the bureau's allocation of General Fund discretionary with General Fund overhead funding will be revisited in FY 2012-13; the bureau will submit a proposal to the City's General Fund Overhead Committee for consideration that includes details of bureau programmatic and operational structures, goals, and objectives.

### Budget Reductions

There are two reductions to the Office of Equity's budget in FY 2012-13.

#### OMF Interagency Adjustments

The package reflects a decrease of \$1,324 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's General Fund discretionary target was made to balance the decreased costs.

#### Non-Represented Merit Freeze

The package reflects a decrease of \$7,375 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than \$45,000 per year.

### Budget Realignments

#### Authorization of Three Positions

The bureau requested and received Council authorization to add three new permanent positions in the FY 2012-13 Adopted Budget. The positions are a Senior Administrative Specialist, an Assistant Director, and a Program Coordinator. Funding for the positions will come from existing bureau resources.



## Administration & Support

**Description** The office has one program, the Administration & Support program, under which all bureau activities occur. The program assists City staff and elected officials to recognize institutional and systemic barriers and create access and opportunity for all. Some of the efforts that the program will engage in during FY 2012-13 are developing education and technical tools and programs including interactive workshops, employee-based committees, community-based committees, peer networking, and regional support. Results will be based on measures established by City Council and based on Portland Plan policies and action items.

**Goals** The program will focus its FY 2012-13 work on 1) internal efforts to train, engage, and partner with City staff to understand and recognize systemic barriers and apply an equity lens to City services and policies, and 2) on external efforts to create partnerships and community engagement supporting equity in the city.

**Changes to Services and Activities** The Office of Equity and Human Rights was established by ordinance in September 2011 and the organizational development of the program occurred throughout the remainder of FY 2011-12. The FY 2012-13 Adopted Budget for the program includes a total of 9.0 FTE, of which three are new positions in this fiscal year. FY 2012-13 will be the first full operational year for the program.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	1.00	6.00	9.00
<b>Expenditures</b>					
Administration	0	0	0	171,100	171,100
Operations	0	0	898,876	1,126,166	1,126,166
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>898,876</b>	<b>1,297,266</b>	<b>1,297,266</b>

## Community Development Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
<b>Total External Revenues</b>	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	0	0	898,876	1,297,266	1,297,266
<b>Total Internal Revenues</b>	0	0	898,876	1,297,266	1,297,266
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$898,876</b>	<b>\$1,297,266</b>	<b>\$1,297,266</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	568,446	914,805	914,805
External Materials and Services	0	0	303,397	300,588	284,778
Internal Materials and Services	0	0	27,033	81,873	97,683
<b>Total Bureau Expenditures</b>	0	0	898,876	1,297,266	1,297,266
<b>Fund Expenditures</b>					
<b>Total Fund Expenditures</b>	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$0</b>	<b>\$0</b>	<b>\$898,876</b>	<b>\$1,297,266</b>	<b>\$1,297,266</b>
<b>Programs</b>					
Administration & Support	0	0	898,876	1,297,266	1,297,266
<b>Total Programs</b>	0	\$0	\$898,876	\$1,297,266	\$1,297,266

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	45,074	69,451	0.00	0	0.00	0	1.00	60,000
30000458	Bureau Director, Assistant to	75,109	100,048	0.00	0	0.00	0	1.00	75,108
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	0.00	0	1.00	68,010	1.00	68,010
30001758	Equity and Human Rights Director	102,648	146,952	1.00	102,648	1.00	102,648	1.00	102,648
30000464	Program Coordinator	60,341	80,475	0.00	0	1.00	66,710	2.00	127,046
30000463	Program Specialist	54,725	72,925	0.00	0	2.00	121,038	2.00	121,038
<b>TOTAL FULL-TIME POSITIONS</b>				1.00	102,648	5.00	358,406	8.00	553,850
30000012	Office Support Specialist II	31,512	43,950	0.00	0	1.00	43,956	1.00	43,956
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	1.00	43,956	1.00	43,956
<b>TOTAL LIMITED TERM POSITIONS</b>				0.00	0	0.00	0	0.00	0
<b>GRAND TOTAL</b>				1.00	102,648	6.00	402,362	9.00	597,806

**Community Development Service Area**

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	1,306,498	0	1,306,498	6.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	(7,375)	(7,375)	0.00	Non-represented merit freeze
	(1,857)	0	(1,857)	0.00	OMF interagency adjustments
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	1.00	Position authorization: Sr Administrative Specialist
	0	0	0	1.00	Position authorization: Asst Director
	0	0	0	1.00	Position authorization: Program Coordinator
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(1,857)</b>	<b>(7,375)</b>	<b>(9,232)</b>	<b>3.00</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>1,297,266</b>	<b>9.00</b>	<b>Total Adopted Budget</b>