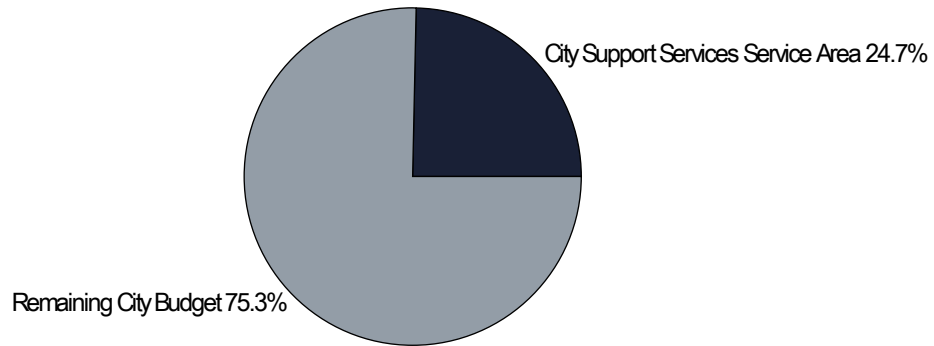


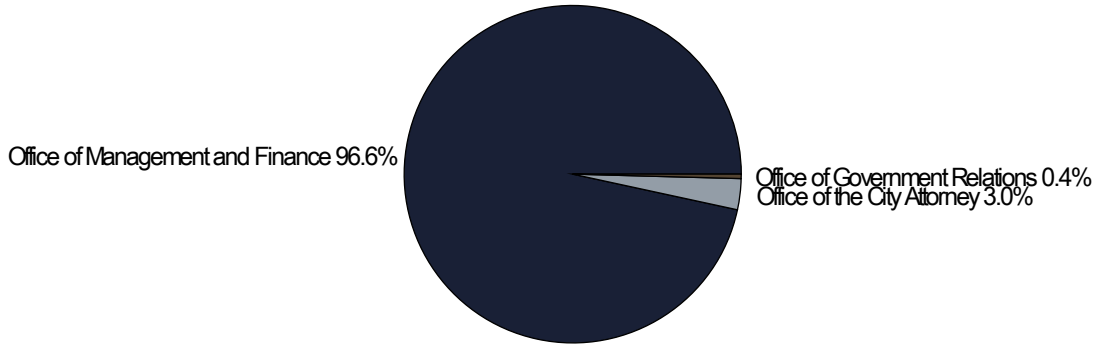
# City Support Services Service Area

- Office of the City Attorney
- Office of Human Relations
- Office of Government Relations
- Office of Management and Finance

Percent of City Budget



Percent of Service Area Budget



## Service Area Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	476,086,356	462,096,530	(13,989,826)	(2.94)
Capital	40,086,359	35,294,486	(4,791,873)	(11.95)
<b>Total Requirements</b>	<b>516,172,715</b>	<b>497,391,016</b>	<b>(18,781,699)</b>	<b>(3.64)</b>
Authorized Positions	742.00	724.05	(17.95)	(2.42)

## Service Area Highlights

### Descriptions

The City Support Services service area includes the City's internal support bureaus and all Special Appropriations. The internal support bureaus are the Office of the City Attorney, the Office of Government Relations, and the Office of Management and Finance (OMF).

### Major Themes

#### Office of the City Attorney

The FY 2012-13 Adopted Budget for the City Attorney's Office is \$9.5 million, just \$8,626 less than the FY 2011-12 Revised Budget. The budget includes net reductions from 6% cut package, savings in interagency agreements with OMF, and a merit pay freeze for non-represented employees making over \$45,000 annually.

#### Office of Management and Finance

The FY 2012-13 Adopted Budget for the OMF totals \$486.5 million, a decrease of 3.7% from the FY 2011-12 Revised Budget. Significant budgetary actions include 8% mandatory budget reductions, continue funding for the ADA compliance assessment of City facilities, positions in procurement for the Minority Evaluator program and to support the local and federal stimulus programs.

Special Appropriations are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. Some special appropriations are one-time allocations while others are ongoing.

Special Appropriations in the FY 2012-13 Adopted Budget total \$19.9 million, including \$4.2 million for Compensation Set-aside. Other major items include \$6.6 million to support Portland Public School, \$4.0 million for the Regional Arts and Culture Council, \$1.0 million for Downtown Services to keep downtown Portland safe and attractive, \$615,013 for the Crisis Assessment & Treatment Center, and \$480,000 for the Future Connect Scholarship.

#### Office of Government Relations

The FY 2012-13 Adopted Budget for the Office of Government Relations is \$1.4 million, an increase of \$31,543 from the FY 2011-12 Revised Budget. The budget includes net reductions from savings in interagency agreements with OMF and a merit pay freeze for non-represented employees making over \$45,000 annually. The office received one-time General Fund resources of \$91,432 for a limited term federal assistant position.

#### Office of Human Relations

The Office of Human Relations was abolished in FY 2011-12. The ongoing funding which had supported the office was reallocated to fund the Office of Equity and Human Rights, an office which was newly established in FY 2011-12.

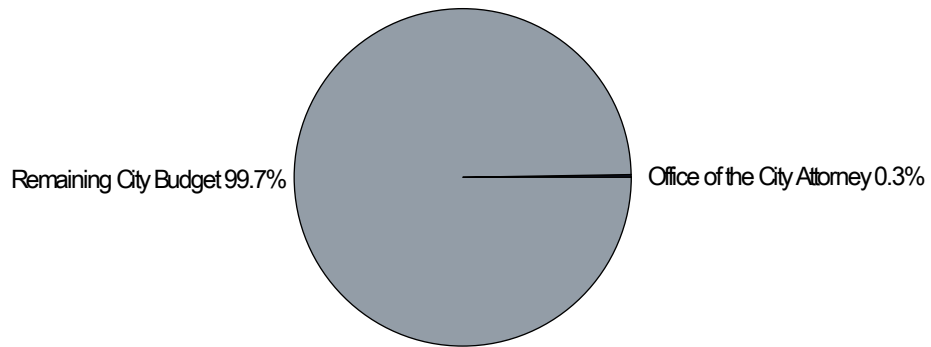
# Office of the City Attorney

City Support Services Service Area

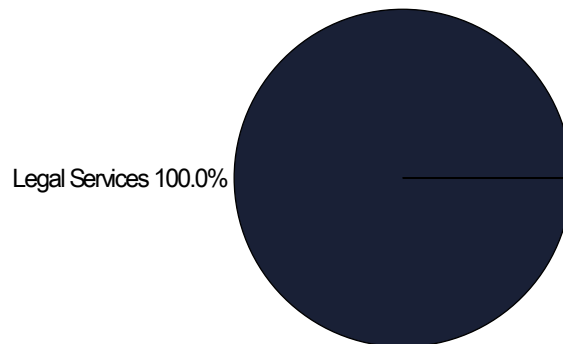
Mayor Sam Adams, Commissioner-in-Charge

Jim Van Dyke, City Attorney

## Percent of City Budget



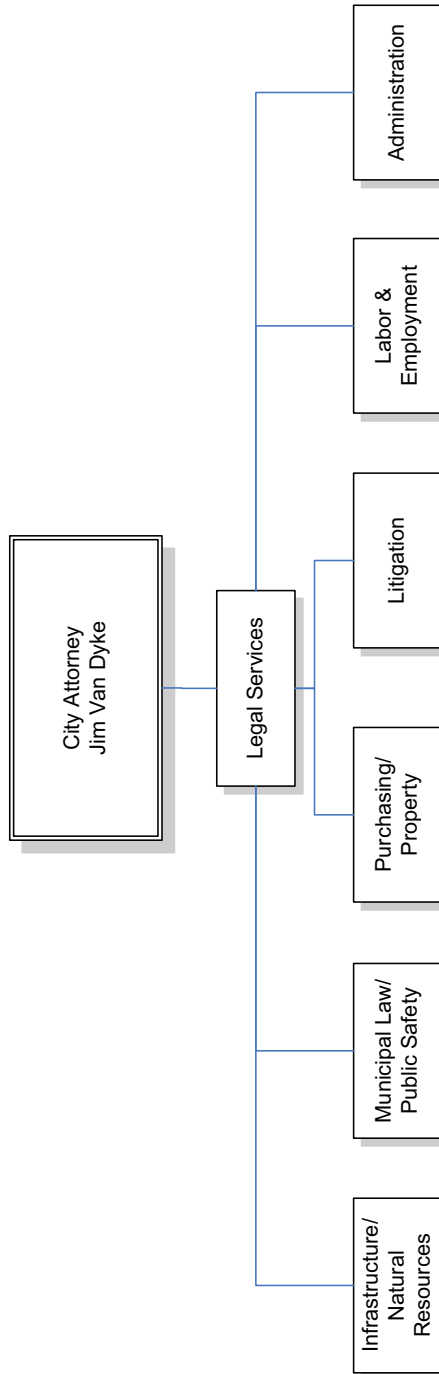
## Bureau Programs



## Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	9,542,419	9,533,793	(8,626)	(0.09)
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>9,542,419</b>	<b>9,533,793</b>	<b>(8,626)</b>	<b>(0.09)</b>
Authorized Positions	58.25	58.25	-0.00	-0.00

**Office of City Attorney**



## Bureau Summary

### Bureau Mission

To help the City achieve its policy goals in the public interest by providing excellent, objective, timely, and economical legal advice and advocacy, unaffected by politics, personalities, or self-interest.

### Bureau Overview

The City Attorney is appointed by the City Council. The City Attorney provides legal services and programs for the City of Portland. Attorneys and paralegals work with City Council members and their staff to find legally acceptable ways to achieve public objectives.

The office handles work generated by the City Council, City bureaus, employees, and individuals or organizations that bring claims or actions against the City. This work includes defending the City in court, initiating legal actions when appropriate in the public interest, handling other judicial and quasi-judicial matters, negotiating and reviewing contracts, reviewing policies and programs, providing legal advice and counsel, producing formal opinions, and performing any other legal services needed.

Legal obligations are created by the City Code and Charter, state statutes, regulations, administrative requirements, and federal law. In addition, the Oregon State Bar establishes ethical professional requirements that govern lawyers and the work performed for the City and City officials.

The office works on a wide range of subjects, such as constitutional aspects of municipal legislation, personnel and labor law issues, tort claims, workers' compensation, construction contracts and claims, land use litigation and planning, environmental issues, and code enforcement. The office also works on police and public records issues, fire and safety requirements, telecommunications, utilities and license fees, collection of revenues owed to the City, and franchises and contracts. Additional work includes advising, advocating, analyzing, reviewing activities and materials, negotiating agreements, drafting documents and legal instruments, and assisting in policy development and program implementation as requested and needed.

Legal services are affected by decisions made by City government, other governments, and private parties. Legal issues usually originate outside of the direct control of the City Attorney's Office. The office works with Council members and bureau managers to review the legal issues that may be associated with City projects and to assist in the successful completion of these projects.

### Funding Sources and Uses

Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent about 54% of the total operating budget of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue (17%) and General Fund overhead recovery revenue (29%). Over 84% of the City Attorney's costs are for personnel services. The Adopted Budget includes 58.25 FTE.

## Strategic Direction

### Summary

The City Attorney's Office continues to face increasingly complex legal issues and litigation. The City's legal work is usually not optional and must be performed by City lawyers or more expensive outside counsel. The City Attorney's Office continues its efforts to control overall legal costs by minimizing the use of outside counsel and by maximizing the use of paralegal assistants.

### Service Improvement Plan

#### **Provide timely responses to inquires**

The office initiated a 24-hour goal for initial responses to legal inquiries and continues to maintain that goal. When immediate answers cannot be provided, attorneys and staff will work with the client to agree on a reasonable timetable for response. Over 80% of clients rated initial response time as positive or very positive in the 2010 Customer Service Survey. However, the office would like to continue improvement in this area.

The office is in its third year of the reorganization into practice groups. This has assisted attorneys in giving timely responses by providing additional support through information sharing and cross training. Practice groups will work to develop ways to improve timeliness, including providing additional feedback to clients and requesting feedback from clients as well.

#### **Provide consistent legal advice throughout bureaus and council offices**

The purpose of practice groups is to take advantage of the expertise of attorneys in the office and provide opportunities for sharing that knowledge. The groups meet monthly to discuss legal issues and projects generated by City bureaus. This provides additional resources and better consistency for the City. In addition, the office implemented a new practice management software system to provide information resources that are accessible to all office staff. As the system usage progresses, information will be more easily and quickly accessible to attorneys and staff and will facilitate consistent responses to inquiries. Progress will be measured externally through the customer service survey, and internally from employee responses.

#### **Continue providing training to bureaus and council offices**

The office continues to provide high quality legal advice and trainings to guide bureaus and officials and avoid risk. The office plans to increase trainings in ethics, public records and meetings, employment, construction, and tort liability. The office's website contains a link for City employees to access training materials and will continue to increase the use of technology and easily accessible media to provide training to bureaus and council offices on matters of general government.

## Summary of Budget Decisions

### Reductions

#### **4% Reduction**

The City Attorney's Office identified an ongoing 4% reduction to General Fund discretionary revenue. The office will reduce external materials and services in the amount of \$72,167, including reductions in travel, education, office supplies, and miscellaneous expenses.

#### **6% Reduction**

The City Attorney's Office identified an additional 2% ongoing reduction in the amount of \$36,084 for a total 6% reduction of \$108,251. The office will reduce external materials and services in the amount of \$36,084 including legal publications and miscellaneous services. Reducing external services will require legal staff to perform non-legal work which reduces efficiency.

#### **OMF Interagency Adjustments**

This decrease of \$34,468 in interagency costs result from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

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

This decrease of \$58,697 in personnel services costs result from a freeze on merit increases in FY 2012-13 for non-represented employees making more than \$45,000 per year.

## Legal Services

**Description**                      Legal Services is the sole budget program in the City Attorney's Office. All personnel provide legal work directly to the City Council and City bureau staff. The Legal Services program allows the City Attorney's Office to represent the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program also provides advice, consultation, and research on issues and questions regarding municipal operations and programs, contract negotiations, and training.

**Goals**                                      The Legal Services program supports the City's goal of delivering efficient, effective, and accountable municipal services.

**Performance**                          The cost for legal services in the City Attorney's Office remains significantly lower than outside legal services. The total number of cases in which the City Attorney's Office has represented the City remains high and the complexity of those cases continues to increase.

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

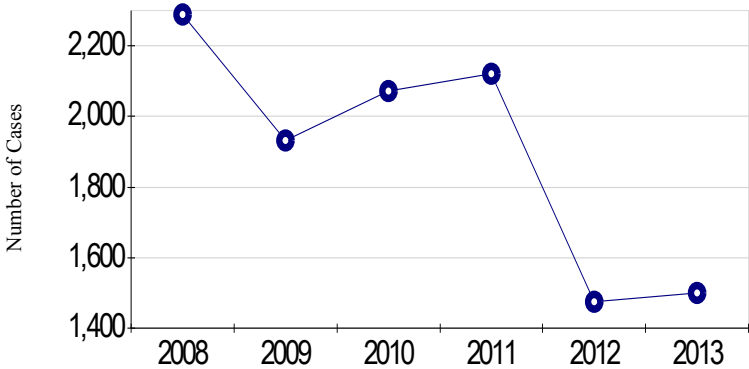
FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	60.50	59.60	58.25	58.25	58.25
<b>Expenditures</b>					
Legal Services	8,415,443	8,426,608	9,542,419	9,497,793	9,533,793
<b>Total Expenditures</b>	<b>8,415,443</b>	<b>8,426,608</b>	<b>9,542,419</b>	<b>9,497,793</b>	<b>9,533,793</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>					
Hourly Rate	\$141	\$144	\$161	\$162	\$160
<b>Workload</b>					
Litigation Cases	2,072	2,121	1,475	1,500	1,500
Contracts Review and Approval	6,395	6,668	7,000	7,200	7,200
Training hours provided by City Attorney staff to other City staff	303	350	300	300	200



# Performance Measures

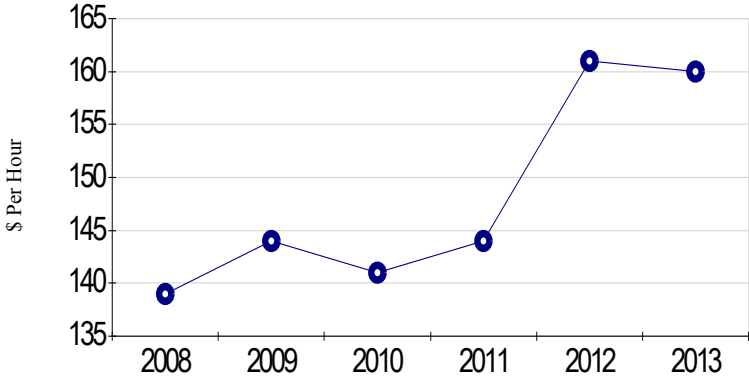
## Litigation Cases Handled

Litigation cases handled include pending cases and new cases filed during the fiscal year. While there is fluctuation in total numbers of cases, the complexity of cases is consistently increasing.



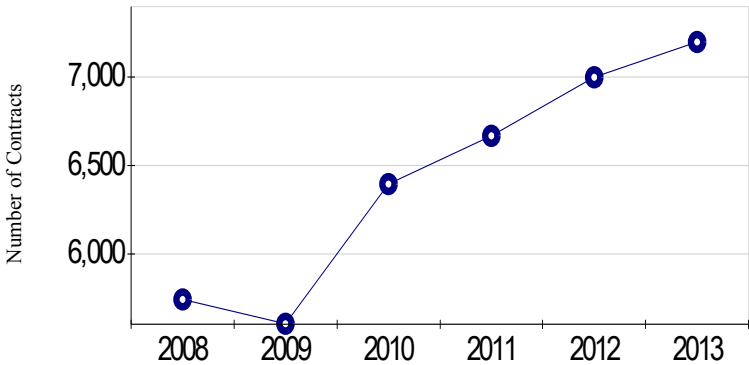
## Hourly Rates

The fully loaded hourly rate includes expenses for staff and materials, and is significantly lower than outside counsel rates. For comparison, the average rate for Oregon attorneys according to the most recent Bar survey is \$250-275 per hour. (Oregon State Bar 2008 Hourly Rates Survey)



## Contracts Reviewed and Approved

Contracts and agreements are reviewed for accuracy, completeness, and legal sufficiency.

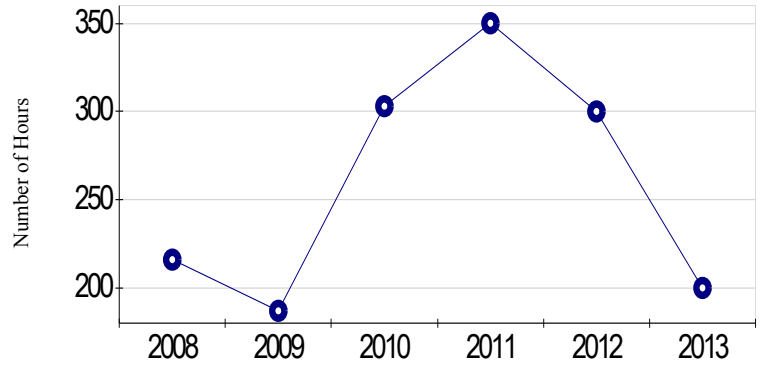


# Office of the City Attorney

## City Support Services Service Area

### Training Hours

City Attorney staff provide Citywide training to assure consistent and coordinated City services and to minimize risks.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	2,109	2,377	0	0	0
Miscellaneous	151	0	0	0	0
<b>Total External Revenues</b>	<b>2,260</b>	<b>2,377</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,829,648	1,361,207	1,686,115	1,602,764	1,638,764
General Fund Overhead	2,209,030	2,539,320	2,806,711	2,823,060	2,823,060
Interagency Revenue	4,374,506	4,523,704	5,049,593	5,071,969	5,071,969
<b>Total Internal Revenues</b>	<b>8,413,184</b>	<b>8,424,231</b>	<b>9,542,419</b>	<b>9,497,793</b>	<b>9,533,793</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$8,415,443</b>	<b>\$8,426,608</b>	<b>\$9,542,419</b>	<b>\$9,497,793</b>	<b>\$9,533,793</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	7,265,656	7,320,411	8,149,019	8,004,274	8,004,274
External Materials and Services	370,644	386,043	628,946	581,993	581,993
Internal Materials and Services	779,143	720,154	764,454	911,526	947,526
<b>Total Bureau Expenditures</b>	<b>8,415,443</b>	<b>8,426,608</b>	<b>9,542,419</b>	<b>9,497,793</b>	<b>9,533,793</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>\$8,415,443</b>	<b>\$8,426,608</b>	<b>\$9,542,419</b>	<b>\$9,497,793</b>	<b>\$9,533,793</b>
<b>Programs</b>					
Legal Services	8,415,443	8,426,608	9,542,419	9,497,793	9,533,793
<b>Total Programs</b>	<b>8,415,443</b>	<b>\$8,426,608</b>	<b>\$9,542,419</b>	<b>\$9,497,793</b>	<b>\$9,533,793</b>

City Support Services 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
30000597	Attorney, Chief Deputy City	102,648	146,952	4.80	705,360	4.80	705,360	4.80	705,360
30000418	Attorney, City	129,834	186,056	1.00	186,060	1.00	186,060	1.00	186,060
30000595	Attorney, Deputy City	86,840	117,686	15.55	1,675,445	15.55	1,714,614	15.55	1,714,614
30000596	Attorney, Sr Deputy City	93,288	130,291	11.70	1,500,663	11.70	1,515,939	11.70	1,515,939
30000440	Business Operations Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000213	Inf Syst Analyst III-Generalist	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000600	Law Office Administrator	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000591	Legal Assistant	45,074	69,451	8.00	536,056	8.00	540,948	8.00	540,948
30000829	Legal Assistant Supervisor	60,341	80,475	1.00	79,716	1.00	80,472	1.00	80,472
30000592	Legal Assistant, Sr	54,725	72,925	1.00	65,628	1.00	68,092	1.00	68,092
30000012	Office Support Specialist II	31,512	43,950	2.00	87,912	2.00	87,912	2.00	87,912
30000593	Paralegal	54,725	72,925	4.00	249,796	4.00	256,836	4.00	256,836
30000830	Paralegal Supervisor	63,378	84,635	1.00	76,164	1.00	79,284	1.00	79,284
30000594	Paralegal, Sr	60,341	80,475	2.00	135,192	2.00	136,501	2.00	136,501
<b>TOTAL FULL-TIME POSITIONS</b>				<b>55.05</b>	<b>5,571,784</b>	<b>55.05</b>	<b>5,645,810</b>	<b>55.05</b>	<b>5,645,810</b>
30000595	Attorney, Deputy City	86,840	117,686	0.80	94,152	0.80	94,152	0.80	94,152
30000593	Paralegal	54,725	72,925	0.80	51,156	0.80	53,070	0.80	53,070
30000594	Paralegal, Sr	60,341	80,475	1.60	128,760	1.60	128,760	1.60	128,760
<b>TOTAL PART-TIME POSITIONS</b>				<b>3.20</b>	<b>274,068</b>	<b>3.20</b>	<b>275,982</b>	<b>3.20</b>	<b>275,982</b>
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>GRAND TOTAL</b>				<b>58.25</b>	<b>5,845,852</b>	<b>58.25</b>	<b>5,921,792</b>	<b>58.25</b>	<b>5,921,792</b>

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

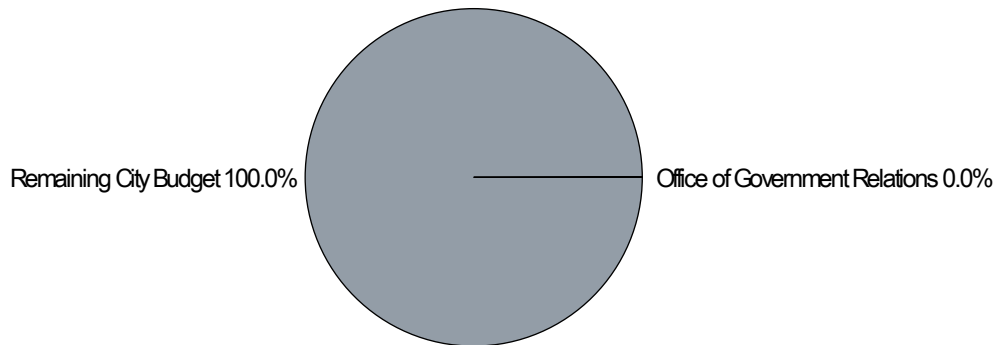
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	9,699,209	0	9,699,209	58.25	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(72,167)	0	(72,167)	0.00	4% reduction
	(36,084)	0	(36,084)	0.00	2% reduction to 6% total
	(34,468)	0	(34,468)	0.00	OMF interagency adjustments
	0	(58,697)	(58,697)	0.00	Non-represented merit freeze
<b>Approved Budget Additions and Reductions</b>					
	0	36,000	36,000	0.00	FY 2011-12 Carryover: Moving Expenses
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(142,719)</b>	<b>(22,697)</b>	<b>(165,416)</b>	<b>0.00</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>9,533,793</b>	<b>58.25</b>	<b>Total Adopted Budget</b>

# Office of Government Relations

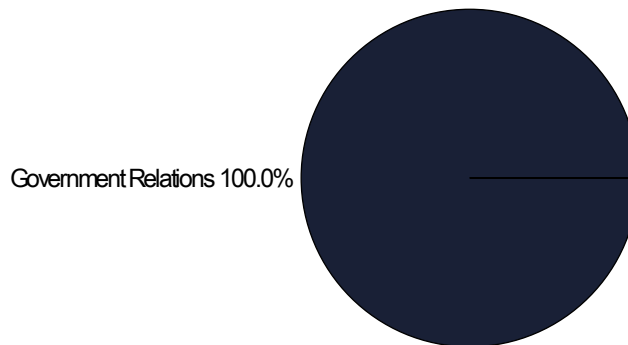
City Support Services Service Area

Mayor Sam Adams, Commissioner-in-Charge  
Martha Pellegrino, Director

## Percent of City Budget



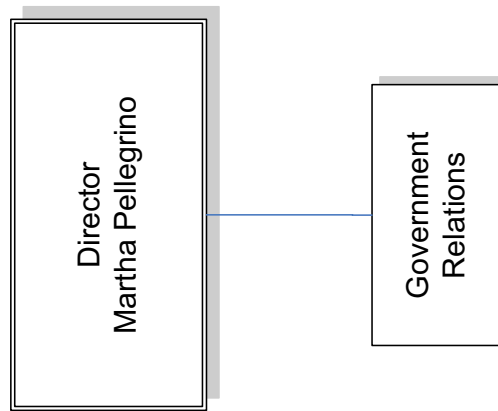
## Bureau Programs



## Bureau Overview

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	1,319,876	1,351,419	31,543	2.39
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>1,319,876</b>	<b>1,351,419</b>	<b>31,543</b>	<b>2.39</b>
Authorized Positions	7.25	7.25	-0.00	-0.00

**Office of Government Relations**



## **Bureau Summary**

### **Bureau Mission**

The mission of the Office of Government Relations is to help the City of Portland achieve its legislative objectives through advice to City Council and bureaus, and through effective advocacy in the federal, state, and regional governments, and with other partners across the state.

### **Bureau Overview**

The Office of Government Relations (OGR) provides government representation for all City bureaus, the Portland Development Commission, City Council, and the City Auditor. The office advances City policy goals and initiatives through advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. The office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.

### **Strategic Direction**

The office has elevated its focus at the federal level by coordinating the City's efforts on a broader range of federal issues, including more aggressively pursuing opportunities with administrative agencies, seeking regulatory relief, and advocating for policy and funding priorities of the city. The office has also implemented new strategies for soliciting and integrating public input into the City's federal and state legislative agenda building processes and has expanded intergovernmental outreach on the City's federal and state legislative agendas. Additionally, the office has increased the City's engagement on state advocacy as a result of coordinating legislative agendas for special sessions in even numbered years. This additional focus and comprehensive approach to government relations was needed to successfully address expanded state and federal legislative policy goals and initiatives and the state's adoption of annual legislative sessions.

### **Bureau Strategic Plan**

The office's strategic plan objective is to successfully advocate for the City's state and federal legislative agendas. This is done through the following four approaches:

- ◆ **State Government Advocacy:** The office engages council offices, bureaus, and the public to build the City's state legislative agenda. This agenda focuses the City's state legislative efforts during the legislative session. In addition, lobby staffs are frequently called on to provide advice to Council and bureaus during the legislative interim regarding state agency rule-making, funding decisions, and interim legislative activity.
- ◆ **Federal Government Advocacy:** The office builds a federal legislative agenda approved by Council to identify the priority policy and funding opportunities for the City before Congress and with federal agencies.
- ◆ **Intergovernmental Outreach:** OGR develops relationships with governments, business leaders, officials, and non-governmental organizations. This effort enhances the City's ability to advocate for, and achieve, its policy goals and initiatives at all levels of government.



- ◆ **Communication and Advice:** OGR provides City bureaus and Council offices with strategic advice on City policy goals and initiatives and how to achieve those goals through advocacy.

### **Five-year Horizon**

The passage of annual legislative sessions by the voters in November 2010 means that the state legislative program will run year-round, with a shorter, and more active, interim period between legislative sessions. The increased level of activity at the state level will mean that the office will need to hire an additional lobbyist and temporary Salem support staff in the near future to manage the increased workload.

**State Legislative Sessions -** The office will begin development of the 2013 regular legislative session in Spring 2012, following the February/March 2012 short legislative session. OGR will implement the city's 2013 legislative agenda in Salem from January - June 2013. In Summer 2013, the office will develop the agenda for the short session and in February/March 2014, lobby staff will work from the Salem office to implement the agenda. In Spring 2014, the office will repeat the process for the 2015 regular session agenda and beyond. Annual sessions will require additional resources to cover expenses for City staff to work from the Salem offices during the short, even-numbered year sessions.

**Fiscal Years 2012-2017 Federal Agenda and Advocacy -** The office will develop federal agendas every year for the next five years, beginning in late summer/early fall by soliciting the priorities from the Council offices, bureaus, and the community. The agenda will include appropriations and/or program and budget priorities for each federal fiscal year, policy issues for the 113th - 115th Congresses, the SAFETEA-LU Reauthorization (surface transportation reauthorization bill), and the Water Resources Development Act. This program includes lobbying activity by the City's federal representative in Washington D.C., the Director of the Office of Government Relations, City Council, and City bureau staff.

### **Service Improvement Plan**

#### **Coverage of State Legislative Issues**

The ambitious agenda that the City Council and bureaus seek at the state level will fully occupy the lobby staff during the 2013 legislative session and interim. OGR again received one-time funding in the FY 2012-13 Adopted Budget for a position to focus on federal legislative issues, which allows the director to split time between the federal agenda and state legislative advocacy. Funding this position on an ongoing basis would allow the Director to continue to split time between advancing the city's federal and state priorities and would allow continued federal research, writing, communications, and event support to the Council offices and bureaus.

#### **Bill Tracking and Response**

The growing number of state bills in combination with the city's antiquated bill tracking system has made bill tracking inefficient and prone to error.

## Office of Government Relations

### City Support Services Service Area

---

In an effort to make the tracking system more efficient and effective in state advocacy efforts, Government Relations has contracted with C & E Systems for their "Bill Track OR" software to pilot a new legislative tracking system during the February 2012 Session. Bill Track OR is a web-based tracking system that will allow OGR's lobbyists to access more information about legislation, hearings, and comments from city bureaus in a faster and more efficient manner. It will also reduce use of paper and administrative time to implement the system. Further, it will provide user-friendly and more timely access to information about legislation to legislative liaisons at the city. OGR conducted a survey of its customers after the 2012 session. A majority of respondents rated the system an improvement over the old system; the users also suggested improvements to the software that C & E Systems will work to implement prior to the 2013 regular session. OGR is going to contract with C & E Systems and expects the purchase price of the program to be offset by savings from an interagency with BTS for maintaining the old system.

#### Agenda Development

The agenda development process involved public input earlier in FY 2011-12, and included a community engagement forum that solicited ideas for both the federal and state agendas. This process can continue to be improved for the next regular legislative session to ensure the community has ample opportunity to identify issues and that the process is transparent and efficient for staff.

#### Customer Service

The office will continue to strive to meet a high level of customer service for Council offices and the bureaus, as well as the City's external customers. The office produced a customer survey and sent it to customers in August 2011. Overall, the ratings were very good to excellent, but areas for improvement including the legislative tracking system were identified. The office will continue to target improvement in areas where it received lower than excellent rankings.

#### Citizen Budget Advisory Committee Recommendations

The Budget Advisory Committee (BAC) reviewed the Office of Government Relations budget and made the following recommendations for the FY 2012-13 budget:

- ◆ Approval of one-time funds for the Federal Assistant position, with a further recommendation that the position be included in overhead in future years
- ◆ Approval of a reduction of the BTS interagency agreement to account for savings experienced through legislative tracking system
- ◆ Exploring an IGA with the Portland Development Commission for advocacy related to federal and state legislative agendas

## Summary of Budget Decisions

### Additions

#### Federal Assistant Position

The Federal Legislative Assistant position assists with the preparation and implementation of the City's federal legislative agenda, including federal research, analyzing federal legislation, facilitating communications with federal delegation offices, drafting federal correspondence, monitoring legislation, and preparing advocacy materials. This position has been an essential addition to the government relations program as it has significantly increased the city's ability to coordinate a wide variety of requests to and from the federal government and allow the Director to split time between the state and federal agendas. The FY 2012-13 Adopted Budget continues one-time funding for this position.

### Reductions

#### 4% Reduction Package

This 4% reduction will reduce OGR's discretionary funding by \$18,935. It reduces funding for local and out-of-town travel, conferences, publications, office equipment and supplies. It will result in:

- ◆ One fewer lobbying trip to Washington DC for the Director or Council member
- ◆ Reduced attendance at local meetings and events for the state lobbying team
- ◆ One fewer intergovernmental outreach trip (e.g. statewide outreach, League of Cities, Oregon Mayors Assn.)
- ◆ Cuts to supplies and replacement equipment for the Salem office
- ◆ A reduction in federal legislative research resources, publications and directories

Fewer federal, state and intergovernmental outreach trips will mean less opportunity to advance the city's federal, state, and intergovernmental policy and funding objectives.

#### OMF Interagency Adjustments

The package reflects a decrease of \$5,344 in interagency costs resulting from decision packages in the Office of Management and Finance. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

#### Non-Represented Merit Freeze

The package reflects a decrease of \$14,351 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than \$45,000 per year.

# Office of Government Relations

City Support Services Service Area

## Government Relations

**Description** The Government Relations program provides government representation for all City bureaus, the Portland Development Commission, the City Council, and the City Auditor.

**Goals** The program supports the City goal of delivering efficient, effective, and accountable municipal services.

**Performance** The program added one additional performance measure in FY 2012-13 regarding responsiveness to client requests. Other than the new measure, the program does not expect any significant changes in its performance measures in FY 2012-13.

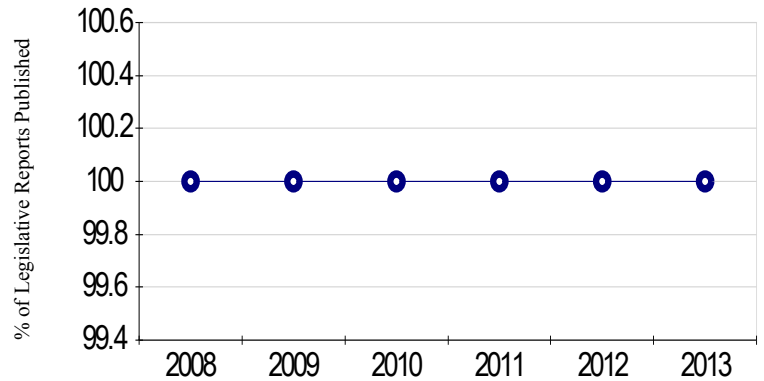
**Changes to Services and Activities** The Adopted Budget includes additional one-time resources to maintain the program's federal legislative advocacy.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	7.00	7.00	7.25	7.00	7.25
<b>Expenditures</b>					
Government Relations	1,156,883	1,166,065	1,319,876	1,351,419	1,351,419
<b>Total Expenditures</b>	<b>1,156,883</b>	<b>1,166,065</b>	<b>1,319,876</b>	<b>1,351,419</b>	<b>1,351,419</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>					
Responsiveness to Client Requests	100%	100%	100%	80%	100%
<b>Workload</b>					
Legislative Reporting	100%	100%	100%	100%	100%
Percent of Targeted Legislators Contacted	100%	100%	100%	80%	100%

## Performance Measures

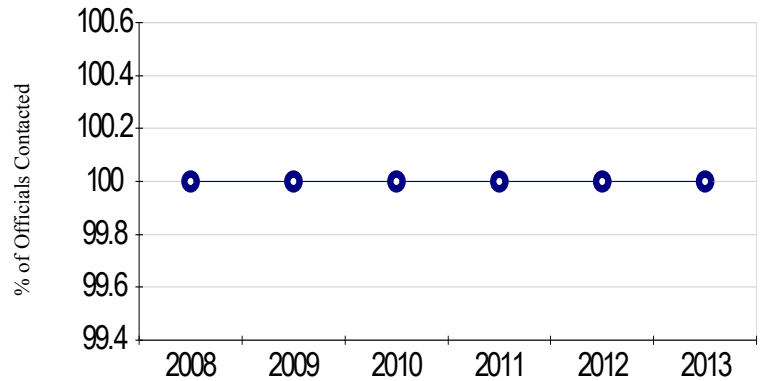
### % of Legislative Reports Published

The Office of Government Relations will produce a Legislative Package for City Council review and adoption before the biennial legislative session, and a report on the results of that package following the session.



### Legislative Outreach

Government Relations will continue with its outreach efforts before, during, and following legislative sessions.



## City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
<b>Total External Revenues</b>	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	432,980	446,819	566,117	526,186	526,186
General Fund Overhead	652,488	646,975	669,430	727,529	727,529
Interagency Revenue	71,415	72,271	84,329	97,704	97,704
<b>Total Internal Revenues</b>	<b>1,156,883</b>	<b>1,166,065</b>	<b>1,319,876</b>	<b>1,351,419</b>	<b>1,351,419</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$1,156,883</b>	<b>\$1,166,065</b>	<b>\$1,319,876</b>	<b>\$1,351,419</b>	<b>\$1,351,419</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	708,354	733,226	852,004	931,778	931,778
External Materials and Services	299,945	275,448	320,866	261,118	261,118
Internal Materials and Services	148,584	157,391	147,006	158,523	158,523
<b>Total Bureau Expenditures</b>	<b>1,156,883</b>	<b>1,166,065</b>	<b>1,319,876</b>	<b>1,351,419</b>	<b>1,351,419</b>
<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>\$1,156,883</b>	<b>\$1,166,065</b>	<b>\$1,319,876</b>	<b>\$1,351,419</b>	<b>\$1,351,419</b>
<b>Programs</b>					
Government Relations	1,156,883	1,166,065	1,319,876	1,351,419	1,351,419
<b>Total Programs</b>	<b>1,156,883</b>	<b>\$1,166,065</b>	<b>\$1,319,876</b>	<b>\$1,351,419</b>	<b>\$1,351,419</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
30000434	Administrative Assistant	45,074	69,451	1.00	61,860	1.00	63,970	1.00	63,970
30000005	Commissioner's Staff Rep	46,322	84,656	2.00	114,978	2.00	141,521	2.00	141,521
30000414	Government Relations Director	102,648	146,952	1.00	139,156	1.00	144,256	1.00	144,256
30000498	Government Relations Lobbyist	75,109	100,048	2.00	169,868	2.00	175,990	2.00	175,990
30001783	State Government Relations Manager	80,787	107,557	1.00	80,784	1.00	102,054	1.00	102,054
<b>TOTAL FULL-TIME POSITIONS</b>				7.00	566,646	7.00	627,791	7.00	627,791
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30000004	Commissioner's Admin Support Specialist	36,483	56,160	0.25	9,120	0.00	0	0.25	9,252
<b>TOTAL LIMITED TERM POSITIONS</b>				0.25	9,120	0.00	0	0.25	9,252
<b>GRAND TOTAL</b>				7.25	575,766	7.00	627,791	7.25	637,043

**City Support Services 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	1,298,617	0	1,298,617	7.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(18,935)	0	(18,935)	0.00	4% reduction
	(5,344)	0	(5,344)	0.00	OMF interagency adjustments
	0	91,432	91,432	0.00	Federal Assistant position
	0	(14,351)	(14,351)	0.00	Non-represented merit freeze
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.25	Technical adjustment: extend limited term FTE
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(24,279)</b>	<b>77,081</b>	<b>52,802</b>	<b>0.25</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>1,351,419</b>	<b>7.25</b>	<b>Total Adopted Budget</b>



# Office of Human Relations

---

City Support Services Service Area

---

## Summary of Budget Decisions

In September 2011, City Council created the Office of Equity and Human Rights. In December 2011, Office of Human Relations positions and budget were transferred to the Office of Equity and Human Rights. At that point, the operations of the Office of Human Relations ceased.

Please see the Office of Equity and Human Rights for all budget-related matters relating to the former Office of Human Relations.

# Office of Human Relations

## City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
<b>Total External Revenues</b>	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	666,231	520,851	369,437	0	0
<b>Total Internal Revenues</b>	<b>666,231</b>	<b>520,851</b>	<b>369,437</b>	<b>0</b>	<b>0</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$666,231</b>	<b>\$520,851</b>	<b>\$369,437</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	393,195	420,432	248,083	0	0
External Materials and Services	248,167	64,871	87,851	0	0
Internal Materials and Services	24,869	35,548	33,503	0	0
<b>Total Bureau Expenditures</b>	<b>666,231</b>	<b>520,851</b>	<b>369,437</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	0	0	0	0	0
<b>Total Requirements</b>	<b>\$666,231</b>	<b>\$520,851</b>	<b>\$369,437</b>	<b>\$0</b>	<b>\$0</b>
<b>Programs</b>					
Human Relations	666,231	520,851	369,437	0	0
<b>Total Programs</b>	<b>666,231</b>	<b>\$520,851</b>	<b>\$369,437</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
30000493	Community Outreach & Informtn Rep, Sr	60,341	80,475	1.00	65,760	0.00	0	0.00	0
30000929	Human Relations Director	93,288	130,291	1.00	93,288	0.00	0	0.00	0
30000464	Program Coordinator	60,341	80,475	1.00	64,500	0.00	0	0.00	0
30000463	Program Specialist	54,725	72,925	1.00	64,764	0.00	0	0.00	0
<b>TOTAL FULL-TIME POSITIONS</b>				4.00	288,312	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>				4.00	288,312	0.00	0	0.00	0

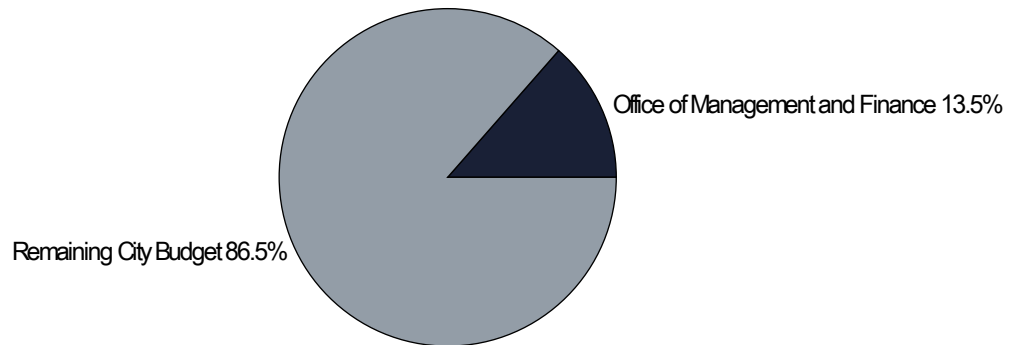
# Office of Management and Finance

City Support Services Service Area

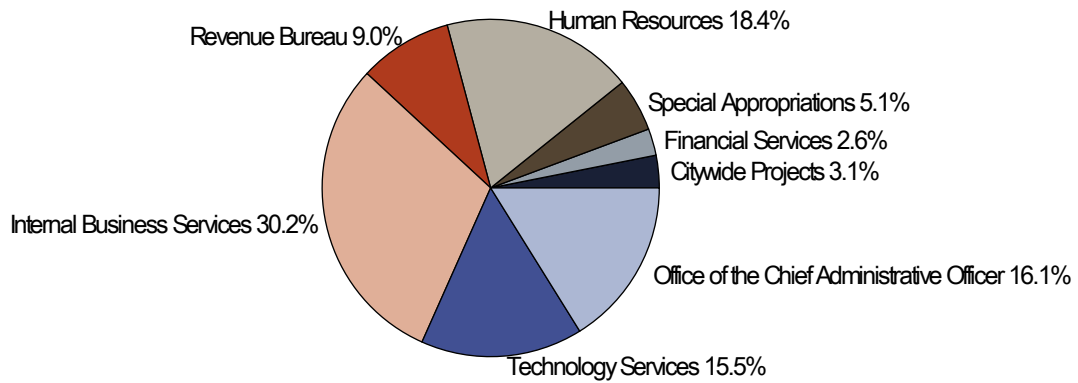
Mayor Sam Adams, Commissioner-in-Charge

Jack D. Graham, Chief Administrative Officer

**Percent of City Budget**

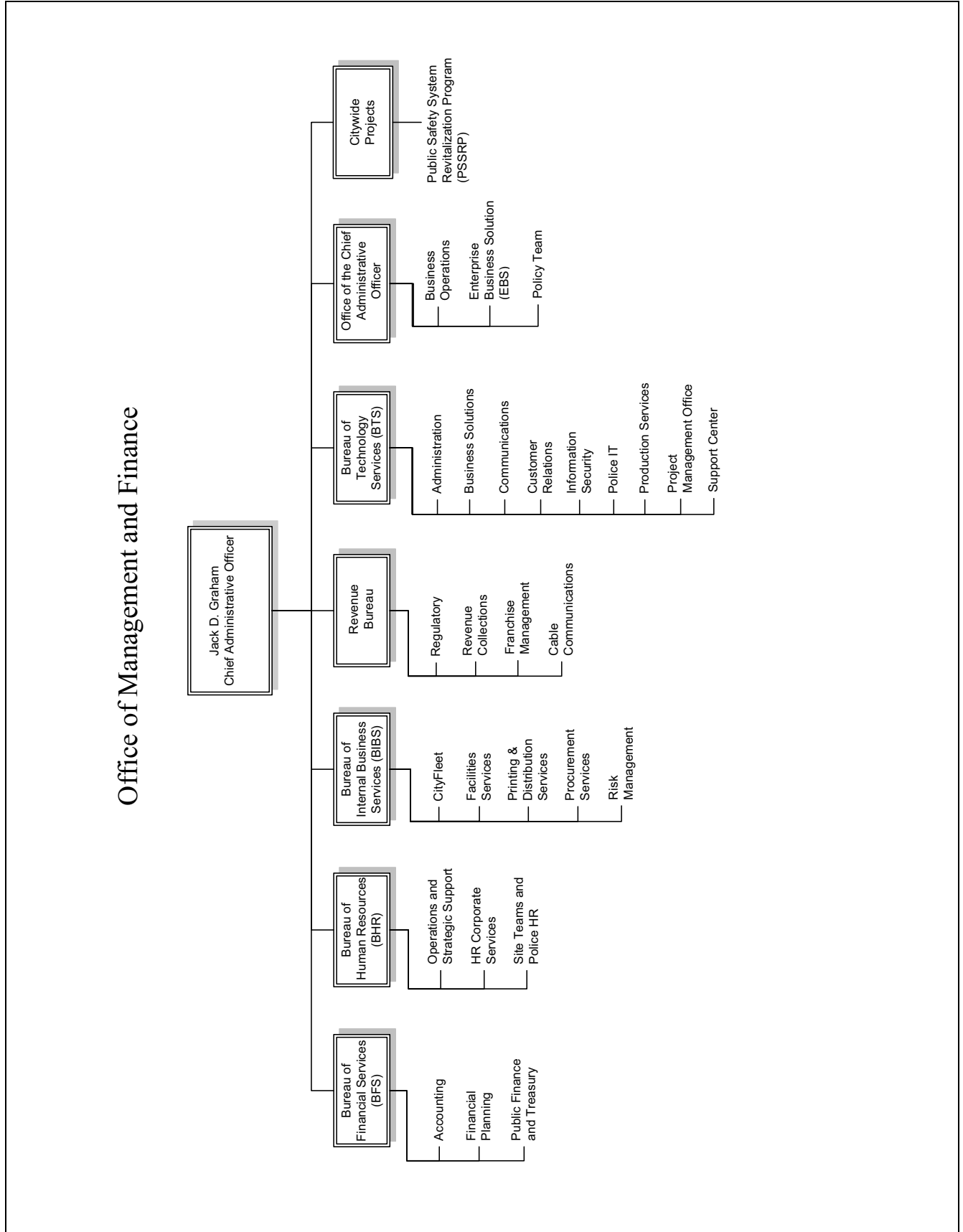


**Bureau Programs**



**Bureau Overview**

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	464,854,624	451,211,318	(13,643,306)	(2.93)
Capital	40,086,359	35,294,486	(4,791,873)	(11.95)
<b>Total Requirements</b>	<b>504,940,983</b>	<b>486,505,804</b>	<b>(18,435,179)</b>	<b>(3.65)</b>
Authorized Positions	672.50	658.55	(13.95)	(2.07)



## Bureau Summary

### Bureau Mission

Managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community.

### Bureau Overview

**Services to the City** The Office of Management and Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF also provides services to other government agencies such as the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise (IRNE), Portland Police Database System (PPDS), Multnomah County Business Income Tax collection, and Printing and Distribution. OMF consists of the bureaus of Financial Services (BFS), Human Resources (BHR), Internal Business Services (BIBS), Revenue, Technology Services (BTS), the divisions of Business Operations and Enterprise Business Solution (EBS), and Citywide Projects.

### Summary of Resources

OMF is funded through a combination of resources. Approximately half of OMF's funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges from Technology Services, EBS, CityFleet, Facilities, Printing and Distribution, and Risk Management. In FY 2012-13, only 10% of OMF's budget is funded through General Fund discretionary resources, mainly to fund portions of Financial Services, Human Resources, Business Operations, Procurement Services, and Revenue. Other resources to OMF include general obligation (GO) bond proceeds for the Fire & Rescue GO Bond Construction Fund, the Public Safety GO Bond, user fees for the Spectator Facilities Fund, and payroll charges for the Health Insurance fund. Financial Services also receives some interagency revenues for Debt Management, and Treasury recovers its costs through a reduction in interest earnings distributed to bureaus and from fees paid in support of the deferred compensation program. Many OMF internal service funds also have outside agency customers.

### Office of the Chief Administrative Officer (CAO)

In addition to Citywide responsibilities and managing OMF to ensure cost effective administrative and support services, the CAO is responsible for providing the Mayor and City Council with accurate and timely information and analysis on a wide array of financial and policy issues. The divisions of Business Operations and Enterprise Business Solutions are part of the CAO's Office and provide financial, communications, strategic planning, project management, and administrative support to OMF. EBS provides SAP management is provided Citywide.

### Bureau of Financial Services

The Bureau of Financial Services provides financial management services to the City in areas such as financial reporting and planning, treasury, debt issuance, accounting, payroll, budget process management and publication, and grants management. The Bureau is managed by the Chief Financial Officer (CFO).

<b>Bureau of Human Resources</b>	The Bureau of Human Resources is responsible for management of the City's human resources systems, including administrative rules and procedures. It is responsible for assisting City bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau also manages employee benefits, deferred compensation, the Health Insurance Fund, classification and compensation, labor relations, and workforce training.
<b>Bureau of Internal Business Services</b>	The Bureau of Internal Business Services manages a range of core internal services critical to meeting City business needs such as facilities, fleet, printing, procurement, and risk management. These services are offered Citywide.
<b>Revenue Bureau</b>	The Revenue Bureau is responsible for consolidated revenue collection and regulation of certain industries. Revenue programs issue permits, advocate for consumers, enforce regulations, and collect revenues including business license tax, utility license franchise fees, transient lodging tax, business property management, cable franchise management, and other revenues.
<b>Bureau of Technology Services</b>	The Bureau of Technology Services provides strategic planning and management of the City's communications-related and information technology equipment and systems. BTS provides expert and cost effective communications and information technology services to the City and regional partners, promoting interoperability. BTS is managed by the Chief Technology Officer (CTO).
<b>Citywide Projects</b>	Within Citywide projects is the Public Safety Systems Revitalization Program (PSSRP), which replaces aging public safety technology systems that support critical citywide needs. PSSRP will ensure enhanced regional interoperability. The CAO serves in an advisory role for this project and OMF administratively supports this project.
<b>Special Appropriations</b>	Special Appropriations are included with OMF for reporting purposes only and are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit.

## Strategic Direction

<b>OMF Goals</b>	<p>OMF's strategic goals include:</p> <ul style="list-style-type: none"> <li>◆ Ensure long-term financial health. Strengthen the City's financial position, maintain assets, and plan prudently for the future.</li> <li>◆ Enhance customer service. Continuously improve communications and focus on helping customers achieve their goals.</li> <li>◆ Foster a knowledgeable and diverse workforce. Support an inclusive workplace and create opportunities for employees to grow and develop.</li> <li>◆ Continuously improve business processes. Initiate business improvements, including those that implement better business practices, effectively using technologies, support sustainability efforts, and create efficiencies.</li> </ul> <p>By focusing on these strategic goals, OMF will continue to provide key internal support to the City Council goal to deliver efficient, effective, and accountable municipal services and to Council initiatives.</p>
------------------	--

**Significant Issues      Workforce Planning**

The Bureau of Human Resources is responsible for Citywide recruiting, diversity, and training programs. A significant number of employees are, or soon will be, eligible for retirement. At the same time, there is a lack of entry-level positions to address changing business needs and reach diversity and equity goals within the City.

Following several years of budget reductions, resources to fund activities like job fairs, training programs, diversity programs, and other important initiatives have been cut. At the same time, the City needs to find ways to transfer the knowledge and expertise that is lost as employees retire while shaping and enabling the City's workforce to reflect the changing demographics and service needs of the City's communities.

Programs are required to support recruitment and training resources, mentorship initiatives, internships, and apprenticeships. Programs are required to conduct an assessment of the City's classification system in support of long-term workforce planning. These efforts require dedicated, centralized, and ongoing resources to effectively implement and maintain them.

The ability to recruit and retain staff with a high degree of technical expertise is of particular concern for bureaus. The City will continue to struggle to recruit and retain the highly skilled workforce it needs to perform essential functions. For those the City does recruit, we will continue to act as a "training ground" for talent only to see them leave following significant employee development investments.

If funding and programs are not implemented, the City will experience a loss of institutional knowledge and decreased service delivery. City bureaus will likely face long recruitment delays when recruiting for positions that are not currently represented in the workforce. In addition, the shortage of diversity in the workforce will leave the City unable to meet the needs and expectations of the community.

**Critical Technology Recovery in a Disaster**

The City relies extensively on technology in order to provide critical services to the public. A large scale natural or man-made disaster can result in catastrophic destruction of numerous technology systems that are essential for the ongoing operation of the City. Key services relying on technology include: communications for law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payables.

Although BTS has invested significantly in improving the reliability and availability of key technology systems, a large disaster localized to the Portland area could result in complete loss of these critical technology assets, which would take months to restore.



In order for the City to quickly recover its most critical services after a major disaster, additional resources should be directed towards building and operating redundant technical systems for the City's most critical services at an offsite location. The location for these redundant systems would ideally have a location safe from disasters such as earthquakes, floods and hurricanes. Although BTS keeps redundant copies of critical City data at an offsite location, recovery from the catastrophic destruction of its key technology systems or data center requires the ability to rapidly rebuild replacement systems and place them into operation in order to restore full services.

The lead time to order and rebuild replacement systems, as well as identify alternate facilities to house this equipment, can take an extended period of time. If measures are not taken to fund redundant systems now, the City is at risk for an extended recovery, estimated at several months, for key City services and functions that rely on operating technology and equipment.

### **Facilities Asset Management**

The Bureau of Internal Business Services (BIBS) is responsible for maintaining and preserving the City's essential facilities and real property assets, which does not have a sustainable funding model that fully supports major maintenance and capital improvement projects. The rates currently charged for these facilities, including fueling stations, do not fully fund the maintenance and improvement to these assets.

Maintaining City facilities is imperative, as this will ensure the long life and usability of the buildings, as well as preserving the City's long-term and significant investments in these assets. Adequately funding repairs, major maintenance, and capital improvements is key to keeping the City's assets in good working condition and will ultimately result in reduced ongoing operating costs.

Currently, the primary method to fund major maintenance and capital improvements is through rate increases. The option of diverting money from other areas of the funds' budgets is not realistic after multiple budget cut cycles and efficiencies that have eliminated other possible funding options.

If this issue is not addressed, OMF will continue to have more asset preservation projects than funding allows. This means projects will get deferred, which typically results in increased costs or loss of revenue and impacts service delivery. The City has a number of essential facilities and not properly maintaining these has the potential of injury or loss of life.

### **Technology Asset Replacement**

The Bureau of Technology Services (BTS) is responsible for operating and maintaining critical technology assets, which do not have a sustainable replacement funding model. If technology assets are not replaced on regular schedules, ongoing costs to maintain them increase. Additionally, technology assets kept in operation beyond their useful service life suffer from reliability problems which result in major service affecting outages.

The primary method to fund technology asset replacement is through rates, however current rates collected for the majority of technology assets do not include a replacement component. The option of diverting money from other fund areas is not feasible after several years of budget reductions.

If this issue is not addressed, BTS will continue to have significantly more technology asset replacement needs than funding allows. This means replacements will be deferred and critical technology systems will be in operation longer than recommended. Since many of these systems are essential for public safety, system failures that result from deferred replacements may seriously jeopardize the safety and health of our first responders and the public.

### Citywide and Major Initiatives

Current Citywide and OMF initiatives include:

- ◆ Providing sound financial and policy guidance to support services in an economic recession
- ◆ Developing the City workforce to meet current and future challenges
- ◆ Expanding the City's effective use and implementation of SAP technology
- ◆ Developing the 2012-17 OMF Strategic Plan
- ◆ Leading efforts to manage the use of technology to meet business needs
- ◆ Providing opportunities for the public to learn about the City's budget
- ◆ Implementing new online services for business, employees, and the public
- ◆ Managing and maintaining Citywide assets
- ◆ Providing leadership and staff support for the Public Safety Systems Revitalization Program and staff support for the Council appointed Public Safety GO Bond Independent Citizen Committee and the Technology Oversight Committee
- ◆ Updating the OMF Continuity of Operations Plan

### Service Improvement Plan

#### Maximizing the City's investment in SAP

The Office of Management and Finance's goal is to improve the City's proficiency in using SAP and to plan for future functionality. The plan to achieve these goals includes a comprehensive assessment by outside consultants looking at the EBS Division, Citywide ERP, staffing, and maximizing the use of SAP. The assessment begins with a survey asking City bureaus to provide feedback, which will help OMF more accurately gauge the City's progress in achieving the goals for SAP implementation.

#### Create a strategic direction for OMF for FY 2012-17

OMF will implement a five year strategic planning process, beginning with the development of the FY 2012-17 OMF Strategic Plan. The plan will include mission, vision, and values, as well as strategic issues, goals, strategies, and performance measures. In developing the plan, there will be broad stakeholder input and a thorough look at internal and external factors affecting the organization. Upon completion of the plan, reporting mechanisms will be developed and implemented to track the progress on reaching organizational goals over the next five years.

### Cross Functional Teams

OMF is identifying and developing cross functional teams, which will enhance customer service and build employee capacity. A cross functional team is a group of employees with different functional expertise and from different parts of OMF, who work together to resolve an issue or to achieve a common goal. Members of the team think strategically and work collaboratively. Working within their given level of authority these teams may implement changes, solve problems, manage projects, or provide guidance. Each cross functional team will have an Executive Sponsor(s).

## Summary of Budget Decisions

### 4% Reduction Packages

#### Office of the Chief Administrative Officer

##### Business Operations

Reduces outside consulting for customer service survey and business process improvements; reduces educational conference opportunities for staff; reduces temporary help budget, resulting in fewer entry-level positions and lack of flexibility in hiring temporary help; includes rent savings. (\$64,030)

##### Enterprise Business Solution

Reduces training and funding for services to legacy systems; reduces consultation services, limiting ability to complete work, respond to change requests, address break/fix tickets, and critical maintenance of service issues. (\$323,000)

#### Bureau of Financial Services

##### Accounting

Eliminates Accountant I position, resulting in limited ability to implement workforce realignment and training efforts, internal control issues, process delays, reduced customer service, and impacts to the program's ability to continue implementing the recommendations outlined in the Financial reporting and Compliance Project Final Report; includes rent savings. (1.00 FTE, \$78,152)

##### Financial Planning

Reduces Financial Analyst position by 0.25 FTE (limited term), impacting the depth and quality of analysis and recommendations on the budget and Budget Monitoring Process (BMP), as well as delayed response to bureaus and Council on special projects or requests for information. (0.25 FTE, \$25,090)

##### Public Finance and Treasury

Reduces OSS II position by 0.74 FTE and reduces materials and services, resulting in loss of clerical and administrative staff, which lessens the ability to acquire Investment Management software, and reduces access to external legal and financial advice; includes rent savings. (0.74 FTE, \$79,138)

#### Bureau of Human Resources

##### Corporate Services

Reduces a senior manager position by 0.5 FTE, under-fills a Labor Relations Coordinator position, and reduces materials and services, resulting in increased response times and fewer opportunities for professional development; resources will be realigned and consolidated to meet customer needs; remaining portion of senior management position will be reclassified to a Training Analyst to support the Citywide training program. (0.50 FTE, \$120,700)

**Bureau of Internal Business Services****Procurement Services**

Reduces repair and maintenance services, miscellaneous services, office supplies, education, training, and out of town travel, as well as the ability to sponsor one Protege through the Port of Portland program. (\$55,575)

**Risk Management**

Reduces excess liability second tier coverage from \$30 million to \$10 million; other public agencies either have no excess coverage or carry \$5 million-\$10 million over their self-insured retention levels. (\$134,000)

**Facilities Services**

Leases vacant 1900 Building office space; aligns Comcast cable delivery in the 1900 Building to actual tenant needs; and increases energy cost savings. (\$647,000)

**Printing and Distribution**

Eliminates a Reprographic Operator II position and work is reorganized with minimal impact; replaces aging digital printing equipment resulting in increased efficiency and reduced copy maintenance costs. (1.00 FTE, \$91,000)

**CityFleet**

Extends lifecycle replacement for Police vehicles. (\$375,000)

**Revenue Bureau****Regulatory**

Increases software license agreement fees for the first time since 2003. The bureau projects new revenue collections of \$7,200 which will offset General Fund program support. (Net zero impact, \$0)

**Revenue Collection**

Eliminates Revenue and Tax Specialist IV position, shifting workload to other positions and limiting the amount of coverage and separation of duties for the section, increases customer response rate, delays work on online service enhancements, and limits the ability to respond in a timely manner to Tax Code changes; reduces the City Attorney Interagency agreement and lengthens response time to legal issues. (1.00 FTE, \$148,299)

**Bureau of Technology Services****Business Solutions**

Eliminates two Applications Analyst III positions and materials and services, resulting in insufficient funds devoted towards major maintenance and equipment replacement for the Geographic Information System program; reduces resources to support BRASS, PatternStream, and several legacy financial and human resources applications; reduces software development and support for Portland Bureau of Transportation; reduces professional services assistance for new projects requested by customer bureaus. (2.00 FTE, \$373,859)

#### **Communications**

Eliminates the replacement portion of the rates for the City's next generation public safety radio system resulting in no funding reserves available for eventual replacement of the system anticipated in 20 years; reduces professional services needed for planning the replacement of the City's analog telephone switch, which may result in extended service outages as well as cost overruns and delays; reduces cellular contract fees. (\$1,018,141)

#### **Production Services**

Reduces the total number of Oracle software licenses at the Revenue Bureau that are currently unused. (\$33,000)

#### **Citywide Projects**

##### **Public Safety Systems Revitalization Program**

Eliminates a Management Analyst position resulting in reduced staff resources for the Radio and RegIN projects, as well as overall program needs such as internal quality assurance. (1.00 FTE, \$56,235)

#### **6% Reduction Packages**

These packages add to the previous 4% reductions to make up OMF's 6% reduction.

#### **Office of the Chief Administrative Officer**

##### **Business Operations**

Reduces temporary staff and OSS III hours, resulting in delays in processing contracts and vendor payments, inability to expedite requests for immediate contract approval or vendor payments, and fewer entry-level positions and flexibility in hiring temporary help with specific skills required for the work. (\$21,204)

##### **Enterprise Business Solution**

Reduces contract services, only allowing for consultants to resolve critical maintenance of service issues and to complete work for labor contract configuration; efficiencies of an enterprise system will be further eroded. (\$161,000)

#### **Bureau of Financial Services**

##### **Financial Planning**

Reduces Financial Analyst position previously cut in the 4% reductions by an additional 0.5 FTE; the remaining funds for the 0.25 FTE would be used for temporary employees or a graduate-level intern, as recruitment for 0.25 FTE is not realistic. This package would further limit the ability to respond to requests for information and quality of financial analysis. (0.50 FTE, \$51,620)

**Public Finance and Treasury**

Reduces OSS II position by remaining 0.26 FTE; reduces external materials and services, which could result in Treasury and Debt Management not seeking outside advise regarding investments and could diminish their ability to effectively invest City funds and optimize opportunities for strategic investment management; exposure could be significant. (0.26 FTE, \$39,569)

**Bureau of Human Resources****Corporate Services**

Eliminates the remainder of the senior manager position with no ability to use remaining funds to hire a Training Analyst and reduction in materials and services, which will negatively affect training support for the Citywide training program and BHR's ability to support workforce and career development, diversity training, and knowledge transfer in anticipation of a large retirement wave, as well as reduced ability to take on unanticipated projects. (0.50 FTE, \$66,725)

**Bureau of Internal Business Services****Procurement Services**

Continues cuts to materials and services resulting in reduced operating supplies, repair and maintenance services, office supplies, education and training, and out of town travel, as well as reduces the number of outreach events sponsored by the City. (\$25,287)

**Risk Management**

Additional reductions taken to the excess liability second tier coverage from \$30 million to \$10 million. (\$66,000)

**Facilities Services**

Reduces janitorial services; eliminates paper towels in the Portland Building and relies on electronic hand dryers; eliminates regularly scheduled air quality testing; reduces 1900 Building Major Maintenance reserve rate from 3.2% to 2.5% of building value; turn down City Hall HVAC on nights and weekends. (\$324,000)

**Printing and Distribution**

Increases lifecycle replacement of City copiers/printers; decreases the capital charge per copy. (\$45,000)

**CityFleet**

Vehicles assigned to North Precinct and to the Fire Bureau must obtain fuel through City owned fuel stations rather than from contracts with external retail fuel providers; elimination of five pieces of PBOT equipment that are costly to maintain and receive low use. (\$188,000)

### **Revenue Bureau**

#### **Regulatory**

Further delays work on online service enhancements and response to Tax Code changes; only allows for resolution of critical system maintenance issues; further reduces the City Attorney interagency agreement, lengthening the response time to legal issues and limiting the ability to meet unanticipated demands for City Attorney resources. (\$84,687)

### **Bureau of Technology Services**

#### **Business Solutions**

Eliminates a Senior Information Systems Manager, Application Analyst IV, and an Applications Analyst III, which will require customers to contract with third parties for application development and support service; reduces GIS support, and limits ability to provide guidance in the development of solicitations. (3.00 FTE, \$340,128)

#### **Production Services**

Eliminates an Information Systems Technician II resulting in the inability to monitor and immediately respond to equipment and environmental condition problems in the City's primary data center facility, as well as providing first level technical support outside of normal business hours. (1.00 FTE, \$83,274)

#### **Project Management Office**

Eliminates an Information Systems Analyst III position, resulting in fewer project managers to assist with the implementation of technology projects; critical projects will be deferred or proceed without a trained project manager, increasing the risk of project failure and cost or schedule overruns. (1.00 FTE, \$94,056)

#### **Support Center**

Eliminates an Information Systems Analyst II position and decreases materials and services, which will increase the time needed to process network accounts requests and the setup of new employee accounts. (1.00 FTE, \$194,542)

### **Citywide Projects**

#### **Public Safety Systems Revitalization Program**

Reduces materials and services budget available for a contract employee and increases the workload for existing staff. (\$28,117)

### **8% Reduction Packages**

These packages add to the previous 4% and 6% reductions to make up OMF's 8% reduction.

**Office of the Chief Administrative Officer****Business Operations**

Eliminates OSS III hours, which would delay vendor and contract payments by a week or more, and vendor payments may not be processed within the 30 day contract payment window; further reduces outside consulting for customer service survey, business process improvements, and support for OMF-wide strategic initiatives. (\$51,203)

**Enterprise Business Solution**

Eliminates additional contract services, resulting in division work focused exclusively on maintenance of the existing SAP service level with limited changes or new functionality; limits response to break/fix issues and ability to increase effectiveness. (\$161,000)

**Bureau of Financial Services****Accounting**

Reduces professional development, impacting the ability to maintain professional certifications; reduces temporary staff hours to assist with the production of the Comprehensive Annual Financial Report. (\$23,000)

**Financial Planning**

Eliminates the remaining portion of the Financial Analyst position and decreases materials and services, resulting in increased workloads for remaining staff, decreasing the depth of bureau financial analysis, and delays or elimination of special projects requested by Council and bureaus. (0.25 FTE, \$28,621)

**Public Finance and Treasury**

Reduces materials and services at a greater level, which could result in Treasury and Debt Management not seeking outside advice regarding investments and could diminish ability to effectively invest City funds and optimize opportunities for strategic investment management; exposure could be significant. (\$39,569)

**Bureau of Human Resources****Corporate Services**

Reduces materials and services at a greater level, limiting the bureau's ability to respond to special projects in functions like labor relations, classification and compensation, employment and development, and diversity development/affirmative Action. (\$36,725)

**Bureau of Internal Business Services****Procurement Services**

Reduces materials and services at a deeper level, resulting in reduced operating supplies, repair and maintenance services, office supplies, education and training, and out of town travel, as well as reduces the number of outreach events sponsored by the City. (\$25,287)



**Risk Management**

Eliminates OSS II position, resulting in minimal emergency backup for administrative staff and delays in invoice processing; SAP data entry will be absorbed by the remaining staff. (1.00 FTE, \$67,000)

**Facilities Services**

Leases vacant Kelly building; reduces funds set aside to purchase renewable energy; upgrades maintenance dispatch system creating staffing efficiencies, and eliminates the Maintenance Dispatch Supervisor position; reduces inside winter temperature and increase summer temperature; reduces window cleaning; reduces contracted custodial services at all buildings by 4%. (1.00 FTE, \$324,000)

**Printing and Distribution**

Streamlines interoffice mail delivery system eliminating a Distribution Tech position, resulting in once a day pick-up and delivery for agencies outside the core area and decreases delivery frequency to low generators to one stop per day. (1.00 FTE, \$45,000)

**CityFleet**

Assesses rent to Home Forward parking spaces at the Kerby Garage facility, currently at no cost; undergoes Utilization Reviews for Police and Parks Bureaus vehicles; adjusts preventive maintenance cycle for Lieutenant vehicles; eliminates low use/high cost vehicles from PBOT fleet. (\$187,000)

**Revenue Bureau****Regulatory**

Increases permit revenue through realignment of workload, focusing more on oversight and enforcement of permit programs and less on responding to new levels of service and expedited requests. The bureau projects new revenues of \$10,000 which will offset General Fund program support. (Net zero impacts, \$0)

**Revenue Collections**

Reduces funding for customer service training, staff development, and consultant services for system maintenance. It also reduces 0.5 FTE of a Revenue Tax Specialist IV, extending the time required to complete the collection process. (0.50 FTE, \$74,687)

**Bureau of Technology Services****Business Solutions**

Eliminates a Principal Information Systems Analyst and an application Analyst IV position, resulting in decreased Geographic Information System (GIS) support, as well as decreased development capacity and increased response times. (2.00 FTE, \$196,296)

**Communications**

Eliminates a Communications and Networking Project Manager, a Communications Technician II, and decreases materials and services, resulting in the reduced capacity to respond to and resolve public safety radio support issues, delays to critical telecommunications projects, and the inability to complete regular analysis of cellular usage patterns used to adjust cellular phone plans. (2.00 FTE, \$242,652)

#### **Production Services**

Eliminates Principal Information Systems Analyst and Information Systems Analyst III positions, resulting in decreased response times to resolve server and email requests and increased delays for new servers; potential impact to projects such as the PSSRP. (2.00 FTE, \$187,460)

#### **Support Center**

Eliminates an Information Systems Analyst II and reduces materials and services, resulting in reduced desktop support and increasing response time to office computing support issues. (1.00 FTE, \$86,592)

#### **Citywide Projects**

##### **Public Safety Systems Revitalization Program**

Further reduces materials and services budget, eliminating a contract employee and increasing workload for existing staff. (\$28,117)

#### **Internal Service Fund Reduction Packages**

##### **OMF Operating Reserve Reductions**

Transfers cash from the operating reserves of three internal service funds, Technology Services, Printing and Distribution Services and Enterprise Business Solution, to the General Fund. This will result in the operating reserves for the Technology Services and Printing and Distribution Services funds being reduced to the 5% minimum amount that is mandated by OMF financial policy. The EBS Fund will remain above the 5% minimum level. (\$904,275)

Reduces the inflation rate for internal service funds from the estimated 3.8% Cost of Living Adjustment (COLA) to the actual rate of 3.3%. This reduction is reflected in interagency agreements and passes the savings on to the customers. (\$149,266)

Reduces internal service rates and interagency agreements to reflect adjustments to the cost of services from other internal service providers. (\$191,246)

#### **Other Packages**

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

The package reflects a decrease of \$167,954 in personnel services costs resulting from a freeze on merit increases in FY 2012-13 for non-represented employees making more than \$45,000 per year. (\$167,954)

##### **Special Event Revenue**

The Revenue Bureau will implement a cost recovery model for athletic events permitted by the bureau. The bureau projects new revenue collections of \$100,000 which will offset General Fund program support. (Net zero budget impact, \$0)

**Add Packages****Bureau of Internal Business Services****Facilities Services**

Redevelops Phases I and II of the City's federally required ADA Transition Plan by inspecting the remaining Medium Priority (Tier II) and Low Priority (Tier III) Citywide sites in accordance with the 2010 Standards for Accessible Design for all Bureaus; develops solutions to resolving barriers; plans cost estimates for barrier removal; prioritizes removal of barriers or defines exemptions, and incorporates that information into the full Citywide ADA Title II Transition Plan Draft. (\$368,000)

**Procurement Services**

Continues one-time funding for the Minority Evaluator Program, which is an existing program mandated by Council in FY 2010-11 and funded by interagency agreements with City Bureaus and managed by a Program Coordinator. The additional responsibilities for managing the Mayor's Summer Youth Connect Program will also be part of this program. (1.00 FTE, \$118,526)

Extends existing one-time funding for an additional year for a Contract Compliance Specialist and a Procurement Assistant to allow compliance staff to remain timely on compliance monitoring activities. Funding is through interagency agreements with Bureau of Environmental Services (BES), Water Bureau, Portland Bureau of Transportation Parks Bureau (PBOT), and OMF Facilities. These staff are a result of the economic stimulus package introduced by Council in 2009 that increased capital improvement projects, resulting in increased bid activity from contractors and increased interest from subcontractors. (2.00 FTE, \$177,002)

**Bureau of Technology Services****Business Solutions**

Adds an Applications Analyst II as a permanent position with responsibility for the City Attorney's Office ongoing dedicated application support. The City Attorney's Office requested the package and is providing the funding through an Interagency Agreement. (1.00 FTE, \$144,432)

**Realignment Packages****Bureau of Internal Business Services****Procurement Services**

Converts an already budgeted Senior Procurement Specialist position from limited term to permanent to correct an oversight related to merging technology purchasing with the Procurement Division. This will maintain the current service level required by Technology Services and customer bureaus to deliver timely, effective and satisfactory technology related acquisition and contracting services to City bureaus. (1.00 FTE, \$0)

**Bureau of Technology Services****Business Solutions**

Converts one limited-term Information Systems Analyst II to a full-time permanent position with responsibility for ongoing support of the Information Technology Advancement Project at the request of BDS. As permitting data becomes more location-based, Bureau of Development Services (BDS) will be required to maintain additional data on the City's GIS platform to facilitate special reporting. Ongoing funding ensures the resources BDS requires to meet their growing GIS needs. (1.00 FTE, \$0)

## Capital Budget

### Bureau Summary

OMF's mission is managing the City's fiscal, human, physical and technological resources to deliver high quality services to the City and our community.

### CIP Highlights

Highlights of the OMF CIP include the following:

#### BIBS - Fire Facilities

The GO Bond program, approved by voters in November 1998, was completed by the end of FY 2011-12. In November 2010, voters approved a new GO Bond program and a new fund was created, the Public Safety GO Bond Fund. The new program funds public safety needs of Fire apparatus replacement, radio system replacement, Emergency Coordination Center construction, and a new fire station. The fire station project constructs a new seismically upgraded station at the current station location on the east side of the Willamette River adjacent to the Madison Street Dock.

#### BIBS - Police Training Facility

The total cost to purchase and construct or remodel buildings to fit the Police Training Center program is set at a cost not to exceed \$15 million. Given this limitation, the bare land sites were not considered feasible as the cost to construct would far exceed the \$15 million budget without major reductions in the program. The search for suitable sites became concentrated on those properties identified as having buildings that could be remodeled to fit the program and with enough acreage to allow all or most of the driver training activities. One property was selected based on the ability to meet all the basic requirements of the program and not exceed the \$15 million of funding planned by the City Council. Project bonds were issued and the property was purchased at the end on FY 2011-12. Renovations to the building will begin in FY 2012-13.

#### PSSRP - Completion of the CAD-Next Project

During FY 2011-12, the City completed implementation of a new Computer-Aided Dispatch (CAD) system for the Bureau of Emergency Communications (BOEC). The system is now operated and maintained by Bureau of Emergency Communications (BOEC), Bureau of Technology Services (BTS), and a vendor, Versaterm.

#### PSSRP - Reset of the RegIIN Procurement

In August 2011, the City terminated contract negotiations with the selected RegJIN vendor and restarted the RegJIN Project procurement process with a new Request for Proposals (RFP). PSSRP, working with the Portland Police Bureau, Procurement Services, the Office of the City Attorney, and RegJIN partner agencies, developed a new RFP and moved forward with procuring a system vendor for the project.

#### PSSRP - Revised Project Budget for the Fire Information System Replatform Project

The City procured a project consultant through a competitive RFP process to assist in developing a project plan and a conceptual design. The results of this work were twofold: the project cost estimate confidence levels changed from low to high and the project budget estimate increased from \$1.3 million to \$1.9 million.

#### PSSRP - Independent Voice Radio Engineer; Radio Requirements Development

After conducting a competitive RFP procurement process, the City selected and executed a contract with Federal Engineering to develop technical specifications and alternatives for the Public Safety Emergency Radio System Replacement Project. The contract with FE also includes an optional provision for assisting the City in the development of a replacement system RFP. The City expects to conduct the replacement system procurement for the project, including vendor selection, during FY 2012-13.

#### BTS - 800 MHz Radio Engineering

Development of the radio site at Walter's Hill, including a new tower and building. Estimated five-year project costs are \$643,500.

#### BTS - Network Engineering and Support

An enterprise network technology refresh for the City's data network infrastructure. Estimated five-year project costs are \$2,208,500.

#### BTS - SAN Storage Expansion

Develop increased capacity of the centralized Storage Area Network. Estimated five-year project costs are \$1,942,000.

#### BTS - AIX Hardware Technology Refresh

Replaces and consolidates end-of-life AIX hardware systems. Estimated five-year project costs are \$1,698,578.

#### BTS - Voice System Technology Refresh

Replacement of the City's analog voice switch (FY 2013-14 CIP). Estimated costs are currently \$3,118,000.

### Major Issues

The major issue for the OMF CIP continues to be a lack of an adequate funding source for technology system replacement when it has reached the end of its useful service life and is no longer supported by the manufacturer for maintenance and repairs. While limited replacement funds are established for some user devices (ex. radio equipment associated with the public safety radio system, video systems, Geographic Information System (GIS) infrastructure, and personal computers), no

similar systematic approach exists for the full range of IT network, communications, and computing equipment. BTS began addressing this issue by collecting replacement costs as a component of PC and laptop equipment rates starting in FY 2010-11. Included in the FY 2012-13 budget are replacement collections for virtual servers. As economic conditions improve and budget restrictions are eased, BTS will look to continue expanding in this area so that a larger portion of its critical infrastructure can be fully funded for ongoing replacement needs.

#### Changes from Prior Year

Significant changes for the OMF CIP for FY 2012-13 are as follows:

- ◆ A new CIP, AIX Hardware Technology Refresh, has been added for the replacement and consolidation of end-of-life AIX systems.
- ◆ BTS has determined that the five-year needs of the Enterprise Network Technology Refresh CIP are of such importance that funding from existing reserves has been set aside to support all costs for the entire five-year period.

Other changes to the CIP include the following new projects:

- ◆ Police training facility.

## Strategic Direction

#### Council Goals and Priorities

The CIP supports the following City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. This is accomplished through:

- ◆ Buildings that are appropriately sited, well designed, and well maintained contribute to Portland's livability. Projects within this CIP are a result of good planning and the City's commitment to planning and well-managed growth.
- ◆ Well-sited, adequate public safety and emergency response facilities promote a safe and peaceful community. A reliable 800 MHz system is the backbone of the City's emergency response system.
- ◆ City of Portland buildings in the downtown area, including City Hall, the 1900 Building, and the Portland Building, help maintain a vital downtown.
- ◆ Union Station contributes to the City's commitment to having a functional multimodal transportation system.
- ◆ Infrastructure maintenance is vital to the City's long-term fiscal health, stability, and its ability to deliver services.

The PSSRP CIP supports the City Council goal of well-sited, adequate public safety and emergency response that promote a safe and peaceful community. A reliable 800 MHz system is the backbone of the City's emergency response system. As public safety response is becoming more data dependent, the health of the City's data network gains in criticality. Aging public safety systems and applications pose a risk to future public safety operations.

**City Comprehensive Plan**

This CIP evolves from and supports the City's overall land use and facility plans. Three program areas are particularly sensitive to comprehensive community planning:

- ◆ Police: The siting and organization of public safety response is based largely on the City's physical size, growth, density, and demographic patterns.
- ◆ Fire & Rescue: The siting and adaptation of Fire & Rescue Stations is highly dependent on neighborhood boundaries and neighborhood preferences. The foundation of the Fire Management Area is the City's comprehensive land use plan and the regularly produced response time study.
- ◆ Downtown Buildings: The Portland Building, City Hall, Justice Center, and 1900 Building were all sited based on identified preferences in the downtown plan, particularly for the three located in the designated "government center" within downtown. The 1900 Building was sited and operates as part of the University Center Plan, supporting the south end of downtown and sharing the area with Portland State University (PSU).

**Criteria**

For this capital plan, OMF's primary focus is on improving or replacing core infrastructure owned by the City and responding to customers' needs for additional infrastructure. Funded projects allow infrastructure to be replaced with new functional and reliable assets, and lower costs by reducing the potential for costly breakdowns. A second category of projects includes those that add functionality and capacity to the City's infrastructure.

For this capital plan, BTS continues to focus on the critical core elements of its infrastructure, with emphasis on infrastructure that addresses maintenance and reliability of key systems, and provides the capacity to meet the City's changing business needs. The CIP was coordinated between the BTS programs of 800 MHz Radio Engineering, Telecommunications, Network Engineering and Support, Production Engineering, Production Services, Server Support, Information Security, and Business Solutions. Priority was given to essential core services and system upgrades and replacements to maintain stability of core data services, continuity of critical services, increasing demand, and asset replacement that facilitates cost savings and efficiency.

**Capital Planning and Budgeting****Capital Planning Process**

The capital planning process is closely tied to OMF's overall asset management program. The asset management program drives the capital projects proposed in the CIP and the Major Maintenance (MM) projects proposed in the Requested Budget and detailed in OMF's five-year plan.

OMF works closely with its customers to understand their businesses and how their assets support and serve their work objectives. Projects in the CIP and MM plans were developed with input from internal and external customers, staff who maintain the infrastructure, and City Council's established goals, objectives, and policies.

CIP projects for new or relocated facilities, including those for Fire, are the result of considerable planning and collaboration with bureaus, community members and Council decisions and directives. They appear here as a result of team efforts to keep City facilities useful and adapting to the changing requirements of this local government.

The programs in BTS responsible for the CIP identified their projects and provided reasons for inclusion and submitted them to a management review group for coordination and approval. Priority was given to items that supported clear business needs of BTS and its customers.

As BTS is responsible for nearly the entire City information technology and communications infrastructure, the primary coordination opportunities were in the areas of network improvements and storage management. Fiber network improvements are planned through joint participation of Telecommunications and Network Engineering personnel. Fiber construction is coordinated through a cooperative agreement with TriMet and the Oregon Department of Transportation (with the active participation of the Bureau of Transportation) and direct discussions with the Water Bureau and the Bureau of Environmental Services. Production Services and Production Engineering teams worked together to develop integrated plans providing disk storage resources to meet anticipated demand.

### Financial Forecast Overview

This plan includes projects funded from a variety of sources.

- ◆ Projects for Fire facilities are funded from General Obligation bonds authorized by voters in November 2010.
- ◆ General Fund debt financing, cash from Water and BTS, and General Obligation bonds are the funding sources for an Emergency Coordination Center (ECC) project approved in a prior year.
- ◆ Vehicle replacement rates charged to bureaus through Fleet interagency service agreements fund vehicle replacement projects.
- ◆ BTS reserves fund a number of CIP projects. Reserves are used since the possibility of raising rates through decision package approval is low, and these projects may lead to efficiencies within the organization.
- ◆ General Fund debt financing, cash from the General Fund and BTS Fund, and General Obligation bonds fund PSSRP projects.

### Asset Management and Replacement Plans

There are four categories of projects.

- ◆ Replacement projects replace assets at the end of their useful lives. Due to the nature of these assets they are on regular replacement schedules. Examples include Fleet vehicle replacement and BTS technology equipment replacement projects. These projects are generally funded by interagency rates charged to customers.
- ◆ New assets in support of growing City programs whose current assets do not meet their functional requirements. Examples include an ECC, a new management information system for Risk Management, and the PSSRP projects. These projects are funded with one-time money or debt financings.



- ◆ Major renovations or new construction of assets that are outdated due to new code requirements, new functional requirements, deferred maintenance, and renovations. An example is the replacement of Fire Station 21. Fire facilities projects are funded with voter approved General Obligation bond. Other projects are funded with one time money or debt financings.
- ◆ Expansion of the City's infrastructure to accommodate growing demand. An example is an expansion of the City's Integrated Regional Networking Enterprise (IRNE). These projects are generally funded out of fund reserves.

These replacement and new construction projects are one part of OMF's asset management program. The other part is the regular major maintenance of assets. These major maintenance projects do not meet the definition of capital expenses so are not included in this plan. They are included in the OMF five-year plan.

## Capital Programs and Projects

### Capital Program Descriptions

The OMF CIP is organized around the following division and programs structure:

#### Technology Services

- ◆ Telecommunications
- ◆ Production Services
- ◆ Network Engineering and Support

#### Internal Business Services

- ◆ Facilities Services
- ◆ CityFleet

#### Citywide Projects

- ◆ PSSRP

### Funding Sources

Current service level resources for funded projects include:

- ◆ Interagency rates for BTS projects.
- ◆ BTS Operating and Technology reserves for other BTS projects.
- ◆ Interagency rates for CityFleet vehicle acquisition projects.
- ◆ GO Bond proceeds for Fire & Rescue facilities construction projects.
- ◆ Other debt financings approved by City Council.

### Major Projects

Major projects by program are:

#### BIBS - Facilities

- ◆ Construction of an Emergency Coordination Center
- ◆ Construction of Station 21
- ◆ The purchase and build out of a Police Training Center,

BTS - 800 MHz Radio Engineering

- ◆ Walter's Hill Radio Site Development

BTS - Network Engineering and Support

- ◆ Wireless Network 802.11n Capacity Expansion
- ◆ Enterprise Network Technology Refresh

BTS- Production Services

- ◆ SAN Storage Expansion
- ◆ AIX Hardware Technology Refresh

BTS - Telecom Engineering and Support

- ◆ IRNE Fiber Construction
- ◆ IRNE Network Technology Refresh

Citywide projects - PSSRP

- ◆ Public Safety Emergency Radio System Replacement Project
- ◆ Regional Justice Information Network (RegJIN) Project
- ◆ Fire Information System (FIS) Replatform Project

**Net Operating and Maintenance Costs**

Two projects in Internal Business Services will have an impact on costs in the future: the construction of the Emergency Coordination Center and the purchase of the Police Training Facility. These costs have been factored into projections for future year budget needs.

Each project within Citywide Projects contains a requirement to develop a sustainment plan for ongoing operations and maintenance after system go-live. Each project team is actively engaging appropriate stakeholders in the development of these plans. As each PSSRP project progresses, PSSRP and BTS will develop more refined sustainment plans.

The BTS CIPs reflect major maintenance and capacity expansion required to keep critical infrastructure operating at the level required to meet current and emerging customer needs, and expansion of services to major facilities and outlying locations for improved customer service. City savings will be gained through the efficiencies generated by bureaus in using current technology in their daily operations. Those CIPs focused on updating technology infrastructure to current and vendor-supported technologies achieve savings for the City by reducing operational expenses. Expansion of services, both through fiber optic extensions of the IRNE system and through continued WiFi deployment to City facilities, are CIPs designed to achieve City savings through improved efficiencies. Additional IRNE bandwidth, as well as WiFi expansion will allow bureaus to use new applications and employees to be more productive.

## Budget Notes

### **Required Final Reports for Special Appropriations**

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

### **Office of Management and Finance (BTS)**

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

### **Information Technology Advancement Project**

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

### **School Funding**

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

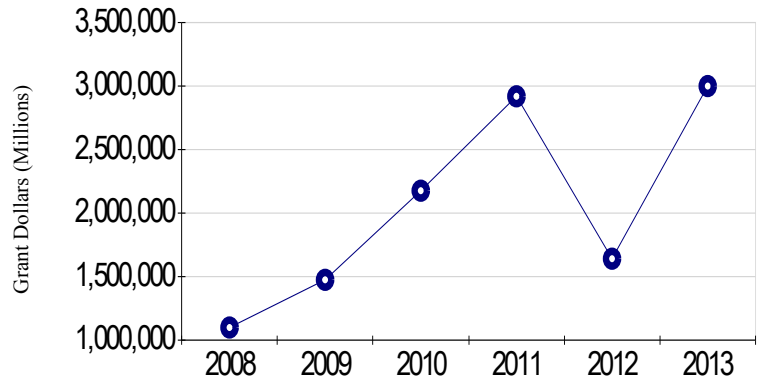
### **Service Coordination Team**

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

## Performance Measures

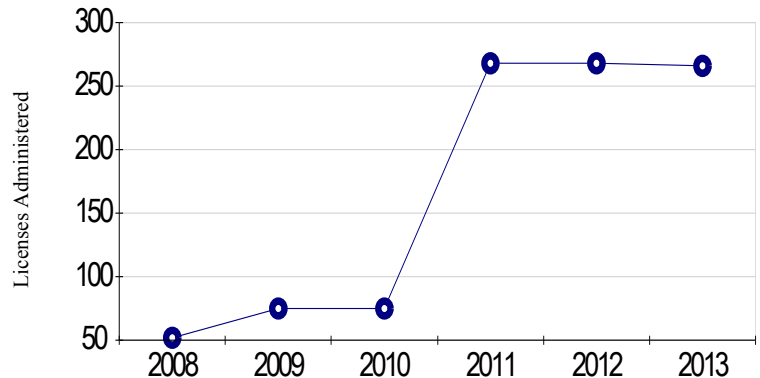
### Capital Grants to Nonprofit Organizations

The Mt. Hood Cable Regulatory Commission is the grant-making body for the Community Access Capital Grant program which provides funds for technology projects to community organizations, libraries, educational institutions, and local government agencies. Funding for this program is adjusted based on the increase in revenues and accumulated balance.



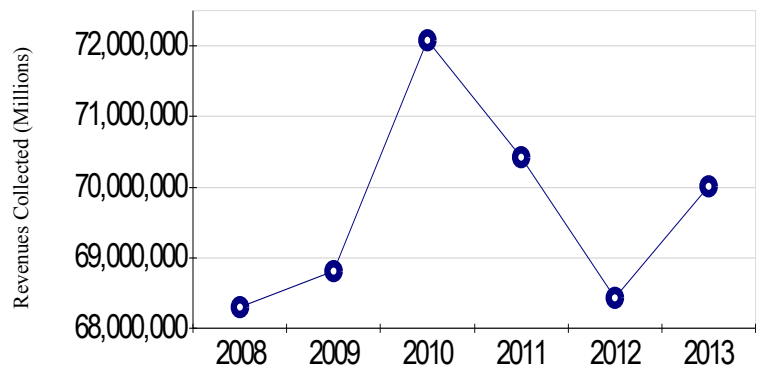
### Franchisees/Utility Licenses Administered

The bureau clarified the expanded scope of the Utility License Fee (ULF) in FY 2009-10, and the PUC estimates that this will result in a 100-300% increase in the number of companies subject to the ULF. From FY 2009-10 to the current fiscal year, total franchises and utility licenses administered grew from 75 to 268.



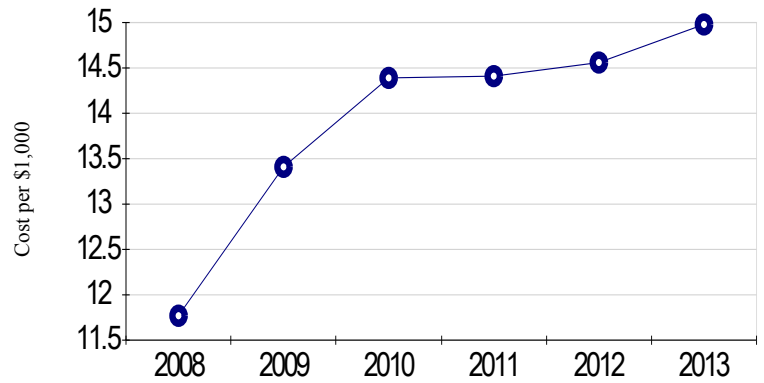
### General Fund Revenues Collected

The bureau estimates collecting more than \$70 million in General Fund revenues in FY 2012-13 from cable, utility, telecom, utility licenses, and various other franchises. ULF revenue spiked in FY 2009-10 due to three large audit recoveries.



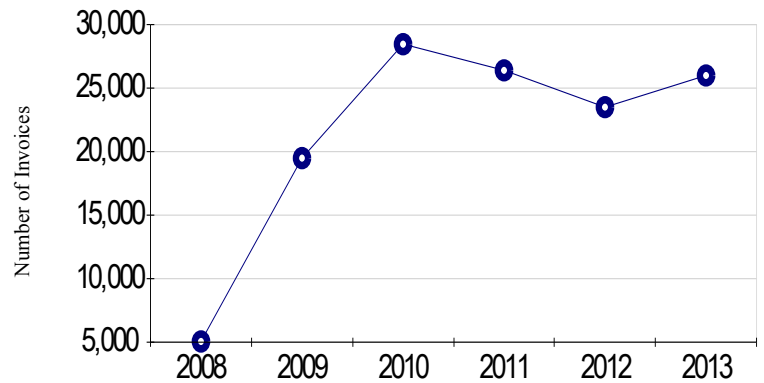
**Cost per \$1,000 General Fund Revenue Collected**

The bureau budget for administering and collecting General Fund revenues is about 1.5% of the total General Fund revenues collected by the bureau.



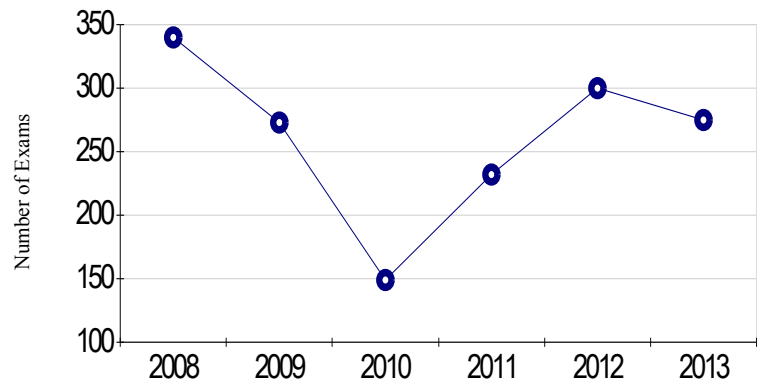
**Accounts Receivable Invoices Issued**

Due to the implementation of the SAP, accounts receivable invoices are now recognized for all transactions. This resulted in a dramatic increase in invoices issued, allowing better tracking of expenditures.



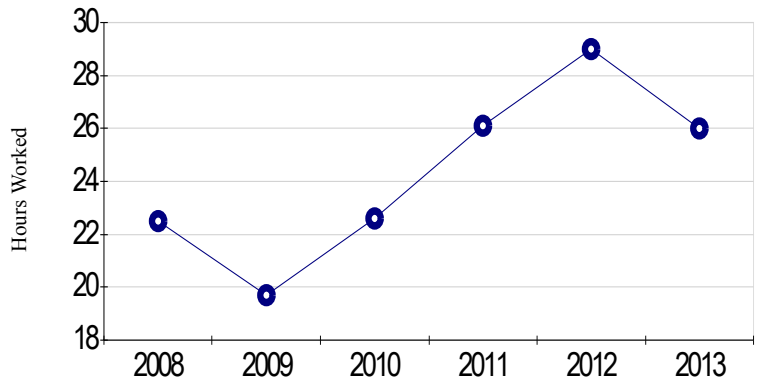
**Number of Recruitments**

The number of recruitments decreased during recent years. Due to current financial conditions, the number of recruitments is likely to remain constant going forward.



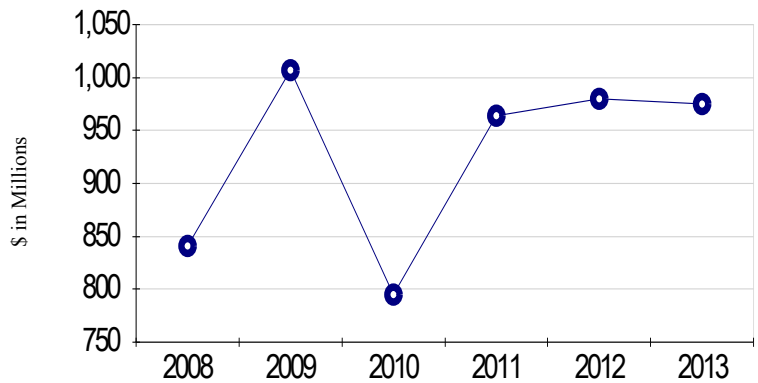
**Percent of MWESB Hours Worked**

The percent of minority/women contractor hours worked on City construction contracts has risen in recent years, but is expected to decline slightly in FY 2012-13 due to the end of the stimulus funding.



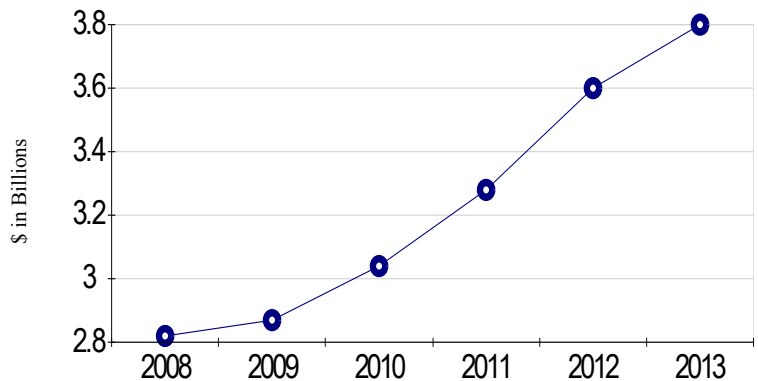
**Investment Portfolio**

The size of the investments managed by the Treasury has grown as a result of growth in City revenues.



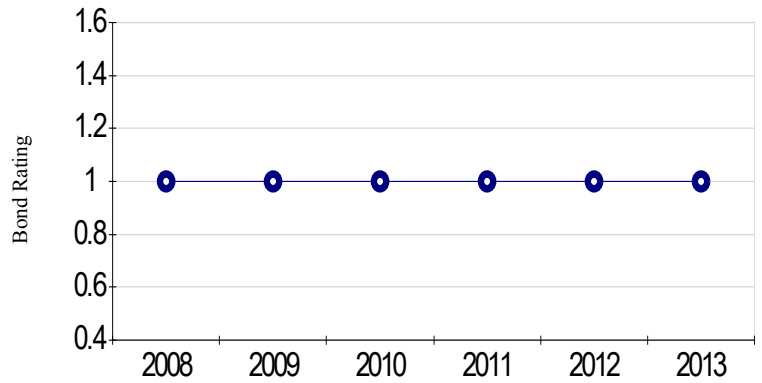
**Debt Under Management**

The level of debt managed by Debt Management continues to increase as the City invests in large capital projects.



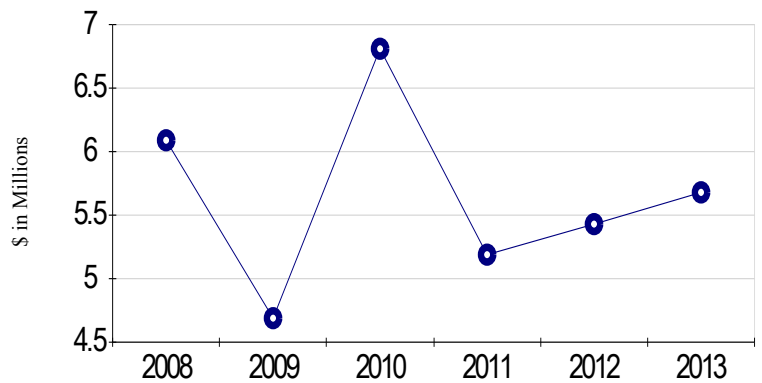
**City's Unlimited Tax General Bond Rating (1=Aaa)**

The City continues to maintain the highest Aaa bond rating.



**Business License Tax Gap**

The tax gap is the difference between business taxes and fees owed and the amount paid. The recent increases in the gap are directly related to the downturn in the economy (businesses are unable to pay the taxes). Systematic and sustained collections have held the gap to within an acceptable range.



## City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	2,287,477	3,131,679	3,625,720	3,412,000	3,412,000
Licenses & Permits	5,525,734	5,788,360	6,355,814	8,076,034	8,076,034
Charges for Services	47,039,280	52,223,010	53,455,181	57,092,081	57,092,081
Intergovernmental	11,853,591	12,924,057	41,648,721	11,697,246	11,697,246
Bond & Note	24,128,397	29,558,875	19,879,213	35,000,000	35,000,000
Miscellaneous	7,359,621	4,759,707	5,086,635	7,460,597	7,460,597
<b>Total External Revenues</b>	<b>98,194,099</b>	<b>108,385,688</b>	<b>130,051,284</b>	<b>122,737,958</b>	<b>122,737,958</b>
<b>Internal Revenues</b>					
General Fund Discretionary	28,909,068	19,067,967	23,137,451	34,197,344	34,016,606
General Fund Overhead	14,012,682	11,098,506	11,491,938	12,663,872	12,663,872
Fund Transfers - Revenue	36,154,037	7,270,966	17,461,821	9,012,318	9,025,945
Interagency Revenue	123,076,796	130,072,361	141,987,028	133,389,596	133,871,072
<b>Total Internal Revenues</b>	<b>202,152,584</b>	<b>167,509,800</b>	<b>194,078,238</b>	<b>189,263,130</b>	<b>189,577,495</b>
Beginning Fund Balance	147,560,182	167,532,773	180,811,461	174,190,351	174,190,351
<b>Total Resources</b>	<b>\$447,906,865</b>	<b>\$443,428,261</b>	<b>\$504,940,983</b>	<b>\$486,191,439</b>	<b>\$486,505,804</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	65,635,589	65,184,461	73,123,779	71,755,702	71,781,484
External Materials and Services	128,057,103	122,085,995	156,637,275	152,212,803	152,927,843
Internal Materials and Services	23,056,598	25,013,810	26,001,785	26,158,181	26,478,466
Capital Outlay	12,567,405	23,951,603	56,363,396	59,961,379	60,041,379
<b>Total Bureau Expenditures</b>	<b>229,316,695</b>	<b>236,235,869</b>	<b>312,126,235</b>	<b>310,088,065</b>	<b>311,229,172</b>
<b>Fund Expenditures</b>					
Debt Service	32,326,098	20,110,648	19,840,523	20,972,312	21,232,054
Contingency	0	0	152,713,739	144,515,338	143,648,175
Fund Transfers - Expense	18,731,299	7,238,976	20,039,450	9,087,638	9,087,638
<b>Total Fund Expenditures</b>	<b>51,057,397</b>	<b>27,349,624</b>	<b>192,593,712</b>	<b>174,575,288</b>	<b>173,967,867</b>
Ending Fund Balance	167,532,773	179,842,768	221,036	1,528,086	1,308,765
<b>Total Requirements</b>	<b>\$447,906,865</b>	<b>\$443,428,261</b>	<b>\$504,940,983</b>	<b>\$486,191,439</b>	<b>\$486,505,804</b>
<b>Divisions</b>					
Citywide Projects	6,714,362	13,112,327	3,751,038	9,704,662	9,704,662
Office of the Chief Administrative Officer	18,574,531	23,383,278	40,214,765	49,963,156	50,243,182
Financial Services	8,031,052	7,509,656	8,718,599	8,001,357	8,001,357
Human Resources	48,700,473	49,636,678	55,435,844	57,253,009	57,253,009
Internal Business Services	76,383,629	78,317,579	123,380,281	93,384,737	93,979,835
Revenue Bureau	16,990,837	17,325,199	19,053,932	27,669,393	27,899,714
Office of Management & Finance - Special Approps	13,737,401	6,721,476	9,463,759	15,705,771	15,784,033
Technology Services	40,184,411	40,229,676	52,108,017	48,405,980	48,363,380
<b>Total Divisions</b>	<b>\$229,316,695</b>	<b>\$236,235,869</b>	<b>\$312,126,235</b>	<b>\$310,088,065</b>	<b>\$311,229,172</b>



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>BTS</b>								
AIX Hardware Tech. Refresh	0	0	1,657,162	41,416	0	0	0	1,698,578
Comm. Mgmt. Suite Upgrade	0	0	0	350,000	0	0	0	350,000
Enterprise Net. Tech. Refresh	0	705,000	500,000	570,000	578,400	560,100	0	2,208,500
IRNE Const. - Fiber	2,249	209,534	75,000	65,000	65,000	65,000	65,000	335,000
IRNE Net. Tech. Refresh	149,828	208,446	180,000	30,000	30,000	30,000	30,000	300,000
IRNE Voice System Tech. Refresh	0	0	0	3,118,000	0	0	0	3,118,000
SAN Storage Expansion	684,246	1,456,754	252,000	208,000	676,000	403,000	403,000	1,942,000
Walter's Hill Radio Site	0	75,000	595,833	47,667	0	0	0	643,500
Wireless Network Expansion	0	126,000	95,000	145,000	0	0	0	240,000
<b>Total BTS</b>	<b>836,323</b>	<b>2,780,734</b>	<b>3,354,995</b>	<b>4,575,083</b>	<b>1,349,400</b>	<b>1,058,100</b>	<b>498,000</b>	<b>10,835,578</b>
<b>CityFleet</b>								
BDS Replacement	0	338,503	294,880	23,575	540,639	525,726	43,671	1,428,491
Fire Bureau Replacement	0	0	1,035,956	454,960	1,264,993	1,066,906	556,805	4,379,620
FVPL13 Police Replacement	0	0	2,087,093	1,958,047	3,824,465	3,031,541	2,209,789	13,110,935
Golf Replacement Vehicles	0	0	901,702	973,932	352,301	222,610	266,067	2,716,612
OMF Replacement	0	0	239,319	128,843	184,968	269,781	33,234	856,145
Parks Bureau Replacement	0	0	1,272,115	1,380,969	2,475,095	584,957	2,261,049	7,974,185
PBOT Replacement	0	0	2,046,793	3,600,867	2,350,671	4,117,482	6,348,134	18,463,947
<b>Total CityFleet</b>	<b>0</b>	<b>338,503</b>	<b>7,877,858</b>	<b>8,521,193</b>	<b>10,993,132</b>	<b>9,819,003</b>	<b>11,718,749</b>	<b>48,929,935</b>
<b>Facilities</b>								
Emergency Coordination Center	5,963,820	6,644,552	5,923,182	575,206	0	0	0	6,498,388
Fire GO Station 21	551,896	800,000	1,746,658	4,459,160	1,142,286	0	0	7,348,104
Police Training Facility	131,959	6,500,000	7,400,719	7,467,323	0	0	0	14,868,042
<b>Total Facilities</b>	<b>6,647,675</b>	<b>13,944,552</b>	<b>15,070,559</b>	<b>12,501,689</b>	<b>1,142,286</b>	<b>0</b>	<b>0</b>	<b>28,714,534</b>
<b>Citywide Projects</b>								
Fire RMS Re-Platforming	120,276	671,710	528,961	385,390	41,816	0	0	956,167
Radio System Replacement	0	4,881,811	5,775,399	9,856,247	24,685,944	0	0	40,317,590
RegJIN Project	364,609	1,473,560	2,686,714	5,931,451	1,057,924	0	0	9,676,089
<b>Total Citywide Projects</b>	<b>484,885</b>	<b>7,027,081</b>	<b>8,991,074</b>	<b>16,173,088</b>	<b>25,785,684</b>	<b>0</b>	<b>0</b>	<b>50,949,846</b>
<b>Total Requirements</b>	<b>7,968,883</b>	<b>24,090,870</b>	<b>35,294,486</b>	<b>41,771,053</b>	<b>39,270,502</b>	<b>10,877,103</b>	<b>12,216,749</b>	<b>139,429,893</b>

# Financial Services

## Overview

The Bureau of Financial Services (BFS) develops and communicates complex financial and policy information to elected officials, bureau managers, and the public; represents the City regarding financial management to external parties; provides technical support, business process advice, and policy interpretation services to City bureaus and the PDC; and provides a comprehensive range of complex financial services in support of City operations. BFS includes the following divisions: Accounting, Financial Planning, and Public Finance and Treasury.

## Accounting

<b>Description</b>	<p>The Accounting program provides accounting, financial reporting, and payroll services, and manages the City's corporate accounting systems and processes. Program activities include:</p> <ul style="list-style-type: none"><li>◆ Ensuring City accounting operations result in accurate, complete, and timely information.</li><li>◆ Establishing and maintaining Citywide accounting standards.</li><li>◆ Assisting the bureaus in establishing a strong system of internal accounting controls, and providing on-going review and assessment to ensure such controls are functioning as designed.</li><li>◆ Monitoring and processing payments, billings, accounting entries, and payroll.</li><li>◆ Helping City bureaus achieve fiscal compliance, accuracy, and processing timeliness.</li><li>◆ Monitoring accounting operations for compliance with City, State, and Federal regulations and Generally Accepted Accounting Principles (GAAP).</li><li>◆ Maintaining the City's Aaa credit rating from Moody's Investors Service.</li><li>◆ Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements.</li><li>◆ Managing the annual independent financial audit for accurate, complete, and timely completion to facilitate an unqualified (clean) opinion of the City's CAFR.</li></ul>
<b>Goals</b>	<p>Accounting supports the City goal to deliver efficient, effective, and accountable municipal services and the OMF goals of ensuring long-term financial health and continuously improving City business processes by maintaining a financially healthy City government.</p>
<b>Performance</b>	<p>The program received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 31st consecutive year for the 2011 CAFR. Preparation for the 2012 CAFR has begun and it is expected to be issued on schedule and to receive a clean audit opinion from the City's independent financial auditors. The program continues to provide a full range of high quality accounting and payroll services to its internal and external customers.</p>
<b>Changes to Services and Activities</b>	<p>To accommodate the greater workload in the Technical Accounting (reporting) section, 1.5 FTEs have been reassigned from the Operational Accounting section. Additionally, accounting is absorbing a reduction of 1.0 FTE in the Operational Accounting section. This vacant position provided accounts payable and purchasing card payment processing support. The department will attempt to minimize the impact by transferring these duties to other staff. An additional reduction to the program's training budget may impact the ability to provide effective, professional-level training to staff during FY 2012-13. Governmental</p>

# Financial Services

## City Support Services Service Area

accounting and reporting requirements and the City's accounting environment have grown in complexity in recent years, and there is no anticipated reduction in the workload. Finally, the program's temporary services budget was reduced, which may limit the annual audit and reporting support. The budget reductions may have a long-term impact on staff retention and accounting services.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	29.25	30.00	29.25	28.25	28.25
<b>Expenditures</b>					
Accounting	3,698,409	3,020,400	3,395,873	2,596,974	2,596,974
Accounting Administration	24,157	92,629	408,823	500,347	500,347
Processing and Payroll	0	171,503	19,636	311,673	311,673
Quality Assurance and Customer Relations	0	28,442	13,290	72,976	72,976
Technical Accounting	0	161,079	9,992	275,676	275,676
<b>Total Expenditures</b>	<b>3,722,566</b>	<b>3,474,053</b>	<b>3,847,614</b>	<b>3,757,646</b>	<b>3,757,646</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 Payroll Checks Without Error	195,426	201,106	207,139	213,353	213,353
Percent of Accounts Receivable Invoices Collected within 60 Days	66%	44%	55%	55%	55%
<b>Efficiency</b>					
Percent of Payroll Checks Direct Deposited	84%	89%	90%	92%	92%
Number of Manual Payroll Checks Issued	3,125	3,530	3,634	3,743	3,743
Number of Manual Accounts Payable Checks Issued	309	126	300	300	300
<b>Workload</b>					
Number of accounts receivable invoices issued	28,464	26,400	23,500	26,000	26,000

## Financial Planning

<b>Description</b>	<p>Financial Planning includes the City's financial planning and grants administration functions. Financial Planning coordinates development of the City's budget, creates the City's published budget documents, analyzes City policies and ordinances for fiscal and policy impacts, provides fiduciary oversight of the General Fund, and performs special studies. The City Economist and Financial Planning analysts produce the General Fund revenue and financial forecasts. The analysts monitor bureau expenditures and revenues, coordinate budget amendments, and provide analysis of financial plans and operating and capital budgets. Financial Planning provides consultation, training, and technical assistance to City bureaus, hosts community budget forums, and assists the Mayor and Council with budgetary decision making.</p> <p>The Grants office minimizes potential financial liability by ensuring that only allowable costs are charged to grants and works to eliminate findings by grantors and auditors. The Grants office maximizes the City's cash flow from grantors, increasing interest earnings. Staff ensures new grant applications are well prepared and meet specific application requirements. The Grants office also coordinates and prepares the federally required Single Audit Report and the Federally Approved Indirect Cost Allocation Plan.</p>
<b>Goals</b>	<p>Financial Planning supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring the long-term financial health of the City by providing accurate and objective information to the Chief Financial Officer, the Chief Administrative Officer, the Mayor, and City Council.</p>
<b>Performance</b>	<p>Performance is measured quantitatively by the accuracy of financial forecasts, the number of active federal grants, and the number of grant audit findings. The City's grants administration is recognized as a model for other jurisdictions. Other qualitative metrics include Financial Planning's ability to provide objective financial and policy recommendations to the Mayor and Council, and assist with the development and implementation of a balanced fiscal year budget. Financial Planning also plays an integral role in monitoring City revenues and expenditures and ensuring the City continues to be financially sustainable and resilient.</p>
<b>Changes to Services and Activities</b>	<p>Financial Planning added several new projects over the past two years, including budget mapping, and continued integration of the Portland Plan as a performance tool into the budget process. The FY 2012-13 Adopted Budget eliminates a full-time Senior Financial Analyst and materials and services expenses, which will delay these special projects and limit the ability of the program to respond to requests for information. The Grants office continued its work with bureaus to increase compliance with grant billing deadlines and significantly reduce the billing backlog.</p>

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	18.15	16.70	17.95	16.75	16.75
<b>Expenditures</b>					

# Financial Services

## City Support Services 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>
Budget & Economics	2,299,491	2,321,499	2,072,565	1,847,232	1,847,232
Grants Management	30,771	28,025	412,421	462,954	462,954
<b>Total Expenditures</b>	<b>2,330,262</b>	<b>2,349,524</b>	<b>2,484,986</b>	<b>2,310,186</b>	<b>2,310,186</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>					
Accuracy of Financial Forecasts (Percent within Actuals)	1.3%	2.0%	2.0%	2.0%	2.0%
Number of Grant Audit Findings	6	1	0	0	0
<b>Workload</b>					
Number of active grants - all types	462	376	475	475	475

## Public Finance and Treasury

**Description** Public Finance and Treasury provides the City's corporate Debt Management and Treasury operations. Treasury manages the City's daily cash position, develops and executes the investment strategy for all City funds, manages the City's banking relationships, and negotiates and manages all banking, trust, and merchant service agreements. Debt Management directs the City's debt program to ensure access to capital markets, handles post-debt issuance compliance and continuing disclosure, coordinates investor and rating agency relations, and provides financial analysis for special projects. Public Finance and Treasury's daily activities are critical to achievement of the City's corporate financial strategies, capital financing objectives and compliance with applicable Internal Revenue Service arbitrage rebate requirements.

**Goals** Public Finance and Treasury supports the Citywide goal of delivering efficient, effective, and accountable municipal services and the OMF goal of ensuring the long-term financial health of the City through informed debt-related decisions and prudent management of the City's investment portfolio.

**Performance** Public Finance and Treasury's performance is measured quantitatively by the size of and yield attained on the City's investment portfolio, the total dollar volume of debt under management, number of long-term debt issues outstanding, number of short-term borrowing programs managed, and by the City's unlimited tax general obligation bond rating.

Treasury assists all City bureaus in their cash management and merchant bankcard operations and contributes to the City's financial sustainability by distributing out portfolio earnings to all City funds. Debt Management provides City bureaus with timely access to capital markets to ensure that cost-effective funding options are available to implement capital programs. The City's Debt Management program is recognized as a model for other jurisdictions.

**Changes to Services and Activities** In FY 2012-13, Public Finance and Treasury expects to implement new investment accounting, reporting and analysis software. In FY 2011-12, Debt Management published the City's first Annual Debt Report and looks forward to issuing a second report in FY 2012-13. Recent changes in financial markets and the regulatory environment are expected to continue to have significant impacts in future years, however Public Finance and Treasury has not pursued an accompanying increase in staff resources.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	13.50	10.50	10.50
<b>Expenditures</b>					
Debt Management	0	0	0	837,169	837,169
Treasury	0	0	0	1,096,356	1,096,356
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,933,525</b>	<b>1,933,525</b>

# Financial Services

## City Support Services 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>					
City's Unlimited Tax General Obligation Bond Rating (1=Aaa)	1.00	1.00	1.00	1.00	1.00
Investment portfolio yield - % of benchmark	280%	213%	125%	100%	100%
<b>Efficiency</b>					
Percent of Bank Reconciliation Transactions Cleared	100%	100%	100%	100%	100%
Number of Journal Entries Processed	1,948	2,439	2,475	2,500	2,500
<b>Workload</b>					
Investment Portfolio (in millions)	\$795	\$964	\$980	\$975	\$975
Debt Under Management (in billions)	\$3.04	\$3.28	\$3.60	\$3.80	\$3.80
Number of Long-Term Debt Issues Outstanding	72	81	85	90	90
Number of Short-Term Borrowing Programs Managed	22	20	22	24	24



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	214,082	103,647	312,002	51,000	51,000
Intergovernmental	268,534	220,156	326,399	307,374	307,374
Miscellaneous	1,035,943	1,029,845	1,169,520	1,041,738	1,041,738
<b>Total External Revenues</b>	<b>1,518,559</b>	<b>1,353,648</b>	<b>1,807,921</b>	<b>1,400,112</b>	<b>1,400,112</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,334,994	2,378,379	2,539,127	2,322,297	2,322,297
General Fund Overhead	2,614,366	3,308,802	3,649,838	3,666,850	3,666,850
Interagency Revenue	563,132	490,740	721,713	612,098	612,098
<b>Total Internal Revenues</b>	<b>6,512,493</b>	<b>6,177,921</b>	<b>6,910,678</b>	<b>6,601,245</b>	<b>6,601,245</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$8,031,052</b>	<b>\$7,531,569</b>	<b>\$8,718,599</b>	<b>\$8,001,357</b>	<b>\$8,001,357</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	6,091,810	5,573,134	6,469,657	6,183,188	6,183,188
External Materials and Services	694,483	610,456	944,793	661,285	655,105
Internal Materials and Services	1,244,759	1,326,066	1,304,149	1,156,884	1,163,064
<b>Total Bureau Expenditures</b>	<b>8,031,052</b>	<b>7,509,656</b>	<b>8,718,599</b>	<b>8,001,357</b>	<b>8,001,357</b>
<b>Fund Expenditures</b>					
Debt Service	0	21,913	0	0	0
<b>Total Fund Expenditures</b>	<b>0</b>	<b>21,913</b>	<b>0</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$8,031,052</b>	<b>\$7,531,569</b>	<b>\$8,718,599</b>	<b>\$8,001,357</b>	<b>\$8,001,357</b>
<b>Programs</b>					
Accounting	3,722,566	3,474,053	3,847,614	3,757,646	3,757,646
Administration & Support	(194,213)	(272,841)	0	0	0
Debt Management	986,808	828,818	902,273	0	0
Enterprise Business Solution	8,468	8,382	0	0	0
Financial Planning	2,330,262	2,349,524	2,484,986	2,310,186	2,310,186
Procurement	4,869	4,474	0	0	0
Public Finance and Treasury	0	0	0	1,933,525	1,933,525
Treasury	1,172,290	1,117,246	1,483,726	0	0
<b>Total Programs</b>	<b>8,031,052</b>	<b>\$7,509,656</b>	<b>\$8,718,599</b>	<b>\$8,001,357</b>	<b>\$8,001,357</b>

# Financial Services

# FTE Summary

## City Support Services 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	2.00	76,686	1.00	44,516	1.00	44,516
30000063	Accountant II	49,754	60,798	2.00	119,520	2.00	120,912	2.00	120,912
30000064	Accountant III	54,787	66,893	11.00	696,816	11.00	704,166	11.00	704,166
30000559	Accountant, Assistant Systems	45,074	69,451	2.00	90,144	2.00	90,144	2.00	90,144
30000560	Accountant, Systems	57,450	76,586	1.00	72,090	1.00	75,042	1.00	75,042
30000564	Accounting Compliance Manager	69,826	93,829	1.00	92,376	1.00	93,828	1.00	93,828
30000565	Accounting Policy Manager	66,602	89,107	1.00	82,272	1.00	85,644	1.00	85,644
30000561	Accounting Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000562	Accounting Supervisor, Sr	63,378	84,635	2.00	150,204	2.00	152,444	2.00	152,444
30000061	Accounting Technician	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000433	Administrative Specialist, Sr	41,974	64,626	3.00	158,682	2.00	123,756	2.00	123,756
30000410	Chief Financial Officer	115,398	165,381	1.00	157,515	1.00	163,080	1.00	163,080
30000563	Controller	93,288	130,291	1.00	121,140	1.00	125,694	1.00	125,694
30000573	Debt Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000572	Debt Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000574	Debt Manager	93,288	130,291	1.00	118,764	1.00	123,636	1.00	123,636
30000578	Economist, City	80,787	107,557	1.00	97,542	1.00	102,570	1.00	102,570
30000576	Economist, Sr	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000567	Financial Analyst	57,450	76,586	2.00	137,712	2.00	142,414	2.00	142,414
30000569	Financial Analyst, Principal	75,109	100,048	4.00	338,604	4.00	349,809	4.00	349,809
30000568	Financial Analyst, Sr	63,378	84,635	8.00	574,604	7.00	538,755	7.00	538,755
30000570	Financial Planning Division Manager	93,288	130,291	1.00	127,224	1.00	130,296	1.00	130,296
30000856	Investment Officer	80,787	107,557	1.00	96,002	1.00	99,929	1.00	99,929
30000012	Office Support Specialist II	31,512	43,950	3.00	119,424	2.00	87,912	2.00	87,912
30000013	Office Support Specialist III	40,310	51,896	2.00	86,592	2.00	88,160	2.00	88,160
30000464	Program Coordinator	60,341	80,475	1.00	69,405	0.00	0	0.00	0
30000580	Treasurer, City	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000581	Treasury Analyst	57,450	76,586	1.00	57,456	1.00	57,456	1.00	57,456
30001358	Treasury Analyst, Principal	69,826	93,829	1.00	93,564	1.00	93,740	1.00	93,740
30001083	Treasury Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
<b>TOTAL FULL-TIME POSITIONS</b>				<b>60.00</b>	<b>4,364,146</b>	<b>55.00</b>	<b>4,223,711</b>	<b>55.00</b>	<b>4,223,711</b>
30000567	Financial Analyst	57,450	76,586	0.25	11,429	0.50	23,709	0.50	23,709
30000460	Policy Analyst	80,787	107,557	0.45	20,430	0.00	0	0.00	0
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.70</b>	<b>31,859</b>	<b>0.50</b>	<b>23,709</b>	<b>0.50</b>	<b>23,709</b>
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>GRAND TOTAL</b>				<b>60.70</b>	<b>4,396,005</b>	<b>55.50</b>	<b>4,247,420</b>	<b>55.50</b>	<b>4,247,420</b>

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	8,773,054	0	8,773,054	60.50	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	(52,700)	(52,700)	0.00	Non-represented merit pay freeze
	(88,236)	0	(88,236)	0.00	OMF interagency adjustments
	(15,000)	0	(15,000)	0.00	Reduction - accounting training
	(8,000)	0	(8,000)	0.00	Reduction - accounting temporary employee
	(59,430)	0	(59,430)	(1.00)	Eliminate Account I
	(28,722)	0	(28,722)	0.00	Reduction - space rent
	(100,360)	0	(100,360)	(1.00)	Eliminate Financial Analyst position
	(4,971)	0	(4,971)	0.00	Reduction - external materials and services
	(57,938)	0	(57,938)	0.00	Reduction - professional services in Debt
	(36,182)	0	(36,182)	0.00	Reduction - professional services in Treasury
	(54,156)	0	(54,156)	(1.00)	Eliminate OSS II in Treasury
	(266,002)	0	(266,002)	(2.00)	Transfer of Deferred Compensation staff to the Bureau of Human Resources
<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>(718,997)</b>	<b>(52,700)</b>	<b>(771,697)</b>	<b>(5.00)</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>8,001,357</b>	<b>55.50</b>	<b>Total Adopted Budget</b>

# Human Resources

## Overview

The Bureau of Human Resources (BHR) provides strategic leadership and management for Citywide human resources systems. These systems link to the overall business strategies of the Council and bureaus as they relate to administration and support services, benefits and wellness, classification and compensation, employment, training and development, diversity development and affirmative action, and labor relations. BHR is responsible for the development, refinement, and oversight of the City's Human Resources administrative rules and procedures, civil service board, citywide Family Medical Leave Act and Oregon Family Leave Act, Health Insurance Portability and Accountability Act, and SAP HCM business process owner. BHR also is responsible, through its corporate-level activities and site teams, for helping City bureaus to recruit, develop, and retain a competent and high-quality workforce representative of the communities we serve.

BHR also manages the Police Bureau's Personnel Division, the City's health insurance programs, and provides leadership and expertise to the City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

BHR is responsible for implementation of the following initiatives: workplace harassment and discrimination training, manager and supervisor core competency training, cultural competency training, bias reduction training, and the metro regional diversity conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission. In addition, the bureau conducts ongoing outreach recruitment efforts for the City.

## Operations

<b>Description</b>	<p>Operations and Strategic Support consists of three functions:</p> <p>The Director's Office develops and maintains the City's administrative rules and policies and provides human resource consultation to bureau directors and Council. The Director's Office manages the budget and finances of the Benefits/Wellness program, is the business process owner of SAP Human Capital Management (HCM), and administers the Citywide family leave, pre-employment medical programs, and targeted severance programs.</p> <p>Benefits/Wellness manages and administers the City's employee benefit plans including medical, dental, vision, life, long-term disability, dependent care and medical expense reimbursement, and employee assistance plans. This program promotes the physical and emotional well-being of City employees through coordinating a variety of physical activities, maintaining fitness centers, and conducting educational classes on a variety of wellness topics. In addition, the 457 Deferred Compensation plan helps employees save for retirement on a tax deferred basis.</p> <p>The Operations program manages, administers, and coordinates the City's human resources systems. This program is the business process owner of SAP HCM and is responsible for business process oversight to the Organization Management, Personnel Administration, and Time Administration programs. The program administers and manages the central human resources information systems and provides internal communication to employees and process stakeholders on HCM related issues and concerns. The program also administers and manages the City's college work-study program, the contract for the Child Development Center, the City's pre-employment medical program, as well as maintains central employee data and coordinates with Payroll on employee pay related issues.</p>
<b>Goals</b>	<p>Operations supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of enhancing customer service by offering employees and their eligible dependents health and welfare coverage that protects them against significant healthcare expenses.</p>
<b>Performance</b>	<p>Workload performance measures include employee personnel transactions reviewed, central time management transactions (payroll off-cycle check requests, quota adjustments/payouts and time pay override switch requests), organizational management transactions administered, and the percentage of employee basic pay records unlocked by the final payroll run. Benefits/Wellness performance measurements are related to obesity, cardiovascular disease, cancer, structural health (back/joint health) and stress/depression.</p>
<b>Changes to Services and Activities</b>	<p>The City continues its efforts to moderate health care costs through collaboration with the City's unions by seeking input on plan design, disease management, wellness, and other health plan initiatives. The deferred compensation function was moved to BHR effective March 1, 2012.</p>

# Human Resources

## City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	22.00	24.00	24.00
<b>Expenditures</b>					
Benefits/Wellness	0	0	66,000	187,099	187,099
Deferred Compensation	0	0	0	265,915	265,915
Health Insurance	0	0	3,549,402	49,049,318	49,049,318
HR Systems & Records	0	0	(116,597)	2,670,096	2,650,946
Operations	85,422	66,045	0	(19,150)	0
<b>Total Expenditures</b>	<b>85,422</b>	<b>66,045</b>	<b>3,498,805</b>	<b>52,153,278</b>	<b>52,153,278</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>Workload</b>					
Number of Participants in Benefits Program	5,610	5,576	5,576	5,576	5,576
Number of Fitness Center Enrollees	1,165	1,400	1,400	1,400	1,400
Number of Fitness Center Visitors	22,800	22,400	24,000	24,000	24,000

## HR Corporate Services

**Description** HR Corporate Services consists of the following five functions:

Classification/Compensation plans, designs, implements, monitors, and maintains citywide classification and compensation plans, programs, policies, and systems.

Employment and Development provides consultative services with regard to the design and implementation of citywide talent acquisition strategies and processes and programs.

Diversity Development/Affirmative Action supports the development of a diverse and culturally competent workforce.

Labor Relations oversees labor negotiations, responds to grievances and acts as the official representative of the City with nine employee bargaining units.

Citywide Training will develop and implement training programs for City bureaus, managers, supervisors, and employees.

**Goals** HR Corporate Services supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goal of fostering a knowledgeable and diverse workforce by providing the legal framework for compensation, seeking high-quality candidates who can effectively do the jobs specified by City bureaus, educating the workforce to be respectful of diversity and cultural differences, planning thoughtful labor negotiation strategies, and providing Citywide training.

**Performance** The number of annual classification actions submitted to Classification/Compensation are indicative of the number of items reviewed and processed through classification requests and other reviews.

The number of employment applications is projected to increase from 14,000 in FY 2011-12 to 17,000 in FY 2012-13. Streamlining work processes and implementation of NEOGOV, a new recruitment system, will allow analysts to absorb an increased recruitment workload.

Diversity Development/Affirmative Action is the percentage of diverse applicants per recruitment. The percentage is expected to continue to remain constant in FY 2012-13 at 30% for female applicants and 20% in FY 2012-13 for minority applicants.

**Changes to Services and Activities** Classification/Compensation will undertake a District Council of Trade Unions (DCTU) market survey and review the non-represented compensation structure in FY 2012-13.

Employment and Development will continue to be responsible for training recruitment analysts and BHR business partners in the proper use of the new NEOGOV system.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	26.00	25.00	25.00
<b>Expenditures</b>					
Citywide Training	0	0	100,000	290,698	290,698

# Human Resources

## City Support Services 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>
Class/Compensation	0	0	0	565,761	565,761
Diversity/Affirmative Action	0	0	0	365,470	365,470
Employment/Development	0	0	0	851,477	851,477
Labor Relations	0	0	0	650,252	650,252
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>2,723,658</b>	<b>2,723,658</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>					
Percentage of Recruitments Meeting Original or Renegotiated Timelines	96%	96%	98%	98%	90%
Percentage of female applicants per recruitment	22%	28%	30%	30%	30%
Percentage of minority applicants per recruitment	20%	21%	20%	20%	20%
<b>Workload</b>					
Number of Classification Actions Annually	491	445	450	450	450
Total Number of Grievances Received by the LR System	158	106	100	100	100
Employment Exams Posted	149	232	300	325	275
Number of Participant Training Hours Coordinated or Presented by BHR	8,019	5,698	8,500	8,500	8,500
Number of Employment Applications Received	11,825	18,864	14,000	17,000	14,000
Number of Interim & Successor Agreement Negotiations	7	11	35	35	35
Number of Labor Relations Training Sessions	15	31	75	70	75



## Site Teams

**Description** The Site Teams and Police HR provide human resources consultation, services, and training to City bureaus to ensure that bureau directors, managers, supervisors, and the entire City workforce have immediate access to BHR professionals in support of their business and work-related needs. These HR professionals facilitate bureaus' use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices.

**Goals** Site Teams support the City's goal to deliver efficient, effective, and accountable municipal services and the OMF goal of fostering a knowledgeable and diverse workforce through developing and conducting training for managers and supervisors, as well as providing guidance on performance management and workforce development. The Site Teams also assist bureaus in attracting, managing, developing, and retaining their workforce so that bureau managers have the resources needed to achieve citywide goals and priorities.

**Performance** The performance measures for the Site Teams and Police HR indicate the level of investment of the City in managing its workforce and are used as a standard comparison with other organizations. The Site Teams completed revisions and are implementing manager and supervisory training. They also developed and implemented workplace violence prevention training, performance evaluation training, and have introduced a mentorship program in OMF. In early 2012, the group will introduce a talent development program to assist with building bench strength for key positions likely to be vacated through retirements.

**Changes to Services and Activities** The Site Teams and Police HR are focusing on improved customer service through a variety of activities in FY 2012-13. These include collaboration with customer bureaus and stakeholders to design human resources programs that recognize the contributions of their workforce, maximize service to the public, and meet the Council's community involvement and budgetary goals. They will continue assisting Diversity Development/Affirmative Action in delivering training to customer bureaus.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	20.00	20.00	20.00	20.00	20.00
<b>Expenditures</b>					
Site Teams	2,496,519	2,595,174	2,308,973	2,376,073	2,376,073
<b>Total Expenditures</b>	<b>2,496,519</b>	<b>2,595,174</b>	<b>2,308,973</b>	<b>2,376,073</b>	<b>2,376,073</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>					
City Employees per BHR Employee	95	98	96	96	96
Cost of Providing HR Service per City FTE	\$1,097	\$1,293	\$1,293	\$1,293	\$1,293

# Human Resources

# Summary of Division Budget

## City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	38,838,837	43,943,951	45,526,701	44,337,839	44,337,839
Miscellaneous	1,277,355	458,173	1,171,289	4,126,066	4,126,066
<b>Total External Revenues</b>	<b>40,116,192</b>	<b>44,402,124</b>	<b>46,697,990</b>	<b>48,463,905</b>	<b>48,463,905</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,162,636	2,924,837	3,726,607	2,716,339	2,716,339
General Fund Overhead	3,244,464	3,595,106	3,264,067	4,691,437	4,691,437
Fund Transfers - Revenue	255,892	325,543	441,500	500,000	501,402
Interagency Revenue	1,434,792	783,970	532,076	0	0
<b>Total Internal Revenues</b>	<b>8,097,785</b>	<b>7,629,456</b>	<b>7,964,250</b>	<b>7,907,776</b>	<b>7,909,178</b>
Beginning Fund Balance	16,525,785	15,705,501	17,492,180	18,689,380	18,689,380
<b>Total Resources</b>	<b>\$64,739,761</b>	<b>\$67,737,081</b>	<b>\$72,154,420</b>	<b>\$75,061,061</b>	<b>\$75,062,463</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	6,917,602	6,982,446	7,550,232	7,622,150	7,622,150
External Materials and Services	40,550,304	41,412,483	46,549,950	48,457,425	48,407,425
Internal Materials and Services	1,232,566	1,241,749	1,335,662	1,173,434	1,223,434
<b>Total Bureau Expenditures</b>	<b>48,700,473</b>	<b>49,636,678</b>	<b>55,435,844</b>	<b>57,253,009</b>	<b>57,253,009</b>
<b>Fund Expenditures</b>					
Debt Service	19,728	21,273	7,258	26,660	25,917
Contingency	0	0	15,885,333	17,180,754	17,182,899
Fund Transfers - Expense	314,059	586,945	825,985	600,638	600,638
<b>Total Fund Expenditures</b>	<b>333,787</b>	<b>608,218</b>	<b>16,718,576</b>	<b>17,808,052</b>	<b>17,809,454</b>
Ending Fund Balance	15,705,501	17,492,185	0	0	0
<b>Total Requirements</b>	<b>\$64,739,761</b>	<b>\$67,737,081</b>	<b>\$72,154,420</b>	<b>\$75,061,061</b>	<b>\$75,062,463</b>
<b>Programs</b>					
Accounting	59,484	67,297	0	0	0
Administration & Support	1,599,275	1,836,218	2,501,406	0	0
Benefits	40,948,280	42,162,544	1,593,787	0	0
Class/Compensation	540,041	513,051	531,461	0	0
Diversity Development/Affirmative Action	561,764	408,105	467,916	0	0
Employment & Development	1,058,009	1,018,644	1,204,027	0	0
Health Insurance	0	0	42,458,904	0	0
HR Corporate Services	0	0	100,000	2,723,658	2,723,658
Labor Relations	699,795	722,627	770,565	0	0
Operations	85,422	66,045	3,498,805	52,153,278	52,153,278
Procurement	0	51,117	0	0	0
Site Teams	2,496,519	2,595,174	2,308,973	2,376,073	2,376,073
Special Appropriation - City Support Services	651,885	195,856	0	0	0
<b>Total Programs</b>	<b>48,700,473</b>	<b>\$49,636,678</b>	<b>\$55,435,844</b>	<b>\$57,253,009</b>	<b>\$57,253,009</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
30000063	Accountant II	49,754	60,798	1.00	49,752	1.00	55,212	1.00	55,212
30000434	Administrative Assistant	45,074	69,451	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	0.00	0	1.00	38,268	1.00	38,268
30000436	Administrative Supervisor I	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30001586	Affirmative Action/Diversity Analyst, Sr	57,450	76,586	1.00	60,523	1.00	63,004	1.00	63,004
30000530	Affirmative Action/Diversity Manager	80,787	107,557	1.00	69,096	1.00	71,928	1.00	71,928
30000539	Benefits Analyst	57,450	76,586	2.00	153,168	2.00	153,168	2.00	153,168
30001535	Benefits Coordinator	63,378	84,635	1.00	74,916	1.00	77,476	1.00	77,476
30000541	Benefits Manager	80,787	107,557	1.00	102,048	1.00	106,224	1.00	106,224
30000538	Benefits Specialist	54,725	72,925	2.00	129,672	2.00	134,558	2.00	134,558
30000533	Classification/Compensation Analyst, Sr	57,450	76,586	2.00	138,876	2.00	141,432	2.00	141,432
30000534	Classification/Compensation Coordinator	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000535	Classification/Compensation Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000527	Employment & Development Coordinator	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000528	Employment & Development Manager	80,787	107,557	1.00	104,100	0.00	26,484	0.00	26,484
30000569	Financial Analyst, Principal	75,109	100,048	1.00	98,784	1.00	100,044	1.00	100,044
30000521	Human Resources Analyst	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000522	Human Resources Analyst, Sr	57,450	76,586	6.00	446,409	6.00	452,009	6.00	452,009
30000523	Human Resources Coordinator	63,378	84,635	13.00	1,065,124	13.00	1,073,879	13.00	1,073,879
30000409	Human Resources Director	126,942	181,917	1.00	181,920	1.00	181,920	1.00	181,920
30000526	Human Resources Director, Assistant	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000525	Human Resources Manager, Police	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000524	Human Resources Site Team Manager	80,787	107,557	3.00	322,668	3.00	322,668	3.00	322,668
30001633	Human Resources System Manager	80,787	117,686	1.00	110,052	1.00	115,084	1.00	115,084
30000520	Human Resources Technician	45,074	69,451	10.00	564,284	10.00	580,057	10.00	580,057
30000536	Labor Relations Coordinator	69,826	93,829	4.00	313,590	4.00	318,291	4.00	318,291
30000537	Labor/Employee Relations Manager	80,787	123,698	1.00	80,784	1.00	83,820	1.00	83,820
30000451	Management Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000011	Office Support Specialist I	28,683	39,832	1.00	33,102	1.00	35,001	1.00	35,001
30000012	Office Support Specialist II	31,512	43,950	4.00	175,824	4.00	175,824	4.00	175,824
30000013	Office Support Specialist III	40,310	51,896	1.00	51,900	1.00	51,900	1.00	51,900
30000464	Program Coordinator	60,341	80,475	1.00	75,792	2.00	150,637	2.00	150,637
30000463	Program Specialist	54,725	72,925	1.00	54,732	1.00	56,415	1.00	56,415
30001708	Training & Development Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
<b>TOTAL FULL-TIME POSITIONS</b>				<b>70.00</b>	<b>5,383,852</b>	<b>71.00</b>	<b>5,492,039</b>	<b>71.00</b>	<b>5,492,039</b>
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>GRAND TOTAL</b>				<b>70.00</b>	<b>5,383,852</b>	<b>71.00</b>	<b>5,492,039</b>	<b>71.00</b>	<b>5,492,039</b>

# Human Resources

# Budget Decisions

## City Support Services 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	57,298,765	0	57,298,765	70.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	(39,816)	(39,816)	0.00	Non-represented merit pay freeze
	(39,092)	(1,362)	(40,454)	0.00	OMF interagency adjustments
	(43,935)	0	(43,935)	0.00	Reduction - external materials and services
	(36,000)	0	(36,000)	0.00	Labor position reclassification
	(144,215)	0	(144,215)	(1.00)	Eliminate Senior Manager position
	266,002	0	266,002	2.00	Transfer of Deferred Compensation staff
	(7,338)	0	(7,338)	0.00	Health Fund technical adjustment
<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>(4,578)</b>	<b>(41,178)</b>	<b>(45,756)</b>	<b>1.00</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>57,253,009</b>	<b>71.00</b>	<b>Total Adopted Budget</b>

---

## **Bureau of Internal Business Services**

### **Overview**

The Bureau of Internal Business Services (BIBS) is the central provider for an array of internal services, programs and activities to support all City bureau operations, which include: CityFleet, Facilities Services, Printing & Distribution, Procurement Services, and Risk Management. Each program provides a variety of services that operate efficiently and economically; meets or exceeds federal, state and local standards; and provides superior customer satisfaction. BIBS staff members are instrumental in developing and implementing City policies and procedures that reflect the city's leading edge approach to social, environmental, and economic goals.

# Internal Business Services

## City Support Services Service Area

### Fleet Services

**Description** CityFleet procures, maintains, and repairs City vehicles and equipment. Maintenance is performed on a technologically diverse fleet ranging from Police patrol cars, dump trucks, hybrid and all electric vehicles, and construction equipment. CityFleet manages over 2,950 vehicles and pieces of equipment, operates eight fueling stations and seven maintenance facilities, provides new vehicle outfitting, repair, maintenance, auto body work, welding, machining, project design, and metal fabrication. CityFleet is also responsible for maintaining emergency generators, renting construction equipment, and disposing of vehicles at the end of the economic lifecycles. Additionally, CityFleet operates a central motor pool shared by bureaus that only have an occasional need for vehicles.

**Goals** CityFleet supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF goals of enhancing customer service, fostering a knowledgeable and diverse workforce, and continuously improving business processes by managing the City’s vehicles and equipment in a cost effective and efficient manner.

**Performance Measures** CityFleet’s performance and achievements were recognized nationally as the #1 Fleet in North America for 2011. CityFleet’s numerous accomplishments include maintaining cost effective and competitive services with labor rates and fuel charges below the Portland market, 95% fleet availability, 95% customer service satisfaction, and completing 70% of vehicle and equipment repairs within 24 hours. CityFleet continues to implement green initiatives, including using B-20 biodiesel for the entire diesel fleet and implementing hybrid technologies. CityFleet focuses on inter-bureau communication and problem solving, and supports employee safety, training, and job satisfaction.

**Changes to Services and Activities** CityFleet is an Internal Service Fund and service levels are driven by customer demand. FY 2012-13 activities include efforts to respond to City Council policy to transition 20% of the City’s fleet to electrical vehicles by 2030.

CityFleet is continually looking for ways to increase efficiencies and optimize the fleet to lower operational costs. For FY 2012-13, CityFleet re-evaluated the length of a vehicle’s useful life and adjusted the life cycles on some vehicles. By selectively extending certain life cycles, the department cut its costs with the least impact to the City. However, cuts could impact CityFleet’s performance measure of 95% vehicle availability.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	77.00	77.00	77.00
<b>Expenditures</b>					
Maintenance and Repair	0	0	32,677	17,664,111	17,664,111
New and Replacement Acqs	0	0	1,714,168	10,399,758	10,479,758
Vehicle Pool	0	0	10,000	56,607	56,607
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>1,756,845</b>	<b>28,120,476</b>	<b>28,200,476</b>

# Internal Business Services

## City Support Services Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Average availability of the fleet	95%	96%	95%	95%	90%
Percentage of total fleet vehicles that are leased	5.0%	0.5%	5.0%	5.0%	5.0%
Percent of time spent on scheduled vs. unscheduled repair (preventive maintenance compliance)	88%	92%	70%	70%	70%
Percent of customers rating acquisition service satisfaction "usually" or "always"	93%	98%	95%	95%	95%
Percent of customers rating repair service satisfaction "usually" or "always"	96%	98%	95%	95%	95%
<b>Efficiency</b>					
Percentage of usage against availability	82%	82%	80%	80%	80%
Instock parts fill rate (goal to have parts available for efficient repair process)	80%	82%	80%	80%	80%
Percent of acquisition projects under budget	95%	95%	90%	90%	90%
Percent of CityFleet vehicles that utilize alternate fuel and hybrid technology	35%	40%	40%	40%	40%
<b>Workload</b>					
Number of new vehicles purchased	324	299	300	225	225
Percent of fleet purchase completed by 12/31	65%	67%	65%	65%	65%

## Facilities Services

**Description** Facilities Services provides five primary activities: Property Management, Project Management, Operation and Maintenance, LEED-EB, and ADA/Title II. Property Management evaluates real property transactions and negotiates the acquisition and disposal of real property. Project Management provides services for the development of new buildings, major maintenance projects, Fire General Obligation Bond construction projects, parking garage major maintenance projects, and other tenant improvement projects requested by bureaus. Operations and Maintenance provides 24/7 building operation, maintenance and repair including preventive maintenance of HVAC, electrical, and plumbing in City-owned facilities. LEED for Existing Buildings (LEED EB) ensures compliance with City Council policy on LEED efforts, and ADA/Title II provides Citywide ADA/Title II monitoring and support.

**Goals** Facilities Services supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF goal of strengthening stewardship of the City's resources through preserving infrastructure and ensuring a safe community by upgrading facilities to better survive natural disasters.

**Performance** Property Management manages or provides facilities services to over 1.67 million square feet owned by the City and leased to others, with an annual rent of \$2.3 million. There is also approximately 250,000 square feet of privately-owned property leased by the City for City use. Property managers administer occupancy agreements for bureaus in City-owned buildings. Project Management manages projects with a total value of over \$8.6 million in FY 2011-12. Facilities Operations and Maintenance completed over 8,800 scheduled and requested work orders during FY 2010-11. The square foot per maintenance FTE was 275,770. Buildings in the Facilities portfolio are maintained in good or better condition (based on annual inspections) according to the facility condition index.

**Changes to Services and Activities** Facilities added new capital projects for FY 2012-13, including construction on the Emergency Coordination Center. Facilities completed Fire Station 31 and Station 18, and the Station 21 project is underway. Facilities added the new Police Training Facility to its portfolio in May 2012 and has started the renovation to include a 24-lane shooting range, offices, classroom and tactical training areas. Major maintenance projects continue, including efforts to secure stimulus grant funds for Union Station projects. Facilities will add the Kelly Building to its portfolio of City-owned buildings in June 2012.

Financial impact of the FY 2012-13 budget will require a reduction in employee comfort and convenience. Reductions in the maintenance and operating budget will require employees to remove their own trash and adjust to slightly warmer or colder building temperatures. In addition, callers to Facilities Dispatch Center may have longer waiting times. Facilities will continue to reduce paper consumption and waste by installing electric hand dryers in restrooms.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	36.00	33.92	33.92
Expenditures					



# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Facilities Services	0	0	19,830	20,225	20,225
Operations and Maintenance	0	0	2,328	22,469,224	22,680,224
Project Management	0	0	7,340,582	16,092,312	16,413,742
Property Management	0	0	0	248,630	248,630
Support Services	0	0	0	1,472,837	1,472,837
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>7,362,740</b>	<b>40,303,228</b>	<b>40,835,658</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>					
Percentage of City facilities maintained in good or better condition	95%	95%	93%	94%	94%
<b>Efficiency</b>					
Portfolio management - Total square footage per property management employee	685,529	685,629	776,581	797,864	797,864
Square foot of portfolio per maintenance FTE	275,000	275,000	275,770	277,089	277,089
<b>Workload</b>					
Portfolio size - Total square footage of facilities managed	1,371,259	1,371,259	1,553,162	1,595,728	1,595,728
Number of internal leases	91	90	137	140	140
Number of external leases	50	50	51	52	52
Value of capital projects completed	\$8,260,000	\$13,251,664	\$9,000,000	\$11,550,000	\$11,550,000
Number of work orders completed for scheduled maintenance	3,361	3,511	3,528	3,550	3,550
Number of work orders completed for customer service requests	5,966	5,364	6,123	6,200	6,200

# Internal Business Services

## City Support Services Service Area

### Printing & Distribution

#### Description

Printing & Distribution (P&D) provides centralized, high quality, convenient, technologically current, and cost-effective reproduction and mailing services to City and external customers, as well as the public. P&D supports each bureau's unique workflow with products and services configured to maximize efficiency and effectiveness. All services are available electronically through the City's website, the interoffice mail system, and at the two downtown P&D customer service counters.

P&D supports bureaus' cost-control efforts through ongoing consultation services and by using the City's current printing and mailing standards for all projects. P&D also supports the City's sustainability efforts by ensuring bureaus comply with the City's sustainability paper policy, stocking and encouraging the use of environmentally preferable papers, using vegetable-based inks, and minimizing the amount of waste generated by the reproduction processes. Through centralized paper purchasing, P&D provides bureaus with the lowest cost, ensures environmental content standards are enforced, and gives bureaus the statistical information necessary to measure progress toward the City's sustainability goals. P&D's mission is to be the printer of choice for all City operations.

#### Goals

P&D supports the City's goal of delivering efficient, effective and accountable municipal services. While the program's activities aim to fulfill all OMF goals, they most directly support the goal of continuously improving business practices through competitive pricing and services.

#### Performance

P&D continues to keep its main copy center rate at a very competitive rate of \$.031 per sheet. With increased public outreach, the mail volume per Distribution employee is expected to be over 900,000 pieces for FY 2012-13.

#### Changes to Services and Activities

P&D is continuing to work closely with our Microfilm customers. This area of our program may experience a loss of revenue due to changed business processes in other bureaus. In response to the financial impact of the FY 2012-13 budget, P&D will extend the useful life of all bureau copier/printers. This adjustment will not produce any immediate service changes, but may result in increased maintenance issues in future years. P&D will also reduce the number of scheduled pick-ups and deliveries to lower volume, outlying City offices.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	22.00	20.00	20.00
<b>Expenditures</b>					
Copy Services	0	0	6,249	295,763	295,763
Distribution	0	0	6,113	2,479,892	2,462,432
Duplicating	0	0	20,867	3,498,957	3,499,085
Imaging	0	0	90,000	172,804	172,804
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>123,229</b>	<b>6,447,416</b>	<b>6,430,084</b>

# Internal Business Services

## City Support Services Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Percentage of work shipped on time	99.0%	99.6%	99.0%	99.0%	99.0%
Work shipped on time	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Efficiency</b>					
Basic Copy Center Rate	\$0.0300	\$0.0300	\$0.0310	\$0.0300	\$0.0300
Total number of pieces mailed per distribution employee	1,253,498	894,127	900,000	850,000	1,000,000
<b>Workload</b>					
Total number of in-bureau copies	18,230,000	16,500,000	18,000,000	15,500,000	15,500,000
Total number of work orders completed	20,542	19,792	20,000	18,500	18,500
Total number of copy center sheets	11,840,000	10,800,000	11,000,000	10,800,000	10,800,000
Total number of press impressions	9,600,000	7,250,000	8,000,000	7,000,000	7,000,000
Total Number of Digital Color Prints (in millions)	NA	1.45	1.40	1.55	1.55

## Procurement Services

<b>Description</b>	<p>Procurement Services provides leadership, policy development, oversight and management of the City's procurement and contracting processes and supports the Fair Contracting and Employment Strategy. Reporting to the BIBS Director, the Chief Procurement Officer (CPO) provides operational management and strategic planning for the division. CPO responsibilities include awarding and executing contracts and price agreements of \$500,000 or less, recommending contract awards to City Council for contracts in excess of \$500,000, authorizing contract amendments and final payments, adopting procedures and administrative rules, and resolving protests of contract award decisions. Three teams report to the Chief Procurement Officer; Administrative Services, Procurement and Outside Services:</p> <ul style="list-style-type: none"><li>◆ Administrative Services oversees budget development, internal business and operational needs, policy and procedure development, and management of the Minority Evaluator and Sustainable Procurement programs.</li><li>◆ Procurement teams work with City bureaus to develop, solicit and contract public improvement projects; acquire commodities and services while incorporating sustainability and best practices and advanced procurement methodologies; procure and negotiate contracts for information technology hardware, software and systems; and provide expertise and oversight for the acquisition of Professional, Technical and Expert (PTE) services.</li><li>◆ Outside Services team provides program and procedure development for the Fair Contracting and Employment Strategy, the City's foundation for providing opportunities to minority-owned, women-owned and emerging small business (M/W/ESB) firms. Members of the Outside Services team manage the workforce, project manager training, PTE marketing and outreach and Sheltered Market Program. In addition, staff perform subcontractor and workforce compliance services for the Portland Development Commission and Home Forward through intergovernmental agreements.</li></ul>
<b>Goals</b>	<p>Federal and state laws, City Code, and Council directives mandate the services and oversight functions provided by Procurement Services. Activities link to all City goals and further support the OMF goal of long-term financial health, in addition to supporting economic development strategies through the promotion of opportunities for women-owned, minority-owned and emerging small businesses.</p>
<b>Performance</b>	<p>Program efficiency is measured by the number of procurements successfully completed during the fiscal year. Effectiveness is measured by the use of M/W/ESB firms as prime and sub contractors, as well as having a diverse workforce by requiring the use of minority and women workers on City construction projects. The efficiency of the procurement card program is measured by the number of cards issued and annual expenditures.</p>
<b>Changes to Services and Activities</b>	<p>During FY 2012-13, Procurement will implement program and procedure updates resulting from Disparity Study stakeholder recommendations. Continued funding for the Minority Evaluator program and one-time funding in FY 2012-13 will allow temporary staff to provide crucial compliance services under the FY 2009-10 Local Stimulus initiative.</p>

# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	31.00	30.00	39.00	41.00	42.00
<b>Expenditures</b>					
Outside Services	0	0	0	870,494	870,494
Procurement	2,875,397	4,031,403	4,173,835	0	0
Procurement Services	0	0	43,364	4,298,810	4,298,810
<b>Total Expenditures</b>	<b>2,875,397</b>	<b>4,031,403</b>	<b>4,217,199</b>	<b>5,169,304</b>	<b>5,169,304</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 apprenticeship hours worked on City contracts	17.91%	18.80%	19.50%	19.00%	19.00%
Percent of minority/women hours worked on City construction contracts	22.6%	26.1%	29.0%	26.0%	26.0%
Number of prime contracts awarded to MWESB contractors	111	99	88	90	90
Percent of all subcontract dollars awarded to MWESB subs for construction and professional services contracts	25%	35%	36%	36%	36%
<b>Efficiency</b>					
Total number of procurement card transactions	57,842	56,305	54,500	52,000	52,000

## Risk Management

<b>Description</b>	<p>Risk Management consists of five functional areas: Tort Liability Management, Workers' Compensation, Occupational Health &amp; Infectious Disease, Insurance and Self-Insurance, and Loss Prevention.</p> <ul style="list-style-type: none"><li>◆ Tort Liability Management oversees the City's self-insured and self-administered general tort and fleet liability operations, evaluating and adjusting all tort claims filed against the City.</li><li>◆ Workers' Compensation manages the City's self-insured, self-administered workers' compensation services consisting of claims payments, legal expenses, and the cost of the workers' compensation excess claims policy.</li><li>◆ Occupational Health &amp; Infectious Disease manages services including immunizations, 24/7 follow-up of blood-borne pathogen exposures, and leads the citywide point of distribution (POD) program in the event of a public health emergency.</li><li>◆ Insurance is responsible for administering, coordinating and controlling all activities related to commercial and self-insurance policies.</li><li>◆ Loss Prevention provides leadership and coordination of citywide efforts to prevent and control losses due primarily to tort liability, fleet accidents, fidelity, and workforce injuries.</li></ul>
<b>Goals</b>	<p>Risk Management supports the City goal of delivering efficient, effective, and accountable municipal services and the OMF goals of ensuring long-term financial health and continuously improving business processes by providing reliable and timely risk management services.</p>
<b>Performance</b>	<p>Risk Management completed insured value appraisals of \$1.7 billion of insured City property in FY 2011-12. An improved covered content inventory is being developed. An executive level stakeholder advisory group has been convened and is scheduled to meet through December 2012. It is focusing on property insurance to assure protection of the City's fixed assets. Risk Management also helped the Portland Police Bureau successfully establish an OSHA-compliant hearing conservation program, which included workplace noise surveys, audiometric testing, and hearing protection training for 960 police officers in the fall of 2011. Loss Prevention has been conducting additional noise surveys in all major bureaus. Ergonomic services helped City employees remain on the job by accessing \$93,000 worth of equipment and service through their disability insurance benefits. Over \$140,000 in equipment and wage recovery has been returned to bureaus through services to help employees stay working on the job through state workers' compensation benefits.</p>
<b>Changes to Services and Activities</b>	<p>The POD program's final stage of implementation will continue through December 2012. Following the completion of noise surveys, Loss Prevention will review and amend the hearing conservation service contracts. Work has begun on the Driving and Fleet Safety program that will continue through 2013. In FY 2012-13, Risk Management continues the process of acquiring and implementing a risk management information system (RMIS) to replace the current aging claims transaction database.</p>

# Internal Business Services

## City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	21.00	20.00	20.00
<b>Expenditures</b>					
Commercial Insurance	0	0	0	1,495,566	1,495,566
Liability	0	0	28,531	7,384,925	7,384,925
Loss Prevention	0	0	0	696,081	696,081
Occupational Health	0	0	0	194,754	194,754
Risk Management	0	0	0	97	97
Workers' Comp	0	0	21,607	3,572,890	3,572,890
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>50,138</b>	<b>13,344,313</b>	<b>13,344,313</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>					
Incurred cost of general liability claims per \$100 payroll	\$0.90	\$0.62	\$1.75	\$0.62	\$0.62
Incurred cost of fleet liability claims per 100,000 miles driven	\$4,120	\$2,303	\$4,750	\$2,600	\$2,600
Annual cost of City's property premium based on market conditions	\$959,000	\$869,100	\$1,149,924	\$132,500	\$1,322,500
<b>Efficiency</b>					
Number of general liability claims per 200,000 hours worked	8.80	8.23	9.50	8.23	8.23
Number of fleet liability claims per 100,000 miles driven	0.76	0.82	1.12	0.82	0.82

# Internal Business Services

# Summary of Division Budget

## City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	992,556	1,007,852	1,065,961	1,276,626	1,276,626
Intergovernmental	3,512,133	4,324,479	8,970,319	3,099,759	3,099,759
Bond & Note	238,932	7,789,220	19,879,213	0	0
Miscellaneous	3,438,706	2,394,407	1,672,330	1,555,234	1,555,234
<b>Total External Revenues</b>	<b>8,182,326</b>	<b>15,515,958</b>	<b>31,587,823</b>	<b>5,931,619</b>	<b>5,931,619</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,246,495	1,155,506	1,289,454	1,650,543	1,650,543
General Fund Overhead	2,775,125	3,216,231	3,312,822	2,815,584	2,815,584
Fund Transfers - Revenue	3,500,720	4,985,149	3,953,495	4,410,102	4,343,908
Interagency Revenue	68,844,500	70,823,913	75,898,912	71,659,853	72,254,575
<b>Total Internal Revenues</b>	<b>76,366,840</b>	<b>80,180,799</b>	<b>84,454,683</b>	<b>80,536,082</b>	<b>81,064,610</b>
Beginning Fund Balance	94,184,302	91,701,859	100,450,590	102,446,755	102,446,755
<b>Total Resources</b>	<b>\$178,733,469</b>	<b>\$187,398,616</b>	<b>\$216,493,096</b>	<b>\$188,914,456</b>	<b>\$189,442,984</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	16,975,011	17,065,495	18,980,504	18,625,836	18,625,836
External Materials and Services	40,948,744	39,214,394	65,009,921	44,920,057	45,435,295
Internal Materials and Services	8,139,303	8,603,699	9,856,736	10,341,331	10,341,191
Capital Outlay	10,320,572	13,433,991	29,533,120	19,497,513	19,577,513
<b>Total Bureau Expenditures</b>	<b>76,383,629</b>	<b>78,317,579</b>	<b>123,380,281</b>	<b>93,384,737</b>	<b>93,979,835</b>
<b>Fund Expenditures</b>					
Debt Service	6,545,798	6,465,327	6,551,791	8,038,629	8,301,887
Contingency	0	0	82,579,016	85,730,013	85,400,185
Fund Transfers - Expense	4,102,182	3,659,772	3,982,008	1,761,077	1,761,077
<b>Total Fund Expenditures</b>	<b>10,647,980</b>	<b>10,125,099</b>	<b>93,112,815</b>	<b>95,529,719</b>	<b>95,463,149</b>
Ending Fund Balance	91,701,859	98,955,938	0	0	0
<b>Total Requirements</b>	<b>\$178,733,469</b>	<b>\$187,398,616</b>	<b>\$216,493,096</b>	<b>\$188,914,456</b>	<b>\$189,442,984</b>
<b>Programs</b>					
Administration & Support	4,698,854	3,311,073	891,003	0	0
Administration & Support	5,167,594	3,576,482	127,600	0	0
Commercial Insurance	1,735,949	1,245,808	1,513,331	0	0
Copy Services	317,754	497,447	427,492	0	0
Distribution	2,260,304	1,968,902	2,488,906	0	0
Duplicating	3,760,731	3,680,072	3,911,329	0	0
Enterprise Operations Management	145,507	147,313	222,575	0	0
Facilities Services	0	0	7,362,740	40,303,228	40,835,658
Fire Station Renovation & Construction	250	86,831	3,426,509	0	0
Fleet Services	0	0	1,756,845	28,120,476	28,200,476
Fuel Management	(38,065)	(23,293)	0	0	0
Liability	6,634,469	5,966,077	12,511,499	0	0
Loss Prevention	575,345	597,794	725,860	0	0
Maintenance & Repair	16,347,480	17,084,503	17,605,024	0	0
Microfilm	164,723	137,625	128,756	0	0
New & Replacement Acquisitions	7,122,461	9,567,300	13,699,365	0	0
Occupational Health & Infectious Disease	183,323	186,129	222,113	0	0



**Summary of Division Budget**

**Internal Business Services**

**City Support Services Service Area**

	<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>
Operations and Maintenance	13,908,663	14,328,971	27,871,627	0	0
Outside Services	1,074,211	1,035,658	1,113,263	0	0
Printing & Distribution	0	0	123,229	6,447,416	6,430,084
Procurement	2,875,397	4,031,403	4,217,199	5,169,304	5,169,304
Project Management Office	5,229,138	6,207,159	18,485,620	0	0
Property Management	341,732	923,156	322,188	0	0
Recreation	2,726	765	0	0	0
Risk Management	0	0	50,138	13,344,313	13,344,313
Rose Quarter	121	0	0	0	0
Special Appropriations - Community Development	81,162	0	0	0	0
Vehicle Pool	64,436	65,158	75,167	0	0
Workers' Compensation	3,729,364	3,695,246	4,100,903	0	0
<b>Total Programs</b>	<b>76,383,629</b>	<b>\$78,317,579</b>	<b>\$123,380,281</b>	<b>\$93,384,737</b>	<b>\$93,979,835</b>

# Internal Business Services

# FTE Summary

## City Support Services 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
30000434	Administrative Assistant	45,074	69,451	3.00	153,000	3.00	157,345	3.00	157,345
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	53,512	1.00	55,710	1.00	55,710
30000436	Administrative Supervisor I	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	0.00	19,128	0.00	19,128
30000125	Auto Body Restorer	51,979	56,472	4.00	221,400	4.00	221,400	4.00	221,400
30000448	Business Systems Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30001208	Chief Procurement Officer	93,288	130,291	1.00	126,132	1.00	129,255	1.00	129,255
30000477	Claims Analyst	54,725	72,925	1.00	64,296	1.00	66,705	1.00	66,705
30000478	Claims Analyst, Sr	60,341	80,475	3.00	234,048	3.00	237,048	3.00	237,048
30000066	Claims Technician	41,558	53,456	2.00	106,920	2.00	106,920	2.00	106,920
30000470	Contractor Dev Program Coordinator	63,378	84,635	3.00	252,874	3.00	253,908	3.00	253,908
30000472	Contractor Development Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000469	Contracts Compliance Specialist	57,450	76,586	5.00	368,012	6.00	430,008	6.00	430,008
30000041	Distribution Technician	38,438	47,112	4.00	179,772	3.00	132,660	3.00	132,660
30000042	Distribution Technician, Lead	40,373	49,462	1.00	49,464	1.00	49,464	1.00	49,464
30000368	Engineer-Mechanical	80,954	98,384	1.00	98,388	1.00	98,388	1.00	98,388
30000719	Facilities Construction Proj Mgr,Supvsg	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000718	Facilities Construction Project Manager	63,378	84,635	3.00	253,908	3.00	253,908	3.00	253,908
30000717	Facilities Construction Project Spec	54,725	72,925	2.00	127,644	2.00	127,644	2.00	127,644
30000456	Facilities Contracts Coordinator	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000711	Facilities Maint Dispatch/Scheduler	41,974	64,626	2.00	100,218	2.00	104,322	2.00	104,322
30000713	Facilities Maintenance Supervisor	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000071	Facilities Maintenance Technician	56,181	60,694	14.00	840,720	14.00	847,864	14.00	847,864
30000715	Facilities Services Division Manager	86,840	117,686	1.00	116,316	1.00	117,342	1.00	117,342
30000712	Facilities Services Specialist	54,725	72,925	2.00	138,732	2.00	140,982	2.00	140,982
30001108	Internal Business Services Director	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000721	Mail/Micrographics Supervisor	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000452	Management Analyst, Sr	63,378	84,635	1.00	78,000	1.00	80,670	1.00	80,670
30000450	Management Assistant	45,074	69,451	2.00	116,249	2.00	121,018	2.00	121,018
30000129	Motorcycle Mechanic	51,979	56,472	1.00	56,472	1.00	56,472	1.00	56,472
30000475	Occupational Health Program Manager	66,602	89,107	1.00	75,132	1.00	78,204	1.00	78,204
30000011	Office Support Specialist I	28,683	39,832	1.00	39,828	1.00	39,828	1.00	39,828
30000012	Office Support Specialist II	31,512	43,950	3.00	106,980	2.00	65,849	2.00	65,849
30000013	Office Support Specialist III	40,310	51,896	2.00	92,208	2.00	92,208	2.00	92,208
30000722	Print Shop Supervisor	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000044	Printing & Distrib Custmr Svc Rep, Lead	47,299	59,238	1.00	59,244	1.00	59,244	1.00	59,244
30000043	Printing & Distrib Customer Svc Rep	41,142	51,418	3.00	148,584	3.00	151,052	3.00	151,052
30000723	Printing & Distribution Manager	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000059	Procurement Specialist	47,570	58,074	3.00	162,564	3.00	169,660	3.00	169,660
30000058	Procurement Specialist, Assistant	39,686	48,422	4.00	170,928	5.00	221,216	5.00	221,216
30000060	Procurement Specialist, Sr	55,973	70,970	3.00	189,051	3.00	194,133	4.00	250,101
30000471	Procurement Supervisor	63,378	84,635	4.00	303,025	4.00	311,474	4.00	311,474
30000464	Program Coordinator	60,341	80,475	5.00	365,377	6.00	458,851	6.00	458,851
30000463	Program Specialist	54,725	72,925	1.00	70,956	1.00	72,596	1.00	72,596
30000698	Property Acquisition & Services Manager	63,378	84,635	2.00	163,956	2.00	165,853	2.00	165,853
30000473	Purchasing Manager	80,787	107,557	1.00	97,992	1.00	100,664	1.00	100,664
30000047	Reprographic Operator I	33,946	43,534	5.00	217,680	5.00	217,680	5.00	217,680
30000048	Reprographic Operator II	41,142	51,418	4.00	195,408	3.00	143,988	3.00	143,988
30000049	Reprographic Operator III	47,299	59,238	2.00	118,488	2.00	118,488	2.00	118,488
30000484	Risk Manager	86,840	117,686	1.00	108,290	1.00	112,726	1.00	112,726

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13			
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount		
30000481	Risk Specialist	54,725	72,925	2.00	127,632	2.00	131,076	2.00	131,076		
30000482	Risk Specialist, Sr	60,341	80,475	2.00	152,832	2.00	155,610	2.00	155,610		
30000483	Risk Supervisor	75,109	100,048	3.00	272,508	3.00	282,735	3.00	282,735		
30000716	Spectator Facilities Manager	80,787	107,557	1.00	107,556	0.00	0	0.00	0		
30000055	Storekeepr/Acquisition II:Auto Part Spec	43,139	52,728	4.00	210,912	4.00	210,912	4.00	210,912		
30000467	Stores System Supervisor I	54,725	72,925	1.00	69,684	1.00	72,302	1.00	72,302		
30000457	Technology Svcs Contracts Coordinator	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472		
30000131	Vehicle & Equipment Mechanic	51,979	56,472	48.00	2,682,606	48.00	2,701,680	48.00	2,701,680		
30000132	Vehicle & Equipment Mechanic, Lead	54,496	59,259	2.00	113,748	2.00	116,130	2.00	116,130		
30000706	Vehicle Acquisition Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584		
30000709	Vehicle Maintenance Superintendent	69,826	93,829	1.00	93,576	1.00	93,765	1.00	93,765		
30000707	Vehicle Maintenance Supervisor I	57,450	76,586	4.00	255,252	4.00	259,925	4.00	259,925		
30000708	Vehicle Maintenance Supervisor II	63,378	84,635	1.00	79,692	1.00	82,968	1.00	82,968		
30000705	Vehicle Program Specialist	45,074	69,451	1.00	45,072	1.00	45,072	1.00	45,072		
30001360	Vehicle Services Administration Supvr	63,378	84,635	1.00	65,976	1.00	67,558	1.00	67,558		
30000710	Vehicle Services Manager	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684		
30000123	Welder	51,438	55,890	3.00	167,688	3.00	167,688	3.00	167,688		
30000480	Workers Comp/Disability Analyst, Sr	60,341	80,475	2.00	149,922	2.00	152,772	2.00	152,772		
30000479	Workers Compensation/Disability Analyst	54,725	72,925	1.00	68,285	1.00	71,021	1.00	71,021		
<b>TOTAL FULL-TIME POSITIONS</b>						194.00	12,328,257	192.00	12,360,053	193.00	12,416,021
<b>TOTAL PART-TIME POSITIONS</b>						0.00	0	0.00	0	0.00	0
30000718	Facilities Construction Project Manager	63,378	84,635	1.00	80,016	0.92	75,259	0.92	75,259		
30000060	Procurement Specialist, Sr	55,973	70,970	1.00	70,968	0.00	0	0.00	0		
<b>TOTAL LIMITED TERM POSITIONS</b>						2.00	150,984	0.92	75,259	0.92	75,259
<b>GRAND TOTAL</b>						196.00	12,479,241	192.92	12,435,312	193.92	12,491,280

**City Support Services 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	93,369,869	0	93,369,869	193.92	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>	(63,213)	0	(63,213)	0.00	OMF interagency adjustments
	0	(49,031)	(49,031)	0.00	OMF COLA savings
	(649,424)	0	(649,424)	(1.00)	Facilities - mandatory reductions
	(750,000)	0	(750,000)	0.00	CityFleet - mandatory reductions
	(106,149)	0	(106,149)	0.00	Procurement - mandatory reductions
	(267,000)	0	(267,000)	(1.00)	Risk Management - mandatory reductions
	(181,000)	0	(181,000)	0.00	Printing & Distribution - mandatory reductions
		177,002	177,002	2.00	Local stimulus/ARRA compliance
		118,526	118,526	1.00	Minority evaluator staffing
		368,000	368,000	0.00	ADA transition plan
		400,000	400,000	0.00	Grants revenue
		1,690,000	1,690,000	0.00	Debt service for police training center
	(1,117,389)	0	(1,117,389)	0.00	Interagency adjustments per bureau requests
	(25,331)	(22,481)	(47,812)	0.00	Procurement Services adjustments
	0	492,358	492,358	0.00	Technical adjustments
<b>Approved Budget Additions and Reductions</b>	0	0	80,128	0.00	Interagency adjustments
	0	0	0	1.00	Add one Procurement Specialist - no fiscal impact
<b>Adopted Budget Additions and Reductions</b>	0	0	514,970	0.00	Interagency adjustments
	<b>(3,159,506)</b>	<b>3,174,374</b>	<b>609,966</b>	<b>0.00</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>93,979,835</b>	<b>193.92</b>	<b>Total Adopted Budget</b>

## **Bureau of Technology Services**

### **Overview**

The Bureau of Technology Services (BTS) is responsible for management, policy setting, strategic planning and leadership in the use of computer, radio, and telecommunications technologies, to support the delivery of effective government services to the City of Portland and our regional partners. BTS is overseen by the Chief Technology Officer (CTO).

# Technology Services

## City Support Services Service Area

### Administration & Support

**Description** The Administration program delivers efficient and effective ordering, storekeeping, budget development, and clerical services. Administration is responsible for executing streamlined processes to deliver timely and efficient order fulfillment of technology products; delivering consistent and effective clerical services in support of all bureau staff needs, bureau policy development, timekeeping, payroll, and personnel administration; maintaining effective inventory controls of technology equipment and software; and budget coordination with staff from OMF Business Operations. Administration also includes the Office of the Chief Technology Officer. The CTO plans, organizes, integrates and directs the organization, financial management, administration, personnel and operations of the bureau.

**Goals** The Administration program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by setting citywide policy which governs the use of technology resources.

**Performance** Performance measures for the Administration program focus on the speed with which customer orders are filled, as well as the workload effectiveness of administrative staff. Performance of the Office of the CTO is measured through yearly OMF customer satisfaction surveys.

**Changes to Services and Activities** In FY 2012-13, the Office of the CTO program is being merged into the Administration program. Key initiatives for FY 2012-13 include the development and ongoing monitoring of professional development plans for all BTS employees. Additionally, BTS will offer two or more facilitated dialog sessions to all employees focusing on equity, racism and bias in the workplace.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	10.00	9.00	13.00	13.00	13.00
<b>Expenditures</b>					
Administration	7,471,975	7,075,380	2,151,784	3,158,498	3,158,498
Stores & Order Fulfillment	(39,666)	337,700	602,927	0	0
<b>Total Expenditures</b>	<b>7,432,309</b>	<b>7,413,080</b>	<b>2,754,711</b>	<b>3,158,498</b>	<b>3,158,498</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>					
Days elapsed from ordering a new desktop PC to installation	4	4	4	4	4
OMF Customer Survey Average Satisfaction Rating for the Office of the CTO(4=highest)	NA	NA	3	3	3
<b>Efficiency</b>					
Number of bureau staff per clerical employee	56	74	73	73	68

## Business Solutions

<b>Description</b>	The Business Solutions program develops and supports corporate wide and bureau specific business applications and services, advances e-government and e-commerce initiatives that address internal and public needs, and manages strategic planning efforts. Key responsibilities are to provide citywide application development, implementation, and support; develop and maintain the BTS strategic plan and technology roadmap; engineer new technology solutions to meet customer business needs; and provide oversight for any outsourced application development and selection of all third party applications and services.
<b>Goals</b>	The Business Solutions program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology through the development and delivery of innovative services that allow customers to meet their business objectives.
<b>Performance</b>	Performance of this program is measured through use of the City's e-government (portlandonline.com, portlandmaps.com) and e-commerce platforms.
<b>Changes to Services and Activities</b>	Key initiatives for FY 2012-13 include defining the replacement strategy for the Microsoft Office software suite, selection of an enterprise employee collaboration tool, and a cloud based computing strategy.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	63.90	62.63	64.63	58.63	58.63
<b>Expenditures</b>					
Business Solutions	(657,276)	(271,814)	3,675,471	9,256,627	8,813,027
Corporate Applications	6,246,219	5,869,569	4,894,088	0	0
Planning and Development	0	30,481	554,215	0	0
Vertical Applications	2,769,068	2,379,355	1,455,554	0	0
<b>Total Expenditures</b>	<b>8,358,012</b>	<b>8,007,591</b>	<b>10,579,328</b>	<b>9,256,627</b>	<b>8,813,027</b>
	<b>Actual</b>	<b>Actual</b>	<b>Yr End Est.</b>	<b>Base</b>	<b>Target</b>
<b>Performance</b>	<b>FY 2009-10</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2012-13</b>
<b>Effectiveness</b>					
Average number of unique visitors per day to PortlandOnline	18,822	18,237	17,000	18,000	18,000
Average number of maps per day served through PortlandMaps	46,739	49,410	50,000	150,000	150,000
Payment Gateway Availability	NA	NA	99.9%	99.9%	99.9%
<b>Efficiency</b>					
Yearly revenue processed electronically through the payment gateway (in millions)	\$58.50	\$79.20	\$61.00	\$77.00	\$77.00
<b>Workload</b>					
Application and Development Hours Billed	35,566	33,349	36,100	28,320	24,920

# Technology Services

## City Support Services Service Area

### Communications

**Description** The Communications program maintains a robust public safety radio and emergency dispatch system, as well as large telecommunications, video surveillance and network environments. The responsibilities of Communications are to rapidly respond to and resolve all voice, radio, dispatch technology, and network support issues; effectively engineer and maintain the City's communications systems and networks including the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-NET) serving government agencies throughout Multnomah County.

**Goals** The Communications program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by supporting the City and regional mission critical voice and data communications needs.

**Performance** The Communications program is primarily focused on the reliability and availability of critical network and communications systems and services as well as the efficiency and effectiveness of the staff which support large quantities of technology equipment such as radios and telephones.

**Changes to Services and Activities** The dispatch technology support team was added to the Communications program in FY 2011-12. This support team provides critical around-the-clock, every day technical support for the City's new computer aided dispatch (CAD) system that provides emergency dispatch services for public safety providers throughout Multnomah County. The key focus for FY 2012-13 includes the replacement of the City's analog public safety radio system, which received a majority of funding through a voter approved general obligation bond in November 2010.

<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	40.00	38.00	38.00
<b>Expenditures</b>					
Communications	0	93,130	5,868,854	15,255,970	15,656,970
<b>Total Expenditures</b>	<b>0</b>	<b>93,130</b>	<b>5,868,854</b>	<b>15,255,970</b>	<b>15,656,970</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>					
Percent Uptime for Phone Switch	99.85%	100.00%	99.98%	100.00%	100.00%
Number of Telephone Lines Provided in Service	7,903	6,484	7,850	6,500	6,500
Percentage of time radio system operated without failure	100.00%	99.00%	99.99%	99.99%	99.99%
Internet Availability Percentage	99.99%	99.85%	99.90%	99.90%	99.90%
Network Availability (excluding scheduled maintenance)	NA	NA	99.8%	99.8%	99.8%



**Technology Services**  
City Support Services Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Efficiency</b>					
Number of pieces of electronic radio equipment maintained per technician	1,263	1,385	1,275	1,265	1,544
Number of pieces of electronic radio equipment maintained	6,950	7,616	7,000	6,950	6,950
Average number of telephone trouble tickets resolved per technician	376	452	385	400	400
<b>Workload</b>					
Number of Service Orders Submitted	1,220	1,390	1,250	1,275	1,275
Number of radio communication units accessing system	8,610	7,778	8,200	8,150	8,150

# Technology Services

## City Support Services Service Area

### Customer Relations

**Description** Customer Relations works with BTS customers to identify business requirements in order to develop solutions and service level agreements aligned with their business needs. The responsibility of Customer Relations is to understand customer business needs and key challenges, gather customer business requirements to assist in the development of appropriate technology solutions, collaboratively develop technology work plans in concert with the yearly budget process, provide transparent and timely two-way communication and information sharing that builds strong partnerships between BTS and its customers, and provide ongoing management and revisions to the BTS Service Catalog and bureau specific Service Level Agreements.

**Goals** Customer Relations supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by aligning customer business needs with appropriate technology solutions.

**Performance** Performance is measured through yearly OMF customer satisfaction surveys.

**Changes to Services and Activities** Key initiatives for FY 2012-13 include improving work processes, which result in improved customer satisfaction through collaboration between BTS, Facilities, and Procurement Services. Additionally, the Customer Relations program will pilot a social media engagement tool to improve the effectiveness of our customer communications.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	5.00	5.00	5.00	5.00	5.00
<b>Expenditures</b>					
Customer Relations	799,892	667,966	687,562	820,285	820,285
<b>Total Expenditures</b>	<b>799,892</b>	<b>667,966</b>	<b>687,562</b>	<b>820,285</b>	<b>820,285</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>					
BTS Customer Survey Satisfaction Average Rating (5=highest)	NA	NA	4	4	3

## Information Security

<b>Description</b>	The role of Information Security is to ensure the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance with information policies and procedures; to minimize risk through implementation of effective technical, administrative and physical security controls; and develop and maintain the BTS business continuity and disaster recovery plan.
<b>Goals</b>	Information Security supports the city goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by employing appropriate safeguards required in order to properly protect the City's information assets.
<b>Performance</b>	Performance is measured by the effectiveness of the Information Security program in protecting the City's technology environment from security threats.
<b>Changes to Services and Activities</b>	Key initiatives for FY 2012-13 include updating the BTS business continuity plan, and identifying business continuity readiness gaps and presenting these findings to City Council for consideration in the FY 2013-14 budget process.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	4.00	5.00	5.00	5.00	5.00
<b>Expenditures</b>					
Information Security	852,819	619,597	860,395	1,447,200	1,447,200
<b>Total Expenditures</b>	<b>852,819</b>	<b>619,597</b>	<b>860,395</b>	<b>1,447,200</b>	<b>1,447,200</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>					
Pct of compliance with Current Payment Card Security Standards for City's electronic payment gateway	100%	100%	100%	100%	100%
Average Time Between Security Incidents (Involving 5 or more workstations) In Days	NA	NA	180	120	120
Percentage of Computers Able to Accept Security Patching	NA	NA	99%	99%	99%
<b>Efficiency</b>					
Average Deployment Cycle for Major Security Software Updates - Workstations in days	NA	NA	30	30	30
Average Deployment for Security Updates - servers, in days	NA	NA	90	90	90
Maximum Pct of Computers w/o Current Security Software Installed and Functioning	NA	NA	5%	1%	1%

# Technology Services

## City Support Services Service Area

### Police IT

**Description** Police IT supports effective application development and maintenance, and provides quality infrastructure and field support to the Police Bureau. The responsibilities of Police IT are to develop and maintain Police data applications and supporting systems, and rapidly respond to and resolve all Police field and infrastructure support requests.

**Goals** The Police IT program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost effective use of technology by delivering dependable services and innovative solutions to the Portland Police Bureau.

**Performance** Performance results of the Police IT program reflect the ability to maintain a reliable technology environment to meet the around-the-clock, every day mission critical needs of the Portland Police Bureau.

**Changes to Services and Activities** Focus for FY 2012-13 is the replacement of the Portland Police Data System (PPDS), a critical regional law enforcement records management system, with a contemporary commercial solution as a component of the Public Safety System Revitalization Program (PSSRP).

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	17.00	16.00	16.00	16.00	16.00
<b>Expenditures</b>					
Police Applications	992,331	969,300	594,712	0	0
Police Infrastructure Support	657,591	698,376	865,103	0	0
Police IT	0	(9,498)	22,613	2,161,013	2,161,013
<b>Total Expenditures</b>	<b>1,649,922</b>	<b>1,658,178</b>	<b>1,482,428</b>	<b>2,161,013</b>	<b>2,161,013</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>					
Field Reporting System Availability (excluding scheduled maintenance)	NA	NA	99.5%	99.5%	99.5%

## Production Services

<b>Description</b>	Production Services effectively maintains the City's state-of-the art data center facilities; supports the City's server, email, storage and backup infrastructure; and effectively maintains the infrastructure of the City's mission critical technology systems (SAP, Cayenta, Synergen, Maximo, CAD, TRACS, PPDS and Email).
<b>Goals</b>	Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management and Finance goal to maximize the cost effective use of technology by maintaining a premier production technology environment.
<b>Performance</b>	Performance measures for the Production Services program focus on the reliability of the City's mission-critical production systems.
<b>Changes to Services and Activities</b>	The key focus for FY 2012-13 will be working collaboratively with BTS customers to develop a stable funding model to collect sufficient funds required for the regular lifecycle replacement of stand alone file servers, data storage, and data networks.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	3.00	29.00	24.00	21.00	21.00
<b>Expenditures</b>					
Production Services	164,758	3,258,333	7,395,339	7,935,890	7,935,890
<b>Total Expenditures</b>	<b>164,758</b>	<b>3,258,333</b>	<b>7,395,339</b>	<b>7,935,890</b>	<b>7,935,890</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>					
Mission Critical Production System Availability - Cayenta	NA	NA	99.98%	99.98%	99.98%
Mission Critical Production System Availability - SAP	NA	NA	99.98%	99.98%	99.98%
Email Availability (excluding scheduled maintenance)	NA	NA	99.98%	99.98%	99.97%
Public Safety System Availability - BOEC	NA	NA	99.99%	99.98%	99.98%
Public Safety System Availability - Police	NA	NA	99.99%	99.99%	99.99%

# Technology Services

## City Support Services Service Area

### Project Management Office

**Description** The role of the Project Management Office (PMO) is to deliver effective and consistent bureau wide project management practices for all disciplines of technology services provided by each BTS program. The responsibilities of PMO are to implement consistent project management methodologies and approaches regardless of technology discipline or program, facilitate project oversight including priority and resource alignment across the organization, and facilitate effective technology governance to ensure BTS is working on the City's highest priority technology initiatives.

**Goals** The PMO supports the City goal to deliver efficient, effective, and accountable municipal services as well as the OMF goal to maximize the cost effective use of technology by delivering project management services modeled after industry standards and best practices.

**Performance** Performance of this program is measured through direct customer survey feedback at the completion of projects, as well as the quantity of hours billed for project management service.

**Changes to Services and Activities** The key focus for FY 2012-13 is the bureau-wide rollout of an effective Project Portfolio Management tool that will allow BTS to make well informed decisions regarding staff resource allocations and availability.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	9.00	9.00	10.00	9.00	9.00
<b>Expenditures</b>					
Project Management	1,040,485	859,118	875,097	1,339,611	1,339,611
<b>Total Expenditures</b>	<b>1,040,485</b>	<b>859,118</b>	<b>875,097</b>	<b>1,339,611</b>	<b>1,339,611</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>					
Customers rating project management service provided as excellent	80%	73%	80%	80%	70%
# of total billable project hours managed by PMO	1,220	1,759	1,300	2,370	1,670

## Support Center

<b>Description</b>	The Support Center acts as the first point of contact for the majority of customer support needs. It also implements and manages effective tracking systems and tools. The responsibilities of the Support Center are to respond to and resolve all desktop and laptop issues and provide the first level of support of printing issues; act as the central point for user account and access management; deliver new and replacement desktop computers in time to meet customer needs; effectively manage City desktop, laptop and server systems with robust, down-the-wire administration and deployment tools; and engineer, implement, and maintain the systems and tools needed for tracking service requests and computing assets.
<b>Goals</b>	The Support Center program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the OMF goal to maximize the cost-effective use of technology by resolving the majority of office computing support requests the same day reported.
<b>Performance</b>	The performance measures of the Support Center program focus on responsiveness in resolving support issues reported to the HelpDesk and the overall effectiveness and efficiency of Support Center staff.
<b>Changes to Services and Activities</b>	The key focus areas for FY 2012-13 include the rollout of Microsoft Windows 7 to a large proportion of the City's inventory of desktop and laptop computers, and to implement power management capabilities to significantly reduce office computing power consumption to further the City's sustainability goals.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	48.00	41.00	42.00	40.00	40.00
<b>Expenditures</b>					
Desktop Support	840,779	882,112	1,596,941	0	0
Help Desk	621,006	556,836	1,345,605	0	0
PC Deployment	327,557	144,682	500,176	0	0
Server & Messaging Support	1,207,291	183,778	0	0	0
Support Center	4,296,250	3,783,196	2,311,672	7,030,886	7,030,886
Support Systems & Asset Management	413,086	620,099	860,844	0	0
User Access & Account Management	124,332	192,564	260,887	0	0
<b>Total Expenditures</b>	<b>7,830,301</b>	<b>6,363,267</b>	<b>6,876,125</b>	<b>7,030,886</b>	<b>7,030,886</b>
	Actual	Actual	Yr End Est.	Base	Target
<b>Performance</b>	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
<b>Effectiveness</b>					
First Call Resolution: Percentage of problems resolved by Help Desk without escalation to Field Staff	81.00%	75.07%	65.00%	75.00%	75.00%
Percentage of Calls Answered within 20 Seconds	NA	NA	80%	80%	80%
Resolution Time: Percentage of Problems Resolved Same Day	NA	NA	75%	70%	60%

# Technology Services

## City Support Services 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>					
Number of Desktop/Labtop computers Supported per Technician	129	129	130	130	137
Replace All Eligible PCs Every 4th Year Under the Lifecycle Repl Program	NA	NA	25%	33%	33%
<b>Workload</b>					
Number of Email Accounts Supported	6,277	6,456	6,300	6,500	6,500
Average Number of HelpDesk Tickets per Month	NA	NA	4,800	6,000	6,000



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	52,027	140,464	155,547	172,630	172,630
Intergovernmental	4,884,301	4,852,887	5,583,647	5,648,842	5,648,842
Bond & Note	2,656,757	64,996	0	0	0
Miscellaneous	1,270,675	619,958	777,393	492,738	492,738
<b>Total External Revenues</b>	<b>8,863,759</b>	<b>5,678,305</b>	<b>6,516,587</b>	<b>6,314,210</b>	<b>6,314,210</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	341,725	26,246	101,204	1,262,772	1,264,883
Interagency Revenue	45,869,964	41,348,902	45,714,428	42,292,166	42,178,920
<b>Total Internal Revenues</b>	<b>46,211,689</b>	<b>41,375,148</b>	<b>45,815,632</b>	<b>43,554,938</b>	<b>43,443,803</b>
Beginning Fund Balance	23,977,651	26,347,511	26,704,595	14,136,366	14,136,366
<b>Total Resources</b>	<b>\$79,053,099</b>	<b>\$73,400,964</b>	<b>\$79,036,814</b>	<b>\$64,005,514</b>	<b>\$63,894,379</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	23,982,872	23,680,596	26,536,928	24,806,732	24,806,732
External Materials and Services	12,027,117	11,984,312	18,853,848	15,583,624	15,541,024
Internal Materials and Services	3,987,444	3,887,302	4,136,965	3,887,513	3,887,513
Capital Outlay	186,978	677,466	2,580,276	4,128,111	4,128,111
<b>Total Bureau Expenditures</b>	<b>40,184,411</b>	<b>40,229,676</b>	<b>52,108,017</b>	<b>48,405,980</b>	<b>48,363,380</b>
<b>Fund Expenditures</b>					
Debt Service	4,517,898	1,821,904	1,880,681	1,292,068	1,290,419
Contingency	0	0	14,232,417	12,209,717	12,142,831
Fund Transfers - Expense	8,003,279	2,291,982	10,815,699	2,097,749	2,097,749
<b>Total Fund Expenditures</b>	<b>12,521,177</b>	<b>4,113,886</b>	<b>26,928,797</b>	<b>15,599,534</b>	<b>15,530,999</b>
Ending Fund Balance	26,347,511	29,057,402	0	0	0
<b>Total Requirements</b>	<b>\$79,053,099</b>	<b>\$73,400,964</b>	<b>\$79,036,814</b>	<b>\$64,005,514</b>	<b>\$63,894,379</b>
<b>Programs</b>					
Administration & Support	7,432,309	7,413,080	2,754,711	3,158,498	3,158,498
Administration & Support	149	0	0	0	0
Assessments & Improvements	382	0	0	0	0
Business Solutions	8,358,012	8,007,591	10,579,328	9,256,627	8,813,027
Communications	0	93,130	5,868,854	15,255,970	15,656,970
Customer Relations	799,892	667,966	687,562	820,285	820,285
Information Security	852,819	619,597	860,395	1,447,200	1,447,200
Infrastructure & Engineering	11,232,222	10,374,795	13,180,239	0	0
Legal Services	0	250	0	0	0
Office of the Chief Technology Officer	618,063	515,076	347,939	0	0
Operations and Maintenance	138	0	0	0	0
Police IT	1,649,922	1,658,178	1,482,428	2,161,013	2,161,013
Production Services	164,758	3,258,333	7,395,339	7,935,890	7,935,890
Project Management Office	1,040,485	859,118	875,097	1,339,611	1,339,611
Quality Assurance	10,322	0	0	0	0
Replacement	194,305	399,295	1,200,000	0	0
Site Teams	331	0	0	0	0

# Technology Services

## Summary of Division Budget

### City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
Support Center	7,830,301	6,363,267	6,876,125	7,030,886	7,030,886
<b>Total Programs</b>	<b>40,184,411</b>	<b>\$40,229,676</b>	<b>\$52,108,017</b>	<b>\$48,405,980</b>	<b>\$48,363,380</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
30000434	Administrative Assistant	45,074	69,451	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	1.00	64,620	1.00	64,620	1.00	64,620
30000201	Applications Analyst I-Generalist	54,725	72,925	1.00	67,020	1.00	69,310	1.00	69,310
30000203	Applications Analyst II-Generalist	57,450	76,586	2.00	153,168	3.00	210,624	3.00	210,624
30000204	Applications Analyst III-Generalist	63,378	84,635	18.00	1,453,963	15.00	1,267,843	15.00	1,267,843
30000207	Applications Analyst IV-Generalist	66,602	89,107	11.00	911,628	10.00	855,584	10.00	855,584
30000206	Applications Analyst IV-GIS,Enterprise	66,602	89,107	1.00	66,600	0.00	0	0.00	0
30001234	Applications Analyst IV-Web Developer	66,602	89,107	2.00	150,374	2.00	155,552	2.00	155,552
30000448	Business Systems Analyst	57,450	76,586	1.00	62,244	1.00	63,948	1.00	63,948
30000411	Chief Technology Officer	115,398	165,381	1.00	165,384	1.00	165,384	1.00	165,384
30000832	Chief Technology Officer, Assistant	102,648	146,952	1.00	145,818	1.00	146,952	1.00	146,952
30000700	Communications Engineer	66,602	89,107	2.00	170,148	2.00	173,195	2.00	173,195
30000238	Communications Switch Technician	55,994	67,891	2.00	135,792	2.00	135,792	2.00	135,792
30000627	Communications Systems Administrator	75,109	100,048	1.00	97,380	1.00	99,822	1.00	99,822
30000624	Communications Systems Rep	63,378	84,635	1.00	83,724	1.00	84,484	1.00	84,484
30000628	ComNet Operations Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000626	ComNet Technical Project Coordinator	63,378	84,635	1.00	63,384	0.00	0	0.00	0
30000234	Electronics Technician I: Communications	47,819	58,053	4.00	232,224	4.00	232,224	4.00	232,224
30000236	Electronics Technician II: Commun	55,994	67,891	9.00	599,160	8.00	543,168	8.00	543,168
30000341	GIS Technician I	37,835	50,690	1.00	50,688	1.00	50,688	1.00	50,688
30000209	Inf Syst Analyst I-Telecomm	54,725	72,925	1.00	60,331	1.00	62,807	1.00	62,807
30000210	Inf Syst Analyst II-Generalist	57,450	76,586	26.00	1,863,608	24.00	1,777,024	24.00	1,777,024
30000212	Inf Syst Analyst II-GIS,Vertical	57,450	76,586	0.00	0	1.00	57,456	1.00	57,456
30000211	Inf Syst Analyst II-Telecomm	57,450	76,586	4.00	306,336	4.00	306,336	4.00	306,336
30000213	Inf Syst Analyst III-Generalist	63,378	84,635	19.00	1,475,786	17.00	1,369,277	17.00	1,369,277
30000215	Inf Syst Analyst IV-Generalist	66,602	89,107	16.00	1,361,881	16.00	1,384,212	16.00	1,384,212
30001003	Inf Syst Analyst IV-Security	66,602	89,107	1.00	69,324	1.00	72,168	1.00	72,168
30000218	Inf Syst Analyst, Principal-Gen	75,109	100,048	26.00	2,449,571	24.00	2,319,416	24.00	2,319,416
30000217	Inf Syst Analyst, Principal-GIS Enterprs	75,109	100,048	4.00	392,772	4.00	399,526	4.00	399,526
30000219	Inf Syst Analyst, Principal-Proj Mgmt	75,109	100,048	6.00	589,601	6.00	598,878	6.00	598,878
30000220	Inf Syst Analyst, Principal-Security	75,109	100,048	2.00	169,170	2.00	172,812	2.00	172,812
30000610	Inf Syst Mgr, Sr-Applications	86,840	117,686	2.00	228,492	2.00	232,272	2.00	232,272
30000613	Inf Syst Mgr, Sr-General	86,840	117,686	4.00	438,564	3.00	353,052	3.00	353,052
30000614	Inf Syst Mgr, Sr-Production	86,840	117,686	1.00	103,660	1.00	107,908	1.00	107,908
30000615	Inf Syst Mgr, Sr-Security	86,840	117,686	1.00	115,164	1.00	117,474	1.00	117,474
30001035	Inf Syst Mgr-Corporate Applications	80,787	107,557	1.00	80,784	1.00	80,784	1.00	80,784
30000607	Inf Syst Mgr-Generalist	80,787	107,557	4.00	430,224	4.00	430,224	4.00	430,224
30000608	Inf Syst Mgr-Network Manager	80,787	107,557	2.00	188,340	2.00	188,340	2.00	188,340
30001004	Inf Syst Mgr-Proj Mgmt	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000609	Inf Syst Mgr-Wide Area Network	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000604	Inf Syst Supvr-Bureau IS & GIS	75,109	100,048	1.00	96,876	1.00	99,432	1.00	99,432
30000605	Inf Syst Supvr-Generalist	75,109	100,048	7.00	696,482	7.00	699,696	7.00	699,696
30000199	Inf Syst Technician II	45,074	69,451	6.00	346,431	5.00	307,992	5.00	307,992
30000200	Inf Syst Technician III	54,725	72,925	4.00	291,696	4.00	291,696	4.00	291,696
30000618	IT Strategic Technology Planning Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000452	Management Analyst, Sr	63,378	84,635	1.00	81,012	1.00	83,676	1.00	83,676
30000012	Office Support Specialist II	31,512	43,950	1.00	43,956	1.00	43,956	1.00	43,956
30000013	Office Support Specialist III	40,310	51,896	2.00	103,800	2.00	103,800	2.00	103,800
30000622	SAP Architect- XI/PI	102,648	146,952	1.00	146,952	1.00	146,952	1.00	146,952
30000053	Storekeeper/Acquisition Specialist I	41,038	50,253	2.00	91,296	2.00	97,194	2.00	97,194

# Technology Services

## FTE Summary

### City Support Services 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
30000054	Storekeeper/Acquisition Specialist II	43,139	52,728	1.00	52,728	1.00	52,728	1.00	52,728
30000056	Storekeeper/Acquisition Specialist III	48,714	60,570	1.00	60,576	1.00	60,576	1.00	60,576
30000625	Technical Operations Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000620	Technology Services Bureau Business Rep	80,787	107,557	3.00	301,606	3.00	305,151	3.00	305,151
30000619	Technology Svcs Customer Service Analyst	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
<b>TOTAL FULL-TIME POSITIONS</b>						217.00	18,061,286	204.00	17,392,953
30000204	Applications Analyst III-Generalist	63,378	84,635	0.63	33,324	0.63	34,578	0.63	34,578
<b>TOTAL PART-TIME POSITIONS</b>						0.63	33,324	0.63	34,578
30000204	Applications Analyst III-Generalist	63,378	84,635	1.00	63,384	1.00	63,384	1.00	63,384
30000212	Inf Syst Analyst II-GIS,Vertical	57,450	76,586	1.00	57,456	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>						2.00	120,840	1.00	63,384
<b>GRAND TOTAL</b>						219.63	18,215,450	205.63	17,490,915

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	49,765,250	0	49,765,250	219.63	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(2,850,000)	0	(2,850,000)	(15.00)	Mandatory reductions
	(70,571)	0	(70,571)	0.00	OMF interagency adjustments
	1,561,301	0	1,561,301	1.00	Interagency increase
<b>Approved Budget Additions and Reductions</b>					
	0	1,000	1,000	0.00	Interagency adjustments
<b>Adopted Budget Additions and Reductions</b>					
	0	(43,600)	(43,600)	0.00	Interagency adjustments
	<b>(1,359,270)</b>	<b>(42,600)</b>	<b>(1,401,870)</b>	<b>(14.00)</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>48,363,380</b>	<b>205.63</b>	<b>Total Adopted Budget</b>

## **Office of the Chief Administrative Officer**

### **Overview**

The Office of Management and Finance (OMF) provides internal services to support the operational needs of City bureaus, as well as coordination and leadership on overall administrative services. The Office of Management and Finance is overseen by the Chief Administrative Officer (CAO). The Office of the CAO includes the programs of Administration & Support and Enterprise Business Solution.

The CAO reports directly to the Mayor and advises Council and bureau managers on strategic issues, as well as ensures the delivery of accurate, cost effective, and responsive Citywide administrative services. The CAO provides leadership, oversight and support for a variety of Citywide projects including the Public Safety Systems Revitalization Project (PSSRP), and provides direction to managers who perform an array of financial management, administrative policy development, and project management services for Council and City bureaus. The CAO leads the development of the OMF Strategic Plan and ongoing reporting on the completion of strategies. The CAO directs the bureaus of Financial Services, Human Resources, Internal Business Services, Revenue, and Technology Services, and the divisions of Business Operations and Enterprise Business Solution.

## Administration & Support

<b>Description</b>	<p>OMF's Administration &amp; Support consists of the Chief Administrative Officer's (CAO's) office, Business Operations Division, and Spectator Facilities. The CAO's Office provides overall direction and management for OMF, as well as citywide and elected official support. The Business Operations Division provides strategic financial, communications, project management, and administrative services to all OMF bureaus and other City offices. Spectator Facilities manages the Spectator Facilities Operating Fund.</p> <p>Within the CAO's Office, the Policy Team works on complex City-wide or OMF-specific issues having significant policy, financial and/or community implications and consequences. The Policy Team works across City bureaus and within OMF to bring City and OMF interests to discussions and negotiations.</p> <p>Business Operations: This division consists of financial, communications, and administrative teams. These teams perform the required financial management services for 14 funds, five bureaus, two divisions, five Council offices, three Council office programs, and PSSRP. Business Operations also manages OMF strategic planning services, public records requests, website content, Citywide budget outreach, and staff coordination for OMF-wide committees and two Council-appointed committees.</p> <p>Spectator Facilities: This program manages the operations and maintenance, capital improvements, financial planning, contract administration, special projects, and liaison activities among the City, other governmental agencies, and private parties related to the City's interests in spectator facilities. These include the Rose Quarter facilities, JELD-WEN Field, and the Portland Center for the Performing Arts.</p>
<b>Goals</b>	<p>OMF's Administration and Support furthers the city goal to deliver efficient, effective, and accountable municipal services, as well as all OMF goals, through responsive, strategic, and reliable financial services, communications support, analyses, and project management.</p>
<b>Performance</b>	<p>The CAO's Office is continuously evaluated through the successful management and completion of OMF initiatives. Business Operations continues to perform well on the OMF Customer Service Survey, increasing the overall customer service rating the past four consecutive years to 3.1 out of 4 in FY 2011-12. The total budget Business Operations managed in FY 2010-11 was \$278 million and total number of funds managed was 14. Spectator Facilities ensures that various agreements are up-to-date and that the business requirements of these agreements are met.</p>
<b>Changes to Services and Activities</b>	<p>OMF is developing the next five-year strategic plan, to be adopted in FY 2012-13. The Policy team now reports directly to the CAO, returning to the FY 2008-09 structure. Spectator Facilities moved from Bureau of Internal Business Services to the Office of the CAO. Budget cuts will reduce the ability to develop and analyze the customer service survey and conduct business process assessments and improvements. Staff hours dedicated to required administrative and financial work will also be reduced, which decreases the team's ability to provide services and complete financial transactions on time.</p>

# Office of the Chief Administrative Officer

## City Support Services Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	30.00	30.00	29.67	31.00	31.00
<b>Expenditures</b>					
Administration & Support	3,717,067	3,358,194	3,931,468	4,030,452	4,030,452
CAO's Office	664,285	333,317	463,687	437,099	437,099
Spectator Facilities	0	0	24,104,950	37,650,168	37,650,194
<b>Total Expenditures</b>	<b>4,381,352</b>	<b>3,691,511</b>	<b>28,500,105</b>	<b>42,117,719</b>	<b>42,117,745</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>					
Total budget managed annually (in millions)	\$278	\$275	\$250	\$250	\$235
Customer service survey rating (4 is highest)	NA	3.03	3.10	3.20	3.00
<b>Workload</b>					
Annual number of accounts payable invoices processed	24,008	22,150	22,000	22,000	21,000
Annual dollar amount of interagency billings (in millions)	\$132	\$130	\$128	\$128	\$118
Number of employee hours of diversity training conducted at OMF-wide training	NA	142	234	320	250



## Enterprise Business Solution

<b>Description</b>	Enterprise Business Solution (EBS) implements, maintains, and continuously improves the City's SAP integrated resource planning system. The City uses SAP for critical financial and human resources activities, including bi-weekly production of payroll, all personnel transactions, and support of the Citywide financial management and reporting. EBS provides functional, technical, communications, change management, end user training, and administrative services in support of the SAP system. EBS currently supports approximately 1,300 financial system users, 750 human resources and payroll users in 28 business groups, and more than 1,900 employee self-service users. EBS is a partner with the business process owners and bureaus to drive efficient use of the SAP system and improve the execution of the operational responsibilities of the City, and to deliver additional functionality to enhance the use of the SAP system. This program includes partnering with BTS in the maintenance of the SAP system to provide a reliable and available computer system to meet the business operational needs.
<b>Goals</b>	EBS supports the City's goal of delivering efficient, effective, and accountable services and supports the OMF mission of managing the City's fiscal, human, physical, and technological resources to deliver high quality services to the City and the community through management and support of the City's SAP system.
<b>Performance</b>	EBS performance is measured through customer service satisfaction, training delivered, and the number of change requests and Help Desk tickets received and completed. As the program continues to define and implement standardized operational processes, customer satisfaction and efficiencies are expected to increase. The targets for FY 2012-2013 include an average customer satisfaction rating of 1.75 out of a possible four, 130 training sessions delivered by EBS, and completion of 24 high priority change requests.
<b>Changes to Services and Activities</b>	In FY 2012-13, EBS will reduce or eliminate the backlog of pay and timekeeping helpdesk tickets by undertaking a time and payroll re-engineering project to correct issues identified since SAP go-live. EBS also expects to pilot a new time entry interface with OMF in anticipation of a wider rollout to other bureaus later this year or next. Another major project will allow electronic payments to City vendors thereby reducing overhead costs and paper consumption and reducing the time required for vendors to receive payments. The division is working with the Bureau of Human Resources to implement SAP Learning Solutions as the new Citywide learning management system for training records and administration. Other SAP functionality will be brought online as needed and requested by our customers. The division will address budget reductions through decreased reliance on external consultants for day-to-day SAP configuration.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	15.50	20.00	20.00	20.00	20.00
<b>Expenditures</b>					
Enterprise Business Solution	9,894,888	6,972,218	8,873,880	7,845,437	8,125,437
<b>Total Expenditures</b>	<b>9,894,888</b>	<b>6,972,218</b>	<b>8,873,880</b>	<b>7,845,437</b>	<b>8,125,437</b>

# Office of the Chief Administrative Officer

## City Support Services 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>					
Customer Service satisfaction rating (scale 1 to 4)	2.18	2.10	2.50	2.50	1.75
<b>Efficiency</b>					
Percent of high priority change requests completed annually	NA	63%	65%	65%	43%
<b>Workload</b>					
Number of training sessions delivered	158	200	150	130	130
Number of high priority change requests received annually	NA	104	60	55	55
Number of high priority change requests completed annually	NA	66	40	40	24
Average number of Help Desk tickets open daily	NA	268	50	150	185

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	6,912,534	6,983,800	6,360,870	6,357,137	6,357,137
Intergovernmental	1,895,019	1,847,437	25,794,044	1,741,356	1,741,356
Bond & Note	12,406,765	9,840,146	0	35,000,000	35,000,000
Miscellaneous	205,509	145,616	242,353	118,321	118,321
<b>Total External Revenues</b>	<b>21,419,828</b>	<b>18,816,999</b>	<b>32,397,267</b>	<b>43,216,814</b>	<b>43,216,814</b>
<b>Internal Revenues</b>					
General Fund Discretionary	2,816,884	402,322	824,959	670,542	670,542
General Fund Overhead	5,226,309	834,812	1,113,477	1,327,010	1,327,010
Fund Transfers - Revenue	15,120,919	371,339	395,814	166,540	240,009
Interagency Revenue	2,544,260	13,079,276	14,814,469	14,645,804	14,645,804
<b>Total Internal Revenues</b>	<b>25,708,372</b>	<b>14,687,749</b>	<b>17,148,719</b>	<b>16,809,896</b>	<b>16,883,365</b>
Beginning Fund Balance	9,663,184	12,057,649	11,049,912	10,039,262	10,039,262
<b>Total Resources</b>	<b>\$56,791,384</b>	<b>\$45,562,397</b>	<b>\$60,595,898</b>	<b>\$70,065,972</b>	<b>\$70,139,441</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	5,147,338	4,938,846	5,910,665	6,040,765	6,040,765
External Materials and Services	5,856,734	3,420,408	4,217,399	3,085,048	3,827,558
Internal Materials and Services	5,510,604	5,183,878	5,836,701	5,737,343	5,274,859
Capital Outlay	2,059,854	9,840,146	24,250,000	35,100,000	35,100,000
<b>Total Bureau Expenditures</b>	<b>18,574,531</b>	<b>23,383,278</b>	<b>40,214,765</b>	<b>49,963,156</b>	<b>50,243,182</b>
<b>Fund Expenditures</b>					
Debt Service	20,038,986	10,602,731	11,400,793	11,614,955	11,613,831
Contingency	0	0	8,574,507	6,642,823	6,437,390
Fund Transfers - Expense	6,120,218	146,831	405,833	1,845,038	1,845,038
<b>Total Fund Expenditures</b>	<b>26,159,204</b>	<b>10,749,562</b>	<b>20,381,133</b>	<b>20,102,816</b>	<b>19,896,259</b>
Ending Fund Balance	12,057,649	11,429,557	0	0	0
<b>Total Requirements</b>	<b>\$56,791,384</b>	<b>\$45,562,397</b>	<b>\$60,595,898</b>	<b>\$70,065,972</b>	<b>\$70,139,441</b>
<b>Programs</b>					
Administration & Support	4,381,352	3,691,511	28,500,105	42,117,719	42,117,745
Administration & Support	11,890	0	0	0	0
Enterprise Business Solution	9,894,888	6,972,218	8,873,880	7,845,437	8,125,437
Financial Planning	17,675	0	0	0	0
License and Tax	18,887	103	0	0	0
Operations and Maintenance	53	0	0	0	0
PGE Park	4,137	0	0	0	0
Recreation	1,009	0	0	0	0
Revenue Collection	5,859	9,666	0	0	0
Rose Quarter	2,284,578	9,840,146	0	0	0
Spectator Facilities	1,954,202	2,869,634	2,840,780	0	0
<b>Total Programs</b>	<b>18,574,531</b>	<b>\$23,383,278</b>	<b>\$40,214,765</b>	<b>\$49,963,156</b>	<b>\$50,243,182</b>

## City Support Services 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	38,064	1.00	38,064	1.00	38,064
30000063	Accountant II	49,754	60,798	4.00	241,128	4.00	243,216	4.00	243,216
30000434	Administrative Assistant	45,074	69,451	1.00	62,916	1.00	65,281	1.00	65,281
30000433	Administrative Specialist, Sr	41,974	64,626	2.00	118,105	2.00	122,938	2.00	122,938
30000436	Administrative Supervisor I	54,725	72,925	1.00	57,951	1.00	60,331	1.00	60,331
30000441	Business Operations Manager	75,109	100,048	2.00	189,600	2.00	193,270	2.00	193,270
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	124,106	1.00	128,646	1.00	128,646
30000440	Business Operations Supervisor	66,602	89,107	1.00	75,064	1.00	78,140	1.00	78,140
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	80,548	1.00	83,356	1.00	83,356
30000406	Chief Administrative Officer	129,834	186,056	1.00	186,060	1.00	186,060	1.00	186,060
30000567	Financial Analyst	57,450	76,586	1.42	92,077	2.00	132,660	2.00	132,660
30000566	Financial Analyst, Assistant	45,074	69,451	2.00	133,296	2.00	135,476	2.00	135,476
30000569	Financial Analyst, Principal	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000568	Financial Analyst, Sr	63,378	84,635	6.58	512,773	6.00	484,282	6.00	484,282
30000451	Management Analyst	57,450	76,586	3.00	182,478	3.00	187,200	3.00	187,200
30000453	Management Analyst, Principal	75,109	100,048	1.00	88,572	1.00	92,198	1.00	92,198
30000011	Office Support Specialist I	28,683	39,832	0.67	26,552	0.00	0	0.00	0
30000012	Office Support Specialist II	31,512	43,950	0.00	0	1.00	43,956	1.00	43,956
30000460	Policy Analyst	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000461	Policy Analyst, Sr	93,288	130,291	1.00	93,288	1.00	93,288	1.00	93,288
30000495	Public Information Officer	63,378	84,635	1.00	81,208	1.00	83,812	1.00	83,812
30001683	SAP Business Systems Analyst	60,341	80,475	2.00	131,616	2.00	136,810	2.00	136,810
30001433	SAP Business Systems Analyst, Principal	90,126	120,058	2.00	187,216	2.00	190,176	2.00	190,176
30001684	SAP Business Systems Analyst, Senior	66,602	89,107	9.00	732,361	9.00	749,794	9.00	749,794
30001233	SAP Support Manager	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000716	Spectator Facilities Manager	80,787	107,557	0.00	0	1.00	107,556	1.00	107,556
30000532	Training & Development Officer	63,378	84,635	2.00	129,600	2.00	132,318	2.00	132,318
<b>TOTAL FULL-TIME POSITIONS</b>				<b>49.67</b>	<b>3,902,475</b>	<b>51.00</b>	<b>4,106,724</b>	<b>51.00</b>	<b>4,106,724</b>
<b>TOTAL PART-TIME POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>GRAND TOTAL</b>				<b>49.67</b>	<b>3,902,475</b>	<b>51.00</b>	<b>4,106,724</b>	<b>51.00</b>	<b>4,106,724</b>

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	15,879,505	0	15,879,505	50.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(35,475)	0	(35,475)	0.00	Reduction - external materials and services
	(21,624)	0	(21,624)	0.00	Reduction - professional services
	(23,655)	0	(23,655)	0.00	Reduction in hours for Community Service Aide
	(26,752)	0	(26,752)	0.00	Reduction in hours for OSS II
	(28,931)	0	(28,931)	0.00	Reduction - space rent
	(94,056)	0	(94,056)	0.00	Reduction - corporate application support
	(30,000)	0	(30,000)	0.00	Reduction - Enterprise Business Solution EM&S
	(40,000)	0	(40,000)	0.00	Reduction - Enterprise Business Solution professional development
	(480,944)	0	(480,944)	0.00	Reduction - Enterprise Business Solution PTE contracts
	0	(22,611)	(22,611)	0.00	Non-represented merit pay freeze
	(18,567)	0	(18,567)	0.00	OMF interagency adjustments
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.00	None
<b>Adopted Budget Additions and Reductions</b>					
	0	280,000	280,000	0.00	Transfer funds from contingency to EM&S to cover project costs
	26	0	26	0.00	EBS technical adjustments
	<b>(893,712)</b>	<b>35,257,389</b>	<b>34,363,677</b>	<b>1.00</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>50,243,182</b>	<b>51.00</b>	<b>Total Adopted Budget</b>

# Revenue Bureau

## Overview

The Revenue Bureau was formed with the following goals:

- ◆ Improve the City's ability to respond to and effectively serve its customers whether in person, over the phone, or via the Internet.
- ◆ Create easier, more centralized access for the public, businesses, and other jurisdictions to do business with the City.
- ◆ Continue its emphasis on revenue collection.
- ◆ Achieve ongoing savings due to improvements in system delivery and process.

The Revenue Bureau includes the following programs: Regulatory, Revenue Collections, Franchise Management, and Cable Communications. Through these programs, the bureau strives to provide outstanding service, to efficiently and equitably collect revenues to fund essential City services, and to provide regulatory oversight to promote safety and livability.

Implementation of the Adopted Budget transfers the Office for Community Technology to the Revenue Bureau for a savings of \$233,852. The missions of the two bureaus are closely aligned. The transfer includes 8.0 FTE, along with \$9.3 million in program expenses and \$2.0 million in fund level resources.

## Regulatory

**Description** The Regulatory program issues permits and enforces regulations for a variety of regulated businesses and events: private for-hire transportation (taxis, executive sedans, limousines, shuttles, tour vehicles, medical transportation), towing (companies, vehicles, drivers, private property impounds and City contracts), pay and park lot inspections, secondhand dealers, social games, amusement devices, payday lenders, and special events.

**Goals** The Regulatory program supports the City goal of ensuring a safe and peaceful community and the OMF goal of ensuring long-term financial health and enhancing customer service by collecting permit and penalty fees, investigating and resolving citizen complaints, and promoting City Code updates to respond to changing community needs. In each program, the permitting and enforcement functions monitor compliance with standards designed to promote consumer protection, safety and livability. Regulatory staff provides key coordination, fee collection, record keeping, enforcement and support to several City bureaus and other agencies through these programs, including the Police Bureau, Bureau of Transportation, Parks Bureau, TriMet, Port of Portland, Travel Portland, and Multnomah County.

**Performance** The Regulatory program continues to focus on increasing compliance with City Code requirements that provide important consumer and safety protections. Expanded enforcement activities, including increased field inspections, audits and improved complaint processing have contributed to increased penalty and permit revenue. Regulatory functions collected \$950,000 in FY 2010-11. The program continues to move toward the goal of 100% cost recovery.

**Changes to Services and Activities** The primary services and activities of the Regulatory program are consistent with prior years. Code and rule improvements continue to be a focus of activity in all programs. Database improvements and focused enforcement projects are ongoing. Inspections, audits and field enforcement continue to improve compliance with requirements by permitted companies in all programs. Steady enforcement and education continue to convert unpermitted Private For-Hire transportation operators into permitted companies meeting important standards for insurance, vehicle safety and driver background checks. Several programs have attained increased participation on advisory and review boards as a result of staff outreach. The Private For-Hire Transportation Board has seen increased participation from previously underrepresented groups, especially drivers in all industries.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	7.30	7.00	8.30	9.30	9.30
<b>Expenditures</b>					
Regulatory	425,875	435,892	668,937	680,422	680,422
Regulatory - Payday Lenders	2,400	1,200	0	0	0
Regulatory - Private Property Impound	59	0	0	0	0
Regulatory - Second Hand Dealers	98,447	98,749	102,612	103,884	103,884
Regulatory - Special Events	108,514	90,247	94,626	99,534	99,534

# Revenue Bureau

## City Support Services 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>
Regulatory - Taxi	216,667	266,851	190,992	504,856	504,856
Regulatory - Towing	142,785	154,876	165,111	171,315	171,315
<b>Total Expenditures</b>	<b>994,747</b>	<b>1,047,815</b>	<b>1,222,278</b>	<b>1,560,011</b>	<b>1,560,011</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>					
Regulatory Programs Cost Recovery (revenue/expenditure)	89%	91%	98%	100%	100%
<b>Workload</b>					
Total Regulatory Revenue collected	885,374	948,638	1,150,000	1,200,000	1,200,000
Number of Permits/Contracts Issued	3,600	3,863	3,863	3,863	3,863



## Revenue Collection

<b>Description</b>	The Revenue Collections program provides revenue collection and administrative support for business income tax, transient lodgings tax, business improvement districts, special assessment liens, and the utility billing system.
<b>Goals</b>	Revenue Collections supports the City goal to deliver efficient, effective and accountable municipal services, as well as the OMF goals of ensuring long-term financial health and continuously improving business processes through collection of funds to administer essential City services. The program continues to streamline the bureau's business management functions and pursue efforts to expand revenue collections with other City bureaus.
<b>Performance</b>	Revenue Collections continues to identify new revenue sources, enhance collection efforts and improve use of technology to complete work more efficiently. Revenue collected \$170 million and supported the collection of an additional \$330 million for other City bureaus. The program tracks cost per dollar collected, number of bureau accounts managed, number of e-commerce transactions and the dollar amount collected from these transactions. The program also tracks an estimated business tax gap to ensure that collection efforts remain as high as possible.
<b>Changes to Services and Activities</b>	Revenue Collections plans to implement new technology projects to streamline business processes as funding is available. With proposed budget cuts, the program's ability to take advantage of technology efficiencies in FY 2012-13 will be reduced. The program continues to collect significant revenues through the efforts of the Unregistered Compliance team, the Delinquent Collections team, and the Audit section and plans to focus on new opportunities to expand revenue collection activities for other City bureaus and other local jurisdictions in FY 2012-13.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	58.43	58.50	58.20	63.00	55.20
<b>Expenditures</b>					
Business Solutions	2,648,796	2,903,698	3,289,228	3,207,360	3,207,360
Community Technology	0	0	0	9,069,729	0
License and Tax	11,103,561	11,362,501	12,473,087	11,990,614	11,990,614
Operations	2,243,687	2,011,185	2,069,339	1,841,679	1,841,679
<b>Total Expenditures</b>	<b>15,996,044</b>	<b>16,277,384</b>	<b>17,831,654</b>	<b>26,109,382</b>	<b>17,039,653</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>					
Business License Tax Gap - Difference between business taxes paid and owed (in millions)	\$6.81	\$5.19	\$5.43	\$5.68	\$5.68
Total Bureau revenue collected (in millions)	\$145	\$168	\$171	\$173	\$173
Total e-commerce bureau revenue collected (in millions)	\$6	\$10	\$12	\$13	\$13

# Revenue Bureau

## City Support Services Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Efficiency</b>					
Cost per license & tax dollar collected	\$0.04	\$0.03	\$0.04	\$0.04	\$0.04
Number of bureau e-commerce transactions	10,533	12,449	12,216	13,135	13,135
<b>Workload</b>					
Number of bureau accounts managed	65,873	72,005	73,361	74,743	74,743
Supported revenue collection in millions	\$314	\$330	\$360	\$390	\$390
Number of supported accounts	187,482	187,728	222,000	222,000	222,000

## Franchise Management

**Description** The Franchise Management program oversees the collection of utility license and franchise fees that are a major source of revenue to the General Fund. The program pursues revenue opportunities arising from both the City’s management of the rights-of-way and its ability to levy taxes and fees. Staff defends City authority and franchising processes from pre-emption or drastic curtailment by action of the FCC, Congress or the Oregon Legislature. Franchise compliance efforts including audits, collections, and litigation represent a significant component of the program. Staff also oversees the City’s broadband strategy. Implementation of the Broadband Strategic Plan is housed within this program.

**Goals** The program supports City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods through providing vision, oversight and planning expertise for the community’s technology and broadband infrastructure initiatives.

**Performance** As of January 2012, the Franchise Management program administers 42 franchises and 226 utility licensees and is on track to generate over \$71 million in General Fund revenues.

**Changes to Services and Activities** In FY 2012-13 the Revenue Bureau will integrate staff and functionality with the Office for Community Technology. Staff will continue the audit schedule of franchisees/licenses, provide litigation support for several lawsuits, and draft franchise renewal templates for all business sectors. Staff will continue to work with citizens and wireless providers to address the expected expansion of wireless facilities in the City and continue implementation of the Broadband Strategic Plan, which recognizes that high speed affordable broadband to every home and business represents basic infrastructure for Portland in the 21st century and is a key driver of the local economy.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	0.00	0.00	5.00
<b>Expenditures</b>					
Franchise Management	0	0	0	0	721,478
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>721,478</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>					
General Fund Revenues Collected	\$72,080,787	\$70,424,683	\$68,432,680	\$70,012,465	\$70,012,465
<b>Efficiency</b>					
Cost per \$1,000 of General Fund Revenue Collected	\$14.39	\$14.41	\$14.56	\$14.98	\$14.98
<b>Workload</b>					
Franchises/Utility Licenses Administered	75	268	268	266	266

## Cable Communications

**Description** The Cable Communications program provides cable regulatory and consumer protection services countywide through the Mt. Hood Cable Regulatory Commission (MHCRC) through a longstanding intergovernmental agreement (IA) with five other Multnomah County local governments. The MHCRC is a citizen body charged with overseeing the regulation and development of cable communications franchises, and protecting the public interest in accordance with federal, state, and local law. The program responds to cable subscriber complaints throughout the County, supports planning and funding of community uses of broadband and cable technology, and provides oversight and funding for Portland Community Media (PCM) and MetroEast Community Media.

**Goals** The program supports City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods through championing the public interest in communications technology and associated government policies.

**Performance** Dedicated grant funds are awarded to nonprofits, schools, and local governments and represent a significant community investment. Broadband capacity and connectivity continues to reach critical sites, including public schools and libraries using the Comcast Institutional Network ("I-Net"), which is connected to the City's Integrated Regional Network Enterprise (IRNE) system. PCM and MetroEast Community Media continue to excel in providing community programming, including live government meetings, accessibility, education and training in community media.

**Changes to Services and Activities** In FY 2012-13 the Revenue Bureau will integrate staff and functionality with the Office for Community Technology. Through the successful renewal of the Comcast Cable Franchise, funds available for community technology and I-Net grants will double from \$1.5 million to \$3 million with a projected increase from 30 to 60 grants. The MHCRC plans to implement a more comprehensive and systematic evaluation of grant outcomes in order to better gauge the impact of grants.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	0.00	0.00	3.00
<b>Expenditures</b>					
Cable Regulatory Services	0	0	0	0	773,556
PEG	0	0	0	0	6,926,822
Portland Community Media	0	0	0	0	878,194
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,578,572</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>					
Grant Funds Provided to Nonprofits, Schools, and Local Government Agencies	\$2,176,902	\$2,919,648	\$1,642,000	\$3,000,000	\$3,000,000

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	2,287,477	3,131,679	3,625,720	3,412,000	3,412,000
Licenses & Permits	5,525,734	5,788,360	6,355,814	8,076,034	8,076,034
Charges for Services	29,243	43,296	34,100	4,896,849	4,896,849
Intergovernmental	864,437	856,708	877,966	899,915	899,915
Miscellaneous	96,575	90,414	53,750	126,500	126,500
<b>Total External Revenues</b>	<b>8,803,467</b>	<b>9,910,457</b>	<b>10,947,350</b>	<b>17,411,298</b>	<b>17,411,298</b>
<b>Internal Revenues</b>					
General Fund Discretionary	3,914,420	3,843,975	4,027,063	5,497,609	5,588,609
Fund Transfers - Revenue	735	711	0	267	698
Interagency Revenue	3,548,798	3,533,560	4,194,319	4,179,675	4,179,675
<b>Total Internal Revenues</b>	<b>7,463,953</b>	<b>7,378,246</b>	<b>8,221,382</b>	<b>9,677,551</b>	<b>9,768,982</b>
Beginning Fund Balance	1,319,641	568,163	219,882	2,862,129	2,862,129
<b>Total Resources</b>	<b>\$17,587,061</b>	<b>\$17,856,866</b>	<b>\$19,388,614</b>	<b>\$29,950,978</b>	<b>\$30,042,409</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	5,637,722	5,732,251	6,296,651	7,334,151	7,359,933
External Materials and Services	9,113,371	9,188,360	10,201,641	17,596,184	17,800,723
Internal Materials and Services	2,239,744	2,404,588	2,555,640	2,739,058	2,739,058
<b>Total Bureau Expenditures</b>	<b>16,990,837</b>	<b>17,325,199</b>	<b>19,053,932</b>	<b>27,669,393</b>	<b>27,899,714</b>
<b>Fund Expenditures</b>					
Contingency	0	0	0	643,000	723,431
Fund Transfers - Expense	28,061	13,938	113,646	110,499	110,499
<b>Total Fund Expenditures</b>	<b>28,061</b>	<b>13,938</b>	<b>113,646</b>	<b>753,499</b>	<b>833,930</b>
Ending Fund Balance	568,163	517,729	221,036	1,528,086	1,308,765
<b>Total Requirements</b>	<b>\$17,587,061</b>	<b>\$17,856,866</b>	<b>\$19,388,614</b>	<b>\$29,950,978</b>	<b>\$30,042,409</b>
<b>Programs</b>					
Cable Communications	0	0	0	0	8,578,572
Franchise Management	0	0	0	0	721,478
License and Tax	46	0	0	0	0
Regulatory	994,747	1,047,815	1,222,278	1,560,011	1,560,011
Revenue Collection	15,996,044	16,277,384	17,831,654	26,109,382	17,039,653
<b>Total Programs</b>	<b>16,990,837</b>	<b>\$17,325,199</b>	<b>\$19,053,932</b>	<b>\$27,669,393</b>	<b>\$27,899,714</b>

# Revenue Bureau

# FTE Summary

## City Support Services 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
30000063	Accountant II	49,754	60,798	1.00	59,586	1.00	60,804	1.00	60,804
30000064	Accountant III	54,787	66,893	1.00	66,888	1.00	66,888	1.00	66,888
30000434	Administrative Assistant	45,074	69,451	1.00	59,880	1.00	61,725	1.00	61,725
30000437	Administrative Supervisor II	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000448	Business Systems Analyst	57,450	76,586	5.00	371,380	5.00	374,771	5.00	374,771
30000447	Business Systems Analyst, Assistant	45,074	69,451	2.00	101,139	2.00	105,281	2.00	105,281
30000449	Business Systems Analyst, Sr	63,378	84,635	2.00	165,106	2.00	168,216	2.00	168,216
30000704	Cable/Franchise Operations Manager	80,787	107,557	0.00	0	1.00	107,556	1.00	107,556
30000703	Cable/Franchise Program Manager	66,602	89,107	0.00	0	1.80	142,263	2.00	160,095
30000017	Customer Accounts Specialist I	33,800	47,320	2.00	94,632	2.00	94,632	2.00	94,632
30000568	Financial Analyst, Sr	63,378	84,635	1.00	84,636	2.00	169,272	2.00	169,272
30000588	License & Tax Division Manager	80,787	107,557	1.00	107,556	1.00	107,556	1.00	107,556
30000013	Office Support Specialist III	40,310	51,896	0.00	0	1.00	51,900	1.00	51,900
30000464	Program Coordinator	60,341	80,475	2.00	142,188	3.00	225,752	3.00	225,752
30000466	Program Manager, Sr	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000463	Program Specialist	54,725	72,925	0.00	0	2.00	140,487	2.00	140,487
30001033	Regulatory Division Manager	75,109	100,048	1.00	95,904	1.00	99,126	1.00	99,126
30000190	Regulatory Program Administrator	60,840	73,050	3.00	219,168	3.00	219,168	3.00	219,168
30000189	Regulatory Program Specialist	42,328	54,413	3.00	147,780	3.00	150,860	3.00	150,860
30000191	Revenue & Taxation Specialist I	33,800	43,950	3.00	121,716	3.00	126,522	3.00	126,522
30000192	Revenue & Taxation Specialist II	40,498	48,568	6.00	263,590	6.00	275,060	6.00	275,060
30000193	Revenue & Taxation Specialist III	42,328	54,413	6.00	298,920	6.00	317,656	6.00	317,656
30000194	Revenue & Taxation Specialist IV	45,947	58,032	9.00	506,882	7.50	424,464	7.50	424,464
30000196	Revenue & Taxation Specialist V	49,566	62,358	4.00	249,456	4.00	249,456	4.00	249,456
30000586	Revenue Audit Supervisor	66,602	89,107	1.00	89,112	1.00	89,112	1.00	89,112
30000404	Revenue Auditor	57,450	76,586	3.00	214,612	3.00	218,044	3.00	218,044
30000405	Revenue Auditor, Sr	63,378	84,635	3.00	253,908	3.00	253,908	3.00	253,908
30000413	Revenue Bureau Director	102,648	146,952	1.00	129,912	1.00	134,796	1.00	134,796
30000443	Revenue Bureau Operations Manager	80,787	107,557	1.00	105,372	1.00	107,010	1.00	107,010
30000587	Tax Supervisor	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000531	Training & Development Analyst	57,450	76,586	1.00	72,896	1.00	75,704	1.00	75,704
<b>TOTAL FULL-TIME POSITIONS</b>				66.00	4,283,483	72.30	4,879,253	72.50	4,897,085
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30000194	Revenue & Taxation Specialist IV	45,947	58,032	0.50	29,016	0.00	0	0.00	0
<b>TOTAL LIMITED TERM POSITIONS</b>				0.50	29,016	0.00	0	0.00	0
<b>GRAND TOTAL</b>				66.50	4,312,499	72.30	4,879,253	72.50	4,897,085

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

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	18,990,270	0	18,990,270	66.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	0	(20,389)	(20,389)	0.00	Non-represented merit pay freeze
	8,863,927	205,802	9,069,729	7.80	Transfer OCT to Revenue Bureau
	0	0	0	0.00	Increase software license fee revenues and reduce General Fund \$7,200
	(87,242)	0	(87,242)	0.00	Reduction - external materials and services
	(114,666)	0	(114,666)	0.00	Reduction - City Attorney interagency
	(105,765)	0	(105,765)	(1.50)	Eliminate Revenue Tax Specialist IV positions
	0	0	0	0.00	Increase regulatory revenues and reduce General Fund \$10,000
	0	0	0	0.00	Recognize \$100,000 of special event revenue and reduce General Fund
	(40,129)	0	(40,129)	0.00	Technical adjustments
	85,528	0	85,528	0.00	Private for Hire Transportation Safety Fund technical adjustments
	(107,943)	0	(107,943)	0.00	OMF interagency adjustments
<b>Approved Budget Additions and Reductions</b>					
	0	91,000	91,000	0.00	Carryover FY 2011-12 Litigation Funds for Cable Program
	25,782	0	25,782	0.20	Increase grant funding to support position in the Cable program
<b>Adopted Budget Additions and Reductions</b>					
	113,539	0	113,539	0.00	Increase PEG and Compliance and Access funds by \$193,539 reduce Cable Fund balance.
	<b>8,633,031</b>	<b>276,413</b>	<b>8,909,444</b>	<b>6.50</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>27,899,714</b>	<b>72.50</b>	<b>Total Adopted Budget</b>

# Citywide Projects

## Overview

Citywide Projects includes the Public Safety Systems Revitalization Program (PSSRP).

PSSRP manages the procurement and implementation of upgrades to the City of Portland's public safety systems used by the City and its regional partner agencies.

PSSRP has overall responsibility for monitoring life cycles for public safety systems including those used for: emergency call processing and dispatching, criminal justice, emergency operations, and radio and data communications, and interoperability needs of the City of Portland and partnering regional jurisdictions.

The key driving factors for the program are: (1) the inability to receive ongoing maintenance from current public safety systems vendors; (2) the retirement of key system support staff; and (3) the difficulty of maintaining interoperability with existing systems. The program is necessary to replace or upgrade aging public safety technology systems in order to sustain vital emergency response services and public safety operations for the citizens of Portland.

Current projects in the PSSRP project portfolio are:

- ◆ The Regional Justice Information Network (RegJIN) Project, which will replace the legacy Portland Police Data System (PPDS), a system used by regional law enforcement partner agencies.
- ◆ The Public Safety Emergency Radio Replacement Project, which will implement a cost effective, highly reliable digital public safety voice radio system replacement that meets the current and emerging needs of the Portland region.
- ◆ The Portland Fire & Rescue (PF&R) Fire Information Systems (FIS) Replatform Project, which will port the FIS to a current and supported development platform.



## Public Safety Systems Revitalization Program

<b>Description</b>	The PSSRP office provides overall management and technical leadership for the projects in the PSSRP portfolio, and includes staff needed to plan for and implement public safety system replacements and upgrades.
<b>Goals</b>	<p>Citywide Projects supports the City goal of delivering efficient, effective, and accountable municipal services by maintaining a financially healthy City government through upgrades to the City’s public safety technology systems. Specific PSSRP goals include:</p> <ul style="list-style-type: none"> <li>◆ Replace aging public safety systems technology</li> <li>◆ Position the City to take advantage of current public safety technology initiatives</li> <li>◆ Conduct transparent and open processes</li> <li>◆ Collaborate with vested stakeholders</li> <li>◆ Adhere carefully to program scope and project plan parameters</li> <li>◆ Implement and utilize established project management practices</li> </ul>
<b>Performance</b>	There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of PSSRP are measured and reported monthly by an independent quality assurance (QA) services firm on contract with the City. Each month, the QA consultant assesses and reports on 45 critical project management areas for PSSRP projects.
<b>Changes to Services and Activities</b>	It is expected that all available positions necessary for completing the remaining PSSRP projects will be filled in FY 2012-13. Reductions made in FY 2012-13 will impact availability of staff resources for change management and program management activities. Anticipated activities in FY 2012-13 include: awarding a contract for a new PPDS replacement system after a competitive Request for Proposal (RFP) process; selecting a vendor and beginning contract negotiations for a replacement radio system after a competitive RFP process; and performing replatforming work on Portland Fire and Rescue’s Fire Information Systems.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	10.00	10.00	10.00	9.00	9.00
<b>Expenditures</b>					
Public Safety Systems Revitalization Program	6,824,447	13,111,876	3,751,038	9,704,662	9,704,662
<b>Total Expenditures</b>	<b>6,824,447</b>	<b>13,111,876</b>	<b>3,751,038</b>	<b>9,704,662</b>	<b>9,704,662</b>

# Citywide Projects

# Summary of Division Budget

## City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Intergovernmental	429,167	822,390	96,346	0	0
Bond & Note	8,825,944	11,864,513	0	0	0
Miscellaneous	34,858	21,294	0	0	0
<b>Total External Revenues</b>	<b>9,289,968</b>	<b>12,708,197</b>	<b>96,346</b>	<b>0</b>	<b>0</b>
<b>Internal Revenues</b>					
General Fund Discretionary	1,120,005	1,797,027	1,398,265	1,271,816	1,271,816
Fund Transfers - Revenue	16,934,046	1,561,978	12,569,808	2,672,637	2,675,045
<b>Total Internal Revenues</b>	<b>18,054,051</b>	<b>3,359,005</b>	<b>13,968,073</b>	<b>3,944,453</b>	<b>3,946,861</b>
Beginning Fund Balance	1,889,619	21,152,090	24,894,302	26,016,459	26,016,459
<b>Total Resources</b>	<b>\$29,233,639</b>	<b>\$37,219,292</b>	<b>\$38,958,721</b>	<b>\$29,960,912</b>	<b>\$29,963,320</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	883,234	1,211,693	1,374,142	1,142,880	1,142,880
External Materials and Services	5,257,072	9,666,665	1,570,044	6,643,843	6,643,843
Internal Materials and Services	574,056	2,233,969	806,852	682,184	682,184
Capital Outlay	0	0	0	1,235,755	1,235,755
<b>Total Bureau Expenditures</b>	<b>6,714,362</b>	<b>13,112,327</b>	<b>3,751,038</b>	<b>9,704,662</b>	<b>9,704,662</b>
<b>Fund Expenditures</b>					
Debt Service	1,203,687	1,177,500	0	0	0
Contingency	0	0	31,311,404	17,583,613	17,586,021
Fund Transfers - Expense	163,500	539,508	3,896,279	2,672,637	2,672,637
<b>Total Fund Expenditures</b>	<b>1,367,187</b>	<b>1,717,008</b>	<b>35,207,683</b>	<b>20,256,250</b>	<b>20,258,658</b>
Ending Fund Balance	21,152,090	22,389,957	0	0	0
<b>Total Requirements</b>	<b>\$29,233,639</b>	<b>\$37,219,292</b>	<b>\$38,958,721</b>	<b>\$29,960,912</b>	<b>\$29,963,320</b>
<b>Programs</b>					
Administration & Support	129	0	0	0	0
Administration & Support	(111,252)	0	0	0	0
Administration & Support	200	0	0	0	0
Enterprise Business Solution Project	(1,516)	451	0	0	0
Public Safety Systems Revitalization Program	6,824,447	13,111,876	3,751,038	9,704,662	9,704,662
Public Safety Systems Revitalization Program	2,354	0	0	0	0
<b>Total Programs</b>	<b>6,714,362</b>	<b>\$13,112,327</b>	<b>\$3,751,038</b>	<b>\$9,704,662</b>	<b>\$9,704,662</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
30000218	Inf Syst Analyst, Principal-Gen	75,109	100,048	2.00	175,152	2.00	175,152	2.00	175,152
30000219	Inf Syst Analyst, Principal-Proj Mgmt	75,109	100,048	1.00	84,624	1.00	87,225	1.00	87,225
30000607	Inf Syst Mgr-Generalist	80,787	107,557	1.00	64,536	1.00	66,736	1.00	66,736
30000451	Management Analyst	57,450	76,586	2.00	122,910	1.00	68,142	1.00	68,142
30001031	Technology Capital Project Manager I	86,840	117,686	3.00	346,932	3.00	351,504	3.00	351,504
30001032	Technology Capital Project Manager II	102,648	146,952	1.00	141,771	1.00	146,952	1.00	146,952
<b>TOTAL FULL-TIME POSITIONS</b>				10.00	935,925	9.00	895,711	9.00	895,711
<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>				10.00	935,925	9.00	895,711	9.00	895,711

**City Support Services 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	1,405,863	8,432,846	9,838,709	10.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(56,235)	0	(56,235)	(1.00)	Eliminate Management Analyst
	(56,234)	0	(56,234)	0.00	Eliminate contract employee
	0	(8,595)	(8,595)	0.00	Non-represented merit freeze
	(12,983)	0	(12,983)	0.00	OMF interagency adjustments
<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>(125,452)</b>	<b>(8,595)</b>	<b>(134,047)</b>	<b>(1.00)</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>9,704,662</b>	<b>9.00</b>	<b>Total Adopted Budget</b>

# Special Appropriations

## Overview

Special appropriations are included in OMF for reporting purposes only. They are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. The Office of Management and Finance provides management and oversight for the appropriations under the direction of City Council. Some appropriations are one-time allocations while others are ongoing.

## Ongoing Special Appropriations

### Clean and Safe

This special appropriation provides \$20,948 in ongoing resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

### Downtown Services

This special appropriation provides \$1,028,416 in ongoing resources to keep downtown Portland a safe and attractive center for people and businesses. This amount is the net of a mandatory reduction of \$65,644. Contracted services include bicycle patrol, public restroom cleaning in the downtown parks, and Pioneer Courthouse Square security. The appropriation also funds an interagency agreement with Portland Parks and Recreation to maintain flowers pots along the transit mall and light rail corridor. This appropriation accomplishes different work than the Clean and Safe special appropriation.

### City Membership and Dues

This special appropriation provides \$274,244 in ongoing resources to fund the costs related to the City memberships in various organizations to which the City subscribes as a municipality. This special appropriation will be administered by the Office of Management and Finance.

### Compensation Set-Aside

This special appropriation is a set-aside for General Fund adjustments to salaries for City employees, based on projected inflation. These funds are distributed as necessary to bureaus during the spring budget monitoring process each fiscal year. The amount estimated for FY 2012-13 is \$4,525,418.

### COPPEA Training

This \$15,032 ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA).

## Special Appropriations

### City Support Services Service Area

---

#### **Emergency Fund**

This funding of \$5,000 is for the annual appropriation for the Mayor and Commissioners as specified in the City Charter. This appropriation is administered by the Mayor's Office.

#### **Leaders Roundtable**

This special appropriation provides \$13,981 in ongoing resources to fund the City's share for an advisory group of community leaders. This amount is the net of a mandatory reduction of \$583. The group is convened to coordinate and improve interrelated services attended by staff from the Mayor's Office. This special appropriation will be administered by the Mayor's Office.

#### **Discretionary Fund**

This special appropriation provides an annual amount of \$2,000 for the Mayor's Office as specified in the City Charter. This special appropriation will be administered by the Mayor's Office.

#### **Regional Arts and Culture Council (RACC)**

RACC base budget includes a total of \$3,795,868 ongoing funding and \$200,000 one-time funding for Work for Art in accordance with the contract. The base budget is the net of a mandatory reduction of \$157,302.

#### **Portland Center for the Performing Arts (PCPA)**

This ongoing funding of \$798,035 is to meet the City's obligation to the PCPA. This is a contractual payment to provide operating and capital support to the City-owned performing arts facilities.

#### **Future Connect Scholarship**

This package will provide \$480,000 in ongoing funding to the Future Connect Scholarship. The above amount is the net of a mandatory reduction of \$20,000. This program is designed to create a pathway to an Associate's Degree by helping youth with the financial burden of attending college. It also serves as an incentive for youth who are most at-risk of not graduating college on time. This scholarship covers the cost for the first two years of study at Portland Community College.

#### **Crisis Assessment & Treatment Center**

This appropriation provides ongoing funding of \$615,013 for the City's share of the operational costs of the Crisis Assessment & Treatment Center.

## One-Time Special Appropriations

#### **Oregon Food Bank**

This package provides \$100,000 in financial assistance to the Oregon Food Bank. This organization collects and distributes emergency food to those in need.

**Portland Rose Festival**

This package provides \$70,000 in funding for public toilets along the Grand Floral Parade and at the Oregon Convention Center for parade-goers with special needs. Additionally, the project will provide enforcement of City rules regarding the prohibition of marking space in the public right-of-way.

**RACC - Right Brain Initiative**

This package provides \$100,000 in support of The Right Brain Initiative to help ensure that arts education remains in Portland schools, providing students with the critical 21st century skills that they will need to succeed in school and in life.

**RACC - Work for Art**

This request provides \$100,000 in funding for one part-time staff position during RACC's busiest campaign to attract new donors.

**RACC - Equity & Diversity Initiatives**

As part of the new five-year contract with the City, RACC is working to improve its internal measuring systems and to expand its outreach to the minority communities to better serve all Portlanders. This \$48,417 in funding will allow RACC to invest in more cultural diversity training; translate guidelines and application materials into Spanish, Russian, Chinese, Somali, and Vietnamese; and increase from 0.25 FTE to 1.0 FTE the staff dedicated to coordinating these diversity outreach activities.

**Police Activities League (PAL)**

This package provides \$35,000 to the Police Activities League (PAL). PAL builds partnerships between youth, police, and the community through recreational, athletic, and educational programs designed to encourage and develop good citizenship and to improve the quality of life in the Portland metropolitan area. PAL targets youth who are at risk of joining gangs, not reaching benchmarks in school, and or live in low income or high risk neighborhoods.

**VOZ Workers Right Education Project**

This package provides \$25,000 to the VOZ Workers Rights Education Project. This is a worker-led organization that empowers immigrants and day laborers to gain control over their conditions through leadership development, organizing, and community education.

**SUN Program at David Douglas High School**

The SUN service system provides a range of programs to improve student's academic success and build family self-sufficiency. David Douglas High school is the only high-poverty index school in the region without at SUN program. This \$100,000 provides the base start-up amount for a SUN High School.

## Special Appropriations

### City Support Services Service Area

---

#### **CASH Oregon Free Tax Preparation**

This package provides \$75,000 to CASH Oregon for free tax preparation service. CASH Oregon serves primarily low income and disadvantaged individuals throughout Portland and Multnomah County. Very few people served by CASH have adequate access to computers or tax preparation software, many are challenged by language barriers and lack basic financial literacy. In addition to tax preparation services, CASH also assists people with their personal finances by connecting them to educational resources and related community services.

#### **Needle Exchange Program**

This appropriation provides \$65,000 for the Needle Exchange Program in FY 2012-13.

#### **Janus Youth Program - Human Trafficking**

This appropriation provides \$247,000 for the Janus Youth Program for shelter beds for victims of human trafficking.

#### **First Stop Portland**

This appropriation provides \$15,000 in financial support for the First Stop Portland program sponsored by Portland State University.

#### **Council Transition Costs**

This package provides \$213,817 for projected costs related Council transition in FY 2012-13.

#### **Westside Staging**

This package provides \$360,000 in funding: \$180,000 one-time and \$180,000 ongoing, for the Westside Staging project.

#### **School Funding**

This appropriation provides \$6,637,365 in funding to support the school districts in the City of Portland

#### **Carryover - Fostering Success**

This is a carryover of \$117,000 from FY 2011-12. This funding is for the Fostering Success Initiative to improve the lives and educational futures of foster children in the City.

#### **Carryover - Cully Concordia Adult ESOL Classes**

This is a carryover of the unspent balance of \$10,000 from FY 2011-12. This funding is for the English for Speakers of Other Languages program for adults in the Cully neighborhood.

#### **SE Works**

This funding provides \$40,000 to support the Youth Transition Program to assist youth at risk in the Southeast community.



**LifeWorks NOW Program**

This appropriation provides \$100,000 to support the LifeWorks NW in providing counseling, addiction recovery, skills training, and mentoring for women and girls leaving the sex industry.

**Restorative Justice Program**

This package provides \$26,897 to support program to reduce the incidences of exclusions and disparities related to exclusionary disciplines of students in the Parkrose School District.

**Outdoor School**

This funding provides \$50,000 to support the Outdoor School program in the Portland Public School.

# Special Appropriations

## Summary of Division Budget

### City Support Services Service Area

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
<b>Total External Revenues</b>	0	0	0	0	0
<b>Internal Revenues</b>					
General Fund Discretionary	13,313,634	6,565,921	9,331,976	20,068,198	19,796,460
General Fund Overhead	152,418	143,555	151,734	162,991	162,991
Interagency Revenue	271,349	12,000	111,111	0	0
<b>Total Internal Revenues</b>	<b>13,737,401</b>	<b>6,721,476</b>	<b>9,594,821</b>	<b>20,231,189</b>	<b>19,959,451</b>
Beginning Fund Balance	0	0	0	0	0
<b>Total Resources</b>	<b>\$13,737,401</b>	<b>\$6,721,476</b>	<b>\$9,594,821</b>	<b>\$20,231,189</b>	<b>\$19,959,451</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	0	0	5,000	0	0
External Materials and Services	13,609,279	6,588,917	9,289,679	15,265,337	14,616,870
Internal Materials and Services	128,122	132,559	169,080	440,434	1,167,163
<b>Total Bureau Expenditures</b>	<b>13,737,401</b>	<b>6,721,476</b>	<b>9,463,759</b>	<b>15,705,771</b>	<b>15,784,033</b>
<b>Fund Expenditures</b>					
Contingency	0	0	131,062	4,525,418	4,175,418
<b>Total Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>131,062</b>	<b>4,525,418</b>	<b>4,175,418</b>
Ending Fund Balance	0	0	0	0	0
<b>Total Requirements</b>	<b>\$13,737,401</b>	<b>\$6,721,476</b>	<b>\$9,594,821</b>	<b>\$20,231,189</b>	<b>\$19,959,451</b>
<b>Programs</b>					
Administration & Support	0	0	0	348,417	0
Economic Opportunity	1,359,427	473,301	0	0	0
Mayor's Office	14,181	0	0	0	0
Special Appropriation - City Support Services	1,059,421	1,880,145	437,130	504,074	504,074
Special Appropriation - Parks, Rec & Culture	5,086,400	3,194,394	7,203,692	5,822,319	6,220,736
Special Appropriation - Public Safety	0	0	172,500	360,000	360,000
Special Appropriation - Transportation & Parking	0	2,819	0	0	0
Special Appropriations - Community Development	6,104,917	1,170,817	1,650,437	8,670,961	8,699,223
Support	113,056	0	0	0	0
<b>Total Programs</b>	<b>13,737,401</b>	<b>\$6,721,476</b>	<b>\$9,463,759</b>	<b>\$15,705,771</b>	<b>\$15,784,033</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
<b>TOTAL FULL-TIME POSITIONS</b>				0.00	0	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>				0.00	0	0.00	0	0.00	0

# Special Appropriations

# Budget Decisions

## City Support Services 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	7,266,853	200,000	7,466,853	0.00	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	4,627	0	4,627	0.00	Portland Center for the Performing Arts
	20,586	0	20,586	0.00	Regional Arts & Culture Council
<b>Mayor's Proposed Budget Decisions</b>					
	(243,529)	0	(243,529)	0.00	Mandatory reductions
	0	100,000	100,000	0.00	RACC - Right Brain Initiative
	0	100,000	100,000	0.00	RACC - Work for Art
	0	48,417	48,417	0.00	RACC - Equity & Diversity Initiatives
	0	100,000	100,000	0.00	Oregon Food Bank
	0	70,000	70,000	0.00	Portland Rose Festival
	0	75,000	75,000	0.00	CASH Oregon
	0	65,000	65,000	0.00	Needles Exchange Program
	0	150,000	150,000	0.00	Janus Youth Program - Human Trafficking
	0	25,000	25,000	0.00	VOZ Workers Right Education Project
	0	35,000	35,000	0.00	Police Activities League
	0	15,000	15,000	0.00	First Stop Portland
	0	100,000	100,000	0.00	SUN Program - David Douglas
	0	213,817	213,817	0.00	Council Transition Costs
	180,000	180,000	360,000	0.00	Westside Staging
	0	7,000,000	7,000,000	0.00	School Funding
<b>Approved Budget Additions and Reductions</b>					
	0	97,000	97,000	0.00	Janus Youth - Human Trafficking
	0	(362,635)	(362,635)	0.00	School Funding adjustments
	0	117,000	117,000	0.00	Carryover - Fostering Success
	0	10,000	10,000	0.00	Carryover - Cully Concordia
	0	40,000	40,000	0.00	SE Works
	0	100,000	100,000	0.00	LifeWorks NOW Program
	0	50,000	50,000	0.00	Outdoor School
	0	26,897	26,897	0.00	Restorative Justice Parkrose
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>(38,316)</b>	<b>8,355,496</b>	<b>8,317,180</b>	<b>0.00</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>15,784,033</b>	<b>0.00</b>	<b>Total Adopted Budget</b>