Adopted Budget

City of Portland, Oregon

Fiscal Year 2015-16
Volume One

Citywide Summaries
and Bureau Budgets

Mayor Charlie Hales

Commissioner Nick Fish

Commissioner Amanda Fritz

Commissioner Steve Novick

Commissioner Dan Saltzman

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Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Portland, Oregon for its annual Budget for the fiscal year beginning July 1, 2014.

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

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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of Portland

Oregon

For the Fiscal Year Beginning

July 1, 2014

Executive Director

CITY OF PORTLAND OREGON
1851

User's Guide

The budget document consists of two volumes. Volume One contains general information and an overview of the budget for the City of Portland, as well as the budgets for individual City bureaus and offices. Volume Two provides detailed information about the City's funds and capital projects (capital project details are only included in the Adopted Budget).

If you have any questions about the budget document or the City's budget, please call the City Budget Office at (503) 823-6925 or email citybudgetoffice@portlandoregon.gov.

Volume One - Bureau Budgets

Mayor's Message

This is a message from the Mayor about the challenges and opportunities faced in preparing the Proposed Budget and highlights the Mayor's budget priorities. Changes that occurred in the Approved and Adopted Budget phases will not be reflected in this document.

Overviews

City Overview

The City Overview gives general information about the City of Portland, including its demographics and government management systems.

Budget Overview

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

Financial Overview

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

Budget Notes

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

Financial Summaries

These summaries show Citywide revenues, expenses, and the authorized positions. Tables at the beginning of Volume One summarize the City budget across all funds, list bureau expenses and total City expenses by fund, and detail the City's Capital Improvement Plan (CIP). The Appropriation Schedule, Tax Levy computations, and Urban Renewal Tax Certifications are also included. This section concludes with tables related to the City's debt obligations.

Service Area Information

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

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

Volume Two - City Funds

Fund Summaries by Service Area

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

Capital Project Details

These sections, included only in the Adopted Budget, describe each of the City's capital projects by bureau and capital program. Each project includes a title, project description, funding source (last line of project description), historical and five-year projected costs, net operation and maintenance costs, the geographic location of the project, the project objective, total project cost (projected cost of the total project if expenditures are planned beyond the five-year plan), original project cost (displays the total project cost as identified during the first year of project implementation), and the confidence level of the bureau that the project costs will not change. Project titles beginning with "NEW" were not included in the previous year's five-year capital improvement plan.

Portland Development Commission (PDC) Adopted Budget

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

Figure 1: Appropriated Funds by Managing Agency

Managing Agency	Fund	Service Area	Fund Type
Bureau of Development Services			
	Development Services Fund	Community Development	Special Revenue
Bureau of Emergency Communications			
	Emergency Communication Fund	Public Safety	Special Revenue
Bureau of Environmental Services			
	Environmental Remediation Fund	Public Utilities	Enterprise
	Sewer System Construction Fund	Public Utilities	Enterprise
	Sewer System Debt Redemption Fund	Public Utilities	Enterprise
	Sewer System Operating Fund	Public Utilities	Enterprise
	Sewer System Rate Stabilization Fund	Public Utilities	Enterprise
Bureau of Fire & Police Disability & Retirement			
	Fire & Police Disability & Retirement Fund	Public Safety	Fiduciary
	Fire & Police Disability & Retirement Reserve Fund	Public Safety	Fiduciary

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
Bureau of Planning & Sustainability			
	Community Solar Fund	Community Development	Special Revenue
	Solid Waste Management Fund	Public Utilities	Enterprise
City Budget Office			
	Fire & Police Supplemental Retirement Reserve Fund	Public Safety	Fiduciary
	General Fund	City Fund	Major Governmental
	General Reserve Fund	City Fund	Special Revenue
Commissioner of Public Affairs			
	Children's Investment Fund	Community Development	Special Revenue
Office of Management & Finance			
	320 Cully Blvd. NPI Debt Service Fund	Community Development	Debt Service
	42nd Avenue NPI Debt Service Fund	Community Development	Debt Service
	82nd/Division NPI Debt Service Fund	Community Development	Debt Service
	Airport Way Debt Service Fund	Community Development	Debt Service
	Arts Education & Access Fund	Community Development	Special Revenue
	BFRES Facilities GO Bond Construction Fund	Public Safety	Capital Projects
	Bonded Debt Interest and Sinking Fund	City Support Services	Debt Service
	Closed - Cable Fund	Community Development	Fiduciary
	Central Eastside Industrial District Debt Service Fund	Community Development	Debt Service
	CityFleet Operating Fund	City Support Services	Internal Service
	Convention and Tourism Fund	Community Development	Special Revenue
	Convention Center Area Debt Service Fund	Community Development	Debt Service
	Division-Midway NPI Debt Service Fund	Community Development	Debt Service
	Education URA Debt Service Fund	Community Development	Debt Service
	Enterprise Business Solutions Services Fund	City Support Services	Internal Service
	Facilities Services Operating Fund	City Support Services	Internal Service
	Gateway URA Debt Redemption Fund	Community Development	Debt Service
	Governmental Bond Redemption Fund	City Support Services	Debt Service
	Grants Fund	City Support Services	Major Governmental
	Health Insurance Operating Fund	City Support Services	Internal Service
	Insurance and Claims Operating Fund	City Support Services	Internal Service
	Interstate Corridor Debt Service Fund	Community Development	Debt Service
	Lents Town Center URA Debt Redemption Fund	Community Development	Debt Service
	North Macadam URA Debt Redemption Fund	Community Development	Debt Service
	Parkrose NPI Debt Service Fund	Community Development	Debt Service
	Pension Debt Redemption Fund	City Support Services	Debt Service
	Printing & Distribution Services Operating Fund	City Support Services	Internal Service
	Closed - Private for Hire Transportation Safety Fund	Transportation & Parking	Special Revenue
	Property Management License Fund	Community Development	Special Revenue
	Public Safety GO Bond Fund	Public Safety	Capital Projects
	River District URA Debt Redemption Fund	Community Development	Debt Service
	Rosewood NPI Debt Service Fund	Community Development	Debt Service
	South Park Blocks Redemption Fund	Community Development	Debt Service
	Special Finance and Resource Fund	City Support Services	Capital Projects
	Special Projects Debt Service Fund	City Support Services	Debt Service
	Spectator Venues & Visitor Activities Fund	Parks, Recreation, & Culture	Enterprise
	Technology Services Fund	City Support Services	Internal Service
	Waterfront Renewal Bond Sinking Fund	Community Development	Debt Service
	Willamette Industrial URA Debt Service Fund	Community Development	Debt Service
	Workers' Comp Self Insurance Operating Fund	City Support Services	Internal Service

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
Office of the City Auditor			
	Assessment Collection Fund	Community Development	Special Revenue
	Bancroft Bond Interest & Sinking Fund	Community Development	Debt Service
	Local Improvement District Fund	Community Development	Capital Projects
Portland Bureau of Transportation			
	Gas Tax Bond Redemption Fund	Transportation & Parking	Debt Service
	Parking Facilities Fund	Transportation & Parking	Enterprise
	Transportation Operating Fund	Transportation & Parking	Major Governmental
	Transportation Reserve Fund	Transportation & Parking	Special Revenue
Portland Housing Bureau			
	Community Development Block Grant Fund	Community Development	Special Revenue
	Headwaters Apartment Complex Fund	Community Development	Enterprise
	HOME Grant Fund	Community Development	Special Revenue
	Housing Investment Fund	Community Development	Special Revenue
	Tax Increment Reimbursement Fund	Community Development	Special Revenue
Portland Parks & Recreation			
	Golf Fund	Parks, Recreation, & Culture	Enterprise
	Golf Revenue Bond Redemption Fund	Parks, Recreation, & Culture	Enterprise
	Parks Capital Improvement Program Fund	Parks, Recreation, & Culture	Capital Projects
	Parks Endowment Fund	Parks, Recreation, & Culture	Permanent
	Parks Local Option Levy Fund	Parks, Recreation, & Culture	Special Revenue
	Portland International Raceway Fund	Parks, Recreation, & Culture	Enterprise
	Portland Parks Memorial Fund	Parks, Recreation, & Culture	Special Revenue
Portland Police Bureau			
	Police Special Revenue Fund	Public Safety	Special Revenue
Portland Water Bureau			
	Hydroelectric Power Bond Redemption Fund	Public Utilities	Enterprise
	Hydroelectric Power Operating Fund	Public Utilities	Enterprise
	Hydroelectric Power Renewal Replacement Fund	Public Utilities	Enterprise
	Water Bond Sinking Fund	Public Utilities	Enterprise
	Water Construction Fund	Public Utilities	Enterprise
	Water Fund	Public Utilities	Enterprise

Mayor's Message

Office of Mayor Charlie Hales
City of Portland

Introduction

I have proposed a budget for 2015-16 that puts a major emphasis on investing in the basics. That includes streets, affordable housing and the homeless, and safe activities for our young people.

This is a back-to-basics budget, even though the city's budget forecast anticipates $484.5 million in discretionary General Funds next year and a total annual budget of over $3.5 billion. The additional $49 million in discretionary funding came about because the City's economy is booming and the City Council has made prudent financial decisions over the last two budgets, including paying down a portion of the City's debt. The Council also passed the first comprehensive review of Urban Renewal Areas, championed by the Mayor, which improved the budget picture for the City, Multnomah County, and the state's Common School Fund.

In good times and in bad, Portlanders' values are clear. They expect us to take care of what we have and invest in a better future. This year, the budget news is great, so this is the right year to invest wisely.

Investment Priorities

My budget this year focuses on specific areas of investment. The priorities are:

Basic Services -- $30.38 million

First, I am calling for investing almost $20 million more in streets.

In 2013-14, Transportation Commissioner Steve Novick and I highlighted the need to address the estimated $90 million per year backlog of maintenance on city streets. During that deliberation, Portlanders asked us to focus on fixing our streets. I listened. This budget does that. My proposal won't solve the city's whole street problem, but I'm serious about addressing the problem.

The proposal includes $8.89 million for paving; $6.89 million for street safety improvements; $1.5 million for the "Out of the Mud" program to help pave dirt streets for the first time; plus other transportation projects for a total of more than $19 million.

Since last spring's budget adjustment, we have proven that we are serious about taking care of our streets. We increased general fund investment to the Transportation Bureau by 141 percent - from $12 million to $29 million in that time.

Beyond the streets, the second major investment under "basic services" is $5.97 million more to address homelessness and affordable-housing programs. That is atop the more than $90 million already in the city budget for housing from all sources, for a total of almost $100 million.

In addition to supporting affordable housing, other funds are dedicated to a year-round women's shelter; getting all homeless veterans into housing, and a focused effort to address large, illegal homeless camps.

Public Safety and Emergency Preparedness -- $9.63 million

First, I propose moving forward with the long-awaited renovation of The Portland Building, including making it seismically safe. The cost for the entire project is estimated at $175 million, and my proposed budget includes $2.57 million for both planning funds for project design, plus a 20-year financing plan.

I want to continue investing in an improved relationship between the Portland Police Bureau and the community it serves. These investments include a program targeting domestic violence; crime analysts; and coordinated efforts to address gang violence. Plus, investing $500,000 in a psychiatric emergency services center, which will give first responders a safe and sensible alternative to jail or an emergency room for people undergoing mental health crises.

I also am calling for $1.38 million to retain 26 firefighter positions next fiscal year.

Kids -- $4 million

The largest new investment in my budget focuses on programs for at-risk teens. We have to give our young people safe options and activities. That includes sports and other recreation. It includes internships. It includes education and job opportunities. Throughout the city, schools, nonprofits and other governments are rallying behind this. So is the faith community. So is the business community. This is a city-wide initiative.

That's why I am proposing a $2 million parks program for youths. The plan is to open more of the city's parks, gyms and facilities for teenagers, free of charge, and to leverage other agencies, such as the school districts and Portland Community College, to do the same. I am reaching out to the private sector and foundations for additional funding.

After-school and weekend activities aren't enough, of course. So my budget calls for $960,000 for the Youth Bus Pass program; $400,000 for the "3 to PhD" program at Concordia University; $250,000 for Parks for New Portlanders program; $135,000 for summer interns; $130,000 for the Parks "Free For All" program; and an additional $129,000 for Portland Community College's Future Connect program, bringing the total to $561,000.

Part of what is fueling this is a rise in gang violence in this city. We have had more than 40 gang-related incidents of violence so far this year. It's not enough to tell at-risk youths, "put down the gun." We have to give young people something else to "pick up" - such as healthy activities, internships and job skills. When I say we have to invest in our assets, I mean our young people most of all.

Other Investment Priorities

Beyond those issues, the primary investments in my budget include:

- $900,000 to increase pay to $15 per hour for many city employees.
- $300,000 for the East Portland Action Plan.
- $158,000 to convert seasonal workers to full-time status.
- Funds for a mental health specialist; New Portlanders program; equity and civil rights; expansion of the Diversity and Civic Leadership program; and staff to oversee compliance on women- and minority-owned businesses.

And finally, $1.93 million to support security, public access and youth programs at the 2016 Indoor Track and Field events. The worldwide sporting events will draw audiences from around the world next March, with much of the activities free of charge and centered in downtown Portland. We beat out cities throughout the world for this honor. The result will be an untold amount of good will and fun for our entire city," Hales said, noting the estimates of $25 million in economic benefits coming to the community. "This event puts Portland on a global stage, and I'm committed to being ready."

Money spent how will come back to our community many-fold, along with an untold amount of good will and opportunities for young people.

Utility Rates

This year, under the leadership of Water and Sewer Commissioner Fish, we are submitting service rate increases of 7% for water and 3.6% for the Bureau of Environmental Services. The combined rates comes in at 4.7%.

Conclusion

In three years, we have seen record-setting budget cuts, a flat budget and, this year, a major increase in discretionary spending. But throughout those changes, I have recommended a budget that gets back to basics, and invests in the future. I have said before that the difference between "spending" and "investing" is the same as a family taking a vacation or fixing the roof on the house. We are taking this opportunity to "fix the roof."

Charlie Hales

Mayor

CITY OF PORTLAND OREGON
1851

City Overview

INTRODUCTION

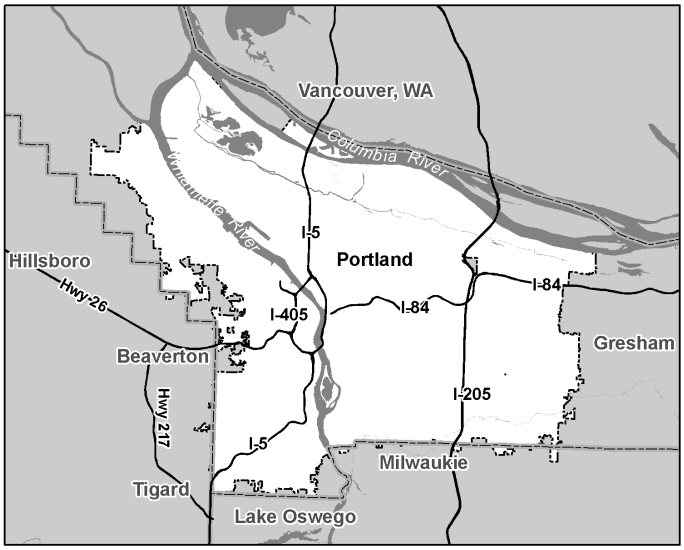
This section of the FY 2015-16 budget document provides general information on the City of Portland, its demographics, and its government management systems. The information will help the reader understand the environment in which decisions are reached during the budget process. This section will also make it easier to examine and understand other sections of this budget document.

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

CITY OF PORTLAND CHARACTERISTICS

Basic Statistics

The city of Portland, with a population in 2013 estimated at 592,120 by the Population Research Center at Portland State University, comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of nearly 2.3 million people. (The Portland-Vancouver-Hillsboro Metropolitan Statistical Area includes the Oregon counties of Clackamas, Columbia, Multnomah, Washington, and Yamhill, as well as Clark and Skamania counties in Washington). Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.



Recreation

Natural Areas

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

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

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

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

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

Visitor Opportunities

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

Portland's professional sports teams include the Trail Blazers of the NBA, the WinterHawks hockey team, and two professional soccer teams, the Timbers and the Thorns. The city's main arena, the Moda Center, was opened in October 1995 as a private-public joint venture. The renovation of the city's Civic Stadium, now called Providence Park, brought the Timbers soccer team to Portland. In early 2009, Portland was awarded an expansion Major League Soccer franchise, and the Timbers began play as a Major League team in 2011, with the Thorns taking the field in 2013.

The Economy

Overview

A diverse economy is key to Portland's future.

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

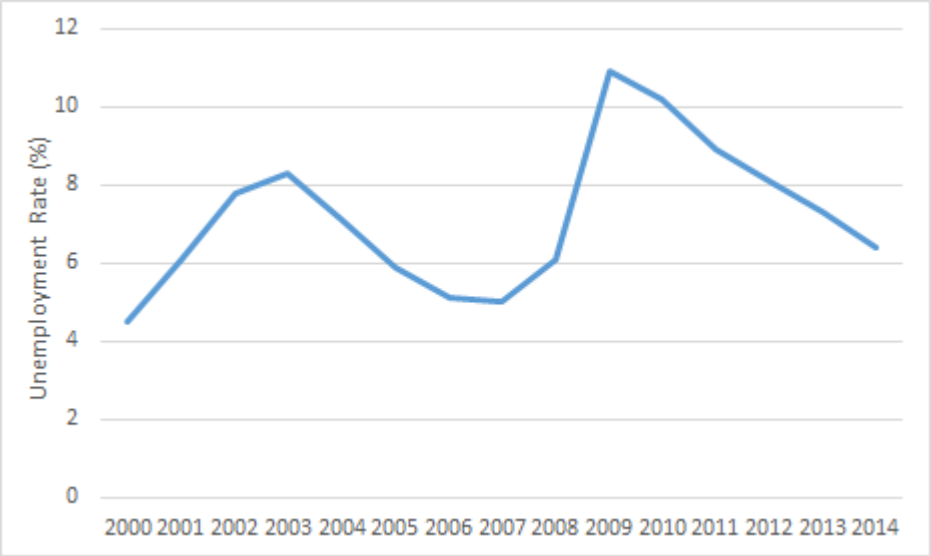
Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region. Tektronix, Nike, Providence Health & Services, Kaiser Permanente, and Legacy, as well as retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers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

Recent Trends

The local area economy is leading the state's economic recovery.

The Portland area economy is now well into the expansion that has followed the Great Recession. Generally, most broad economic measures are approaching cyclical highs. Perhaps most notably regional unemployment rate reached a post-recession low in April 2015. The seasonally adjusted rate of 4.6% was the lowest since February 2000 and represented a decrease of 1.7 percentage points from the prior April. Meanwhile, the housing market is experiencing record low inventories, which in turn has pushed prices higher. The latest data suggest that home price growth in the last year was close to 8%.

Figure 1: Portland Metro Unemployment



Shipping and Other Port Facilities

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

With 12.9 million tons handled, 2014 was the fifth best tonnage year in the Port of Portland's history. Portland is the third largest export tonnage port on the U.S. West Coast. Only the ports of Los Angeles and Long Beach handle more export tonnage.

Portland is the largest bulk mineral exporter on the US West Coast and the largest wheat export gateway in the U.S., servicing the third largest grain export region in the world. In 2014 Portland was the fourth largest import and third largest export auto gateway on the U.S. West Coast and sixteenth largest volume container port in the U.S.

The Portland International Airport served 15.9 million passengers in 2014 via 14 passenger carriers (and added two more carriers since!). PDX offers more than 250 daily departures with service to 61 nonstop domestic destinations and nine nonstop international destination including Amsterdam, Calgary, Frankfurt, Guadalajara, Los Cabos, Puerto Vallarta, Reykjavik, Tokyo and Vancouver. Additionally, seven cargo carriers moved more than 228,000 tons of air freight and mail at PDX last year.

The Port is the largest industrial landowner in the Portland metro area and the state. Within its 10,000 acres of property holdings, the Port oversees five industrial parks that offer traded-sector businesses expansion options and fast, efficient access to markets. Rivergate Industrial District, Swan Island, and Portland International Center are industrial parks located in the City.

Downtown and Surrounding Redevelopment Projects

The City of Portland balances housing, retail, and office space in its development.

The City's financial commitment to its downtown and surrounding communities has resulted in one of the nation's most attractive cities for quality of life and healthy, urban living. The Portland Development Commission, an independent agency created in 1958 to serve as Portland's urban renewal and economic development agency, partners with the City to encourage redevelopment, community development, job creation, and economic opportunity. The agency supports both neighborhood and traded sector economic development, focusing efforts on four cluster industries identified in the Portland Development Commission's 2015-2020 Strategic Plan.

In FY 2015-16, the City will encompass 17 active Urban Renewal Areas (12 areas still able to issue new debt) comprising 12.27% of the City's land area. Six of these URAs are newly created 'micro' districts focused on eastside commercial corridors. Three URAs intersect with PDC's neighborhood based activities. Six URAs intersect with the Central City, including:

- River District URA: 1998-2021. The current goals are to support creating a safe, vibrant, and economically healthy Old Town/Chinatown; attract new companies and entrepreneurs via redevelopment of strategic sites; implement the Downtown Retail Strategy; provide funds for a collaborative project with Multnomah County; and complete major infrastructure projects such as the West Burnside and Fields Neighborhood Park improvements.
- North Macadam URA: 1999-2025. With completion of the Central District, through projects like the greenway and SW Gibbs pedestrian bridge, future investment will focus on leveraging major infrastructure projects such as the Portland-Milwaukie Light Rail alignment. New investment will support ongoing growth of the region's major educational institutions, PSU and OHSU, and a public-private partnership to spur redevelopment of the Zidell properties to house significant new job growth in the Central City.
- Central Eastside URA: 1986-2023. As PDC transitions Burnside Bridgehead redevelopment to the private sector, future investment will focus on supporting the Central Eastside's ongoing growth as a high density location of choice for Portland's entrepreneurship and cluster industry firms. Projects include redevelopment of key sites along the new Portland-Milwaukie light rail alignment, such as at the ODOT blocks and new stations at OMSI and SE Clinton. Major infrastructure improvements (the Streetcar Loop and the Burnside/ Couch couplet) were recently completed and will further support future economic development efforts.

- Oregon Convention Center (OCC): 1989-2013. The goals of the OCC URA are to assist the community in achieving its vision as defined by The Lloyd District Development Strategy and associated neighborhood plans. Major investments focus on regional attractors including a new Convention Center Hotel and improvements to the Rose Quarter Lloyd District.

Transportation and Land Use

TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to about 534 square miles of the metropolitan area. TriMet operates 79 bus lines, a 52-mile light rail system, and a 15-mile Westside Express Servcie (WES) Commuter Rail line. In FY 2015, TriMet provided 100 million trips. TriMet carries more people than any other U.S. transit system its size. TriMet's rail lines and buses combined to eliminate 202,000 daily car trips.

Growth of Regional Light Rail System

TriMet continues to expand the light rail system.

TriMet's nationally recognized light rail system MAX extends 60 miles and serves all three counties in the region. The MAX Orange Line, including the unique Tilikum Crossing, *Bridge of the People,* opens in September 2015. It extends from downtown Portland and connects to South Waterfront, SE Portland, Milwaukie and north Clackamas County. The multi-modal Tilikum Crossing is the only bridge of its kind in the U.S., carrying MAX light rail and streetcar trains, buses, bicyclists and pedestrians, but no car. It also has the widest multi-use paths of any bridge in Portland. Portland was also the first West Coast city to have rail service to its airport. To date, more than $10 billion has been invested in new development within walking distance of the 97 MAX stations.

Portland Streetcar Expansion

The Portland Streetcar complements bus and light rail transit.

The City completed 2.4 miles of track to open the first modern streetcar line in July 2001. The alignment runs from Northwest Portland through the Pearl District to Portland State University's Urban Plaza. This successful system later added 0.6 miles to RiverPlace, 0.6 miles to SW Moody and Gibbs to connect with the Portland Aerial Tram to OHSU, and 0.4 miles in August 2007 to the South Waterfront District to complete a total system of 4.0 miles. This original streetcar alignment (now called the North-South or NS Line) is credited with serving as a catalyst for $3.5 billion in transit-oriented investment and helping to revitalize Portland's urban core with more than 10,212 new housing units and 5.5 million square feet of office, institutional, retail, and hotel construction, all within 2-3 blocks of the streetcar route and in some areas that were formerly home to industrial land in decline.

The Streetcar Loop extension (now called the Central Loop or CL Line) opened for revenue service in September 2012, extending the streetcar system east across the Willamette River with 3.35 miles from the Pearl District, across the Broadway Bridge, through the Rose Quarter, Convention Center, Lloyd Center, and Central Eastside to a temporary terminus at OMSI. This Streetcar expansion will help stimulate and support new high-density, mixed-use development in the Central City east of the Willamette River.

The Streetcar Complete the Loop project will finish the remaining elements required to assure that a full Streetcar Loop around Portland's Central City is operational across the new Tilikum Crossing Bridge in September 2015, concurrent with the Portland to Milwaukie LRT opening. The project consists of the streetcar track, civil construction, overhead catenary system, signal equipment, and corresponding vehicle fleet safety upgrade equipment. The Streetcar Complete the Loop project started construction in February 2013.

Metro

Metro is the country's only elected regional government.

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro, the country's only elected regional government, manages the boundary and growth within it. Balancing growth with the maintenance of natural amenities is one of the region's major challenges. Citizen desire for parks and natural areas was demonstrated through passage of a local option levy in the May 2013 special election. The levy will raise $10 million per year for maintenance of open space acquired over the last decade.

The Region and Its Environment

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

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

Post-Secondary Education

Oregon's urban research university, recognized for excellence in sustainability and community engagement, is located in the heart of downtown Portland. PSU's motto is "Let Knowledge Serve the City," and it offers more than 200 degrees with opportunities to work with businesses, schools and organizations on real-world projects. PSU has nine LEED certified buildings on campus and will be opening/renovating two more: School of Business, Viking Pavilion and Academic Center. PSU's 25 year plan includes expanding student residence halls and facilities to accommodate an anticipated enrollment of 50,000 students.

Many fine schools dot the Portland landscape.

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

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

Figure 2: A Profile of Portland's Citizens

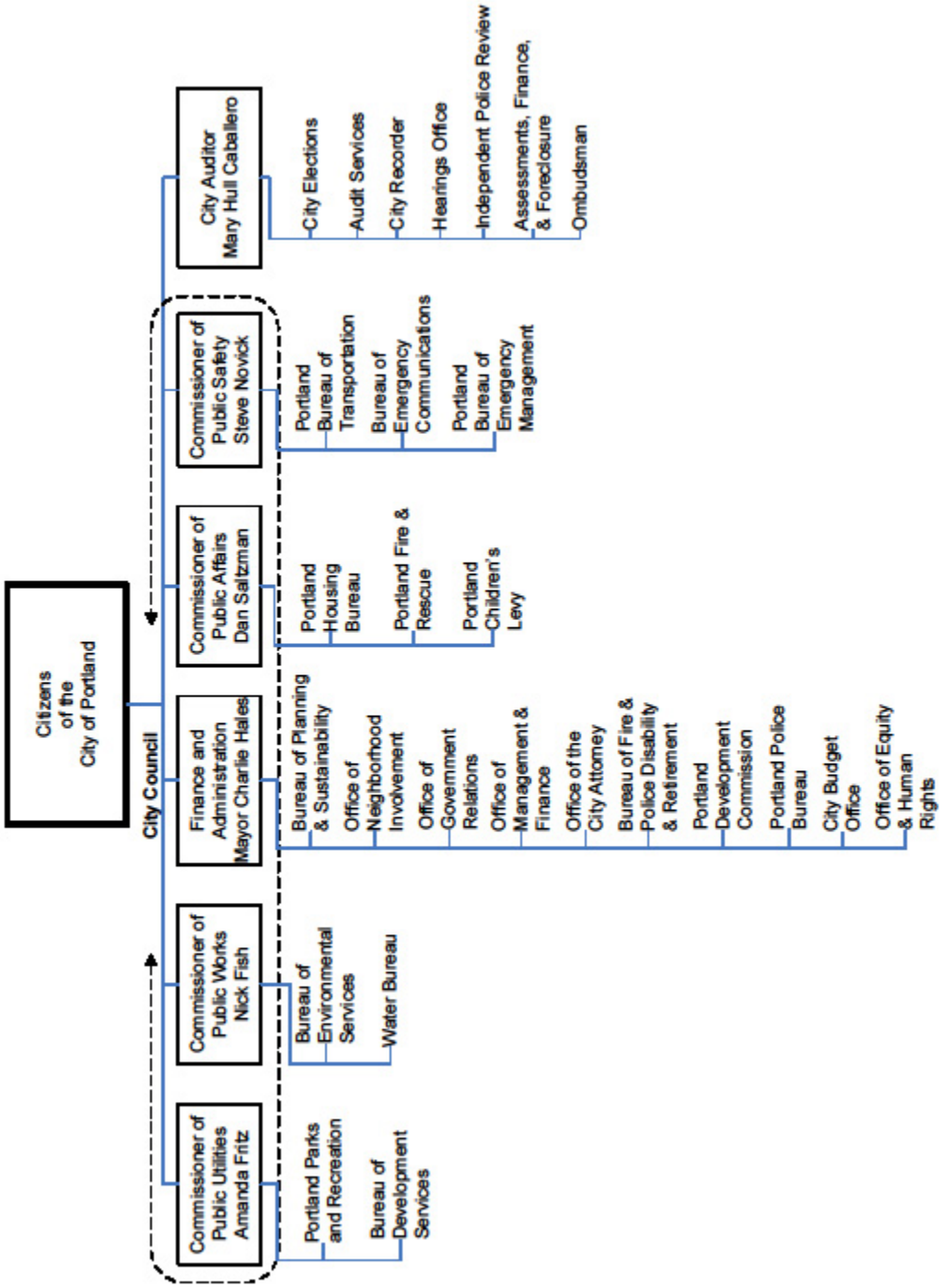
General Characteristics			2010	2011	2012	2013	Percent of 2013 Population	Percent Change Between 2010 & 2013
City Population			583,776	595,325	603,650	611,134	100%	4.7%
		Male	289,211	295,365	297,942	302,285	49%	4.5%
		Female	294,565	299,960	305,708	308,849	51%	4.8%
	Age	Under 18 Years	111,523	116,078	116,177	112,460	18%	0.8%
		18 to 34 Years	171,282	172,458	168,660	174,252	29%	1.7%
		35 to 64 Years	240,182	246,112	253,369	255,059	42%	6.2%
		65 and over	60,789	60,677	65,444	69,363	11%	14.1%
Race/Ethnic Distribution								
	One Race		556,496	572,256	578,467	580,088	94.9%	4.2%
		White	444,216	459,255	475,727	474,549	77.7%	6.8%
		Black or African American	36,695	38,559	36,746	35,745	5.8%	-2.6%
		American Indian & Alaska Native	5,991	5,184	3,581	5,639	0.9%	-5.9%
		Asian	41,692	45,977	42,465	45,933	7.5%	10.2%
		Native Hawaiian & other Pac. Is.	3,109	1,254	4,730	2,386	0.4%	-23.3%
		Some Other Race Alone	24,793	22,027	15,218	15,836	2.6%	-36.1%
	Two or more races		27,280	23,069	25,183	31,046	5.1%	13.8%
		Hispanic or Latino (of any race)	54,840	60,301	57,049	60,974	10.0%	11.2%
Household Population								
		Average household size	2.28	2.31	2.40	2.35	-	3.1%
		Average family size	2.99	3.11	3.10	3.05	-	2.0%
Social Characteristics								
	Population 25 years and over		410,687	424,561	436,937	443,687	72.6%	8.0%
		High school graduate or higher	364,896	383,165	401,090	402,091	90.6%	10.2%
		Bachelor's degree or higher	173,370	182,314	194,731	204,090	46.0%	17.7%
	Place of Birth	Native	502,403	508,419	527,042	521,514	85.3%	3.8%
		Foreign Born	83,026	86,906	76,608	89,620	14.7%	7.9%
Income and Benefits*								
	Households							
		Less than $10,000	24,574	25,456	21,355	22,437	8.9%	-8.7%
		$10,000 to $14,999	13,863	16,203	15,594	13,672	5.4%	-1.4%
		$15,000 to $24,999	28,694	28,577	25,325	21,412	8.5%	-25.4%
		$25,000 to $34,999	27,355	27,176	23,774	24,787	9.8%	-9.4%
		$35,000 to $49,999	33,772	33,605	33,719	34,565	13.7%	2.3%
		$50,000 to $ 74,999	44,761	42,774	40,554	40,559	16.0%	-9.4%
		$75,000 to $99,999	24,830	29,572	29,773	34,808	13.8%	40.2%
		$100,000 to $149,999	27,297	26,336	36,014	33,894	13.4%	24.2%
		$150,000 to $199,999	8,927	10,747	11,113	11,597	4.6%	29.9%
		$200,000 or More	10,139	10,382	11,477	15,290	6.0%	50.8%
Housing in Portland								
	Total Occupied Housing Units**		248,546	250,828	248,698	253,021	100.0%	1.8%
		Owner-occupied housing units	133,502	128,055	132,005	134,315	53.1%	0.6%
		Renter-occupied housing units	115,044	122,773	116,693	118,706	46.9%	3.2%

All data from 2010, 2012, 2011, AND 2013 American Community Survey (1 year estimate) unless otherwise noted

In 2010, 2011, 2012, and 2013 inflation-adjusted dollars

** 2010 Census and ACS data, respectively

Figure 3: City of Portland Organization Chart



Form of City Government

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

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

The Mayor and Commissioners act as legislators and administrators.

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

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

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

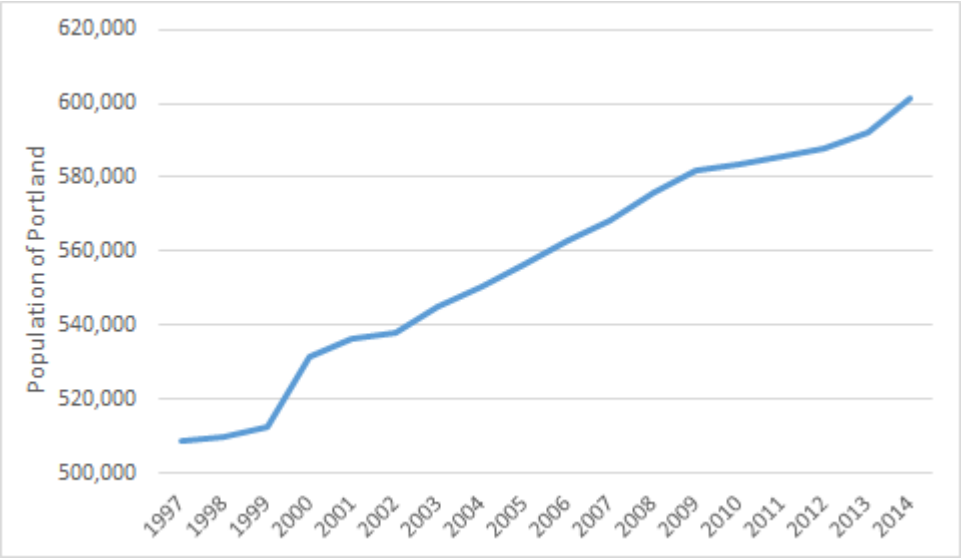
Demographic Data

Population

The rate of Portland's growth slowed during the economic downturn, but the city's population continues to increase.

Rapid increases in population can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue which may require cuts in expenditures. While the City's population growth rate has decreased, the City's population continues to increase.

Figure 4: Portland's Population

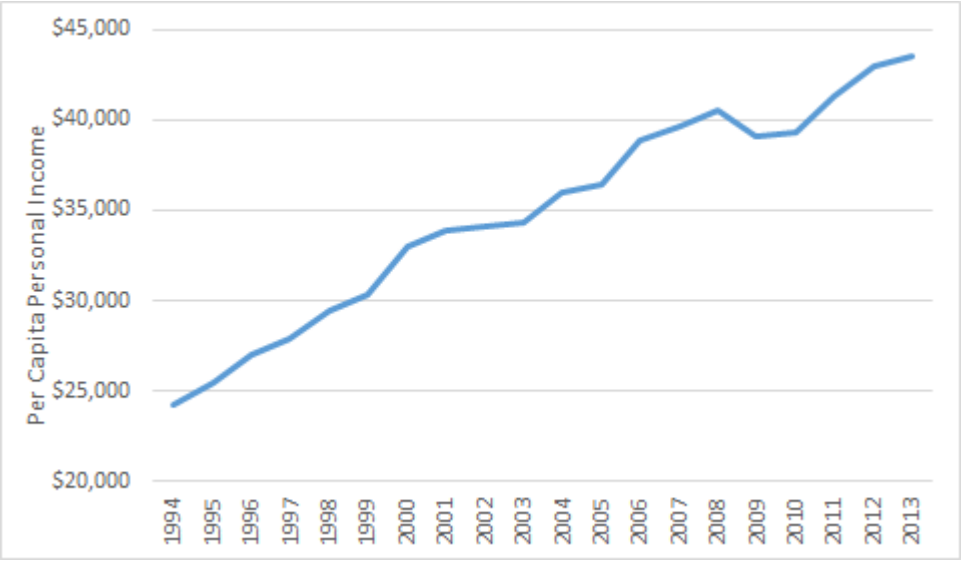


Per Capita Income

Portland's per capita income remains higher than the state average.

Per capita personal income is one measure of a community's ability to pay for government services. Though the data lags somewhat, county figures show a healthy recovery from the "Great Recession" with respect to per capita personal income. By 2013, per capita personal income in Multnomah County rose nearly 11% since 2010.

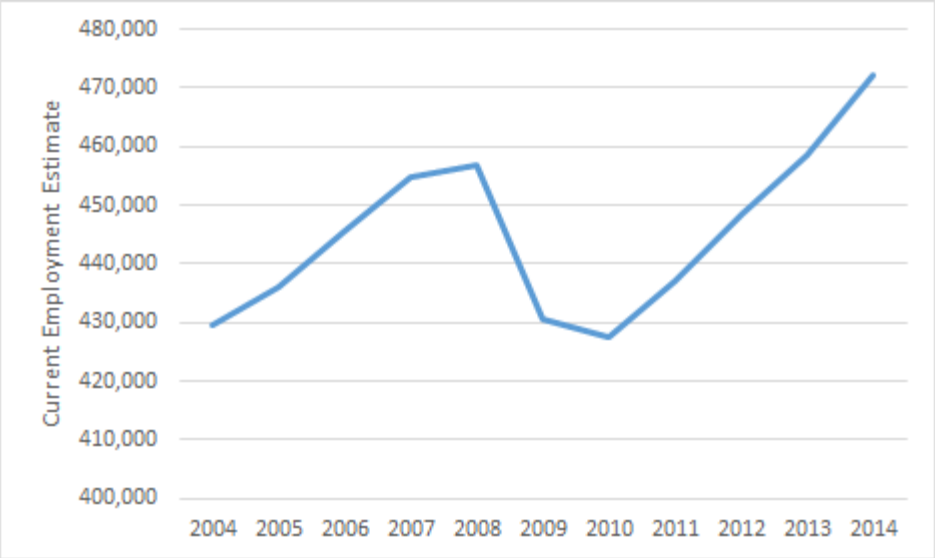
Figure 5: Portland's Per Capita Income



Job Growth

After gaining almost 77,500 jobs during the 1990's (20.6% growth), Multnomah County lost nearly 32,000 during the 2000s, representing a 7% decline. In fact, the economic expansion between 2003 and 2008 failed to return to the peak level of employment achieved in 2000. However, the last four years have produced some significant growth as the County added at least 9,600 jobs in each of the last four years, now reaching record levels.

Figure 6: Multnomah County Employment



WORKFORCE DIVERSITY

The Council has directed that all City bureaus develop a workforce reflecting the rich cultural diversity of Portland as a community. The figure below indicates that the percentage of all City employees who are women has roughly stabilized at 33.1% in 2015. The percentage of minority employees hovers at 18.8%.

The table below is current as of March 31, 2015. It shows female and minority employment as a percentage of total employment within City bureaus, with a slight increase in racial diversity being reported in 2015.

Figure 7: Citywide Workforce Diversity History
Women and Minorities as a Percent of City Employees

Figure 8: Citywide Workforce Diversity by Bureau—2015

Bureau	Female Employees as a Percent of Total	Minority Employees as a Percent of Total	Total Employees
Attorney	66.7%	20.6%	63
Auditor	67.3%	18.4%	49
City Budget Office	25.0%	25.0%	12
Comm of Public Affairs (Saltzman)	64.3%	14.3%	14
Comm of Public Safety (Novick)	50.0%	37.5%	8
Comm of Public Utilities (Fritz)	85.7%	42.9%	7
Comm of Public Works (Fish)	37.5%	25.0%	8
Development Services	47.0%	17.8%	253
Emergency Communications	66.4%	8.4%	131
Emergency Management	66.7%	8.4%	131
Environmental Services	31.9%	14.9%	505
Equity and Human Rights	41.7%	66.7%	12
Fire & Police Disability & Retirement	94.1%	29.4%	17
Fire & Rescue	10.5%	18.3%	725
Government Relations	55.6%	11.1%	9
Housing Bureau	73.6%	50.9%	53
Mayor	61.1%	38.9%	18
Neighborhood Involvement	62.8%	20.9%	43
OMF - All	42.6%	27.7%	620
Planning and Sustainability	60.2%	24.7%	93
Police	26.2%	15.0%	1,156
PP&R	38.2%	18.9%	445
Transportation	27.4%	17.3%	700
Water	32.9%	18.6%	538
Citywide Workforce Totals:	**33.1%**	**18.8%**	**5,494**

Budget Overview

A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2015-16 serves as a fiscal, programmatic, and policy information guide. The document is organized to provide Citywide information at levels of increasing detail.

Within the budget document, the City's budget decisions and financial information are presented from a variety of perspectives. There is special emphasis on the General Fund as it contains the discretionary resources available to the City, resources that can be allocated to any City program. The Budget Overview contains information on:

- Citywide strategic goals and strategies
- The total City budget
- The General Fund budget
- Highlights of financial challenges
- Highlights of the Capital Improvement Plan
- A description of the budget process

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

Strategic Goals and Strategies

Council Vision, Mission, Values, and Goals

Vision

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

Mission

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

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

Values

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

Goals

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

Ensure a safe and peaceful community

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

Promote economic vitality and opportunity

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

Improve the quality of life in neighborhoods

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

Protect and enhance the natural and built environment

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

Operate and maintain an effective and safe transportation system

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

Deliver efficient, effective, and accountable municipal services

- Deliver responsive, competitive government services
- Maintain healthy City financial condition

- Manage government to achieve goals

The Portland Plan

The Portland Plan is the document that will guide City development efforts and prioritization of limited resources through 2035. The plan is comprised of three integrated strategies: 1) thriving, educated youth; 2) economic prosperity and affordability; 3) and a healthy, connected City. All strategies are tied together by an equity framework to guide the plan implementation and improve City operational business practices, support actions that promote accountability, close disparity gaps, and increase community engagement in civic activities.

Budget Summary

Total City Budget

The total City budget is down by $34.1 million from the FY 2014-15 Revised Budget.

Total Legal Budget

State of Oregon Local Budget Law requires the City to report its total legal budget. This is defined to include total operating costs and the internal transactions between funds. The total Adopted Budget for FY 2015-16 is $3.71 billion, which reflects a $34.1 million (0.9%) decrease from the FY 2014-15 Revised Budget. As shown in Figure 1 below, the overall decrease in the City budget is largely due to reductions in contingency and ending fund balance.

Total Net Budget

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

The net City Budget is down by $28.3 million from the FY 2014-15 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2015-16 is $2.91 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

Figure 9: Requirements by Major Object Category

Major Object Category	Revised FY 2014-15	Adopted FY 2015-16	Dollar Change	Percent Change
Personnel Services	$ 650,213,418	$ 687,299,293	$ 37,085,875	5.7%
External Materials & Services	688,394,727	736,561,255	48,166,528	7.0%
Internal Materials & Services	196,431,019	204,365,966	7,934,947	4.0%
Capital Outlay	230,052,725	211,492,750	(18,559,975)	-8.1%
Total City Bureau Expenses	**1,765,091,889**	**1,839,719,264**	**74,627,375**	**4.2%**
Contingency	639,651,408	564,562,860	(75,088,548)	-11.7%
Ending Fund Balance	257,061,079	223,051,687	(34,009,392)	-13.2%
Debt Service	468,460,272	482,583,206	14,122,934	3.0%
Cash Transfers	609,027,915	595,280,706	(13,747,209)	-2.3%
Total City Budget	**3,739,292,563**	**3,705,197,723**	**(34,094,840)**	**-0.9%**
Less Intracity Transfers	(805,458,934)	(799,646,672)	5,812,262	-0.7%
Total Net City Expenses	**$ 2,933,833,629**	**$ 2,905,551,051**	**$ (28,282,578)**	**-1.0%**

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

Figure 10: Resources by Major Object Category

Major Object Category	Revised FY 2014-15	Adopted FY 2015-16	Dollar Change	Percent Change
Beginning Fund Balance	$ 824,894,461	$ 1,004,444,800	$ 179,550,339	21.8%
Taxes	512,584,037	538,168,452	25,584,415	5.0%
Licenses & Permits	208,711,386	235,040,467	26,329,081	12.6%
Service Charges & Fees	654,318,704	685,311,710	30,993,006	4.7%
Intergovernmental	202,017,926	232,845,940	30,828,014	15.3%
Miscellaneous Sources	38,118,386	30,608,645	(7,509,741)	-19.7%
Bond & Note Proceeds	493,188,729	179,131,037	(314,057,692)	-63.7%
Intracity Transfers	805,458,934	799,646,672	(5,812,262)	-0.7%
Total City Budget	**3,739,292,563**	**3,705,197,723**	**(34,094,840)**	**-0.9%**
Less Intracity Transfers	(805,458,934)	(799,646,672)	5,812,262	-0.7%
Total Net City Budget	**$ 2,933,833,629**	**$ 2,905,551,051**	**$ (28,282,578)**	**-1.0%**

Major Resources

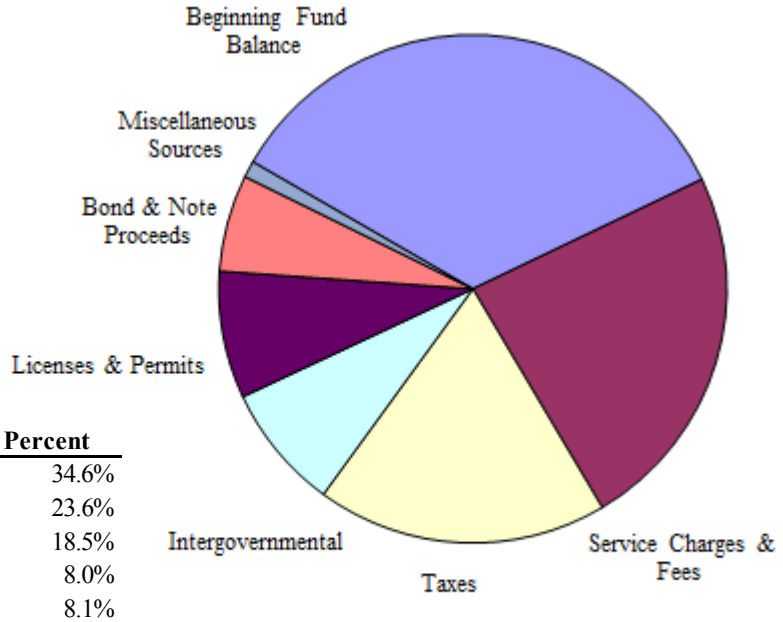
The largest resource categories in the net City budget are beginning balance, taxes, and service charges and fees.

Beginning fund balance is increasing by $179.6 million (21.8%).

Tax revenues are increasing by $25.6 million (5.0%).

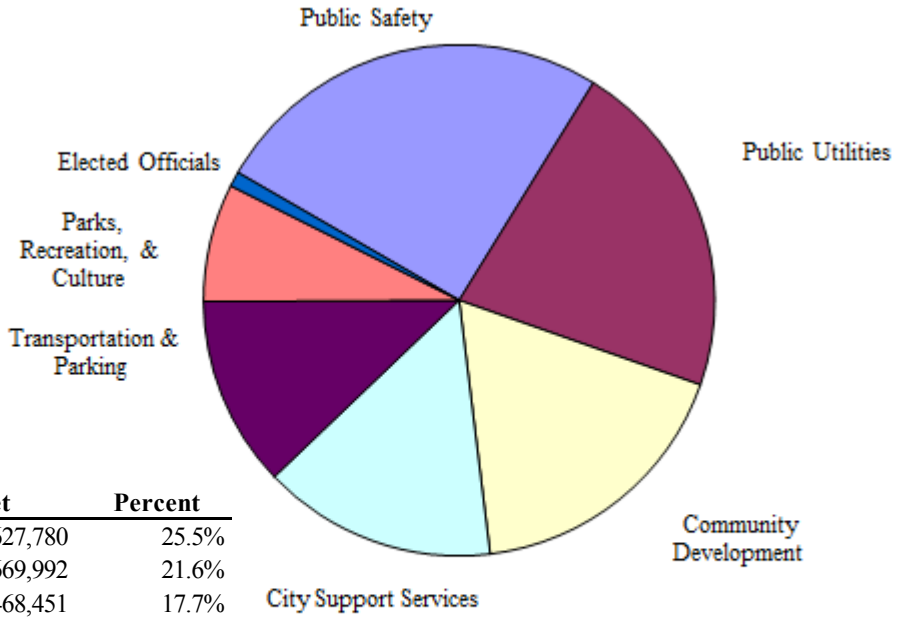
Service charges and fees are up $31.0 million (4.7%). The adopted FY 2015-16 average effective sewer and stormwater bill increase is 3.6%, and the average effective water rate increase is 7.0%.

Figure 11: City Net Budget—Resources



Resource	Budget	Percent
Beginning Fund Balance	$ 1,004,444,800	34.6%
Service Charges & Fees	685,311,710	23.6%
Taxes	538,168,452	18.5%
Intergovernmental	232,845,940	8.0%
Licenses & Permits	235,040,467	8.1%
Bond & Note Proceeds	179,131,037	6.2%
Miscellaneous Sources	30,608,645	1.1%
Total Net Budget	$ 2,905,551,051	100.0%

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



Service Area		Budget	Percent
Public Safety	$	468,627,780	25.5%
Public Utilities		396,669,992	21.6%
Community Development		325,468,451	17.7%
City Support Services		272,433,980	14.8%
Transportation & Parking		221,663,656	12.0%
Parks, Recreation, & Culture		137,621,921	7.5%
Elected Officials		17,233,484	0.9%
Total City Bureau Expenses	$	1,839,719,264	100.0%

General Fund Budget

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

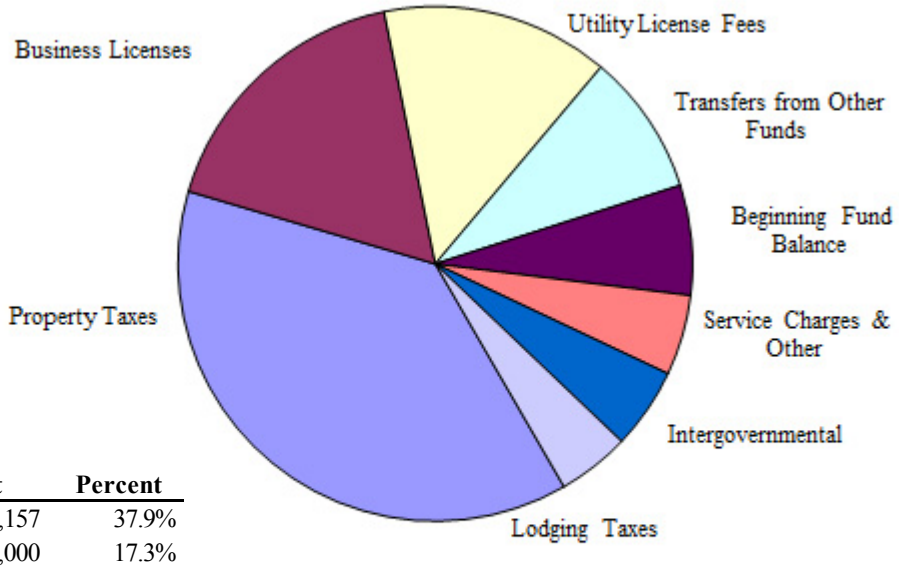
Discretionary resources total $489.7 million, 84.1% of the General Fund.

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

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

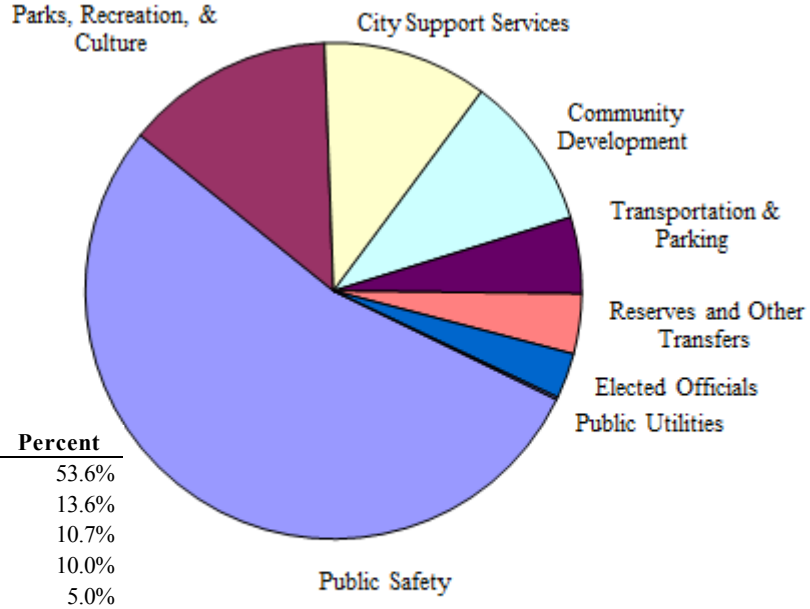
The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary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

Figure 13: General Fund—Resources by Major Category



Resource		Budget	Percent
Property Taxes	$	220,626,157	37.9%
Business Licenses		100,485,000	17.3%
Utility License Fees		83,516,854	14.3%
Transfers from Other Funds		51,961,259	8.9%
Beginning Fund Balance		40,187,701	6.9%
Service Charges & Other		29,426,820	5.1%
Intergovernmental		29,679,079	5.1%
Lodging Taxes		26,520,000	4.6%
Total General Fund Budget	$	582,402,870	100.0%

Figure 14: General Fund—Requirements by Service Area



Service Area		Budget	Percent
Public Safety	$	312,042,760	53.6%
Parks, Recreation, & Culture		79,296,034	13.6%
City Support Services		62,588,068	10.7%
Community Development		58,515,212	10.0%
Transportation & Parking		28,983,711	5.0%
Reserves and Other Transfers		22,792,305	3.9%
Elected Officials		17,233,484	3.0%
Public Utilities		951,296	0.2%
Total General Fund Budget	$	582,402,870	100.0%

Addressing the Financial Challenges

The General Fund financial forecast for FY 2015-16 illustrates robust economic growth. As is typical, the local economy is demonstrating that it is slightly more sensitive than average to economic cycles. That is, the Portland economy tends to do better than most during economic expansions and worse than average during downturns. Employment growth has accelerated to levels usually seen at the peak of expansion. Extremely low inventory are driving home values higher, particularly in Portland's neighborhoods within five miles of downtown. This decreases what is known as property tax compression under Oregon's unique property tax system and allows higher-than-typical growth in property taxes. Growth in the lodging industry will contribute to City revenue, while business license taxes are expected to top $100 million for the first time in FY 2015-16. As a result, the City expects to have significant additional General Fund resources in FY 2015-16: $13.1 million in additional ongoing resources and $36.9 million in one-time resources.

Within the framework of a "stabilization" budget, the Mayor asked City bureaus to submit budget requests at their current appropriation level, to focus realignment packages on the bureau's core mission, and to limit add package requests to those which address only the highest priority programs and services. He also asked bureaus to focus on the following priorities: Complete Neighborhoods, Equity and Opportunity, and Emergency Preparedness. The Adopted Budget achieves the objectives of a stabilization budget while continuing the City's commitment to basic services, preserving our infrastructure, public safety, and youth services. Details can be found in the Mayor's Message and the bureau pages that follow.

Capital Improvement Plan

Overview

The FY 2015-16 Adopted Capital Improvement Plan (CIP) budget totals $331.0 million, not including the Portland Development Commission. The Citywide CIP for FY 2015-16 through FY 2019-20 is projected to be $1.3 billion.

FY 2015-16 Major Projects by Service Area

Public Safety

- Fire Station Roof Replacements $250,000
- Public Safety Systems Revitalization Project $5,855,101
- Fire Apparatus Replacement $8,384,405

Parks, Recreation, and Culture

- Beech Park Development $3,000,000
- Mt. Tabor Yard Maintenance Facility $2,371,879
- Gateway Urban Plaza Development $3,000,000

Public Utilities

- Fulton Pump Station Improvements $7,730,000
- Interstate Facility Rehab $4,498,000
- Washington Park $4,910,000
- Distribution Mains $16,273,650
- Surface Water Management $9,076,000

- Sewer Maintenance and Reliability projects $73,461,000

Transportation

- Parking Machines $2,420,000
- Sellwood Bridge $16,500,000
- Road Rehabilitation Program $9,949,776
- Street Light Efficiency Program $4,500,000

City Support Services

- Fueling Station Replacements $4,506,719
- CityFleet Replacement $6,704,560

Community Development

- Information Technology Advancement Project $5,723,344

Inter-Bureau Capital Projects

The chart below highlights inter-bureau projects currently budgeted for FY 2015-16. The chart includes the project, bureaus involved, and budgeted expenses.

Figure 15: Inter-Bureau Projects

Bureau	Phase 2 Pipe Rehabilitation	Distribution Mains	Watershed Investment	Burgard Road	Burlingame Basin
Bureau of Environmental Services	$29,663,000	$260,000	$1,102,000	$99,700	$3,274,000
Portland Bureau of Transportation	$2,164,000	$770,900	$356,000	$1,949,764	$149,000
Portland Parks & Recreation	$50,000	$0	$37,000	$4,039	$8,000
Portland Water Bureau	$375,000	$15,242,750	$5,000	$39,500	$5,000
Project Budget	$32,252,000	$16,273,650	$1,500,000	$2,093,003	$3,436,000

Dollars for Art

City Code requires that eligible capital projects dedicate a portion of the construction costs to the acquisition of public art, and that the City include the monetary contribution to the Regional Arts & Culture Council (RACC) for public art in the capital budget. These funds are in addition to the $3.9 million of General Fund dollars awarded to the Regional Arts & Culture Council (RACC) in Special Appropriations. The following chart summarizes the total contribution to RACC from eligible capital projects.

Figure 16: Dedicated Dollars for Art by Capital Project

Project	Amount for Art
Portland Parks & Recreation	
Gateway Green Development	$40,000
Leach Botanical Garden Phase 3	$22,000
Willamette Park Pathways	$15,822
Marine Drive Trail, Bridgeton Road to Levee	$12,800
Willamette Park Improvement	$11,414
Mt Tabor Facility	$11,196
Whitaker Ponds Access Improvements	$8,762
Oregon Zoo Stormwater Line Phase 1	$7,480
Washington Park West Parking Lot Improvements	$6,990
Colwood Driving Range	$5,700
Forestry HQ Replacement	$5,348
Willamette Park Dog off Leash	$4,738
Colwood Pavillion	$2,000
Portland Parks & Recreation subtotal	**$154,250**
Portland Bureau of Transportation	
Bond: Gibbs - River Pkwy, SW	$104,000
Killingsworth: Commercial-MLK, N/NE	$40,000
Foster Rd: Powell Blvd - 90th Ave, SE	$39,500
Burnside & Pearl Dist Xing Improvement, W	$37,300
Halsey/Weidler: 103rd - 113th, NE	$4,390
Portland Bureau of Transportation subtotal	**$225,190**
Citywide Total Dollars for Art	**$379,440**

Budget Process

Local Budget Law

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

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

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

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

Budget Officer and Budget Committee

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

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

Preparing the Proposed Budget

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

Public Involvement Process

The City engages in a proactive public outreach effort as part of the budget process. In order to ensure that all stakeholders were involved in the budget development process, bureaus were directed to continue with the Budget Advisory Committee (BAC) process that included management, labor, customers, and internal and external experts. These committees reviewed the bureau's draft budget request, and provided input on proposed decision packages.

In advance of the Proposed Budget, the City held two community hearings where specific input was gathered from Portland residents. The feedback Portlanders provided helped the Mayor prioritize services and focus on specific areas where services could be enhanced. Testimony was also collected electronically via email at citybudgetoffice@portlandoregon.gov.

Budget Web Site

The City maintains a community budget web page: www.portlandoregon.gov/budget. The site contains bureaus' Requested Budgets, financial analyses of the requests, current and historical budget documents, and other financial reports.

Portland Utility Board (PUB)

On June 10, 2015, City Council adopted Ordinance 187174 creating a Portland Utility Board (PUB). The PUB is an appointed body of nine community members who advise the City Council on financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

Direct Public Testimony

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

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

Approving the Budget

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

The Budget Committee meets to accomplish four actions:

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

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

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

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

Tax Supervising & Conservation Commission Hearing

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

Adopting the Budget

City Council votes to officially adopt the budget before the start of the new fiscal year. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

Amending the Budget

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

Budget Calendar

On the next page is a summary of the FY 2015-16 budget calendar, adopted in December 2014.

Figure 17: FY 2015-16 Budget Schedule

Bureaus/PDC submit Requested Budgets, Five-Year Plans, and CIPs,	February 2
Special Appropriation requests for General Fund support due	February 2
Public Hearings on Requested Budgets (3 hearings)	March – April
City Budget Office Requested Budget reviews distributed to Council	March 9
City Budget Office meetings with Council Offices on budget reviews	Mar 9 – Mar 27
Spring BMP due to City Budget Office	March 30
Council work sessions on Requested Budgets	Mar 16 - Apr 3
Council work session on Spring BMP	April 21
Revised General Fund financial forecast released	April 28
Mayor releases Proposed Budget decisions	April 28
Council action to adopt Spring BMP	May 6
Proposed Budget document available	May 12
Budget Committee meeting – Mayor presents budget message	May 13
PDC Budget Committee meeting – PDC director presents Proposed Budget	May 13
Budget Committee public hearing on City and PDC budgets	May 14
First Utility Rate Review hearing	May 21
Utility Rate Review – second reading	May 27
Budget Committee action to approve City and PDC budgets	May 27
Approved Budget submitted to Tax Supervising & Conservation Commission	May 28
Over-expenditure ordinance due to City Budget Office	June 4
Council action to adopt over-expenditure ordinance	June 17
Tax Supervising & Conservation Commission hearing on Approved Budget	June 17
Council action to adopt budget	June 18

CITY OF PORTLAND OREGON
1851

Financial Overview

The City's Financial Structure

Portland's Fund Structure

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

Types of Funds

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

Governmental Funds

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

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

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

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

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

Proprietary Funds

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

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

Fiduciary Funds

Trust Pension Funds: The City has three funds for the retirement or disability costs of police and fire personnel. Revenues for the primary fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.

MHCRC Fund: The City maintains a non-budgeted fund to account for the financial transactions of the Mount Hood Cable Regulatory Commission, an agency that enforces cable franchise agreements on behalf of the City of Portland and other surrounding governments.

Portland Development Commission

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

How Funds Interact

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

Budgetary Controls

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

Adjustments to bureau budgets generally occur during scheduled supplemental budget processes and grant acceptance ordinances. The supplemental budget processes allow Council to closely review the Citywide impact of budget adjustments and ensures that Council's directives are followed.

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

Basis of Accounting and Accounting Structure

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

Types of Accounting

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

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

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

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

Basis of Budgeting

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

Financial Reporting

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

The City has earned GFOA's Certificate of Achievement for the past 30 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 29 years. GFOA is a national organization, composed of professionals in the field of public financial management. The group has established stringent criteria for the awards program to ensure quality and full-disclosure accounting and reporting systems within the public sector.

Independent Audit Requirements

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

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

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

City Financial Planning Process

Background

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

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

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

General Fund Financial Forecast

Overview

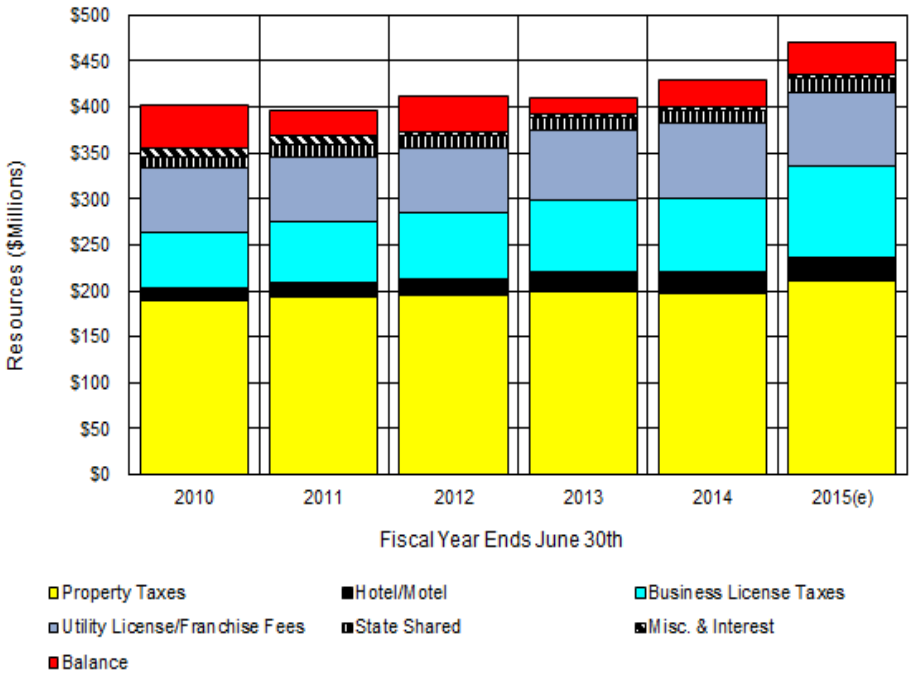
The Council's financial planning process starts with the preparation of a five-year revenue forecast. The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2014 and formally reviewed with Council. Both of these forecasts were updated prior to the Mayor's Proposed Budget decision-making. The original December financial forecast has since been updated twice:

- Both the revenue and financial forecasts were updated in early March 2015. This update to the December forecast incorporated final cost-of-living adjustment information, as well as relevant updates to the revenue forecasts using the most recent financial and economic data.
- The final forecast, upon which the budget is based, was published at the end of April 2015. The forecast provided updated projections for various revenue streams, particularly business license taxes, which are predominantly paid in April. The discretionary beginning balance estimate, a key resource of the General Fund, was also updated. In addition to the forecast, CBO also publishes a quarterly tracking report that summarizes the financial condition of the current fiscal year. This report is electronically distributed within the City and to numerous outside recipients.

Historical Resources

The figure below summarizes General Fund discretionary revenue growth over the past five years. Discretionary resources include revenues plus beginning balance that are allocated by Council without restriction, in accordance with Council priorities. Discretionary resources include property taxes, utility license fees, business license taxes, lodging tax revenues, state shared (cigarette and liquor) revenues, some court fines, certain cash transfers into the General Fund, and small amounts of other miscellaneous revenues. Discretionary resources exclude grants, bureau contract and service reimbursement revenues, bureau fee revenue, bureau overhead recovery, and other revenues dedicated for a specific purpose.

Figure 18: General Fund Discretionary Resources



General Fund revenue grew rapidly in FY 2014-15 following a relatively stagnant few years following the Great Recession. Over the past five years revenue growth was 3.2% annually, but grew by more than 13% in FY 2014-15. The General Fund's beginning fund balance has averaged about $32.6 million, though smaller beginning balances are expected in the future. Both business license and transient lodging taxes grew by more than 10% annually over the last five years, illustrating the highly cyclical nature of those revenue streams. The graph illustrates both the slow growth coming out of the last recession and the more recent rapid growth in the City's General Fund revenue. Notably, property tax receipts typically grow by about 3.5% per year, but approached 7% growth in FY 2014-15, as new construction and higher property values combined to produce the fastest growth since property tax limitations were implemented in 1998.

General Fund business license tax revenue rebounded rapidly during the current economic expansion, far exceeding record levels in FY 2014-15. Overall, these tax collections grew by 10.6% annually over the past five years. Revenues grew by 31% from FY 2009-10 to FY 2012-13, then grew by only 3.6% in FY 2013-14, before expanding by more than 20% in FY 2014-15.

Utility license taxes and franchise fees have grown more modestly and are expected to be essentially flat in FY 2014-15, as a warm winter and only modest rate increases depress growth. Ultimately, collections will exceed $80 million in FY 2014-15, reflecting 2.7% annual growth since FY 2009-10. Underlying structural growth - net of a recent tax increase - was even more modest. Natural gas and electricity price increases have remained at historical lows, dampening revenue growth.

Transient lodging tax revenues are similar to business license revenues in that they follow the business cycle. Transient lodging tax revenues will likely exceed $25 million for the first time in FY 2014-15. These revenues fell to $14.2 million in FY 2009-10, but have grown steadily since then.

State-shared cigarette and liquor tax revenues grew at a 4.7% rate over the last five years, with most of this growth occurring in the last two years, as a law change in Washington State drove many consumers to Oregon for liquor purchases. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. The low interest rate environment has sharply cut General Fund interest income revenue, and this revenue is expected to continue to be limited over the next 12 to 18 months.

Forecast Assumption

Robust Near-term Economic Growth

Until recently, the inconsistent economic recovery was characterized by slower revenue growth than would normally be experienced during an economic recovery. Furthermore, Multnomah County voters approved the formation of a library property tax district that, because of Oregon's unique property tax system, reduced the City's property tax collections beginning in FY 2013-14. However, the most recent local data show that the last 18 months have seen accelerated economic growth. Nearly all broad economic measures suggest positive momentum. Most notably, the housing market has boomed over the last 12 months, with the latest data showing record low inventory levels with most local markets continuing to push prices higher. Year-over-year employment growth during the first quarter of 2015 was more than 3%, the fastest growth since the middle of 2006.

Specific revenue projections as of the April 2015 forecast are as follows:

Transient Lodging Taxes

The Transient Lodgings Tax is a tax upon daily or weekly renters at hotels, motels and other lodgings establishments. The tax rate for within Multnomah County is 11.5%. Of the 11.5% tax collected within the City of Portland, 6% goes to the City of Portland: 5% to the General Fund and 1% to Travel Portland. The remaining 5.5% goes to Multnomah County, of which: 2.5% to Convention Center Phase II, 0.275% to hotel/motel operators, and 2.725% to Convention Center Phase I and related operations. In addition, hotels with more than 50 rooms levy a special 2% tax for Travel Portland to help fund tourism promotion. The City General Fund portion of transient lodging revenue forecast calls for FY 2015-16 revenues of about $26.5 million versus an expected FY 2014-15 year-end of about $25.5 million. The last 18 months saw robust growth, especially with respect to room rates. As there are several new hotel projects in development that will significantly add to the supply of rooms, continued growth in rates will likely be somewhat limited.

Utility License and Franchise Fees

Utilities, cable, and telecom companies that operate in the City of Portland pay roughly 5% of their revenues to the City for use of right-of-ways in conducting business. The six largest taxpayers are Portland General Electric (PGE), PacificCorp, Northwest Natural Gas, the City's Bureau of Environmental Services, CenturyLink, and Comcast Cable. The April forecast projects very modest energy-related revenue increases. Revenues are projected to continue growing consistently

over the life of the forecast. Both PacificCorp and PGE have pending rate hearings that could increase collections. However, some of this growth will likely be offset by decreases from Comcast and CenturyLink as households move away from cable television subscriptions and traditional telephone landlines. Taxes from the city-run utilities are expected to grow steadily in order to fund infrastructure improvements. Overall revenues are projected to grow at 2.7% per year.

Property Taxes

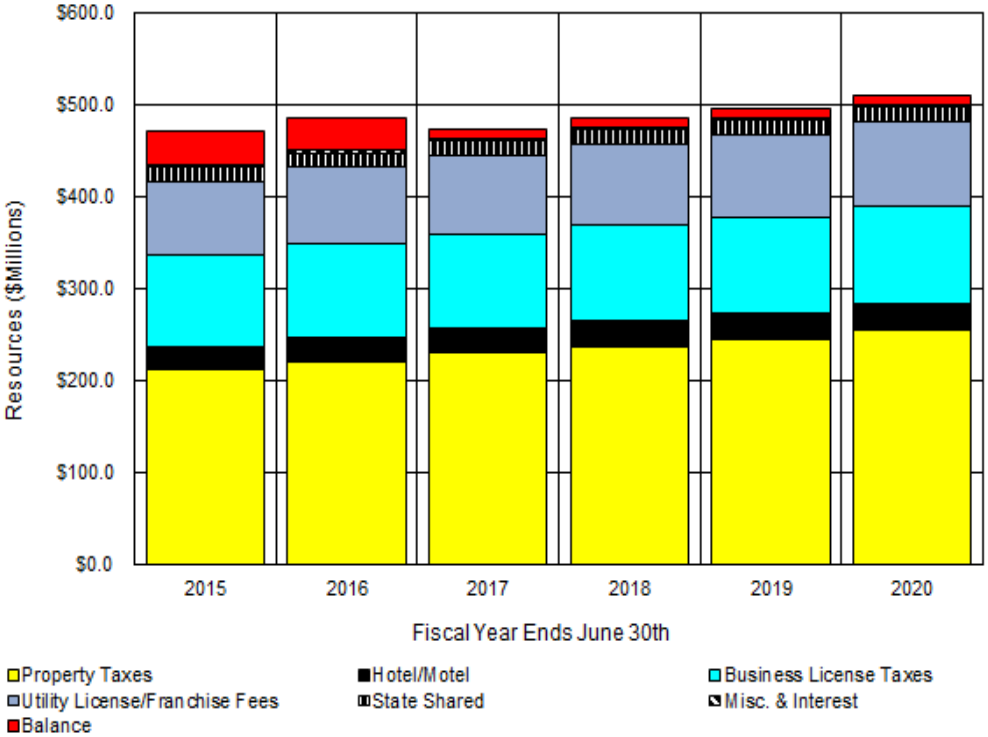
Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay $4.577 per $1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. Property taxes are expected to grow by about 3.8% annually over the life of the forecast. The formation of Multnomah County's Library District reduced collections by an estimated $9 million beginning in FY 2013-14. General Fund property taxes are generally insulated from market conditions because of voter-approved Measures 5 and 50. However, changes to the real market values of properties began having a much more significant impact recently, as property tax compression doubled from FY 2009-10 to FY 2012-13. More recent real market value increases have eased compression and are expected to continue to do so over the forecast horizon.

Business License Taxes

Generally speaking, businesses with more than $50,000 in annual revenue pay a 2.2% tax on their income to the City of Portland. For those with no net taxable income there is a $100 minimum payment required. During the prior expansion, revenues peaked at $76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to $59.8 million by FY 2009-10, before rebounding rapidly. The largest annual growth appears to have occurred in FY 201-4-15, with Revenue Division staff currently estimating a FY 2014-15 year-end total of $99 million. The rapid growth is illustrative of the sensitivity of collections to the economic environment and, thus, represents the greatest exposure for the City's revenue base should any economic slowdown materialize. The forecast for FY 2015-16 has been set at $100.5 million with revenues forecast to grow moderately throughout the forecast horizon.

The figure below summarizes the current five-year revenue forecast as of April. Average annual revenue growth (not including beginning balance) is projected at 2.9%, with the largest increases in revenue occurring in the near-term of the forecast. The critical resource forecast assumption is the extension of pro-cyclical growth already seen in business license taxes and transient lodging taxes, along with continued easing of property tax compression in FY 2015-16.

Figure 19: Forecast General Fund Discretionary Resources



December and April Financial Forecast Results

The economy has largely exceeded expectations during FY 2014-15, resulting in significant changes from the December to April forecasts. For the first time since the current economic expansion began nearly five years ago, we are seeing data more indicative of historical peak economic growth following a recession.

Initially, the December resource forecast for FY 2015-16 was about $455.4 million. The December financial forecast was updated in late April using more recent FY 2014-15 revenue and expenditure information. The April revenue forecast update increased estimated revenues by nearly $30 million over December figures, as nearly every revenue stream exhibited positive growth, particularly business license taxes. Expense forecasts saw declines as both lower-than-expected inflation and lower health care premiums also helped the current budget picture. The result is that the City is projected to have $13.1 million in additional ongoing resources.

The table below summarizes April financial forecast results, reflecting that resources are projected to exceed current appropriation level expenditures by nearly $50 million in FY 2015-16. Of this $49 million, an estimated $35.9 million are one-time resources, buoyed by large amounts of excess revenue collected in FY 2014-15.

The April financial forecast is based on an expectation of continued economic growth through at least 2016.

Figure 20: Five-Year Financial Plan

	Fiscal Year					
Budget Category	**2014-15**	**2015-16**	**2016-17**	**2017-18**	**2018-19**	**2019-20**
Total Resources	**$426.7**	**$484.6**	**$472.2**	**$484.2**	**$495.0**	**$510.1**
Total Expenses	**$426.7**	**$435.5**	**$461.7**	**$478.8**	**$495.0**	**$510.1**
Available Ongoing		$13.1	$0.0	$0.0	$0.0	$0.0
Available One-Time		$35.9	$10.5	$5.4	$0.0	$0.0
Total Expenses with Adds & One-Time Spending	**$426.7**	**$484.6**	**$472.2**	**$484.2**	**$495.0**	**$510.1**

Note: Totals may not add due to rounding. FY 2014-15 figures are for the Adopted Budget.

Uncertainties and Forecast Risks

The FY 2015-16 Adopted Budget and financial plan balances the General Fund for the life of the five-year forecast given revenue forecast assumptions for business license and transient lodging tax revenues. The forecast shows the large amounts of one-time money that often characterize the peak of economic expansions.

Future financial uncertainties that may upset the forecast include:

- Potential Future Obligations - The City is beginning to embark on some potentially costly projects that could add significantly to the City's General Fund expenses. The reconstruction of the Portland building will likely require significant one-time and ongoing resources. Furthermore, the Willamette River's Superfund project will require an undetermined amount of General Fund discretionary resources over the next several years. Finally, the State Supreme Court recently ruled on the legality of PERS reforms enacted in 2013. The court disallowed the bulk of reforms. As a result, the City may have significantly higher-than-expected PERS employer contribution rates longer into the future beginning in FY 2017-18. It should be noted that the forecast already includes an expectation of increasing PERS rates in the out-years of the forecast. Any impact will result from the degree to which these expectations differ from the actual rates.
- Excess Ending Fund Balance - This is largely an upside risk. During the last economic expansion excess ending fund balances approached $30 million. While excess balances at that level are unlikely in our current economic and budget condition, an excess ending balance of $15-$20 million is more likely than a deficit.
- General Economic Conditions - In March, 31 states had fewer jobs than in February and national growth slowed to about half of what it had been the prior 12 months. It is clear that Oregon in general, and particularly the cities of Portland and Bend, are far outpacing other parts of the country in terms of economic growth. As an example, the Philadelphia Federal Reserve Bank's index of coincident economic indicators ranks Oregon 1st in the country for expected economic growth over the next six months. The risk lies in whether or not Oregon is currently an outlier and the slower growth in many states – or outright recessions in some natural resource states – will bleed into Oregon and Portland.

Forecast Methodology

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

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

Financial Outlook - Other Major Funds

In addition to the General Fund, the financial overview includes excerpts from the financial plans of the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. These financial plans, developed using information available through December 2013, provide a multi-year framework within which revenues, expenditures, and capital financing options are presented. This multi-year perspective allows the City to test the potential impact of policy, operational, and system changes, and to avoid subjecting customers to wide or irregular swings in rates and fees.

In total, these four funds represent 44% of the entire City's budget. The table at the end of this section shows the actual expenditures and budgets for the major funds, as well as a total of all remaining appropriated funds in the City, for FY 2012-13, FY 2013-14, and FY 2014-15.

Sewer System Operating Fund

The five-year financial plan for the Sewer System Operating Fund projected an average effective retail rate increase for the average single family residence of 3.8% for FY 2015-16. City Council adopted a retail rate increase of 3.6% for FY 2015-16. The primary factors contributing to the FY 2015-16 retail rate increase include funding capital projects, inflation, and replacing the planned reduction in the cash transfer from the Sewer System Rate Stabilization Fund. Future-year rate increases are estimated to be 3.5% to 3.6% each year over the five-year planning horizon.

The FY 2015-16 Adopted Budget of $507.3 million is an increase of approximately $7.4 million from the FY 2014-15 Revised Budget. Significant changes include increased staffing of 14.0 FTE budgeted in the fund and a $7.5 million increase in transfers to the Sewer System Debt Redemption Fund, primarily to fund debt service on an August 2014 bond issue. The FY 2015-16 Adopted Budget includes $71.6 million of capital outlay, primarily for maintenance and reliability work, as well as sewage treatment and surface water management.

In regards to fund reserves, the combined ending fund balances of the Sewer System Operating Fund and the Sewer System Rate Stabilization Fund must be equal to or greater than 10% of each year's operating expenses, as defined by bond covenants. The Bureau of Environmental Services generally maintains 1% reserves in contingency in its operating fund and 9% in its rate stabilization fund.

Portland Harbor Superfund: The Bureau of Environmental Services represents the City's interests on the Portland Harbor Superfund site by working with the Department of Environmental Quality to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. The Bureau is also working with other stakeholders to assess current and past land use practices within the lower Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the city's potential liability for cleanup activities. The FY 2015-16 Adopted Budget includes $5.7 million of expenditures related to the Portland Harbor Superfund.

Water Fund

The preliminary five-year financial plan for the Water Fund projected an average effective retail rate increase of 11.3% for FY 2015-16. City Council adopted a retail rate increase of 7.0% for FY 2015-16, which translates into a monthly water bill increase for the typical residential customer of $2.07. The primary factors contributing to the FY 2015-16 retail rate increase include funding large capital projects, lower retail water demand and other escalation factors. Future-year rate increases are forecast at approximately 9.4% for each of the next two years and 7.3% for the two subsequent years.

The operating budget of $81.7 million for FY 2015-16 includes increases of 5.6% or $4.3 million. The bureau's FY 2015-16 capital budget is $68.8 million, which includes continued construction of water storage facilities to comply with the Long Term 2 Enhanced Surface Water Treatment Rule, and programs and projects that maintain, improve, and replace aging infrastructure that is essential to the long-term liability of the water system.

In regards to fund reserves, the Portland Water Bureau's policy is to keep a minimum of $15 million in operating reserves in the Water Fund, representing about 45 days of operating budget expenditures, and a further minimum of $5 million in the Water Construction Fund. The Portland Water Bureau's actual financial reserves at any point are typically larger than these amounts, and vary with the timing of bond sales, the dates for scheduled debt service payments, season of the year, weather, and other factors.

Transportation Operating Fund

The FY 2015-16 Adopted Budget for the fund is $272.2 million, reflecting a $15.6 million increase from the FY 2014-15 Revised Budget. The Adopted Budget includes $54.3 million of capital expenditures including funding for streetlight LED conversion, the Sellwood Bridge replacement match, parking machines, safety projects, and road rehabilitation.

Although the Portland Bureau of Transportation's five-year (FY 2015-20) financial forecasts for Gas Tax and General Transportation Revenue are projected to be relatively flat, the bureau's Operating Fund is receiving a significantly higher amount of funding from the City's General Fund in FY 2015-16 than in prior years, including ongoing resources of almost $1.2 million for improving unpaved streets. Other significant one-time transfers from the General Fund include $4.7 million for safety improvements on 122nd Avenue to prepare the street for rapid bus service and $12.1 million for seven major maintenance projects. Another change results from the implementation of a parking meter district in northwest Portland in the fall of 2015 which will generate an estimated $3.0 million in new parking revenues annually.

However, with discretionary revenues projected to be relatively flat in coming years at a time when the City needs to invest more in maintaining the infrastructure, the current level of service continues to be insufficient to prevent transportation infrastructure from further deterioration.

The Portland Bureau of Transportation maintains a Transportation Reserve Fund (separate from the operating fund) but has been unable to fund it at the desired 10% level of discretionary revenues.

Figure 21: Summary of Major Funds

	General Fund	Sewer System Operating Fund	Transportation Operating Fund	Water Fund	All Other Funds	Total
FY 2013-14 Actual						
Beginning Balance	$ 29,369,078	$ 53,304,250	$ 45,047,100	$ 73,534,527	$ 634,803,835	$ 836,058,790
External Revenues	438,632,201	302,704,218	172,597,226	140,480,523	1,018,289,228	2,072,703,396
Internal Revenues	60,409,432	109,167,058	50,379,295	139,944,963	445,120,267	805,021,015
Total Resources	528,410,711	465,175,526	268,023,621	353,960,013	2,098,213,330	3,713,783,201
Bureau Expenses	436,164,336	213,419,694	183,516,736	187,753,130	573,226,550	1,594,080,446
Fund-level Expenses	55,179,061	193,913,148	23,723,022	96,640,731	896,202,775	1,265,658,737
Ending Fund Balance	37,067,314	57,842,684	60,783,863	69,566,152	628,784,005	854,044,018
Total Requirements	528,410,711	465,175,526	268,023,621	353,960,013	2,098,213,330	3,713,783,201
FY 2014-15 Revised Budget						
Beginning Balance	$ 36,175,592	$ 61,565,000	$ 54,931,223	$ 69,566,152	$ 602,656,494	$ 824,894,461
External Revenues	448,060,488	315,989,949	154,618,604	150,344,401	1,039,925,726	2,108,939,168
Internal Revenues	52,220,526	122,380,582	47,015,012	113,341,467	470,501,347	805,458,934
Total Resources	536,456,606	499,935,531	256,564,839	333,252,020	2,113,083,567	3,739,292,563
Bureau Expenses	474,614,471	236,163,346	187,351,676	167,748,649	699,213,747	1,765,091,889
Fund-level Expenses	52,829,984	210,337,438	25,401,071	93,223,880	695,695,814	1,077,488,187
Contingency	9,012,151	53,254,747	43,812,092	72,279,491	461,292,927	639,651,408
Ending Fund Balance	-	180,000	-	-	256,881,079	257,061,079
Total Requirements	536,456,606	499,935,531	256,564,839	333,252,020	2,113,083,567	3,739,292,563
FY 2015-16 Adopted Budget						
Beginning Balance	$ 40,187,701	$ 60,180,000	$ 49,157,329	$ 74,620,043	$ 780,299,727	$ 1,004,444,800
External Revenues	490,253,910	328,066,227	157,743,525	156,484,663	768,557,926	1,901,106,251
Internal Revenues	51,961,259	119,102,822	65,254,795	84,159,261	479,168,535	799,646,672
Total Resources	582,402,870	507,349,049	272,155,649	315,263,967	2,028,026,188	3,705,197,723
Bureau Expenses	501,109,570	232,284,450	187,804,951	152,493,148	766,027,145	1,839,719,264
Fund-level Expenses	71,326,460	212,127,002	23,302,803	96,133,092	674,974,555	1,077,863,912
Contingency	9,966,840	62,757,597	61,047,895	66,637,727	364,152,801	564,562,860
Ending Fund Balance	-	180,000	-	-	222,871,687	223,051,687
Total Requirements	582,402,870	507,349,049	272,155,649	315,263,967	2,028,026,188	3,705,197,723

Changes In Fund Balance - All Funds

The following table shows the beginning fund balance, change in fund balance, and ending fund balance (including contingency) for each fund within the City. It should be noted that most funds budget anticipated unspent resources as contingency and not ending fund balance. This allows the funds to be accessible during the fiscal year, if needed. To show a more accurate portrayal of changes in fund balance, the table combines ending fund balance and contingency. Please also note that reserves for debt service are displayed as ending fund balance in the following table, but are broken out separately in the fund detail pages of Volume 2.

Figure 22: Changes in Fund Balance

Fund	Beginning Balance	Change in Fund Balance	Ending Balance plus Contingency
Airport Way Debt Service Fund	1,496,913	40,112	1,537,025
Arts Education & Access Fund	6,722,305	(6,722,305)	
Assessment Collection Fund	78,128	840	78,968
Bancroft Bond Interest and Sinking Fund	12,321,803	1,333,707	13,655,510
BFRES Facilities GO Bond Construction Fund	918,000	(214,766)	703,234
Central Eastside Ind. District Debt Service Fund	3,997,701	(1,591,838)	2,405,863
Children's Investment Fund	3,157,368	(2,657,638)	499,730
CityFleet Operating Fund	20,711,700	9,999,541	30,711,241
Community Solar Fund	15,000	(15,000)	
Convention and Tourism Fund	90,000	(73,218)	16,782
Convention Center Area Debt Service Fund	11,074,023	1,613,773	12,687,796
Development Services Fund	45,634,924	245,801	45,880,725
EBS Services Fund	2,089,663	(37,148)	2,052,515
Emergency Communication Fund	972,965	(298)	972,667
Environmental Remediation Fund	2,020,000	(1,580,997)	439,003
Facilities Services Operating Fund	32,582,136	(7,688,459)	24,893,677
Fire & Police Disability & Retirement Fund	18,465,039	(5,704,039)	12,761,000
Fire & Police Disability & Retirement Res Fund	750,000	-	750,000
Fire & Police Supplemental Retirement Res Fund	10,800	(8,950)	1,850
Gas Tax Bond Redemption Fund	1,675,687	6,774	1,682,461
Gateway URA Debt Redemption Fund	821,271	(821,271)	
General Fund	40,187,701	(30,220,861)	9,966,840
General Reserve Fund	58,782,151	(2,145,450)	56,636,701
Golf Fund	1,066,110	(6,138)	1,059,972
Grants Fund	4,835,035	(4,835,035)	
Health Insurance Operating Fund	16,732,464	1,598,625	18,331,089
Housing Investment Fund	1,308,302	(1,216,802)	91,500
Hydroelectric Power Bond Redemption Fund	4,494,500	(2,658,276)	1,836,224
Hydroelectric Power Operating Fund	419,400	(122,988)	296,412
Hydroelectric Power Renewal Replacement Fund	10,454,900	351,300	10,806,200
Insurance and Claims Operating Fund	24,445,116	(14,218)	24,430,898
Interstate Corridor Debt Service Fund	10,964,581	(5,222,043)	5,742,538
Lents Town Center URA Debt Redemption Fund	3,967,701	(935,109)	3,032,592
Local Improvement District Fund	4,199,058	(615,448)	3,583,610
North Macadam URA Debt Redemption Fund	4,965,650	-	4,965,650
Parking Facilities Fund	6,192,400	(1,426,920)	4,765,480
Parks Capital Improvement Program Fund	11,312,049	(8,726,960)	2,585,089
Parks Endowment Fund	180,228	(17,438)	162,790
Parks Local Option Levy Fund	643,210	4,000	647,210
Pension Debt Redemption Fund	750,000	-	750,000
Police Special Revenue Fund	2,825,811	(2,675,811)	150,000
Portland International Raceway Fund	162,216	210	162,426
Portland Parks Memorial Fund	3,829,792	(1,176,053)	2,653,739
Printing & Distribution Services Operating Fund	551,380	180,974	732,354
Public Safety GO Bond Fund	22,216,560	(14,110,042)	8,106,518
River District URA Debt Redemption Fund	7,618,858	-	7,618,858
Sewer System Construction Fund	140,000,000	(83,400,000)	56,600,000
Sewer System Debt Redemption Fund	61,775,000	-	61,775,000
Sewer System Operating Fund	60,180,000	2,757,597	62,937,597
Sewer System Rate Stabilization Fund	40,000,000	(1,825,000)	38,175,000
Solid Waste Management Fund	2,663,687	(267,862)	2,395,825
South Park Blocks Redemption Fund	8,871,153	37,889	8,909,042
Special Projects Debt Service Fund	4,000	-	4,000
Spectator Venues & Visitor Activities Fund	5,200,000	(2,880,403)	2,319,597
Technology Services Fund	15,513,432	(5,006,057)	10,507,375
Transportation Operating Fund	49,157,329	11,890,566	61,047,895
Transportation Reserve Fund	4,230,541	920,000	5,150,541
Water Bond Sinking Fund	36,802,725	-	36,802,725
Water Construction Fund	75,274,866	(42,004,856)	33,270,010
Water Fund	74,620,043	(7,982,316)	66,637,727
Waterfront Renewal Bond Sinking Fund	6,492,928	(138,876)	6,354,052
Workers' Comp. Self Insurance Operating Fund	14,948,497	(1,065,073)	13,883,424
Total	**1,004,444,800**	**(216,830,253)**	**787,614,547**

CITY DEBT MANAGEMENT

Figure 23: Debt Ratings

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

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

For over 38 years, the City's unlimited tax general obligation debt has been rated “Aaa” by Moody's. Since May, 2010, the City's First Lien Water System Revenue Bonds have also been rated Aaa by Moody's. The City's limited tax revenue bonds are rated Aa1 by Moody's. The underlying ratings for most other types of City revenue bonds are between “Aa3” and “Aa1” by Moody's and either “AA” or “AA-“ by Standard & Poor's. Several of the City's bonds are insured and originally carried the triple-A rating of the bond insurer. Following the recent recession, many bond insurer’s experienced rating downgrades, resulting in the effective ratings for a significant portion of the City’s insured bonds to be equal to the City’s underlying rating.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2015.

General Obligation (GO) Debt

General Obligation (GO) debt is backed by the full faith and credit and unlimited taxing power of the City as approved by voters. Under current Oregon law, all general obligation debt (except for refunding bonds) must be approved by the voters. The City's outstanding GO debt includes $83.6 million of voter-approved general obligation bonds for emergency facilities and public safety improvements.

Revenue Bonds

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

- $1.7 billion of sewer system revenue bonds
- $457.4 million of urban renewal bonds
- $626.6 million of water revenue bonds
- $4.2 million of hydroelectric power revenue bonds
- $13.0 million of gas tax revenue bonds and other gas tax secured debt

General Fund-Backed Debt

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

- $219.8 million of limited tax pension obligation bonds, of which approximately $81.6 million is attributed to General Fund bureaus and approximately $138.2 million to non-General Fund bureaus.
- $95.4 million of limited tax revenue bonds for projects related to an intergovernmental agreement known as the Visitor Development Initiative, which includes outstanding bonds for the Convention Center Expansion project ($75.8 million), Civic Stadium (Providence Park) Improvement project ($18.8 million), and Portland Center for Performing Arts improvements ($0.8 million). While ultimately secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax levied by Multnomah County and, for the Civic Stadium bonds, from revenues generated from Spectator Facilities operations.
- $43.7 million of limited tax revenue bonds for building improvements and equipment acquisition.
- $5.5 million of arena limited tax revenue bonds. Proceeds of these bonds were used to refund bonds originally issued for public improvements relating to the Oregon Arena Project. These arena limited tax revenue refunding bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues received from the Oregon Arena Project.
- $12.0 million of limited tax revenue bonds issued to fund the City's share of the Providence Park (formerly JELD-WEN Field) project. These limited tax revenue bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues of the Spectator Facilities Fund.
- $34.1 million of limited tax revenue bonds issued to fund a portion of the City’s share of the Portland to Milwaukie Light Rail project. The City expects to pay the debt service from legally available resources of the Portland Bureau of Transportation.
- $42.8 million of limited tax revenue bonds to finance the City’s share of the Sellwood Bridge project. The City expects to pay the debt service from legally available resources of the Portland Bureau of Transportation.

- $14.0 million of limited tax revenue bonds issued to refund bonds originally issued to pay for the Portland Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the General Fund.
- $3.9 million of limited tax revenue bonds for improvements to the Portland Transit Mall. These bonds are expected to be repaid with revenues from the City's parking meters.
- $15.9 million of limited tax housing revenue bonds.
- $43.3 million of limited tax improvement bonds issued to finance property owner assessments.
- $1.8 million of bonds issued for improvements in the South Waterfront area of the City.
- $37.0 million of principal on urban renewal lines of credit. It is expected these interim financing obligations will be retired with the proceeds of long-term urban renewal and redevelopment bonds.
- $2.3 million of principal on lines of credit used to provide short-term and interim financing for local improvement district projects.
- $4.5 million of principal on a line of credit used to provide interim financing for the Lighting Efficiency Program.
- $20.0 million of principal on a line of credit used to provide interim financing for the Sellwood Bridge project.
- $2.4 million of principal on a line of credit for the Portland Harbor Restoration project.

Debt Limitation

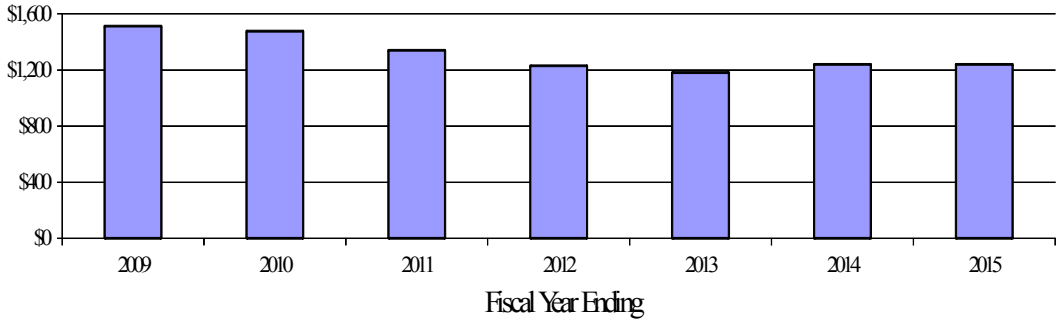
Under Oregon law (ORS 287.004), the City's unlimited tax general obligation debt limit is equal to 3% of the City's real market valuation ($92.6 billion), or about $2.8 billion. The City's debt policies are more restrictive, specifying that unlimited tax general obligation debt can be no more than 0.75% of real market value, or approximately $694.6 million for FY 2014-15. Currently the City has $83.6 million of outstanding unlimited tax general obligation debt that is subject to this debt limitation.

Figure 24: Debt Limitation Criteria

FY 2014-15 Real Market Value	$92,618,335,721
3% of Real Market Value	$2,778,550,072
City outstanding debt subject to limit	$83,625,000
Percent of limitation outstanding	3.01%
Debt margin	$2,694,925,072

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

Figure 25: Gross Bonded Debt per Capita



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

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

In FY 2014-15 the City issued the following refunding bonds: the First Lien Sewer System Revenue Refunding Bonds, 2014 Series A (the “2014 Sewer Bonds”) which refunded the outstanding First Lien Sewer System Revenue Bonds, 2004 Series A (the “2004 Sewer Bonds”); the Interstate Corridor Urban Renewal and Redevelopment Refunding Bonds, 2015 Series A which refunded the Interstate Corridor Urban Renewal and Redevelopment Bonds, 2004 Series A; and the Limited Tax Revenue Refunding Bond, 2015 Series A (Arena Project) to refund the Arena Limited Tax Revenue Refunding Bonds, 2005 Series B.

In addition to the refunding bonds described above, the City issued $20.0 million to provide interim financing of the second installment of the City’s share of the Sellwood Bridge project.

Also, in FY 2014-15, the City borrowed approximately $6.9 million on a credit facilities to provide interim finance for projects including lighting efficiency, harbor restoration and levee engineering analysis.

Anticipated Debt Issuance in FY 2015-16

The City anticipates issuing the following debt obligations during FY 2015-16 (amounts are approximate):

- $29 million of unlimited tax general obligation bonds for park improvements
- $19 million of limited tax revenue bonds to refund interim line of credit.
- $350 million in first lien sewer system revenue refunding bonds to refund outstanding first lien sewer bonds
- $65 million in second lien sewer system revenue bonds to refund outstanding second lien sewer bonds
- $31 million in tax anticipation notes for the Fire & Police Disability & Retirement Fund
- $30 million in limited tax revenue bonds to refinance an existing credit facility and finance any remaining portion of the Sellwood Bridge project

The City will likely incur additional indebtedness during FY 2015-16 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

Tax Expenditures

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

The Portland Housing Bureau reports annually on current abatements and the estimated tax impacts. This report can be found on their website. The most recent report, issued in March 2015, covers tax year 2014-15. In that year 14,482 units received exemptions. The forgone revenue associated with these exemptions is $5.7 million for the City and $13.1 million for all other taxing jurisdictions.

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

Summaries of Financial Policies

The City has formal financial policies, adopted by City Council, as a component of sound government financial management. These policies provide direction to City leaders in making budgetary and financial management decisions. The complete set of policies and their associated linked procedures are on the City's website under Portland Policy Documents, Finance Section. The policies reflected below were last updated and adopted by City Council in August 2014. A summary of these policies follows.

Comprehensive Financial Management Policies Overview

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

The objectives for comprehensive financial management policies are to:

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

Financial Planning

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

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

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

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

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

The City will preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating and maintenance costs associated with new or additional capital improvements or major equipment. The City will annually prepare a Citywide Capital Asset Management Report for Council consideration, and the report will be delivered to Council during the annual budget discussions. At least 50% of General Fund one-time discretionary revenue will be allocated to infrastructure maintenance or replacement in the fall budget monitoring and adopted budget processes.

Budget Policies

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

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

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

For the fall budget monitoring process, General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement, or added to contingency.

The budget will comply with the following operating principles:

- In each fund, resources shall be equal to requirements resulting in a balanced budget.
- One-time funds are General Fund resources designed to be used for projects and purchases that can be accomplished within the fiscal year.

- Unless otherwise stated explicitly by the Council, the City will not dedicate discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- The City will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year.
- The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The City will coordinate its service delivery with other applicable public and private service providers.
- The City shall budget loans and transfers when possible and as appropriate to cover negative fund and / or cash balances at year end.
- The City will budget a contingency account for each operating fund adequate to address reasonable but unforeseen requirements within the fiscal year.

Financial Reporting

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

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

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

Revenue Policies

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

Charges for services that benefit specific users should recover full costs, including all direct costs and indirect costs.

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

- Use the resources that it already collects
- Collect the resources to which it is already entitled
- Seek new resources, consistent with its financial policies and City goals

- Strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area
- Enforce its authority to collect revenue due the City, including litigation if necessary

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

Reserve Funds

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

The level of the General Reserve Fund shall be at least 10% of the General Fund discretionary and overhead resources less beginning fund balance. There are two parts to the General Reserve Fund: one-half is designated as the emergency reserve and one-half as the countercyclical reserve. The Council will begin to restore the reserves used under this policy within 24 months after their first use. The City Budget Office will manage and monitor the General Reserve Fund and report on the current and projected level of the reserve funds during each budget process.

Cost Allocation

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

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

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

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

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

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

Public Finance and Treasury

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

Banking Services, Cash Management, and Electronic Payment Processing

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

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

Investment Policy

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

Debt Management Services

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

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

Summaries of Planning Policies

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

Comprehensive Plan

The 1980 Comprehensive Plan for the City includes goals, policies, objectives, and a plan map to guide future development and redevelopment of the city. The goals and policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects, and other funding decisions. The Comprehensive Plan establishes policies for how and where development occurs in the city. It includes policies that address such issues as public involvement, land use, environmental protection, transportation, and affordable housing. The Bureau of Planning and Sustainability is continuing those efforts in FY 2015-16.

The Portland Plan

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

Community Policing

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

Regional Transportation

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

In 2001, the Airport MAX rail service began running between downtown Portland and the Portland International Airport. In May 2004, the north-south Interstate light rail line opened, extending from the Rose Quarter in inner Northeast Portland to the Expo Center in North Portland. An additional line into Clackamas County was added in 2010 and another line extending southeast out of downtown Portland will come on line in September 2015.

In 2001 the City began operation of a new streetcar system that runs north and south through the central city, as well as extending to the inner-east side of the Willamette River. The street car has since been extended to SW Lowell.

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

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

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

Environmental Services Policy

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

Endangered Species Act

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

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

Sustainable Development

In 2000, City Council created the Office of Sustainable Development (OSD) by merging the former Energy Office and Bureau of Refuse Disposal. In January, 2009, City Council merged OSD with the Bureau of Planning, creating the Bureau of Planning and Sustainability (BPS). BPS implements the Portland Energy Policy, adopted by Council in 1990, and the Local Action Plan on Global Warming, adopted by both the City and Multnomah County in 2001. The bureau is also responsible for implementing the Green Building Initiative, which Council adopted in 1999, and supports and staffs the joint City-County Sustainable Development Commission, which was created to carry out the Sustainable City Principles adopted in 1994.

Solid Waste

Council adopted Ordinance #162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. Residential franchise fees are set at 5% of haulers' gross revenue. The FY 2012-13 Adopted Budget included a $1.50 per ton increase, but has remained at this level since; the residential haulers' rate is $8.30 per ton for FY 2015-16.

Economic Development Strategy

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

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

- Maximize Portland's competitiveness,
- Drive urban innovation, and
- Stimulate neighborhood business vitality.

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

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

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Budget Notes

Purpose

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

Office of Management & Finance

Multnomah County Tax Collection Reimbursement

Council directs the Office of Management & Finance - Revenue Division to renegotiate the intergovernmental agreement with Multnomah County for the collection of business income taxes. The updated agreement will be in place before the start of FY 2016-17 and will include full-cost recovery defined by the percent split of business income taxes received by the City and County. The new agreement will eliminate any General Fund subsidy for services provided on the County's behalf. The City Budget Office is directed to reduce the FY 2016-17 current appropriation level target for the Office of Management & Finance by an amount equal to the increase in resources received from Multnomah County per the new agreement.

Citywide Projects/Public Safety Systems Revitalization Program

The Office of Management & Finance is directed to review City requirements for the replacement, upgrade or secondary phases of existing public safety technology systems and to review the capabilities of the current PSSRP program to determine next steps for the program. OMF is also directed to review requirements for additional Citywide projects such as the Portland Building renovation or replacement of revenue collection systems, and determine if the current PSSRP program could provide expertise to those projects. The review and recommendations should be provided with the FY 2015-16 Fall BMP bureau submission.

Portland Bureau of Transportation

Safety Improvements on 122nd Ave and Frequent Bus Service

TriMet has indicated that safety improvements are needed on 122nd Avenue before the agency can implement frequent bus service. PBOT is receiving $4.69 million in one-time General Fund resources in FY 2015-16 to begin those safety improvements. The bureau is directed to work with TriMet so that frequent bus service will begin soon after the improvements are completed.

Portland Bureau of Emergency Management

Continuity of Operations Directive

Beginning in FY 2016-17, PBEM will provide the Council with an initial list of bureau's that do not have basic Federal Emergency Management Agency compliant Continuity of Operations (COOP) plans. A written quarterly report will be provided to Bureau Directors, the Mayor, the Commissioner-in-Charge, the City Budget Office, and the Office of the City Auditor with detailed progress on non-compliant bureaus' plan status.

Bureau of Development Services and Portland Housing Bureau

Rental Inspection Fee

Council directs the Portland Housing Bureau and the Bureau of Development Services to work together to develop recommendations regarding the feasibility of a rental inspection fee to support the current Enhanced Rental Inspections Program, including an enhanced model of rental inspections and increased landlord and tenant education and outreach. The bureaus will present a recommendation to Council for consideration by January, 2016.

Guide to Financial Summaries

Introduction

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

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

Summary Tables

Total City Budget

Table 1, *Total City Budget - Resources and Requirements*, offers the broadest picture of the City budget. The table includes FY 2012-13 Actuals, FY 2013-14 Actuals, the FY 2014-15 Revised Budget reflecting through accounting period 11 (May 31, 2015), and the FY 2015-16 Adopted Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expense classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personnel services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt service, and interfund transfers.

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

Appropriation Schedule

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

Bureau Expenses

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

Resources

Table 4, *Summary of Resources by Fund*, provides a more detailed view of the major revenue types received by each bureau. General Fund discretionary revenues are included in other external revenue.

Total Budget by Fiscal Year

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

Tax Levy Computation

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

Urban Renewal Certification

Table 7, *Urban Renewal Certification*, shows estimated FY 2015-16 tax increment collections for the City's urban renewal districts.

Authorized Positions

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

General Fund Revenues and Expenses

Table 9, *General Fund Resources and Requirements*, summarizes the budget for the General Fund, one of the City's largest, most visible, and most flexible funds. It shows the different sources of revenue, the budgets for individual bureaus within the General Fund, and the fund level expenses. The table compares the FY 2014-15 Revised Budget to the FY 2015-16 Adopted Budget.

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

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

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

Operating and Capital Budget

Table 10, *Operating and Capital Budget*, summarizes the operating and capital expenditures included in bureau budgets for the FY 2014-15 Revised Budget and FY 2015-16 Adopted Budget by bureau and fund.

Capital Budget by Bureau

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

Capital Budget by Geographic Area

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

Historical Funds

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

Debt Summaries

The following debt summary tables are only included in the FY 2015-16 Adopted Budget:

- Table 14a, *Summary of Indebtedness - Debt Outstanding*, compares the change in total outstanding debt from FY 2014-15 to FY 2015-16.
- Table 14b, *Summary of Indebtedness - Actual Debt Outstanding*, compares the City's total outstanding debt for FY 2013-14, FY 2014-15, and the projected debt outstanding for FY 2015-16.
- Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2015-16.
- Table 16, *Principal Over the Life of the Debt*, shows the amount of debt principal paid off each fiscal year for all City debt.
- Table 17, *Interest Over the Life of the Debt*, shows the amount of interest paid each fiscal year on the City's debt.
- Table 18, *Summary of Defeased Indebtedness*, provides information on bonds the City has refunded, but have not yet been paid off by the escrow accounts established for that purpose.

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Total City Budget – Resources and Requirements

This table summarizes the City budget as a whole according to the major categories of expenses and revenues. The figures on this page combine all of the City's funds except those of the Portland Development Commission, a semi-autonomous agency that operates under City charter but is budgeted separately. All subsequent budget tables follow this format.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Taxes	477,555,855	496,078,238	512,584,037	538,168,452	538,168,452
Licenses & Permits	205,012,472	212,787,034	208,711,386	235,040,467	235,040,467
Charges for Services	598,779,606	635,549,910	654,318,704	685,229,654	685,311,710
Intergovernmental	219,909,543	175,940,067	202,017,926	229,011,837	232,845,940
Bond & Note	683,645,240	492,768,085	493,188,729	178,042,965	179,131,037
Miscellaneous	46,200,112	59,580,062	38,118,386	30,620,067	30,608,645
Total External Revenues	**2,231,102,828**	**2,072,703,396**	**2,108,939,168**	**1,896,113,442**	**1,901,106,251**
Internal Revenues					
Fund Transfers - Revenue	515,074,095	622,637,243	609,027,915	596,241,514	595,280,706
Interagency Revenue	183,110,084	182,383,772	196,431,019	203,385,250	204,365,966
Total Internal Revenues	**698,184,179**	**805,021,015**	**805,458,934**	**799,626,764**	**799,646,672**
Beginning Fund Balance	662,488,242	836,058,790	824,894,461	984,328,500	1,004,444,800
Total Resources	**3,591,775,249**	**3,713,783,201**	**3,739,292,563**	**3,680,068,706**	**3,705,197,723**
Less Intracity Transfers	(698,184,179)	(805,021,015)	(805,458,934)	(799,626,764)	(799,646,672)
Total NET Budget	**2,893,591,070**	**2,908,762,186**	**2,933,833,629**	**2,880,441,942**	**2,905,551,051**
Requirements					
Bureau Expenditures					
Personnel Services	590,535,967	599,859,521	650,213,418	683,016,133	687,299,293
External Materials and Services	645,213,682	611,746,105	688,394,727	728,978,952	736,561,255
Internal Materials and Services	183,110,084	182,383,772	196,431,019	203,385,250	204,365,966
Capital Outlay	197,945,899	200,091,048	230,052,725	215,286,680	211,492,750
Total Bureau Expenditures	**1,616,805,632**	**1,594,080,446**	**1,765,091,889**	**1,830,667,015**	**1,839,719,264**
Fund Expenditures					
Debt Service	614,641,685	643,021,494	468,460,272	477,913,205	482,583,206
Contingency	0	0	639,651,408	552,415,382	564,562,860
Fund Transfers - Expense	515,074,096	622,637,243	609,027,915	596,241,514	595,280,706
Total Fund Expenditures	**1,129,715,781**	**1,265,658,737**	**1,717,139,595**	**1,626,570,101**	**1,642,426,772**
Ending Fund Balance	845,253,836	854,044,018	257,061,079	222,831,590	223,051,687
Total Requirements	**3,591,775,249**	**3,713,783,201**	**3,739,292,563**	**3,680,068,706**	**3,705,197,723**
Less Intracity Transfers	(698,184,180)	(805,021,015)	(805,458,934)	(799,626,764)	(799,646,672)
Total NET Budget	**2,893,591,069**	**2,908,762,186**	**2,933,833,629**	**2,880,441,942**	**2,905,551,051**

Appropriation Schedule – FY 2015-16

Table 2

Financial Summaries

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Bureau of Development Services					
Development Services Fund	49,613,616	14,782,627	1,193,727	1,084,750	66,674,720
Total Bureau of Development Services	**49,613,616**	**14,782,627**	**1,193,727**	**1,084,750**	**66,674,720**
Bureau of Emergency Communications					
Emergency Communication Fund	21,557,689	972,667	752,639	1,395,141	24,678,136
Total Bureau of Emergency Communications	**21,557,689**	**972,667**	**752,639**	**1,395,141**	**24,678,136**
Bureau of Environmental Services					
Environmental Remediation Fund	5,697,382	439,003	85,282	1,333	6,223,000
Grants Fund	170,000	0	0	0	170,000
Sewer System Construction Fund	0	56,600,000	111,600,000	0	168,200,000
Sewer System Debt Redemption Fund	0	0	0	173,891,728	173,891,728
Sewer System Operating Fund	232,284,450	62,757,597	209,077,835	3,049,167	507,169,049
Sewer System Rate Stabilization Fund	0	38,175,000	5,000,000	0	43,175,000
Total Bureau of Environmental Services	**238,151,832**	**157,971,600**	**325,763,117**	**176,942,228**	**898,828,777**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	127,606,706	12,761,000	862,426	32,277,309	173,507,441
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
Total Bureau of Fire & Police Disability & Retirement	**127,606,706**	**12,761,000**	**1,612,426**	**32,277,309**	**174,257,441**
Bureau of Planning & Sustainability					
Community Solar Fund	27,012	0	28	0	27,040
General Fund	9,933,630	0	0	0	9,933,630
Grants Fund	797,404	0	0	0	797,404
Solid Waste Management Fund	5,269,345	2,395,825	177,615	57,742	7,900,527
Total Bureau of Planning & Sustainability	**16,027,391**	**2,395,825**	**177,643**	**57,742**	**18,658,601**
City Budget Office					
General Fund	2,327,978	0	0	0	2,327,978
Total City Budget Office	**2,327,978**	**0**	**0**	**0**	**2,327,978**
Commissioner of Public Affairs					
Children's Investment Fund	16,630,605	499,730	25,000	0	17,155,335
General Fund	1,806,307	0	0	0	1,806,307
Total Commissioner of Public Affairs	**18,436,912**	**499,730**	**25,000**	**0**	**18,961,642**
Commissioner of Public Safety					
General Fund	1,004,957	0	0	0	1,004,957
Total Commissioner of Public Safety	**1,004,957**	**0**	**0**	**0**	**1,004,957**
Commissioner of Public Utilities					
General Fund	1,042,457	0	0	0	1,042,457
Total Commissioner of Public Utilities	**1,042,457**	**0**	**0**	**0**	**1,042,457**
Commissioner of Public Works					
General Fund	1,004,957	0	0	0	1,004,957
Total Commissioner of Public Works	**1,004,957**	**0**	**0**	**0**	**1,004,957**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	22,332	0	0	0	22,332
82nd Ave/Division NPI Debt Service Fund	44,360	0	0	0	44,360
Airport Way Debt Service Fund	0	0	0	5,587,750	5,587,750
Bonded Debt Interest and Sinking Fund	0	0	0	14,684,970	14,684,970

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Central Eastside Ind. District Debt Service Fund	0	0	0	7,951,380	7,951,380
Convention Center Area Debt Service Fund	0	0	0	7,814,418	7,814,418
Cully Blvd. NPI Debt Service Fund	35,297	0	0	0	35,297
Division-Midway NPI Debt Service Fund	6,674	0	0	0	6,674
Fire & Police Supplemental Retirement Res Fund	9,000	1,850	0	0	10,850
Gateway URA Debt Redemption Fund	0	0	0	4,944,653	4,944,653
General Fund	0	9,966,840	62,670,724	8,555,736	81,193,300
General Reserve Fund	0	56,636,701	3,460,450	0	60,097,151
Governmental Bond Redemption Fund	0	0	0	2,438,332	2,438,332
Grants Fund	0	0	0	4,750,000	4,750,000
Interstate Corridor Debt Service Fund	0	0	0	26,196,002	26,196,002
Lents Town Center URA Debt Redemption Fund	0	0	0	13,959,702	13,959,702
North Macadam URA Debt Redemption Fund	0	0	0	11,630,314	11,630,314
Parkrose NPI Debt Service Fund	33,065	0	0	0	33,065
Pension Debt Redemption Fund	0	0	0	4,702,993	4,702,993
River District URA Debt Redemption Fund	0	0	0	27,739,291	27,739,291
Rosewood NPI Debt Service Fund	24,584	0	0	0	24,584
South Park Blocks Redemption Fund	0	0	0	7,181,374	7,181,374
Special Finance and Resource Fund	86,457,901	0	0	167,134	86,625,035
Special Projects Debt Service Fund	0	0	0	7,226,610	7,226,610
Waterfront Renewal Bond Sinking Fund	0	0	0	9,489,678	9,489,678
Total Fund & Debt Management	**86,633,213**	**66,605,391**	**66,131,174**	**165,020,337**	**384,390,115**
Office of Equity & Human Rights					
General Fund	1,818,076	0	0	0	1,818,076
Total Office of Equity & Human Rights	**1,818,076**	**0**	**0**	**0**	**1,818,076**
Office of Government Relations					
General Fund	1,567,871	0	0	0	1,567,871
Total Office of Government Relations	**1,567,871**	**0**	**0**	**0**	**1,567,871**
Office of Management & Finance					
Arts Education & Access Fund	17,486,305	0	25,000	0	17,511,305
BFRES Facilities GO Bond Construction Fund	252,938	703,234	0	0	956,172
CityFleet Operating Fund	35,794,988	30,711,241	823,052	1,533,246	68,862,527
Convention and Tourism Fund	15,395,868	16,782	25,000	0	15,437,650
EBS Services Fund	8,563,259	2,052,515	267,017	4,398,250	15,281,041
Facilities Services Operating Fund	38,702,394	24,893,677	921,081	7,648,943	72,166,095
General Fund	40,036,615	0	0	0	40,036,615
Health Insurance Operating Fund	58,552,205	18,331,089	141,755	34,322	77,059,371
Insurance and Claims Operating Fund	10,341,140	24,430,898	234,219	81,109	35,087,366
Printing & Distribution Services Operating Fund	6,341,586	732,354	217,302	147,195	7,438,437
Property Management License Fund	5,172,200	0	25,000	0	5,197,200
Public Safety GO Bond Fund	5,549,581	8,106,518	202,100	20,000	13,878,199
Spectator Venues & Visitor Activities Fund	5,667,520	2,319,597	204,468	6,690,814	14,882,399
Technology Services Fund	51,897,134	10,507,375	1,879,551	516,244	64,800,304
Workers' Comp. Self Insurance Operating Fund	4,921,326	13,883,424	124,349	75,868	19,004,967
Total Office of Management & Finance	**304,675,059**	**136,688,704**	**5,089,894**	**21,145,991**	**467,599,648**

Appropriation Schedule – FY 2015-16

Table 2

Financial Summaries

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Office of Neighborhood Involvement					
General Fund	9,096,100	0	0	0	9,096,100
Total Office of Neighborhood Involvement	**9,096,100**	**0**	**0**	**0**	**9,096,100**
Office of the City Attorney					
General Fund	11,800,211	0	0	0	11,800,211
Total Office of the City Attorney	**11,800,211**	**0**	**0**	**0**	**11,800,211**
Office of the City Auditor					
Assessment Collection Fund	0	78,968	10	0	78,978
Bancroft Bond Interest and Sinking Fund	0	0	0	5,902,463	5,902,463
General Fund	9,180,225	0	0	0	9,180,225
Local Improvement District Fund	1,325,638	3,583,610	3,674,212	2,099,163	10,682,623
Total Office of the City Auditor	**10,505,863**	**3,662,578**	**3,674,222**	**8,001,626**	**25,844,289**
Office of the Mayor					
General Fund	3,194,581	0	100,000	0	3,294,581
Total Office of the Mayor	**3,194,581**	**0**	**100,000**	**0**	**3,294,581**
Portland Bureau of Emergency Management					
General Fund	2,767,170	0	0	0	2,767,170
Grants Fund	2,983,246	0	0	0	2,983,246
Total Portland Bureau of Emergency Management	**5,750,416**	**0**	**0**	**0**	**5,750,416**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	0	0	0	2,471,651	2,471,651
Grants Fund	24,594,008	0	0	0	24,594,008
Parking Facilities Fund	9,264,697	4,765,480	4,024,983	1,879,500	19,934,660
Transportation Operating Fund	187,804,951	61,047,895	10,103,046	13,199,757	272,155,649
Transportation Reserve Fund	0	5,150,541	0	0	5,150,541
Total Portland Bureau of Transportation	**221,663,656**	**70,963,916**	**14,128,029**	**17,550,908**	**324,306,509**
Portland Development Commission					
General Fund	6,997,110	0	0	0	6,997,110
Total Portland Development Commission	**6,997,110**	**0**	**0**	**0**	**6,997,110**
Portland Fire & Rescue					
General Fund	108,328,164	0	0	0	108,328,164
Grants Fund	1,205,604	0	0	0	1,205,604
Public Safety GO Bond Fund	8,384,405	0	0	0	8,384,405
Total Portland Fire & Rescue	**117,918,173**	**0**	**0**	**0**	**117,918,173**
Portland Housing Bureau					
Community Development Block Grant Fund	12,734,638	0	0	540,000	13,274,638
General Fund	15,888,148	0	0	0	15,888,148
Grants Fund	3,946,269	0	0	0	3,946,269
Headwaters Apartment Complex Fund	5,000	0	0	833,414	838,414
HOME Grant Fund	9,180,924	0	0	0	9,180,924
Housing Investment Fund	4,876,263	91,500	0	0	4,967,763
Tax Increment Financing Reimbursement Fund	47,839,111	0	762,654	0	48,601,765
Total Portland Housing Bureau	**94,470,353**	**91,500**	**762,654**	**1,373,414**	**96,697,921**
Portland Parks & Recreation					
General Fund	75,324,207	0	0	0	75,324,207

Appropriation Schedule – FY 2015-16

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Golf Fund	9,006,672	1,059,972	295,170	350,778	10,712,592
Grants Fund	1,187,870	0	0	0	1,187,870
Parks Capital Improvement Program Fund	40,977,218	2,585,089	237,335	439,736	44,239,378
Parks Endowment Fund	18,215	0	0	0	18,215
Parks Local Option Levy Fund	0	647,210	0	0	647,210
Portland International Raceway Fund	1,415,159	162,426	67,782	312,109	1,957,476
Portland Parks Memorial Fund	4,025,060	2,653,739	531,600	0	7,210,399
Total Portland Parks & Recreation	**131,954,401**	**7,108,436**	**1,131,887**	**1,102,623**	**141,297,347**
Portland Police Bureau					
General Fund	186,318,212	0	0	0	186,318,212
Grants Fund	651,628	0	0	0	651,628
Police Special Revenue Fund	3,013,437	150,000	0	0	3,163,437
Total Portland Police Bureau	**189,983,277**	**150,000**	**0**	**0**	**190,133,277**
Portland Water Bureau					
Hydroelectric Power Bond Redemption Fund	0	0	0	2,670,276	2,670,276
Hydroelectric Power Operating Fund	750,667	296,412	440,363	22,758	1,510,200
Hydroelectric Power Renewal Replacement Fund	0	10,806,200	125,000	0	10,931,200
Water Bond Sinking Fund	0	0	0	50,854,301	50,854,301
Water Construction Fund	0	12,168,547	81,123,641	0	93,292,188
Water Fund	152,493,148	66,637,727	93,049,290	3,083,802	315,263,967
Total Portland Water Bureau	**153,243,815**	**89,908,886**	**174,738,294**	**56,631,137**	**474,522,132**
Special Appropriations					
General Fund	11,672,594	0	0	0	11,672,594
Total Special Appropriations	**11,672,594**	**0**	**0**	**0**	**11,672,594**
Total Citywide Appropriation	**1,839,719,264**	**564,562,860**	**595,280,706**	**482,583,206**	**3,482,146,036**

Summary of Bureau Expenses by Fund – FY 2015-16

Table 3

Financial Summaries

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Bureau of Development Services					
Development Services Fund	35,656,588	2,581,908	8,684,895	2,690,225	49,613,616
Total Bureau of Development Services	**35,656,588**	**2,581,908**	**8,684,895**	**2,690,225**	**49,613,616**
Bureau of Emergency Communications					
Emergency Communication Fund	15,181,471	952,805	5,423,413	0	21,557,689
Total Bureau of Emergency Communications	**15,181,471**	**952,805**	**5,423,413**	**0**	**21,557,689**
Bureau of Environmental Services					
Environmental Remediation Fund	476,536	4,187,081	1,033,765	0	5,697,382
Grants Fund	0	0	0	170,000	170,000
Sewer System Operating Fund	63,708,188	55,253,718	41,688,893	71,633,651	232,284,450
Total Bureau of Environmental Services	**64,184,724**	**59,440,799**	**42,722,658**	**71,803,651**	**238,151,832**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	1,953,000	116,071,215	9,510,091	72,400	127,606,706
Total Bureau of Fire & Police Disability & Retirement	**1,953,000**	**116,071,215**	**9,510,091**	**72,400**	**127,606,706**
Bureau of Planning & Sustainability					
Community Solar Fund	0	27,012	0	0	27,012
General Fund	8,028,196	1,263,599	641,835	0	9,933,630
Grants Fund	708,468	0	88,936	0	797,404
Solid Waste Management Fund	2,490,281	1,121,176	1,657,888	0	5,269,345
Total Bureau of Planning & Sustainability	**11,226,945**	**2,411,787**	**2,388,659**	**0**	**16,027,391**
City Budget Office					
General Fund	1,963,089	186,388	178,501	0	2,327,978
Total City Budget Office	**1,963,089**	**186,388**	**178,501**	**0**	**2,327,978**
Commissioner of Public Affairs					
Children's Investment Fund	543,468	16,043,199	43,938	0	16,630,605
General Fund	1,164,033	493,821	148,453	0	1,806,307
Total Commissioner of Public Affairs	**1,707,501**	**16,537,020**	**192,391**	**0**	**18,436,912**
Commissioner of Public Safety					
General Fund	852,326	40,158	112,473	0	1,004,957
Total Commissioner of Public Safety	**852,326**	**40,158**	**112,473**	**0**	**1,004,957**
Commissioner of Public Utilities					
General Fund	817,342	89,620	135,495	0	1,042,457
Total Commissioner of Public Utilities	**817,342**	**89,620**	**135,495**	**0**	**1,042,457**
Commissioner of Public Works					
General Fund	844,061	33,622	127,274	0	1,004,957
Total Commissioner of Public Works	**844,061**	**33,622**	**127,274**	**0**	**1,004,957**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	0	22,332	0	0	22,332
82nd Ave/Division NPI Debt Service Fund	0	44,360	0	0	44,360
Cully Blvd. NPI Debt Service Fund	0	35,297	0	0	35,297
Division-Midway NPI Debt Service Fund	0	6,674	0	0	6,674
Fire & Police Supplemental Retirement Res Fund	0	9,000	0	0	9,000
Parkrose NPI Debt Service Fund	0	33,065	0	0	33,065
Rosewood NPI Debt Service Fund	0	24,584	0	0	24,584

Summary of Bureau Expenses by Fund – FY 2015-16

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Special Finance and Resource Fund	0	86,457,901	0	0	86,457,901
Total Fund & Debt Management	**0**	**86,633,213**	**0**	**0**	**86,633,213**
Office of Equity & Human Rights					
General Fund	1,481,884	172,826	163,366	0	1,818,076
Total Office of Equity & Human Rights	**1,481,884**	**172,826**	**163,366**	**0**	**1,818,076**
Office of Government Relations					
General Fund	1,017,738	414,492	135,641	0	1,567,871
Total Office of Government Relations	**1,017,738**	**414,492**	**135,641**	**0**	**1,567,871**
Office of Management & Finance					
Arts Education & Access Fund	0	16,602,045	884,260	0	17,486,305
BFRES Facilities GO Bond Construction Fund	0	0	2,938	250,000	252,938
CityFleet Operating Fund	7,900,318	13,793,023	2,393,324	11,708,323	35,794,988
Convention and Tourism Fund	0	15,104,689	291,179	0	15,395,868
EBS Services Fund	2,425,083	1,787,430	4,350,746	0	8,563,259
Facilities Services Operating Fund	3,997,747	31,734,320	2,970,327	0	38,702,394
General Fund	29,533,142	4,965,364	5,538,109	0	40,036,615
Health Insurance Operating Fund	1,487,367	56,673,990	390,848	0	58,552,205
Insurance and Claims Operating Fund	1,218,513	6,449,626	2,673,001	0	10,341,140
Printing & Distribution Services Operating Fund	1,688,605	3,644,300	702,666	306,015	6,341,586
Property Management License Fund	0	5,131,550	40,650	0	5,172,200
Public Safety GO Bond Fund	300,000	4,100,440	1,149,141	0	5,549,581
Spectator Venues & Visitor Activities Fund	327,856	4,035,769	303,895	1,000,000	5,667,520
Technology Services Fund	28,184,021	16,457,279	3,691,751	3,564,083	51,897,134
Workers' Comp. Self Insurance Operating Fund	1,234,247	3,092,663	594,416	0	4,921,326
Total Office of Management & Finance	**78,296,899**	**183,572,488**	**25,977,251**	**16,828,421**	**304,675,059**
Office of Neighborhood Involvement					
General Fund	4,458,827	3,965,534	671,739	0	9,096,100
Total Office of Neighborhood Involvement	**4,458,827**	**3,965,534**	**671,739**	**0**	**9,096,100**
Office of the City Attorney					
General Fund	9,959,964	876,672	963,575	0	11,800,211
Total Office of the City Attorney	**9,959,964**	**876,672**	**963,575**	**0**	**11,800,211**
Office of the City Auditor					
General Fund	5,926,165	1,546,446	1,707,614	0	9,180,225
Local Improvement District Fund	0	8,000	1,317,638	0	1,325,638
Total Office of the City Auditor	**5,926,165**	**1,554,446**	**3,025,252**	**0**	**10,505,863**
Office of the Mayor					
General Fund	1,764,695	1,138,175	291,711	0	3,194,581
Total Office of the Mayor	**1,764,695**	**1,138,175**	**291,711**	**0**	**3,194,581**
Portland Bureau of Emergency Management					
General Fund	1,684,815	530,731	551,624	0	2,767,170
Grants Fund	872,300	1,886,791	224,155	0	2,983,246
Total Portland Bureau of Emergency Management	**2,557,115**	**2,417,522**	**775,779**	**0**	**5,750,416**

Summary of Bureau Expenses by Fund – FY 2015-16

Table 3

Financial Summaries

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Portland Bureau of Transportation					
Grants Fund	5,654,129	1,462,078	4,666,399	12,811,402	24,594,008
Parking Facilities Fund	235,150	3,913,796	5,115,751	0	9,264,697
Transportation Operating Fund	78,101,620	61,479,415	21,240,824	26,983,092	187,804,951
Total Portland Bureau of Transportation	**83,990,899**	**66,855,289**	**31,022,974**	**39,794,494**	**221,663,656**
Portland Development Commission					
General Fund	0	6,997,110	0	0	6,997,110
Total Portland Development Commission	**0**	**6,997,110**	**0**	**0**	**6,997,110**
Portland Fire & Rescue					
General Fund	92,649,044	7,039,229	6,652,989	1,986,902	108,328,164
Grants Fund	1,205,604	0	0	0	1,205,604
Public Safety GO Bond Fund	0	0	0	8,384,405	8,384,405
Total Portland Fire & Rescue	**93,854,648**	**7,039,229**	**6,652,989**	**10,371,307**	**117,918,173**
Portland Housing Bureau					
Community Development Block Grant Fund	1,240,218	11,135,577	358,843	0	12,734,638
General Fund	807,926	15,059,097	21,125	0	15,888,148
Grants Fund	611,674	3,274,118	60,477	0	3,946,269
Headwaters Apartment Complex Fund	0	5,000	0	0	5,000
HOME Grant Fund	346,875	8,834,049	0	0	9,180,924
Housing Investment Fund	948,026	3,928,237	0	0	4,876,263
Tax Increment Financing Reimbursement Fund	2,505,913	44,309,986	1,023,212	0	47,839,111
Total Portland Housing Bureau	**6,460,632**	**86,546,064**	**1,463,657**	**0**	**94,470,353**
Portland Parks & Recreation					
General Fund	51,107,287	15,814,316	8,402,604	0	75,324,207
Golf Fund	3,888,276	4,045,961	717,435	355,000	9,006,672
Grants Fund	262,811	48,850	0	876,209	1,187,870
Parks Capital Improvement Program Fund	3,051,896	7,912,108	475,171	29,538,043	40,977,218
Parks Endowment Fund	750	16,690	775	0	18,215
Portland International Raceway Fund	773,775	515,036	126,348	0	1,415,159
Portland Parks Memorial Fund	1,408,742	1,265,538	1,350,780	0	4,025,060
Total Portland Parks & Recreation	**60,493,537**	**29,618,499**	**11,073,113**	**30,769,252**	**131,954,401**
Portland Police Bureau					
General Fund	137,963,917	15,611,892	32,742,403	0	186,318,212
Grants Fund	238,761	389,722	23,145	0	651,628
Police Special Revenue Fund	0	3,013,188	249	0	3,013,437
Total Portland Police Bureau	**138,202,678**	**19,014,802**	**32,765,797**	**0**	**189,983,277**
Portland Water Bureau					
Hydroelectric Power Operating Fund	374,655	240,369	135,643	0	750,667
Water Fund	63,845,498	29,819,832	19,664,818	39,163,000	152,493,148
Total Portland Water Bureau	**64,220,153**	**30,060,201**	**19,800,461**	**39,163,000**	**153,243,815**
Special Appropriations					
General Fund	226,412	11,339,371	106,811	0	11,672,594
Total Special Appropriations	**226,412**	**11,339,371**	**106,811**	**0**	**11,672,594**
Total Citywide Bureau Expenses	**687,299,293**	**736,561,255**	**204,365,966**	**211,492,750**	**1,839,719,264**

Summary of Resources by Fund – FY 2015-16

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Bureau of Development Services						
Development Services Fund	0	46,442,187	2,442,221	3,253,486	45,634,924	97,772,818
Total Bureau of Development Services	**0**	**46,442,187**	**2,442,221**	**3,253,486**	**45,634,924**	**97,772,818**
Bureau of Emergency Communications						
Emergency Communication Fund	0	300,000	7,637,905	15,767,266	972,965	24,678,136
Total Bureau of Emergency Communications	**0**	**300,000**	**7,637,905**	**15,767,266**	**972,965**	**24,678,136**
Bureau of Environmental Services						
Environmental Remediation Fund	0	3,365,000	15,000	823,000	2,020,000	6,223,000
Grants Fund	0	0	170,000	0	0	170,000
Sewer System Construction Fund	0	750,000	750,000	26,700,000	140,000,000	168,200,000
Sewer System Debt Redemption Fund	0	0	265,000	173,626,728	61,775,000	235,666,728
Sewer System Operating Fund	0	327,208,227	858,000	119,102,822	60,180,000	507,349,049
Sewer System Rate Stabilization Fund	0	0	175,000	3,000,000	40,000,000	43,175,000
Total Bureau of Environmental Services	**0**	**331,323,227**	**2,233,000**	**323,252,550**	**303,975,000**	**960,783,777**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	121,159,002	0	32,181,200	1,702,200	18,465,039	173,507,441
Fire & Police Disability & Retirement Res Fund	0	0	0	750,000	750,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**121,159,002**	**0**	**32,181,200**	**2,452,200**	**19,215,039**	**175,007,441**
Bureau of Planning & Sustainability						
Community Solar Fund	0	0	12,040	0	15,000	27,040
General Fund	0	0	9,521,130	412,500	0	9,933,630
Grants Fund	0	0	797,404	0	0	797,404
Solid Waste Management Fund	0	5,156,891	74,949	5,000	2,663,687	7,900,527
Total Bureau of Planning & Sustainability	**0**	**5,156,891**	**10,405,523**	**417,500**	**2,678,687**	**18,658,601**
City Budget Office						
General Fund	0	0	2,127,560	200,418	0	2,327,978
Total City Budget Office	**0**	**0**	**2,127,560**	**200,418**	**0**	**2,327,978**
Commissioner of Public Affairs						
Children's Investment Fund	13,997,967	0	0	0	3,157,368	17,155,335
General Fund	0	0	1,806,307	0	0	1,806,307
Total Commissioner of Public Affairs	**13,997,967**	**0**	**1,806,307**	**0**	**3,157,368**	**18,961,642**
Commissioner of Public Safety						
General Fund	0	0	1,004,957	0	0	1,004,957
Total Commissioner of Public Safety	**0**	**0**	**1,004,957**	**0**	**0**	**1,004,957**
Commissioner of Public Utilities						
General Fund	0	0	1,042,457	0	0	1,042,457
Total Commissioner of Public Utilities	**0**	**0**	**1,042,457**	**0**	**0**	**1,042,457**
Commissioner of Public Works						
General Fund	0	0	1,004,957	0	0	1,004,957
Total Commissioner of Public Works	**0**	**0**	**1,004,957**	**0**	**0**	**1,004,957**
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	22,332	0	0	0	0	22,332
82nd Ave/Division NPI Debt Service Fund	44,360	0	0	0	0	44,360
Airport Way Debt Service Fund	5,608,040	0	19,822	0	1,496,913	7,124,775
Bonded Debt Interest and Sinking Fund	14,664,970	0	20,000	0	0	14,684,970

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Central Eastside Ind. District Debt Service Fund	6,335,087	0	24,455	0	3,997,701	10,357,243
Convention Center Area Debt Service Fund	9,369,840	0	58,351	0	11,074,023	20,502,214
Cully Blvd. NPI Debt Service Fund	35,297	0	0	0	0	35,297
Division-Midway NPI Debt Service Fund	6,674	0	0	0	0	6,674
Fire & Police Supplemental Retirement Res Fund	0	0	50	0	10,800	10,850
Gateway URA Debt Redemption Fund	4,111,202	0	12,180	0	821,271	4,944,653
General Fund	247,146,157	184,001,854	(415,040,963)	24,918,551	40,167,701	81,193,300
General Reserve Fund	0	0	1,015,000	300,000	58,782,151	60,097,151
Governmental Bond Redemption Fund	0	0	0	2,438,332	0	2,438,332
Grants Fund	0	0	0	0	4,750,000	4,750,000
Interstate Corridor Debt Service Fund	20,883,755	0	90,204	0	10,964,581	31,938,540
Lents Town Center URA Debt Redemption Fund	12,984,145	0	40,448	0	3,967,701	16,992,294
North Macadam URA Debt Redemption Fund	11,576,666	0	53,648	0	4,965,650	16,595,964
Parkrose NPI Debt Service Fund	33,065	0	0	0	0	33,065
Pension Debt Redemption Fund	0	0	745,570	3,957,423	750,000	5,452,993
River District URA Debt Redemption Fund	27,652,319	0	86,972	0	7,618,858	35,358,149
Rosewood NPI Debt Service Fund	24,584	0	0	0	0	24,584
South Park Blocks Redemption Fund	7,123,320	0	95,943	0	8,871,153	16,090,416
Special Finance and Resource Fund	0	0	86,625,035	0	0	86,625,035
Special Projects Debt Service Fund	0	0	7,226,610	0	4,000	7,230,610
Waterfront Renewal Bond Sinking Fund	9,290,020	0	60,782	0	6,492,928	15,843,730
Total Fund & Debt Management	**376,911,833**	**184,001,854**	**(318,865,893)**	**31,614,306**	**164,735,431**	**438,397,531**
Office of Equity & Human Rights						
General Fund	0	0	1,818,076	0	0	1,818,076
Total Office of Equity & Human Rights	**0**	**0**	**1,818,076**	**0**	**0**	**1,818,076**
Office of Government Relations						
General Fund	0	0	1,425,485	142,386	0	1,567,871
Total Office of Government Relations	**0**	**0**	**1,425,485**	**142,386**	**0**	**1,567,871**
Office of Management & Finance						
Arts Education & Access Fund	10,764,000	0	25,000	0	6,722,305	17,511,305
BFRES Facilities GO Bond Construction Fund	0	0	0	38,172	918,000	956,172
CityFleet Operating Fund	0	0	14,527,589	33,623,238	20,711,700	68,862,527
Convention and Tourism Fund	15,335,650	0	12,000	0	90,000	15,437,650
EBS Services Fund	0	0	20,000	13,171,378	2,089,663	15,281,041
Facilities Services Operating Fund	0	2,101,287	655,911	36,826,761	32,582,136	72,166,095
General Fund	0	219,492	30,904,716	8,892,407	20,000	40,036,615
Health Insurance Operating Fund	0	59,273,336	1,053,571	0	16,732,464	77,059,371
Insurance and Claims Operating Fund	0	0	246,671	10,395,579	24,445,116	35,087,366
Printing & Distribution Services Operating Fund	0	177,417	994,165	5,715,475	551,380	7,438,437
Property Management License Fund	0	5,195,000	2,200	0	0	5,197,200
Public Safety GO Bond Fund	0	0	46,044	0	13,832,155	13,878,199
Spectator Venues & Visitor Activities Fund	0	7,551,477	2,130,922	0	5,200,000	14,882,399
Technology Services Fund	0	245,612	4,515,138	44,526,122	15,513,432	64,800,304
Workers' Comp. Self Insurance Operating Fund	0	0	131,272	3,925,198	14,948,497	19,004,967
Total Office of Management & Finance	**26,099,650**	**74,763,621**	**55,265,199**	**157,114,330**	**154,356,848**	**467,599,648**

Summary of Resources by Fund – FY 2015-16

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Office of Neighborhood Involvement						
General Fund	0	312,296	8,765,743	18,061	0	9,096,100
Total Office of Neighborhood Involvement	**0**	**312,296**	**8,765,743**	**18,061**	**0**	**9,096,100**
Office of the City Attorney						
General Fund	0	78,049	6,096,736	5,625,426	0	11,800,211
Total Office of the City Attorney	**0**	**78,049**	**6,096,736**	**5,625,426**	**0**	**11,800,211**
Office of the City Auditor						
Assessment Collection Fund	0	0	850	0	78,128	78,978
Bancroft Bond Interest and Sinking Fund	0	0	7,236,170	0	12,321,803	19,557,973
General Fund	0	262,841	8,850,194	67,190	0	9,180,225
Local Improvement District Fund	0	813,500	5,670,065	0	4,199,058	10,682,623
Total Office of the City Auditor	**0**	**1,076,341**	**21,757,279**	**67,190**	**16,598,989**	**39,499,799**
Office of the Mayor						
General Fund	0	0	3,294,581	0	0	3,294,581
Total Office of the Mayor	**0**	**0**	**3,294,581**	**0**	**0**	**3,294,581**
Portland Bureau of Emergency Management						
General Fund	0	0	2,757,170	10,000	0	2,767,170
Grants Fund	0	0	2,983,246	0	0	2,983,246
Total Portland Bureau of Emergency Management	**0**	**0**	**5,740,416**	**10,000**	**0**	**5,750,416**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	0	0	6,774	2,471,651	1,675,687	4,154,112
Grants Fund	0	0	24,594,008	0	0	24,594,008
Parking Facilities Fund	0	12,809,115	30,000	903,145	6,192,400	19,934,660
Transportation Operating Fund	0	57,991,164	99,752,361	65,254,795	49,157,329	272,155,649
Transportation Reserve Fund	0	0	20,000	900,000	4,230,541	5,150,541
Total Portland Bureau of Transportation	**0**	**70,800,279**	**124,403,143**	**69,529,591**	**61,255,957**	**325,988,970**
Portland Development Commission						
General Fund	0	0	6,997,110	0	0	6,997,110
Total Portland Development Commission	**0**	**0**	**6,997,110**	**0**	**0**	**6,997,110**
Portland Fire & Rescue						
General Fund	0	3,965,000	99,955,953	4,407,211	0	108,328,164
Grants Fund	0	0	1,205,604	0	0	1,205,604
Public Safety GO Bond Fund	0	0	0	0	8,384,405	8,384,405
Total Portland Fire & Rescue	**0**	**3,965,000**	**101,161,557**	**4,407,211**	**8,384,405**	**117,918,173**
Portland Housing Bureau						
Community Development Block Grant Fund	0	0	13,274,638	0	0	13,274,638
General Fund	0	0	15,800,253	87,895	0	15,888,148
Grants Fund	0	0	3,861,234	0	85,035	3,946,269
Headwaters Apartment Complex Fund	0	0	838,414	0	0	838,414
HOME Grant Fund	0	0	9,180,924	0	0	9,180,924
Housing Investment Fund	0	511,437	623,470	2,524,554	1,308,302	4,967,763
Tax Increment Financing Reimbursement Fund	0	0	48,601,765	0	0	48,601,765
Total Portland Housing Bureau	**0**	**511,437**	**92,180,698**	**2,612,449**	**1,393,337**	**96,697,921**
Portland Parks & Recreation						
General Fund	0	17,654,678	55,544,408	2,125,121	0	75,324,207

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Golf Fund	0	9,302,522	343,960	0	1,066,110	10,712,592
Grants Fund	0	0	1,187,870	0	0	1,187,870
Parks Capital Improvement Program Fund	0	9,118,000	19,368,722	4,440,607	11,312,049	44,239,378
Parks Endowment Fund	0	0	777	0	180,228	181,005
Parks Local Option Levy Fund	0	0	4,000	0	643,210	647,210
Portland International Raceway Fund	0	1,788,877	6,383	0	162,216	1,957,476
Portland Parks Memorial Fund	0	2,529,238	785,549	65,820	3,829,792	7,210,399
Total Portland Parks & Recreation	**0**	**40,393,315**	**77,241,669**	**6,631,548**	**17,193,605**	**141,460,137**
Portland Police Bureau						
General Fund	0	4,030,000	177,367,612	4,920,600	0	186,318,212
Grants Fund	0	0	651,628	0	0	651,628
Police Special Revenue Fund	0	0	334,850	2,776	2,825,811	3,163,437
Total Portland Police Bureau	**0**	**4,030,000**	**178,354,090**	**4,923,376**	**2,825,811**	**190,133,277**
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	0	0	12,000	0	4,494,500	4,506,500
Hydroelectric Power Operating Fund	0	0	903,800	187,000	419,400	1,510,200
Hydroelectric Power Renewal Replacement Fund	0	0	476,300	0	10,454,900	10,931,200
Water Bond Sinking Fund	0	0	161,359	50,692,942	36,802,725	87,657,026
Water Construction Fund	0	2,500,000	184,103	36,434,682	75,274,866	114,393,651
Water Fund	0	154,697,680	1,786,983	84,159,261	74,620,043	315,263,967
Total Portland Water Bureau	**0**	**157,197,680**	**3,524,545**	**171,473,885**	**202,066,434**	**534,262,544**
Special Appropriations						
General Fund	0	0	11,539,101	133,493	0	11,672,594
Total Special Appropriations	**0**	**0**	**11,539,101**	**133,493**	**0**	**11,672,594**
Total Citywide Resources	**538,168,452**	**920,352,177**	**442,585,622**	**799,646,672**	**1,004,444,800**	**3,705,197,723**

Total Resources and Requirements by Fiscal Year

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Bureau of Development Services					
Development Services Fund	54,567,473	73,143,901	69,624,804	97,772,818	97,772,818
Grants Fund	6,046	3,680	0	0	0
Total Bureau of Development Services	**54,573,519**	**73,147,581**	**69,624,804**	**97,772,818**	**97,772,818**
Bureau of Emergency Communications					
Emergency Communication Fund	23,367,664	23,346,738	26,011,293	24,678,136	24,678,136
Grants Fund	0	(3)	0	0	0
Total Bureau of Emergency Communications	**23,367,664**	**23,346,735**	**26,011,293**	**24,678,136**	**24,678,136**
Bureau of Environmental Services					
Environmental Remediation Fund	8,424,151	7,551,298	6,619,385	6,223,000	6,223,000
Grants Fund	760,608	469,423	1,236,803	170,000	170,000
Sewer System Construction Fund	95,692,159	119,849,675	249,800,000	157,700,000	168,200,000
Sewer System Debt Redemption Fund	179,216,604	316,996,554	230,108,008	235,666,728	235,666,728
Sewer System Operating Fund	421,425,199	465,175,526	499,935,531	507,249,049	507,349,049
Sewer System Rate Stabilization Fund	12,414,460	26,266,690	39,050,000	35,025,000	43,175,000
Total Bureau of Environmental Services	**717,933,181**	**936,309,166**	**1,026,749,727**	**942,033,777**	**960,783,777**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	150,949,138	161,639,491	167,179,709	173,507,441	173,507,441
Fire & Police Disability & Retirement Res Fund	1,500,000	750,000	1,500,000	1,500,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**152,449,138**	**162,389,491**	**168,679,709**	**175,007,441**	**175,007,441**
Bureau of Planning & Sustainability					
Community Solar Fund	0	18,423	30,000	27,040	27,040
General Fund	9,200,806	7,822,851	8,796,407	9,153,630	9,933,630
Grants Fund	6,630,871	339,850	1,927,553	797,404	797,404
Solid Waste Management Fund	7,786,296	7,742,750	7,557,653	7,900,527	7,900,527
Total Bureau of Planning & Sustainability	**23,617,973**	**15,923,874**	**18,311,613**	**17,878,601**	**18,658,601**
City Budget Office					
General Fund	547,956	1,816,713	1,966,291	2,320,478	2,327,978
Total City Budget Office	**547,956**	**1,816,713**	**1,966,291**	**2,320,478**	**2,327,978**
Commissioner of Public Affairs					
Children's Investment Fund	11,040,605	11,107,559	12,527,535	17,155,335	17,155,335
General Fund	1,658,155	1,574,242	1,798,755	1,806,307	1,806,307
Grants Fund	145,906	26,474	0	0	0
Total Commissioner of Public Affairs	**12,844,666**	**12,708,275**	**14,326,290**	**18,961,642**	**18,961,642**
Commissioner of Public Safety					
General Fund	650,735	790,806	951,326	1,004,957	1,004,957
Total Commissioner of Public Safety	**650,735**	**790,806**	**951,326**	**1,004,957**	**1,004,957**
Commissioner of Public Utilities					
General Fund	842,797	914,513	1,010,216	1,042,457	1,042,457
Total Commissioner of Public Utilities	**842,797**	**914,513**	**1,010,216**	**1,042,457**	**1,042,457**
Commissioner of Public Works					
General Fund	872,516	877,254	958,530	1,004,957	1,004,957
Total Commissioner of Public Works	**872,516**	**877,254**	**958,530**	**1,004,957**	**1,004,957**

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	0	39,942	109,258	22,332	22,332
82nd Ave/Division NPI Debt Service Fund	0	0	59,178	44,360	44,360
Airport Way Debt Service Fund	7,070,645	7,061,248	7,071,651	7,124,775	7,124,775
Bonded Debt Interest and Sinking Fund	11,205,017	19,279,495	12,574,133	14,684,970	14,684,970
Central Eastside Ind. District Debt Service Fund	8,003,713	14,760,498	9,159,266	10,357,243	10,357,243
Convention Center Area Debt Service Fund	12,516,188	12,796,216	13,443,159	20,502,214	20,502,214
Cully Blvd. NPI Debt Service Fund	0	66,490	136,946	35,297	35,297
Division-Midway NPI Debt Service Fund	0	35,212	129,260	6,674	6,674
Education URA Debt Service Fund	0	1,028,764	1,727,373	0	0
Fire & Police Supplemental Retirement Res Fund	36,428	28,294	19,600	10,850	10,850
Gateway URA Debt Redemption Fund	4,033,259	16,642,247	4,454,966	4,944,653	4,944,653
General Fund	70,092,753	92,246,375	60,600,802	82,561,390	81,193,300
General Reserve Fund	51,080,120	61,360,282	63,616,825	60,097,151	60,097,151
Governmental Bond Redemption Fund	1,464,852	1,465,409	1,456,494	2,438,332	2,438,332
Grants Fund	64,583,532	59,178,532	3,390,000	0	4,750,000
Interstate Corridor Debt Service Fund	24,351,695	33,344,086	26,232,449	31,938,540	31,938,540
Lents Town Center URA Debt Redemption Fund	13,570,703	14,875,845	15,158,519	16,992,294	16,992,294
North Macadam URA Debt Redemption Fund	16,603,609	33,219,432	19,108,031	16,595,964	16,595,964
Parkrose NPI Debt Service Fund	0	0	39,581	33,065	33,065
Pension Debt Redemption Fund	4,943,134	5,410,310	5,254,592	5,452,993	5,452,993
River District URA Debt Redemption Fund	119,294,875	40,804,447	37,125,448	35,358,149	35,358,149
Rosewood NPI Debt Service Fund	0	38,877	89,596	24,584	24,584
South Park Blocks Redemption Fund	15,709,505	15,929,510	15,929,232	16,090,416	16,090,416
Special Finance and Resource Fund	73,506,097	59,613,198	73,303,641	86,625,035	86,625,035
Special Projects Debt Service Fund	6,234,656	6,525,671	6,679,032	7,230,610	7,230,610
Waterfront Renewal Bond Sinking Fund	16,919,370	17,012,267	17,083,048	15,843,730	15,843,730
Willamette Industrial URA Debt Service Fund	788,897	1,248,571	270,483	0	0
Total Fund & Debt Management	**522,009,048**	**514,011,218**	**394,222,563**	**435,015,621**	**438,397,531**
Office of Equity & Human Rights					
General Fund	1,149,441	1,428,905	1,707,196	1,647,353	1,818,076
Total Office of Equity & Human Rights	**1,149,441**	**1,428,905**	**1,707,196**	**1,647,353**	**1,818,076**
Office of Government Relations					
General Fund	1,251,889	1,168,302	1,475,687	1,557,871	1,567,871
Total Office of Government Relations	**1,251,889**	**1,168,302**	**1,475,687**	**1,557,871**	**1,567,871**
Office of Management & Finance					
Arts Education & Access Fund	7,820,909	14,349,896	17,375,305	17,511,305	17,511,305
BFRES Facilities GO Bond Construction Fund	1,731,505	2,396,145	2,315,678	956,323	956,172
CityFleet Operating Fund	48,147,733	50,216,601	55,359,263	68,366,527	68,862,527
Closed - Cable Fund	14,576,301	0	0	0	0
Closed - Private for Hire Trans. Safety Fund	302,081	0	0	0	0
Convention and Tourism Fund	7,354,708	12,935,346	16,268,333	15,437,650	15,437,650
EBS Services Fund	16,657,686	14,832,631	14,963,702	15,281,041	15,281,041

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Emergency Communication Fund	201,976	58,680	0	0	0
Facilities Services Operating Fund	70,871,687	66,960,424	69,814,033	71,723,186	72,166,095
General Fund	38,156,438	40,465,467	43,136,851	39,884,293	40,036,615
Grants Fund	1,954,405	564,996	25,000	0	0
Health Insurance Operating Fund	66,409,291	68,462,986	73,776,849	77,059,371	77,059,371
Insurance and Claims Operating Fund	35,998,979	37,496,008	33,020,148	35,087,366	35,087,366
Printing & Distribution Services Operating Fund	6,888,708	6,493,576	7,342,747	7,438,437	7,438,437
Property Management License Fund	5,064,697	4,984,971	5,379,871	5,197,200	5,197,200
Public Safety GO Bond Fund	24,433,694	44,184,555	30,261,916	13,878,199	13,878,199
Spectator Venues & Visitor Activities Fund	17,796,092	37,846,483	15,711,781	14,882,399	14,882,399
Technology Services Fund	80,147,400	76,943,937	73,372,787	64,700,304	64,800,304
Workers' Comp. Self Insurance Operating Fund	21,760,571	20,471,505	19,864,693	18,997,291	19,004,967
Total Office of Management & Finance	**466,274,861**	**499,664,207**	**477,988,957**	**466,400,892**	**467,599,648**
Office of Neighborhood Involvement					
General Fund	7,008,921	7,115,750	8,284,527	8,713,858	9,096,100
Grants Fund	0	0	50,000	0	0
Total Office of Neighborhood Involvement	**7,008,921**	**7,115,750**	**8,334,527**	**8,713,858**	**9,096,100**
Office of the City Attorney					
General Fund	8,977,893	9,599,607	11,035,552	11,590,191	11,800,211
Total Office of the City Attorney	**8,977,893**	**9,599,607**	**11,035,552**	**11,590,191**	**11,800,211**
Office of the City Auditor					
Assessment Collection Fund	80,755	80,590	79,133	78,978	78,978
Bancroft Bond Interest and Sinking Fund	22,829,163	23,550,469	22,163,122	19,557,973	19,557,973
General Fund	8,620,061	8,666,695	8,990,100	9,125,225	9,180,225
Local Improvement District Fund	6,637,902	24,841,539	11,971,528	10,682,623	10,682,623
Total Office of the City Auditor	**38,167,881**	**57,139,293**	**43,203,883**	**39,444,799**	**39,499,799**
Office of the Mayor					
General Fund	4,060,288	2,388,335	3,025,642	3,272,091	3,294,581
Grants Fund	0	35,392	0	0	0
Total Office of the Mayor	**4,060,288**	**2,423,727**	**3,025,642**	**3,272,091**	**3,294,581**
Portland Bureau of Emergency Management					
General Fund	1,560,498	1,732,896	3,409,051	2,629,170	2,767,170
Grants Fund	381,835	(1,222,337)	1,327,817	2,213,415	2,983,246
Total Portland Bureau of Emergency Management	**1,942,333**	**510,559**	**4,736,868**	**4,842,585**	**5,750,416**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	4,495,091	5,550,126	4,165,866	4,154,112	4,154,112
Grants Fund	(24,498,448)	(23,161,845)	23,288,695	24,594,008	24,594,008
Parking Facilities Fund	18,917,433	19,736,831	19,754,602	19,934,660	19,934,660
Transportation Operating Fund	237,211,506	268,023,621	256,564,839	272,198,373	272,155,649
Transportation Reserve Fund	2,517,935	3,030,541	4,737,935	5,150,541	5,150,541
Total Portland Bureau of Transportation	**238,643,517**	**273,179,274**	**308,511,937**	**326,031,694**	**325,988,970**
Portland Development Commission					
General Fund	6,083,631	4,507,920	5,308,563	5,359,110	6,997,110

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Grants Fund	97,450	352,271	533,130	0	0
Total Portland Development Commission	**6,181,081**	**4,860,191**	**5,841,693**	**5,359,110**	**6,997,110**
Portland Fire & Rescue					
General Fund	95,785,223	95,211,943	104,587,417	108,128,164	108,328,164
Grants Fund	1,710,780	753,318	2,885,206	1,205,604	1,205,604
Public Safety GO Bond Fund	6,689,287	2,623,952	13,309,878	8,384,405	8,384,405
Total Portland Fire & Rescue	**104,185,290**	**98,589,213**	**120,782,501**	**117,718,173**	**117,918,173**
Portland Housing Bureau					
Community Development Block Grant Fund	14,012,077	8,341,754	17,015,491	12,605,702	13,274,638
General Fund	11,580,831	11,065,838	13,456,638	15,661,968	15,888,148
Grants Fund	4,330,553	3,909,852	4,963,915	3,457,020	3,946,269
Headwaters Apartment Complex Fund	1,551,527	1,594,921	911,705	838,414	838,414
HOME Grant Fund	5,166,828	3,390,113	3,380,615	7,400,375	9,180,924
Housing Investment Fund	4,492,756	3,261,178	2,647,630	3,914,633	4,967,763
Tax Increment Financing Reimbursement Fund	34,670,564	19,375,202	25,212,017	55,911,165	48,601,765
Total Portland Housing Bureau	**75,805,136**	**50,938,858**	**67,588,011**	**99,789,277**	**96,697,921**
Portland Parks & Recreation					
General Fund	61,369,330	62,925,303	69,094,841	75,347,707	75,324,207
Golf Fund	9,241,250	9,495,495	10,853,863	10,712,592	10,712,592
Golf Revenue Bond Redemption Fund	3,057	3,070	0	0	0
Grants Fund	1,166,935	1,338,532	713,920	1,187,870	1,187,870
Parks Capital Improvement Program Fund	43,149,592	57,488,807	55,240,225	47,901,306	44,239,378
Parks Endowment Fund	183,239	183,054	182,098	181,005	181,005
Parks Local Option Levy Fund	2,917,812	2,255,764	973,981	647,210	647,210
Portland International Raceway Fund	2,374,411	2,024,469	2,093,601	1,957,476	1,957,476
Portland Parks Memorial Fund	3,978,415	5,123,727	6,974,462	7,210,399	7,210,399
Total Portland Parks & Recreation	**124,384,041**	**140,838,221**	**146,126,991**	**145,145,565**	**141,460,137**
Portland Police Bureau					
General Fund	166,363,837	167,208,258	177,695,219	183,473,608	186,318,212
Grants Fund	637,441	(29,190)	2,624,121	651,628	651,628
Police Special Revenue Fund	2,633,864	2,256,060	3,324,436	2,263,437	3,163,437
Total Portland Police Bureau	**169,635,142**	**169,435,128**	**183,643,776**	**186,388,673**	**190,133,277**
Portland Water Bureau					
Grants Fund	1,670,533	(148,734)	0	0	0
Hydroelectric Power Bond Redemption Fund	7,188,059	7,227,902	7,138,779	4,506,500	4,506,500
Hydroelectric Power Operating Fund	1,422,813	1,352,502	1,619,883	1,510,200	1,510,200
Hydroelectric Power Renewal Replacement Fund	10,104,944	10,524,252	10,609,680	10,931,200	10,931,200
Water Bond Sinking Fund	181,852,259	77,175,760	87,008,341	87,657,026	87,657,026
Water Construction Fund	276,393,307	195,681,907	183,634,093	114,353,554	114,393,651
Water Fund	341,250,460	353,960,013	333,252,020	315,257,121	315,263,967
Total Portland Water Bureau	**819,882,375**	**645,773,602**	**623,262,796**	**534,215,601**	**534,262,544**
Special Appropriations					
General Fund	14,515,967	8,882,738	9,166,995	11,230,088	11,672,594
Grants Fund	0	0	47,189	0	0
Total Special Appropriations	**14,515,967**	**8,882,738**	**9,214,184**	**11,230,088**	**11,672,594**

Total Resources and Requirements by Fiscal Year

This table states the total resources and requirements for each City fund by bureau.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Total Citywide	**3,591,775,249**	**3,713,783,201**	**3,739,292,563**	**3,680,068,706**	**3,705,197,723**

Tax Levy Computation

Table 6

Financial Summaries

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

	Total	General Fund	Bonded Debt	Fire & Police Disability & Retirement	Parks Local Option Levy	Children's Local Option Levy
Fiscal Year 2015-16						
Total Budget Requirements	788,397,826	582,402,870	14,684,970	173,507,441	647,210	17,155,335
Less: Budgeted Resources, Except Taxes to Be Levied	(426,334,612)	(367,412,895)	(120,000)	(54,748,439)	(647,210)	(3,406,068)
Equals: Taxes Necessary To Balance	362,063,214	214,989,975	14,564,970	118,759,002	0	13,749,267
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	18,103,161	10,749,499	728,249	5,937,950	0	687,463
Equals: Estimated (Measure 50) Levy Receivable	380,166,375	225,739,474	15,293,219	124,696,952	0	14,436,730
Add: Estimated Measure 50 Levy Compression	34,798,364	16,470,262	0	9,098,061	0	9,230,041
Taxes to Be Levied	**414,964,738**	**242,209,736**	**15,293,219**	**133,795,013**	**0**	**23,666,771**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	265,876,507	242,209,736	0	0	0	23,666,771
Levy for Pension & Disability Obligations	133,795,013	0	0	133,795,013	0	0
Levy for Bonded Indebtedness	15,293,219	0	15,293,219	0	0	0
Taxes To Be Levied	**414,964,738**	**242,209,736**	**15,293,219**	**133,795,013**	**0**	**23,666,771**
Fiscal Year 2014-15						
Total Budget Requirements	708,152,130	515,119,779	12,574,133	166,956,702	973,981	12,527,535
Less: Budgeted Resources, Except Taxes to Be Levied	(366,338,950)	(313,595,738)	(565,000)	(48,935,167)	(973,981)	(2,269,064)
Equals: Taxes Necessary to Balance	341,813,180	201,524,041	12,009,133	118,021,535	0	10,258,471
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	17,115,200	10,076,202	600,457	5,901,077	0	537,465
Equals: Estimated (Measure 50) Levy Receivable	358,928,380	211,600,243	12,609,590	123,922,612	0	10,795,936
Add: Estimated Measure 5 Levy Compression	43,086,934	20,526,210	0	12,960,618	0	9,600,106
Taxes to Be Levied	**402,015,314**	**232,126,453**	**12,609,590**	**136,883,230**	**0**	**20,396,042**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	252,522,495	232,126,453	0	0	0	20,396,042
Levy for Pension & Disability Obligations	136,883,230	0	0	136,883,230	0	0
Levy for Bonded Indebtedness	12,609,590	0	12,609,590	0	0	0
Taxes to Be Levied	**402,015,314**	**232,126,453**	**12,609,590**	**136,883,230**	**0**	**20,396,042**

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

Part 1: Option One Plans (Reduced Rate)				
Plan Area Name	**Increment Value to Use**		100% from Division of Tax	Special Levy Amount
Not Applicable				
Part 2: Option Three Plans (Standard Rate)				
Plan Area Name	**Increment Value to Use**		Amount from Division of Tax	Special Levy Amount
Airport Way			$2,540,000	$4,000,000
Oregon Convention Center			$5,740,000	$5,100,000
Downtown Waterfront			$7,710,000	$3,200,000
South Park Blocks			$5,660,000	$2,700,000
Part 3: Other Standard Rate Plans				
Plan Area Name	**Increment Value to Use**		100% from Division of Tax	Estimated Division of Tax
Lents Town Center			Yes	$15,027,946
Gateway Regional Center			Yes	$4,758,335
River District	**$1,552,291,205**			$32,685,956
North Macadam			Yes	$13,684,002
Interstate Corridor			Yes	$24,171,013
Part 4: Other Reduced Rate Plans				
Plan Area Name	**Increment Value to Use**		100% from Division of Tax	Estimated Division of Tax
Central Eastside Industrial District	**$386,173,918**			$7,325,488
42nd Avenue	**$2,152,071**			$40,824
82nd & Division	**$3,758,446**			$71,295
Cully Boulevard	**$2,942,349**			$55,815
Division-Midway	**$878,088**			$17,717
Parkrose	**$2,776,723**			$53,234
Rosewood	**$2,193,052**			$43,427
Notice to Assessor of Permanent Increase in Frozen Value.				
Plan Area Name			New frozen value $	
Plan Area Name			New frozen value $	

Summary of Authorized Positions

Table 8

Financial Summaries

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

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Adopted FY 2015-16	Change
Bureau of Development Services	207.25	242.93	296.58	333.92	37.33
Bureau of Emergency Communications	142.58	138.00	141.00	142.75	1.75
Bureau of Environmental Services	538.23	521.08	523.60	537.11	13.51
Bureau of Fire & Police Disability & Retirement	16.80	16.20	16.80	16.20	(0.60)
Bureau of Planning & Sustainability	109.55	99.51	97.52	97.40	(0.12)
City Budget Office	12.00	12.58	13.00	15.00	2.00
Commissioner of Public Affairs	14.56	14.21	14.48	14.48	0.00
Commissioner of Public Safety	6.00	7.00	8.00	8.00	0.00
Commissioner of Public Utilities	8.00	7.00	7.00	8.00	1.00
Commissioner of Public Works	8.90	8.50	8.90	8.50	(0.40)
Office of Equity & Human Rights	9.00	9.00	10.00	12.60	2.60
Office of Government Relations	7.00	7.00	9.40	8.00	(1.40)
Office of Management & Finance	648.63	635.92	629.53	635.63	6.10
Office of Neighborhood Involvement	37.08	39.92	40.42	44.25	3.83
Office of the City Attorney	58.50	59.35	62.05	64.05	2.00
Office of the City Auditor	49.50	49.62	50.12	50.52	0.40
Office of the Mayor	24.08	16.00	17.00	17.00	0.00
Portland Bureau of Emergency Management	17.58	17.58	17.50	20.00	2.50
Portland Bureau of Transportation	745.17	734.18	760.30	785.70	25.40
Portland Fire & Rescue	729.57	716.07	716.90	717.10	0.20
Portland Housing Bureau	54.90	56.17	56.92	56.92	0.00
Portland Parks & Recreation	420.44	433.10	457.34	484.57	27.23
Portland Police Bureau	1,211.83	1,170.92	1,185.00	1,187.75	2.75
Portland Water Bureau	618.50	579.40	567.35	567.45	0.10
Special Appropriations	0.97	2.00	2.00	2.00	0.00
Total Full-Time Equivalents	**5,696.63**	**5,593.24**	**5,708.70**	**5,834.90**	**126.20**

General Fund Resources and Requirements

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

	Discretionary Budget		Total Budget	
	Revised FY 2014-15	Adopted FY 2015-16	Revised FY 2014-15	Adopted FY 2015-16
Resources				
Property Taxes	206,814,634	220,626,157	206,814,634	220,626,157
Lodging Taxes	21,088,811	26,520,000	21,088,811	26,520,000
Business Licenses	79,799,708	100,485,000	79,799,708	100,485,000
Utility License Fees	82,273,530	83,516,854	82,273,530	83,516,854
Interagency Revenue	0	0	24,738,300	26,758,648
Overhead Recovery	0	0	22,631,517	24,212,401
Service Charges, Permits & Fees	0	0	25,453,812	26,522,356
Other Intergovernmental Revenues	2,067,174	1,601,228	13,420,161	13,563,824
State Shared Cigarette & Liquor	14,535,088	16,115,255	14,535,088	16,115,255
Interest Income	0	0	994,601	1,047,588
Cash Transfers	1,399,616	706,150	4,850,709	990,210
Miscellaneous Revenues	76,465	0	3,680,143	1,856,876
Beginning Fund Balance	36,155,384	40,167,701	36,175,592	40,187,701
General Fund Resources	**444,210,410**	**489,738,345**	**536,456,606**	**582,402,870**
Requirements				
Bureau of Planning & Sustainability	7,565,760	8,587,407	8,796,407	9,933,630
City Budget Office	907,836	986,860	1,966,291	2,327,978
Commissioner of Public Affairs	1,244,131	1,217,859	1,798,755	1,806,307
Commissioner of Public Safety	439,140	466,145	951,326	1,004,957
Commissioner of Public Utilities	498,255	503,645	1,010,216	1,042,457
Commissioner of Public Works	446,590	466,145	958,530	1,004,957
Fund & Debt Management	139	0	139	0
Office of Equity & Human Rights	934,694	1,301,988	1,707,196	1,818,076
Office of Government Relations	610,409	650,332	1,475,687	1,567,871
Office of Management & Finance	16,796,395	15,985,651	43,136,851	40,036,615
Office of Neighborhood Involvement	7,238,776	8,275,195	8,284,527	9,096,100
Office of the City Attorney	2,888,746	2,921,772	11,035,552	11,800,211
Office of the City Auditor	3,936,747	4,102,572	8,950,925	9,180,225
Office of the Mayor	1,880,621	2,078,450	3,025,642	3,194,581
Portland Bureau of Emergency Management	2,079,084	1,215,355	2,206,754	2,767,170
Portland Development Commission	5,308,563	6,997,110	5,308,563	6,997,110
Portland Fire & Rescue	95,811,091	99,184,923	104,587,417	108,328,164
Portland Housing Bureau	13,167,939	15,580,253	13,456,638	15,888,148
Portland Parks & Recreation	48,224,160	54,782,127	69,094,841	75,324,207
Portland Police Bureau	161,771,997	169,169,113	177,695,219	186,318,212
Special Appropriations	8,842,438	11,365,866	9,166,995	11,672,594
Bureau Expenditures	**380,593,511**	**405,838,768**	**474,614,471**	**501,109,570**
Total Bureau Expenses	380,593,511	405,838,768	474,614,471	501,109,570
Contingency	8,972,976	9,966,840	9,012,151	9,966,840
Overhead Recovery True-Up	3,084,376	2,771,779	68,140	65,502
Debt Service	9,414,776	8,555,736	9,414,776	8,555,736
Transfers to Other Funds	42,144,771	62,605,222	43,347,068	62,705,222
General Fund Requirements	**444,210,410**	**489,738,345**	**536,456,606**	**582,402,870**

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2014-15			Adopted FY 2015-16		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Bureau of Development Services						
Development Services Fund	65,803,364	3,821,440	69,624,804	92,049,474	5,723,344	97,772,818
Total Bureau of Development Services	**65,803,364**	**3,821,440**	**69,624,804**	**92,049,474**	**5,723,344**	**97,772,818**
Bureau of Emergency Communications						
Emergency Communication Fund	26,011,293	0	26,011,293	24,678,136	0	24,678,136
Total Bureau of Emergency Communications	**26,011,293**	**0**	**26,011,293**	**24,678,136**	**0**	**24,678,136**
Bureau of Environmental Services						
Environmental Remediation Fund	6,619,385	0	6,619,385	6,223,000	0	6,223,000
Grants Fund	431,571	805,232	1,236,803	0	170,000	170,000
Sewer System Construction Fund	249,800,000	0	249,800,000	168,200,000	0	168,200,000
Sewer System Debt Redemption Fund	230,108,008	0	230,108,008	235,666,728	0	235,666,728
Sewer System Operating Fund	388,295,331	111,640,200	499,935,531	402,917,049	104,432,000	507,349,049
Sewer System Rate Stabilization Fund	39,050,000	0	39,050,000	43,175,000	0	43,175,000
Total Bureau of Environmental Services	**914,304,295**	**112,445,432**	**1,026,749,727**	**856,181,777**	**104,602,000**	**960,783,777**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	167,091,409	88,300	167,179,709	173,427,121	80,320	173,507,441
Fire & Police Disability & Retirement Res Fund	1,500,000	0	1,500,000	1,500,000	0	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**168,591,409**	**88,300**	**168,679,709**	**174,927,121**	**80,320**	**175,007,441**
Bureau of Planning & Sustainability						
Community Solar Fund	30,000	0	30,000	27,040	0	27,040
General Fund	8,796,407	0	8,796,407	9,933,630	0	9,933,630
Grants Fund	1,927,553	0	1,927,553	797,404	0	797,404
Solid Waste Management Fund	7,557,653	0	7,557,653	7,900,527	0	7,900,527
Total Bureau of Planning & Sustainability	**18,311,613**	**0**	**18,311,613**	**18,658,601**	**0**	**18,658,601**
City Budget Office						
General Fund	1,966,291	0	1,966,291	2,327,978	0	2,327,978
Total City Budget Office	**1,966,291**	**0**	**1,966,291**	**2,327,978**	**0**	**2,327,978**
Commissioner of Public Affairs						
Children's Investment Fund	12,527,535	0	12,527,535	17,155,335	0	17,155,335
General Fund	1,798,755	0	1,798,755	1,806,307	0	1,806,307
Total Commissioner of Public Affairs	**14,326,290**	**0**	**14,326,290**	**18,961,642**	**0**	**18,961,642**
Commissioner of Public Safety						
General Fund	951,326	0	951,326	1,004,957	0	1,004,957
Total Commissioner of Public Safety	**951,326**	**0**	**951,326**	**1,004,957**	**0**	**1,004,957**
Commissioner of Public Utilities						
General Fund	1,010,216	0	1,010,216	1,042,457	0	1,042,457
Total Commissioner of Public Utilities	**1,010,216**	**0**	**1,010,216**	**1,042,457**	**0**	**1,042,457**
Commissioner of Public Works						
General Fund	958,530	0	958,530	1,004,957	0	1,004,957
Total Commissioner of Public Works	**958,530**	**0**	**958,530**	**1,004,957**	**0**	**1,004,957**
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	109,258	0	109,258	22,332	0	22,332

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2014-15			Adopted FY 2015-16		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
82nd Ave/Division NPI Debt Service Fund	59,178	0	59,178	44,360	0	44,360
Airport Way Debt Service Fund	7,071,651	0	7,071,651	7,124,775	0	7,124,775
Bonded Debt Interest and Sinking Fund	12,574,133	0	12,574,133	14,684,970	0	14,684,970
Central Eastside Ind. District Debt Service Fund	9,159,266	0	9,159,266	10,357,243	0	10,357,243
Convention Center Area Debt Service Fund	13,443,159	0	13,443,159	20,502,214	0	20,502,214
Cully Blvd. NPI Debt Service Fund	136,946	0	136,946	35,297	0	35,297
Division-Midway NPI Debt Service Fund	129,260	0	129,260	6,674	0	6,674
Education URA Debt Service Fund	1,727,373	0	1,727,373	0	0	0
Fire & Police Supplemental Retirement Res Fund	19,600	0	19,600	10,850	0	10,850
Gateway URA Debt Redemption Fund	4,454,966	0	4,454,966	4,944,653	0	4,944,653
General Fund	60,600,802	0	60,600,802	81,193,300	0	81,193,300
General Reserve Fund	63,616,825	0	63,616,825	60,097,151	0	60,097,151
Governmental Bond Redemption Fund	1,456,494	0	1,456,494	2,438,332	0	2,438,332
Grants Fund	3,390,000	0	3,390,000	4,750,000	0	4,750,000
Interstate Corridor Debt Service Fund	26,232,449	0	26,232,449	31,938,540	0	31,938,540
Lents Town Center URA Debt Redemption Fund	15,158,519	0	15,158,519	16,992,294	0	16,992,294
North Macadam URA Debt Redemption Fund	19,108,031	0	19,108,031	16,595,964	0	16,595,964
Parkrose NPI Debt Service Fund	39,581	0	39,581	33,065	0	33,065
Pension Debt Redemption Fund	5,254,592	0	5,254,592	5,452,993	0	5,452,993
River District URA Debt Redemption Fund	37,125,448	0	37,125,448	35,358,149	0	35,358,149
Rosewood NPI Debt Service Fund	89,596	0	89,596	24,584	0	24,584
South Park Blocks Redemption Fund	15,929,232	0	15,929,232	16,090,416	0	16,090,416
Special Finance and Resource Fund	73,303,641	0	73,303,641	86,625,035	0	86,625,035
Special Projects Debt Service Fund	6,679,032	0	6,679,032	7,230,610	0	7,230,610
Waterfront Renewal Bond Sinking Fund	17,083,048	0	17,083,048	15,843,730	0	15,843,730
Willamette Industrial URA Debt Service Fund	270,483	0	270,483	0	0	0
Total Fund & Debt Management	**394,222,563**	**0**	**394,222,563**	**438,397,531**	**0**	**438,397,531**
Office of Equity & Human Rights						
General Fund	1,707,196	0	1,707,196	1,818,076	0	1,818,076
Total Office of Equity & Human Rights	**1,707,196**	**0**	**1,707,196**	**1,818,076**	**0**	**1,818,076**
Office of Government Relations						
General Fund	1,475,687	0	1,475,687	1,567,871	0	1,567,871
Total Office of Government Relations	**1,475,687**	**0**	**1,475,687**	**1,567,871**	**0**	**1,567,871**
Office of Management & Finance						
Arts Education & Access Fund	17,375,305	0	17,375,305	17,511,305	0	17,511,305
BFRES Facilities GO Bond Construction Fund	78,391	2,237,287	2,315,678	706,172	250,000	956,172
CityFleet Operating Fund	45,362,023	9,997,240	55,359,263	57,651,248	11,211,279	68,862,527
Convention and Tourism Fund	16,268,333	0	16,268,333	15,437,650	0	15,437,650
EBS Services Fund	14,558,702	405,000	14,963,702	14,481,041	800,000	15,281,041
Facilities Services Operating Fund	65,438,348	4,375,685	69,814,033	72,166,095	0	72,166,095

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2014-15			Adopted FY 2015-16		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
General Fund	37,245,294	5,891,557	43,136,851	39,586,012	450,603	40,036,615
Grants Fund	0	25,000	25,000	0	0	0
Health Insurance Operating Fund	73,776,849	0	73,776,849	77,059,371	0	77,059,371
Insurance and Claims Operating Fund	32,932,148	88,000	33,020,148	35,087,366	0	35,087,366
Printing & Distribution Services Operating Fund	7,342,747	0	7,342,747	7,438,437	0	7,438,437
Property Management License Fund	5,379,871	0	5,379,871	5,197,200	0	5,197,200
Public Safety GO Bond Fund	10,225,493	20,036,423	30,261,916	8,473,701	5,404,498	13,878,199
Spectator Venues & Visitor Activities Fund	15,711,781	0	15,711,781	14,882,399	0	14,882,399
Technology Services Fund	69,389,867	3,982,920	73,372,787	59,857,630	4,942,674	64,800,304
Workers' Comp. Self Insurance Operating Fund	19,776,693	88,000	19,864,693	19,004,967	0	19,004,967
Total Office of Management & Finance	**430,861,845**	**47,127,112**	**477,988,957**	**444,540,594**	**23,059,054**	**467,599,648**
Office of Neighborhood Involvement						
General Fund	8,284,527	0	8,284,527	9,096,100	0	9,096,100
Grants Fund	50,000	0	50,000	0	0	0
Total Office of Neighborhood Involvement	**8,334,527**	**0**	**8,334,527**	**9,096,100**	**0**	**9,096,100**
Office of the City Attorney						
General Fund	11,035,552	0	11,035,552	11,800,211	0	11,800,211
Total Office of the City Attorney	**11,035,552**	**0**	**11,035,552**	**11,800,211**	**0**	**11,800,211**
Office of the City Auditor						
Assessment Collection Fund	79,133	0	79,133	78,978	0	78,978
Bancroft Bond Interest and Sinking Fund	22,163,122	0	22,163,122	19,557,973	0	19,557,973
General Fund	8,990,100	0	8,990,100	9,180,225	0	9,180,225
Local Improvement District Fund	11,971,528	0	11,971,528	10,682,623	0	10,682,623
Total Office of the City Auditor	**43,203,883**	**0**	**43,203,883**	**39,499,799**	**0**	**39,499,799**
Office of the Mayor						
General Fund	3,025,642	0	3,025,642	3,294,581	0	3,294,581
Total Office of the Mayor	**3,025,642**	**0**	**3,025,642**	**3,294,581**	**0**	**3,294,581**
Portland Bureau of Emergency Management						
General Fund	3,409,051	0	3,409,051	2,767,170	0	2,767,170
Grants Fund	1,327,817	0	1,327,817	2,983,246	0	2,983,246
Total Portland Bureau of Emergency Management	**4,736,868**	**0**	**4,736,868**	**5,750,416**	**0**	**5,750,416**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	4,165,866	0	4,165,866	4,154,112	0	4,154,112
Grants Fund	880,740	22,407,955	23,288,695	436,434	24,157,574	24,594,008
Parking Facilities Fund	19,754,602	0	19,754,602	19,934,660	0	19,934,660
Transportation Operating Fund	198,464,501	58,100,338	256,564,839	217,815,133	54,340,516	272,155,649
Transportation Reserve Fund	4,737,935	0	4,737,935	5,150,541	0	5,150,541
Total Portland Bureau of Transportation	**228,003,644**	**80,508,293**	**308,511,937**	**247,490,880**	**78,498,090**	**325,988,970**
Portland Development Commission						
General Fund	5,308,563	0	5,308,563	6,997,110	0	6,997,110
Grants Fund	533,130	0	533,130	0	0	0

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2014-15			Adopted FY 2015-16		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Total Portland Development Commission	**5,841,693**	**0**	**5,841,693**	**6,997,110**	**0**	**6,997,110**
Portland Fire & Rescue						
General Fund	104,552,417	35,000	104,587,417	108,328,164	0	108,328,164
Grants Fund	2,885,206	0	2,885,206	1,205,604	0	1,205,604
Public Safety GO Bond Fund	0	13,309,878	13,309,878	0	8,384,405	8,384,405
Total Portland Fire & Rescue	**107,437,623**	**13,344,878**	**120,782,501**	**109,533,768**	**8,384,405**	**117,918,173**
Portland Housing Bureau						
Community Development Block Grant Fund	17,015,491	0	17,015,491	13,274,638	0	13,274,638
General Fund	13,456,638	0	13,456,638	15,888,148	0	15,888,148
Grants Fund	4,963,915	0	4,963,915	3,946,269	0	3,946,269
Headwaters Apartment Complex Fund	911,705	0	911,705	838,414	0	838,414
HOME Grant Fund	3,380,615	0	3,380,615	9,180,924	0	9,180,924
Housing Investment Fund	2,647,630	0	2,647,630	4,967,763	0	4,967,763
Tax Increment Financing Reimbursement Fund	25,212,017	0	25,212,017	48,601,765	0	48,601,765
Total Portland Housing Bureau	**67,588,011**	**0**	**67,588,011**	**96,697,921**	**0**	**96,697,921**
Portland Parks & Recreation						
General Fund	69,031,642	63,199	69,094,841	75,324,207	0	75,324,207
Golf Fund	9,968,863	885,000	10,853,863	10,357,592	355,000	10,712,592
Grants Fund	366,127	347,793	713,920	265,213	922,657	1,187,870
Parks Capital Improvement Program Fund	13,539,575	41,700,650	55,240,225	3,668,081	40,571,297	44,239,378
Parks Endowment Fund	182,098	0	182,098	181,005	0	181,005
Parks Local Option Levy Fund	973,981	0	973,981	647,210	0	647,210
Portland International Raceway Fund	2,093,601	0	2,093,601	1,957,476	0	1,957,476
Portland Parks Memorial Fund	6,974,462	0	6,974,462	7,210,399	0	7,210,399
Total Portland Parks & Recreation	**103,130,349**	**42,996,642**	**146,126,991**	**99,611,183**	**41,848,954**	**141,460,137**
Portland Police Bureau						
General Fund	177,695,219	0	177,695,219	186,318,212	0	186,318,212
Grants Fund	2,624,121	0	2,624,121	651,628	0	651,628
Police Special Revenue Fund	3,324,436	0	3,324,436	3,163,437	0	3,163,437
Total Portland Police Bureau	**183,643,776**	**0**	**183,643,776**	**190,133,277**	**0**	**190,133,277**
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	7,138,779	0	7,138,779	4,506,500	0	4,506,500
Hydroelectric Power Operating Fund	1,619,883	0	1,619,883	1,510,200	0	1,510,200
Hydroelectric Power Renewal Replacement Fund	10,609,680	0	10,609,680	10,931,200	0	10,931,200
Water Bond Sinking Fund	87,008,341	0	87,008,341	87,657,026	0	87,657,026
Water Construction Fund	183,634,093	0	183,634,093	114,393,651	0	114,393,651
Water Fund	245,612,020	87,640,000	333,252,020	246,493,217	68,770,750	315,263,967
Total Portland Water Bureau	**535,622,796**	**87,640,000**	**623,262,796**	**465,491,794**	**68,770,750**	**534,262,544**
Special Appropriations						
General Fund	9,166,995	0	9,166,995	11,672,594	0	11,672,594
Grants Fund	47,189	0	47,189	0	0	0
Total Special Appropriations	**9,214,184**	**0**	**9,214,184**	**11,672,594**	**0**	**11,672,594**

Operating and Capital Budget

Table 10

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

	Revised FY 2014-15			Adopted FY 2015-16		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Total Citywide	**3,351,320,466**	**387,972,097**	**3,739,292,563**	**3,374,230,806**	**330,966,917**	**3,705,197,723**

Capital Budget by Bureau

This table summarizes Capital Improvement Plan project costs by bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

		Revised	Adopted	Capital Plan				
Bureau	**Prior Years**	**FY 2014-15**	**FY 2015-16**	**FY 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**	**5-Year Total**
Bureau of Development Services	2,296,044	3,821,440	5,723,344	0	0	0	0	5,723,344
Bureau of Environmental Services	504,700,516	99,835,300	104,602,000	111,583,000	111,229,000	113,717,000	101,866,000	542,997,000
Bureau of Fire & Police Disability & Retirement	309,581	88,300	80,320	0	0	0	0	80,320
Office of Management & Finance	34,365,288	28,084,501	23,059,054	26,080,178	16,056,146	9,493,184	8,135,908	82,824,470
Portland Bureau of Transportation	62,268,056	55,722,259	78,498,090	38,808,017	17,258,109	6,412,399	4,037,399	145,014,014
Portland Fire & Rescue	1,359,000	13,309,878	8,384,405	0	0	0	0	8,384,405
Portland Parks & Recreation	1,825,147	26,160,009	41,848,954	33,498,301	26,819,580	12,925,623	5,775,676	120,868,134
Portland Water Bureau	192,147,600	80,990,000	68,770,750	75,605,100	104,815,500	68,806,000	73,153,000	391,150,350
Total City Capital Plan	**799,271,232**	**308,011,687**	**330,966,917**	**285,574,596**	**276,178,335**	**211,354,206**	**192,967,983**	**1,297,042,037**

Capital Budget by Geographic Area

Table 12

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

Bureau		Revised	Adopted	Capital Plan				
Geographic Area	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Bureau of Development Services								
Citywide	2,296,044	3,821,440	5,723,344	0	0	0	0	5,723,344
Total Bureau of Development Services	**2,296,044**	**3,821,440**	**5,723,344**	**0**	**0**	**0**	**0**	**5,723,344**
Bureau of Environmental Services								
Citywide	319,719,396	60,048,000	55,298,000	64,066,000	52,206,000	41,813,000	45,243,000	258,626,000
North	16,768,987	3,253,000	11,100,000	8,218,000	8,097,000	4,202,000	10,138,000	41,755,000
Northeast	512,601	203,000	881,000	2,369,000	5,280,000	7,036,000	7,071,000	22,637,000
Northwest	1,209,391	3,671,000	6,970,000	935,000	2,993,000	12,453,000	7,149,000	30,500,000
Southeast	50,454,413	7,725,300	15,879,000	16,217,000	24,268,000	26,131,000	17,978,000	100,473,000
Southwest	113,826,040	24,025,000	12,948,000	17,878,000	18,385,000	22,082,000	14,287,000	85,580,000
Undetermined	2,184,094	745,000	1,226,000	1,400,000	0	0	0	2,626,000
West	25,594	165,000	300,000	500,000	0	0	0	800,000
Total Bureau of Environmental Services	**504,700,516**	**99,835,300**	**104,602,000**	**111,583,000**	**111,229,000**	**113,717,000**	**101,866,000**	**542,997,000**
Bureau of Fire & Police Disability & Retirement								
Citywide	309,581	88,300	80,320	0	0	0	0	80,320
Total Bureau of Fire & Police Disability & Retirement	**309,581**	**88,300**	**80,320**	**0**	**0**	**0**	**0**	**80,320**
Office of Management & Finance								
Central City	100,000	1,202,297	4,506,719	4,506,718	4,506,718	0	0	13,520,155
Citywide	34,136,880	26,406,713	17,043,935	20,998,460	10,949,428	9,293,184	7,985,908	66,270,915
Southeast	128,408	475,491	1,508,400	575,000	600,000	200,000	150,000	3,033,400
Total Office of Management & Finance	**34,365,288**	**28,084,501**	**23,059,054**	**26,080,178**	**16,056,146**	**9,493,184**	**8,135,908**	**82,824,470**
Portland Bureau of Transportation								
Central City	0	441,914	1,376,586	4,446,677	0	0	0	5,823,263
Citywide	7,356,475	23,164,480	39,161,543	7,203,942	6,939,949	4,012,399	4,037,399	61,355,232
East	231,430	500,000	3,806,283	3,065,995	2,949,072	0	0	9,821,350
North	0	0	945,650	6,548,498	0	0	0	7,494,148
Northeast	1,561,639	2,970,776	6,171,830	7,890,154	4,433	0	0	14,066,417
Northeast/Southeast	327,687	984,000	3,212,135	0	0	0	0	3,212,135
Northwest	430,263	1,903,029	412,314	0	0	0	0	412,314
Southeast	52,315,497	25,343,335	20,132,663	3,374,659	1,393,125	0	0	24,900,447
Southwest	45,065	414,725	3,279,086	6,278,092	5,971,530	2,400,000	0	17,928,708
Total Portland Bureau of Transportation	**62,268,056**	**55,722,259**	**78,498,090**	**38,808,017**	**17,258,109**	**6,412,399**	**4,037,399**	**145,014,014**
Portland Fire & Rescue								
Citywide	1,359,000	13,309,878	8,384,405	0	0	0	0	8,384,405
Total Portland Fire & Rescue	**1,359,000**	**13,309,878**	**8,384,405**	**0**	**0**	**0**	**0**	**8,384,405**
Portland Parks & Recreation								
Central City	193,873	3,139,918	8,200,981	6,450,225	5,855,748	5,500,000	2,000,000	28,006,954
Citywide	1,207,030	5,371,384	6,608,168	6,479,166	6,522,795	4,772,185	2,695,791	27,078,105
East	135,827	9,965,392	9,445,449	14,606,335	3,247,120	2,203,970	0	29,502,874
North	126,251	1,299,569	2,397,693	1,472,780	1,741,583	244,101	0	5,856,157
Northeast	34,986	2,220,172	4,101,690	737,823	0	0	0	4,839,513
Northwest	0	325,323	2,023,922	569,290	2,535,190	26,000	1,079,885	6,234,287
Southeast	65,155	1,172,567	7,438,903	2,247,784	5,823,233	179,367	0	15,689,287
Southwest	62,026	2,665,684	1,632,148	934,898	1,093,911	0	0	3,660,957
Total Portland Parks & Recreation	**1,825,147**	**26,160,009**	**41,848,954**	**33,498,301**	**26,819,580**	**12,925,623**	**5,775,676**	**120,868,134**

Capital Budget by Geographic Area

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

Bureau		Revised	Adopted	Capital Plan				
Geographic Area	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Portland Water Bureau								
Central City	29,400,000	16,648,390	6,518,000	11,950,000	35,700,000	5,415,000	0	59,583,000
Citywide	0	20,203,591	29,805,150	28,965,600	31,538,500	32,884,000	32,739,000	155,932,250
East	100,820,000	12,685,000	1,200,000	5,000	0	0	0	1,205,000
North	0	74,000	59,000	1,135,000	15,000	0	0	1,209,000
Northeast	303,600	1,365,000	2,165,500	546,000	546,000	546,000	546,000	4,349,500
Northeast/Southeast	40,000	150,000	5,000	0	0	0	0	5,000
Northwest	160,000	209,000	907,000	215,000	1,000,000	40,000	0	2,162,000
Southeast	51,044,000	14,981,000	9,328,000	910,000	105,000	105,000	105,000	10,553,000
Southwest	3,680,000	2,712,000	8,318,000	4,662,000	1,265,000	75,000	0	14,320,000
Undetermined	0	5,052,019	5,555,100	9,816,500	12,626,000	17,501,000	33,753,000	79,251,600
West	6,700,000	6,910,000	4,910,000	17,400,000	22,020,000	12,240,000	6,010,000	62,580,000
Total Portland Water Bureau	**192,147,600**	**80,990,000**	**68,770,750**	**75,605,100**	**104,815,500**	**68,806,000**	**73,153,000**	**391,150,350**
Total City Capital Plan	**799,271,232**	**308,011,687**	**330,966,917**	**285,574,596**	**276,178,335**	**211,354,206**	**192,967,983**	**1,297,042,037**

Historical Funds and Appropriations

Table 13

Financial Summaries

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

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Adopted FY 2015-16
HISTORICAL FUNDS				
Private for Hire Transportation Safety Fund	302,081	0	0	0
Cable Fund	14,576,301	0	0	0
Total Historical Funds	**14,878,382**	**0**	**0**	**0**
HISTORICAL SPECIAL APPROPRIATIONS				
CARES Northwest	50,000	0	0	0
Needle Exchange Program	65,000	130,000	0	0
Portland Rose Festival Foundation	70,000	0	0	0
Police Activities League	70,000	0	0	0
Oregon Food Bank	100,000	0	0	0
Crisis Assessment & Treatment Center	597,000	634,107	0	0
First Stop Portland	15,000	0	0	0
School Funding	6,628,243	0	0	0
Outdoor School (EZ Foundation)	50,000	0	0	0
Council Transition Costs	82,254	331	313	0
Lines for Life (Oregon Partnership)	150,000	0	0	0
Miracles Club	10,000	0	0	0
Janus Youth Program - Human Trafficking	0	424,000	0	0
Westside Staging	360,000	0	0	0
Cully Concordia Adult ESOL Classes	10,000	0	0	0
Earl Boyles Elementary School	0	100,000	100,000	0
Span of Control	0	69,900	0	0
League of Oregon Cities Annual Conference	0	12,500	0	0
Utility Review Blue Ribbon Commission	0	0	26,739	0
Columbia Levees Study	0	25,000	0	0
New City Initiative	0	0	25,000	0
PBA Downtown Marketing	0	0	170,000	0
Total Historical Special Appropriations	**8,257,497**	**1,395,838**	**322,052**	**0**
Total Historical Funds and Appropriations	**$23,135,879**	**$1,395,838**	**$322,052**	**$0**

Summary of Indebtedness – Debt Outstanding

Service Area/Facility/Function	Type of indebtedness	7/1/2014	7/1/2015	Change
DEBT OUTSTANDING BY SERVICE AREA				
Public Safety				
PSSRP (Computer Aided Dispatch)	Limited Tax Revenue Bonds	3,270,000	2,225,000	(1,045,000)
		3,270,000	**2,225,000**	**(1,045,000)**
Parks, Recreation, & Culture				
Spectator Facilities	Limited Tax Revenue Refunding Bonds	8,715,000	5,469,700	(3,245,300)
Providence Park	Limited Tax Revenue Bonds	12,000,000	12,000,000	0
Stadium Project	Limited Tax Revenue Bonds	20,566,000	18,802,000	(1,764,000)
Portland International Raceway	Limited Tax Revenue Bonds	740,000	510,000	(230,000)
		42,021,000	**36,781,700**	**(5,239,300)**
Public Utilities				
Sewer System	1st Lien Revenue Bonds	772,920,000	697,220,000	(75,700,000)
	2nd Lien Revenue Bonds	830,345,000	1,013,595,000	183,250,000
	3rd Lien State Loans	17,810,751	16,273,040	(1,537,711)
Water System	1st Lien Revenue Bonds	322,170,000	393,915,000	71,745,000
	2nd Lien Revenue Bonds	244,240,000	232,710,000	(11,530,000)
Hydroelectric Power	Revenue Bonds	6,635,000	4,245,000	(2,390,000)
		2,194,120,751	**2,357,958,040**	**163,837,289**
Community Development				
Public Infrastructure	Limited Tax Improvement Bonds	48,625,000	43,315,000	(5,310,000)
Local Improvement Line of Credit	Limited Tax Revenue (secured)	5,109,971	2,324,971	(2,785,000)
Headwaters Apartments	Limited Tax Revenue (Housing)	10,115,000	9,815,000	(300,000)
		63,849,971	**55,454,971**	**(8,395,000)**
Urban Renewal & Redev.	Airport Way Tax Increment	28,640,000	24,430,000	(4,210,000)
	Central Eastside Tax Increment	33,206,639	32,156,639	(1,050,000)
	Convention Center Tax Increment	95,275,000	91,490,000	(3,785,000)
	Lents Tax Increment	32,137,882	30,845,000	(1,292,882)
	River District Tax Increment	71,380,000	66,805,000	(4,575,000)
	Interstate Corridor Tax Increment	70,277,000	64,512,000	(5,765,000)
	North Macadam Tax Increment	71,322,680	63,302,680	(8,020,000)
	Gateway Tax Increment	12,552,386	12,552,386	-
	South Park Blocks Tax Increment	53,990,000	49,740,000	(4,250,000)
	Downtown Waterfront Tax Increment	64,640,000	58,620,000	(6,020,000)
		533,421,587	**494,453,705**	**(38,967,882)**
Transportation & Parking				
Streetcar	Limited Tax Revenue Bonds	15,300,000	13,990,000	(1,310,000)
Transit Mall	Limited Tax Revenue Bonds	5,780,000	3,935,000	(1,845,000)
Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	35,445,000	34,145,000	(1,300,000)
Sellwood Bridge	Limited Tax Revenue Bonds	44,215,000	42,785,000	(1,430,000)
Sellwood Bridge II	Line of Credit	0	20,000,000	20,000,000
Street Lighting	Line of Credit	1,115,948	4,535,402	3,419,454
Trans. (Recycling and Meters)	Lines of Credit	1,881,257	335,097	(1,546,160)
Street Improvements	Gas Tax Revenue Bonds	14,974,000	13,049,000	(1,925,000)
		118,711,205	**132,774,499**	**14,063,294**
City Support Services				
Equipment and Facility	Limited Tax Revenue Bonds	51,575,000	40,980,000	(10,595,000)
Pension	Limited Tax Pension Obligations	235,428,346	219,778,346	(15,650,000)
Convention Ctr Expan.	Limited Tax Revenue Bonds	77,262,572	75,782,042	(1,480,530)

Service Area/Facility/Function	Type of indebtedness	7/1/2014	7/1/2015	Change
South Waterfront	Limited Tax Revenue (secured)	1,874,679	1,768,650	(106,029)
Harbor Restoration	Line of Credit	0	2,387,410	2,387,410
Levee Evaluation	State Loan	0	337,898	337,898
Housing Opportunity Bond	Limited Tax Revenue (Housing)	6,555,000	6,070,000	(485,000)
Parks System	Voter Approved General Obligation Bonds	4,310,000	0	(4,310,000)
Public Safety	Voter Approved General Obligation Bonds	44,225,000	58,920,000	14,695,000
PCPA	Limited Tax Revenue Bonds	920,000	775,000	(145,000)
Emergency Facilities	Voter Approved General Obligation Bonds	27,315,000	24,705,000	(2,610,000)
		449,465,597	**431,504,346**	**(17,961,251)**
TOTAL DEBT OUTSTANDING BY SERVICE AREA		**3,404,860,110**	**3,511,152,261**	**106,292,151**
TYPE OF INDEBTEDNESS				
	Limited Tax Bonds	235,428,346	219,778,346	(15,650,000)
	Limited Tax Improvement Bonds	48,625,000	43,315,000	(5,310,000)
	Voter Approved General Obligation Bonds	75,850,000	83,625,000	7,775,000
	Gas Tax Revenue Bonds	16,855,257	13,384,097	(3,471,160)
	Revenue Bonds	2,176,310,000	2,341,685,000	165,375,000
	Limited Tax Revenue Bonds	300,559,170	298,300,176	(2,258,994)
	State Loans	17,810,751	16,610,938	(1,199,813)
	Tax Increment	533,421,587	494,453,705	(38,967,882)
TOTAL DEBT OUTSTANDING BY TYPE		**3,404,860,110**	**3,511,152,261**	**106,292,151**

Summary of Indebtedness – Actual Debt Outstanding

Service Area/Facility/Function	Type of indebtedness	FY 2013-14	FY 2014-15	FY 2015-16
Actual Debt Outstanding June 30, 2014		3,404,860,110		
Public Utilities (Sewer)	1st Lien Sewer Refunding Bonds		86,165,000	
Public Utilities (Sewer)	2nd Lien Sewer Revenue Bonds		204,220,000	
Public Utilities (Water)	1st Lien Water Revenue Bonds		84,975,000	
Public Safety	General Obligation Public Safety Bonds		17,145,000	
Community Development	Interstate Corridor Urban Renewal Ref. Bonds		17,155,000	
Transportation & Parking	Sellwood Bridge II Interim Financing		20,000,000	
Parks, Recreation, & Culture	Limited Tax Revenue Ref. Bonds (Arena)		5,469,700	
Public Safety (FPD&R)	Tax Anticipation Notes		25,465,000	
Various	Lines of Credit / State Loans		6,922,017	
			467,516,717	
Debt Redeemed FY 2014-15			(233,469,566)	
Debt Redeemed From Bonds Issued FY 2014-15			(127,755,000)	
TOTAL Debt Redeemed Fiscal Year 2014-15			**(361,224,566)**	
Projected Debt Outstanding July 1, 2015			**3,511,152,261**	
Estimated Debt to be Issued Fiscal Year 2015-16				
Public Utilities (Sewer)	1st Lien Sewer System Revenue Ref. Bonds			350,000,000
Public Utilities (Sewer)	2nd Lien Sewer System Revenue Bonds			65,000,000
Public Safety (FPD&R)	Tax Anticipation Notes			31,000,000
Parks, Recreation and Culture	Unlimited Tax General Obligation Bonds			29,000,000
Transportation & Parking (Street Lights)	Line of credit			19,000,000
Transportation & Parking (Sellwood Bridge)	Limited Tax Revenue Bonds			30,000,000
				524,000,000
Projected Debt Redeemed Fiscal Year 2015-16				
Scheduled Debt Redemption				(279,039,512)
Redemption From Bonds Issued				(439,535,402)
				(718,574,914)
Projected Debt Outstanding July 1, 2016				**3,316,577,348**

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
FY 2015-16 PROJECTED DEBT SERVICE BY SERVICE AREA					
Parks, Recreation and Culture					
	Spectator Facilities	Limited Tax Revenue Refunding Bonds	3,575,000	676,988	4,251,988
	Portland International Raceway	Limited Tax Revenue Bonds	245,000	31,314	276,314
	Stadium Project 2013	Limited Tax Revenue Bonds	1,824,000	614,826	2,438,826
			5,644,000	**1,323,128**	**6,967,128**
Public Safety					
	PSSRP (Computer Aided Dispatch)	Limited Tax Revenue Bonds	1,090,000	89,000	1,179,000
			1,090,000	**89,000**	**1,179,000**
Public Utilities					
	Sewer System	First Lien Revenue Bonds	64,575,000	33,624,544	98,199,544
		Second Lien Revenue Bonds	26,290,000	47,889,150	74,179,150
		Third Lien Debt	1,352,453	160,581	1,513,034
			92,217,453	**81,674,275**	**173,891,728**
	Water System	First Lien Revenue Bonds	12,270,000	16,534,202	28,804,202
		Second Lien Revenue Bonds	12,040,000	10,010,100	22,050,100
			24,310,000	**26,544,302**	**50,854,302**
	Hydroelectric Power	Revenue Bonds	2,505,000	165,276	2,670,276
			119,032,453	**108,383,853**	**227,416,306**
Community Development and Services					
	Public Infrastructure	Limited Tax Improvement Bonds	3,985,000	1,917,463	5,902,463
	Housing (Headwaters)	Limited Tax Housing Revenue Bonds	315,000	487,570	802,570
			4,300,000	**2,405,033**	**6,705,033**
	Urban Renewal & Redev.	Airport Way Tax Increment	4,420,000	1,167,750	5,587,750
		Central Eastside Tax Increment	6,642,626	1,308,754	7,951,380
		Convention Center Tax Increment	3,935,000	3,879,418	7,814,418
		South Park Blocks Tax Increment	4,510,000	2,671,373	7,181,373
		Waterfront Tax Increment	6,250,000	3,239,678	9,489,678
		River District Tax Increment	24,665,513	3,073,778	27,739,291
		Gateway Tax Increment	4,756,493	188,160	4,944,653
		Lents Tax Increment	12,267,357	1,692,345	13,959,702
		North Macadam Tax Increment	9,013,854	2,616,460	11,630,314
		Interstate Tax Increment	23,136,221	3,059,781	26,196,002
			103,897,064	**25,302,530**	**129,199,594**
Transportation and Parking					
	Transit Mall Street Improvements	Limited Tax Revenue Bonds	1,930,000	157,400	2,087,400
	Streetcar Improvements	Limited Tax Revenue Bonds	1,340,000	539,500	1,879,500
	Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	1,350,000	1,157,700	2,507,700
	Sellwood Bridge	Limited Tax Revenue Bonds	1,410,000	1,987,950	3,397,950
	Sellwood Bridge II	Limited Tax Line of credit	0	479,999	479,999
	Parking Paystations	Lease	80,842	7,976	88,818
	Street Lighting	Limited Tax Line of Credit	0	460,000	460,000
	Street Improvements	Gas Tax Revenue Bonds	1,984,000	487,651	2,471,651
			8,094,842	**5,278,176**	**13,373,018**
City Support Services					
	Pension Bonds	Limited Tax Bonds	17,750,000	9,026,144	26,776,144

Summary of Indebtedness – Debt Service

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
	Parks / Fire / Public Safety	Voter Approved General Obligation Bonds	9,145,000	5,539,970	14,684,970
	Equipment and Facility	Limited Tax Revenue Bonds	10,990,000	1,560,721	12,550,721
	Harbor Restoration	Limited Tax Line of Credit	952,000	48,000	1,000,000
	North Macadam	Limited Tax Revenue Bonds	112,213	100,107	212,320
	Convention Ctr Expan.	Limited Tax Revenue Bonds	1,826,940	5,169,060	6,996,000
	PCPA 2001	Limited Tax Revenue Bonds	0	18,290	18,290
	Housing (HOB)	Limited Tax Housing Revenue Bonds	505,000	244,963	749,963
			41,281,153	**21,707,255**	**62,988,408**
TOTAL DEBT SERVICE BY SERVICE AREA			**279,039,512**	**162,083,942**	**441,123,454**
FY 2015-16 PROJECTED DEBT SERVICE BY TYPE					
		Limited Tax Bonds	17,750,000	9,026,144	26,776,144
		Limited Tax Improvement Bonds	3,985,000	1,917,463	5,902,463
		Voter Approved General Obligation Bonds	9,145,000	5,539,970	14,684,970
		Gas Tax Revenue Bonds	2,064,842	495,627	2,560,469
		Revenue Bonds	117,680,000	108,223,272	225,903,272
		Limited Tax Revenue Bonds	26,645,153	13,090,855	39,736,008
		Limited Tax Housing Revenue Bonds	820,000	732,533	1,552,533
		State Loans	1,352,453	160,581	1,513,034
		Tax Increment	99,597,064	22,897,498	122,494,562
TOTAL DEBT SERVICE BY TYPE			**279,039,512**	**162,083,942**	**441,123,454**

Principal Over the Life of the Debt

Table 16

Financial Summaries

Schedule of Projected Bond Principal Transactions

	Parks, Recreation, & Culture		Public Utilities			Community Development		Transportation & Parking		City Support Services and Public Safety		
Fiscal Year	Spectator Facilities	PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2015/16	5,399,000	245,000	92,217,453	24,310,000	2,505,000	4,300,000	99,597,064	6,754,842	1,340,000	31,399,213	1,826,940	9,145,000
2016/17	3,737,000	265,000	96,696,091	25,805,000	1,740,000	2,915,000	33,240,000	6,525,766	1,370,000	28,141,438	1,989,000	5,680,000
2017/18	1,943,000		102,354,871	27,095,000		785,000	34,895,000	4,721,736	1,425,000	28,000,000	1,960,720	5,900,000
2018/19	2,606,000		105,673,792	28,350,000		790,000	39,995,000	4,686,753	1,485,000	28,430,000	2,199,480	6,170,000
2019/20	2,692,000		110,012,852	29,650,000		4,070,000	39,220,000	4,820,000	1,550,000	31,420,000	2,472,480	4,700,000
2020/21	2,780,000		115,782,058	30,995,000		390,000	39,475,000	5,040,000	1,600,000	34,645,000	3,446,250	4,895,000
2021/22	2,873,000		120,956,405	25,570,000		1,140,000	41,335,000	5,255,000	1,675,000	38,660,000	3,807,172	5,100,000
2022/23	2,202,000		126,795,902	26,720,000		425,000	43,300,000	5,485,000	1,740,000	8,125,175	6,140,000	5,260,000
2023/24	2,855,000		72,465,547	27,935,000		1,465,000	42,680,000	3,970,000	1,805,000	7,955,423	6,445,000	5,510,000
2024/25	2,950,000		68,185,340	24,880,000		465,000	22,155,000	4,130,000		7,799,733	6,770,000	4,810,000
2025/26	3,045,000		60,170,300	25,945,000		480,000	10,945,000	4,300,000		6,897,228	7,115,000	4,985,000
2026/27	3,150,000		61,941,245	27,055,000		20,185,000	11,460,000	4,475,000		6,258,274	7,465,000	2,960,000
2027/28			64,534,297	28,285,000		530,000	11,990,000	4,660,000		6,087,955	7,840,000	3,070,000
2028/29			67,438,369	29,425,000		555,000	12,545,000	4,850,000		5,034,559	8,330,000	1,950,000
2029/30			70,553,953	30,535,000		10,535,000	13,165,000	5,050,000			8,750,000	
2030/31			73,894,565	31,775,000		610,000	5,840,000	5,230,000				
2031/32			58,995,000	33,100,000		1,760,000		5,415,000				
2032/33			61,830,000	29,775,000		665,000		5,610,000				
2033/34			44,870,000	31,060,000		700,000		3,270,000				
2034/35			47,040,000	26,875,000		690,000						
2035/36			21,445,000	23,170,000								
2036/37			22,425,000	18,465,000								
2037/38			23,460,000	14,705,000								
2038/39			24,535,000	5,145,000								
2038/39			12,815,000									
	36,232,000	**510,000**	**1,727,088,040**	**626,625,000**	**4,245,000**	**53,455,000**	**501,837,064**	**94,249,097**	**13,990,000**	**268,853,996**	**76,557,042**	**70,135,000**

Table 17

Interest Over the Life of the Debt

Financial Summaries

Schedule of Projected Bond Interest Transactions

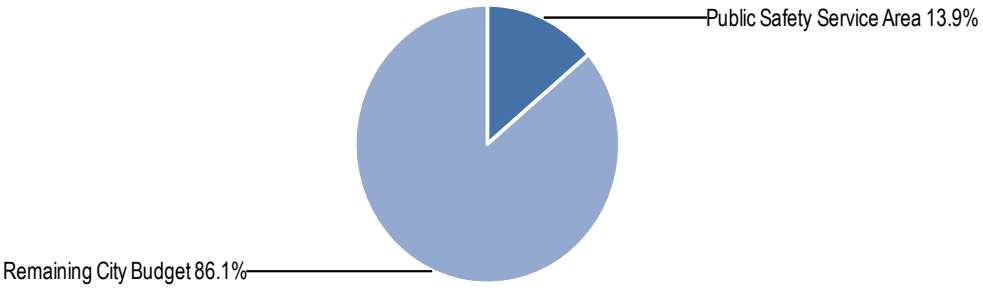
	Parks, Recreation, & Culture		Public Utilities			Community Development		Transportation & Parking		City Support Services and Public Safety		
Fiscal Year	Spectator Facilities	PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2015/16	1,291,814	31,314	81,674,275	26,544,302	165,276	2,405,033	22,897,498	4,738,676	539,500	11,068,935	5,187,350	5,539,970
2016/17	1,053,419	16,271	77,222,812	25,339,602	48,050	2,367,263	20,770,872	3,520,032	506,000	11,395,769	5,555,290	2,390,960
2017/18	899,128		72,419,032	24,058,227		2,230,618	19,122,799	3,248,933	451,200	10,524,041	5,650,398	2,179,385
2018/19	835,592		66,184,486	22,805,664		2,195,923	17,327,944	3,049,465	394,200	9,409,621	5,734,980	1,924,185
2019/20	750,375		60,965,201	21,503,986		2,160,843	15,290,669	2,831,300	334,800	8,015,709	5,798,704	1,673,000
2020/21	662,347		55,529,557	20,159,770		2,031,363	13,352,273	2,604,950	272,800	5,732,916	5,178,276	1,479,288
2021/22	571,441		51,269,004	18,908,242		2,011,983	11,507,124	2,391,075	208,800	3,188,068	4,765,828	1,274,938
2022/23	477,494		45,467,945	17,764,395		1,962,418	9,540,607	2,159,000	141,800	33,632,103	2,942,750	1,108,513
2023/24	405,488		39,270,450	16,556,951		1,941,303	6,373,842	1,935,525	72,200	35,389,774	2,635,750	883,700
2024/25	312,700		36,024,344	15,392,520		1,878,403	4,230,495	1,773,900		37,199,198	2,313,500	645,275
2025/26	216,825		33,095,438	14,327,220		1,855,303	3,196,853	1,605,300		39,060,470	1,975,000	471,800
2026/27	110,250		30,181,234	13,214,626		1,831,453	2,676,988	1,429,400		41,006,281	1,619,250	279,563
2027/28			27,278,598	11,987,833		822,368	2,145,488	1,245,875		43,035,520	1,246,000	171,163
2028/29			24,358,348	10,848,883		796,033	1,589,725	1,054,400		45,120,441	854,000	58,500
2029/30			21,247,252	9,741,788		768,463	964,213	854,725			437,500	
2030/31			17,907,247	8,488,451		328,970	300,550	674,225				
2031/32			14,408,400	7,172,832		298,665		487,225				
2032/33			11,568,688	5,854,445		102,075		293,450				
2033/34			8,591,800	4,568,639		69,035		130,800				
2034/35			6,428,650	3,359,026		34,260						
2035/36			4,160,075	2,244,688								
2036/37			3,174,750	1,288,275								
2037/38			2,143,600	574,525								
2038/39			1,064,425	205,800								
2039/40			256,300									
	7,586,869	**47,585**	**791,891,907**	**302,910,690**	**213,326**	**28,091,768**	**151,287,938**	**36,028,256**	**2,921,300**	**333,778,848**	**51,894,576**	**20,080,238**

Type of Debt	Outstanding 07/01/14	Maturity FY 2014-15	Outstanding 07/01/15
The City had $56,665,000 of defeased water revenue bonds outstanding as of July 1, 2014. Of that, $2,105,000 was paid from escrow through the course of the fiscal year leaving $54,560,000 outstanding on July 1, 2015. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.			
DEFEASED BONDS OUTSTANDING			
Water System Revenue Bonds:			
Series 2006 A	56,665,000	2,105,000	54,560,000
TOTAL DEFEASED BONDS OUTSTANDING	**$56,665,000**	**$2,105,000**	**$54,560,000**

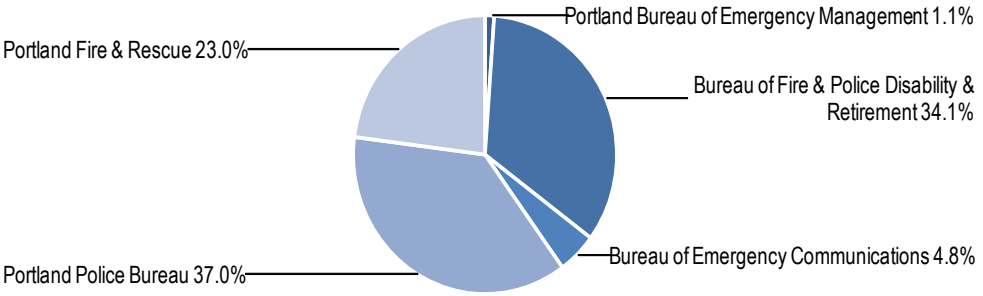
Public Safety Service Area

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

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	490,420,969	505,022,718	14,601,749	2.98
Capital	13,433,178	8,464,725	(4,968,453)	(36.99)
Total Requirements	**503,854,147**	**513,487,443**	**9,633,296**	**1.91**
Authorized Positions	2,077.20	2,083.80	6.60	0.32

Service Area Highlights

Description

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

Major Themes

The total budget for the Public Safety Service Area in FY 2015-16 includes 2,083.80 authorized positions and a total budget of $513.5 million dollars. When compared to FY 2014-15, the total FY 2015-16 operating budget for the Public Safety service area is 2.98% greater. Spending on capital outlay is reduced in FY 2015-16 due to the reduction in the Portland Fire & Rescue capital budget.

Emergency preparedness is a key priority in the FY 2015-16 Adopted Budget and one-time funding to further the development of Continuity of Operations (COOP) plans that meet Federal Emergency Management Association standards in all bureaus is included. Portland Fire & Rescue will have ongoing General Fund resources to fund 13.0 positions that were eliminated in the FY 2013-14 Budget that are currently supported by Staffing for Adequate Fire & Emergency Response (SAFER) Grant funds which will expire at the end of December 2015. Ongoing General Fund resources for the remaining 13 positions supported by the SAFER Grant were not included in FY 2015-16.

Portland Police Bureau

The Portland Police Bureau's FY 2015-16 Adopted Budget is $190.1 million with 1,187.75 FTE. This is a 3.53% increase in total budget and 4.5% increase in General Fund discretionary resources. The Portland Police Bureau completed a staffing analysis in the spring of 2015 and the bureau added a fourth branch through internal reorganization.

Significant changes to the FY 2015-16 Adopted Budget include:

- Ongoing General Fund resources to support the analytical reporting requirements of the settlement agreement with the US Department of Justice will fund 6.0 non-sworn FTE in Stategic Services Division and Internal Affairs Division. The total appropriation is $608,405.
- Ongoing General Fund resources are included for 3.0 sworn FTE in the Family Services Division for the Domestic Violence Restraining Order team. One-time resources will provide for two additional vehicles.
- One-time General Fund resources are converted ongoing funds for the Hooper Detox Center ($674,450) and the CHIERS roving inebriate van ($338,250).
- A non-sworn Crime Analyst is added to the Gang Enforcement Team funded by $107,880 in ongoing General Fund resources.
- One-time General Fund resources are included in FY 2015-16 with $30,000 to support the Rosewood Initiative and $60,000 to support the Gang Impacted Family Team.

- Revenues from Intergovernmental Agreements and program fees will support 3.0 non-sworn FTE for the RegJIN sustainment team in the Records Division, 2.0 sworn FTE and one non-sworn FTE in the Transit Division, and one non-sworn FTE in the Property Evidence Division.
- Spring BMP carryover of $2.8 million will fund several bureau initiatives, including funds to implement an officer-worn body camera program

Portland Fire & Rescue

The $117.9 million FY 2015-16 Adopted Budget for Portland Fire & Rescue is 1.95% greater than the bureau's FY 2014-15 Revised Budget, which includes the increased resources for supporting 13 firefighter positions. Funding for capital expenses is reduced due to the completion of multi-year bond financed infrastructure and apparatus replacement projects that are nearing completion.

In FY 2013-14, Portland Fire & Rescue applied for and received funding from the SAFR grant to provide resources for 26 firefighter positions which were reduced due to the financial constraints on the General Fund. The SAFR grant expires at the end of December 2015 and ongoing General Fund resources are included to continue current service levels throughout FY 2015-16. Significant changes in the Portland Fire & Rescue FY 2015-16 Adopted Budget include:

- $1.4 million of General Fund ongoing resources supporting 13.0 firefighter positions.
- Through internal realignment of resources, the bureau will add one Deputy Chief in the Emergency Medical Services Division, one Firefighter Training Specialist, and a reconfigured dive team. The retirement payout line item is reduced by $329,172 to offset the two positions and dive team premium pay.
- The carryover of $200,000 one-time from FY 2014-15 for the remainder of the Pulse Point project and for the in-field treatment pilot project.

Bureau of Emergency Communications

The FY 2015-16 Adopted Budget for the Bureau of Emergency Communications is $24.7 million and 142.75 FTE, including the addition of 3.0 FTE. This is a 5.1% decrease in total budget compared to the FY 2014-15 Revised Budget, primarily due to a $1.9 million cash transfer from the General Fund in FY 2014-15 for the Emergency Communications Center roof replacement. Significant changes in the Bureau of Emergency Communications FY 2015-16 Adopted Budget include:

- Addition of $1.4 million in one-time General Fund resources for a hardware refresh/replacement and operating system upgrade for the Computer-Aided Dispatch system. The improvements are expected to improve reliability and reduce downtime for system maintenance.
- Addition of $154,684 in ongoing General Fund resources and $42,692 from partner jurisdictions to add 2.0 FTE Emergency Communications operations supervisors. The additional staff will reduce the bureaus reliance on its overtime budget, and increase opportunities for activity monitoring and staff support.
- Reduction of $77,342 in ongoing General Fund resources and $21,346 from partner jurisdictions to offset the cost of the new operations supervisor positions.
- Addition of $77,342 in ongoing General Fund resources and $21,346 from partner jurisdictions to add 1.0 FTE supervisor assigned to training. This position will develop training for certified staff, which is expected to improve operator skills and mitigate risk for the bureau.

Portland Bureau of Emergency Management

FY 2015-16 Adopted Budget for the Portland Bureau of Emergency Management (PBEM) is $5.7 million and 20.0 FTE. Federal Grant revenues from the Urban Areas Security Initiative grant program are increased due to the receipt of a regional grant award late in FY 2014-15. Significant funding changes for PBEM include:

- Addition of $122,139 in one-time General Fund resources to support a limited-term Program Coordinator to provide assistance to bureaus developing a Continuity of Operations plan that meets or exceeds basic FEMA standards.
- Addition of $98,846 in one-time General Fund resources for a limited-term Assistant Program Specialist to identify and train volunteers supporting the Basic Earthquake Emergency Communication Node program.
- Addition of $138,000 from FY 2014-15 Spring BMP carryover, which is comprised of a community preparedness survey, the replacement of the Community Emergency Notification System, and the Natural Hazard Mitigation Plan updates.

Bureau of Fire & Police Disability & Retirement

The total FY 2015-16 Adopted Budget for the Bureau of Fire & Police Disability & Retirement is 3.7% greater than the FY 2014-15 Revised Budget. The pension benefits expenditures increased 2.2% over the FY 2014-15 Revised Budget and the Oregon Public Employee Retirement System contributions are increasing by 21.8%. The Disability and Death Benefits program is budgeted at 6.9% above in FY 2015-16 than the previous year's budget. The tax levy rate in the FY 2015-16 Adopted Budget is $1.36 per $1,000 of Real Market Value

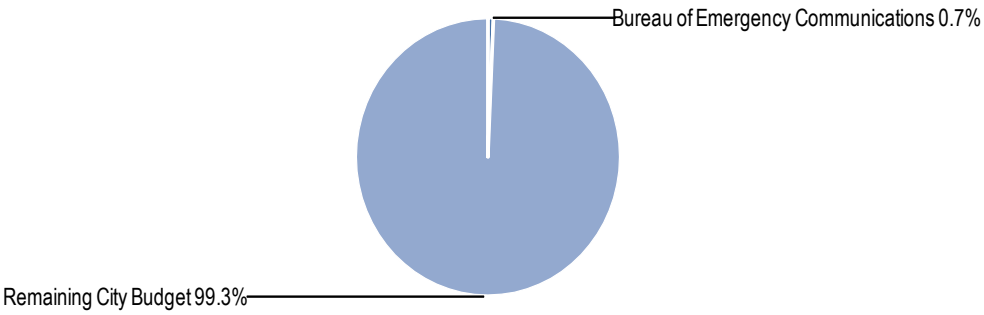
The Bureau of Fire & Police Disability & Retirement's five-year financial plan projects an 23.9% increase in total requirements, net of tax anticipation notes, over the life of the plan. It is estimated that there will be 2,190 pension recipients in FY 2015-16.

Bureau of Emergency Communications

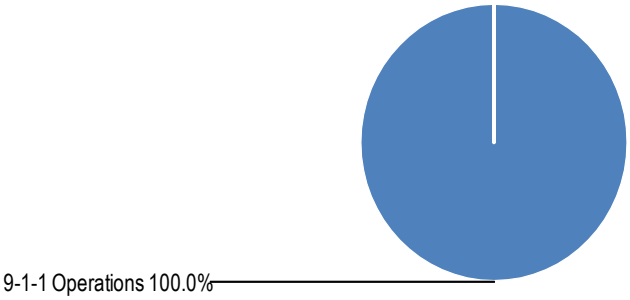
Public Safety Service Area

Steve Novick, Commissioner-in-Charge
Lisa Turley, Director

Percent of City Budget

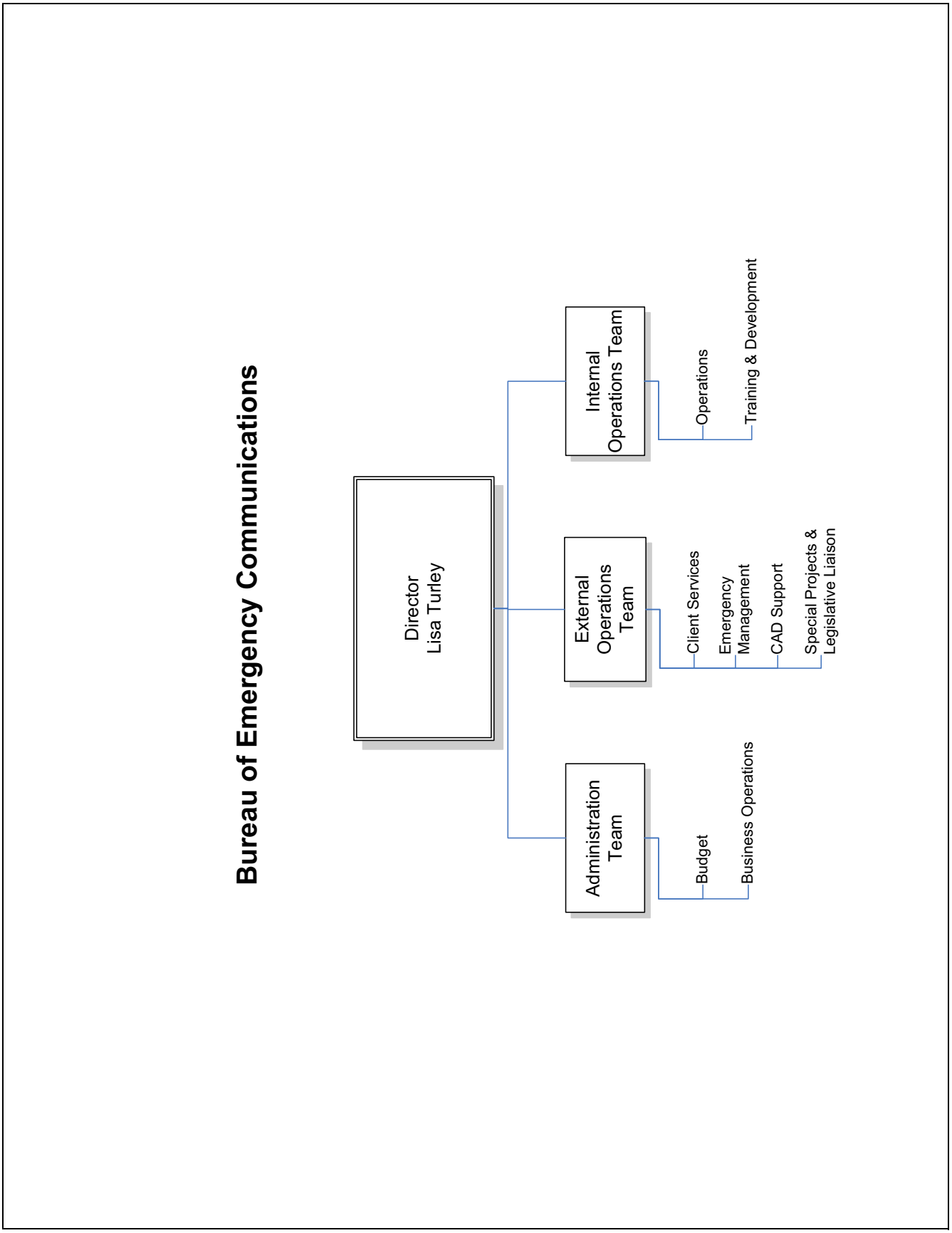


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	26,011,293	24,678,136	(1,333,157)	(5.13)
Capital	0	0	0	0.00
Total Requirements	**26,011,293**	**24,678,136**	**(1,333,157)**	**(5.13)**
Authorized Positions	141.00	142.75	1.75	1.24


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

Bureau Summary

Bureau Mission

Our mission is to be the vital connection between the community and emergency service responders by answering 9-1-1 and non-emergency public safety calls, triaging for proper response, and dispatching appropriate resources.

Bureau Overview

Emergency Communications provides all 9-1-1 and police non-emergency call answering within Multnomah County. Staff also dispatch police, fire, and medical incident response for all public safety agencies within Multnomah County.

The FY 2015-16 Adopted Budget for Emergency Communications totals $24.7 million, which includes the operating budget, debt service for the Computer-Aided-Dispatch system, and contingency. The bureau employs 142.75 FTE. Of these positions, 110 are emergency communications call-takers, dispatchers, or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues.

Strategic Direction

Operations Staffing Issues

Current operations staff includes 79 certified Emergency Communications Senior Dispatchers and 9 certified Call Takers for a total of 88 certified employees, a level similar to the previous year. In addition, there are 15 trainees. The bureau seeks to maintain 120 FTE in operations, with at least 102 certified and remaining positions filled by trainees.

Maintaining a round-the-clock operation with a lower number of certified staff may lead to increased use of overtime to ensure adequate coverage for all shifts. A less than optimal level of staffing could result in a reduction in service levels for both call-taking (longer wait times) and dispatching (fewer radio nets in operation and less management of responder units).

As partner agencies implement new response strategies, priorities, and requirements, the bureau faces the challenge of providing sufficient staffing levels to meet potentially new obligations. The new response strategies include the Portland Police Bureau's efforts to better manage incidents involving mental health issues, and Portland Fire & Rescue's Rapid Response Vehicles. These partner agency initiatives can have a direct impact on bureau workload and staffing.

Summary of Decision Packages

The FY 2015-16 Adopted Budget includes a net increase of $1.4 million one-time and $154,684 ongoing General Fund resources to support 9-1-1 call center operations.

Add Packages

Server Refresh/Replacement Project - VCAD System

The Versaterm Computer-Aided Dispatch (VCAD) system is used by the bureau and public safety agencies throughout Multnomah County to connect the community with emergency services responders. The system, which went live in 2011, is used for both 9-1-1 and public safety response incident management. This project, funded by $1.4 million of one-time General Fund resources, will upgrade the VCAD system hardware and software. The VCAD platform will be refreshed to align with the vendor's recommended platform, also used by the new Regional Justice Information (RegJIN). The project is expected to improve availability and reliability of the VCAD system, and reduce downtime for system maintenance.

Emergency Communications Supervisors Assigned to Operations

Current staffing levels provide enough supervisors to cover all shifts in a 24-hour workweek, but no additional shifts. When supervisors are absent or on vacation, overtime is used to ensure coverage. This decision package adds 2.0 FTE operations supervisors, funded by $154,684 of additional ongoing General Fund resources and $42,692 from partner jurisdictions. The additional staff will reduce the bureau's reliance on its overtime budget for filling supervisor shifts. BOEC plans to use the savings towards regular operations overtime, and to increase activity monitoring and staff support.

Emergency Communications Supervisor Assigned to Training

A 2013 audit of operations procedures called for the bureau to provide more ongoing training for certified employees. This package provides $98,688 in ongoing resources, including $77,243 in General Fund ongoing resources and $21,346 from partner jurisdictions, to add 1.0 FTE training supervisor. The position will create and disseminate ongoing training for certified staff, which is expected to improve operator skill and reinforce knowledge of call-taking and dispatch procedures.

Reduction Packages

Operations Supervisors Offset Decision Package

This package reallocates BOEC's overtime budget to pay for the cost of one of the two new operations supervisor positions, and represents a decrease in $98,688 in ongoing resources for the bureau. Of this, $77,342 is returned to the General Fund and $21,346 is returned to partner jurisdictions. The additional operations supervisor positions will reduce the need for the bureau to utilize overtime to fill supervisor shifts when those employees are absent.

9-1-1 Operations

Description

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

Goals

The bureau supports the City's goal of ensuring a safe and peaceful community. The bureau's central goal is to provide excellent, timely call-taking and dispatch services.

Performance

BOEC's first Key Performance Measure is the percent of emergency calls answered within 20 seconds. Performance on this measure has been slowly but steadily increasing, from 86% in FY 2003-04 to 97% in FY 2013-14. The goal established by the User Board is 90%.

The bureau's other Key Performance Measures track dispatch times for urgent priority police, fire, and emergency medical calls from the point in which the call comes in until the "attempt to dispatch" action. The performance target times for dispatch vary by call type: for police the goal is to is to dispatch 90% of high priority calls in 120 seconds, for fire the goal is 60 seconds; medical calls target 90 seconds. The percentage of high priority calls dispatched within these time frames during FY 2013-14 was 73% for police calls, 67% for fire calls, and 72% for medical calls.

The average time to answer an emergency call has fluctuated over the past several years due in part to reduced staffing levels, requests by partner agencies to better triage calls, and implementation of a new CAD system. In FY 2013-14, the average time to answer an emergency call was one second.

Finally, recruitment, training, and retention are a continuing challenge for the bureau, and certified staff numbers are low by historical standards. The bureau holds two academies each year for up to 11 trainees per academy, with a goal of certifying 50% of the trainees. With normal attrition of five operators per year, certified staff numbers increase slowly.

Changes to Services and Activities

The addition of two operations supervisor positions in the FY 2015-16 Adopted Budget will reduce the bureau's need to use overtime to replace staff who are absent. BOEC plans to apply any savings to increase operations overtime, and to support the ongoing training program for existing staff.

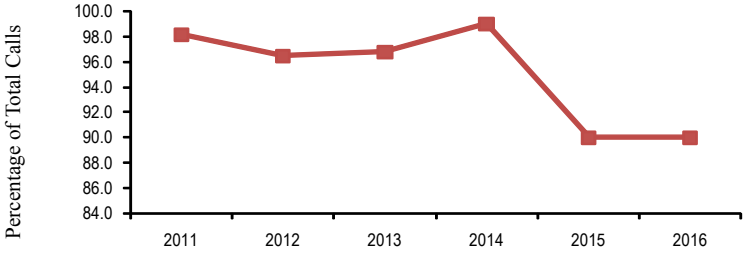
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	142.58	138.00	141.00	142.75	142.75
Expenditures					
9-1-1 Operations	4,937,204	4,455,640	6,515,913	7,733,307	7,733,307
BOEC-Indirect Costs	892,071	842,098	1,053,752	965,115	965,115
BOEC-Operating Costs	12,328,324	12,625,455	12,123,625	12,859,267	12,859,267
Total Expenditures	**18,157,599**	**17,923,193**	**19,693,290**	**21,557,689**	**21,557,689**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of emergency 9-1-1 calls answered within 20 seconds	97%	99%	90%	90%	90%
Percentage of police "emergency priority" calls dispatched within 120 seconds	70%	73%	80%	80%	80%
Percentage of fire "urgent priority" calls dispatched within 60 seconds	64%	67%	75%	75%	75%
Percentage of medical "priority emergency, one, or two" calls dispatched within 90 seconds	74%	72%	80%	80%	80%
Effectiveness					
Average time to answer emergency 9-1-1 calls (in seconds)	3	1	5	5	5
Efficiency					
Number of overtime hours	12,719	10,656	10,000	10,000	10,000
Percent of new hires who graduated from academy	84%	100%	75%	75%	75%
Workload					
Total number of emergency telephone line calls	468,738	486,353	500,000	500,000	500,000
Total number of nonemergency telephone line calls	275,917	286,193	300,000	300,000	300,000
Number of calls per emergency communications operator	6,532	7,023	7,000	7,000	7,000
Number of calls per capita	1.00	1.03	1.00	1.00	1.00

Performance Measures

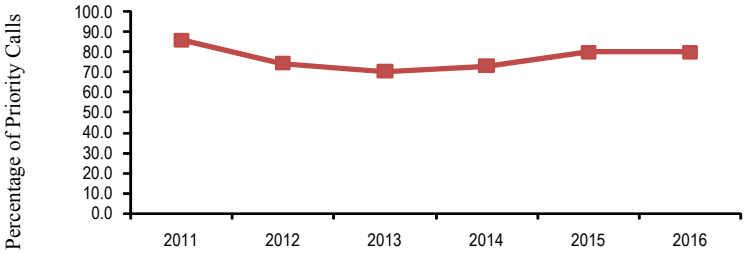
% of Emergency Calls Answered Within 20 Seconds

The Bureau of Emergency Communications User Board has adopted a performance goal of 90%, which the bureau has consistently exceeded in recent years. Since 2009, emergency answer time has averaged four seconds.



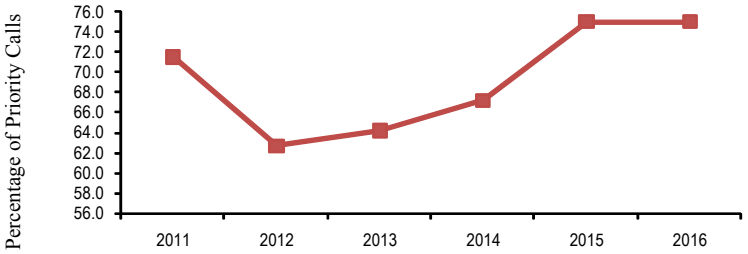
% of Police High Priority Calls Dispatched Within 120 Seconds

Dispatch times for police urgent calls improved last year, with 72% of calls dispatched within 120 seconds. The FY 2015-16 VCAD upgrade project will resolve existing availability and maintenance issues with the system, which may lead to improved dispatch times in future years.



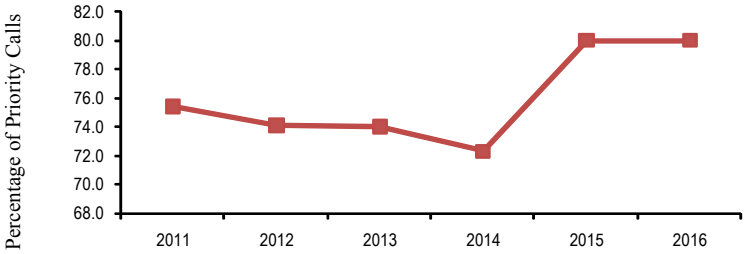
% of Fire Urgent Priority Calls Dispatched Within 60 Seconds

Performance on this measure has steadily improved over the last few years. By proactively upgrading the VCAD system in FY 2015-16, dispatch performance issues related to CAD system function will likely be avoided.



% of Medical Urgent Prioirty Calls Dispatched Within 90 Seconds

One cause of the slower dispatch times was the update to call-taking procedures to support Portland Fire & Rescue initiatives. However, gathering additional information may enable first responders to arrive on the scene faster.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	473,014	327,690	377,988	300,000	300,000
Intergovernmental	5,963,971	6,780,293	7,175,495	7,627,905	7,627,905
Miscellaneous	22,523	11,105	32,017	10,000	10,000
Total External Revenues	**6,459,508**	**7,119,088**	**7,585,500**	**7,937,905**	**7,937,905**
Internal Revenues					
Fund Transfers - Revenue	13,053,499	13,744,216	15,805,043	15,767,266	15,767,266
Total Internal Revenues	**13,053,499**	**13,744,216**	**15,805,043**	**15,767,266**	**15,767,266**
Beginning Fund Balance	3,854,657	2,483,431	2,620,750	972,965	972,965
Total Resources	**$23,367,664**	**$23,346,735**	**$26,011,293**	**$24,678,136**	**$24,678,136**
Requirements					
Bureau Expenditures					
Personnel Services	13,309,166	13,668,846	14,724,837	15,181,471	15,181,471
External Materials and Services	809,031	784,439	980,578	952,805	952,805
Internal Materials and Services	4,043,124	3,473,628	3,987,875	5,423,413	5,423,413
Total Bureau Expenditures	**18,161,321**	**17,926,913**	**19,693,290**	**21,557,689**	**21,557,689**
Fund Expenditures					
Debt Service	1,334,387	1,348,675	1,371,594	1,395,141	1,395,141
Contingency	0	0	1,331,104	982,965	972,667
Fund Transfers - Expense	1,388,354	1,453,804	3,615,305	742,341	752,639
Total Fund Expenditures	**2,722,741**	**2,802,479**	**6,318,003**	**3,120,447**	**3,120,447**
Ending Fund Balance	2,483,602	2,617,343	0	0	0
Total Requirements	**$23,367,664**	**$23,346,735**	**$26,011,293**	**$24,678,136**	**$24,678,136**
Programs					
9-1-1 Operations	18,157,599	17,923,193	19,693,290	21,557,689	21,557,689
Administration & Support	3,722	3,720	0	0	0
Total Programs	**18,161,321**	**$17,926,913**	**$19,693,290**	**$21,557,689**	**$21,557,689**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000436	Administrative Supervisor I	58,573	78,083	1.00	74,052	1.00	76,076	1.00	76,076
30000441	Business Operations Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30001533	Business Systems Analyst, Principal	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	85,836	1.00	88,776	1.00	88,776
30000031	Emerg Commun Call Taker	42,761	55,624	10.00	511,488	10.00	514,910	10.00	514,910
30000034	Emerg Commun Dispatcher, Sr	54,775	71,255	95.00	6,034,223	95.00	6,152,892	95.00	6,152,892
30000786	Emerg Commun Operations Mgr	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30000787	Emerg Commun Operations Mgr, Assistant	74,734	100,443	2.00	200,880	2.00	200,880	2.00	200,880
30000035	Emerg Commun Police Dispatcher	52,720	68,547	2.00	137,088	2.00	137,088	2.00	137,088
30000789	Emerg Commun Program Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000785	Emerg Commun Supervisor	67,850	90,605	11.00	953,167	14.00	1,168,810	14.00	1,168,810
30000835	Emerg Commun Support Specialist	33,738	48,443	2.00	90,366	2.00	93,642	2.00	93,642
30000788	Emerg Commun Training & Dev Mgr	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000429	Emergency Communications Director	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000487	Emergency Management Program Manager	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000568	Financial Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000451	Management Analyst	61,506	81,994	1.00	62,977	1.00	65,558	1.00	65,558
30000452	Management Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000013	Office Support Specialist III	43,160	57,200	2.00	112,740	2.00	114,269	2.00	114,269
30001558	Timekeeping Specialist	36,254	52,104	1.00	36,252	1.00	36,252	1.00	36,252
30000531	Training & Development Analyst	61,506	81,994	1.00	81,347	1.00	81,996	1.00	81,996
TOTAL FULL-TIME POSITIONS				138.00	9,338,880	141.00	9,689,613	141.00	9,689,613
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000032	Emerg Commun Dispatcher, Trainee	42,761	49,499	3.00	133,308	1.75	85,479	1.75	85,479
TOTAL LIMITED TERM POSITIONS				3.00	133,308	1.75	85,479	1.75	85,479
GRAND TOTAL				141.00	9,472,188	142.75	9,775,092	142.75	9,775,092

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.

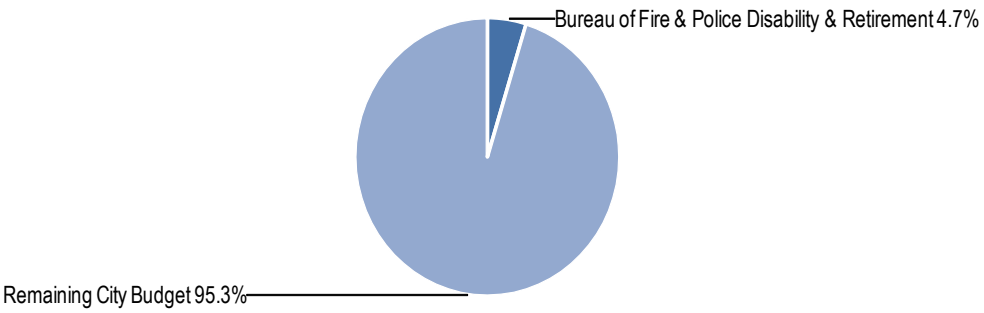
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	19,970,139	0	19,970,139	139.75	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	1,400,000	1,400,000	0.00	CAD server refresh/replacement
	197,376	0	197,376	2.00	Supervisor assigned to operations
	98,688	0	98,688	1.00	Supervisor assigned to training
	(98,688)	0	(98,688)	0.00	Partial offset for operations supervisors
	(9,826)	0	(9,826)	0.00	Overhead allocation offset
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	187,550	**1,400,000**	**1,587,550**	**3.00**	**Total FY 2015-16 Decision Packages**
			21,557,689	**142.75**	**Total Adopted Budget**

Bureau of Fire & Police Disability & Retirement

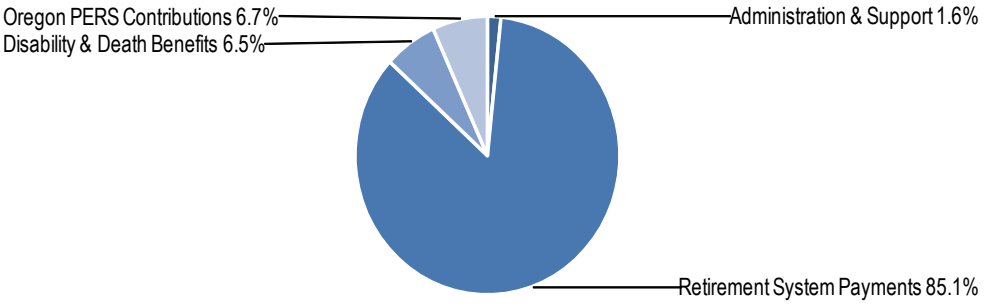
Public Safety Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Samuel Hutchison, Director

Percent of City Budget

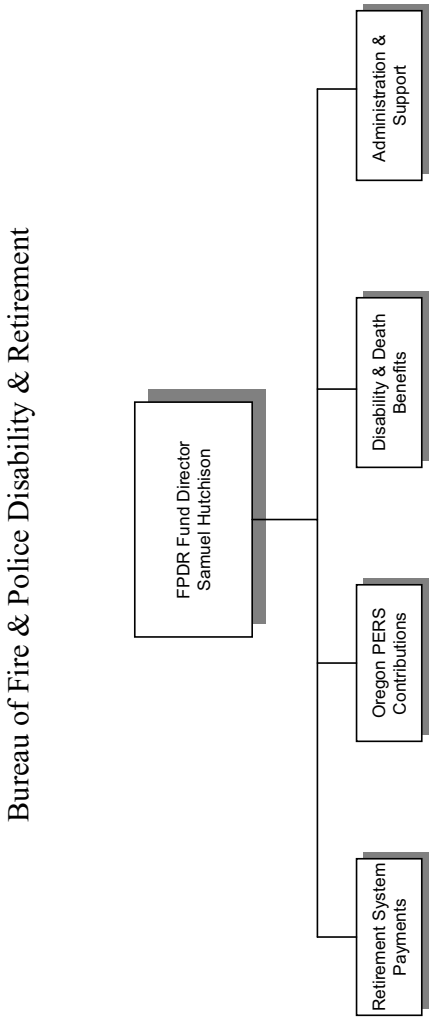


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	168,591,409	174,927,121	6,335,712	3.76
Capital	88,300	80,320	(7,980)	(9.04)
Total Requirements	**168,679,709**	**175,007,441**	**6,327,732**	**3.75**
Authorized Positions	16.80	16.20	(0.60)	(3.57)


Bureau of Fire & Police Disability & Retirement
FPDR Fund Director
Samuel Hutchison
Retirement System Payments
Oregon PERS Contributions
Disability & Death Benefits
Administration & Support

Bureau Summary

Bureau Mission

The mission of the Bureau of Fire & Police Disability & Retirement is to deliver peace of mind to our fire and police members and their survivors by providing disability and retirement benefits in a timely, compassionate, and fiscally responsible manner.

Bureau Overview

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

Retirement System Payments

The Retirement System Payments program governs direct pension benefits to members hired before January 1, 2007 and their survivors and alternate payees. The FY 2015-16 Adopted Budget is $108.7 million, including $98,000 for program delivery. This is an increase of $2.4 million or 2.2% over the FY 2014-15 Revised Budget. It is estimated that there will be 2,190 pension recipients in FY 2015-16.

Oregon PERS Contributions

The Oregon PERS Contributions program manages the reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of firefighters and police officers hired after 2006. Program expenditures are budgeted at $8.6 million for FY 2015-16, an increase of $1.5 million or 21.8% over the FY 2014-15 Revised Budget.

Disability and Death Benefits

The Disability and Death Benefits program administers all direct benefit costs for disability (i.e., lost time from work), medical claims, vocational rehabilitation, and death benefits. Estimated expenditures for FY 2015-16 total $8.3 million, an increase of $0.5 million or 6.9% from the FY 2014-15 Revised Budget. The program budget includes $1.0 million of costs related to program delivery.

Administration and Support

The Administration and Support program includes all other costs of operating the bureau. Budgeted expenditures in the Administration and Support program total $2.1 million, a decrease of $0.2 million or 9.7% from the FY 2014-15 Revised Budget. The Administration and Support budget represents 1.6% of total bureau requirements. Including delivery costs allocated to the retirement and disability programs, the percentage is 2.5%.

Strategic Direction

FPDR will have two major focuses in FY 2015-16:

- Following the 2006 plan reforms ,the FPDR Board of Trustees established a goal to complete independent assessments of both the disability program and the pension program every five years. The most recent disability program evaluation was presented to the FPDR Board in spring 2015, and a new pension program evaluation should be available early in FY 2015-16. FPDR staff will continue to implement process and reporting changes recommended by the disability evaluation, and will implement any recommended pension changes as appropriate in FY 2015-16.
- FPDR will complete the bureau's new five-year technology roadmap and begin implementing the highest priority and most feasible projects. A new phone system has already been installed and design of a new web portal for sworn employees is underway. Other projects from the roadmap will be added as time and resources permit. In addition, work will continue to complete the bureau Continuity of Operations Plan.

Summary of Budget Decisions

FPDR has no FY 2015-16 Adopted Budget decision packages.

Retirement System Payments

Description

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

Goals

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

Performance

Actuarial assumptions based on prior experience predict that the number of service retirements will spike in FY 2014-15. However retirement patterns, which are influenced by the demographics of the membership and collective bargaining agreements among other factors, are highly variable and somewhat unpredictable. The number of members participating in pre-retirement workshops increased in FY 2014-15 after dipping in FY 2013-14, which may indeed foretell increased retirements in the coming year. On the other hand, pension estimate requests have remained stable at around 200 per year.

All other performance measures for this program are stable or exhibiting routine variability. FPDR has one Key Performance Measure in this program which reports the number of FPDR 2 retirements from active service. When compared to previous fiscal years, the estimated number of FPDR 2 retirements is anticipated to be consistent with previous years retirements.

Changes to Services and Activities

In May 2015, the Oregon Supreme Court partially reversed reductions that the 2013 Oregon Legislature made to cost of living adjustments for Oregon Public Employees Retirement System (PERS) retirees. Annual benefit adjustments for FPDR 2 retirees are at the discretion of the FPDR Board, but City Charter prohibits the Board from granting adjustments in excess of PERS adjustments. Therefore, the Board was bound by the reduced PERS adjustments in 2013 and 2014, when it awarded 1.5% and 1.25% adjustments respectively. In light of the court decision and anticipated similar action by the PERS Board, the FPDR Board has chosen to retroactively increase 2013 and 2014 adjustments to 2.0%, and to award a 2.0% increase on July 1, 2015 as well. The pension program plans to issue retroactive payments to FPDR 2 retirees by June 30, 2015. The Board has not made a decision about benefit adjustments beyond 2015.

In FY 2014-15, FPDR is working with the Fire Bureau to make retirement workshop presentations available on the Fire Bureau's internal video channel for the first time. This will allow members who cannot attend a workshop to view the presentations, and it permits members who have attended workshops to review the presentation as necessary.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	1.00	1.00	1.00	1.00	1.00
Expenditures					
Pension Benefits	99,466,314	103,127,052	106,184,464	108,555,000	108,553,215
Retirement Administration and Support	84,048	89,362	91,605	98,226	98,226

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Retirement System Payments	0	(1,213)	0	0	0
Total Expenditures	**99,550,362**	**103,215,201**	**106,276,069**	**108,653,226**	**108,651,441**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of FPDR 2 retirements from active service	45	26	67	53	53
Effectiveness					
Percentage of workshop participants who rated workshop helpful	100%	100%	100%	100%	100%
Percentage of members whose final pay was 99% or more of last estimate	100%	100%	100%	100%	100%
Efficiency					
Percentage of pension estimates processed within one week	65%	69%	66%	70%	70%
Workload					
Number of pension estimates	228	219	204	204	204
Number of Fire & Police Disability & Retirement 1 and 2 pension recipients	1,953	2,106	2,162	2,190	2,190
Number of pre-retirement workshop participants	49	30	54	54	54

Disability & Death Benefits

Description

This program provides disability benefits for injuries and illnesses, medical benefits, vocational rehabilitation benefits, and funeral benefits for sworn members of the Fire and Police bureaus and their survivors.

Goals

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

Performance

The percentage of the sworn workforce on disability at June 30 of each year is expected to decline from 4.6% in FY 2013-14 to approximately 3.6% in FY 2014-15 and beyond, reflecting the fact that fewer members are on long-term disability. The number of disability claims filed spiked in FY 2014-15 but is expected to drop again next year. Both of these measures can experience significant year-to-year volatility.

The number of members receiving disability benefits for more than a year has continued to decline after peaking in FY 2007-08, and is expected to drop to 42 in FY 2015-16 as members currently on long-term disability retire and fewer members transition from short-term to long-term disability. The timeliness of disability claims decisions is expected to improve slightly in FY 2014-15 and beyond, with the percentage of claims receiving a decision within 30 days projected to increase from 65% to 69%. Nearly all claims continue to receive a decision within 90 days.

All other performance and workload measures are essentially stable.

Changes to Services and Activities

External programmatic audits of both the overall disability program and the disability payments process were completed in FY 2014-15. FPDR staff are now implementing internal process changes and new reporting tools recommended by these audits.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	8.00	8.00	8.00	8.00	8.00
Expenditures					
Disability & Death Benefits	148,311	93,518	0	0	0
Disability Administration and Support	749,897	939,925	957,763	998,270	998,270
Funeral	33,445	47,400	71,700	77,600	77,600
Long-term Disability	2,856,262	2,541,037	2,210,000	1,990,000	1,990,000
Medical	2,523,901	2,981,890	2,734,353	3,238,000	3,238,000
Return to Work	295,883	325,216	519,000	316,000	316,000
Short-term Disability	1,007,507	1,515,929	1,218,000	1,622,000	1,622,000
Vocational Rehabilitation	8,712	720	10,300	10,000	10,000
Total Expenditures	**7,623,918**	**8,445,635**	**7,721,116**	**8,251,870**	**8,251,870**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of disability claims filed	313	343	380	330	330
Percentage of workforce on disability at June 30	4.1%	4.6%	3.6%	3.4%	3.4%
Effectiveness					
Amount of medical cost savings	$1,290,551	$2,005,553	$1,878,084	$1,981,505	$1,981,505
Savings as a percentage of total medical costs	39.1%	44.7%	40.7%	40.7%	40.7%
Efficiency					
Percentage of disability claims decisions in 90 days	98%	99%	99%	99%	99%
Percentage of disability claims decisions in 60 days	89%	93%	96%	96%	96%
Percentage of disability claims decisions in 30 days	67%	65%	69%	69%	69%
Workload					
Number of members on short-term disability	215	230	230	230	230
Number of medical bills	4,089	4,351	4,143	4,143	4,143
Number of long-term disability recipients	61	55	48	42	42

Administration & Support

Description

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

Goals

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

Performance

For FY 2015-16 administrative costs as a percentage of the total bureau budget are expected to decline from 2.0% to 1.6%, largely because the database replacement project is complete. This measure does not include the program delivery support services assigned to the Retirement System Payments and Disability and Death Benefits programs.

Changes to Services and Activities

Several technology projects to improve member service are complete or underway. A new phone system was installed in fall 2014 to ensure that a person, rather than a recording, answers the main FPDR line. This is a particularly valuable service to elderly retirees and survivors. FPDR has also made a number of fillable forms available online so members can complete the form online and print the completed form. Technology improvements will continue in FY 2015-16 with the planned addition of a new web portal for sworn employees of the Fire and Police Bureaus.

In FY 2014-15, FPDR converted an administrative supervisor position to a management assistant, a lower cost, nonsupervisory position. Some office management duties were redistributed as a result, and the office support specialist now reports directly to the FPDR Financial Manager.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	7.80	7.20	7.80	7.20	7.20
Expenditures					
Administration & Support	2,051,210	2,697,283	2,328,298	2,102,263	2,102,263
Total Expenditures	**2,051,210**	**2,697,283**	**2,328,298**	**2,102,263**	**2,102,263**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Administrative cost as a percentage of bureau budget	1.80%	2.20%	2.00%	1.60%	1.60%
FPDR Tax Levy Rate (Per $1,000 of Real Market Value)	$1.55	$1.62	$1.48	$1.36	$1.36

Oregon PERS Contributions

Description

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

Goals

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

Performance

FPDR does not have performance measures related to the reimbursement to the Police and Fire Bureaus for actual PERS contribution expenses. The measure below shows the percentage of the sworn workforce covered by PERS each year, currently at 26% and expected to increase to 29% in FY 2015-16. As this percentage grows, expenditures for the Oregon PERS Contributions program will also increase, until they eventually overtake FPDR direct pension benefits (under the FPDR Retirement Systems Payment program) as the bureau's single largest expense.

Changes to Services and Activities

The OPSRP sworn contribution rate will change from 19.25% of wages in FY 2014-15 to 20.64% in FY 2015-16. The rate is typically reset every two years. The contribution rate is a primary driver of expenses for this program, together with salary increases and the hiring rates of the Police and Fire Bureaus.

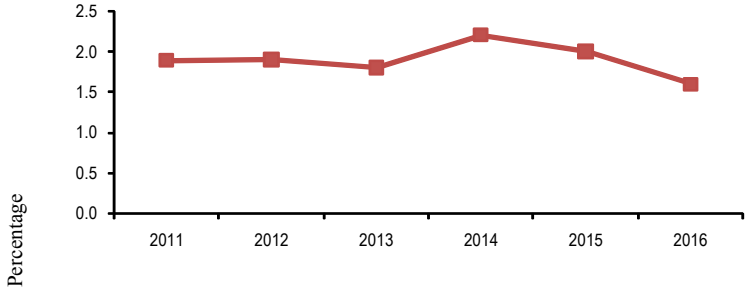
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Expenditures					
Oregon PERS Contributions	5,265,815	5,998,321	7,062,648	8,601,132	8,601,132
Total Expenditures	**5,265,815**	**5,998,321**	**7,062,648**	**8,601,132**	**8,601,132**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percent of workforce who are FPDR 3	24%	25%	26%	29%	29%

Performance Measures

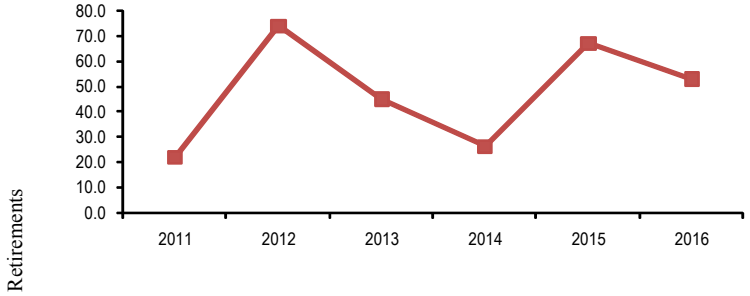
Administrative Cost as a Percentage of Bureau Budget

Administrative costs have hovered between 1.8% and 2.0% of bureau requirements in recent years with a brief spike in FY 2013-14, when major capital improvements were made to the new FPDR database and the overall FPDR budget did not grow substantially. In FY 2015-16 administrative costs are projected to drop to 1.6% of bureau requirements. Since FY 2009-10 this measure has not included program delivery costs allocated to the retirement and disability programs. If those costs are included, administrative costs in FY 2015-16 would be approximately 2.5% of the bureau budget.



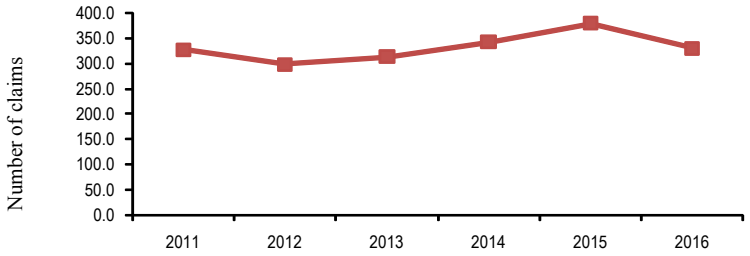
Number of FPDR 2 Retirements from Active Service

The number of retirements fluctuates from year to year, largely due to the demographics of the sworn workforce. Labor negotiations also affect retirement patterns. The large number of retirements in FY 2011-12 can be partly attributed to the fact that there were two periods in that fiscal year when the final pay calculation included an extra pay date; the November 2012 plan amendments have eliminated these periods going forward. Projections based on actuarial assumptions (which take into account the age and length of service of the current workforce) predict another wave of requirements in FY 2014-15.



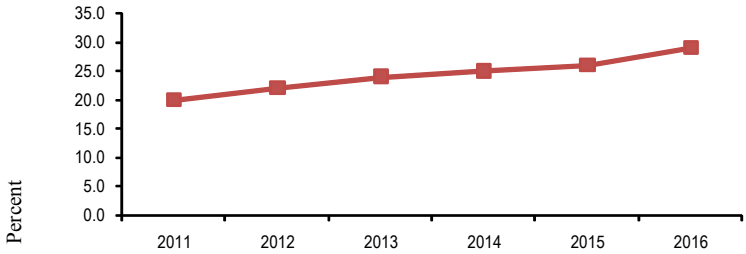
Disability Claims Filed

The number of disability claims filed varies from year to year but has averaged 320 over the last five years. An unusually small number of claims were filed in FY 2011-12.



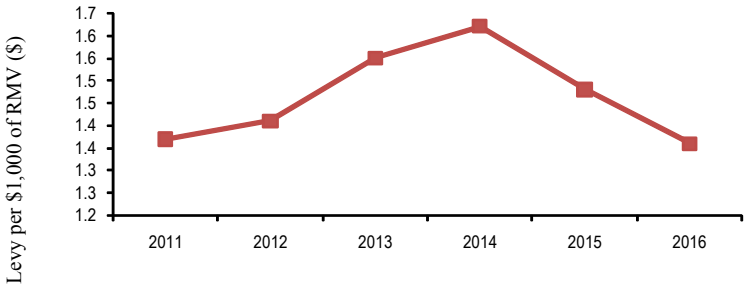
Percentage of Workforce Who are FPDR 3

FPDR 3 members are those hired on or after January 1, 2007 and are members of the Oregon Public Public Employee Retirement System (PERS) for retirement benefits. FPDR reimburses the Fire and Police Bureaus for the PERS contributions they make on behalf of these members. The percent of the workforce who are FPDR 3 is expected to grow annually until it reaches 100% over the next several decades. In time, FPDR will spend more on PERS contributions for FPDR 3 members than it does on direct pension benefits for FPDR 1 and 2 members.



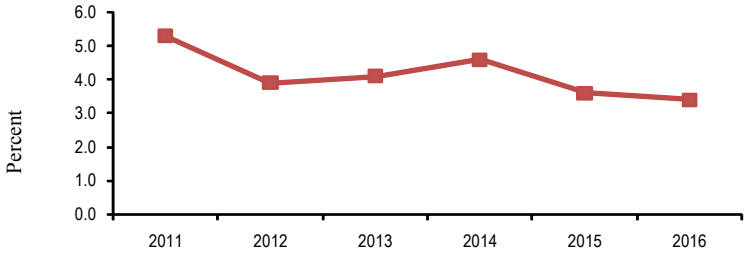
FPDR Tax Rate Per $1,000 of RMV ($)

Chapter 5 of the Portland City Charter provides FPDR with dedicated property tax levy authority of up to $2.80 per $1,000 of Real Market Value (RMV). As shown in the graph, the rate continues to be well below this limit. The most recent tax levy adequacy analysis, prepared by independent actuaries, estimates there is less than a five percent probability that FPDR requirements will exceed the levy limit over the next 20 years.



Percentage of Workforce on Disability at June 30

The percent of the sworn workforce on disability has declined since the Charter reforms of 2007. The percentage shown includes those on short-term disability as well as long-term disability. While the number of members on short-term disability fluctuates widely from pay period to pay period, the number of members on long-term disability has decreased steadily since 2007.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Taxes	112,489,717	119,378,897	120,321,535	121,159,002	121,159,002
Charges for Services	31	34	0	0	0
Bond & Note	21,355,124	26,930,235	31,258,000	31,885,000	31,885,000
Miscellaneous	1,597,173	579,603	306,500	296,200	296,200
Total External Revenues	**135,442,045**	**146,888,769**	**151,886,035**	**153,340,202**	**153,340,202**
Internal Revenues					
Fund Transfers - Revenue	1,503,009	9,046	1,500,254	1,500,000	1,500,000
Interagency Revenue	360,200	542,200	879,953	952,200	952,200
Total Internal Revenues	**1,863,209**	**551,246**	**2,380,207**	**2,452,200**	**2,452,200**
Beginning Fund Balance	15,143,884	14,949,476	14,413,467	19,215,039	19,215,039
Total Resources	**$152,449,138**	**$162,389,491**	**$168,679,709**	**$175,007,441**	**$175,007,441**
Requirements					
Bureau Expenditures					
Personnel Services	1,688,512	1,757,833	1,851,231	1,953,000	1,953,000
External Materials and Services	106,520,788	112,035,728	113,266,417	116,073,000	116,071,215
Internal Materials and Services	6,111,357	6,873,482	8,182,183	9,510,091	9,510,091
Capital Outlay	170,648	69,040	88,300	72,400	72,400
Total Bureau Expenditures	**114,491,305**	**120,736,083**	**123,388,131**	**127,608,491**	**127,606,706**
Fund Expenditures					
Debt Service	21,437,345	27,032,276	31,636,349	32,277,309	32,277,309
Contingency	0	0	12,009,318	12,761,000	12,761,000
Fund Transfers - Expense	1,571,012	109,699	1,645,911	1,610,641	1,612,426
Total Fund Expenditures	**23,008,357**	**27,141,975**	**45,291,578**	**46,648,950**	**46,650,735**
Ending Fund Balance	14,949,476	14,511,433	0	750,000	750,000
Total Requirements	**$152,449,138**	**$162,389,491**	**$168,679,709**	**$175,007,441**	**$175,007,441**
Programs					
Administration & Support	2,051,210	2,697,283	2,328,298	2,102,263	2,102,263
Disability & Death Benefits	7,623,918	8,445,635	7,721,116	8,251,870	8,251,870
Oregon PERS Contributions	5,265,815	5,998,321	7,062,648	8,601,132	8,601,132
Retirement System Payments	99,550,362	103,215,201	106,276,069	108,653,226	108,651,441
Traffic Safety	0	379,643	0	0	0
Total Programs	**114,491,305**	**$120,736,083**	**$123,388,131**	**$127,608,491**	**$127,606,706**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Maintenance and Reliability								
Database Capital Improvements	309,581	88,300	80,320	0	0	0	0	80,320
Total Maintenance and Reliability	**309,581**	**88,300**	**80,320**	**0**	**0**	**0**	**0**	**80,320**
Total Requirements	**309,581**	**88,300**	**80,320**	**0**	**0**	**0**	**0**	**80,320**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	53,248	67,038	1.00	67,044	1.00	67,044	1.00	67,044
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000066	Claims Technician	44,491	58,968	1.00	52,608	1.00	55,608	1.00	55,608
30000065	Claims Technician, Assistant	34,528	49,795	1.00	49,800	1.00	49,800	1.00	49,800
30000412	FPDR Director	99,861	139,464	1.00	122,472	1.00	127,488	1.00	127,488
30001384	FPDR Financial Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000582	FPDR Operations Manager	80,413	107,099	1.00	101,484	1.00	104,260	1.00	104,260
30000592	Legal Assistant, Sr	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30000450	Management Assistant	48,256	74,339	2.00	129,931	2.00	135,155	2.00	135,155
30000012	Office Support Specialist II	33,738	48,443	1.00	33,744	1.00	42,864	1.00	42,864
30000480	Workers Comp/Disability Analyst, Sr	64,605	86,154	2.00	167,346	2.00	172,296	2.00	172,296
30000479	Workers Compensation/Disability Analyst	58,573	78,083	2.00	142,572	2.00	144,340	2.00	144,340
TOTAL FULL-TIME POSITIONS				15.00	1,150,837	15.00	1,182,691	15.00	1,182,691
30000568	Financial Analyst, Sr	67,850	90,605	1.80	99,852	1.20	108,720	1.20	108,720
TOTAL PART-TIME POSITIONS				1.80	99,852	1.20	108,720	1.20	108,720
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				16.80	1,250,689	16.20	1,291,411	16.20	1,291,411

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.

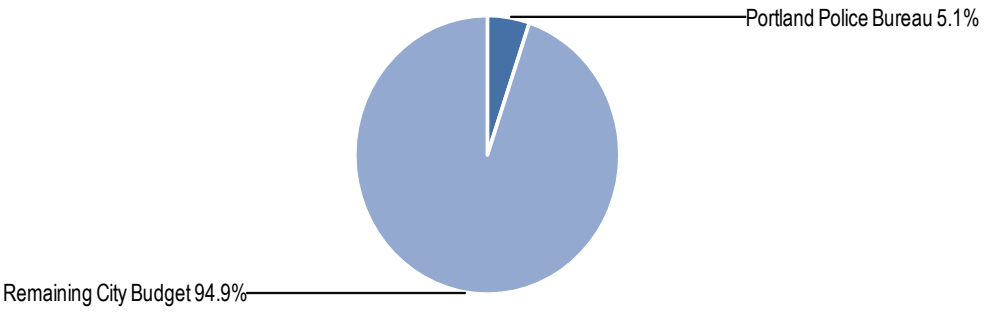
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	128,255,194	0	128,255,194	16.20	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(646,703)	(646,703)	0.00	Balance interagencies with Police and Fire Bureaus for additional staff
Approved Budget Additions and Reductions					
	(1,785)	0	(1,785)	0.00	Adjustment to General Fund Overhead Allocation
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(1,785)	**(646,703)**	**(648,488)**	**0.00**	**Total FY 2015-16 Decision Packages**
			127,606,706	**16.20**	**Total Adopted Budget**

Portland Police Bureau

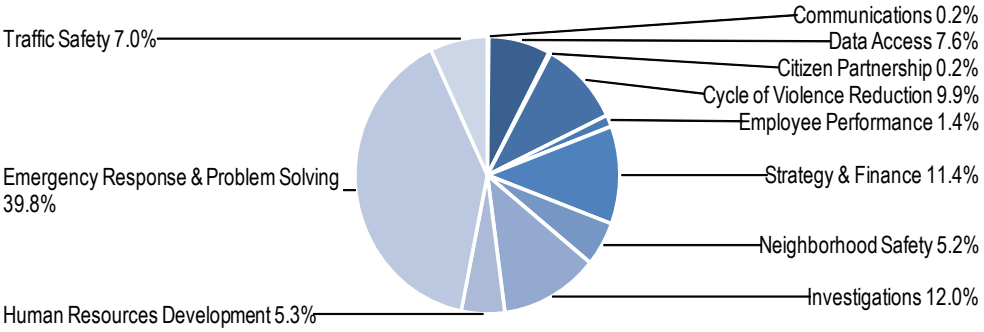
Public Safety Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Lawrence P. O'Dea III, Chief of Police

Percent of City Budget

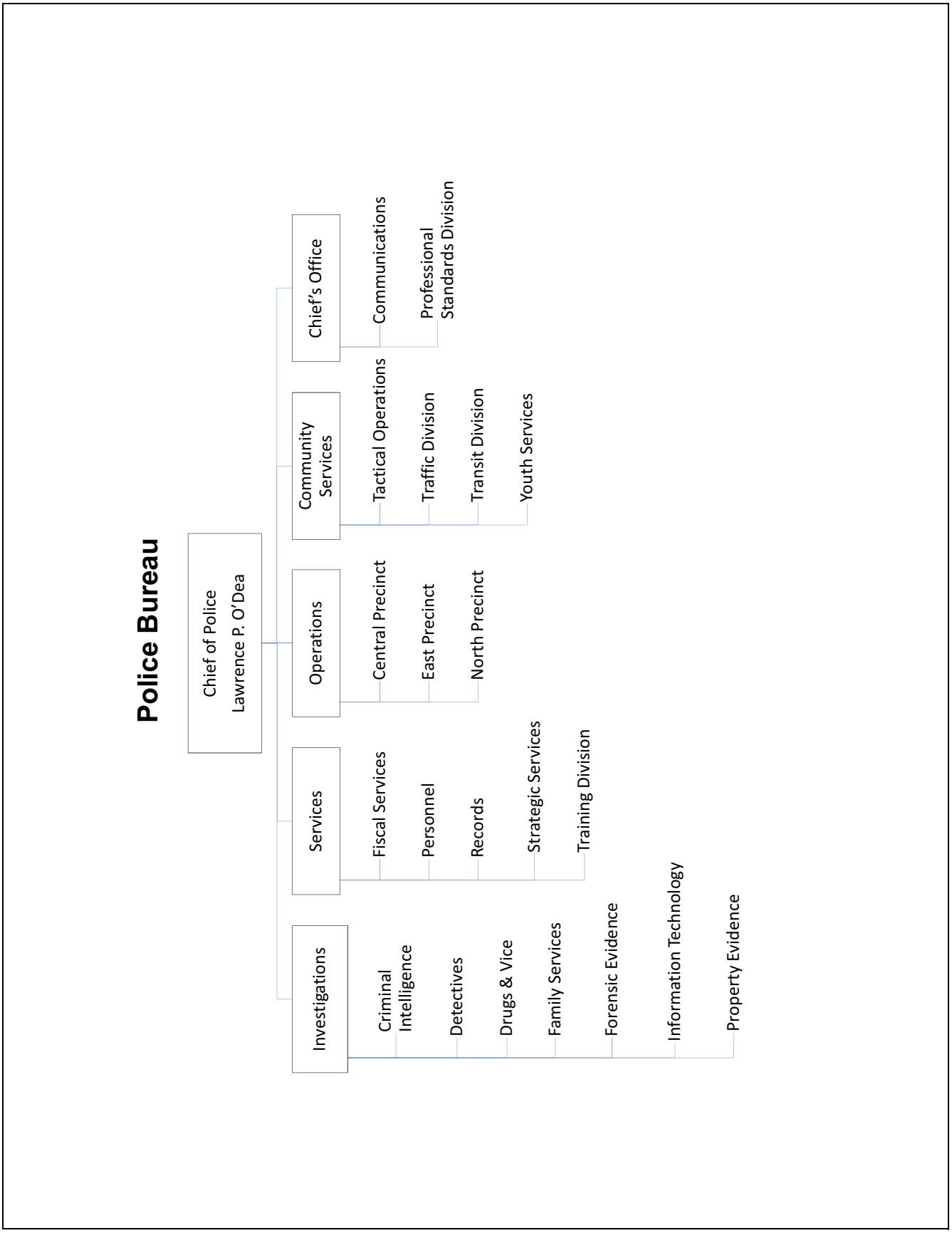


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	183,643,776	190,133,277	6,489,501	3.53
Capital	0	0	0	0.00
Total Requirements	**183,643,776**	**190,133,277**	**6,489,501**	**3.53**
Authorized Positions	1,185.00	1,187.75	2.75	0.23


Police Bureau
Chief of Police
Lawrence P. O'Dea
Chief's Office
Communications
Professional Standards Division
Community Services
Tactical Operations
Traffic Division
Transit Division
Youth Services
Operations
Central Precinct
East Precinct
North Precinct
Services
Fiscal Services
Personnel
Records
Strategic Services
Training Division
Investigations
Criminal Intelligence
Detectives
Drugs & Vice
Family Services
Forensic Evidence
Information Technology
Property Evidence

Bureau Summary

Bureau Mission

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

Bureau Overview

The Portland Police Bureau is managed and directed by the Chief of Police with four Assistant Chiefs. The bureau is organized into the Chief's Office and the four branches of Community Services, Investigations, Operations, and Services.

Chief's Office:

The Chief's Office includes the Chief's staff, the Public Information Office, the Communications Unit, the Department of Justice (DOJ) Agreement Compliance Office, the Professional Standards Division, and the Equity and Diversity Office. This Office provides strategic direction and leadership for the bureau.

Community Services Branch:

The Community Services Branch includes the Emergency Management Unit, the Tactical Operations Division, the Traffic Division, Transit Police, and the Youth Services Division.

Investigations Branch:

The Investigations Branch includes the Criminal Intelligence Unit, the Detective Division, the Drugs and Vice Division, the Family Services Division, the Forensic Evidence Division, the Information Technology Division, and the Property Evidence Division.

Operations Branch:

The Operations Branch includes the three precincts, Critical Incident Command, Crowd Control Incident Command, and Rapid Response Team.

Services Branch:

The Services Branch includes the Fiscal Services Division, the Personnel Division, the Records Division, the Strategic Services Division, and the Training Division.

Bureau Budget Programs

The bureau's services are also organized thematically into eleven budget programs. A single budget program may include services from multiple divisions or segments of divisions. The budget programs are:

- Emergency Response and Problem Solving
- Investigations
- Cycle of Violence Reduction
- Neighborhood Safety
- Traffic Safety
- Citizen Partnership

- Communications
- Human Resource Development
- Data Access
- Strategy and Finance

Strategic Direction

The Police Bureau's strategic direction includes the bureau's strategic initiatives:

1. Community engagement
2. Diversify staff at all levels to reflect the community
3. Communication and collaboration
4. Fiscal responsibility

The vision for building the community trust and that is legitimacy necessary to achieve the bureau's mission and goals is threefold. The bureau will continue to build an organization with diverse membership and a diverse leadership team so that anyone in the community can see members of the bureau that look like them. Portland Police Bureau will continue to provide internal training and education on how both equity and race impact the job its members do, and to make sure that its policies are inclusive. Finally, the bureau will engage with the community to further relationship-based policing. A well-trained, educated and diverse workforce focused on the community's priorities is the path to continue building community trust, and will allow the bureau to tailor its public safety response to the requirements of the different segments of the community.

Bureau Goals

The four goals for the Portland Police Bureau reflect its commitment to developing long-term solutions to serious crime issues and to maintaining a safe city. The goals and the strategies that follow are designed to create and sustain healthy, vital neighborhoods:

1. Develop long-term solutions to crime and social disorder
2. Build community trust
3. Create a professional work force to meet the public safety needs of the City
4. Implement best practices for effective policing

U.S. Department of Justice Settlement Agreement

The City of Portland has entered into a settlement agreement with the United States Department of Justice Civil Rights Division (DOJ) and United States Attorney for the District of Oregon regarding changes to policies and procedures in, and oversight of, the Portland Police Bureau. The agreement contains provisions related to the bureau's use of force, training, Employee Information System (EIS), officer accountability, community engagement and outreach, and crisis intervention, as well as the City's role in the provision of community-based mental health services. The DOJ Settlement agreement has markedly changed the bureau's delivery of services, internal and external accountability, and allocation of the bureau resources. The expectation is that the impacts of the agreement on bureau operations will continue to evolve as the terms of the agreement are implemented.

In the FY 2012-13 Winter Supplemental Budget Ordinance, City Council authorized 17 additional full-time positions and a $3.86 million ongoing increase in the bureau's FY 2013-14 current appropriation level to enable the Police Bureau to perform the additional work required to implement the changes to policies and procedures to comply with the DOJ agreement. The Police Bureau has already undertaken significant steps to comply with the provisions of the Agreement. In the 2014-15 Fall Budget Monitoring Process, City Council authorized an additional six limited-term analyst positions to accomplish the increased DOJ workload. The FY 2015-16 Adopted Budget makes those same six positions permanent. It is probable that additional requirement changes will increase compliance efforts and expense, whether from changes resulting from the public involvement work undertaken by the Compliance Officer and Community Liaison (COCL) and the Community Oversight Advisory Board (COAB) or as the DOJ and United States Attorney monitor the City's progress.

Adequate Staffing Levels

At the direction of an FY 2013-14 budget note, the bureau contracted a staffing study during the period of June through December 2014. The study was conducted by a law enforcement industry strategic consulting firm and has produced an objective evaluation of the bureau’s staffing levels and configuration. The study found that the bureau is understaffed by greater than 24 positions bureau-wide, and suggested realignment of resources among several divisions. The study also supported the creation of a fourth branch and an Assistant Chief to oversee it, which is a cost-neutral strategy the bureau has enacted. The new branch is the Community Services Branch, which includes divisions that provide community-wide services. Bureau leadership understands that building up to the recommended authorized staffing level will not happen in the short term, but there is a need to begin a longer-term discussion to right-size the bureau to achieve its mission.

Personnel Succession Planning

The bureau faces the possibility of a large number of sworn employee retirements in the next two fiscal years as nearly 18% of the bureaus current sworn members are retirement eligible before July 1, 2017. In the event that the bureau does experience significant retirements, there are logistical challenges to filling the positions in a timely manner. The background investigation process takes an average of six months and police officer training and coaching periods together take approximately 18 months to complete. The availability of enrollment space at the Oregon Department of Public Safety Standards and Training police academy also contributes to the bottleneck of moving new hires through the recruitment process.

To prepare for succession, the bureau developed a plan that was authorized by City Council in the FY 2014-15 Fall BMP to over-hire by up to ten officers on an ongoing basis so that there can always be a number of officer trainees in the background and training processes and ready to fill positions when vacancies occur due to retirements or other separations. Additionally, as a companion strategy, the Personnel Division will temporarily increase the number of background investigator positions to increase the capacity to process applicants' background investigations.

New Records Management System

The bureau implemented a new Records Management System, RegJIN, in April 2015. The system currently serves more than 40 regional partner agencies and over 1,900 system users. These partner agencies have participated in the system configuration, training, and will support system operations with proportional fees for service. The Records Management System that RegJIN replaced was developed in-house by the Portland Police Bureau more than thirty years ago was at end of life, difficult to support, and at risk of permanent failure. RegJIN is a dynamic system that will greatly expand the menu of crime and policing data that the bureau will be able to capture and use for operational decision making. The FY 2015-16 Adopted Budget includes three positions needed to support the RegJIN program; these positions include a Management Analyst, a Program Manager, and a Senior Program Manager. The positions are funded by fee revenue from users of the system.

Body-worn Camera Technology

For multiple reasons including accountability, transparency, and legitimacy, the bureau intends to begin implementation of body-worn camera technology in FY 2015-16. The potential benefits of implementing a body-worn camera technology include greater public trust, swifter adjudication of cases, fewer false claims against police, financial benefit of fewer payouts of claims, decrease in hostile police/ public interactions, and officer self-improvement and training tools. The law enforcement field has embraced officer video recording technology in the wake of national anti-police protests, which have demanded greater transparency and accountability of local police agencies, as one of the few ways to derive more accurate and impartial accounts of events that occur between the police and the public.

Some of the logistical issues that must be resolved prior to the bureau conducting a large scale deployment of body-worn cameras are: discussions with the Portland Police Association; state legislative changes related to privacy and consent; the process of evidence sharing with the Multnomah County District Attorneys Office; data storage, retention, and access issues; and, bureau policy revisions. The bureau expects that these issues can be resolved in FY 2015-16.

In January 2015, the bureau initiated a Request for Information to solicit information from qualified body-worn camera system vendors. The bureau intends to conduct a Request for Proposals to solicit proposals from qualified vendors of body-worn camera systems and anticipates the process to occur in mid-2015. The FY 2015-16 Adopted Budget includes $834,619 in one-time funding carried forward from FY 2014-15 for the body-worn camera equipment purchase and initial infrastructure costs, but the one-time funding does not ensure program sustainment. The bureau will return to Council to request ongoing funding for the body-worn camera technology and program support positions when the Request For Proposal process is completed and the ongoing financial requirements are known.

Summary of Budget Decisions

The Police Bureau's Current Appropriation Level for FY 2015-16 is $164,040,867. This base budget is the FY 2014-15 budget increased for inflation and minor Citywide adjustments.

Budget Development

The Police Bureau developed budget requests within the priority framework of compliance with the terms of the DOJ agreement; improved services to, and communications with, the community; bureau fiscal responsibility; and, instilling diversity and equity within the organization.

Public involvement and participation in this process was provided by the bureau Budget Advisory Committee meetings, which were open to the public. The Budget Advisory Committee recommended policy direction to develop a budget responsive to the public safety and neighborhood livability needs of the community, with a particular emphasis expressed about services provided to youth, families, immigrant communities, and issues of gang violence. The Police Bureau reviewed existing programs and resources to identify workable realignments to address high-priority, core-mission needs with the lowest negative impact to core-mission programs that would provide that resource. The result is a budget which supports bureau core services and priorities, supports City goals and priorities, and reflects the allocation of available resources to the bureau's highest priority functions.

Additions

The FY 2015-16 Adopted Budget contains additional resources totaling $2,115,413 of ongoing General Fund discretionary funds and $168,229 in one-time General Fund resources. There are 16 new ongoing positions and one limited-term position. The budget includes a one-time carryover of $2,844,604 to fund purchases that were initiated in FY 2014-15 but will not be completed until some point in FY 2015-16.

DOJ Agreement Compliance Staffing

Failing to meet the obligations under the settlement agreement could present the City with consequences such as increased financial requirements or the possibility of receivership, in which the DOJ would assume management responsibilities for the Portland Police Bureau and discretion on budget decisions to comply with the agreement. The FY 2015-16 Adopted Budget funds six non-sworn analyst positions and provides ongoing funding of $608,405 to address the substantial amount of new work required to ensure that the City complies with the Agreement.

The Police Bureau began implementation of many of the DOJ agreement action items while awaiting the appointment of the Compliance Officer and Community Liaison (COCL), the selection of the Community Oversight Advisory Board (COAB), and the federal judge's approval of the agreement. The DOJ compliance work accomplished thus far has provided the bureau knowledge of the scope and volume of future workload that will be required to meet the terms of the agreement.

As evident from the evolving interpretation and implementation of terms of the DOJ agreement, increased data collection and analysis are necessary to achieve compliance. Four additional analyst positions are assigned to the DOJ Unit in the Strategic Services Division to address the reporting requirements outlined in the agreement. The agreement relies heavily on qualitative and quantitative analysis in order to show that the Police Bureau has met substantial compliance in all of its federally mandated action items. Satisfying the DOJ mandates is predicated on the bureau's ability to enter, retrieve, and analyze data from all data systems.

Two additional analyst positions are assigned to the DOJ Use of Force Inspector's Office in the Professional Standards Division to address the obligations of force auditing and to conduct adequate quality assurance audits of analysis and data as specified in the agreement. The majority of analytical work and reporting is mandated to be conducted in consultation with the COCL. The Inspector is tasked with supporting the Training Advisory Council in their efforts to deliver recommendations regarding the training provided to members of the bureau. The Inspectors Office needs greater capacity to perform detailed analysis of bureau actions, programs, and policies for the Training Advisory Council to facilitate the Training Advisory Council's mandate to develop relevant and meaningful recommendations regarding the bureau's training program and uses of force. Additional responsibilities of the Inspector are analyzing and reporting on the efficacy of the Annual Needs Assessment and bureau members' compliance with the release of new or updated bureau Directives. This work would be done in consultation with the COCL.

In summary, the quality of the data the bureau maintains is of paramount importance. The outcome will be the establishment of a system by which to track officer accountability and ensure that Portland Police Bureau employees use the appropriate levels of force, when circumstances warrant, per established bureau policies. To measure performance toward the final goal of an operational system of accountability, the bureau will track the progress made toward establishing the system. The metric that will be used is the percentage of DOJ action items (or milestones) achieved by established project deadlines. The COCL is the body that will determine both deadlines of the project actions items as well as progress made toward completion of the action items.

Crime Analyst - Gang Enforcement Team

The Gang Enforcement Team is part of the Tactical Operations Division and works to investigate, apprehend, and prevent gang activity, gun violence and Measure 11 crimes. The FY 2015-16 Adopted Budget includes ongoing General Fund resources totaling $107,880 to fund one Crime Analyst position for the Gang Enforcement Team. This position will provide investigative analytic support to officers in identifying predictive crime trends in gang-specific criminal cases.

Domestic Violence Restraining Order Team

Ongoing General Fund resources totaling $386,428 are included to fund three sworn positions in support of the Domestic Violence Restraining Order (DVRO) team in the Family Services Division. There is $78,229 General Fund one-time resources for the procurement of vehicles to support the DVRO team. The DVRO team started in FY 2014-15 with one-time resources to provide a team dedicated to restraining order and gun disposition follow-up cases from the Multnomah County Violence Restraining Order court proceedings. Ongoing investments in this program will provide for more DVRO cases to receive follow-up with the intent to remove firearms where the court has determined it necessary.

Hooper Detoxification Center and CHIERS

The Hooper program is operated by Central City Concern, and provides a safe and medically supervised place for individuals to detoxify. CHIERS is Central City Concern's roving inebriate response van, which transports inebriates to the sobering center at Hooper. In the absence of CHIERS and the Hooper Detox Center, individuals would be transported by officers, either to jail or area hospitals, both of which are high cost options. The FY 2015-16 Adopted Budget converts $338,250 in one-time funding to ongoing funding to continue support for the CHIERS program. There is $674,450 in ongoing resources in the FY 2015-16 Adopted Budget for the Hooper Detox program.

Property Evidence Control Specialist

The Property Evidence Division manages the physical property related to crimes as well as abandoned property. The FY 2015-16 Adopted Budget authorizes one Evidence Control Specialist position dedicated to property sales and disposal funded by program revenue. The Property Evidence Division has, in the past, hired staff dedicated to the online sales of property with associated revenue funding the positions. With the addition of this Evidence Control Specialist position, the division expects to increase the rate of property disposal and free up time for the other Evidence Control Specialists to focus on disposal of property.

RegJIN Program Sustainment Costs

In April 2015 the bureau implemented a new records management system, the Regional Justice Information Network (RegJIN). The system currently serves more than 40 regional partner agencies, all of which support system operations with proportional fees-for-service. RegJIN is a dynamic system that will greatly expand the data that the bureau will be able to capture and use for operational decision making. The RegJIN project made the transition to the RegJIN program, and requires dedicated staff to support the system and provide technical, financial, and operational services to partner agencies. The FY 2015-16 Adopted Budget authorized creation of three positions to comprise this RegJIN sustainment team to provide a strong network of support to the program as it moves from implementation into program management. The positions are funded with service fees from participating agencies.

Transit Police

The Transit Police Division provides public safety service on TriMet bus and MAX light-rail lines. It is staffed by members of the Portland Police Bureau and those of 17 surrounding jurisdictions within the TriMet transit service area. TriMet reimburses each agency for the cost of services provided, with participation governed by a set of intergovernmental agreements between the partner jurisdictions and TriMet. The FY 2015-16 Adopted Budget adds two additional Police Officer positions and one Crime Analyst from Portland Police Bureau be assigned to Transit Police.

The two Police Officer positions assigned to Transit Police will allow coverage to a greater service area due to expanded light rail lines and maintain current service levels to riders and the public. The addition of the Crime Analyst dedicated to transit law enforcement will allow for TriMet and Transit Police to more effectively deploy their resources along the transit corridors. There is no increased cost to the City because the positions are fully funded by TriMet, which provides reimbursement of all associated costs.

Gang Impacted Family Team

General Fund one-time resources totaling $60,000 is provided for the Gang Impacted Family Team (G.I.F.T.), which is a crime prevention and outreach program in the Multnomah County District Attorney's Office. This program coordinates services for individuals and families impacted by gang violence. The funding will support a previously grant-funded Program Coordinator position for one year.

The Rosewood Initiative

General Fund one-time funding totaling $30,000 is provided for the Rosewood Initiative, a non-profit organization operating in the Rosewood Neighborhood that services residents and businesses. The City, in partnership with Multnomah County, is contributing resources to support a community safety pilot program in FY 2015-16.

FY 2014-15 Carryover Projects

The FY 2015-16 Adopted Budget includes $2.0 million in program carryover from FY 2014-15. Program carryover represents projects that will not be complete in FY 2014-15. Projects included in the Portland Police Bureau carryover include: implementation costs for an officer-worn camera system, technology projects that were delayed during the RegJIN implementation, and facility improvement projects that will not be finished by the end of the fiscal year.

Emergency Response & Problem Solving

Description

The Emergency Response & Problem Solving program is the Police Bureau's largest program and it includes patrol, emergency management services, as well as specialized tactical units such as the Explosives Disposal Unit and the Special Emergency Response Team. Responding to crime and initiating problem-solving activities to prevent and reduce crime remain the key activity of the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in the community and to promote a sense of neighborhood and personal safety.

Extensive reductions to this program over the prior two years are anticipated to continue to have a sustained negative impact on the average response time to high-priority calls for service.

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau goals to develop long term solutions to crime and social disorder and to implement best practices for effective policing. The program's goal complements the City Council priority of equity and opportunity and complete neighborhoods.

Performance

In FY 2014-15 the bureau continued to see the negative impacts of prior year budget reductions on many bureau performance metrics. Part 1 (major) Crimes reported have risen over the past four years and the number of reported Part 2 Crimes reported also increased. The bureau monitors emerging crime trends and shifts resources where necessary to address those trending upward. The bureau strives to respond to high priority incidents within five minutes, but budget cuts that reduced patrol resources in FY 2013-14 led to an increase in actual average response time to high priority calls for service of 5.38 minutes. Data shows performance is on track to increase to 5.50 minutes in FY 2014-15. The FY 2015-16 target for this metric is set at 5.50 minutes. The percent of residents who feel safe walking alone in their neighborhoods at night, an indicator of the community's perception of crime levels, increased to 62% in FY 2013-14, maintaining the bureau’s target.

Changes to Services and Activities

There are no significant programmatic changes to the services and activities of this program in the FY 2015-16 Adopted Budget.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	580.00	582.00	584.00	586.00	586.00
Expenditures					
Emergency Response & Problem Solving	72,622,133	72,659,350	71,440,177	75,535,301	75,581,301
Total Expenditures	**72,622,133**	**72,659,350**	**71,440,177**	**75,535,301**	**75,581,301**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of Part 1 person crimes per 1,000 residents	5.03	4.93	4.60	5.00	5.00
Percentage of residents who feel safe walking alone in their neighborhood at night	60%	62%	62%	62%	62%
Average travel time to high priority calls in minutes	5.13	5.38	5.50	5.50	5.50
Effectiveness					
Number of Part 1 (major) crimes	32,700	33,349	34,011	34,686	34,686
Number of Part 2 crimes	29,946	33,822	34,000	34,000	34,000
Number of Part 1 property crimes per 1,000 residents	51	51	51	51	51
Total number of Part 1 crimes per 1,000 residents	56	56	56	56	56
Workload					
Number of incidents dispatched	206,005	212,443	212,500	212,500	212,500
Number of officer-initiated calls for service	162,423	149,741	150,000	150,000	150,000
Number of telephone reports	18,906	19,166	18,500	18,500	18,500
Number of dispatched calls per officer	360	377	380	380	380
Number of Citizen Online Reports	8,439	10,793	12,500	12,500	12,500

Investigations

Description

Investigating major crime and apprehending criminals are the primary activities of the Investigations program. Solving crime promotes a sense of community safety and information gained in investigations is used to prevent future crime. Organizationally, this program involves the Criminal Intelligence Unit, the Detective Division, the Forensic Evidence Division, and the Property and Evidence Division.

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau goals to develop long term solutions to crime and social disorder and to implement best practices for effective policing. The program's goal complements the City Council priority of complete neighborhoods.

Performance

The primary effectiveness measures tied to the Investigations program are case clearance rates. The person crime case clearance rate decreased between FY 2012-13 and FY 2013-14 from 42% to 40%. The property crime clearance rate held steady from FY 2012-13 to FY 2013-14, but did not meet that year's target of an increased clearance rate. This program also impacts the effectiveness measures of both person and property crime counts and rates. Those measures are tied to the Emergency Response and Problem Solving Program, which also has a role in impacting case clearance rates. Budget cuts in FY 2013-14 eliminated five Police Detective positions, which is a contributing factor to the reported performance measures.

Changes to Services and Activities

The FY 2015-16 Adopted Budget authorizes a Property Evidence Control Specialist dedicated to property sales and disposal. The objective is to increase the rate of disposal by sale to keep up with the volume of incoming property. The position is program revenue funded.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	186.00	171.00	169.00	170.00	170.00
Expenditures					
Investigations	23,043,471	22,389,343	22,070,088	22,737,645	22,827,645
Total Expenditures	**23,043,471**	**22,389,343**	**22,070,088**	**22,737,645**	**22,827,645**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of person crime cleared	42%	40%	40%	40%	40%
Percentage of property crime cleared	14%	14%	14%	14%	13%

Cycle of Violence Reduction

Description

This program's mission is to both reduce crime and improve neighborhood safety and livability by targeting chronic crime that involves drugs and gangs, and crime that begins a cycle of violence in the home. Organizationally, this program includes the Drug and Vice Division, the Family Services Division, the Gang Enforcement Team, and the Gun Task Force.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal of developing long term solutions to crime and social disorder. It also supports the City Council priority of complete neighborhoods.

Performance

Two performance measures are used to track the effectiveness of this program: the number of addresses generating drug house complaints; and, the percent of gang violence cases cleared. The number of drug house complaints increased from FY 2009-10 to FY 2013-14 by more than 15%. The gang violence case clearance rate in FY 2013-14 fell from the prior year. The recent bureau reductions to the Gang Enforcement Team and Drugs and Vice Division correlate to the target number of known drug house addresses and a decrease in both drug seizures and investigations, and are influenced by decreased bureau capacity. This level of service has continued in FY 2014-15.

Changes to Services and Activities

The FY 2015-16 Adopted Budget includes additional ongoing General Fund resources for one Police Sergeant and two Police Officer positions to staff the Domestic Violence Restraining Order detail in the Family Services Division. One-time resources are included for the procurement of vehicles to support this unit.

The FY 2015-16 Adopted Budget authorizes and provides ongoing funding for creation of one Crime Analyst position in the Gang Enforcement Team to improved the unit's ability to investigate, apprehend, and prevent gang activity, gun violence, and Measure 11 crimes. The Crime Analyst will be tasked with identifying predictive crime trends in gang-specific criminal cases to support the efforts of team officers.

One time funding of $60,000 is provided for the Gang Impacted Family Team, which is a crime prevention and outreach program in the Multnomah County District Attorney's Office that coordinates services for individuals and families impacted by gang violence. The funding will support a previously grant-funded Program Coordinator position for one year.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	109.17	108.00	112.00	110.50	116.50
Expenditures					
Cycle of Violence Reduction	15,721,059	15,240,789	18,439,522	17,422,031	18,878,277
Total Expenditures	**15,721,059**	**15,240,789**	**18,439,522**	**17,422,031**	**18,878,277**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of addresses generating drug house complaints	648	650	655	650	650
Percentage of gang violence cases cleared	33%	21%	20%	21%	25%

Neighborhood Safety

Description

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

Organizationally, this program includes the Youth Services Division's School Resource Officers, Home Security Locks, the precinct Neighborhood Response Teams, the Alarm Administration Unit, and the Behavioral Health Unit. School Resource Officers monitor school safety and reduce truancy. The bureau's Home Security Locks program and Alarm Administration Unit contribute to the Neighborhood Safety program by working with senior citizens to properly secure their homes and by working with both business and residential alarm system owners to ensure proper system use and bureau response.

The Behavioral Heath Unit was formed in FY 2012-13 and has received ongoing General Fund discretionary resources as part of the Department of Justice settlement agreement funding. The unit provides a multi-layered response to calls involving behavioral health crises and the development and oversight of that response.

Since the elimination of four Youth Services Police Officer positions in FY 2013-14, there has been an increase in the number of missing and runaway juveniles. Many of these juveniles have been targeted by human traffickers and gangs involved in prostitution. The reduction in the Youth Services positions may not be a causal factor regarding the missing and runaway juveniles, but the decreased staffing translates to less capacity to perform preemptive and follow-up investigative work.

Goals

This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goal to build community trust. This program supports the City Council priority of complete neighborhoods.

Performance

One of the elements of neighborhood safety is a low burglary rate for homes and businesses. The burglary victimization rate is the effectiveness measure tied to this program. The FY 2012-13 and FY 2013-14 the number of property crimes per 1,000 residents was stable. The Police Bureau focuses on burglary prevention and chronic problems through the community involvement of Neighborhood Response Team Officers and through the Home Security Locks Program and Alarms Unit.

Changes to Services and Activities

The FY 2015-16 Adopted Budget makes no significant changes to this program.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	50.00	47.00	51.00	51.00	45.00
Expenditures					
Neighborhood Safety	5,672,659	7,326,052	9,409,648	10,291,750	9,825,552
Total Expenditures	**5,672,659**	**7,326,052**	**9,409,648**	**10,291,750**	**9,825,552**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Burglary victimization rate	5%	5%	5%	5%	5%

Traffic Safety

Description

The Traffic Safety program addresses neighborhood and business district concerns about traffic safety for vehicles, bicycles, and pedestrians, and supports efforts to reduce traffic collisions. The program is also charged with ensuring the safety of people using the city's public transit system. Organizationally, this program includes the Transit Police and the Traffic Division.

In FY 2013-14, the bureau eliminated five Police Officer positions, which required the elimination of a traffic enforcement shift. The effect has been reduced patrol of, and enforcement on, the city's major arterial roads during certain shifts.

Goals

This program supports the City goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau goals to develop long term solutions to crime and social disorder and to implement best practices for effective policing. It is linked to the safe transportation system strategies that support the Council goal of complete neighborhoods.

Performance

One of the effectiveness indicators for this program is the number of traffic collision fatalities in a year. The number of fatalities decreased from FY 2012-13 to FY 2013-14. The other workload metric is traffic collision calls for service per 1,000 residents. This number remained the same from FY 2012-13 to FY 2013-14.

The FY 2013-14 staffing reductions in the Traffic Division have affected critical incident support to the precincts and presented challenges to provide adequate staffing for covering special events.

Changes to Service and Activities

The FY 2015-16 Adopted Budget adds two Police Officer positions and one Crime Analyst position dedicated to Transit Police. The additional officer positions will increase coverage to the greater service area created by the expansion of TriMet light rail lines, ensuring current service levels to riders and the public. The Crime Analyst will be dedicated to enhanced support of Transit Police's crime investigation and interdiction efforts. These additions are fully funded by TriMet, and will affect this program by improving neighborhood safety and livability in the expanded transit area.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	79.00	67.00	69.00	69.00	69.00
Expenditures					
Traffic Safety	13,053,847	12,661,255	13,016,573	13,331,417	13,358,447
Total Expenditures	**13,053,847**	**12,661,255**	**13,016,573**	**13,331,417**	**13,358,447**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of traffic collision fatalities annually	35	26	33	30	30
Workload					
Number of traffic collision calls for service per 1,000 residents	23	23	23	23	23

Citizen Partnership

Description

This program fosters a partnership between the police and the public, a major principle of community policing. The program undertakes activities created specifically to bring police and residents together to work cooperatively on issues of broad community interest. Organizationally, this program involves the Sunshine Division, Police Reserves and Cadets, and the Crisis Response Team.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to build community trust. The activities of this program support the City Council priorities of complete neighborhoods and equity and opportunity.

Performance

There are no programmatic performance metrics associated with this program.

Changes to Services and Activities

There are no changes to this program in FY 2015-16. Funding and authorization for a grant-funded, limited-term position that was added to this program in FY 2014-15 is scheduled to expire at the end of September 2015.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.00	3.00	4.00	3.25	3.25
Expenditures					
Citizen Partnership	463,253	421,003	416,866	422,005	418,912
Total Expenditures	**463,253**	**421,003**	**416,866**	**422,005**	**418,912**

Communications

Description

The Communications program provides centralized media and public communications, as well as internal bureau employee communications. Organizationally this program consists of the Public Information Office and the Communications Unit, both of which are located in the Chief's Office.

Goals

The program supports the City goal to ensure a safe and peaceful community and the bureau goal to build community trust by increasing transparency and proactively providing relevant information on Police Bureau activities to the public. It supports the City Council priorities of complete neighborhoods and equity and opportunity.

Performance

The effectiveness measure for this program is the percent of citizens rating the bureau's service as good or better. Although this program influences public perceptions about bureau performance, this measure is also affected by many aspects of the bureau's operations, social trends, and national events. The rating climbed in FY 2012-13 and held steady for FY 2013-14.

Changes to Services and Activities

There are no changes to this program in FY 2015-16.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.00	2.00	2.00	2.00	2.00
Expenditures					
Communications	468,035	369,381	311,426	325,088	325,088
Total Expenditures	**468,035**	**369,381**	**311,426**	**325,088**	**325,088**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of citizens rating service as good or better	61%	61%	61%	61%	61%

Human Resources Development

Description

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

As a major component of this program, the Training Division has the lead role in training officers in the new and revised policies and procedures that have been developed to comply with the requirements of the Department of Justice Settlement Agreement. This included the use of force policy, as well as additional training for officers on policies and procedures that pertain to the mentally ill and persons experiencing or perceived to be experiencing a mental health crisis.

The FY 2014-15 Adopted Budget included an Equity and Diversity Program Manager position for the Police Bureau. This position oversees the integration of equity best practices into the bureau's policies, protocols, and practices, as well as assist in developing an equity and diversity training curriculum for the bureau. The Equity and Diversity Program is located in the Chief's Office.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal to create a professional work force to meet the public safety needs of the City. The program supports the City Council priorities of complete neighborhoods and equity and opportunity.

Performance

The Personnel Division has made improvements to the recruitment and hiring processes for police officers, so that the background investigation staff can accommodate a greater number of investigations and move candidates through the process more quickly and at a greater volume of candidates. In FY 2013-14, the total new sworn employees hired comprised of people self-identified as from communities of color was 47%. The total of newly hired sworn females was 17.6% for the same time period.

Changes to Services and Activities

The FY 2013-14 Revised Budget corrected errors in program codes for several FTE positions included in the FY 2013-14 Adopted, which accounts for the decreased number of FTE positions shown for this program in FY 2014-15. That change did not lower the true number of positions assigned to this program from year to year. The FY 2015-16 Adopted Budget does not make any significant change to the services or activities of this program.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	63.00	58.00	51.00	50.00	50.00
Expenditures					
Human Resources Development	9,609,109	10,059,883	11,819,097	9,718,975	10,068,975
Total Expenditures	**9,609,109**	**10,059,883**	**11,819,097**	**9,718,975**	**10,068,975**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of new sworn hires who are female	17.6%	17.6%	20.0%	25.0%	25.0%
Percentage of new sworn hires comprised of people from communities of color	23.5%	47.1%	26.7%	33.0%	33.0%

Data Access

Description

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

The Police Bureau's Records Division, in conjunction with the Information Technology Division and the City's Public Safety System Revitalization Project (PSSRP), implemented a replacement for the Portland Police Data System in April 2015. The new system is known as the Regional Justice Information Network, or RegJIN, and provides a regional database of criminal activity that will be shared with regional partner agencies.

The bureau is further evaluating strategies to address the bureau's increasing technology needs. Bureau needs include implementing new technologies for greater operational efficiencies and effectiveness as well as maintaining the bureau's extensive inventory of technology equipment and infrastructure.

Goals

This program supports the City goal to ensure a safe and peaceful community and the bureau goal of building community trust and greater transparency by providing public information quickly. By supporting all of the front-line services of the bureau, this program supports the City Council priority of complete neighborhoods.

Performance

There are no programmatic performance metrics associated with this program.

Changes to Services and Activities

The FY 2015-16 Adopted Budget creates three positions which will comprise the RegJIN Sustainment Team. The positions are one Program Manager, one Senior Program Manager, and one limited-term Management Analyst. The positions are funded with participant agencies' RegJIN service fees. The team will provide a strong network of support to the RegJIN program as it moves from project implementation into program sustainment.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	74.67	68.00	69.00	71.00	71.00
Expenditures					
Data Access	12,673,934	12,658,831	13,964,975	14,360,323	14,360,323
Total Expenditures	**12,673,934**	**12,658,831**	**13,964,975**	**14,360,323**	**14,360,323**

Employee Performance

Description

This program focuses on bureau accountability by investigating, collecting, analyzing, and sharing performance data information. City and community input is tied to this program through a review board process. Organizationally this program includes the Professional Standards Division, which includes Internal Affairs.

Goals

The program's primary objective is to improve employee performance and, in turn, overall bureau performance. The program supports the bureau goal to create a professional workforce to meet the public safety needs of the City and to build community trust. The program supports Council's priorities of equity and opportunity and complete neighborhoods.

Performance

The metric associated with this program is the number of complaints against officers received through the Independent Police Review Office (IPR). This number has increased over the last fiscal year. This metric is affected by many factors including actual number of incidents that generate complaints against police, increased public awareness of IPR, and the level of public confidence that submitting a complaint will result in action.

The bureau is developing new metrics for this program, as well as the other bureau programs. Several new metrics are included in the FY 2015-16 Adopted Budget.

Changes to Services and Activities

It is anticipated that this program will be expanded to implement the policies and procedures associated with the DOJ settlement agreement. Employee performance will continue to be monitored by the bureau by tracking the number of cases received by the Independent Police Review Office and that are sustained and submitted to the Police Bureau for further investigation.

The FY 2015-16 Adopted Budget includes the creation of two Crime Analysts in the DOJ Use of Force Inspector's Office in the Professional Standards Division. The analysts will address the obligations of force auditing specified in the settlement agreement. The outcome will be the establishment of a system to ensure that Portland Police Bureau employees use the appropriate level of force, when circumstances warrant, per established bureau policies.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	15.00	20.00	21.00	21.00	21.00
Expenditures					
Employee Performance	1,844,595	2,395,678	2,768,924	2,647,158	2,647,158
Total Expenditures	**1,844,595**	**2,395,678**	**2,768,924**	**2,647,158**	**2,647,158**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of community complains against Police, as reported by IPR, based on calendar year	75	82	100	90	90

Strategy & Finance

Description

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

Goals

This program supports the City goals to ensure a safe and peaceful community and to deliver efficient, effective, and accountable municipal services. The program supports the bureau goals to implement best practices for effective policing, to develop long-term solutions to crime and social disorder, and to be fiscally responsible. The program supports all of the frontline services of the bureau, and also reflects the City Council priorities of complete neighborhoods and equity and opportunity.

Performance

The bureau is currently working on developing new metrics for this program, as well as the other bureau programs. Several new metrics are included in the FY 2015-16 Adopted Budget. One of the newly-developed metrics is tied to this program: the percentage of total arrests in which there was a use of force. To measure performance toward the final goal of an operational system of accountability, the bureau will track the progress made toward establishing the system. The metric that will be used is the percentage of DOJ action items (or milestones) achieved by established project deadlines.

Changes to Services and Activities

The FY 2015-16 Adopted Budget includes the creation of four positions assigned to complete DOJ analysis in the Strategic Services Division. The analyst positions will address the reporting requirements outlined in the DOJ Agreement. With an additional four analysts in Strategic Services, the bureau anticipates having adequate capacity to review and audit each report in a timely fashion and comport with established Agreement timelines. The outcome will be the establishment of a system by which to track officer accountability.

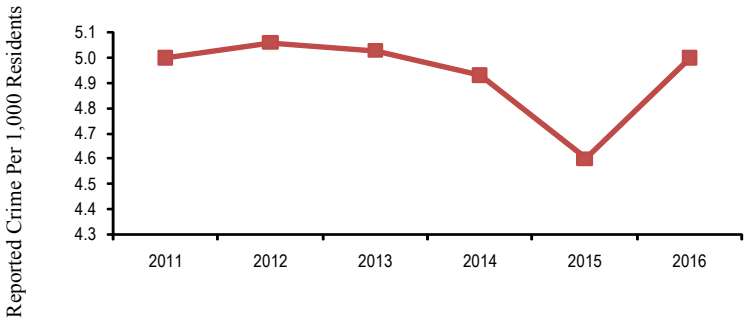
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	49.00	44.92	53.00	54.00	54.00
Expenditures					
Strategy & Finance	14,534,416	13,099,956	19,856,269	19,496,980	21,691,599
Total Expenditures	**14,534,416**	**13,099,956**	**19,856,269**	**19,496,980**	**21,691,599**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of total PPB officer arrests in which there was use of force	2.86%	2.64%	2.50%	2.50%	2.50%

Performance Measures

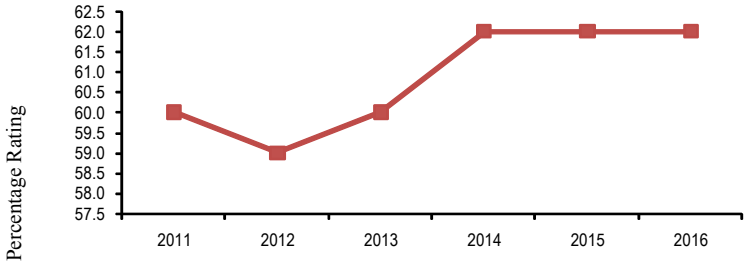
Part 1 Person Crime per 1,000 Residents

This measures the bureau's effectiveness at containing major person crimes. Part 1 Person Crime involves force or the threat of force and include murder, rape, robbery, and aggravated assault. The number of Part 1 Person Crimes per 1,000 residents has continued to decline since 2011-12 and the bureau projects the decrease to continue in FY 2015-16.



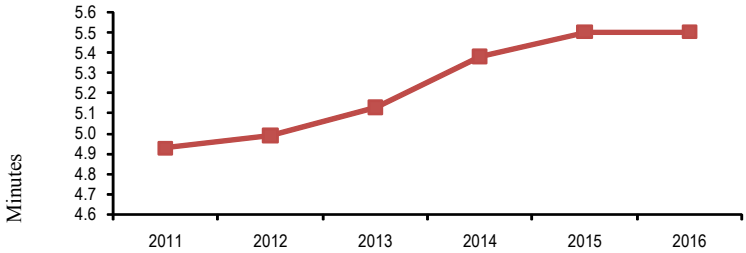
Percentage of Residents who Feel Safe Walking Alone in Their Neighborhood at Night

This is an effectiveness metric of overall community trust of public safety operations. Since 2007, the majority of residents have consistently felt safe alone in their neighborhood at night. This number increased to 62% for FY 2013-14 from 60% the prior year. The bureau projects to continue to achieve a 62% rating for this measure in FY 2015-16.



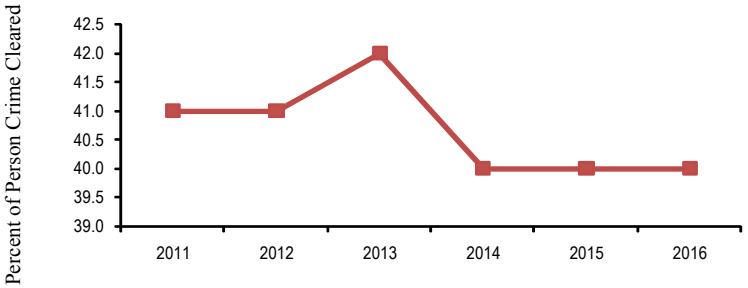
Average Travel Time to High Priority Calls

The efficiency measure is the average time from dispatch to response for high-priority emergency calls for service, which has risen annually, with a 5.13 minutes in FY 2012-13 to 5.38 in FY 2013-14. The bureau projects a response time of 5.45 minutes for FY 2015-16. Two primary factors attributed to the increasing response time are the declining numbers of sworn staff and the increasing overall number of calls for service.



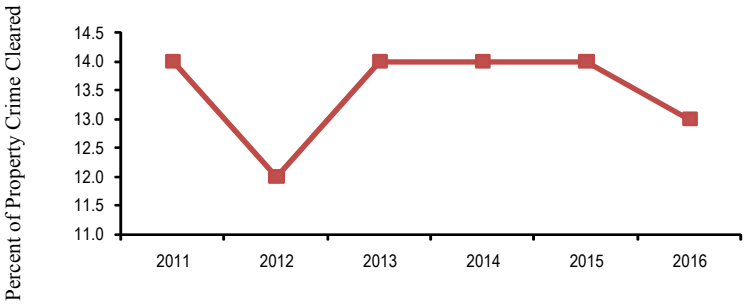
Percent of Person Crime Cleared

This measures the bureau's effectiveness in solving or otherwise clearing person crimes. The percent of person crimes cleared was 40% in FY 2013-14 and is projected to remain the same in FY 2015-16.



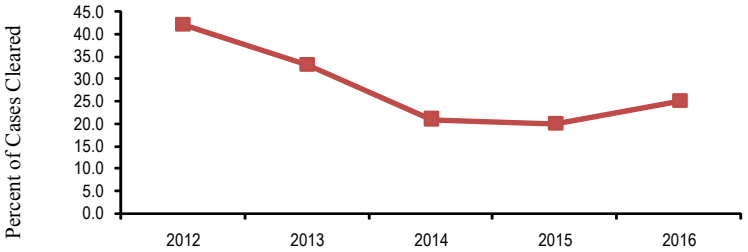
Percent of Property Crime Cleared

This measures the bureau's effectiveness in solving or otherwise clearing property crime. The percent of property crimes solved or otherwise cleared was 14% in FY 2013-14 and is projected to remain at 14% for FY 2015-16.



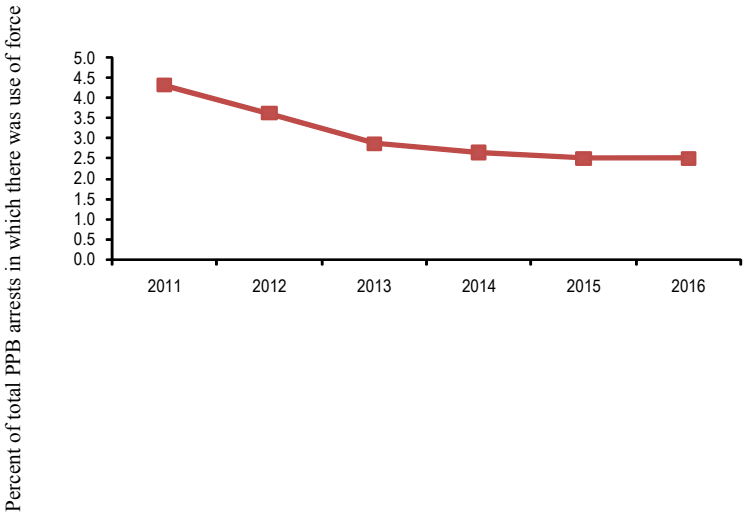
Percent of Gang Violence Cases Cleared

This measures effectiveness in solving or otherwise clearing gang violence cases. Budget cuts to Gang Enforcement Team staff and increased violence coupled to reduce case clearance to 21% in FY 2013-14. The addition of a Crime Analyst to the team in FY 2015-16 is expected to improve effectiveness.



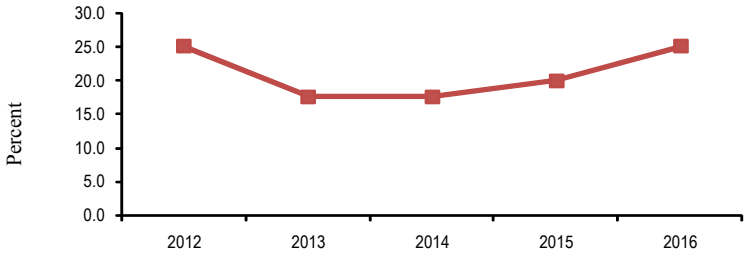
Percent of Total PPB Arrests in Which There was a Use of Force

This metric tracks the percentage of total arrests made in the prior year by Portland Police Bureau officers, in which there was a use of force. This is a new measure in FY 2014-15.



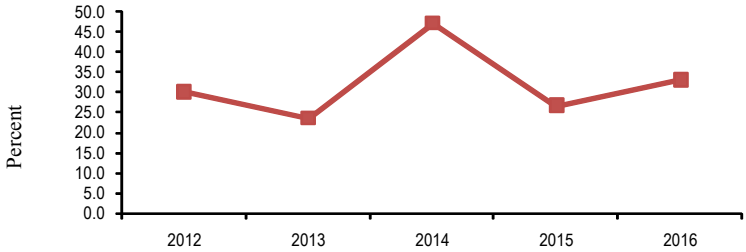
Percentage of Newly Hired Sworn Officers who are Female

In FY 2012-13, the Police Bureau sworn female hires comprised 12.9% of the total sworn new hires, in FY 2013-14 the number increased to 17.6%, and the FY 2014-15 and FY 2015-16 targets are set at 18.0%.



Percentage of New Sworn Hires Comprised of People from Communities of Color

In FY 2012-13, the Police Bureau sworn hires comprised of people of color was 19.4%. In FY 2013-14, that number increased to 47.1%, and in FY 2014-15 and FY 2015-16 the target is 30.0%. Data is based on self-reported identity declarations provided to Bureau of Human Resources at the time the employee applies for employment.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Licenses & Permits	1,906,533	1,798,851	1,931,000	1,881,000	1,881,000
Charges for Services	841,449	1,773,675	1,054,755	2,149,000	2,149,000
Intergovernmental	10,531,818	9,633,473	10,867,664	8,582,381	8,582,381
Miscellaneous	1,145,720	1,224,814	1,711,750	602,596	602,596
Total External Revenues	**14,425,520**	**14,430,813**	**15,565,169**	**13,214,977**	**13,214,977**
Internal Revenues					
General Fund Discretionary	152,017,719	152,185,614	161,771,997	166,324,509	169,169,113
Fund Transfers - Revenue	300,000	0	200,010	2,776	2,776
Interagency Revenue	3,196,271	3,562,917	4,335,774	4,920,600	4,920,600
Total Internal Revenues	**155,513,990**	**155,748,531**	**166,307,781**	**171,247,885**	**174,092,489**
Beginning Fund Balance	(304,368)	(744,216)	1,770,826	1,925,811	2,825,811
Total Resources	**$169,635,142**	**$169,435,128**	**$183,643,776**	**$186,388,673**	**$190,133,277**
Requirements					
Bureau Expenditures					
Personnel Services	131,035,454	131,121,377	134,819,276	138,152,678	138,202,678
External Materials and Services	10,001,251	10,090,507	18,755,646	15,694,149	19,014,802
Internal Materials and Services	27,876,390	27,649,386	29,504,070	32,441,846	32,765,797
Capital Outlay	794,838	564,959	434,573	0	0
Total Bureau Expenditures	**169,707,933**	**169,426,229**	**183,513,565**	**186,288,673**	**189,983,277**
Fund Expenditures					
Contingency	0	0	105,000	100,000	150,000
Fund Transfers - Expense	671,425	11,675	25,211	0	0
Total Fund Expenditures	**671,425**	**11,675**	**130,211**	**100,000**	**150,000**
Ending Fund Balance	(744,216)	(2,776)	0	0	0
Total Requirements	**$169,635,142**	**$169,435,128**	**$183,643,776**	**$186,388,673**	**$190,133,277**
Programs					
Citizen Partnership	463,253	421,003	416,866	422,005	418,912
Communications	468,035	369,381	311,426	325,088	325,088
Cycle of Violence Reduction	15,721,059	15,240,789	18,439,522	17,422,031	18,878,277
Data Access	12,673,934	12,658,831	13,964,975	14,360,323	14,360,323
Emergency Management	1,422	0	0	0	0
Emergency Response & Problem Solving	72,622,133	72,659,350	71,440,177	75,535,301	75,581,301
Employee Performance	1,844,595	2,395,678	2,768,924	2,647,158	2,647,158
Human Resources Development	9,609,109	10,059,883	11,819,097	9,718,975	10,068,975
Investigations	23,043,471	22,389,343	22,070,088	22,737,645	22,827,645
Neighborhood Safety	5,672,659	7,326,052	9,409,648	10,291,750	9,825,552
Public Safety Systems Revitalization Program	0	144,708	0	0	0
Strategy & Finance	14,534,416	13,099,956	19,856,269	19,496,980	21,691,599
Traffic Safety	13,053,847	12,661,255	13,016,573	13,331,417	13,358,447
Total Programs	**169,707,933**	**$169,426,229**	**$183,513,565**	**$186,288,673**	**$189,983,277**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	40,726	58,552	6.00	333,468	6.00	333,468	6.00	333,468
30000063	Accountant II	53,248	67,038	1.00	62,832	1.00	64,506	1.00	64,506
30000434	Administrative Assistant	48,256	74,339	5.00	346,236	5.00	352,095	5.00	352,095
30000433	Administrative Specialist, Sr	44,949	69,181	5.00	299,836	5.00	309,296	5.00	309,296
30000436	Administrative Supervisor I	58,573	78,083	4.00	283,496	4.00	287,642	4.00	287,642
30000437	Administrative Supervisor II	61,506	81,994	2.00	148,871	2.00	151,605	2.00	151,605
30000771	Alarm Program Coord	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000096	Auto Servicer	41,142	50,440	4.00	192,456	4.00	192,456	4.00	192,456
30000441	Business Operations Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000442	Business Operations Manager, Sr	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	73,512	1.00	76,524	1.00	76,524
30000478	Claims Analyst, Sr	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000492	Community Outreach & Informtn Rep	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30000777	Crime Analyst	64,605	86,154	6.00	442,198	13.00	925,777	14.00	1,001,161
30000776	Crime Analyst, Assistant	48,256	74,339	1.00	74,340	1.00	74,340	1.00	74,340
30000309	Crime Prevention Program Administrator	47,466	63,669	2.00	127,344	2.00	127,344	2.00	127,344
30000017	Customer Accounts Specialist I	36,192	52,187	1.00	52,188	1.00	52,188	1.00	52,188
30000079	Equestrian Trainer	43,202	52,936	1.00	52,932	1.00	52,932	1.00	52,932
30000050	Evidence Control Specialist	46,155	56,451	9.00	488,488	10.00	561,140	10.00	561,140
30000566	Financial Analyst, Assistant	48,256	74,339	1.00	74,340	1.00	74,340	1.00	74,340
30000569	Financial Analyst, Principal	80,413	107,099	1.00	98,080	1.00	102,104	1.00	102,104
30000769	Home Security Specialist	36,546	52,333	1.00	52,332	1.00	52,332	1.00	52,332
30000451	Management Analyst	61,506	81,994	5.00	385,483	5.00	391,194	5.00	391,194
30000453	Management Analyst, Principal	80,413	107,099	1.00	80,412	1.00	80,412	1.00	80,412
30000452	Management Analyst, Sr	67,850	90,605	1.00	82,476	1.00	84,724	2.00	168,892
30000450	Management Assistant	48,256	74,339	3.00	196,128	3.00	201,121	3.00	201,121
30000025	Police Administrative Support Spec, Sr	43,160	57,200	16.00	890,938	16.00	903,802	16.00	903,802
30000024	Police Administrative Support Specialist	33,738	48,443	27.00	1,203,148	27.00	1,211,900	27.00	1,211,900
30000300	Police Captain	124,821	135,720	13.00	1,729,021	13.00	1,741,257	13.00	1,741,257
30000431	Police Chief	138,986	199,160	1.00	192,954	1.00	199,164	1.00	199,164
30000784	Police Chief, Assistant	109,886	157,310	4.00	629,232	4.00	629,232	4.00	629,232
30000301	Police Commander	140,275	145,891	5.00	729,480	5.00	729,480	5.00	729,480
30000307	Police Criminalist	80,558	91,042	15.00	1,351,956	15.00	1,358,592	15.00	1,358,592
30000778	Police Data Research Supervisor	67,850	90,605	1.00	90,600	2.00	165,984	1.00	90,600
30000022	Police Desk Clerk	30,139	42,910	10.00	377,340	10.00	382,044	10.00	382,044
30000302	Police Detective	80,558	91,042	88.00	7,894,042	88.00	7,934,714	88.00	7,934,714
30000833	Police Evidence & Property Mgr	71,302	95,389	1.00	90,336	1.00	94,032	1.00	94,032
30000837	Police Evidence Control Supervisor	58,573	78,083	2.00	151,796	2.00	154,608	2.00	154,608
30000772	Police ID Technologies Coordinator	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000304	Police Identification Technician	55,827	71,302	15.00	1,041,720	15.00	1,053,072	15.00	1,053,072
30000305	Police Identification Technician, Lead	60,694	77,542	3.00	229,761	3.00	232,632	3.00	232,632
30000775	Police Internal Affairs Investigator	61,506	81,994	7.00	546,180	7.00	548,740	7.00	548,740
30000310	Police Investigative Accountant	80,808	94,037	1.00	94,032	1.00	94,032	1.00	94,032
30000299	Police Lieutenant	108,534	117,998	30.00	3,524,360	30.00	3,530,424	30.00	3,530,424
30000297	Police Officer	48,318	79,165	647.00	49,845,244	651.00	50,506,044	651.00	50,506,044
30000306	Police Photographic Reproduction Spec	64,646	77,542	2.00	155,088	2.00	155,088	2.00	155,088
30000774	Police Program Specialist, Sr	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000020	Police Records Specialist	33,738	48,443	49.00	2,168,743	49.00	2,231,990	49.00	2,231,990
30000779	Police Records Supervisor	61,506	81,994	3.00	220,941	4.00	288,145	3.00	226,633
30000021	Police Records Training Coordinator	43,160	57,200	9.00	496,238	9.00	499,406	9.00	499,406

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000298	Police Sergeant	80,558	91,042	134.00	11,865,952	135.00	12,068,972	135.00	12,068,972
30000464	Program Coordinator	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000465	Program Manager	67,850	90,605	1.00	75,528	2.00	146,472	2.00	140,136
30000466	Program Manager, Sr	80,413	107,099	0.00	0	0.00	0	1.00	67,848
30000463	Program Specialist	58,573	78,083	1.00	75,016	1.00	77,644	1.00	77,644
30000495	Public Information Officer	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000083	Stable Attendant	41,142	50,440	2.00	100,872	2.00	100,872	2.00	100,872
30000531	Training & Development Analyst	61,506	81,994	3.00	197,364	3.00	205,442	3.00	205,442
30000532	Training & Development Officer	67,850	90,605	1.00	89,628	1.00	90,600	1.00	90,600
30000518	Video Production Specialist	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
TOTAL FULL-TIME POSITIONS				1,162.00	90,929,330	1,178.00	92,806,296	1,179.00	92,890,464
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000433	Administrative Specialist, Sr	44,949	69,181	1.00	67,584	0.25	16,896	0.25	16,896
30000777	Crime Analyst	64,605	86,154	7.00	452,256	1.00	64,608	1.00	64,608
30000451	Management Analyst	61,506	81,994	0.00	0	1.00	61,512	1.00	61,512
30000452	Management Analyst, Sr	67,850	90,605	1.00	80,850	1.00	84,168	0.00	0
30000300	Police Captain	124,821	135,720	1.00	135,720	0.00	0	0.00	0
30000299	Police Lieutenant	108,534	117,998	1.00	117,996	0.25	29,499	0.25	29,499
30000297	Police Officer	48,318	79,165	10.00	670,058	6.00	474,984	6.00	474,984
30000298	Police Sergeant	80,558	91,042	1.00	91,044	0.00	0	0.00	0
30000462	Program Specialist, Assistant	48,256	74,339	1.00	63,276	0.25	15,819	0.25	15,819
TOTAL LIMITED TERM POSITIONS				23.00	1,678,784	9.75	747,486	8.75	663,318
GRAND TOTAL				1,185.00	92,608,114	1,187.75	93,553,782	1,187.75	93,553,782

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.

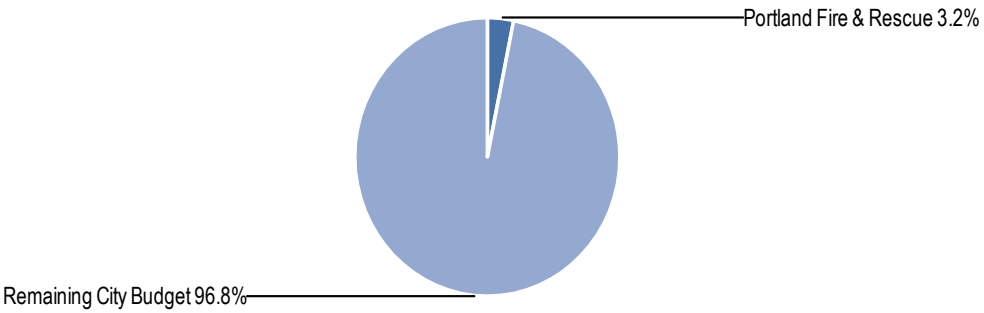
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	183,122,564	0	183,122,564	1,170.75	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	608,405	0	608,405	6.00	6.0 FTE Crime Analysts for Department of Justice Agreement reporting
	386,428	78,229	464,657	3.00	3.0 FTE for the Domestic Violence Restraining Order follow-up team
	338,250	0	338,250	0.00	CHIERS Van support
	674,450	0	674,450	0.00	Hooper Detox support
	107,880	0	107,880	1.00	Crime Analyst for the Gang Enforecement Team
	321,457	0	321,457	3.00	Transit Division positions paid by TriMet
	89,596	0	89,596	1.00	Program Specialist for the Property Evidence Division
	302,714	0	302,714	3.00	RegJIN sustainment team support
	0	30,000	30,000	0.00	Rosewood Initiative
	0	60,000	60,000	0.00	Gang Impacted Families Training
	168,700	0	168,700	0.00	DVD Grant
Approved Budget Additions and Reductions					
	0	834,619	834,619	0.00	Officer-worn camera program implementation carryover
	0	2,009,985	2,009,985	0.00	Bureau programatic carryover
	0	850,000	850,000	0.00	Police Special Revenue Fund adjust beginning fund balance
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	2,997,880	**3,862,833**	**6,860,713**	**17.00**	**Total FY 2015-16 Decision Packages**
			189,983,277	**1,187.75**	**Total Adopted Budget**

Portland Fire & Rescue

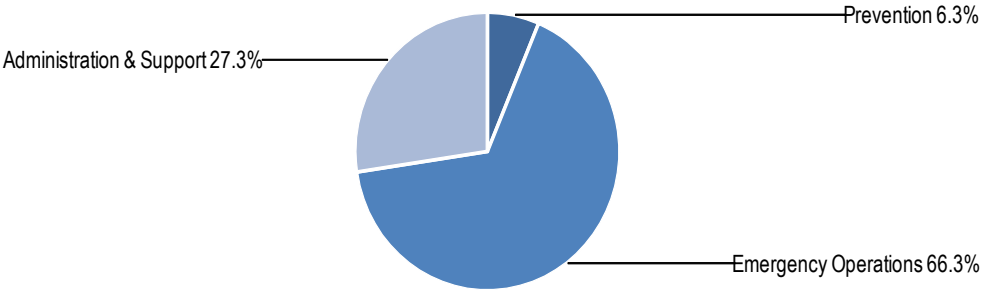
Public Safety Service Area

Dan Saltzman, Commissioner-in-Charge
Erin Janssens, Fire Chief

Percent of City Budget

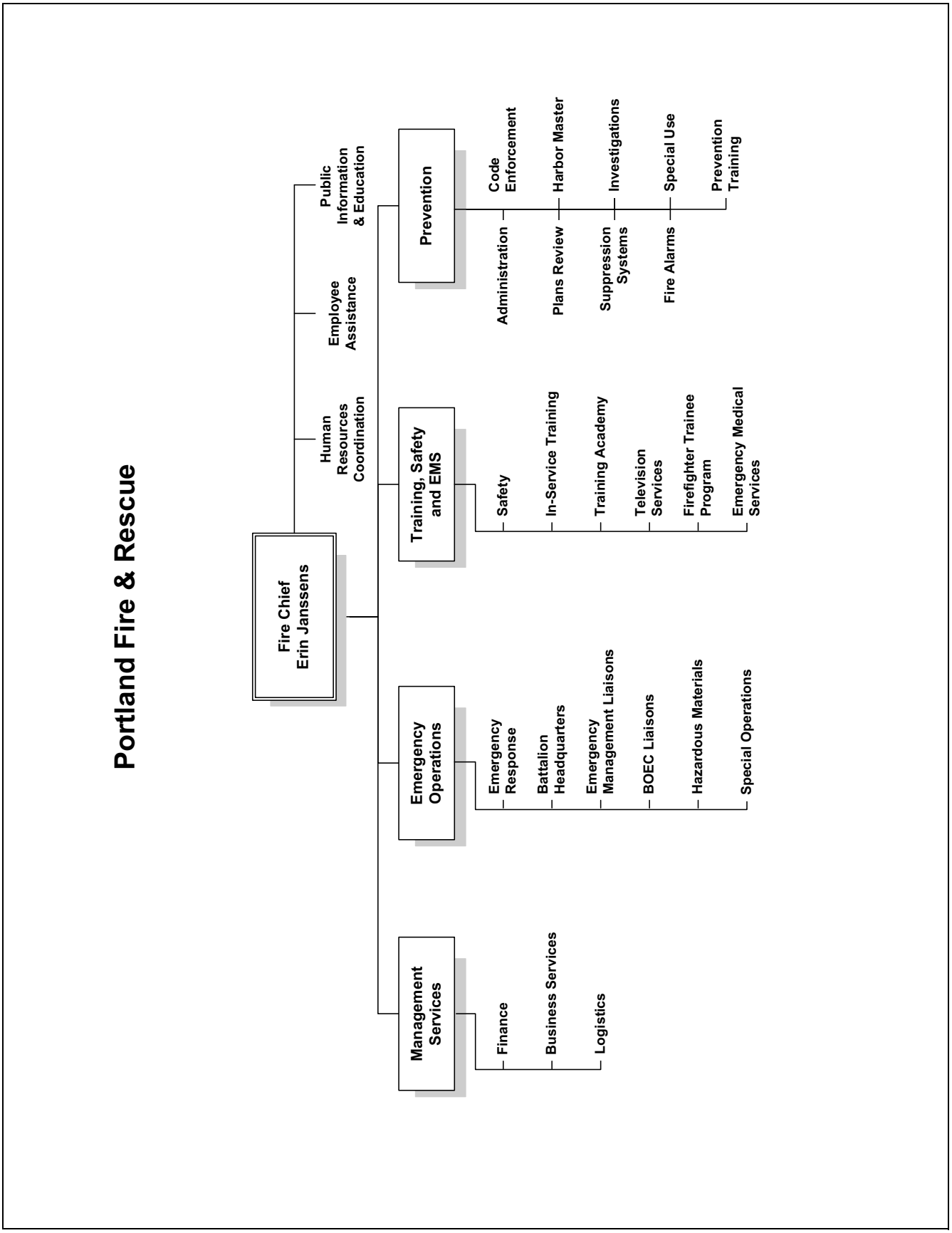


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	107,437,623	109,533,768	2,096,145	1.95
Capital	13,344,878	8,384,405	(4,960,473)	(37.17)
Total Requirements	**120,782,501**	**117,918,173**	**(2,864,328)**	**(2.37)**
Authorized Positions	716.90	717.10	0.20	0.03


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

Bureau Summary

Bureau Mission

Portland Fire & Rescue aggressively and safely protects life, property, and the environment.

Bureau Vision

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

Bureau Principles

We save lives and property.

We set high standards for ourselves.

We are highly trained.

We are fiscally responsible.

We are responsive to our customers.

We are good neighbors.

Bureau Overview

Portland Fire & Rescue (PF&R) is the largest fire and emergency services provider in the State of Oregon, serving the City of Portland and the regional metropolitan area. In addition to responding to fire, medical, and other emergency incidents, PF&R provides critical public safety services including fire prevention and public education. PF&R is the lead responder for all natural and human caused disaster response, including earthquake, flood, and terrorism, and usually first on scene for all emergencies. It also acts as an important safety net for those suffering from homelessness or without support systems. The FY 2015-16 Adopted Budget is $117.9 million and has 717 Full Time Equivalent positions.

Core Services

As an all-hazards emergency response agency, PF&R provides the public with critical safety services: 24/7 fire, medical, and other emergency incident response; fire prevention services (code enforcement and inspection, plan review, arson investigation); and life and safety public education. Efficient training, facilities, apparatus maintenance, technology, financial, and other functions are tightly integrated into all bureau operations and provide mission-critical support to frontline firefighters and inspectors providing essential services to our community. In FY 2013-14, PF&R responded to over 72,000 calls for emergency services requiring over 89,000 unit responses.

All-Hazards Emergency Response

PF&R's emergency operations deployment model is a network of fire and rescue stations with apparatus optimally positioned across PF&R's geographic service area in order to maximize fire, medical, and other emergency service response reliability, and to minimize response time and, therefore, community risk. PF&R's 30 fire & rescue stations provide an effective emergency response network 24 hours a day, 365 days a year. PF&R provides cost efficiencies to the public because its highly trained, all-hazards fire and rescue personnel serve as the first responders

on fire, rescue and medical calls, as well as high-risk natural disasters, and other catastrophic events (such as explosions, building collapse and terrorist events). In addition, PF&R's core services are also cost effective by preventing emergencies from occurring through public education and fire prevention, which includes plan review and code enforcement.

PF&R operates 28 engine companies, nine truck companies (including two quints), four Rapid Response Vehicles (RRVs), and one heavy squad unit responding from 30 fire and rescue stations. Additional support is provided by other specialty units that are cross staffed from on-duty resources. Special units include: water rescue, marine response, urban wildland interface, structural/trench collapse, high-angle rope rescue, foam response, hazardous materials (HazMat), and chemical, biological, radiological/nuclear and explosive (CBRNE) response.

Innovation and Efficiency Reconfigurations

Over the last 15 years, PF&R has seen a 21% increase in emergency call volume citywide. When evaluating the demand for services in East Portland over the same period, East Portland has experienced a 56% increase in fire and rescue calls.

Because of this overwhelming need for more resources, four Rapid Response Vehicles (RRV) have been placed in service. Three RRVs operate in East Portland and the fourth serves North Portland. The RRV program focuses on lower-acuity healthcare or public assist calls, which account for approximately 4,500 codes triaged by BOEC to be a non-emergency. By responding to lower-acuity calls, the RRV program improves the response reliability of critical four person companies responding to fire, rescue, and medical calls where time and resources (staffing and equipment) are critical. So far, in FY 2014-15, RRVs responded to 77% of PF&R's total lower-acuity healthcare and public assist calls.

PF&R implemented the Alternative Destination Alternative Transportation (ADAT) Pilot Program involving Multnomah and Clackamas counties from November 2013 through December 2014. The pilot program successfully demonstrated that lower-acuity medical emergency 9-1-1 calls can be safely and effectively triaged on scene with paramedic assessment and then be served in non-emergency department locations, such as urgent or primary care clinics. From the lessons learned from ADAT, PF&R is implementing an expanded pilot program known as ADAT II. Under the expanded pilot program, local healthcare providers have agreed to receive the lower-acuity patients allowing the program to increase participation over ADAT I. The potential benefits of the program are improved patient outcomes, improved patient experience, and savings to the healthcare system. The program also promotes equity by partnering those without regular access to care with a local healthcare provider. PF&R will evaluate ADAT II after six months to determine if it should be expanded to additional parts of the city.

PF&R has also received funding from the first two rounds of the City's Innovation Fund. In 2013-14, PF&R received $106,000 to implement Pulse Point, a smart phone application that notifies subscribing citizen volunteers that a cardiac arrest has occurred nearby and where the nearest defibrillator is located. By supplementing critical responders with trained citizens, this program can help improve cardiac survival rates throughout the city. In 2014-15, PF&R received $150,000 from the Innovation Fund to implement a field treatment pilot program. This program will staff an emergency response vehicle with a PF&R firefighter paramedic and a

midlevel medical provider (nurse practitioner or physician assistant) to enhance PF&R's medical response capabilities. PF&R is currently seeking a local clinic or hospital to serve as a private sector partner on this project. The main beneficiary of this program is the patient, particularly the homeless or uninsured who do not have regular access to care.

Strategic Direction

In November 2009, PF&R undertook a year-long process to create its 2010-2015 Strategic Plan. A Strategic Planning Steering Committee was formed, comprised of bureau leadership, staff, stakeholders, and community members, who oversaw the development process. Throughout this process, input was solicited from the public, employees, stakeholders, and various agencies using PF&R's services to ensure that the Strategic Plan's goals achieve the community's needs and priorities. Adopted by the City Council on November 17, 2010, the 2010-2015 Strategic Plan consists of 18 goals which are organized around the following four strategic themes:

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

Ongoing Funding for 13 Firefighter Positions

To maintain effective staffing, PF&R applied for and received the federal 2013 Staffing for Adequate Fire and Emergency Response (SAFER) grant to fund 26 positions eliminated from PF&R's FY 2013-14 Adopted Budget due to the City's economic situation and budget shortfall. The grant ends in January 2016, and the FY 2015-16 Adopted Budget funds 13 firefighter positions with ongoing General Fund resources, which is sufficient to cover the 26 firefighter positions for the remaining six months of the year. However, PF&R will require ongoing resources for the 13 remaining firefighter positions that will be unfunded in FY 2016-17 to maintain minimum daily staffing.

Without ongoing funding for the 13 firefighter positions, PF&R would have to reduce on-duty staffing by four firefighters, meaning the closure of one fire and rescue station or company. Removing a company would reduce PF&R's emergency response resources as demand for services continues to rise. It would also weaken PF&R's ability to execute the Mayor's Emergency Preparedness priority with less ability to respond to large scale emergencies. Most importantly, the closure of a fire and rescue company would reduce daily response reliability and increase response times, two critical indicators at the very core of PF&R's mission to keep the city safe from fire, rescue, and medical emergencies.

Response reliability is the measurement of whether the closest fire and rescue station is available to respond when a citizen makes a call for service. If the first-due unit is unavailable, another unit responds from a farther geographic distance, resulting in significantly longer response times. Response time refers to the time interval from dispatch to arrival on-scene, and is a critical factor in PF&R's ability to protect lives, property, and the environment.

Logistics and Prevention Facility Replacement

The Logistics and Prevention facilities are located at 1135 SE Powell Boulevard and 1300 SE Gideon Street. The site consists of four major structures: Logistics offices, apparatus and building maintenance shops; a training tower; warehouse storage; and the Gideon Building that house the Prevention Division offices, a training classroom, and permit center.

The site is directly adjacent to the future Clinton Station on the Portland-Milwaukie MAX line, and the City has identified PF&R's property as a key redevelopment area. Accordingly, the Logistics and Prevention facilities need to be relocated.

Functionally, PF&R needs a centrally located facility for Training, Logistics, and Prevention. By combining Logistics, Prevention, and Training space in one central location, firefighters can attend classroom training while mechanics perform apparatus maintenance; thereby reducing the frequency companies are placed out-of-service. Firefighters' out-of-service time can also be reduced with a central location, limiting the impact on response reliability and response times. The City also benefits from having the Prevention office in a central location. This reduces significant travel time for inspectors, and also provides a central, easy to access location for customers needing permits.

Summary of Budget Decisions

The FY 2015-16 Adopted Budget includes General Fund resources to provide ongoing funding for 13 of the 26 firefighter positions currently funded by the SAFER grant. Internal resources are reallocated to fund a new EMS Deputy Chief as well as to restore a Firefighter Training Specialist and a reconfigured Dive Rescue Team that were eliminated in the FY 2013-14 budget.

Additions

Thirteen Firefighter Positions

PF&R has relied on the SAFER grant resources since FY 2013-14 to fund 26 firefighter positions that were eliminated. The SAFER grant expires in January 2016, and the FY 2015-16 Adopted Budget funds 13 firefighter positions with $1.4 million in ongoing General Fund resources, which is sufficient to cover the 26 firefighters for the remaining six months of the year. As a result, PF&R will be able to maintain its current emergency response staffing level in FY 2015-16.

Budget Realignments

EMS Deputy Chief

The FY 2015-16 Adopted Budget adds one Emergency Medical Services Deputy Chief position with PF&R's existing ongoing resources. This position will be responsible for supporting PF&R's goals of working towards collaborative and innovative practices in the field of emergency medicine to provide better patient care, and hopefully reduce total overall costs associated with patient treatment provided by local healthcare organizations. With the addition of this position, PF&R will be able to continue testing, evaluating, and implementing currently underway EMS initiatives such as Alternative Destination Transportation (ADAT) and In-Field Treatment, as well as other new innovative practices.

Firefighter Training Specialist

Through internal resource reallocation, the FY 2015-16 Adopted Budget restores one of the two Firefighter Training Specialists that were eliminated tin FY 2013-14. This will help ensure new recruits receive adequate training in a safe environment. PF&R will also be able to hire classes of 15 recruits, accelerating the process to fill traveler pool vacancies, in turn, reducing overtime usage.

Dive Rescue Team

The FY 2015-16 Adopted Budget restores a reconfigured Dive Rescue Team to enhance rescue and recovery efforts on Portland's waterways and ensure firefighter safety during marine responses. The cost will be absorbed within PF&R's current budget. The reconfigured Dive Rescue Team will be the only one in the region with the ability to place rescue divers in the water in a time frame that conforms to recognized dive rescue and resuscitation standards.

Capital Projects

Roof Replacements at Four Stations

The FY 2015-16 Adopted Budget directs PF&R to replace the roofs at four stations that are currently classified as failed. This project will use unspent 1998 General Obligation Bond resources and the project supports the City's effort for maintaining existing infrastructure.

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Administration & Support

Description

PF&R's Administration & Support is comprised of the following: Chief's Office, Management Services Division, and the Training, Safety and EMS Division.

Chief's Office

Grant opportunities are sought to help further taxpayer funding for important equipment and programs. In the past ten years, PF&R has benefited from over $15 million in grant funding for critical staffing (firefighters), fire apparatus, and training to increase response capabilities to natural and human-caused disasters. The single largest grant was the recent $4.5 million SAFER grant to fund 26 firefighter positions.

Human Resources (HR) functions include employee recruitment, selection, and retention, diversity development, performance management, appraisal improvement, labor relations, HR investigations, and dispute resolution. Employee assistance programs support PF&R's human resources by specializing in confidential counseling that assists firefighters dealing with the immediate and long-term emotional impact of emergencies encountered in the line of duty and their personal lives.

The Communications Group is a consolidation of PF&R's public education efforts, public information/media liaison responsibilities, and workforce diversity/recruitment goals into one section reporting to the Chief. The Communications Group coordinates community outreach activities, including prevention and safety education. Fire Inspectors partner with local schools and senior organizations to provide direct outreach and education.

Management Services Division

The Management Services Division (MSD) provides administrative staff and resources in support of emergency operations and all PF&R programs and services. MSD consists of two programs, Logistics and Business Operations.

Logistics provides critical support to Emergency Operations, ensuring that PF&R is continually ready for 24/7 emergency response. Support from Logistics includes maintenance, repair, and procurement of fire facilities, apparatus, and equipment. Business Operations ensures compliance with all City financial, budgetary, payroll, procurement, and technology policies and procedures.

Training, Safety and EMS Division

This division ensures all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. This division delivers in-service training on new techniques and equipment, ongoing training to meet mandatory training and recertification requirements for state and federal agencies, and new firefighter recruit training. The division also reviews all injuries and accidents and ensures compliance with the Occupational Safety & Health Administration (OSHA).

Goals

Subprograms within Administration & Support align with the following City goals:

- Ensure a safe and peaceful community
- Promote economic vitality and opportunity

- Improve the quality of life in neighborhoods
- Protect and enhance the natural and built environment
- Deliver efficient, effective, and accountable municipal services

Subprograms within Administration & Support uphold the following budget priorities:

- Emergency Preparedness
- Complete Neighborhoods

Subprograms within Administration & Support align with the four 2010-2015 Strategic Plan themes:

- Operational Readiness & Effectiveness
- Fire Safety Excellence
- Maximizing financial resources
- Developing our workforce

Performance

- PF&R completed about 7,000 hours of community outreach and partnership activities in FY 2013-14, connecting with over 120,000 citizens. Each division within PF&R continues to look for ways to expand and improve preparedness and prevention education.
- The Chief's Office and MSD are managing the implementation of the GO Bond program that was approved by voters in November 2010. The bond proceeds provide funding for fire apparatus replacement over the next five years and the re-construction cost of Station 21. The construction of new Station 21 was completed in 2014.
- In FY 2013-14, MSD completed the purchase of one quint apparatus. MSD also provided oversight on construction of two fireboats, which will be operationally ready in late 2014, and ordered three trucks and an additional quint. The fire apparatus replacement portion of the 2010 GO Bond remains on schedule and will be completed in 2016.
- The Training, Safety, and EMS Division completed over 72,000 hours of training for sworn personnel in FY 2013-14, ensuring that all firefighters have the current knowledge, skills, and physical abilities to perform their jobs safely, effectively, and comply with federal and state requirements.
- In order to better evaluate ongoing training and safety efforts, PF&R has added hours lost to on-duty injury as a key performance measure in 2015-16. PF&R experienced a spike in hours lost to on-duty injuries in 2013-14 as several sworn personnel necessitated extended injury leaves. PF&R continues to stress safety in training and expects hours lost to injury to decline. City Council's decision to restore PF&R's Safety Chief position in the FY 2014-15 Adopted Budget should help with these efforts. Through the first six months of FY 2014-15, time lost to injuries was 8% below the FY 2013-14 level through the same time period.

Changes to Services and Activities

PF&R's FY 2015-16 Adopted Budget includes funding for an EMS Deputy Fire Chief and an additional Firefighter Specialist position at the Training Academy.

The FY 2015-16 Adopted Budget directs PF&R to use unspent 1998 General Obligation Bond resources to fund roof replacements at four fire and rescue stations, a necessary investment in maintaining PF&R's facility assets.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	77.57	75.07	78.90	76.10	77.10
Expenditures					
Chief's Office	1,840,501	1,665,024	1,702,429	1,694,008	1,744,008
Management Services	19,735,302	13,700,206	28,718,302	25,064,559	25,064,559
Training and Safety	4,014,182	4,385,972	5,611,341	5,271,354	5,439,393
Total Expenditures	**25,589,985**	**19,751,202**	**36,032,072**	**32,029,921**	**32,247,960**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Citizens contacted during community outreach/partnership activities	96,030	121,702	120,000	115,000	120,000
Time Lost to On-Duty Injury (in Full Time Equivalent employees).	9.50	13.50	10.40	10.40	10.40
Effectiveness					
Percentage of residents rating service good or very good	87%	86%	86%	87%	87%
Efficiency					
Average age of frontline engines	9.90	8.90	9.50	9.00	9.00
Average age of frontline trucks	11.30	7.40	7.00	7.50	7.50
Average miles on frontline engines	92,540	86,075	90,000	86,000	86,000
Average miles on frontline trucks	76,115	55,663	50,000	55,000	55,000
Workload					
Number of frontline emergency vehicles	76	77	77	75	77
Hours of in-service training	73,761	72,602	74,000	72,000	74,000
Hours of community outreach/partnership activities	7,099	6,900	7,000	6,700	7,000

Emergency Operations

Description

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

In FY 2013-14, PF&R responded on 10,288 calls reporting fire conditions or a suspicious fire situation (alarms, smoke in area, etc.). Of the total calls reporting fire conditions, 2,038 were actual fires requiring extinguishment. It is imperative that PF&R responds quickly to effectively handle any reported fire threat before it grows exponentially to threaten more lives and property.

All PF&R firefighters assigned to emergency response are certified as Emergency Medical Technicians, and approximately 150 firefighters are certified as Paramedics. This configuration allows PF&R to provide Advanced Life Support (ALS) from each of the 30 fire & rescue stations. EMS comprises approximately 70% of all emergency responses.

Goals

Emergency Operations aligns with the following City goals:

- Ensure a safe and peaceful community
- Promote economic vitality and opportunity
- Improve the quality of life in neighborhoods
- Protect and enhance the natural and built environment
- Deliver efficient, effective, and accountable municipal services

Emergency Operations upholds the following budget priorities:

- Emergency Preparedness
- Complete Neighborhoods
- Equity and Opportunity

Emergency Operations supports the following 2010-2015 Strategic Plan theme:

- Operational Readiness & Effectiveness

Performance

- PF&R responded to more than 72,000 emergency incidents in FY 2013-14, a 9.2% increase since FY 2009-10. In this same five-year time period, PF&Rs average, on-duty emergency daily staffing declined from 169 to 165.
- Over 89,000 unit responses were needed in FY 2013-14 to respond effectively to the 72,000 incidents, as multiple apparatus (units) are required at complex and dangerous emergencies. Unit responses have increased 12.5% since FY 2009-10.
- Response reliability improved to 92% as the increasing workload of PF&R's RRVs freed up other frontline apparatus for Code 3 emergency calls.
- As discussed above, response time in FY 2013-14 was 7 minutes and 12 seconds, failing to meet the NFPA recommendation and PF&R's goal. Maintaining the minimum daily staffing will be critical to ensuring improvement on this measure.

- PF&R's EMS responses continue to provide above average service levels, as Multnomah County's cardiac arrest resuscitation rate is 49%, well above the average for other cities.
- PF&R and the City of Portland maintained an ISO rating of 2, the second best rating for fire prevention and protection in ISO's Fire Suppression Rating Schedule. This rating creates savings for many Portland residents with lower property insurance premiums.
- In the City Auditor's FY 2013-14 citizen survey, 86% of residents surveyed rated PF&R's overall services good or very good.

Changes to Services and Activities

In January 2016, funding for 26 firefighter positions from the SAFER grant will expire. PF&R's FY 2015-16 Adopted Budget includes ongoing general fund resources to fund thirteen of the 26 firefighter positions funded by the SAFER grant through December 2015. Maintaining minimum daily staffing is essential to providing effective fire, rescue, and medical response.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	598.00	589.00	586.00	588.00	588.00
Expenditures					
Emergency Operations	69,282,071	71,427,369	77,515,967	78,213,099	78,195,060
Total Expenditures	**69,282,071**	**71,427,369**	**77,515,967**	**78,213,099**	**78,195,060**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Total number of incidents	70,386	72,023	72,260	73,260	73,260
Percentage of structural fires where flamespread was confined to room of origin	79%	78%	80%	78%	80%
Percentage of time unit from closest station is available for response	92%	92%	92%	91%	93%
Maximum response time to 90 percent of high priority calls	7.02	7.12	7.11	7.14	7.11
Successful Cardiac Arrest Resuscitation rate	NA	46%	49%	48%	50%
Effectiveness					
Number of lives lost per 100,000 residents	0.50	0.65	0.49	0.48	0.48
Property loss as a percentage of property value	1.03%	0.58%	0.50%	0.70%	0.50%
Insurance Service Office rating	2	2	2	2	2
Efficiency					
Number of incidents per average on-duty emergency staff	416	437	438	467	444
Percentage of responses (turnout and travel) to Code 3 incidents within 5:20	65%	62%	63%	61%	64%
Percentage of lower acuity healthcare and public assist calls responded to by RRV	17%	56%	70%	75%	75%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Average number of on-duty emergency staffing	169	165	165	157	165
Number of fire incidents	2,147	2,038	2,045	2,073	2,073
Number of medical incidents	50,432	50,764	50,931	51,636	51,636
Number of other incidents	17,807	19,221	19,284	19,551	19,551
Total number of fires per 1,000 residents	3.56	3.33	3.30	3.30	3.30
Number of medical incidents per 1,000 residents	83.64	83.07	82.30	82.50	82.50
Number of reported fires (calls reporting fire conditions)	9,642	10,288	10,300	10,450	10,450
Unit responses	85,486	89,496	89,790	91,000	91,000
Number of civilian deaths due to fires	3	4	3	3	3
Value of properties saved	NA	$39,971,130	$40,000,000	$40,000,000	$40,000,000

Prevention

Description

The Prevention program is responsible for reducing the number of fires, fire deaths, and injuries occurring annually in the city, particularly among those populations that face disproportionately high risk of death due to fire. PF&R is designated by the Oregon State Fire Marshal as an exempt jurisdiction as defined in ORS476.030 (3). With this authority, PF&R performs, with few exceptions, all of the activities assigned by Oregon law to the State Fire Marshal.

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

The Plan Review section evaluates construction and development plans for compliance with fire and life safety codes, issues trade permits, and reviews plans for installation of suppression systems (sprinklers, hood, and vent systems) and fire alarm systems.

The Permits and Public Assembly section reviews and completes plans and permits; inspections for special events, shows, VIP events, festivals and seasonal events; inspections for after-hours public assembly (nightclub) program to prevent overcrowding and blocked exits; and plans, permits, and inspects for tanks, piping, and processing involving hazardous materials, fueling, blasting, pyrotechnics, fireworks, and other high-risk activities.

The Code Enforcement section identifies and mitigates fire hazards in commercial buildings, multi-family housing of three or more units, and marine-related operations. The section provides fire and life safety inspections every two years for commercial, multi-family residences (three or more units), and institutions (schools, hospitals, jails).

The Harbor Master section is charged by City Code Title 19 with providing inspection of wharves, docks, landings, vessels, and watercraft. The Harbor Master partners with the United States Coast Guard, the Oregon State Marine Board, Multnomah County, the Port of Portland, and commercial ventures having an interest in the Willamette and Columbia Rivers.

The Fire Arson and Investigations section is responsible for determining origins and causes of fires, explosions, and other emergency situations. Investigators are dually certified as law enforcement officers and firefighters, and work cooperatively with other law enforcement agencies to investigate fires and explosions at a regional level.

Goals

Prevention aligns with the following City goals:

- Ensure a safe and peaceful community
- Promote economic vitality and opportunity
- Improve the quality of life in neighborhoods
- Protect and enhance the natural and built environment
- Deliver efficient, effective, and accountable municipal services

Prevention upholds the following budget priorities:

- Emergency Preparedness
- Complete Neighborhoods

Prevention supports the following 2010-2015 Strategic Plan themes:

- Operational Readiness & Effectiveness
- Fire Safety Excellence

Performance

- In FY 2013-14, PF&R successfully reduced structure fires to 5.27 per 1,000 inspectable occupancies, the lowest rate in the last five years.
- The Prevention Division reviewed over 7,500 plans and permits in FY 2013-14, a 16% increase over FY 2012-13.
- In FY 2013-14, over 15,500 fee code enforcement inspections and re-inspections were completed plus an additional 10,200 no-fee code enforcement inspections, re-inspections, and no-fee special request inspections that generated no revenue.
- In the course of their inspections, inspectors found 16,525 code violations and abated 72% of violations.
- The Investigation Unit investigated 855 fires, including 209 arson-related fires, and made 55 arrests for an arson clearance rate of 26.3% during FY 2013-14.

Changes to Services and Activities

The FY 2015-16 Adopted Budget has no changes to the services and activities of the Prevention program.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	54.00	52.00	52.00	52.00	52.00
Expenditures					
Prevention	6,957,746	6,402,235	7,234,462	7,475,153	7,475,153
Total Expenditures	**6,957,746**	**6,402,235**	**7,234,462**	**7,475,153**	**7,475,153**

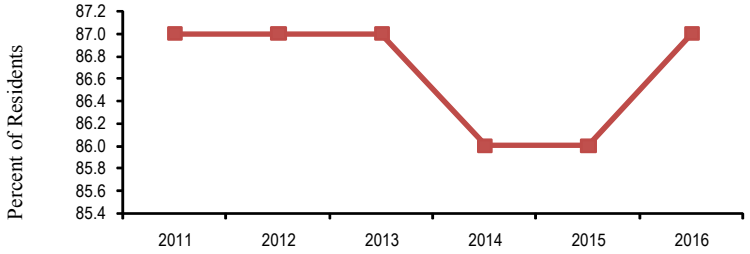
Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of structural fires per 1,000 inspectable occupancies	5.50	5.30	5.00	5.00	5.00
Total number of arson incidents per 10,000 residents	4	4	3	3	3
Efficiency					
Percentage of inspectable occupancies inspected within 27 months	57%	57%	60%	60%	60%
Percentage of violations abated within 90 days of detection	73%	72%	75%	75%	75%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Number of inspectable occupancies	39,619	39,883	40,050	40,200	40,200
Number of structural fires in inspectable occupancies	223	210	200	200	200
Number of structural fires in non-inspectable occupancies	402	418	400	400	400
Total number of structural fires	625	628	630	640	640
Number of structural fires per 1,000 residents	1.04	1.03	1.02	1.02	1.02
Number of fee code enforcement inspections	15,319	14,795	15,000	15,000	15,000
Number of fee code enforcement re-inspections	525	785	800	825	825
Total number of code violations found	17,832	16,525	16,000	16,000	16,000
Average number of violations per inspection	1.16	1.12	1.10	1.10	1.10
Number of no-fee code enforcement inspections	1,595	2,369	2,400	2,500	2,500
Number of no-fee code enforcement re-inspections	5,318	5,147	5,200	5,200	5,200
Number of special request inspections	2,530	2,705	2,700	2,700	2,700
Number of plan review and permits	6,533	7,577	7,000	7,100	7,100
Number of fire incidents investigated	883	855	860	870	870
Numbers of arson fires	221	209	200	200	200
Numbers of arrests	47	55	50	50	50
Clearance rate	21	26	25	25	25

Performance Measures

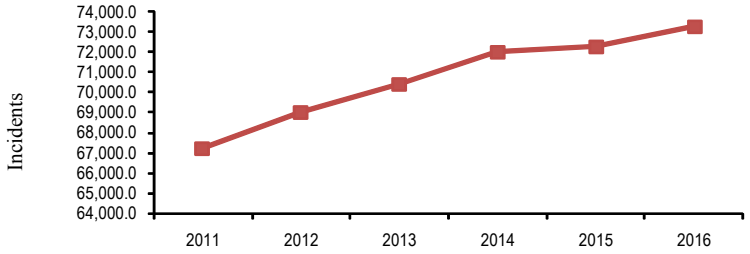
Percent of Residents Rating Service Good or Very Good

Each year, the City Auditor surveys thousands of randomly selected Portland households, asking the community for their perceptions of the quality of a variety of City services. For many years, at least 86% of residents have rated Portland Fire & Rescue's service as good or very good.



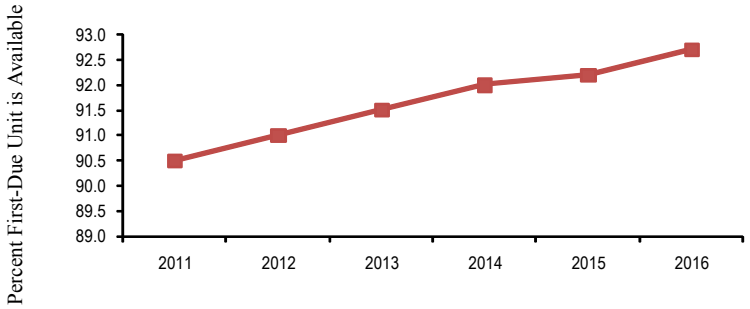
Total Number of Incidents

An incident is an individual occurrence or event that poses an immediate risk to health, life, property, or the environment. Most incidents require urgent intervention to prevent a worsening of the situation. Since FY 2009-10, the number of emergency response calls has increased by 9.2% to over 72,000 incidents annually.



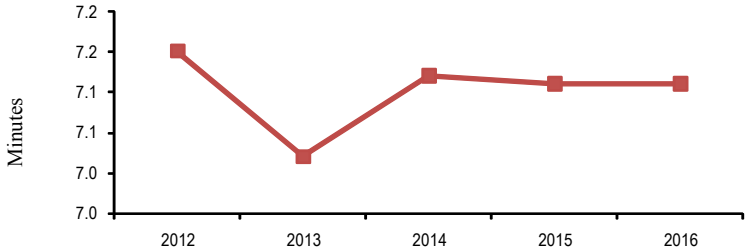
Percentage of Time Unit from Closest Station Is Available for Response

Response reliability is the measurement of whether or not a first-due unit in the Fire Management Area is available to respond when a citizen makes a call for emergency service. PF&R's response reliability has improved in recent years.



Maximum Response Time to 90% of High Priority Calls

PF&R's response time goal is 5 minutes and 20 seconds or less, 90% of the time. Currently, PF&R's citywide response time at the 90th percentile for Code 3 emergency calls is 7 minutes and 12 seconds, failing to meet the bureau's goal.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Licenses & Permits	2,077,621	2,301,923	2,345,000	2,360,000	2,360,000
Charges for Services	1,370,320	1,563,466	1,618,000	1,605,000	1,605,000
Intergovernmental	2,628,011	1,705,566	3,464,206	1,783,624	1,783,624
Bond & Note	0	0	6,597,216	0	0
Miscellaneous	361,391	127,242	302,865	120,000	120,000
Total External Revenues	**6,437,343**	**5,698,197**	**14,327,287**	**5,868,624**	**5,868,624**
Internal Revenues					
General Fund Discretionary	88,633,260	87,071,390	95,811,091	98,984,923	99,184,923
General Fund Overhead	71,451	67,917	70,015	73,010	73,010
Fund Transfers - Revenue	0	587,874	0	0	0
Interagency Revenue	2,692,424	2,948,347	3,861,446	4,407,211	4,407,211
Total Internal Revenues	**91,397,135**	**90,675,528**	**99,742,552**	**103,465,144**	**103,665,144**
Beginning Fund Balance	6,350,812	2,215,488	6,712,662	8,384,405	8,384,405
Total Resources	**$104,185,290**	**$98,589,213**	**$120,782,501**	**$117,718,173**	**$117,918,173**
Requirements					
Bureau Expenditures					
Personnel Services	83,897,695	85,461,938	92,932,609	93,854,648	93,854,648
External Materials and Services	5,675,288	5,589,532	8,268,432	6,839,229	7,039,229
Internal Materials and Services	5,541,723	5,091,772	5,846,582	6,652,989	6,652,989
Capital Outlay	6,715,096	1,437,596	13,734,878	10,371,307	10,371,307
Total Bureau Expenditures	**101,829,802**	**97,580,838**	**120,782,501**	**117,718,173**	**117,918,173**
Fund Expenditures					
Fund Transfers - Expense	140,000	0	0	0	0
Total Fund Expenditures	**140,000**	**0**	**0**	**0**	**0**
Ending Fund Balance	2,215,488	1,008,375	0	0	0
Total Requirements	**$104,185,290**	**$98,589,213**	**$120,782,501**	**$117,718,173**	**$117,918,173**
Programs					
9-1-1 Operations	0	6	0	0	0
Administration & Support	25,589,985	19,751,202	36,032,072	32,029,921	32,247,960
Citywide Equity Program	0	26	0	0	0
Emergency Operations	69,282,071	71,427,369	77,515,967	78,213,099	78,195,060
Prevention	6,957,746	6,402,235	7,234,462	7,475,153	7,475,153
Total Programs	**101,829,802**	**$97,580,838**	**$120,782,501**	**$117,718,173**	**$117,918,173**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Acquisitions								
Apparatus Replacement	1,359,000	13,309,878	8,384,405	0	0	0	0	8,384,405
Total Acquisitions	**1,359,000**	**13,309,878**	**8,384,405**	**0**	**0**	**0**	**0**	**8,384,405**
Total Requirements	**1,359,000**	**13,309,878**	**8,384,405**	**0**	**0**	**0**	**0**	**8,384,405**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	40,726	58,552	1.00	56,868	1.00	57,988	1.00	57,988
30000063	Accountant II	53,248	67,038	1.00	53,244	1.00	53,244	1.00	53,244
30000064	Accountant III	58,635	73,757	1.00	73,752	1.00	73,752	1.00	73,752
30000061	Accounting Technician	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000434	Administrative Assistant	48,256	74,339	4.00	280,625	4.00	282,832	4.00	282,832
30000433	Administrative Specialist, Sr	44,949	69,181	4.00	254,252	4.00	258,467	4.00	258,467
30000436	Administrative Supervisor I	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30000441	Business Operations Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000442	Business Operations Manager, Sr	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000440	Business Operations Supervisor	71,302	95,389	1.00	88,440	1.00	92,064	1.00	92,064
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000333	Development Services Technician II	54,267	69,243	2.00	132,000	2.00	134,104	2.00	134,104
30000489	EMS Program Manager	74,734	100,443	1.00	100,440	2.00	200,880	2.00	200,880
30000819	EMS Specialist	93,620	104,520	2.00	209,040	2.00	209,040	2.00	209,040
30000714	Facilities Maintenance Supervisor, Sr	64,605	86,154	1.00	64,608	1.00	64,608	1.00	64,608
30000071	Facilities Maintenance Technician	60,133	64,958	3.00	194,868	3.00	194,868	3.00	194,868
30000566	Financial Analyst, Assistant	48,256	74,339	1.00	67,101	0.60	44,604	0.60	44,604
30000806	Fire Battalion Chief	114,316	119,519	14.00	1,659,826	14.00	1,672,846	14.00	1,672,846
30000807	Fire Battalion Chief, Staff	121,175	126,690	0.00	0	0.00	0	1.00	121,176
30000803	Fire Captain	92,036	103,934	32.00	3,283,211	33.00	3,406,354	33.00	3,406,354
30000817	Fire Captain, Staff	110,170	110,170	2.00	220,344	2.00	220,344	2.00	220,344
30000432	Fire Chief	123,531	177,029	1.00	177,024	1.00	177,024	1.00	177,024
30000823	Fire Chief, Deputy	103,308	137,404	6.00	824,400	5.00	687,000	5.00	687,000
30000825	Fire Division Chief	113,129	150,468	2.00	300,936	2.00	300,936	2.00	300,936
30000793	Fire Fighter	43,541	78,660	430.00	32,521,531	427.00	32,789,961	427.00	32,789,961
30000795	Fire Fighter Specialist	46,153	83,380	4.00	300,280	5.00	395,440	5.00	395,440
30000808	Fire Inspector	80,158	90,441	22.00	1,860,359	22.00	1,893,384	22.00	1,893,384
30000811	Fire Inspector, Sr	92,036	103,934	6.00	601,790	7.00	723,560	7.00	723,560
30000812	Fire Inspector/Specialist	84,968	95,868	10.00	937,038	10.00	946,717	10.00	946,717
30000815	Fire Investigator	84,968	95,868	5.00	479,340	5.00	479,340	5.00	479,340
30000336	Fire Land Use Review Technician	58,323	74,402	1.00	74,400	1.00	74,400	1.00	74,400
30000798	Fire Lieutenant	80,158	90,441	109.00	9,641,283	111.00	9,904,305	111.00	9,904,305
30000801	Fire Lieutenant, Staff	84,968	95,868	5.00	458,760	6.00	558,972	6.00	558,972
30000826	Fire Marshal	113,129	150,468	1.00	150,468	1.00	150,468	1.00	150,468
30001082	Fire Marshal, Assistant	93,487	124,341	2.00	230,892	2.00	274,800	2.00	274,800
30000800	Fire Training Officer	84,968	95,868	3.00	265,812	2.00	183,062	2.00	183,062
30000822	Harbor Pilot	80,158	90,441	10.00	891,930	10.00	899,182	10.00	899,182
30000451	Management Analyst	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000453	Management Analyst, Principal	80,413	107,099	1.00	94,408	1.00	98,276	1.00	98,276
30000452	Management Analyst, Sr	67,850	90,605	1.00	45,810	1.00	90,600	1.00	90,600
30000012	Office Support Specialist II	33,738	48,443	2.00	87,696	2.00	89,892	2.00	89,892
30000112	Painter	55,078	61,630	1.00	61,632	1.00	61,632	1.00	61,632
30000463	Program Specialist	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30000497	Public Information Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30001958	Statistician	67,850	90,605	1.00	68,544	1.00	71,355	1.00	71,355
30001558	Timekeeping Specialist	36,254	52,104	1.00	50,592	1.00	52,104	1.00	52,104
30000077	Utility Worker II	46,925	50,440	1.00	50,436	1.00	50,436	1.00	50,436
30000131	Vehicle & Equipment Mechanic	55,619	62,275	7.00	435,960	7.00	435,960	7.00	435,960
30000707	Vehicle Maintenance Supervisor I	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000708	Vehicle Maintenance Supervisor II	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000518	Video Production Specialist	58,573	78,083	2.00	136,656	2.00	136,656	2.00	136,656
TOTAL FULL-TIME POSITIONS				714.00	58,383,404	715.60	59,388,265	716.60	59,509,441
30000474	EAP Specialist	58,573	78,083	0.90	35,256	0.50	39,036	0.50	39,036
TOTAL PART-TIME POSITIONS				0.90	35,256	0.50	39,036	0.50	39,036
30001533	Business Systems Analyst, Principal	74,734	100,443	1.00	25,201	0.00	0	0.00	0
30000825	Fire Division Chief	113,129	150,468	1.00	150,468	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				2.00	175,669	0.00	0	0.00	0
GRAND TOTAL				716.90	58,594,329	716.10	59,427,301	717.10	59,548,477

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.

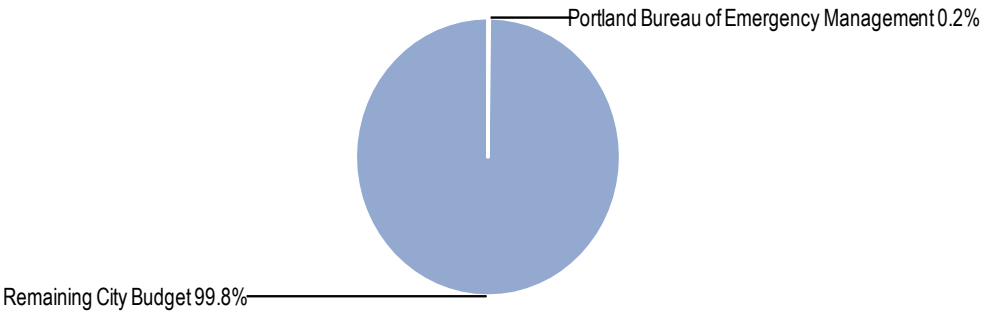
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	116,130,595	0	116,130,595	701.10	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	156,504	0	156,504	1.00	1.0 Emergency Medical Services Deputy Chief
	115,368	0	115,368	1.00	1.0 Firefighter Training Specialist
	72,000	0	72,000	0.00	Reconfigured dive team
	(329,172)	0	(329,172)	0.00	Off-set reduction of retirement payouts
	1,187,258	0	1,187,258	10.00	10 FTE Firefighter positions
	251,136	0	251,136	2.00	2 FTE Fire Lieutenant positions
	134,484	0	134,484	1.00	1 FTE Fire Captain position
Approved Budget Additions and Reductions					
	0	50,000	50,000	0.00	PulsePoint Application project carryover
	0	150,000	150,000	0.00	2015 Innovation Fund award carryover
	0	0	0	1.00	Recognize Safety Battalion Chief position
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,587,578	**200,000**	**1,787,578**	**16.00**	**Total FY 2015-16 Decision Packages**
			117,918,173	**717.10**	**Total Adopted Budget**

Portland Bureau of Emergency Management

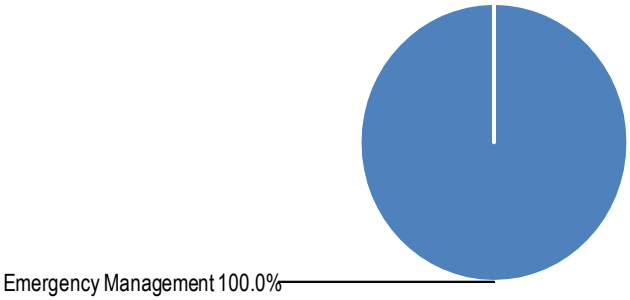
Public Safety Service Area

Steve Novick, Commissioner-in-Charge
Carmen Merlo, Director

Percent of City Budget

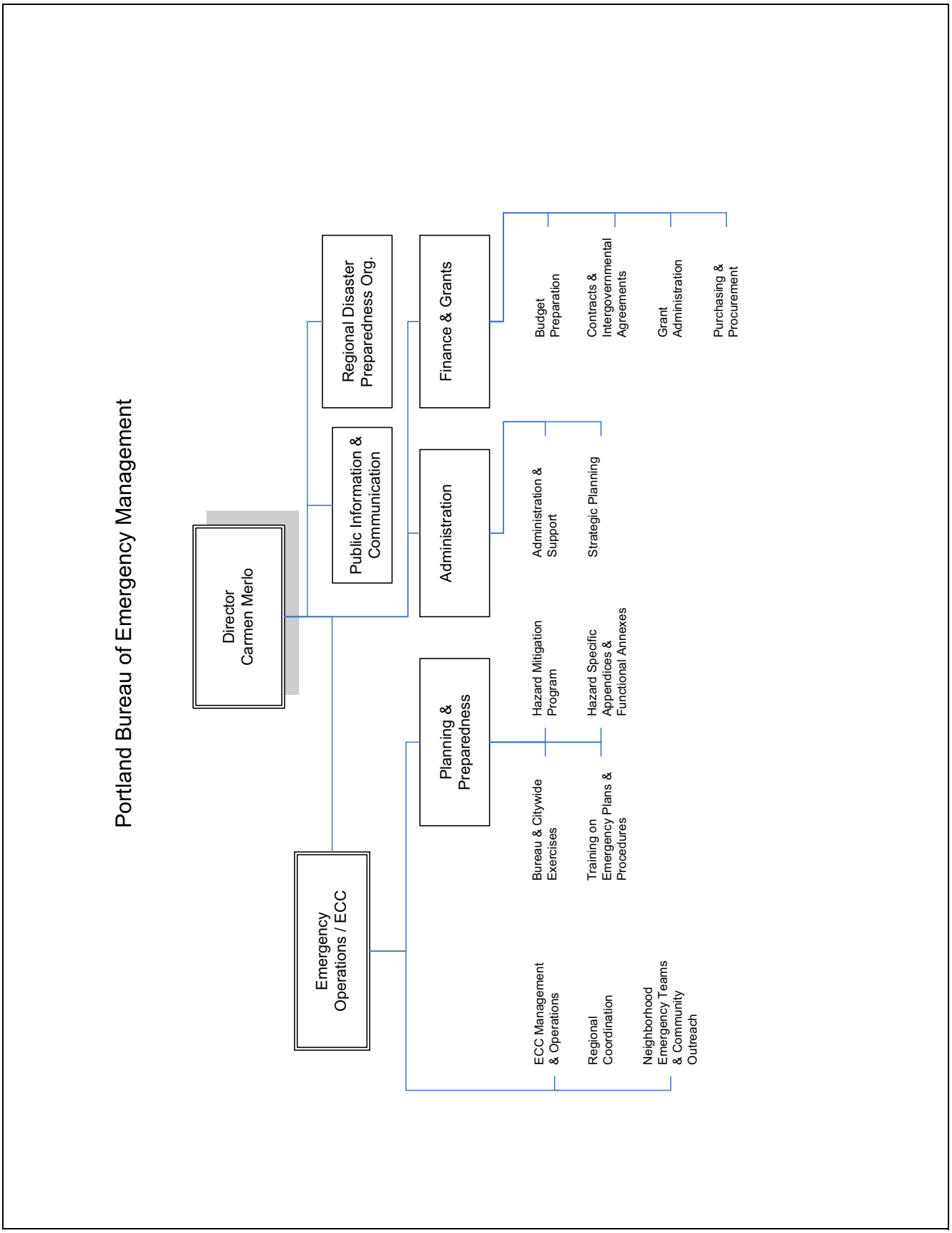


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	4,736,868	5,750,416	1,013,548	21.40
Capital	0	0	0	0.00
Total Requirements	**4,736,868**	**5,750,416**	**1,013,548**	**21.40**
Authorized Positions	17.50	20.00	2.50	14.29


Portland Bureau of Emergency Management
Director
Carmen Merlo
Emergency
Operations / ECC
Public Information &
Communication
Regional Disaster
Preparedness Org.
Planning &
Preparedness
Administration
Finance & Grants
ECC Management
& Operations
Regional
Coordination
Neighborhood
Emergency Teams
& Community
Outreach
Bureau & Citywide
Exercises
Training on
Emergency Plans &
Procedures
Hazard Mitigation
Program
Hazard Specific
Appendices &
Functional Annexes
Administration &
Support
Strategic Planning
Budget
Preparation
Contracts &
Intergovernmental
Agreements
Grant
Administration
Purchasing &
Procurement

Bureau Summary

Bureau Mission

The mission of the Portland Bureau of Emergency Management (PBEM) is disaster risk reduction through leadership and coordination. PBEM utilizes planning, training, and exercises to continually develop and sustain the city's mitigation, preparedness, response, and recovery capabilities.

Bureau Overview

The Portland Bureau of Emergency Management works before, during, and after emergencies to minimize the impacts on the community and promote a culture of resilience. Resilience in this context describes the ability of the City's infrastructure, services, and residents to mitigate, absorb or adapt to the impacts of an emergency or disaster without undermining the long-term well-being of individuals, the economy, or the environment.

Bureau Goals

The following goals outline a prioritized work plan that will guide the work of the bureau between 2014-2016. The bureau's work is aligned around five strategic goals:

1. Expand and maintain a complete suite of mitigation, response and recovery plans that meet objective standards of high professional achievement in the field of emergency management;

2. Advance Emergency Coordination Center (ECC) readiness;

3. Inspire a culture of preparedness;

4. Integrate emergency management into broader community-oriented goals and investment strategies;

5. Adopt equity and diversity goals as part of a whole community approach to emergency preparedness.

Bureau Organization

The bureau's organizational structure consists of the following five subprogram areas:

- Finance and Grants
- Public Information & Community Outreach
- Emergency Operations and Emergency Coordination Center
- Planning
- Exercise and Training

Strategic Direction

Emergency Management Accreditation Program

PBEM's three-year strategy is designed to build on the work of the previous strategic plan, and to bring forward new projects and initiatives strengthen community, business and government resilience. A focus of the strategy is the pursuit of the national Emergency Management Accreditation Program (EMAP). In the emergency management discipline, EMAP is the industry standard for

excellence. It is a refined set of program requirements based on years of lessons learned from emergencies. Communities achieving EMAP accreditation are among the most prepared to handle any emergency. Around the country, few state agencies - and even fewer cities - successfully meet each of the 64 EMAP requirements, and none presently in Oregon.

Basic Earthquake Emergency Communication Node (BEECN)

The Portland Bureau of Emergency Management has identified and equipped 48 locations throughout the city to serve as initial gathering locations for the community if a large-scale emergency makes it impossible to get help or information via traditional means. PBEM's goal is to have each Basic Earthquake Emergency Communication Node staffed approximately 24-48 hours after a citywide emergency by nearby volunteers or City of Portland employees who will begin information sharing and resource planning between the neighborhood and the City's Emergency Coordination Center. These sites will form the basis for ongoing emergency planning efforts and are aligned with Portland Plan goals.

Summary of Budget Decisions

Additions

Limited Term Continuity of Operations Planner

The FY 2015-16 Adopted Budget includes $122,139 of General Fund one-time resources for 1.0 limited term FTE to assist City bureaus to update and maintain Continuity of Operation (COOP) plans to the basic FEMA standard in order to continue bureau essential operations following a disruptive event such as an earthquake. The percent of bureaus with a current COOP plan meeting basic FEMA standards is a performance measure for emergency preparedness.

Limited Term Assistant Program Specialist - BEECN

General Fund one-time resources totaling $98,846 are included for a limited term position to support community preparedness and the Basic Earthquake Emergency Communication Node (BEECN) program. This funding is for 1.0 FTE to assist with BEECN volunteer team recruitment/development, resource planning; promote training to community partners; develop basic ground-work for the Campus Community Emergency Response Team program within Portland Public Schools, and assist with community outreach and planning.

Natural Hazard Mitigation Planning Carryover

The Citywide Natural Hazard Mitigation Plan (NHMP) is a strategy to reduce the city's exposure to natural hazard risk by systematically identifying vulnerabilities and reducing them over time with focused capital investments. Projects listed in the NHMP are eligible for FEMA mitigation grants. Project carryover funds totaling $25,000 are included in the FY 2015-16 Adopted Budget.

This carryover of funds will support outreach to historically disadvantaged communities during the update of the NHMP, as these communities tend to suffer disproportionately from natural disasters. It will pay for community workshops, open houses, and representatives of targeted community organizations to participate in the NHMP steering committee.

Community Emergency Notification System (CENS) Carryover

PBEM is currently replacing the City's existing CENS and the project is scheduled for cut-over in early FY 2015-16. There is $33,000 in carryover funding that is included to pay for the previous contract during the cut-over period to mitigate any potential service disruption.

Survey and Public Messaging Survey Carryover

PBEM is conducting a focused community survey of residents to gain additional information on the community's resiliency status and to assist with determining where additional resources could support increasing community preparations for emergency response. The FY 2015-16 Adopted Budget includes $80,000 of carryover funds for this project.

Budget Notes

Continuity of Operations Directive

Beginning in FY 2016-17, PBEM will provide the Council with an initial list of bureaus that do not have basic Federal Emergency Management Agency compliant Continuity of Operations (COOP) plans. A written quarterly report will be provided to bureau directors, the Mayor, the Commissioner-in-Charge, the City Budget Office, and the City Auditor with detailed progress on non-compliant bureaus' plan status.

Emergency Management

Description

The Portland Bureau of Emergency Management's subprograms include:

Administration

The Director's Office provides overall direction and management in support of the bureau's mission and objectives and implementation of the 2014-2016 Strategic Plan.

The Director's Office is also responsible for supporting the implementation of a Regional Disaster Preparedness Organization (RDPO). The RDPO is a multi-disciplinary, multi-jurisdictional collaborative partnership of public, private, and non-profit organizations that develops and advances all-hazards disaster preparedness efforts in the Portland Metropolitan Region.

Emergency Operations / Emergency Coordination Center (ECC)

The Portland Bureau of Emergency Management is responsible for maintaining the operational readiness of the City's ECC and related infrastructure. The ECC serves as the centralized location that coordinates a multi-agency response to an emergency.

The Neighborhood Emergency Team (NET) program is included under Emergency Operations. The NET program promotes resident preparedness and delivers training and educational programs to community groups and neighborhood volunteers. PBEM's ongoing goal is to increase the amount of NET volunteers from underserved populations and target outreach in or near hazard-prone areas. The FY 2015-16 Adopted Budget includes General Fund one-time resources for 1.0 FTE supporting volunteer recruitments for the BEECN program.

Public Information and Community Outreach

The Public Information and Community Outreach program coordinates risk and crisis communications while managing the Portland Bureau of Emergency Management's interaction with the community and other City bureaus.

Planning

The Planning section is responsible for coordinating Citywide plans that prepare for, mitigate against, respond to, and recover from emergencies. Mitigation plans based on hazard and risk assessments are used to prepare comprehensive and to inform public and private projects that reduce vulnerabilities in hazard-prone areas of the city. The FY 2015-16 Adopted Budget includes General Fund one-time resources for 1.0 FTE to provide additional support for bureaus to develop COOP plans that meet the basic FEMA standards.

Finance and Grants

The Finance and Grants section maintains the financial integrity of the bureau through administrative support and oversight, budget development, accounting, expenditure monitoring, financial reporting, and administration of several federal homeland security and hazard mitigation grants.

Exercise and Training

The Exercise and Training section is responsible for conducting bureau and citywide training, developing exercises that test the effectiveness of emergency plans, and ensuring the implementation of lessons learned from exercises and real-world events.

Goals

The Portland Bureau of Emergency Management remains committed to achieving each of the five goals identified in the 2014-2016 Strategic Plan.

Performance

FY 2015-16 Performance Measures and Targets:

- Bureau-wide performance measures and targets include completing at least 75% of strategic plan objectives.
- Public Information and Community Outreach performance measures and targets include increasing Public Alerts by 5,000 new registrations.
- Emergency Operations and Coordination performance measures and targets include providing initial training to 200 new NET volunteers, offering advanced training to 200 NET volunteers, and ensuring that half of all Portland neighborhoods have active NET Teams.
- Planning performance measures and targets include reviewing and updating 100% of all bureau plans according to published standards, and ensuring that at least 70% of City bureaus have an up-to-date COOP plan that meets FEMA's minimum standards.
- Exercise and Training performance measures and targets include completing 2,000 hours by students in the Portland Bureau of Emergency Management classes, training 100 City employees, and receiving ratings of good or excellent from at least 75% of program participants.

Changes to Services and Activities

Neighborhood Emergency Teams - Diversity Plan

Portland NET is engaging in targeted recruitment to improve ethnic diversity in the NET program. Under this strategy, the NET Coordinator is prioritizing applicants into the program who identify as an ethnic demographic underserved by NET. As a result, percentages of minorities in NET have kept pace as the program has grown, while real numbers of ethnic minorities have increased and even doubled in some cases. Portland NET is also directly engaging with the immigrant and refugee community to invite new Portlanders into the volunteer responder community.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	17.58	17.58	17.50	20.00	20.00
Expenditures					
Administration & Support	6,598,499	4,453,782	2,517,681	3,151,336	3,695,185
Emergency Management	8,714	8,236	47,056	20,987	20,987
Emergency Operations	334,716	795,877	400,482	766,272	879,272
Exercises & Training	332,374	212,155	227,729	246,240	246,240
Planning & Mitigation	476,373	243,083	301,456	632,450	883,432
Public Information Office	3,358	108,665	17,000	25,300	25,300

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Regionl Disaster Prep Org	0	0	23,167	0	0
Total Expenditures	**7,754,034**	**5,821,798**	**3,534,571**	**4,842,585**	**5,750,416**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of New Public Alerts Registrations	NA	5,165	5,000	5,000	5,000
Percentage of bureaus with updated COOP plan that meets or exceeds FEMA standard	NA	50%	71%	71%	75%
Percentage of neighborhoods with active NET teams.	NA	37%	47%	47%	50%
Percentage of participants who rate PBEM classes and exercises as "good" or "excellent"	NA	NA	NA	75%	75%
Effectiveness					
Percentage of bureau strategic plan objectives achieved or in progress	73%	72%	64%	75%	75%
Percentage of completed improvement plan tasks completed within a year of creation	NA	63%	75%	75%	75%
Number of City employees in a Portland Bureau of Emergency Management class or training annually	NA	124	100	100	100
Percentage of bureau plans that are up-to-date according to their published standards	NA	NA	NA	100%	100%
Workload					
Number of new Neighborhood Emergency Team volunteers trained per year	91	110	150	200	200
Number of Neighborhood Emergency Team volunteers participating in advance training per year	206	400	100	200	200
Number of hours completed by students in Portland Bureau of Emergency Management classes annually	NA	6,158	2,000	2,000	2,000
Number of active NET Teams	NA	38	45	40	50

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Intergovernmental	6,373,431	4,589,364	1,464,637	2,350,415	3,120,246
Miscellaneous	1,110	1,380	0	0	0
Total External Revenues	**6,374,541**	**4,590,744**	**1,464,637**	**2,350,415**	**3,120,246**
Internal Revenues					
General Fund Discretionary	461,433	504,680	2,079,084	1,151,344	1,215,355
General Fund Overhead	1,087,955	1,216,836	1,183,147	1,330,826	1,404,815
Interagency Revenue	10,000	10,000	10,000	10,000	10,000
Total Internal Revenues	**1,559,388**	**1,731,516**	**3,272,231**	**2,492,170**	**2,630,170**
Beginning Fund Balance	(5,991,596)	(5,811,701)	0	0	0
Total Resources	**$1,942,333**	**$510,559**	**$4,736,868**	**$4,842,585**	**$5,750,416**
Requirements					
Bureau Expenditures					
Personnel Services	1,632,632	1,559,846	1,718,772	2,353,851	2,557,115
External Materials and Services	5,628,484	3,552,859	1,075,874	1,712,955	2,417,522
Internal Materials and Services	433,974	697,843	739,925	775,779	775,779
Capital Outlay	58,944	11,250	0	0	0
Total Bureau Expenditures	**7,754,034**	**5,821,798**	**3,534,571**	**4,842,585**	**5,750,416**
Fund Expenditures					
Fund Transfers - Expense	0	0	1,202,297	0	0
Total Fund Expenditures	**0**	**0**	**1,202,297**	**0**	**0**
Ending Fund Balance	(5,811,701)	(5,311,239)	0	0	0
Total Requirements	**$1,942,333**	**$510,559**	**$4,736,868**	**$4,842,585**	**$5,750,416**
Programs					
Emergency Management	7,754,034	5,821,798	3,534,571	4,842,585	5,750,416
Total Programs	**7,754,034**	**$5,821,798**	**$3,534,571**	**$4,842,585**	**$5,750,416**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	53,248	67,038	1.00	60,276	1.00	61,767	1.00	61,767
30000493	Community Outreach & Informtn Rep, Sr	64,605	86,154	1.00	66,853	1.00	69,592	1.00	69,592
30000430	Emergency Management Director	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000790	Emergency Management Operations Manager	86,466	115,149	1.00	107,465	1.00	111,871	1.00	111,871
30000452	Management Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000012	Office Support Specialist II	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000464	Program Coordinator	64,605	86,154	1.00	73,436	1.00	76,448	1.00	76,448
30000465	Program Manager	67,850	90,605	1.00	67,314	1.00	86,532	1.00	86,532
30000466	Program Manager, Sr	80,413	107,099	0.00	0	0.00	0	1.00	96,552
30000463	Program Specialist	58,573	78,083	4.00	290,052	4.00	292,362	4.00	292,362
30000495	Public Information Officer	67,850	90,605	1.00	74,628	1.00	76,668	1.00	76,668
TOTAL FULL-TIME POSITIONS				13.00	1,018,532	13.00	1,053,748	14.00	1,150,300
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000464	Program Coordinator	64,605	86,154	3.50	236,904	5.00	350,568	5.00	350,568
30000466	Program Manager, Sr	80,413	107,099	1.00	92,748	1.00	96,552	0.00	0
30000462	Program Specialist, Assistant	48,256	74,339	0.00	0	1.00	56,304	1.00	56,304
TOTAL LIMITED TERM POSITIONS				4.50	329,652	7.00	503,424	6.00	406,872
GRAND TOTAL				17.50	1,348,184	20.00	1,557,172	20.00	1,557,172

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.

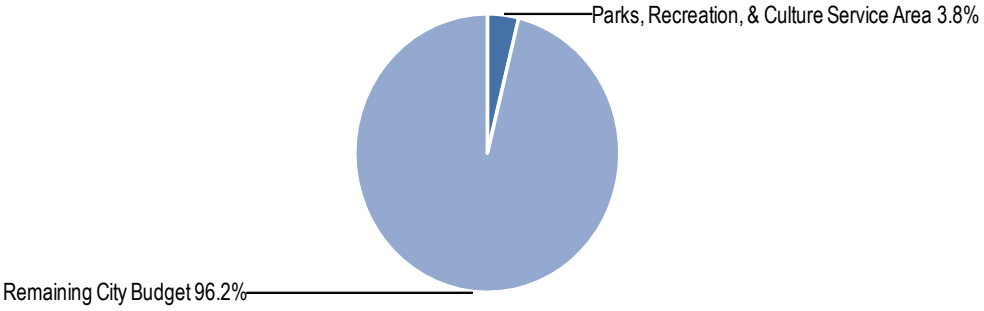
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	4,621,600	0	4,621,600	18.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	122,139	122,139	1.00	1 Limited term FTE for Continuity of Operations Planning
	0	98,846	98,846	1.00	1 Limited term FTE for Basic Earthquake Emergency Communications Node volunteers
Approved Budget Additions and Reductions					
	0	25,000	25,000	0.00	Natural Hazard Mitigation Planning carryover
	0	80,000	80,000	0.00	Community Survey Carryover
	0	33,000	33,000	0.00	Community Emergency Notification System carryover
	0	518,849	518,849	0.00	Urban Areas Security Initiative grant carryover
	0	250,982	250,982	0.00	Planning Disaster Mitigation grant carryover
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**1,128,816**	**1,128,816**	**2.00**	**Total FY 2015-16 Decision Packages**
			5,750,416	**20.00**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

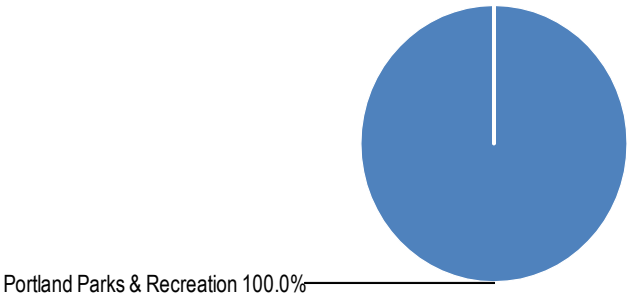
Parks, Recreation, & Culture Service Area

- Portland Parks & Recreation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	103,130,349	99,611,183	(3,519,166)	(3.41)
Capital	42,996,642	41,848,954	(1,147,688)	(2.67)
Total Requirements	**146,126,991**	**141,460,137**	**(4,666,854)**	**(3.19)**
Authorized Positions	457.34	484.57	27.23	5.95

Service Area Highlights

Description

The Parks, Recreation, & Culture service area includes services for Portland Parks & Recreation, the Golf program, Portland International Raceway, and the Parks Capital Improvement Program Fund.

Major Themes

Portland Parks & Recreation General Fund Budget

The FY 2015-16 Adopted Budget is funded with $54.8 million in General Fund discretionary resources and an additional $20.5 million in non-discretionary revenue. Of a total of 484.57 FTE bureau-wide, 430.62 are funded in the General Fund. Changes from FY 2014-15 include the addition of $2.0 million for increasing and improving services to youth in community centers, $3.9 million for six capital projects, conversion of 6.0 FTE from seasonal to regular park ranger positions, an addition of $250,000 for the Parks for New Portlanders Program, $250,000 for the Gateway Green project, $130,000 for the Summer Free for All program, $0.5 million in operations funding for newly developed and acquired assets, $98,000 for patrol services at Riverplace Marina, and a transfer of $190,000 from Special Appropriations for Symphony in the Park.

Parks Construction and Maintenance Program

The FY 2015-16 Capital Improvement Plan budget is $44.2 million. Of this amount, $3.9 million is supported by the City's General Fund with remaining funding derived from grants, system development charges, the Portland Development Commission, Metro, the 2014 Parks Bond and other sources.

Portland International Raceway

The FY 2015-16 Adopted Budget for the Portland International Raceway includes $2.0 million in program fee revenues, $1.4 million in bureau level expenditures, and $0.6 million in fund level expenditures that include contingency, fund transfers, and debt service. The Adopted Budget includes 6.0 FTE.

Golf Program

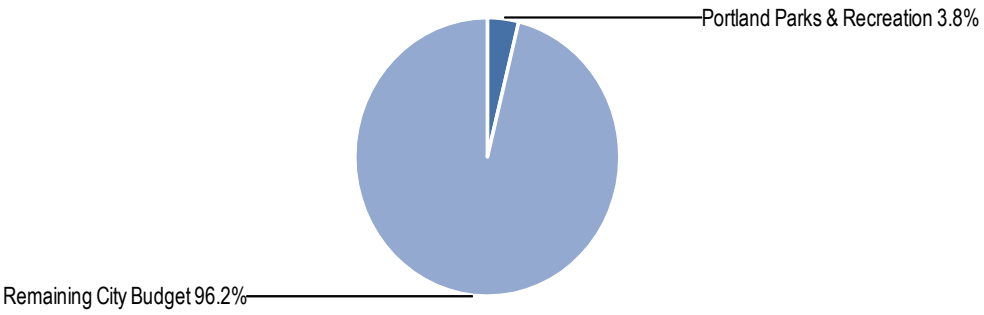
The FY 2015-16 Adopted Budget for the Golf program is $10.7 million of program revenues and $300,000 of fund balance. These fund $9.0 million in bureau level expenditure and $1.1 million in contingency and other fund level expenses. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The Golf program does not receive any General Fund resources. The FY 2015-16 Adopted Budget includes 31.0 FTE.

Portland Parks & Recreation

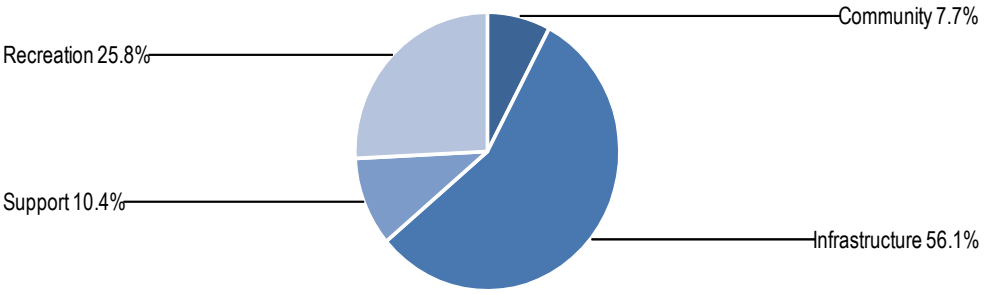
Parks, Recreation, & Culture Service Area

Amanda Fritz, Commissioner-in-Charge
Mike Abbaté, Director

Percent of City Budget



Bureau Programs



Bureau Overview

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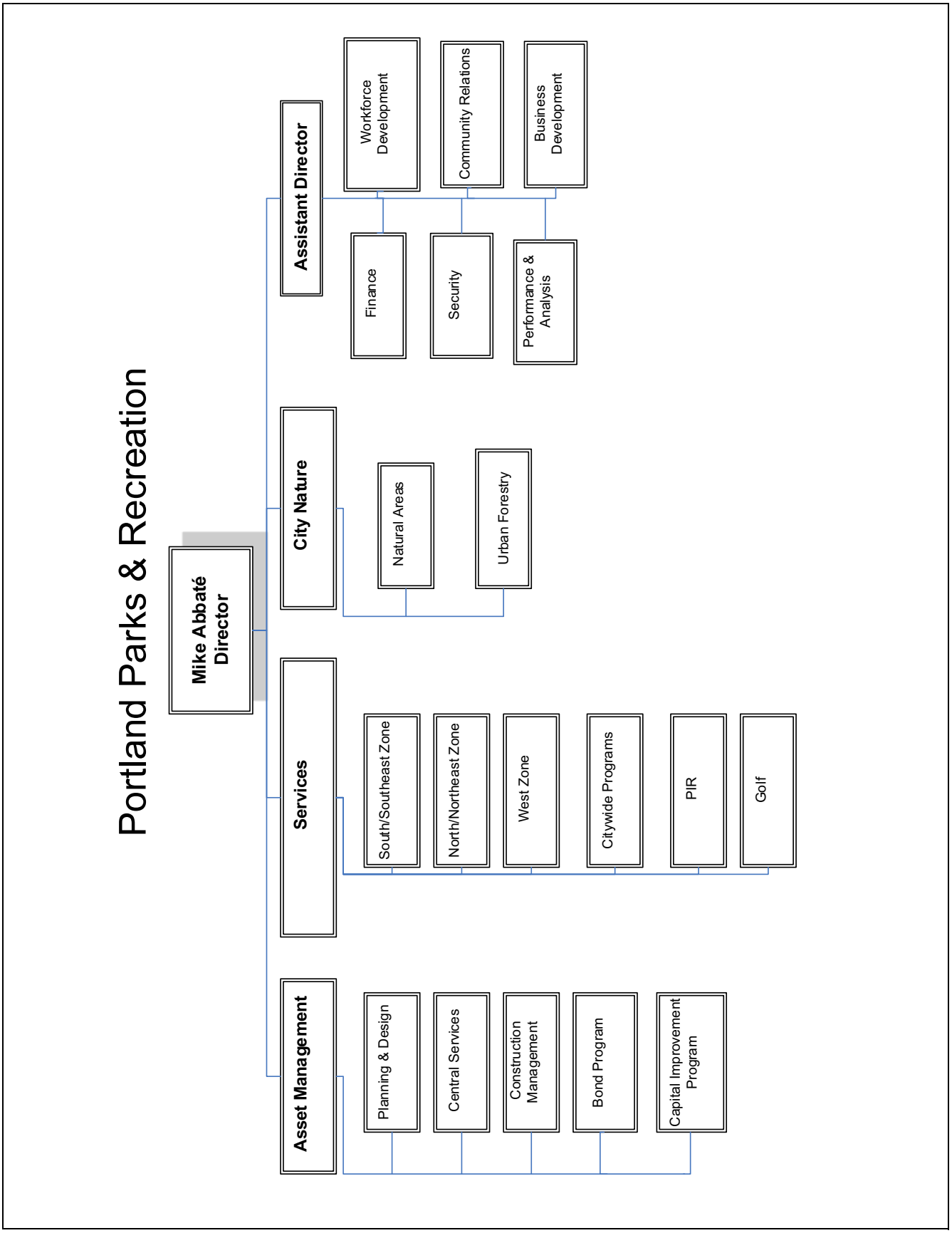

Portland Parks & Recreation
Mike Abbaté
Director
Assistant Director
Workforce Development
Community Relations
Business Development
Finance
Security
Performance & Analysis
City Nature
Natural Areas
Urban Forestry
Services
South/Southeast Zone
North/Northeast Zone
West Zone
Citywide Programs
PIR
Golf
Asset Management
Planning & Design
Central Services
Construction Management
Bond Program
Capital Improvement Program

Bureau Summary

Bureau Mission

Sustaining a healthy park and recreation system to make Portland a great place to live, work and play.

Portland Parks & Recreation (PP&R) helps Portlanders play - providing the safe places, facilities, and programs that promote physical, mental, and social activity. We get people, especially kids, outside, active and connected to the community. As we do this, there will be an increase in the wellness of our residents and the livability of our city.

We accomplish this through:

- Establishing and safeguarding the parks, natural resources, and urban forest, thereby ensuring that green spaces are accessible to all;
- Developing and maintaining excellent facilities and places for public recreation and community building;
- Providing dynamic recreation programs and services that promote health and well-being for all;
- Partnering with the community we serve.

Bureau Overview

Portland's Park & Recreation System

PP&R is the steward of a diverse portfolio of parks and recreation facilities used extensively by the city's residents and visitors. The total parkland managed by the bureau is 11,656 acres and represents about 12% of the geographical area within the City of Portland. Not included in this acreage are 238,000 street trees that are cared for by PP&R staff. The bureau operates 13 swimming pools, 11 community centers, three music/dance centers, five golf courses, and one motor raceway.

The Organization

PP&R manages one of the nation's most comprehensive park and recreation systems. The bureau employs over 480 full-time employees and more than 2,800 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with about 464,000 hours of volunteer time each year. Services are delivered through four departments as follows:

City Nature

This department manages Portland's natural areas, urban forest, recreational trails, street trees, wildlife habitat, and community gardens in an integrated and sustainable manner. This department also provides horticultural services to other City programs.

Parks and Recreation Services

This department is responsible for the daily maintenance of developed parks and general recreation services including community centers, aquatics, and sports, as well as specialized recreation services for seniors, for people with disabilities, and through the Schools Uniting Neighborhoods (SUN) program. This department also includes the Golf Program and Portland International Raceway.

Asset Management

This department provides park planning, new park development maintenance and management of existing assets and oversees the preparation and administration of the Bureau's Capital Improvement Plan.

Office of the Director

The Office of the Director provides leadership and advocacy for parks and recreation at the city, regional, state, and national levels. The office collaborates and coordinates with local and regional partners, provides policy direction to the bureau, engages the public, and provides customer service and park security. The office manages the finances of the bureau, including fundraising and pursuing and managing grants. PP&R's workforce development and bureau-wide training are coordinated in the Director's Office. Performance and analysis, property acquisition, and business development are also provided by the Director's Office.

Strategic Direction

PP&R's focus in the near term will be 1) addressing major maintenance needs and investing in existing parks infrastructure and 2) closing service-level gaps so that all Portlanders have access to park and recreation services. Resources from the recently passed Parks Replacement Bond ($68 million) provide a partial solution to addressing the major maintenance needs of an aging system, but the need still exceeds available resources. Identified needs are estimated at $300 million over the next 10 years.

Health

- Expand active recreation by partnering with the public health community.
- Contribute to improved health outcomes for youth through increased physical activity and improved nutrition.

Recreation Services

- Connect more youth to the outdoors, physical activity, and their communities.
- Improve the recreation service delivery model through coordinated programming, integrated marketing, and supporting services.

Access and Equity

- Provide equitable access to developed parks and natural areas within walking distance to all residents.
- Improve recreation opportunities for underserved communities.

Trails

- Meet the demand for trails by closing gaps in the trail network.
- Strengthen management tools for developing and maintaining PP&R trails.

Asset Management

- Improve the condition of the bureau's built and natural assets by implementing an asset management program.
- Lower the system-wide risk of asset failure to provide established levels of service.

Sustainability

- Extend ecologically sustainable landscape management practices throughout the entire spectrum of the Bureau's green infrastructure.
- Reduce consumption of water and energy resources system-wide.

Summary of Budget Decisions

Realignments

Funding for Buckman Pool, Sellwood Community Center and Maintenance Staffing

The FY 2013-14 budget included a package to utilize contingency ending fund balance from a 2002 Parks Levy to provide two years of bridge funding for several core PP&R programs. These include community center programming, natural areas maintenance, aquatics programming and central services maintenance positions until future General Fund ongoing resources could bridge the gap.

The FY 2015-16 Adopted Budget realigns $426,985 in ongoing General Fund discretionary from the maintenance of decorative fountains to several items previously funded by the levy.

This funding allows for continuation of service at Sellwood Community Center and Buckman Pool on an ongoing basis.

Operation and Maintenance Positions

Over the last two years, the bureau has received ongoing General Fund resources for operating and maintaining new park assets that have been placed into service; however, no positions were added with the funding to operate and maintain the new parks. The FY 2015-16 Adopted Budget realigns funding and establishes position authority to hire employees to operate and maintain the new parks.

Additions

Restore Fountain Maintenance

The FY 2015-16 Adopted Budget adds $567,669 in ongoing General Fund resources for day-to-day maintenance of the City's 19 decorative and interactive fountains that were reduced from the budget in order to restore core Parks programs that had previously been funded with Levy contingency bridge funding.

The 19 decorative and interactive fountains will continue to operate on an ongoing basis.

Increasing and Improving Service to Youth in Portland's Community Centers and Parks

Included in the FY 2015-16 Adopted Budget is ongoing funding of $2,000,000 to provide safe, supervised spaces and programs to facilitate positive youth development and offer alternatives to unsafe and anti-social activities. This funding will:

- Provide dedicated space, staff and other resources to facilitate programs targeted towards high-risk youth. These programs will utilize community partners, ideally culturally specific partners, to actively engage with this group.
- Prioritize and increase services to Portland youth in gang-affected areas by expanding existing youth programs. To better reach these youth, the bureau will increase the available hours of community center activities targeted for youth, and increase and diversify the slate of offerings. The package will enable the bureau to partner with youth-serving organizations to provide innovative programs using existing spaces at centers, parks, and other community spaces to youth, especially youth of color.
- Pilot free summertime access to all youth 18 years old and under at Matt Dishman Community Center, bringing more youth into the pool, gym, boxing gym, and game room. Funding of $475,000 General Fund ongoing is included to offset the expected decrease in program revenues due to providing free summertime access.
- Create a year-round teen center at Montavilla Community Center, with programs and dedicated staffing available from 3-10 pm throughout the year.

Seasonal Park Ranger Conversion

PP&R's Ranger Program hires seasonal staff periodically throughout the year in order to meet a minimum seasonal staffing level of approximately 240 hours weekly (12,500 hours annually), providing full-time rangers with a partner to help ensure ranger safety and assist with tasks such as locking the majority of public restrooms. The FY 2015-16 Adopted Budget adds $84,552 in ongoing General Fund resources to convert these 240 weekly hours into six permanent FTE and maintain the same level of public safety services.

Service quality may increase due to employing permanent, well trained, and committed staff members. Total hours of service will not change.

Charles Jordan Community Center Roof

The gym roof at Charles Jordan Community Center is leaking, impacting programming and causing a safety issue that impacts usage. PP&R maintenance staff have repeatedly tried to stop the leaking by caulking and patching the roof, without lasting effectiveness and resulting in higher operation and maintenance costs. A consultant assessment indicated the roof needs to be replaced to resolve the issue. PP&R has allocated $199,000 from existing bureau major maintenance funds to begin project development. The FY 2015-16 Adopted Budget includes $603,000 of one-time funding from Portland Development Commission (PDC) to fully fund the project.

Affected residents may perceive the quality and maintenance level of recreation facilities to be improving. In addition, there will be reduced risk of injury to staff and participants and fewer accompanying workers compensation or general liability claims.

Parks for New Portlanders Program

The FY 2015-16 Adopted Budget provides $250,000 of one-time General Fund resources to create a pilot program that targets increased participation of underserved and immigrant refugee communities in east Portland by expanding culturally responsive recreation activities and increasing outreach. The program will primarily expand the bureau's World Cup and Mobile Playground program. Funding will support two limited-term positions for one year, tasked with planning outreach and programming, implementing, and evaluating the program expansions.

Immigrant and refugee communities will participate in recreation and employment opportunities at a higher rate, youth programs such as Mobile Playgrounds and World Cup Soccer will strengthen the connection between PP&R and these communities, and community members will become more civically engaged and be able to advocate for and achieve improvements in park services and amenities.

Willamette Park Boat Ramp Dredging

The Willamette Park boat ramp requires periodic dredging to ensure it is safe for the estimated 22,000 boaters who use it each year. PP&R has obtained a repair and multi-use dredging permit for an initial dredge, a 5-year dredge, and a 10-year maintenance dredge; the permit expires in 2025. Current sediment levels and a failing toe of slope on the ramp puts the ramp at risk of closure. One-time General Fund resources totaling $239,000 fund this project and may leverage a possible State Marine Board grant of approximately $500,000.

Boaters will be able to use the ramp without risk of damaging their boats and perceptions of park maintenance quality will improve.

Culvert Repair in Forest Park

The FY 2015-16 Adopted Budget provides $172,500 of one-time General Fund resources to repair four or more of the highest risk, failing culverts along Leif Erikson Drive within Forest Park. Repairing the culverts will avoid harmful erosion that degrades habitats, reduce maintenance costs, and avoid other repair or replacement costs on Leif Erikson Drive. The Bureau of Environmental Services will match the amount of $172,500 and manage the project construction.

Affected residents may perceive improved park maintenance and reduction in roadside erosion from failing culverts.

Gateway Green Matching Funding

In July 2014, Friends of Gateway Green was awarded $1 million by the Metro Nature in Neighborhoods Capital grant program, contingent on raising $2 million in matching funds by the end of December 2015. The Friends group is submitting grant applications to numerous foundations, private businesses, and other government entities. The FY 2015-16 Adopted Budget provides $250,000 in one-time General Fund resources, allowing the City to leverage General Fund monies to meet those goals by the end of 2015 and guaranteeing that the new park gets the full $1 million grant from Metro. In addition, having funds to use in mid-2015 will enable needed design work to proceed, with a goal of being ready for permitting and construction when the Metro grant is available in early 2016.

The number of park acres per resident will slightly increase, percentage of residents living within a half mile of a park or natural area will increase, and percentage of residents rating proximity to parks as good or very good may also increase.

Summer Free for All Program

The Summer Free for All (SFFA) program includes the Washington Park Summer Festival, Summer Playgrounds, Movies in the Park, and Neighborhood Concerts. There is a funding gap between what is considered likely to be raised for Summer 2015 and what it will cost to deliver a program comparable to previous service levels provided in the past several years. The gap is created by increasing costs, loss of premier sponsorship, and growing neighborhood demand, including providing equitable service in east Portland and to underserved communities. The bureau continues to seek a premier sponsor to sustain the program over the long term.

The FY 2015-16 Adopted Budget adds $130,000 of one-time General Fund resources to offset the loss of revenues from the premier sponsorship by the Daimlier Corporation.

The current Summer Free for All service level will remain stable for a large percentage of the population and the bureau's ability to serve underserved communities will be enhanced with targeted marketing and programming, as well as culturally responsive staff training for playgrounds.

Mount Scott Community Center HVAC

The FY 2015-16 Adopted Budget adds $818,000 of one-time General Fund resources to install a new HVAC system at Mount Scott Community Center, avoiding service disruptions due to heating and cooling failures and decreasing time for maintenance and repairs to the current system. These services may positively impact the index of Parks' facility conditions, a key performance measure.

Affected residents may perceive the quality and maintenance level of recreation facilities to be improving, and employee satisfaction may increase as facilities will be better able to serve customers and customers will be more comfortable and have fewer complaints.

Chinese Garden Lake Zither Pond

The 9,000 square foot pond, Lake Zither, has a leaking pond liner that requires replacement. Lake Zither is the central focus of the garden, with other elements built around it. Despite attempts at patching, the existing liner continues to leak, and assessments indicate that a new liner made of different materials is needed to adequately address the issue. Lake Zither has been losing an average of 21,500 gallons of water per day (10 million gallons per year). The water loss has an environmental impact, an operational cost impact, and may begin to damage other garden infrastructure.

This package provides $668,000 of one-time PDC funding to replace the pond liner at the Chinese Garden's Lake Zither, increasing the expected lifespan by 40-50 years.

Affected residents may perceive the quality and maintenance level of park grounds and facilities to be improving. Funding this package prevents the long-term environmental impacts of lack of water conservation.

Westmoreland Park Sckavone Stadium Lighting

The lighting at Sckavone Stadium has been decommissioned due to safety concerns about the dangerous working conditions in the electrical room and the existing lighting reaching the end of its useful life. As a result, the stadium has a reduced level of service since it cannot be used by the community for evening games. The FY 2015-16 Adopted Budget provides $828,000 in one-time funding to install new lighting.

Affected residents may perceive the quality and maintenance level of recreation facilities to be improving. Hours of service for baseball and softball play will increase due to the ability to permit this stadium during the evening hours.

Operations and Maintenance for Future Park Developments

The FY 2015-16 Adopted Budget adds $505,569 of ongoing General Fund resources to support the estimated operations and maintenance costs of four new park or park expansions: Leach Botanical Garden, Spring Garden Park, Gateway Urban Plaza, and Beech Park. These parks are not expected to be completed until FY 2016-17 or later, and $505,569 of one-time General Fund funding was reduced from the bureau's FY 2015-16 Adopted Budget.

This addition allows the bureau to secure ongoing operating and maintenance funding for future park development projects prior to those funds being requested as part of a construction contract ordinance.

Patrol Services at Riverplace Marina

The FY 2015-16 Adopted Budget adds $98,000 of one-time General Fund resources to continue patrol services at the Riverplace Marina Boat Landing by Multnomah County Sherriff's Office.

This will allow continued Multnomah County patrols of the Riverplace Marina Board Landing through June of 2016.

Symphony in the Park

The FY 2015-16 Adopted Budget includes $190,00 of one-time General Fund to support the Oregon Symphony in the Park program.

Carryover

Offroad Cycling Plan

The FY 2015-16 Adopted Budget carries over $50,000 of one-time General Fund discretionary from FY 2014-15 for the bureau's portion of costs of the offroad cycling plan. The Bureau of Planning and Sustainability is leading this project.

East Portland Master Plan

The FY 2015-16 Adopted Budget carries over $300,000 of one-time General Fund discretionary from FY 2014-15 for East Portland Master Plans at Wilkes Headwaters, Mill and Midland parks.

Capital Budget

Capital Summary

CIP Highlights

PP&R has in excess of $1.3 billion (replacement value, not including land value) of assets spread over 11,656 acres of park space. The Capital Improvement Program, which builds upon City priorities, Parks 2020 Vision, and the Total Asset Management Plan, has two primary objectives: fixing the system by maintaining existing assets, and growing the system in order to provide equal recreation opportunities to all residents. PP&R does both of these as efficiently and sustainably as possible. Specifically, PP&R strives to:

- Protect and maintain those existing assets that provide desired levels of service through maintenance, rehabilitation, and renewal.
- Provide new service and expand capacity to accommodate growth and provide equitable levels of service through the expansion of existing facilities and the construction of new parks and facilities.
- Improve efficiency, environmental quality, and energy conservation wherever possible.

Major Issues

PP&R continues to face several key challenges in relation to capital investment.

Unmet Service Needs

There are parts of Portland where families and residents do not have ready access to parks, recreation facilities, or open space. Along with deteriorating infrastructure, this has been a community concern that is voiced regularly and was thoroughly documented in the Parks 2020 Vision Plan. PP&R has a service level goal articulated in Vision 2020 to provide a park or natural area within a half mile of every resident in Portland. In 2014, the Bureau met that service-level goal for 80% of Portlanders, but 20% of Portlanders still cannot walk to a local park or natural area within 15 minutes (average walking time for a half mile). PP&R continues to work towards ensuring that 100% of Portlanders will be within a half mile of a park or natural area. Acquiring and developing new parks to meet this goal is challenged by finding appropriate properties for sale by willing sellers to serve as new parks, obtaining upfront costs for acquisition and development, and balancing limited operating and maintenance resources.

Funding

As PP&R seeks alternative funding sources to respond to priority needs, some types of projects are more readily funded than others. The System Development Charge (SDC) and tax increment financing in urban renewal areas are effective sources of funding for land acquisition and project development where projects qualify. This is especially true where population growth and capacity-driven needs are the underlying premise to development. Since SDCs are intended to respond to increased capacity needs due to growth from housing and commercial development, SDCs are not able to be used for performing major maintenance activities on existing infrastructure. PP&R has a small allocation of major maintenance funding each year from the General Fund. With the passage of the Parks Replacement Bond in November 2014, PP&R has the opportunity to fund some of the most urgent major maintenance improvements for existing infrastructure, though the Replacement Bond (at $68 million) will not fund the

majority (estimated at more than $300 million over the next 10 years) of the existing major maintenance needs. PP&R is exploring additional options for dedicated, stable sources of funding for operations, major maintenance and growth needs. A comprehensive solution will likely entail a strategy of multiple funding resources tailored to the timing of projects and lifecycle requirements of assets. There is unlikely to be a single, optimal solution to the funding challenges facing PP&R.

Aging Infrastructure

The park system dates back to 1860 and includes many heavily used facilities and active open spaces. Aging infrastructure limits service levels in developed parks, community centers, and cultural facilities. Years of reduced investment and deferred maintenance have further aged infrastructure and increased the funding gap between current investment levels and what PP&R ought to be investing in capital repair, rehabilitation, and replacement of existing infrastructure.

Certainty of Operating and Maintenance Funds

One of the greatest issues facing Portland's park system is the increasing cost of operations and maintenance (O&M). A dependable, annual revenue stream for O&M is essential to maintain the existing infrastructure in the system. PP&R is dependent upon ongoing O&M funds being approved in concert with new park construction, consistent with City financial policies.

Changes from Prior Year

The following capital projects were completed during the past year:

- Sellwood Pool Replaster
- Centennial and Oliver Community Gardens
- Marquam and Stephens Creek Trail Projects
- Willamette Greenway Central District Trail Development
- East Delta Maintenance Facility
- The Fields Park Development
- Khunamokwst Park
- Westmoreland Nature Play and stream restoration
- Lovejoy Park structure refurbishment

Work continues on capital projects, including the following:

- Thomas Cully Park Development
- Spring Garden Park Development
- East Delta Synthetic Turf
- Gateway Urban Plaza

Criteria

Capital projects are prioritized within the Bureaus 20-year capital improvement program. Projects are rated through a capital project review committee which uses the Capital Project Review Criteria and Rating system. This rating system and criteria is included in the PP&R Capital Planning Manual.

Based upon the rating of each capital project, the ranking for the five-year CIP is created for submission in the PP&R Capital Budget.

Each capital project request is reviewed with regard to the following criteria:

- Legal compliance
- ADA compliance
- Public support
- Conformance to City and/or PP&R plans
- Effect on level of service
- Addresses equity
- Addresses human health and safety
- Protects capital assets or facilities
- Improves environmental quality
- Effect on operating and maintenance costs
- Financing/business opportunities for the capital project or ongoing maintenance

Strategic Direction

Council Goals and Priorities

PP&R continues to develop its system plan, which will help the bureau meet the goals laid out in the Parks Vision 2020 Vision Plan.

- Ensure Portland's park and recreation legacy for future generations.
- Provide a wide variety of high quality recreation services and opportunities for all residents.
- Preserve, protect, and restore Portland's natural resources to provide "Nature in the City."
- Create an interconnected regional and local system of paths and walks to make Portland "The Walking City of the West."
- Develop parks and recreation facilities and programs that promote "Community in the City."

The PP&R 2012-15 Strategic Plan outlined several specific initiatives to improve capital asset management.

Capital Planning & Budgeting

Capital Planning Process

PP&R receives requests for capital projects throughout the year from community members, neighborhoods, field staff, and other public agencies. Projects are developed through a variety of planning efforts, including neighborhood, district, master, management, and site-specific plans. Asset management, inventory and condition information, and staff technical knowledge also inform development of capital project requests. Because park development is integral to many other city planning efforts, PP&R staff coordinates projects with a variety of citywide teams.

Potential projects are compiled and scored by an interdepartmental team, using criteria described below. Selected projects that can be matched with anticipated funding resources are then prioritized into the five-year capital forecast and reviewed by an interdepartmental team.

PP&R's Capital Improvement Program is consistent with the existing City Comprehensive Plan directives. The Citys goal is to sustain a healthy park system to make Portland a great place to live, work, and play. This includes both preserving existing facilities and providing new facilities to ensure access for all.

Improvements should be based on the lowest total life-cycle costs to provide equitable levels of service and broad community support, and improvements should be located in deficient areas of the park system. These projects should support neighborhood stabilization and community development projects and policies, and be consistent with park master plans.

Financial Forecast Overview

The major challenge to PP&R's capital planning is the lack of stable revenue sources in combination with urgent and unanticipated needs that can result from deferring maintenance. There have been improvements made to the capital planning process with implementation of a five-year capital forecast, an asset management assessment approach, and an iterative process that includes open discussion of priorities with the community.

Asset Management and Replacement Plan

PP&R continues to refine and implement its asset management approach by extending condition and risk assessment to all asset classes, establishing maintenance standards, and integrating asset management into bureau management practices. In 2012, PP&R restructured to assign dedicated staff to a new Asset Management group. An Asset Management Steering Committee was established in 2014, and interdepartmental advisory groups were formed.

For FY 2016-20, the Capital Improvement Plan (CIP) reflects an expanded emphasis on capital maintenance to address ongoing major maintenance, large individual maintenance projects, and system wide improvement projects; and a focus on maintaining equity of public access to existing assets.

It only presents projects that have anticipated funding; no unfunded projects are presented in PP&Rs five-year CIP. Because the five-year plan only includes projects with anticipated funding sources, it is a subset of the full 20-year forecast of all capital projects needed to maintain existing assets or expand the system.

The funding needed for capital maintenance of the existing asset base over a 10-year forecast is over $300 million. Currently, over $200 million is unfunded. The internal allocation of discretionary General Fund resources for major maintenance is $1.5 million or $7.5 million over the five-year plan. PP&R continues to address its highest priority concerns with these funds.

Capital Programs and Projects

Capital Program Descriptions

Projects within the capital program meet two primary objectives: to maintain the system and to expand the system. PP&R typically has fewer existing funding resources available to maintain the existing system than to expand the system through acquisition or new development. To act as a proper steward of public resources and budget accordingly, PP&R attempts to balance the two primary objectives by only expanding the system as resources are made available to sustain system maintenance over the long term. For maintenance and smaller growth projects, the Bureau requests and sets aside funds each year so that maintenance and expansion needs can be adequately met.

The Bureau categorizes projects into six program areas: Acquisitions; Buildings & Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads, and Trails; and Enterprise. Each program area, except Acquisitions, includes maintenance as well as growth-related projects. The $120.89 million, five-year distribution of projects across program areas is as follows:

- Acquisitions - $9 million (7%)
- Building & Pools - $26.3 million (22%)
- Developed Parks - $54.4 million (45%)
- Green Infrastructure - $2.5 million (2%)
- Recreation Features - $15.8 million (13%)
- Utilities, Roads and Trails - $12.6 million (10%)
- Enterprise - $355 thousand (less than 1%)

Funding Sources

The diverse capital funding sources for PP&R for FY 2015-16 include the following:

- Bond Funding - $16.5 million (40%)
- General Fund (including carryover) - $4.2 million (10%)
- System Development Charges (SDC) - $15.8 million (38%)
- Enterprise Funds (Golf & PIR) - $355 thousand (less than 1%)
- Other Outside Funding, Donations, PDC and grants - $2.6 million (6%)
- One-time General Fund Adds - $2.3 million (5%)

Major Projects

Major Maintenance: Ongoing General Fund is $1,502,507. Of this amount, over $249,831 will be used to complete repairs to the roof at East Portland Community Center. Another $130,000 will be used to do playground and sport field improvements. Funding of $369,677 will be used to start improvements at Mt. Tabor Yard and the Urban Forestry Yard. The remainder will be held for emergency projects and contingency.

Buildings & Pools: Parks Replacement Bond funding will address the most critical deferred maintenance needs. Funded projects include replacing Grant and Peninsula Park pools' mechanical systems, refurbishing Matt Dishman Community Center pool, and addressing Mt. Tabor Yard and Urban Forestry maintenance facilities' needs.

Green Infrastructure: The Portland Development Commission (PDC) and System Development Charges (SDC) are currently funding improvements at Leach Botanical Garden. Mitigation funding from the Sellwood Bridge project is funding site restoration at the Riverview property.

Developed Parks: Major projects in this program include Beech Park development and the Gateway Urban Plaza project, as well as development projects at Spring Garden Park and Thomas Cully Park in the Cully neighborhood. The Parks Replacement Bond is funding major repairs at Pioneer Square.

Recreation Features: Numerous playground and sport field refurbishment projects are funded by the General Fund Major Maintenance allocation. The Parks Replacement Bond is funding the replacement of the artificial turf at Mary Reike School in southwest Portland, as well as replacement of the Ventura Park, North Park Blocks, Lynchview Park, Lents Park, Creston Park, and Couch Park playgrounds.

Utilities, Roads, and Trails: PP&R will inventory and do assessments of all park bridges, this project will be funded over five years totaling $1 million dollars. This is being funded out of the general fund Major Maintenance allocation. SDC will provide grant match funding for the following trail projects: the Sellwood GAP, and Marine Drive Trail/Bridgeton Road. The Parks Replacement Bond will fund trail bridge replacement on the Maple Trail and Macleay Park Trail.

Enterprise: Golf is planning for small improvement projects at Colwood Golf Course. Portland International Raceway has no current plans for capital improvements.

Net Operating and Maintenance Costs

As new assets such as natural areas, playgrounds, trails, and new parks are placed into service, the bureau will request resources to cover the operating and maintenance costs through either direct Council action or the budget monitoring process, per City financial policy. This is necessary in order to ensure that new assets are maintained and are financially sustainable.

Recreation

Description

The Recreation program provides an extensive range of programmed aquatic, arts, and sports activities which are delivered at community centers, pools, parks, and SUN community schools. The Recreation program also provides education and socialization opportunities that contribute to an enriched and healthful community.

Goals

The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Recreation program include the following:

- Contribute to improved health outcomes for youth through increased physical activity and improved nutrition.
- Connect more youth to the outdoors, physical activity, and their communities.
- Improve the recreation service delivery model through coordinated programming, integrated marketing, and supporting services.

Performance

The percentage of residents rating the overall quality of parks as good or very good was 85% in FY 2013-14. Despite recent price increases, the City Auditor's resident survey indicates that 68% of residents feel that the affordability of recreation programs is good. However, PP&R has supplemental research that suggests that recreation fees are a barrier to access for Latino residents and many customers receive scholarships. Demand for scholarships continues to increase with over $600,000 of services granted to individuals through scholarships.

Changes to Services and Activities

Changes for the Recreation program in FY 2015-16 include; an additional one-time investment of $130,000 to assist with fundraising efforts in order to create a long-term fundraising model for the Summer Free For All program and $2,000,000 in ongoing funding for increased programming for high-risk teens.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	127.70	130.55	141.08	139.23	139.23
Expenditures					
Aquatics	5,319,641	5,976,744	6,106,473	6,270,783	6,254,344
Arts	1,636,147	1,791,049	2,151,675	2,137,618	2,137,799
Community and Socialization	11,637,377	10,781,225	11,922,262	12,766,891	12,797,698
Sports and Games	10,852,217	11,717,382	12,868,552	12,839,763	12,837,952
Total Expenditures	**29,445,382**	**30,266,400**	**33,048,962**	**34,015,055**	**34,027,793**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of residents rating the overall quality of parks as good or very good	86%	85%	85%	85%	90%
Percentage of residents rating the overall quality of recreation centers and activities as good or very good	75%	74%	77%	77%	77%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Total number of golf rounds played	367,644	394,659	400,000	425,000	425,000
Percentage of residents satisfied or very satisfied with the affordability of recreation programs	69%	68%	68%	68%	70%
Percentage of residents who highly rate the quality of instruction, coaching, and leadership within recreation programs	61%	63%	65%	65%	65%
Efficiency					
Total cost recovery rate for fee supported programs	39%	41%	41%	41%	41%
Workload					
Portland International Raceway number of use days	425	497	500	500	500
Portland International Raceway attendance (estimated)	350,000	350,000	350,000	350,000	350,000

Support

Description

The Support program includes services such as financial management, long-range planning, employee services, strategy, policy development, and performance monitoring.

Goals

The PP&R Strategic Plan articulates high-level goals for the Bureau to achieve over the next three years. The Support program provides services to all other programs and activities of PP&R and is involved in progress towards all the outcomes of the Parks Strategic Plan. Goals most germane to services within the Support program include the following:

- Strengthen management tools for developing and maintaining PP&R trails.
- Extend ecologically sustainable landscape management practices over the entire spectrum of green infrastructure.
- Reduce consumption of water and energy resources system-wide.

Performance

PP&R administers an annual employee survey to all employees. Participation in the 2014 survey included 59% of all permanent employees. Overall employee satisfaction decreased slightly from 70% in 2013 to 68% in 2014. Employees rating the quality of internal communications as good increased to 48% from 43%. Employee diversity remained steady in FY 2013-14 as 27% of PP&R's workforce are people of color.

Changes to Services and Activities

After several years of reductions the FY 2015-16 Adopted Budget maintains current service levels in the support program.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	61.17	60.90	64.97	68.30	67.30
Expenditures					
Business Services	10,930,217	11,325,186	13,886,835	12,334,554	12,231,546
Planning	999,306	1,063,626	1,062,050	1,405,035	1,455,035
Total Expenditures	**11,929,523**	**12,388,812**	**14,948,885**	**13,739,589**	**13,686,581**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of employees satisfied or very satisfied	70%	68%	70%	70%	70%
Percentage of employees rating internal communication as good or very good	45%	48%	50%	60%	60%
Employees of color as a percentage of total	27%	27%	29%	29%	29%
Female employees as a percentage of total	54%	55%	55%	55%	55%
Annual amount of greenhouse gas emissions	12,413	12,621	12,500	12,500	12,500
Efficiency					
Number of workers compensation claims per 100 workers	7.42	7.61	7.50	7.50	7.50

Infrastructure

Description

The Infrastructure program includes all activities related to maintenance, capital construction, and design of PP&R facilities, structures, grounds, parks, and natural areas. The Infrastructure program also includes all aspects of property acquisition, disposition, and management.

Goals

The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Infrastructure program include the following:

- Provide equitable access to developed parks and natural areas within walking distance to all residents.
- Meet the demand for trails by closing the gaps in the trail network.
- Improve the condition of PP&R's built and natural assets by implementing an asset management program.
- Lower the system-wide risk of asset failure to provide target levels of service.

Performance

Funding levels for facility maintenance remain below target levels. If this trend continues the condition of facilities over time will further decline. Perceptions about the quality of grounds and facilities is stable or slightly increasing in FY 2013-14. Additional resources are required to achieve trail, park and community center service standard goals for all City households.

Changes to Services and Activities

New resources related to addressing the backlog of major maintenance are included in the FY 15-16 Adopted Budget. These include funds for the Charles Jordan Community Center roof, Willamette Park boat ramp dredging, culvert repairs in Forest Park, Mt. Scott Community Center HVAC replacement, Chinese Garden Lake Zither pond and Westmoreland Park Sckavone Stadium lighting.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	194.33	200.50	205.75	216.00	216.00
Expenditures					
Capital Development	15,202,720	18,687,821	25,631,328	46,196,175	42,534,247
Maintenance	23,946,832	25,055,411	27,309,413	29,393,501	29,576,184
Property	1,001,955	438,699	1,698,073	1,938,956	1,940,051
Total Expenditures	**40,151,507**	**44,181,931**	**54,638,814**	**77,528,632**	**74,050,482**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Facility Conditions Index	6.90	7.30	7.50	7.00	7.00
Percentage of residents living within three miles of a full- service community center	70%	69%	69%	69%	69%
Number of acres of invasive weeds treated annually	2,321	2,563	2,500	2,500	2,800
Percentage of residents living within one-half mile of a park or natural area	80%	80%	81%	82%	82%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of residents rating park grounds as well maintained	85%	85%	85%	85%	88%
Percentage of residents rating park facilities as well maintained	68%	69%	69%	69%	71%
Funding for facility maintenance as a percentage of current replacement value	1.8%	2.0%	2.0%	2.0%	3.8%
Percentage of residents rating proximity to parks as good or very good	85%	84%	84%	86%	86%
Number of park acres per 1,000 residents	0.20	0.20	0.20	0.20	0.20
Workload					
Percentage of maintenance that is scheduled	50%	40%	50%	50%	50%
Number of miles of regional trails	155	156	156	156	156
Number of acres of natural areas	7,887	7,901	7,901	7,901	7,901

Community

Description

The Community program includes services related to community engagement, leadership, public safety, sponsorship, volunteers, and communications.

Goals

The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Community program include the following:

- Expand active recreation by partnering with the public health community.
- Improve recreation opportunities for underserved communities.

Performance

Over 460,000 hours of time was donated to PP&R in FY 2013-14 from volunteers. Offenses at PP&R managed properties increased slightly in FY 2013-14. Increased Park Ranger presence has the potential to reverse this trend in the future. Perception about the safety of parks has increased slightly in the past year with 83% of residents feeling safe walking alone in a park during the day. Residents in East Portland report feeling less safe when compared to all other areas. Visits to Recreation programs is estimated to be unchanged.

Changes to Services and Activities

The FY 2015-16 Adopted Budget includes enhancements to the bureau's security and equity programs. Within security, additional full-time positions are provided to increase ranger patrol hours and improve coverage. Changes to the Equity program include a program specific to welcoming new Portlanders and improving related access to Parks programming.

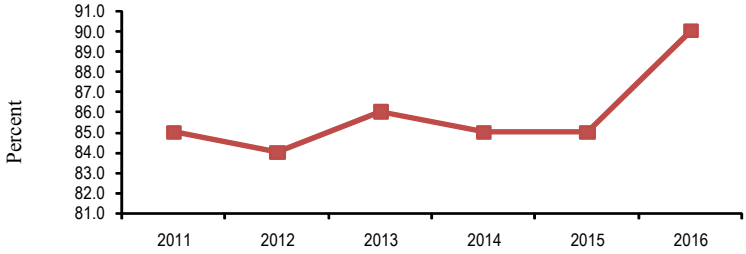
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	37.23	41.15	45.54	61.04	62.04
Expenditures					
Community Engagement	2,904,542	2,359,719	3,017,234	4,354,745	4,714,301
Leadership and Advocacy	571,669	664,821	670,996	733,143	733,143
Marketing & Communications	428,081	509,485	470,772	1,013,960	751,337
Visitor Services	2,745,517	3,463,155	2,678,891	3,990,764	3,990,764
Total Expenditures	**6,649,809**	**6,997,180**	**6,837,893**	**10,092,612**	**10,189,545**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Part 1 and 2 offenses reported at Portland Parks and Community Centers	1,342	1,469	1,450	1,450	1,300
Percentage of residents feeling safe or very safe walking alone in a park during the day	82%	83%	83%	83%	85%
Efficiency					
Number of annual volunteer hours	475,324	464,473	478,000	478,000	478,000

Performance Measures

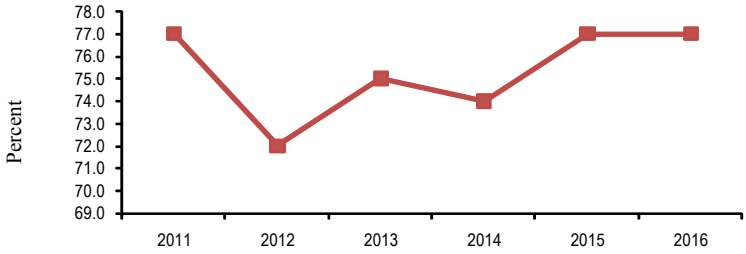
Quality of Parks

This measure reports the percentage of residents rating the quality of parks as good or very good. The goal is to reach 90% overall satisfaction. Additional funds requested in the 2015-16 budget will help to achieve this goal.



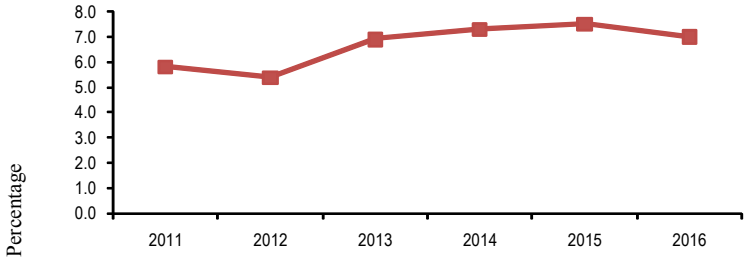
Quality of Recreation Centers and Activities

This measure reports residents' rating the quality of recreation centers and activities as good or very good. Quality ranking for community centers has significantly improved since the early nineties. The bureau's goal is to reach 77% by the year 2015.



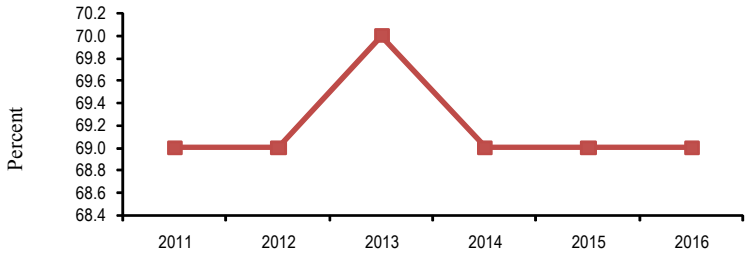
Facilities Condition Index

The Facilities Condition Index measures the level of deficiencies at PP&R-owned facilities and pools. The index is calculated as the current replacement value of assets due for replacement as a percentage of the total facility current replacement value. The data is gathered from a thorough annual inspection program. Due to years of underinvestment the total level of deficiencies is increasing. Certain facilities in the system rate in poor condition due to age and years of underinvestment. Condition for all facilities combined is rated as fair.



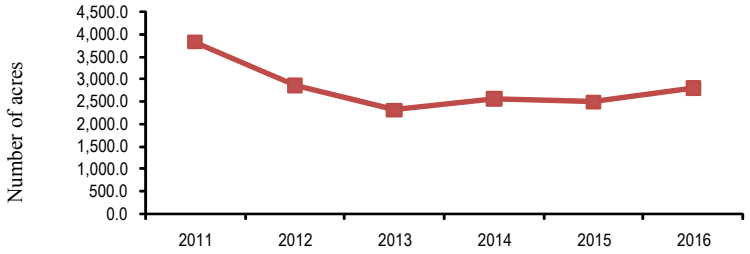
Percentage of Residents Living within 3 Miles of a Full-Service Community Center

The Parks 2020 Vision identifies a goal to provide access to a full-service community center within 3 miles of every household. Little change has been realized since the completion of the East Portland Community Center pool in 2009. Additional resources will be needed in the future to achieve this goal.



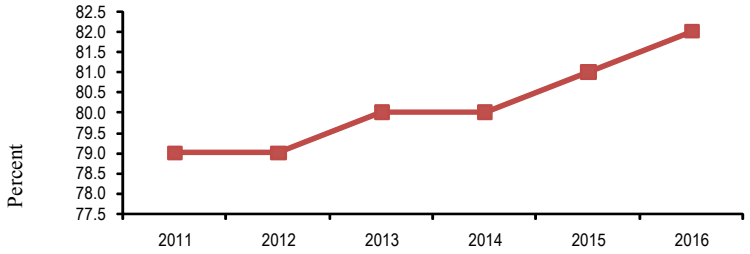
Acres of Invasive Weeds Treated Annually

In an effort to improve ecological function, PP&R treats natural area lands for the removal of invasive weeds. In 2014, 2,500 acres of natural area lands were treated using a combination of tools, including manual removal and chemical treatment where appropriate. Efforts are focused on land with the highest ecological value.



Households Living Within 1/2 Mile of a Park

As of 2014, 80% of Portland households lived within 1/2 mile of a developed park or natural area. The largest park-deficient areas exist in the Outer East Portland and Central Northeast neighborhood areas. While recent SDC investments have been taking steps towards this goal, a large Growth Bond is needed to make measurable progress toward the 100% goal and approach the vision of a fair and equitable parks system for all Portlanders.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Taxes	5,593	1,758	690	0	0
Licenses & Permits	775,758	627,104	434,608	475,996	475,996
Charges for Services	39,497,489	46,529,772	42,932,678	39,917,319	39,917,319
Intergovernmental	8,377,514	3,489,687	1,814,744	1,903,870	3,144,870
Bond & Note	1,759,201	1,054,667	1,050,544	20,718,738	17,056,810
Miscellaneous	2,976,727	4,518,962	3,607,418	2,257,862	2,257,862
Total External Revenues	**53,392,282**	**56,221,950**	**49,840,682**	**65,273,785**	**62,852,857**
Internal Revenues					
General Fund Discretionary	41,135,305	43,323,237	48,224,160	54,805,627	54,782,127
Fund Transfers - Revenue	2,177,769	4,778,719	3,313,926	5,747,427	4,506,427
Interagency Revenue	3,661,761	2,111,852	2,164,680	2,125,121	2,125,121
Total Internal Revenues	**46,974,835**	**50,213,808**	**53,702,766**	**62,678,175**	**61,413,675**
Beginning Fund Balance	24,016,924	34,402,463	42,583,543	17,193,605	17,193,605
Total Resources	**$124,384,041**	**$140,838,221**	**$146,126,991**	**$145,145,565**	**$141,460,137**
Requirements					
Bureau Expenditures					
Personnel Services	47,093,315	48,854,478	54,455,282	60,390,109	60,493,537
External Materials and Services	19,785,016	21,791,354	26,966,587	28,051,507	29,618,499
Internal Materials and Services	9,213,987	9,620,668	10,564,854	10,971,736	11,073,113
Capital Outlay	12,083,903	13,567,823	17,487,831	35,962,536	30,769,252
Total Bureau Expenditures	**88,176,221**	**93,834,323**	**109,474,554**	**135,375,888**	**131,954,401**
Fund Expenditures					
Debt Service	1,109,419	4,790,918	1,371,179	1,102,623	1,102,623
Contingency	0	0	33,759,469	7,382,156	7,108,436
Fund Transfers - Expense	695,938	678,486	1,358,999	1,122,108	1,131,887
Total Fund Expenditures	**1,805,357**	**5,469,404**	**36,489,647**	**9,606,887**	**9,342,946**
Ending Fund Balance	34,402,463	41,534,494	162,790	162,790	162,790
Total Requirements	**$124,384,041**	**$140,838,221**	**$146,126,991**	**$145,145,565**	**$141,460,137**
Programs					
Community	6,649,809	6,997,180	6,837,893	10,092,612	10,189,545
Infrastructure	40,151,507	44,181,931	54,638,814	77,528,632	74,050,482
Recreation	29,445,382	30,266,400	33,048,962	34,015,055	34,027,793
Support	11,929,523	12,388,812	14,948,885	13,739,589	13,686,581
Total Programs	**88,176,221**	**$93,834,323**	**$109,474,554**	**$135,375,888**	**$131,954,401**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Acquisitions								
Central City Park Acquisition	0	0	500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,500,000
Non Central City Park Acquistions Program	0	2,937,572	500,000	500,000	500,000	500,000	500,000	2,500,000
Total Acquisitions	**0**	**2,937,572**	**1,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**9,000,000**
Buildings & Pools								
Bloomington Park Restroom	0	5,000	170,553	149,234	106,596	0	0	426,383
Capital Equipment Reserve	129,250	351,492	450,492	99,000	99,000	99,000	99,000	846,492
Charles Jordan Community Center Roof	3,872	199,500	603,000	0	0	0	0	603,000
Colonel Summers Park Loo	0	0	0	286,987	251,114	179,367	0	717,468
Computer Hardware Equipment Reserve	0	297,000	297,000	0	0	0	0	297,000
Couch Park Loo	0	5,000	230,955	57,739	288,694	0	0	577,388
East Portland Community Center Roof	79,212	621,600	249,831	0	0	0	0	249,831
Ed Benedict Park Loo	0	0	0	31,927	255,416	351,198	0	638,541
Forestry HQ Replacement	0	383,297	100,000	0	0	0	0	100,000
Glenwood Park Restroom	0	0	59,352	138,487	197,839	0	0	395,678
Grant Pool Mechanical System	0	0	1,526,023	0	0	0	0	1,526,023
Major Maintenance	1,077,780	227,879	1,122,676	579,450	450,547	1,230,908	496,791	3,880,372
Matt Dishman CC Pool Replaster	0	0	400,649	442,823	0	0	0	843,472
Mt Tabor Facility	1,530	865,174	100,000	0	0	0	0	100,000
Mt Tabor Park Summit Restroom	0	5,000	270,590	67,647	338,237	0	0	676,474
Mt Tabor Yard Maintenance Facility	0	7,500	2,371,879	998,686	4,119,580	0	0	7,490,145
Multnomah Art Center & Annex ADA	0	0	108,254	129,160	0	0	0	237,414
Parklane Park Loo	0	5,000	257,783	197,128	151,637	0	0	606,548
Peninsula Pool Mechanical System	0	0	111,342	0	0	0	0	111,342
Sellwood Park Kitchen Roof	0	0	607,642	671,604	0	0	0	1,279,246
St Johns CC Roof	0	0	512,634	566,595	0	0	0	1,079,229
Urban Forestry Maintenance Facility	0	0	555,287	515,623	1,308,890	0	0	2,379,800
Ventura Park Loo	0	0	288,042	72,011	360,053	0	0	720,106
Wilkes Park Loo	0	7,000	224,331	274,182	0	0	0	498,513
Total Buildings & Pools	**1,291,644**	**2,980,442**	**10,618,315**	**5,278,283**	**7,927,603**	**1,860,473**	**595,791**	**26,280,465**
Developed Parks								
Beech Park Development	20,347	4,050,000	3,000,000	7,000,000	0	0	0	10,000,000
Bond Pioneer Courthouse Square Improvements	0	75,522	4,000,000	4,000,000	2,000,000	0	0	10,000,000
Central City Park Development	0	2,011,341	1,000,000	1,000,000	3,000,000	5,500,000	2,000,000	12,500,000
Gateway Green Development	0	500,000	250,000	0	0	0	0	250,000
Gateway Urban Plaza Development	24,225	4,000,000	3,000,000	4,975,775	0	0	0	7,975,775
Halprin Parks Restoration - LID	0	200,000	200,000	0	0	0	0	200,000
International Rose Garden ADA	0	15,000	859,383	1,289,075	0	0	0	2,148,458

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Non Central City Park Development Program	0	1,257,441	3,588,000	2,850,000	3,300,000	0	0	9,738,000
Rocky Butte-Masonry	0	0	0	166,000	0	0	0	166,000
Spring Garden Park Master Plan Implementation	0	2,400,000	1,000,000	0	0	0	0	1,000,000
USS Oregon WWII Memorial Repair & Access Improvements	65,896	1,104	0	0	50,000	0	0	50,000
Willamette Park Improvement	55,316	398,239	380,000	0	0	0	0	380,000
Total Developed Parks	**165,784**	**14,908,647**	**17,277,383**	**21,280,850**	**8,350,000**	**5,500,000**	**2,000,000**	**54,408,233**
Golf								
Colwood Driving Range	0	0	285,000	0	0	0	0	285,000
Colwood Pavillion	0	0	50,000	0	0	0	0	50,000
Rose City - Reline Lake	0	0	20,000	0	0	0	0	20,000
Total Golf	**0**	**0**	**355,000**	**0**	**0**	**0**	**0**	**355,000**
Green Infrastructure								
Lan Su Chinese Garden Zither Lake	0	0	668,000	0	0	0	0	668,000
Leach Botanical Garden Phase 3	12,043	646,834	900,000	640,000	0	0	0	1,540,000
Renew Forest Park	0	0	172,500	0	0	0	0	172,500
Riverview Property Restoration	52,093	119,300	50,000	40,000	0	0	0	90,000
Total Green Infrastructure	**64,135**	**766,134**	**1,790,500**	**680,000**	**0**	**0**	**0**	**2,470,500**
Recreation Features								
Argay Park - Playground Swingset Replacement	0	0	15,000	0	0	0	0	15,000
Argay Tennis Court	0	5,000	430,496	376,684	269,060	0	0	1,076,240
Colonel Summer Park Splash Pad Installation	0	0	500,000	0	0	0	0	500,000
Couch Park Playground	0	65,522	653,406	163,352	816,758	0	0	1,633,516
Creston Park Playground	0	5,000	297,857	74,464	372,321	0	0	744,642
Ed Benedict Park Sports Field Safety Imp.	0	0	20,000	6,000	0	0	0	26,000
Fernhill Splash Pad	0	500,000	500,000	0	0	0	0	500,000
Fernhill Sports Field Safety Improvements	0	0	20,000	6,000	0	0	0	26,000
Hancock Park - Playground Swingset Replacement	0	0	15,000	0	0	0	0	15,000
Hancock Park Play Area Safety and ADA	0	0	0	123,000	0	0	0	123,000
Harrison Park - Playground Swingset Replacement	0	0	15,000	0	0	0	0	15,000
Kenton Park Playground	0	5,000	0	390,562	341,742	244,101	0	976,405
King School Park - Playground Swingset Replacement	0	0	15,000	0	0	0	0	15,000
Knott Park Sports Field Safety Improvements	0	0	0	0	0	174,000	0	174,000

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program		Revised	Adopted			Capital Plan		
Project	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Lents Park Playground	0	5,000	593,585	148,396	741,981	0	0	1,483,962
Lents Tennis Court Restoration	0	0	0	0	175,000	0	0	175,000
Lynchview Park Playground	0	5,000	0	476,386	1,111,568	1,587,954	0	3,175,908
North Park Blocks Playground	0	5,000	644,598	161,150	805,748	0	0	1,611,496
Reike Synthetic Turf	0	0	328,173	765,738	1,093,911	0	0	2,187,822
Two Plum Park - Play Area Safety and ADA	0	0	15,000	0	0	0	0	15,000
Unthank Park - Playground Swingset Replacement	0	0	15,000	0	0	0	0	15,000
Ventura Park Playground	0	0	445,103	111,276	556,379	0	0	1,112,758
Wallace Park Sport Field Safety Improvements	0	0	0	0	0	26,000	0	26,000
Willamette Park Dog off Leash	0	243,890	120,000	0	0	0	0	120,000
Total Recreation Features	**0**	**839,412**	**4,643,218**	**2,803,008**	**6,284,468**	**2,032,055**	**0**	**15,762,749**
Utilities, Roads & Trails								
April Hill Park Trail Match	9,933	50,067	49,404	0	0	0	0	49,404
Bond Trail Projects	0	0	0	650,716	473,248	1,242,277	0	2,366,241
Bridge Inventory & Assessment	0	300,000	150,000	300,000	200,000	200,000	100,000	950,000
Charles Jordan Community Center DDC Replacment	0	107,262	107,262	0	0	0	0	107,262
Columbia Pool DDC Replacement	0	44,510	44,510	0	0	0	0	44,510
Colwood Parking and ROW Improvements	0	656,000	100,000	0	0	0	0	100,000
East Portland Community Center DDC Replacement	0	119,958	119,958	0	0	0	0	119,958
Hillside Community Center DDC Replacement	0	0	0	0	56,428	0	0	56,428
Leif Erikson Culvert Repairs	0	0	0	172,500	172,500	0	0	345,000
Lynchview Park Irrigation	0	0	0	27,245	63,572	90,818	0	181,635
Macleay Park Trail Bridges	0	15,000	388,983	72,934	510,541	0	0	972,458
Maple Trail Bridge Replacment	0	15,000	228,078	42,765	299,352	0	0	570,195
Marine Drive Trail Gaps	34,986	159,078	66,002	0	0	0	0	66,002
Marine Drive Trail, Bridgeton Road to Levee	122,379	260,000	260,000	0	0	0	0	260,000
Montavilla Community Center DDC Replacement	0	31,376	31,376	0	0	0	0	31,376
Mt Tabor Park South Access Trail	0	0	500,000	0	0	0	0	500,000
Mt. Scott Community Center HVAC	0	0	818,000	0	0	0	0	818,000
Multnomah Art Center DDC Replacment	0	35,754	35,754	0	0	0	0	35,754
N Portland Greenway Trail Crossing	0	300,000	200,000	0	0	0	0	200,000
Oregon Zoo Stormwater Line Phase 1	0	90,000	300,000	0	0	0	0	300,000
Peninsula Community Center DDC Replacement	0	23,641	23,641	0	0	0	0	23,641
Portland Childrens Museum DDC Replacement	0	0	0	0	136,094	0	0	136,094

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Springwater Corridor Sellwood Gap	63,625	284,893	551,350	0	0	0	0	551,350
St Johns Community Center DDC Replacement	0	0	0	0	90,951	0	0	90,951
SW Community Center - DDC Replacement	0	60,563	60,563	0	0	0	0	60,563
Ventura Park New Irrigation System	0	0	0	130,000	0	0	0	130,000
Washington Park Sewer Replacement	0	0	0	60,000	254,823	0	1,079,885	1,394,708
Washington Park West Parking Lot Improvements	0	134,801	50,000	0	0	0	0	50,000
Westmoreland Park Skavone Stadium Lighting	0	0	828,000	0	0	0	0	828,000
Whitaker Ponds Access Improvements	0	850,077	922,657	0	0	0	0	922,657
Willamette Park Boat Ramp Dredging & Repair	72,661	0	239,000	0	0	0	0	239,000
Willamette Park Pathways	0	189,822	90,000	0	0	0	0	90,000
Total Utilities, Roads & Trails	**303,584**	**3,727,802**	**6,164,538**	**1,456,160**	**2,257,509**	**1,533,095**	**1,179,885**	**12,591,187**
Total Requirements	**1,825,147**	**26,160,009**	**41,848,954**	**33,498,301**	**26,819,580**	**12,925,623**	**5,775,676**	**120,868,134**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	40,726	58,552	1.00	44,352	1.00	49,320	1.00	49,320
30000063	Accountant II	53,248	67,038	1.00	67,044	1.00	67,044	1.00	67,044
30000064	Accountant III	58,635	73,757	1.00	69,204	1.00	70,611	1.00	70,611
30000061	Accounting Technician	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000434	Administrative Assistant	48,256	74,339	1.00	73,040	1.00	74,340	1.00	74,340
30000433	Administrative Specialist, Sr	44,949	69,181	5.00	276,626	6.00	330,051	6.00	330,051
30000436	Administrative Supervisor I	58,573	78,083	1.00	58,572	1.00	58,572	1.00	58,572
30000437	Administrative Supervisor II	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000753	Aquatic Program Supervisor	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30001737	Arborist I	46,925	50,440	2.00	99,255	3.00	147,792	2.00	100,872
30001738	Arborist II	47,653	54,454	3.00	155,773	3.00	156,564	3.00	156,564
30000248	Arborist III	54,018	61,464	6.00	368,784	6.00	368,784	6.00	368,784
30001739	Arborist IV	57,408	64,958	2.00	114,816	2.00	114,816	2.00	114,816
30000749	Arts Programs Supervisor	64,605	86,154	1.00	78,936	1.00	81,366	1.00	81,366
30000101	Automotive Equipment Oper I	43,701	52,978	6.00	308,604	6.00	308,604	6.00	308,604
30001584	Botanic Spec I-Community Gardens	54,933	70,138	1.00	65,202	1.00	68,466	1.00	68,466
30000878	Botanic Spec I-Forestry	54,933	70,138	3.00	169,026	3.00	183,600	3.00	183,600
30000315	Botanic Spec I-Generalist	54,933	70,138	1.00	70,140	1.00	70,140	1.00	70,140
30001333	Botanic Spec I-Trails	54,933	70,138	1.00	60,588	2.00	118,296	2.00	118,296
30000316	Botanic Spec I-Youth & Comnty Programs	54,933	70,138	3.00	182,316	3.00	188,420	3.00	188,420
30000317	Botanic Spec II-Arboretum Collection	57,845	73,778	1.00	73,776	1.00	73,776	1.00	73,776
30000319	Botanic Spec II-Environmental Education	57,845	73,778	1.00	57,840	1.00	60,696	1.00	60,696
30001005	Botanic Spec II-Forestry	57,845	73,778	1.00	73,776	1.00	73,776	1.00	73,776
30000321	Botanic Spec II-Ntrl Resource Ecologist	57,845	73,778	5.00	338,198	5.00	341,154	5.00	341,154
30000322	Botanic Spec II-Pest Mgmt	57,845	73,778	1.00	73,776	1.00	73,776	1.00	73,776
30000323	Botanic Spec II-Rose Garden	57,845	73,778	1.00	73,776	1.00	73,776	1.00	73,776
30000831	Botanic Technician I	40,498	54,267	7.00	334,529	8.00	385,626	8.00	385,626
30001383	Botanic Technician II	44,554	59,675	2.00	104,232	2.00	104,232	2.00	104,232
30000441	Business Operations Manager	80,413	107,099	1.00	105,420	1.00	106,820	1.00	106,820
30000440	Business Operations Supervisor	71,302	95,389	1.00	80,934	1.00	84,251	1.00	84,251
30000448	Business Systems Analyst	61,506	81,994	1.00	61,500	1.00	63,399	1.00	63,399
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	86,635	1.00	89,940	1.00	89,940
30000329	CAD Technician II	54,267	69,243	1.00	69,240	1.00	69,240	1.00	69,240
30000330	CAD Technician III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000454	Capital Improvmnt Program Planning Supvr	80,413	107,099	2.00	180,528	2.00	184,632	2.00	184,632
30000686	Capital Project Manager II	71,302	95,389	2.00	163,116	2.00	168,981	2.00	168,981
30000687	Capital Project Manager III	74,734	100,443	5.00	483,213	6.00	566,700	6.00	566,700
30000110	Carpenter	55,078	61,630	8.00	493,056	8.00	493,056	8.00	493,056
30002058	Citywide Recreation Supervisor	64,605	86,154	1.00	78,334	1.00	81,548	1.00	81,548
30002008	Community Garden Technician	44,554	59,675	1.00	45,476	1.00	47,739	1.00	47,739
30000491	Community Outreach & Informtn Assistant	48,256	74,339	0.00	0	0.00	0	1.00	48,252
30000492	Community Outreach & Informtn Rep	58,573	78,083	2.00	147,408	2.00	151,968	2.00	151,968
30000493	Community Outreach & Informtn Rep, Sr	64,605	86,154	1.00	86,093	1.00	86,148	1.00	86,148
30000494	Community Outreach & Invlvmt Program Mgr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000105	Construction Equipment Operator	46,530	59,426	2.00	118,848	2.00	118,848	2.00	118,848
30000333	Development Services Technician II	54,267	69,243	2.00	111,168	2.00	114,409	3.00	171,313
30000116	Electrician	68,910	74,381	2.00	143,292	2.00	143,292	2.00	143,292
30000119	Electrician, Supervising	75,982	82,014	1.00	82,020	1.00	82,020	1.00	82,020
30000121	Electrician/Instrument Technician	71,011	76,648	1.00	76,644	1.00	76,644	1.00	76,644
30000358	Engineering Associate, Sr-Civil	74,922	95,534	1.00	82,512	1.00	85,617	1.00	85,617

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000353	Engineering Associate-Civil	61,589	82,514	1.00	82,512	1.00	82,512	1.00	82,512
30000324	Engineering Technician I	40,498	54,267	0.00	0	1.00	40,500	1.00	40,500
30000720	Facilities Construction Proj Spec,Supvsg	71,302	95,389	1.00	94,428	1.00	95,068	1.00	95,068
30000714	Facilities Maintenance Supervisor, Sr	64,605	86,154	1.00	74,124	1.00	77,160	1.00	77,160
30000071	Facilities Maintenance Technician	60,133	64,958	7.00	454,692	7.00	454,692	7.00	454,692
30000567	Financial Analyst	61,506	81,994	3.00	225,678	3.00	229,617	3.00	229,617
30000568	Financial Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000127	General Mechanic	49,982	62,275	2.00	117,312	2.00	122,426	2.00	122,426
30000343	GIS Technician III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000764	Golf Course Superintendent	64,605	86,154	4.00	331,806	4.00	334,814	4.00	334,814
30000765	Golf, Director of	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000372	Graphics Designer II	54,267	69,243	0.00	0	0.00	0	1.00	58,362
30000085	Greenskeeper I	42,307	51,792	15.00	767,400	15.00	767,400	15.00	767,400
30000086	Greenskeeper II	47,653	54,454	6.00	319,932	6.00	319,932	6.00	319,932
30000087	Greenskeeper III	49,421	59,842	5.00	299,220	5.00	299,220	5.00	299,220
30001334	Horticultural Services Supervisor	64,605	86,154	1.00	78,520	1.00	81,740	1.00	81,740
30000252	Horticulturist	47,050	56,846	22.00	1,241,889	22.00	1,250,305	22.00	1,250,305
30000253	Horticulturist, Lead	49,379	59,654	1.00	59,652	1.00	59,652	1.00	59,652
30000930	Landscape Architect Project Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000098	Maintenance Mechanic	49,421	55,266	11.00	598,446	12.00	655,884	12.00	655,884
30000073	Maintenance Worker	25,376	30,077	2.00	60,144	2.00	60,144	3.00	90,216
30000451	Management Analyst	61,506	81,994	1.00	74,281	2.00	138,839	2.00	138,839
30000453	Management Analyst, Principal	80,413	107,099	3.00	296,736	3.00	304,497	3.00	304,497
30000452	Management Analyst, Sr	67,850	90,605	1.00	86,304	1.00	89,349	1.00	89,349
30000450	Management Assistant	48,256	74,339	1.90	134,556	1.90	137,028	1.90	137,028
30000750	Music Programs Supervisor	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000768	Natural Areas Supervisor	64,605	86,154	2.00	171,026	2.00	172,296	2.00	172,296
30000012	Office Support Specialist II	33,738	48,443	4.00	193,776	4.00	193,776	4.00	193,776
30000013	Office Support Specialist III	43,160	57,200	4.00	228,816	4.00	228,816	4.00	228,816
30000112	Painter	55,078	61,630	3.00	184,896	3.00	184,896	3.00	184,896
30001709	Park Ranger	39,499	52,333	6.00	237,024	14.00	574,565	13.00	535,061
30000757	Park Ranger Supervisor	48,256	74,339	1.00	63,816	1.00	66,432	1.00	66,432
30000185	Parking Code Enforcement Officer	40,914	53,747	1.00	40,920	1.00	40,920	1.00	40,920
30000439	Parks & Rec Administrative Mgr	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30001585	Parks & Rec Asset Manager	92,976	125,986	1.00	116,737	1.00	121,511	1.00	121,511
30000834	Parks & Rec Central Svcs Mgr	80,413	107,099	1.00	84,612	1.00	88,080	1.00	88,080
30000756	Parks & Rec City Nature Zone Mgr	71,302	95,389	2.00	183,051	2.00	186,651	2.00	186,651
30000746	Parks & Rec Natural Areas Manager	92,976	125,986	1.00	111,756	1.00	115,194	1.00	115,194
30000748	Parks & Rec Services Manager	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000755	Parks & Rec Zone Manager	74,734	100,443	4.00	389,094	4.00	394,260	4.00	394,260
30000428	Parks & Recreation Director	123,531	177,029	1.00	161,580	1.00	166,548	1.00	166,548
30001983	Parks & Recreation Director, Assistant	99,861	139,464	1.00	132,891	1.00	137,565	1.00	137,565
30000084	Parks Maintenance Crew Leader	49,379	59,654	4.00	228,336	4.00	228,336	4.00	228,336
30000759	Parks Maintenance Supervisor	61,506	81,994	5.00	374,279	5.00	382,294	5.00	382,294
30001685	Parks Maintenance Supervisor II	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000742	Parks Planner, Supervising	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30001733	Parks Property & Business Devel Mgr	74,734	100,443	1.00	99,164	1.00	100,440	1.00	100,440
30000758	Parks Security Manager	67,850	90,605	1.00	79,992	1.00	83,006	1.00	83,006
30000081	Parks Technician	45,573	51,792	30.00	1,539,991	33.00	1,684,570	32.00	1,638,994
30000082	Parks Technician, Lead	47,902	54,309	0.00	0	1.00	49,500	1.00	49,500

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000761	Parks Turf Maint, Irrigatn & Equip Supvr	64,605	86,154	1.00	85,368	1.00	86,148	1.00	86,148
30000386	Planner II. City-Parks	63,419	73,299	2.00	143,592	2.00	146,592	2.00	146,592
30000392	Planner, Sr City-Environmental	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30001159	Plumber	60,882	68,162	1.00	68,160	2.00	129,048	2.00	129,048
30000464	Program Coordinator	64,605	86,154	2.00	142,962	3.00	213,428	2.00	148,820
30000465	Program Manager	67,850	90,605	2.00	168,680	2.00	171,880	2.00	171,880
30000463	Program Specialist	58,573	78,083	6.00	411,407	9.00	598,375	9.00	598,375
30000497	Public Information Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000629	Public Works Supervisor I	48,256	74,339	0.00	0	1.00	48,252	1.00	48,252
30000766	Raceway Maintenance Supervisor	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000767	Raceway Manager	74,734	100,443	1.00	74,736	1.00	77,286	1.00	77,286
30000268	Recreation Coord I-Aquatics	43,472	53,290	9.00	479,628	9.00	479,628	9.00	479,628
30000269	Recreation Coord I-At-Risk Yth Outreach	43,472	53,290	4.00	201,092	4.00	203,352	4.00	203,352
30000281	Recreation Coord I-Custmr Svc Supp/Trg	43,472	53,290	2.00	105,228	3.00	149,822	4.00	198,222
30000273	Recreation Coord I-Disabled Citizens	43,472	53,290	2.00	91,210	2.00	98,421	2.00	98,421
30000276	Recreation Coord I-Generalist	43,472	53,290	30.00	1,564,081	31.00	1,626,233	32.00	1,669,709
30000278	Recreation Coord I-Multnomah Art Center	43,472	53,290	2.00	106,584	2.00	106,584	2.00	106,584
30000275	Recreation Coord I-Public Events Permit	43,472	53,290	1.00	43,476	1.00	43,476	1.00	43,476
30000280	Recreation Coord I-Senior Recreation	43,472	53,290	1.00	47,984	1.00	50,726	1.00	50,726
30001508	Recreation Coord I-Urban Parks	43,472	53,290	1.00	53,292	1.00	53,292	1.00	53,292
30000286	Recreation Coord II-Adaptive & Inclusive	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30000284	Recreation Coord II-Aquatics	46,134	56,805	4.00	227,232	4.00	227,232	4.00	227,232
30000979	Recreation Coord II-At-Risk Yth Outreach	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30000285	Recreation Coord II-Comnty Music Center	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30002034	Recreation Coord II-Educ & Enrichment	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30000288	Recreation Coord II-Fitness	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30000290	Recreation Coord II-Multnomah Art Center	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30002035	Recreation Coord II-Preschool	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30000287	Recreation Coord II-Public Events Permit	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30000292	Recreation Coord II-Senior Recreation	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30002036	Recreation Coord II-Special Events&Mktg	46,134	56,805	1.00	51,888	1.00	54,240	1.00	54,240
30002033	Recreation Coord II-Sports	46,134	56,805	1.00	56,808	1.00	56,808	1.00	56,808
30000256	Recreation Leader-FT-Aquatics	30,597	44,158	7.00	241,320	7.00	257,045	7.00	257,045
30000257	Recreation Leader-FT-Comnty Music Center	30,597	44,158	1.00	35,688	1.00	37,812	1.00	37,812
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	30,597	44,158	2.00	88,320	2.00	88,320	3.00	132,480
30000261	Recreation Leader-FT-Generalist	30,597	44,158	5.00	153,000	5.00	153,000	6.00	183,600
30000262	Recreation Leader-FT-Pre-School	30,597	44,158	2.00	61,200	2.00	61,200	2.00	61,200
30000267	Recreation Leader-FT-Tennis	30,597	44,158	2.00	86,416	2.00	88,320	2.00	88,320
30000744	Recreation Supervisor I	61,506	81,994	11.00	849,376	11.00	857,943	13.00	980,967
30000350	Right of Way Agent III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000485	Safety & Risk Officer I	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000928	Sports Management Supervisor	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000054	Storekeeper/Acquisition Specialist II	46,155	56,451	1.00	56,448	1.00	56,448	1.00	56,448
30000056	Storekeeper/Acquisition Specialist III	52,146	64,834	1.00	59,784	1.00	62,721	1.00	62,721
30000250	Tree Inspector	54,600	67,558	10.00	619,388	10.00	629,814	10.00	629,814
30000080	Turf Maintenance Technician	42,307	51,792	16.00	811,080	16.00	819,192	16.00	819,192
30000763	Urban Forestry Supervisor	64,605	86,154	2.00	158,292	2.00	161,492	3.00	226,100
30000076	Utility Worker I	43,139	46,925	11.00	512,340	10.00	465,420	10.00	465,420
30000077	Utility Worker II	46,925	50,440	11.00	551,280	11.00	551,280	11.00	551,280
30000499	Volunteer Program Coordinator	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000123	Welder	55,078	61,630	1.00	61,632	1.00	61,632	1.00	61,632
TOTAL FULL-TIME POSITIONS				441.90	26,987,271	468.90	28,643,039	475.90	28,994,289
30000185	Parking Code Enforcement Officer	40,914	53,747	0.50	20,460	0.50	20,460	0.50	20,460
30000386	Planner II. City-Parks	63,419	73,299	0.90	65,964	0.90	65,964	0.90	65,964
30000263	Recreation Leader-FT-Pottery	30,597	44,158	0.75	33,120	0.75	33,120	0.75	33,120
30000262	Recreation Leader-FT-Pre-School	30,597	44,158	1.72	64,644	1.72	68,343	1.72	68,343
TOTAL PART-TIME POSITIONS				3.87	184,188	3.87	187,887	3.87	187,887
30000491	Community Outreach & Informtn Assistant	48,256	74,339	1.00	48,252	1.00	48,252	0.00	0
30000717	Facilities Construction Project Spec	58,573	78,083	1.00	72,012	1.00	74,472	1.00	74,472
30000372	Graphics Designer II	54,267	69,243	0.50	28,452	1.00	58,362	0.00	0
30000098	Maintenance Mechanic	49,421	55,266	1.00	49,416	0.00	(6)	0.00	(6)
30000073	Maintenance Worker	25,376	30,077	0.75	20,208	1.00	30,072	0.00	0
30001709	Park Ranger	39,499	52,333	1.00	52,332	1.00	52,332	1.00	52,332
30000374	Planning Assistant	33,883	43,243	0.67	22,592	0.00	0	0.00	0
30000463	Program Specialist	58,573	78,083	1.00	58,572	2.00	117,144	1.00	58,572
30000462	Program Specialist, Assistant	48,256	74,339	0.73	35,387	0.80	38,604	0.80	38,604
30000281	Recreation Coord I-Custmr Svc Supp/Trg	43,472	53,290	1.00	43,476	1.00	48,400	0.00	0
30000276	Recreation Coord I-Generalist	43,472	53,290	1.92	92,327	2.00	86,952	1.00	43,476
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	30,597	44,158	1.00	44,160	1.00	44,160	0.00	0
TOTAL LIMITED TERM POSITIONS				11.57	567,186	11.80	598,744	4.80	267,450
GRAND TOTAL				457.34	27,738,645	484.57	29,429,670	484.57	29,449,626

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 2015-16	126,448,527	2,260,140	128,708,667	466.57	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	(3.00)	Realign funding from fountains to levy-funded programs
	567,669	0	567,669	4.00	Restore decorative fountain funding
	84,552	0	84,552	6.00	Convert seasonal ranger positions
	73,500	0	73,500	0.00	Convert season maintenance work positions
	0	603,000	603,000	0.00	Replace roof at Charles Jordan Community Center
	0	250,000	250,000	2.00	Outreach and new programming to refugee and immigrant populations
	0	239,000	239,000	0.00	Willamette Park boat ramp dredging
	0	172,500	172,500	0.00	Culvert repair in Forest Park
	0	250,000	250,000	0.00	Match grant to develop Gateway Green
	0	130,000	130,000	0.00	Bridge funding for Summer Free for All
	0	(130,000)	(130,000)	0.00	Decrease sponsorship revenues for Summer Free for All
	0	818,000	818,000	0.00	Mt Scott Community Center HVAC system
	0	668,000	668,000	0.00	Chinese Garden pond liner replacement
	0	828,000	828,000	0.00	Westmoreland Park Sckavone Stadium Lighting
	0	0	0	0.00	Transfer minor maintenance costs to operating budget
	0	0	0	11.00	Create eleven positions with ongoing O&M funding
	505,659	(505,659)	0	0.00	Operation and maintenance costs for SDC-funded park projects
	0	98,000	98,000	0.00	Patrol services at Riverplace Marina
	1,525,000	0	1,525,000	5.00	Youth access to community center program
	0	300,000	300,000	0.00	Planning for park on Willamette River
	0	0	0	1.00	Addition of bond program position
	0	190,000	190,000	0.00	Symphony in the Park program
	0	0	0	0.00	Technical adjustment to increase contigency for summer concerts
Approved Budget Additions and Reductions					
	(73,500)	0	(73,500)	0.00	Reduce conversion of seasonal maintenance workers
	0	0	0	0.00	Replace funding with Charles Jordan roof with PDC resources
	0	0	0	0.00	Replace funding with Chinese Garden pond with PDC resources
	0	(300,000)	(300,000)	0.00	Transfer river park planning to Bureau of Planning and Sustainability
	0	50,000	50,000	0.00	Carryover: Offroad cycling plan
	0	300,000	300,000	0.00	Carryover: Planning for east Portland parks
	0	(3,667,987)	(3,667,987)	0.00	Adjust budget for bond-funded capital projects

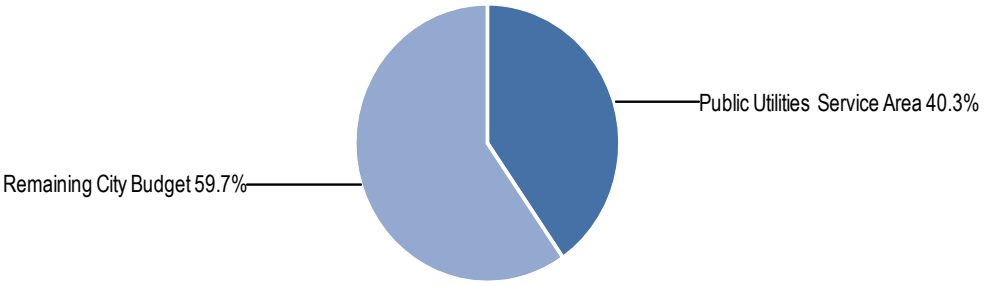
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
Adopted Budget Additions and Reductions					
	270,000	0	270,000	2.00	Add Tree Code program positions funded by Urban Forestry Trust Fund
	0	0	0	(10.00)	Eliminate recreation revenue-backed positions added in FY 2014-15 Adopted Budget
	2,952,880	**292,854**	**3,245,734**	**18.00**	**Total FY 2015-16 Decision Packages**
			131,954,401	**484.57**	**Total Adopted Budget**

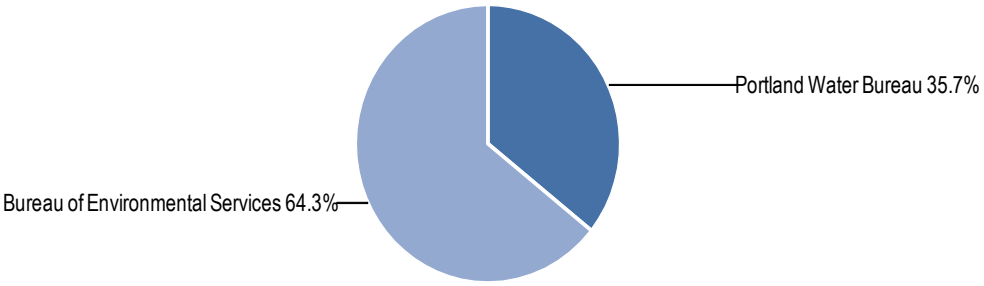
Public Utilities Service Area

- Bureau of Environmental Services
- Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	1,449,927,091	1,321,673,571	(128,253,520)	(8.85)
Capital	200,085,432	173,372,750	(26,712,682)	(13.35)
Total Requirements	**1,650,012,523**	**1,495,046,321**	**(154,966,202)**	**(9.39)**
Authorized Positions	1,090.95	1,104.56	13.61	1.25

Service Area Highlights

Description

The Public Utilities service area includes utility services provided by the City. These include water service provided by the Portland Water Bureau and sewer, stormwater, and watershed management services provided by the Bureau of Environmental Services.

Major Themes

Utility Rate Increases

The FY 2015-16 Adopted Budget includes an average monthly effective retail rate increase of 4.7% combined for water, sewer, and stormwater services. The average combined monthly single family sewer and stormwater bill for FY 2015-16 will be approximately $90.79, which reflects a monthly incremental increase of $4.42.

Portland Water Bureau

City Council adopted a retail rate increase of 7.0% for FY 2015-16, which translates into a monthly water bill increase for the typical residential customer of $2.07. The primary factors contributing to the FY 2015-16 retail rate increase are funding large capital projects, lower retail water demand, and other escalation factors. Future-year rate increases are forecast at approximately 11% and 10% for the next two years and below 10% for the two subsequent years.

The operating budget of $81.7 million for FY 2015-16 includes increases of 5.6% or $4.3 million. The bureau's FY 2015-16 capital budget is $68.8 million, which includes continued construction of water storage facilities to comply with the Long Term 2 Enhanced Surface Water Treatment Rule, and programs and projects that maintain, improve, and replace aging infrastructure that is essential to the long-term reliability of the water system.

Bureau of Environmental Services

The FY 2015-16 Adopted Budget has the effect of increasing sewer and stormwater rates for the average residential user by 3.6%, or by $2.35 per month for a new monthly sewer/stormwater bill of $67.60. The total, all funds FY 2015-16 Adopted Budget is $960.8 million. This includes $319.2 million of internal transfers, $176.9 million in debt service expenses, and $219.9 million in contingency and unappropriated ending fund balance. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise $238.2 million of the total budget.

The FY 2015-16 Adopted Budget includes $71.6 million of capital outlay, primarily for maintenance and reliability work, as well as sewage treatment and surface water management.

Portland Harbor Superfund

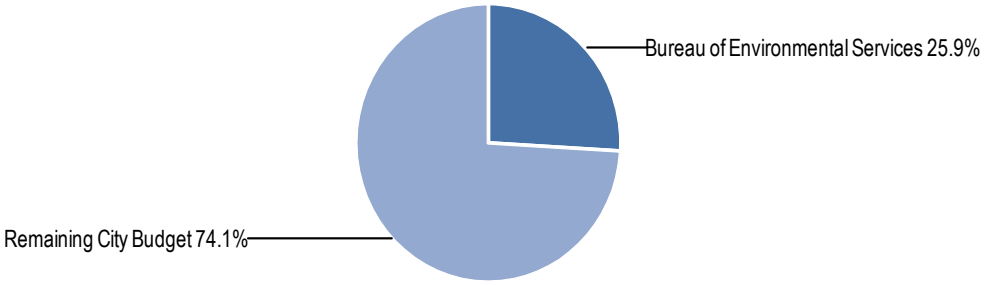
The Bureau of Environmental Services represents the City's interests on the Portland Harbor Superfund site by working with the Department of Environmental Quality to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. The Bureau is also working with other stakeholders to assess current and past land use practices within the lower Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the city's potential liability for cleanup activities. The FY 2015-16 Adopted Budget includes $5.7 million of expenditures related to the Portland Harbor Superfund.

Bureau of Environmental Services

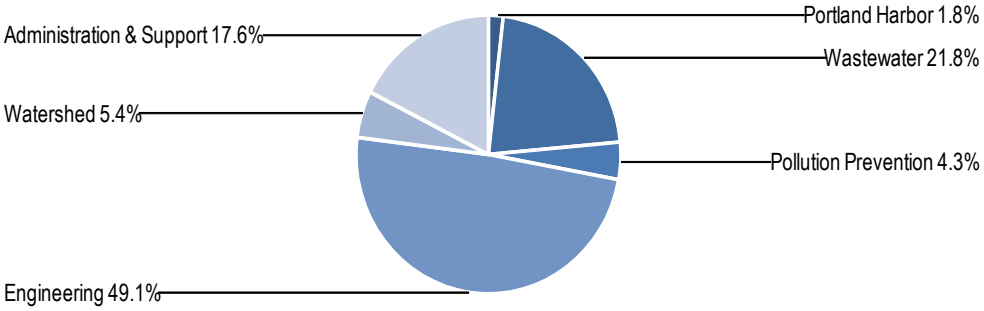
Public Utilities Service Area

Nick Fish, Commissioner-in-Charge
Michael Jordan, Director

Percent of City Budget

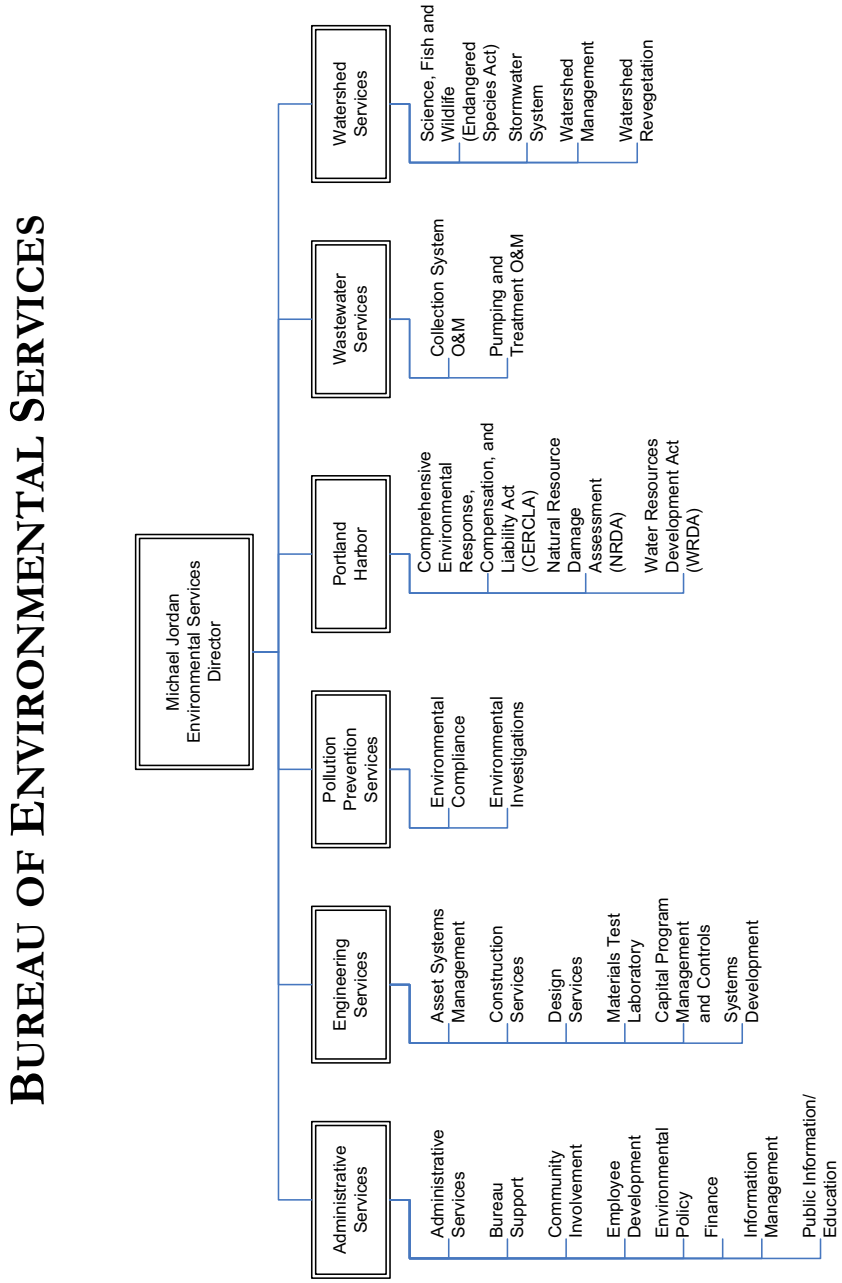


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	914,304,295	856,181,777	(58,122,518)	(6.36)
Capital	112,445,432	104,602,000	(7,843,432)	(6.98)
Total Requirements	**1,026,749,727**	**960,783,777**	**(65,965,950)**	**(6.42)**
Authorized Positions	523.60	537.11	13.51	2.58


BUREAU OF ENVIRONMENTAL SERVICES
Michael Jordan
Environmental Services
Director
Administrative Services
Administrative Services
Bureau Support
Community Involvement
Employee Development
Environmental Policy
Finance
Information Management
Public Information/ Education
Engineering Services
Asset Systems Management
Construction Services
Design Services
Materials Test Laboratory
Capital Program Management and Controls
Systems Development
Pollution Prevention Services
Environmental Compliance
Environmental Investigations
Portland Harbor
Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)
Natural Resource Damage Assessment (NRDA)
Water Resources Development Act (WRDA)
Wastewater Services
Collection System O&M
Pumping and Treatment O&M
Watershed Services
Science, Fish and Wildlife (Endangered Species Act)
Stormwater System
Watershed Management
Watershed Revegetation

Bureau Summary

Bureau Mission

The Bureau of Environmental Services serves the Portland community by protecting public health, water quality, and the environment.

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

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

Bureau Overview

The bureau has six major functional program areas and serves a population of approximately 601,500. The bureau operates and maintains sanitary sewer and stormwater collection systems with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. The bureau is also the City's lead agency for watershed protection and restoration and recovery of threatened salmon and steelhead species. The bureau's six primary functional program areas are: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, and Administrative Services.

The FY 2015-16 Adopted Budget for operating and capital expenditures is $238.4 million. The Adopted Budget is $3.9 million - or 1.6% - lower than the FY 2014-15 Revised Budget and includes 537.11 full-time equivalent positions. The Capital Improvement Plan (CIP) decreases $7.9 million from FY 2014-15 which is primarily due to a reduction of planned construction expenditures. The operating portion, reflecting program costs, of the Adopted Budget is 3.1% or $4.0 million higher than the FY 2014-15 Revised Budget. The average single-family residential sewer and stormwater bill will increase by $2.35 per month, a 3.60% increase for FY 2015-16.

Strategic Direction

System Operations

The FY 2015-16 Adopted Budget includes $31.3 million to support the operation and maintenance, inspection, cleaning, and repair of 86 active pumping stations, 11 step systems, 3,006 miles of pipeline, 40,248 sewer access structures (manholes), 8,941 storm access structures, 8,589 stormwater sumps (Underground Injection Control), 174,303 laterals, 484,209 linear feet of ditches, 396,000 linear feet of culverts, 53,961 stormwater inlets and catch basins, 334 trash racks, 152 manufactured stormwater facilities, and 1,541 green street stormwater facilities.

Infrastructure

The FY 2015-16 Adopted Budget includes $73.2 million to support capital repair and replacement of sewer system assets to prevent catastrophic failures. More than 30% of the collection system is over 80 years old and maintenance needs are anticipated to increase significantly in the near future. The bureau has committed to providing funds for repair of structurally deficient portions of the sewer collection system, and the long-term financial forecast anticipates significant capital maintenance expenditures.

Watershed Protection, Restoration, and Remediation

The FY 2015-16 Adopted Budget includes $1.5 million in all years of the five-year CIP to fund watershed protection and restoration projects. Priority will be given to projects that leverage other funding sources, demonstrate new technologies, and address multiple watershed health goals including water quality, hydrology, physical habitat, and biological communities. The CIP also includes ongoing funding for acquiring and protecting high-priority natural areas, completion of the Crystal Springs culvert replacement program, and restoration projects in each of the City's watersheds. Funding is continued for flood management and water quality improvements in Johnson Creek and for the identification, characterization, and possible cleanup of contaminated sediment sites in the Columbia Slough, pursuant to a consent order between the City and Department of Environmental Quality (DEQ).

Water Quality Compliance

The FY 2015-16 Adopted Budget contains water quality compliance-related funding across a variety of bureau program areas, including Watershed Services, Pollution Prevention Services, and Engineering Services. Compliance with the City's National Pollutant Discharge Elimination System (NPDES) stormwater permit, along with the total maximum daily load (TMDL) regulations issued by the DEQ, requires the bureau to engage in modeling as well as the evaluation of citywide pollutant loads, stormwater runoff volumes, and the effectiveness of stormwater management program implementation. The bureau must also comply with underground injection control (UIC) regulations issued by DEQ for the City's 8,589 stormwater sumps.

Portland Harbor Superfund

The bureau represents the City's interests on the Portland Harbor Superfund site as a member of the Lower Willamette Group, funding and participating in the Portland Harbor Remedial Investigation and Feasibility Study. The bureau works with DEQ to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. This information will be used in the Superfund process over the next several years to assess the City's potential liability for cleanup activities. The FY 2015-16 Adopted Budget includes $5.7 million of funding related to the Portland Harbor Superfund.

Endangered Species Act (ESA) Requirements

The bureau continues to develop and implement a comprehensive watershed framework for the protection of 13 Endangered Species Act listed salmon and steelhead species in Portland per the requirements of the Endangered Species Act. In addition, the bureau is implementing the July 2013 federal recovery plan issued by the National Marine Fisheries Services. A number of the recovery plan requirements are necessary for the bureau's compliance with permits under the Clean Water Act.

Summary of Budget Decisions

The FY 2015-16 Adopted Budget was developed with direction to submit a budget within a defined utility rate increase of 4.0%. The discrete changes below and other changes to programs reflect a utility rate increase of 3.60%. The changes to this budget have been considered by the bureau's Budget Advisory Committee (BAC). The bureau submitted a list of budget adjustments across all bureau programs, which was refined in consultation with the BAC. The increases below include the addition of 15 positions, including 12 positions in the Operating Programs and three positions in the CIP Program.

Budget Additions

The following items are additions to the bureau's budget:

Positions

- $129,948, for converting a contract (-$76,136) employee to a full time Civil Engineer position (+$76,136) for hydraulic modeling. The balance of $50,772 is within the CIP program.
- $79,416 for an Office Support Specialist III for administrative support for Wastewater Engineering. Operating funds 50% of position, with the balance a direct charge to CIP projects.
- $68,760 for an Office Support Specialist II for Front Desk Reception for the Portland Building.
- $87,372 for a Program Specialist position to support Wastewater Group training needs.
- $86,064 for a Millwright for mechanical preventive maintenance tasks to respond to an increased backlog of maintenance work orders and to effectively maintain assets that have been added over the last ten years.
- $106,656 for an Instrument Technician (Automation Support Team) for an increase in workload due to added facilities and assets and a higher demand for programmable logic controller and control systems programming due to more complex automation, reporting, and regulation.
- $103,020 for an Instrument Technician to address a back log in predictive and preventive maintenance and add the capacity to deal with an additional 600 assets to be brought on line.
- $100,392 for a Field Scientist Specialist to respond to increased workload for environmental monitoring efforts. The cost will be partially offset by the reduction of the intern budget.
- $82,512 for an Environmental Technician II (Incident Investigator) to respond to the increasing numbers of complaints related to system damage and pollution.
- $307,980 for three Instrument/Electrician Technicians to reduce the levels of overtime incurred on the implementation of CIP projects. These positions will charge directly to CIP projects.
- $178,023 for an Assistant Director to provide high-level executive and policy support for the Bureau Director. The position will assist the Director in implementing and monitoring programs to achieve bureau mission, goals, and performance measures. This position was established by using a vacant position for a net cost of $32,259.
- $94,608 for a Program Specialist to provide administrative support to the Assistant Director and the Environmental Policy section. This position will also provide data and information management services for the Portland Harbor Program.
- $94,608 for an Environmental Program Specialist to provide Clean Rivers Education programs for students in the City of Portland.
- $104,052 for a Program Coordinator to coordinate bureau emergency management in support of the City and bureau's efforts for increased emergency preparedness and resiliency.
- $72,984 for a two-year limited term position to re-measure the City's stormwater impervious area to align stormwater property assumptions to true measured area for billing purposes.

Interagencies

- $100,209 for an interagency with the City Budget Office to provide staff support to the new Portland Utility Board.
- $250,000 to inspect and provide a condition assessment of the manholes. This is a Capacity, Management, Operation, and Maintenance (CMOM) program requirement.
- $100,000 in services to the Bureau of Planning and Sustainability for sustainable restoration pre-design for the Beach Access Master Plan. BES will receive reimbursement for those activities.

Other Changes

- $120,000 for targeted outreach for the acceleration of the Bureaus equity efforts. BES is creating a new internship opportunity for Portland high school and college students from groups underrepresented at the bureau. In the pilot summer, four high school students from target schools will work as a cohort to learn about careers in the public sector while contributing to the bureau's work and developing workplace skills. Each student will be matched with two BES mentors during the eight-week program. The pilot college cohort program, launching in fall 2015, will provide a similar 8-month experience for college students.
- $150,000 for professional, technical, and expert (PTE) contract services to assist in the development of an Emergency Response and Resiliency Plan.
- $289,500 of new lease agreements reflecting income while two bureau properties are preparing to be sold on the open market.
- $2,200,000 in additional revenues from increasing Sanitary System Development Charges from the current 85% of allowed cost recovery to full cost recovery under the existing calculation methodology. This change is responsive to a recommendation by the Citizens' Utility Board.
- $143,590 of additional General Fund Overhead for FY 2015-16 budget decisions ($74,154) and carryover from FY 2014-15 ($69,436).

Capital Budget

CIP Highlights

Environmental Services estimates the replacement value of the bureau's assets at over $13 billion; with over $7 billion of that in a nearly 2,000 mile sanitary and combined sewer pipe system. While pipe is assumed to have a 100-year life, a significant amount of pipe is approaching or has passed that point. Consequently, the majority of the five-year CIP is in the Maintenance and Reliability (M&R) program (62%). The two-thirds of the M&R program is for pipe rehabilitation. It is anticipated that this will be a sizable investment on an ongoing basis well into the future. The use of video technology allows the bureau to focus the rehab program on only the very worst pipes. Also in the M&R program are a series of projects designed to address the risk of basement sewer backups.

The Sewage Treatment Systems program is 22% of the five-year CIP. This is an increase over last year's five-year plan, primarily due to the need for significant investments at the Tyron Creek Wastewater Treatment plant. This program also includes ongoing work at Columbia Boulevard Wastewater Treatment Plant, most notably a project to convert the remaining digester gas to a vehicle fuel and either provide a service station on-site or connect to the natural gas distribution system. Major renovations of some of the 100 pump stations are also budgeted in this program area. Unlike pipe, mechanical systems require reinvestment on a more regular cycle, generally every 25 to 50 years.

The remainder of the CIP is Surface Water Management (12%) an in Systems Development (4%). The Surface Water Management program continues to address high priority regulatory-driven projects that meet multiple watershed health objectives. A number of projects focus on reducing pollutants in stormwater from entering streams and rivers.

Major Issues

Environmental Services has a regular inspection program to determine pipe condition. The bureau uses capital projects and operational activities to rehabilitate or replace failing pipe. Much of the collection system pipe in the City's older neighborhoods is more than 100 years old. The March 2012 system plan element for the sanitary and combined collection systems identified an estimated $123 million in priority pipe maintenance needs. Updated inspections have identified approximately double that amount to be addressed in the near-term.

The Sewage Treatment Systems program maintains and upgrades the two wastewater treatment plants (Columbia Boulevard and Tryon Creek) and nearly 100 pump stations located throughout the collection system. As noted above, the Tryon Creek Wastewater Treatment Plant is scheduled for significant investment over the next five years. Nearly $60 million in improvements is scheduled over the next ten years. Improvements will replace obsolete facilities, increase efficiency of the overall plant processes, and prepare the plant for meeting anticipated permit requirements.

Changes from Prior Year

In comparing this proposed five-year CIP to last year's 2015-2019 CIP, the four common years (2016-2019) have increased $21 million or 5%. The increase can be attributed to a combination of minor shifts in project schedules and project priorities and a 2.11% escalation factor for future projects. While all projects in the five-year CIP are in FY 2015-16 dollars, escalation assumptions are incorporated into the five-year financial forecast.

Maintenance and Reliability

Proposed spending in this program is slightly higher than anticipated in the prior year CIP, primarily due to shifting priorities in the pipe rehabilitation and capacity projects.

Sewage Treatment System

Proposed spending in this program is slightly higher than anticipated in the prior year CIP, primarily due to the major renovation at Tryon Creek Wastewater Treatment Plant.

Surface Water Management

Proposed spending in this program is lower than anticipated as compared to the prior year CIP, primarily due to demands in Maintenance and Reliability and Sewage Treatment.

Systems Development

Proposed spending in this program is lower than anticipated in the prior year CIP, primarily due demands in Maintenance and Reliability and Sewage Treatment.

Council Goals and Priorities

Over the past few years, citizens and neighborhood committees have been more involved in the planning and development of the bureau's capital projects. This involvement has included interest in specific construction projects such as the stream restoration work and sewer replacement projects. Public involvement has also come in the forums of policy advisory groups for work elements like the update to the Portland Watershed Management Plan. In addition, there are a number of standing committees including the Stormwater Advisory Committee, the Watershed Science Advisory Committee, and the Columbia Boulevard Wastewater Treatment Plant Citizens Advisory Committee. In 2006, the bureau convened a citizen task group to review the CIP project selection criteria and CIP development strategy. This task group recommended that the bureau focus on reducing maintenance and reliability backlogs, addressing serious sewer back up problems, and advancing best management practices that have the potential to avoid future regulatory mandates. As in past years, the bureau convened a Budget Advisory Committee (BAC) as part of the FY 2015-16 budget development process. The BAC and the Portland Utility Review Board, a citizen oversight body, will by replaced by the Public Utility Board (PUB) in FY 2015-16. This new body will have dedicated staffing in the City Budget Office (CBO) and will meet year-round on budgetary and oversight issues.

Criteria

The CIP development strategy is consistent with the City's goal to improve water quality and the overall well-being of its citizens. It is focused on strategic and comprehensive program delivery and environmental protection and restoration within a prescribed regulatory framework. Priority is given to those projects mandated by federal and state laws and those projects that address City Council goals and objectives.

Capital Planning & Budgeting

Capital Planning Process

The CIP is developed using a multi-step process to identify, develop, review, score, and rank projects for funding and scheduling priority. This process ensures that the core needs of the sewer, drainage, and surface water systems and the community they serve are appropriately funded and scheduled. A cross-bureau stakeholder review team investigates, scores, and ranks all CIP projects in accordance with identified CIP criteria. CIP weighted criteria, scoring instructions, scheduling guidelines, estimating procedures, and project request forms are used to ensure each project is developed, reviewed, and scored based on detailed and consistent information. A CIP development strategy guides project selection and scheduling. Projects are reviewed by managers in finance, program areas, operations, and

engineering to ensure financial resources are expended effectively and appropriately. The CIP management team evaluates all the information from the process, meets with selected bureau project and program managers to refine cost and schedule data, and submits a recommendation to the bureau director. The bureau director reviews the findings and approves the CIP plan.

City Comprehensive Plan

The City's Comprehensive Plan guides future development through a set of goals and policies across a broad range of urban issues. One of those policy areas is public facilities and services which provides guidance on how the City spends money to maintain and construct physical facilities and public services necessary to support the approved land use patterns. The sanitary and stormwater facilities goal and policies state that facilities be provided in an efficient and adequate manner to support the needs of the public while also meeting federal, state, and local clean water requirements. Specific policies address preventative maintenance, control of combined sewer overflows, sewer connection priorities, operation of treatment plants, master planning for stormwater management, and the limit of impervious surfaces. The CIP reflects a commitment to improving the water quality in Portland and to meeting the Comprehensive Plan's sanitary and stormwater facilities policies.

The Maintenance and Reliability program continues to repair and replace segments of the system in order to protect the City's infrastructure investment for current and future system users. Reliability is critical to effective service and protection of public health and the environment. Increased application of internationally accepted utility asset management principles has focused the bureau's attention on assets with the highest risk and highest likelihood of failure.

The Systems Development program is intended to support the implementation of the 2040 Plan. Using asset management principles, the bureau has identified neighborhoods where sewer service is unavailable and where the existing on-site disposal facilities are at risk of failure.

In the last few years, the bureau has built multi-objective systems to address stormwater management, enhance fish and wildlife habitat, and create recreational benefits to the surrounding waters. Historically, drainage systems were constructed only to address flooding and standing water problems. Now, stormwater management projects are developed in a manner that integrates watershed health and system infrastructure needs. This multi-objective approach is incorporated into CIP projects.

Management Direction

In 2011, the bureau updated its Strategic Plan, incorporating an increased emphasis on asset management principles. The CIP development strategy is built on the bureau's strategic plan, input from the 2006 Citizen Task Group, updates to the systems plan, and the regulatory framework. The CIP is shaped by strategic directives and the regulatory environment. It stresses the need for comprehensive, multi-objective solutions and reflects the objectives of River Renaissance, the Comprehensive Plan, and the Portland Watershed Management Plan.

Financial Forecast Overview

The five-year financial forecast presents the bureau's revenue and expenditure plan for the operation, maintenance, expansion, and reconstruction of the City's sanitary sewer and stormwater systems. The operations, maintenance, and capital construction programs represented in the plan must provide for operation of the system in a safe, sound, and efficient manner as well as compliance with all applicable health, safety, and environmental laws, regulatory body rules, regulatory body orders, and court orders. Revenues from rates and other sources must be sufficient to fund the necessary operation and capital programs. Based on the most recent update of the financial forecast, the bureau forecasts annual rate increases of 3.50% to 3.60% for the next five years. These increases are due to growth in annual debt service costs resulting from the CIP, partially offset by transfers from the Rate Stabilization Fund and increases in non-rate revenues. All CIP expenditures in the financial forecast include an estimate for inflation.

Asset Management and Replacement Plan

For the 2014 Citywide Assets Report, the bureau reported an annual funding gap of $12.4 million. This gap includes rehabilitation and capacity needs in two major systems: combined sewers and stormwater conveyance and water quality facilities. The estimated gap is based on the following assumptions:

- The combined sewer system includes the network of pipelines and pump stations that collect and convey combined stormwater and wastewater.
- The extent of stormwater system needs is unknown. The estimate makes very broad assumptions from the Stephens Creek pilot for both rehabilitation and capacity needs.

Public Facilities Plan Overview

In July 2014, the Bureau of Planning and Sustainability released the Proposed Draft of the Citywide Systems Plan (CSP). Chapter 6 of this document is the Bureau of Environmental Services section of the State-mandated Public Facilities Plan. Chapter 6 of the CSP summarizes key elements of more detailed facility and systems planning documents for the two wastewater treatment plants and the combined and sanitary sewer system plan. The stormwater system plan is in early development. An update to the pump station plan is also needed, but not underway. Capital project planning includes an analysis of the capacity of the existing system as compared to the densities in the Comprehensive Plan. Capacity is determined from hydraulic analysis and a review of existing structural conditions. The CSP addresses significant or major facilities for the bureau's four types of infrastructure systems:

- The combined sewer system includes the network of pipelines and pump stations that collect and convey combined stormwater and wastewater;
- The sanitary sewer system includes the network of pipelines and pump stations that collect and convey wastewater;
- The stormwater system includes the swales, ponds, channels, creeks, sloughs, ditches, culverts, sumps, and pipe systems that convey and/or treat stormwater runoff from the land; and
- The wastewater treatment system includes two secondary wastewater treatment plants: the Columbia Boulevard and the Tryon Creek Wastewater Treatment Plants.

The CSP incorporates an integrated watershed approach to assess facility needs. In this approach, an entire watershed is analyzed as a unit to identify interrelated problems and coordinate all plans, activities, and programs. This avoids solving a problem in one area while creating another problem elsewhere. It also leverages limited funds to solve multiple problems with a single integrated solution. There are four major watersheds within the City of Portland: the Willamette River, Fanno and Tryon Creeks, Johnson Creek, and Columbia Slough/Columbia River.

Capital Programs and Projects

Capital Program Descriptions

The Capital Improvement Program is divided into four program areas: Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.

Maintenance and Reliability

Projects in this program area address major maintenance requirements of the sewerage collection system including collector sewers, trunk sewers, and interceptor sewers. The City's sewerage collection and transportation system includes approximately 1,885 miles of sewer line ranging in diameter from four inches to 20 feet and over 450 miles of stormwater pipes. Much of the collection system pipe in the City's older neighborhoods is more than 100 years old. In some areas of the City, recurrent basement flooding is a major problem creating health and environmental hazards as well as property damage. Funding in this program area is focused on rehabilitation or reconstruction of the most structurally deficient portions of the collection system.

Sewage Treatment Systems

This program funds projects located at the Columbia Boulevard Wastewater Treatment Plant and the Tryon Creek Wastewater Treatment Plant as well as maintenance and repair or rehabilitation of the nearly 100 active pump stations located system wide. Both treatment plants operate within the framework of the Federal Clean Water Act. Specific requirements for removal of pollutants from wastewater before the treated effluent is discharged into the Columbia or Willamette Rivers are contained in the National Pollution Discharge Elimination System permit for each plant. High priority is given to projects that provide operating efficiency, reliability, and longevity of the facilities.

Surface Water Management

The primary objective of this program is to protect the quality of surface and ground waters by addressing watershed health and public safety concerns associated with flooding, stream erosion, and urban pollution. Projects proposed under this program include construction of various types of water quality facilities (ponds, swales, greenstreets), sump retrofits, natural area and drainage protection, and stream restoration including culvert replacement. Projects are located in the Columbia Slough, Fanno Creek, Johnson Creek, Tryon Creek, and along other tributaries and the main stem of the Willamette River. Projects are developed to meet the provisions of the Watershed Management Plan adopted by City Council in 2005 and updated in 2012. The Watershed Management Plan promotes techniques

that incorporate natural systems into the built environment. This program is also guided by the Endangered Species Act Resolution adopted in 1998, the Clean River Plan finalized in 2000, and the River Renaissance Vision adopted in 2001. This program implements projects for the City's Stormwater Management Plan, required by the Municipal Separate Storm Sewer System (MS4) Discharge Permit.

Systems Development

The primary focus of this program area is to expand the city's sewer collection system in support of the implementation of the 2040 Plan. This program carries out the bureau's commitment to provide an efficient sewerage system to residents and businesses within our service area, to support new development, and to protect public health and the environment.

Funding Sources

Planned CIP outlays total $543 million (excluding inflation) over the five-year forecast interval FY 2015-16 through FY 2019-20. A brief description of the resources needed to finance this requirement follows:

- **Fees, Charges, and Permits**. This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged to local improvement districts and for permit sewer construction. Also included are anticipated revenues from construction and/or engineering services for projects initiated by other local government agencies such as the Portland Bureau of Transportation and the Port of Portland.
- **Line and Branch Charges**. Charges in lieu of assessment will be used to support CIP outlays. Line and branch charges are received in the form of cash and proceeds from special assessment bonds issued for property owners who elect to finance line and branch charges. Total revenues from these charges are projected to be approximately $13.9 million over the five-year forecast interval.
- **Cash Transfers from the Sewer System Operating Fund**. Current sewer system net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures is the result of meeting debt service coverage requirements on outstanding bonds. For planning purposes, the bureau maintains coverage ratios of at least 1.50 on first lien debt, 1.30 on combined first and second lien debt, and an ongoing reserve of 10% of operating expenses for unforeseen financial needs. After making debt service payments, funds in excess of those required for the 10% operating reserve are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total $135.2 million over the five-year forecast interval.
- **Bond Proceeds**. Based on current planning assumptions, the bureau's five-year CIP request will require $394 million (nominal dollars) in additional borrowings over the next five fiscal years. Debt service requirements for future bond sales have been calculated assuming level debt service. Interim short-term financing may be used in lieu of or in combination with long-term financings. The forecast assumes an average annualized coupon rate of 6.5% for the bonds sold in FY 2016-17 and FY 2018-19, with the bureau's planning standard debt service coverage ratios of 1.50 and 1.30, as mentioned previously.

Major Projects

Major CIP projects include the following highlights:

Maintenance and Reliability

- **Pipe Rehabilitation Projects**: This suite of projects address failed pipe and pipes with the highest risk of failure. Nearly one-third of the pipe system is over 80 years old. These projects are focused on reducing risk from failed or failing pipes.
- **Capacity Projects**: This suite of projects is necessary to relieve risk of sewer backup and street flooding in various basins using a combination of pipe upsizing and stormwater infiltration facilities. Projects also rehabilitate pipe in very poor condition. Priority is given to projects with the highest net benefit/cost ratio. Each year, more green street facilities are added to the inventory, creating increased pressure on the operating budget.
- **Westside Rainfall Derived Inflow and Infiltration:** In the separated sanitary system, stormwater is entering the system which is not sized to accommodate stormwater flows. This program is for projects to prevent stormwater from entering the sanitary system.

Sewage Treatment Systems

- **Pump Station Improvement Program:** This is an ongoing program to refurbish and upgrade pump stations to meet current codes, operate more reliably, upgrade facilities to meet increased demand, and replace outdated equipment.
- **Treatment Facilities - Rehabilitation and Modification:** Both the CBWTP and TCWTP are major capital assets that require ongoing investment for repair, rehabilitation, and maintenance work to protect the capital investment and enhance system reliability. This program is key to preventing violations of our NPDES permit.
- **CBWTP Lagoon Reconstruction:** To provide for better management of solids, this project will construct additional dikes in the existing lagoon to create more separation.
- **TCWTP Headworks, Dry Weather Clarifier and Odor Control Improvements:** These are recommended upgrades from the draft Facilities Plan to meet future demand and continue to meet permit requirements. The improvements are jointly funded with Lake Oswego.

Surface Water Management

- **Johnson Creek Restoration Program:** This program is implementing the recommendations of the Johnson Creek Restoration Plan (2001). The plan identifies a number of projects to mitigate flooding, improve water quality, and improve fish and wildlife habitat.
- **Columbia Slough projects**: This primary focus of the current suite of projects is to address the Remedial Action Record of Decision from the State Department of Environmental Quality. In 2010, DEQ and BES entered into an Inter-Governmental Agreement under the Voluntary Cleanup Program to control pollutant sources discharged to the Slough through City stormwater compliance.
- **Fanno/Tryon projects:** This group of projects will implement the recommendations of the Fanno/Tryon Watershed Plan and the objectives of the total maximum daily load (TMDL).

- **Green Infrastructure:** This multi-year program includes three capital improvement program elements: land acquisition for habitat and watershed health, replacement of culverts for fish passage, and development of greenstreets for more sustainable stormwater management.
- **Land Acquisition:** This multi-year program targets high priority parcels for habitat and watershed health. Funding is often leveraged with other partners such as Metro and Portland Parks & Recreation.
- **Watershed Investment Fund:** This program funds innovative watershed enhancements. Priority is given to projects that leverage other funding sources, demonstrate new technologies and/or address multiple watershed health goals.
- **Stephens Creek Improvements:** This series of projects was recommended in the stormwater systems plan pilot study for this sub-watershed.

Systems Development Major Projects

- **Party Sewers:** This program will address shared private sewer lines. Over several years, the program will provide property owners direct access to a municipal sewer line or ensure that appropriate easements have been acquired.

Net Operating and Maintenance Costs

Each project includes estimated operating and maintenance costs or savings to be included in the operating budget once the facility comes on line. The operating and maintenance estimates for costs or savings were prepared by the Wastewater Group. The basis for the estimates depends upon the type of expected impact. The four major components for treatment plant operating and maintenance are labor, energy, chemicals, and materials. Energy and chemicals are more easily predicted. The equipment projected for installation has design parameters that more clearly dictate the resource demands. If there is a direct labor application which will have changed as a result of a project, that estimate would be accurate. However, labor and material costs are more commonly based on experienced estimates with similar projects and facilities from either the City of Portland or others.

It is important to note that operating budgets have not kept pace with the growing inventory of surface stormwater management facilities. While life cycle costs have been determined to be lower and watershed health benefits are higher for surface stormwater management as compared to pipe systems, it can be much more challenging to fund the maintenance (operating budget) costs of the surface facilities.

The planned project to capture the remaining waste biogas at Columbia Boulevard Wastewater Treatment Plant is designed to produce a positive revenue stream when completed in FY 2017-18.

Administration & Support

Description

The Administration & Support program manages the Bureau of Environmental Services, coordinates the activities of the bureau's five service provider groups, and ensures timely and appropriate response to the public, ratepayers, and regulatory agencies. Coordination includes overseeing the development of the bureau's budget and managing review of programs, projects, and services offered by the bureau. The program provides supervision of the following specific service areas:

- Public Information and Community Outreach and Involvement provides public information, communication planning, public involvement, environmental education, and internal communication services required to meet several state and federal requirements.
- Environmental Policy is responsible for developing environmental policies, rules and codes, and coordinating that work within the bureau and with other city bureaus, interest groups, and federal, state, and local agencies involved in environmental planning and implementation affecting the City.
- Employee Development includes identifying training needs and solutions for managers and employees, coordinating internal and external education and training, and maintaining the bureau's database of employee training and development activities.
- Finance includes budget development, accounting, financial planning and forecasting, debt management, rate development, grants management, project tracking and year-end financial reporting, wholesale service contract development and administration, management of the Clean River Rewards stormwater discount program, and administration of the Nonconforming Sewer Conversion program.
- Information Management activities include administering the bureau's data management software and software needs.

Goals

The Administration & Support program support the following City goal of protecting the natural and built environment though the following activities:

- Public Information and Community Outreach and Involvement communicates with city residents and ratepayers through public information, education, and involvement in bureau programs and projects.
- Environmental Policy works with legislation and regulations that protect the environment.
- Bureau Support, Employee Development, and Finance perform necessary business processes, helping to enhance employee skills, acquire the necessary equipment, and secure necessary financing for bureau operating programs and capital construction.
- Information Management develops and maintains the data to support the bureau's asset management efforts.

Performance

The bureau education programs reached 14,793 students in FY 2012-13. The goal for FY 2013-14 was reduced to 6,000 students, as a result of the elimination of an environmental educator position; however the bureau bridged the staffing gap with temporary part-time staff reaching 11,271 students. For FY 2014-15, the goal is 12,000 students, to be achieved, again, with temporary part-time position support. In FY 2015-16, with the educator position restored, the goal rises to 14,000 students.

The bureau's debt service coverage ratio for all revenue bonds was 1.30 for FY 2012-13. The goal is to maintain the financial planning standard of 1.30 each year. The bureau's current bond rating is Aa3/ AA, a strong rating for sewer revenue credit. The goal is to maintain this rating.

The bureau's accident and injury incident rate (recordable incidents per 100 workers) is 2.96 for FY 2012-13 and 1.42 for FY 2013-14. The goal is 3.10 for both FY 2014-15 and FY 2015-16.

Changes to Services and Activities

Administrative Services is adding three positions in response to support needs for the bureau. One will provide reception for the bureau's front desk of the Portland Building. One Clean Rivers Education position will provide education on the bureau's program and environmental efforts to nearly 14,000 additional students. An Assistant Director position is added to provide high-level executive and policy support for the Bureau Director. The position will assist the Director in implementing and monitoring programs to achieve bureau mission, goals, and performance measures. In addition, the Administrative Services program is the bureau's lead program for equity enhancements with increased support for targeted outreach activities. The Finance program will have an interagency agreement with the City Budget Office that will fund staff support to the new Portland Utility Board. Salaries and associated costs for two staff positions (one new, one existing) will be shared between BES and Water Bureau.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	78.80	69.90	59.60	62.60	62.60
Expenditures					
Administration	1,178,448	1,206,650	1,678,973	1,547,868	1,550,868
Administration & Support	2,928	3,905	0	0	0
Bureau Support	7,931,489	8,026,412	8,896,417	9,425,309	9,493,922
Communications	919,728	775,594	980,243	956,719	956,719
Employee Development	570,918	632,794	37,220	157,220	157,220
Facilities	0	0	142,376	0	0
Finance	20,412,981	21,932,734	22,496,095	24,115,364	24,218,828
Information Management	4,939,528	5,200,573	5,307,740	5,641,039	5,489,167
Total Expenditures	**35,956,020**	**37,778,662**	**39,539,064**	**41,843,519**	**41,866,724**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Average single family household bill as a percent of median income	1.40%	1.43%	1.45%	1.46%	1.46%
Effectiveness					
Maintain the bureau's first lien debt service coverage ratio at 1.5 or greater	1.94	1.95	2.21	2.28	2.28
Maintain bureau's combined first and second lien debt service coverage ratio at 1.3 or greater	1.30	1.30	1.30	1.30	1.30
Efficiency					
Amount of time loss, in hours, due to injury	2.96	1.42	3.10	3.10	3.10

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Number of student contacts provided with bureau education programs	14,793	11,271	12,000	12,000	14,000

Engineering

Description

Engineering Services serves the community by managing the planning, design, and construction of public improvements necessary to protect public health and watersheds. Engineering Services provides analyses, design, construction management, technical standards, documentation of best management practices, protection and enhancement of the system, development review and permitting, CIP program and budget management, and implementation of programs to protect infrastructure. Engineering implements system plans and policies that protect water resources and stream integrity. Engineering Services is divided into six programs that include the following:

- Program Management and Controls develops the bureau's annual capital budget and five-year capital improvement plan, monitors the budget and program, and provides support functions for program delivery.
- Asset Systems Management provides short- and long-term engineering analyses and planning for combined, sanitary, and stormwater facilities and watersheds using an asset management framework. It is responsible for developing and leading improvement to the bureau's asset management program. It also manages the Combined Sewer Overflow (CSO) Program, which works with the Wastewater Group to ensure the CSO and Capacity, Management, Operation, and Maintenance (CMOM) requirements of the City's NPDES waste discharge permit are met in a timely, cost effective, and functional manner.
- Design Services provides project management and engineering design services, and is responsible for ensuring each assigned project accomplishes its intended purpose on schedule, within budget, at best value, and in a manner consistent with City and bureau missions and values.
- Construction Services provides construction management and inspection services for bureau projects, development projects, and projects managed by other City bureaus for assets that become part of the bureau's infrastructure.
- Materials Testing Lab provides quality control and quality assurance of materials used in the construction of bureau assets. This involves testing, inspection, and geotechnical services during construction, as well as evaluation of emerging technologies and products. The lab is an independently certified lab and it provides a vital service for both bureau projects and projects managed by other City bureaus.
- Systems Development assists developers and other customers and supports City development goals by reviewing and approving plans, issuing permits and inspecting private stormwater facilities.

Goals

Engineering Services supports the City goal of protecting and enhancing the natural and built environment by preserving, protecting, and enhancing infrastructure. Engineering Services develops and improves wastewater and stormwater assets to preserve and enhance the value of the community's investment; aggressively controls sewer overflows and basement flooding; explores and evaluates innovative technologies and solutions; and integrates natural system concepts into design, construction, and maintenance of systems that retain or improve the current service level.

Performance

Construction management costs are forecasted to be 12% of total construction costs. More than 99% of pipe identified as highest priority for repair or replacement is incorporated into funded CIP or operating projects.

Changes to Services and Activities

The Bureau is in the process of developing a Stormwater System Plan which will provide strategic, proactive, and transparent direction for managing the City's stormwater system in a way that reduces risk and meets levels of service. Concurrently, the bureau is revising the Stormwater Management Manual to better meet regulatory, system, and development needs. These efforts are integrally connected to Watershed Services' work, in particular the work of the watershed teams and the Sustainable Stormwater Division. Therefore, engineering staff leading the programs in Stormwater Systems planning and Stormwater Retrofits moved to Watershed Services January 1, 2015. This allows the bureau to more strategically focus resources and to better support the functions and outcomes of system planning and the stormwater management manual. The restructuring combined resources to best meet the work needs and to better serve emerging priorities for the Bureau. The Asset Systems Management program is converting a contract position to an FTE, adding an FTE for engineering administrative support for the Wastewater Engineering Support Facility (Columbia Building), and $150,000 Professional, Technical, and Expert support for the Emergency (Earthquake, Landslides and Flood) Response and Resiliency Plan. The CIP Program, reflected in Engineering Services, is adding two Instrument Technicians and one Electrician at the Wastewater Treatment Plant to provide support for CIP projects. Due to the continued need for this work on Wastewater Treatment and Pump Station CIP projects (including Rehabilitation, Reliability, and Maintenance program projects), there is an opportunity to create a more sustainable work strategy and improve work coordination by adding the three positions.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	169.80	170.38	190.05	192.88	195.71
Expenditures					
Asset Systems Management	37,011,160	28,690,221	3,007,268	3,119,571	3,124,621
Capital Program Mgmt & Controls	57,639,348	70,460,710	114,707,350	105,319,942	105,475,692
Construction Services	1,558,555	1,598,062	707,355	864,462	864,462
Design	2,007,516	1,726,969	1,167,522	1,158,170	1,158,170
Downspout Disconnection	116,593	110,027	121,049	0	0
Engineering	1,271,073	1,046,516	1,692,175	1,326,210	1,296,210
Materials Test Lab	1,321,302	1,318,230	1,531,060	1,588,355	1,612,595
Stormwater Retrofit	515,032	514,968	1,096,789	0	0
Systems Development	4,976,781	4,667,332	3,249,114	3,381,537	3,364,305
Total Expenditures	**106,417,360**	**110,133,035**	**127,279,682**	**116,758,247**	**116,896,055**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of pipe identified as highest priority for repair or replacement incorporated into funded Capital Improvement Plan or Op. proj.	99%	99%	99%	99%	99%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Efficiency					
Construction management costs as a percentage of total construction costs	12%	9%	12%	12%	12%

Pollution Prevention

Description

Pollution Prevention Services includes two programs: Environmental Investigations and Environmental Compliance. This service area also includes the Portland Brownfield Program.

- Environmental Investigations provides wastewater, stormwater, surface water, groundwater, industrial wastewater, gases, soils and sediment sampling and monitoring services. It provides a full-service environmental laboratory, conducts environmental site analysis as well as environmental project management. The group provides consultation, data analysis, and reporting for the bureau, other City bureaus, and outside agencies.
- Environmental Compliance manages the bureau's regulatory enforcement process including industrial pretreatment, stormwater, and other environmental regulations under the bureau's authority. This service area also ensures bureau compliance with state and federal regulatory obligations including permits governing wastewater collection and treatment, influences environmental policy and regulations developed by other entities, and manages the City's stormwater and groundwater permits under the Clean Water Act and the Safe Drinking Water Act.
- Portland Brownfield program provides assistance for assessment and cleanup of contaminated properties through use of federal brownfield grants, matching funds from public agencies, and investment by private sector partners. Program services address soil and water contaminants to protect human and watershed health. Brownfield program projects return contaminated sites to productive economic and community use through partnership with neighborhoods and businesses.

Goals

Pollution Prevention Services supports the City goal of protecting and enhancing the natural and built environment by increasing innovative pollution prevention strategies. Pollution Prevention Services achieves this goal by providing technical assistance to City staff and to industrial and commercial operators and homeowners to prevent pollution through effective permit management, installation and maintenance of best management practices, technical assistance and education, and establishing partnerships with individuals and organizations to control pollution at the source to prevent impacts to water quality and the City storm and sewer collection systems.

Performance

In FY 2014-15, 99.8% of industrial enforcement tests are expected to be in full compliance, which is an increase in the performance of prior years. The goal for FY 2015-16 is to work with customers to maintain this level of performance. Site investigations and remediation will require an average expenditure of $12,500 per site in FY 2015-16. Total costs per project range from around $3,000 to $100,000.

The Water Pollution Control Laboratory estimates it will perform 55,000 lab analyses in FY 2015-16. This figure is slightly above the 51,000 analyses done during FY 2013-14 but less than the 62,500 analyses projected for the FY 2014-15. The bureau is projecting the lesser number for FY 2015-16 because the FY 2014-15 total reflects a one-time increase in analyses in the final year of the current Underground Injection Control (UIC) permit. This decrease, however, will be partially offset by an increase in work coming from outside municipalities.

Changes to Services and Activities

The Environmental Compliance program is adding one FTE to adequately staff the Spill Control/Citizen Response (SPCR) section. There has been a steadily increasing number of complaints received by SPCR, including a 70% increase from FY 2012-13 to FY 2013-14. Due to the development of the Fats, Oils, & Grease (FOG) program, an existing staff member was moved out of traditional complaint response work to coordinate the FOG program full-time. This loss of staff resources, coupled with increasing numbers of complaints related to system damage and pollution, left SPCR without sufficient staff to respond timely or adequately to the complaints. This FTE would be primarily responsible for Incident Response and the direct and necessary protection of the collection and treatment systems.

The Environmental Investigations program is adding one FTE to cover workloads that have been increasing steadily since 2006. In addition to other water quality work, the team is providing support to expanded sewer rehabilitation work. Efficiencies have allowed most work coverage, but in the last year the section manager has had to fill in for staff shortages on 44 working days (21% of the time), taking the supervisor from regular managerial assignments and creating conflict with union contracts.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	87.33	85.50	85.00	87.00	87.00
Expenditures					
Env. Monitoring & Investigation	2,194,485	2,069,921	1,878,583	2,316,438	2,316,438
Environmental Compliance	4,239,833	4,174,886	7,773,733	7,607,931	7,607,931
Pollution Prevention	214,626	340,708	720,636	394,835	400,835
Source Control	3,091,044	2,464,324	0	0	0
Total Expenditures	**9,739,988**	**9,049,839**	**10,372,952**	**10,319,204**	**10,325,204**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of sanitary sewer overflows	130	226	120	120	120
Effectiveness					
Percentage of industrial enforcement tests in full compliance	99.5%	99.6%	99.8%	99.8%	99.8%
Efficiency					
Average resources spent in site investigations and cleanup, per site investigated or remediated	$11,212	$11,820	$13,000	$12,500	$12,500
Workload					
Number of lab analyses performed each year	53,300	52,915	48,000	55,000	55,000

Portland Harbor

Description

The Portland Harbor Superfund program is managed through the Office of the Director and is budgeted in the Environmental Remediation Fund. The existence of the bureau's Superfund program is recognition by City Council that a strong City presence in the Superfund cleanup is critical. The bureau's Environmental Policy Manager oversees the Portland Harbor Superfund program and reports to the bureau director. The Environmental Policy Manager represents the City in the Lower Willamette Group (LWG), with the tribal governments and federal and state agencies, and coordinates with City Council on the progress of the work.

The City is a member of the LWG, composed of private and public entities who have signed a formal Consent Order agreement with the Environmental Protection Agency (EPA) to fund a contaminated sediment investigation. The City is also a member of the River Mile 11E Group that is working under an EPA order to collect additional data at River Mile 11E. Program staff work also support the City's response to the Portland Harbor Natural Resources Damages Assessment.

Goals

The Superfund program supports the City goal of protecting and enhancing the natural and built environment by actively participating in the Superfund cleanup. City involvement will promote ensuring liability is fairly allocated among all responsible parties.

Performance

- In January 2014, Environmental Services delivered to the DEQ the City of Portland Municipal Stormwater Source Control Report for Portland Harbor. The report summarizes over 10 years of work and describes the potential for the City's 39 outfalls in Portland Harbor to convey contaminants from upland drainage areas to harbor sediments.
- Staff continue to participate as members of both LWG and River Mile 11E Groups to complete obligations under EPA orders.
- The program will continue to work with DEQ to review investigations of upland properties that could convey contaminants to the City's stormwater conveyance system and, ultimately, the river.

Changes to Services and Activities

The program has included reductions for outside legal support ($100,000), support for Natural Resource Trustee ($204,000) as Portland Harbor Trustees have finished their phase of the work. Slightly over $1.0 million will be returned to the Oregon Department of Transportation (ODOT) for a refund of funds received in FY 2010-11 for partnering on remediation projects. Since no projects came to fruition or are planned, the funds will be returned to ODOT. The program includes an additional $300,000 for LWG efforts, assuming the Portland Harbor Record of Decision (ROD) will be issued in FY 2015-16, and investigation activities ($500,000) at River Mile 11E (RM11E) to allow for design and construction of a project after a ROD. The RM11E project is 80% funded by the Water and Transportation Bureaus. One FTE is added that will provide support to the new Assistant Director, as well as provide additional resources to the Environmental Policy division. A significant increase in legally sensitive public records requests is expected as the Portland Harbor project transitions to an allocation phase.

There are no significant service delivery impacts resulting from these changes. The reductions could have an effect on the City's role in cleanup or resource restoration. The investigation for River Mile 11E project is a continuing effort within this program.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	4.00	3.00	3.00	4.00	4.00
Expenditures					
CERCLA (Superfund)	181	290,123	1,400,000	1,794,608	1,794,608
Portland Harbor	2,750,602	3,521,983	2,802,173	2,501,140	2,502,140
Total Expenditures	**2,750,783**	**3,812,106**	**4,202,173**	**4,295,748**	**4,296,748**

Wastewater

Description

Wastewater Services protects public health, water quality, and the environment by effectively administering, operating, and maintaining wastewater and stormwater collection, pumping, and treatment facilities and by managing related programs in a manner that assures compliance with all applicable permits, regulations, and contracts. In addition to two wastewater treatment plants, the system includes 89 active pumping stations, 11 step systems, 2,344 miles of pipeline, 662 miles of lateral, 40,248 manholes, 8,589 stormwater sumps, 485,209 linear feet of ditches, 53,961 stormwater inlets and catch basins, 334 trash racks, 152 manufactured stormwater facilities, and 1,541 "green" stormwater facilities. Additional services provided by Wastewater Services include biosolids reuse, residuals management, odor control, methane utilization, vector control, and emergency response repairs.

Inspection, cleaning, maintenance, and repair for most sewer and stormwater collection facilities as well as collection system customer response and utility locating services are provided through an interagency agreement with the Portland Bureau of Transportation Maintenance Operations (PBOT-MO) Environmental Services Division.

This program also manages services that support the operation, maintenance, and engineering needs of wastewater infrastructure. These services include administrative support, asset management system administration and data management, reporting and analysis, facilities and property management, inventory management, and procurement services.

Goals

Wastewater Services supports the bureau and City goal of operating infrastructure in a way that meets regulatory requirements and protecting, rehabilitating, and maintaining existing assets for long-term reliability.

Performance

The treatment process at each of the two treatment plants continues to achieve removal of 96.6% of total suspended solids and biochemical oxygen demand from the wastewater compared with the 85% regulatory performance required in the National Pollutant Discharge Elimination System (NPDES) permits. Wastewater Services plans to sustain this level of performance in FY 2015-16.

Collection and treatment facilities delivered and processed 28.4 billion gallons of wastewater during FY 2013-14, a slight decrease from the previous year. Factors affecting total volume include the degree of water conservation by customers, how much stormwater and groundwater was kept out of the system, the volume of captured Combined System Overflow (CSO), and rainfall in the service area. It is expected that wastewater conveyed and treated will total approximately 28.5 billion gallons in FY 2014-15.

The operating and maintenance cost of wastewater treatment was approximately $618 per million gallons treated for FY 2013-14, driven up by lower-than-expected flows. This is projected to increase in FY 2014-15 to about $655 per million gallons treated and then remain stable for FY 2015-16 at $655 per million gallons treated.

In an effort to continue to preserve system capacity and prevent sanitary sewer overflows in the collection system, over 800,000 feet of sewers were inspected and over 1.5 million feet cleaned, totaling over 2.3 million feet that was inspected and cleaned in FY 2013-14. This is projected to remain approximately the same in FY 2014-15.

Changes to Services and Activities

The Wastewater Services program is adding one FTE to provide training services in support of efficiency, knowledge transfer and retention goals and one FTE to coordinate bureau emergency management response in support of the City and Bureau's efforts for increased emergency preparedness and resiliency.

The Treatment program is adding three positions (one Millwright and two Instrument Technicians) to maintain current levels of services to the bureau's customers. The additions are in response to an increased workload due to the increased number of facilities and assets to maintain and an increased demand for automation, reporting, and regulation. As these assets age, they require additional predictive and preventative maintenance (PM) to ensure a failure does not occur. The Instrument shop has experienced an increased work load due to the increased number of facilities and assets. An additional 2,308 instrumentation assets have been added since 2005 from the completion of CIP projects.

The Collections System program is adding an additional Manhole Inspections two-person crew through the interagency with PBOT-MO. The manhole inspections is a Capacity, Management, Operation, and Maintenance (CMOM) program requirement. As detailed to the Oregon Department of Environmental Quality in the bureau's CMOM cleaning and inspection plan, these inspections will be detailed in nature and will provide a condition assessment of the manhole which can be used to support rehabilitation efforts. Detailed condition assessments are necessary for a maintenance and repair plan that schedules maintenance, repairs, and replacements in order to minimize long-term ratepayer costs.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	135.00	135.00	128.95	133.95	133.20
Expenditures					
Collection System	30,136,468	29,022,409	30,049,150	32,300,280	31,329,058
Treatment	16,741,429	17,544,192	18,328,022	19,379,784	19,290,216
Wastewater	815,834	910,935	1,443,653	1,186,962	1,193,162
Total Expenditures	**47,693,731**	**47,477,536**	**49,820,825**	**52,867,026**	**51,812,436**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of combined sewer overflow events	2	4	4	4	4
Percentage of urgent public health and safety related service requests responded to within two-hour timeframe	98%	98%	90%	90%	90%
Effectiveness					
Percentage of biochemical oxygen demand removed	97.0%	96.6%	85.0%	85.0%	85.0%
Number of flooding events	113	104	100	100	100
Percent of biochemical oxygen demand and total suspended solids removed during the treatment process	97%	97%	96%	96%	96%
Efficiency					
Cost to operate and maintain the treatment plants in million gallons per day	$582	$618	$655	$655	$655

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Amount of wastewater processed in million gallons annually	28,569	28,433	28,000	28,500	28,500

Watershed

Description

Watershed Services plans, implements, and monitors projects and programs to improve watershed health. The group works closely with Engineering Services and other bureau workgroups on the design and construction of capital projects and with other City bureaus and local, regional, state, and federal agencies to protect and restore our rivers, streams, and watersheds. Watershed Services fosters community stewardship of watersheds and partners with other organizations and agencies to leverage resources and protect the bureau's investment in green and grey infrastructure.

These actions, implemented under guidance from the Portland Watershed Management Plan (PWMP), enable the City to protect water quality, manage stormwater sustainably, protect and restore habitat, and maintain public health and safety through built and natural infrastructure. Watershed Services provides scientific and technical expertise and implementation to help the City to comply with regulations under the Clean Water Act, the Safe Drinking Water Act, the Endangered Species Act, and the Comprehensive Environmental Response Compensation Liability Act (Superfund), as well as to address stormwater management needs and meet local environmental and livability goals.

Watershed Services includes four programs:

- Watershed Management leads geographically-based watershed planning and implementation for Portland's five watersheds: Columbia Slough, Fanno Creek, Tryon Creek, Johnson Creek, and the Willamette River and tributaries. The division supports the bureau's stormwater and sanitary system planning, leads implementation of watershed enhancement, protection, and restoration projects under the Watershed Investment Program and other capital projects, and monitors post-construction performance. The division spearheads the Watershed Health Index, a data-driven tool designed to communicate citywide progress toward watershed health goals. Watershed Management also oversees implementation of the City's adopted Invasive Species Strategy, the Columbia Slough Sediment Program, and works with a variety of community partners on environmental protection and stewardship activities, including the Community Watershed Stewardship grant program.
- Stormwater System program (formerly Sustainable Stormwater Management) provides policy and technical assistance, education and outreach, project design, and implementation for sustainable stormwater projects including green street facilities, rain gardens, ecoroofs, and tree canopy. Due to these efforts, Environmental Services is recognized as a national leader for developing approaches to integrate green infrastructure into the design of urban built environments as a way to cost-effectively reduce the volume of stormwater entering the sewer system, mitigate impacts to sensitive habitats, and reduce stormwater pollutants while benefiting overall environmental and community health. The Stormwater System program tests and implements new technologies and demonstrates effective approaches for public and private property that can be integrated into large-scale stormwater system improvements. Stormwater System staff lead the Bureau's Stormwater System planning work.

- Science, Fish and Wildlife provides the scientific data, analysis, and policy recommendations essential to the bureau's compliance with state and federal regulations and city environmental mandates. This information supports program and project requirements for PWMP implementation, best management practices, and adaptive management of bureau assets. Using the services of BES Pollution Prevention Services, it monitors changes in watershed health over time to inform policy, program, and project decisions. It coordinates federal, state, and local environmental permitting and compliance for in-water construction permits for all City bureaus. It also is responsible for citywide compliance with the Endangered Species Act.
- Watershed Revegetation program reforests city natural areas and adjacent lands, plants and maintains City green streets, stormwater management facilities, and bureau capital projects to improve the urban forest canopy and enhance the functional ability of urban watersheds. This program is managed by the Wastewater Services Group.

Goals

Watershed Services supports the City goal of protecting and enhancing the natural and built environment by improving and protecting watershed health within the urban area. Watershed Services leads the City's response to compliance with relevant regulations using a natural systems approach and green infrastructure to meet multiple objectives, minimize costs, and provide maximum benefits. It leads the bureau's Stormwater System planning efforts. The group's work supports the Climate Action Plan, Climate Preparation Strategy, the River Plan, the Portland Plan, and the update to the City's Comprehensive Plan.

Performance

Watershed Services and the Watershed Revegetation program restored more than 27,000 feet of stream bank during FY 2013-14. The bureau's target for FY 2014-15 and FY 2015-16 is to restore an additional 25,000 feet each year. The annual amount of stream bank restoration reported each year varies based on timing of project completion and the varying size and nature of capital projects.

In FY 2013-14, 13,170 people contributed thousands of volunteer hours on projects organized or catalyzed by the Community Watershed Stewardship program and other watershed stewardship programs. For FY 2014-15 and FY 2015-16 the number of participants is targeted to be around 9,000 per year, although participation levels vary due to the type of volunteer projects that are selected for funding.

The bureau and partners planted nearly 44,000 trees in FY 2013-14. Most of those were seedlings planted as part of natural area revegetation projects, and 5,394 were new street and yard trees planted to help manage stormwater runoff from streets and private property. In FY 2014-15, approximately 34,200 trees will be planted, and the target for FY 2015-16 is 32,300 trees. The lower targets are due to reductions in the Environmental Services Tree program budget since 2013, reduced staff capacity, and fewer spaces to plant new trees due to continued program success.

Changes to Services and Activities

January 1, 2015, the Stormwater System program of Engineering Services merged with the Sustainable Stormwater program of Watershed Services and formed the Stormwater System program. This transfer included seven staff along with stormwater planning budget support effective FY 2015-16. These organizational changes bring needed staff resources and increased efficiency and integration to the Stormwater System Plan work.

A reduction of $71,000 to the Stormwater System program urban canopy effort will reduce the number of street trees which will be planted in FY 2015-16. The funding shift provides for a required once-a decade sampling and analysis of fish tissue in the Columbia Slough. One-time support for Zenger Farms was moved to the Bureau of Planning & Sustainability budget. Modest increases for stormwater projects, such as the Laurelhurst School stormwater retrofit, a Green Wall on SE 15th that will expand the knowledge base for vertical stormwater management, and support for Portland States ecoroof simple retrofit on Fourth Ave. from an existing rock ballast roof to one seeded with sedum cuttings.

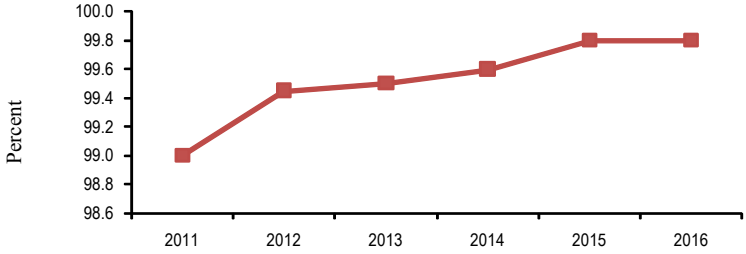
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	58.80	57.30	57.00	56.68	54.60
Expenditures					
Science, Fish & Wildlife	1,080,291	1,121,321	1,176,846	1,274,432	1,274,432
Sustainable Stormwater	2,092,172	1,861,760	1,552,939	2,941,162	2,929,302
Watershed	479,065	524,900	744,386	637,238	608,438
Watershed Management	4,629,878	4,156,696	4,043,151	4,075,830	3,899,614
Watershed Revegetation	3,057,683	3,077,811	3,298,290	2,770,395	4,242,879
Total Expenditures	**11,339,089**	**10,742,488**	**10,815,612**	**11,699,057**	**12,954,665**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Watershed Health Index for water quality	NA	4.40	4.40	4.40	4.40
Workload					
Number of individual participants in projects catalyzed or hosted by the Stewardship Program	10,634	13,170	9,000	9,000	9,000
Number of trees planted	41,223	43,784	34,200	32,300	32,300
Feet of streambank restored (not cumulative)	29,587	27,397	25,000	25,000	25,000

Performance Measures

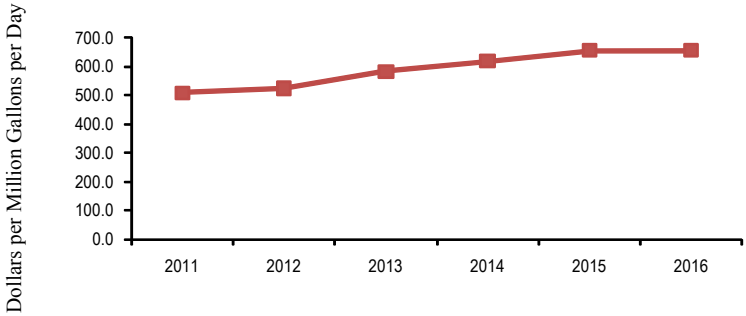
Enforcement Tests

Percent of industrial enforcement tests in full compliance.



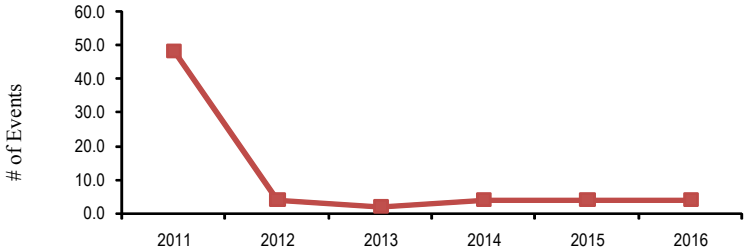
Wastewater Processing Cost

Cost to operate and maintain the wastewater treatment plants reflected in costs per million gallons. When flow is low, as in a "dry year," cost per unit increases.



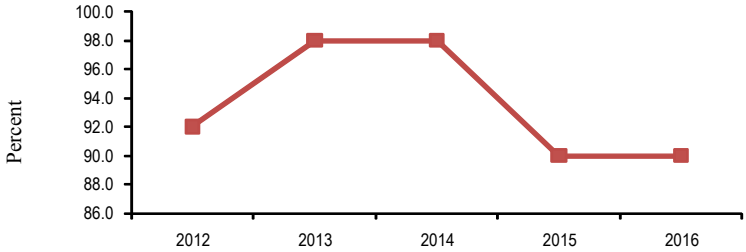
Combined Sewer Overflow (CSO) Events

The number of storm events that caused a combined sewer overflow (CSO) to either the Willamette River or the Columbia Slough. Over 100 events occurred annually prior to the start of construction of the CSO system in 1990 and 48 occurred the year before the system was completed in 2011.



Health and Safety Related Service Requests

Percent of urgent health and safety related service requests responded to within two-hour timeframe.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Licenses & Permits	1,405,704	1,739,676	1,692,159	1,980,000	1,980,000
Charges for Services	279,135,507	303,135,463	314,638,800	329,343,227	329,343,227
Intergovernmental	2,510,150	1,823,477	3,014,003	298,000	298,000
Bond & Note	78,912,308	234,659,218	235,190,000	0	0
Miscellaneous	2,177,940	1,995,335	1,553,790	1,885,000	1,935,000
Total External Revenues	**364,141,609**	**543,353,169**	**556,088,752**	**333,506,227**	**333,556,227**
Internal Revenues					
Fund Transfers - Revenue	246,357,393	292,685,613	325,011,859	321,473,024	321,473,024
Interagency Revenue	3,800,540	2,377,538	2,017,116	1,679,526	1,779,526
Total Internal Revenues	**250,157,933**	**295,063,151**	**327,028,975**	**323,152,550**	**323,252,550**
Beginning Fund Balance	103,633,639	97,892,846	143,632,000	285,375,000	303,975,000
Total Resources	**$717,933,181**	**$936,309,166**	**$1,026,749,727**	**$942,033,777**	**$960,783,777**
Requirements					
Bureau Expenditures					
Personnel Services	58,134,233	58,344,546	61,453,661	64,046,012	64,184,724
External Materials and Services	64,415,851	58,673,610	56,544,784	59,425,539	59,440,799
Internal Materials and Services	43,067,578	43,087,210	42,507,860	42,721,477	42,722,658
Capital Outlay	48,883,406	58,896,960	81,524,003	71,589,773	71,803,651
Total Bureau Expenditures	**214,501,068**	**219,002,326**	**242,030,308**	**237,782,801**	**238,151,832**
Fund Expenditures					
Debt Service	150,813,205	271,169,198	167,519,272	176,942,228	176,942,228
Contingency	0	0	226,088,132	139,844,785	157,971,600
Fund Transfers - Expense	254,726,062	297,251,778	327,232,015	325,688,963	325,763,117
Debt Service Reserves	0	0	63,880,000	61,775,000	61,955,000
Total Fund Expenditures	**405,539,267**	**568,420,976**	**784,719,419**	**704,250,976**	**722,631,945**
Ending Fund Balance	97,892,846	148,885,864	0	0	0
Total Requirements	**$717,933,181**	**$936,309,166**	**$1,026,749,727**	**$942,033,777**	**$960,783,777**
Programs					
Administration & Support	35,956,020	37,778,662	39,539,064	41,843,519	41,866,724
Assessments & Improvements	0	73	0	0	0
Engineering	106,417,360	110,133,035	127,279,682	116,758,247	116,896,055
Franchise Management	0	1,022	0	0	0
Healthy Working Rivers	604,097	7,565	0	0	0
Pollution Prevention	9,739,988	9,049,839	10,372,952	10,319,204	10,325,204
Portland Harbor	2,750,783	3,812,106	4,202,173	4,295,748	4,296,748
Wastewater	47,693,731	47,477,536	49,820,825	52,867,026	51,812,436
Watershed	11,339,089	10,742,488	10,815,612	11,699,057	12,954,665
Total Programs	**214,501,068**	**$219,002,326**	**$242,030,308**	**$237,782,801**	**$238,151,832**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Maintenance and Reliability								
Alder: Buckman East Reconstruction/Greenstreet	0	0	0	0	294,000	872,000	2,913,000	4,079,000
Alder: Eastside Industrial Recon/ Greenstreets	0	0	0	0	244,000	1,572,000	3,600,000	5,416,000
Alder: Ladd's Addition South Reconstruction/Greenstreets	0	0	0	229,000	543,000	1,931,000	1,965,000	4,668,000
Alder: Sunnyside East South Recon Greenstreets	91,721	103,000	365,000	2,411,000	0	0	0	2,776,000
Alder: Sunnyside North Recon/ Greenstreet	0	0	809,000	1,053,000	5,127,000	4,266,000	0	11,255,000
Alder: Sunnyside South Recon/ Greenstreet	0	0	0	260,000	828,000	2,716,000	2,763,000	6,567,000
Beech Essex CP-G	8,265	0	0	0	0	0	378,000	378,000
Beech Essex CP-K	0	53,000	0	0	299,000	1,140,000	0	1,439,000
Beech-Essex CP-J	0	0	0	0	0	57,000	897,000	954,000
Burlingame Basin Infiltration and Inflow	4,348,321	2,934,000	3,436,000	200,000	50,000	2,650,000	1,000,000	7,336,000
Capital Maintenance - non-process facilities	0	250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Combined Sewer Overflow Pressure Relief	25,594	165,000	300,000	500,000	0	0	0	800,000
Fanno Basin System Improvement	106,678,301	11,730,000	6,092,000	0	0	0	0	6,092,000
Fanno Creek Infiltration and Inflow	668,295	1,056,000	350,000	3,100,000	3,800,000	0	0	7,250,000
Hollywood Stormwater Solutions	1,149,300	105,000	226,000	0	0	0	0	226,000
Large Diameter Sewer Rehabilitation	0	100,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000	13,000,000
Maintenance Capital - Construction	21,525,534	230,000	230,000	240,000	240,000	240,000	240,000	1,190,000
Maintenance Capital - Contract	77,507,786	2,700,000	2,800,000	3,000,000	3,000,000	3,000,000	3,500,000	15,300,000
NWN: BCC Support Project	664,171	1,581,000	1,670,000	0	0	0	0	1,670,000
NWN: Central Tanner	0	0	100,000	600,000	1,073,000	4,443,000	4,000,000	10,216,000
NWN: East Nicolai	0	0	0	0	524,000	3,399,000	3,140,000	7,063,000
NWN: Far North Nicolai	519,287	2,090,000	4,500,000	0	0	0	0	4,500,000
NWN: North Tanner Pipe Construction	25,933	0	700,000	0	0	0	0	700,000
NWN: Northeast Fremont	0	0	0	0	0	500,000	529,000	1,029,000
NWN: Northwest Thurman Street	0	0	0	0	421,000	2,112,000	9,000	2,542,000
NWN: Southeast Tanner	0	0	0	335,000	975,000	2,499,000	0	3,809,000
NWN: Southwest Tanner	0	0	0	0	520,000	677,000	2,992,000	4,189,000
Owner Controlled Insurance Program Phase IV	4,143,072	800,000	500,000	300,000	0	0	0	800,000
Phase 2 Pipe Rehabilitation	37,493,401	41,028,000	32,252,000	28,713,000	4,703,000	0	0	65,668,000
Pipe Rehab Phase 3	0	0	3,121,000	17,418,000	28,455,000	18,410,000	18,000,000	85,404,000
SE Interceptor Rehabilitation	224,439	495,000	3,500,000	6,000,000	4,000,000	0	0	13,500,000
Stark HSS-17	0	0	0	0	0	984,000	1,278,000	2,262,000
Structural Rehab Taggart Outfall 30	200,230	1,405,000	650,000	1,630,000	7,250,000	4,000,000	0	13,530,000

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Taggart Basin Relief & Reconstruction TG-3	0	0	0	186,000	93,000	2,897,000	6,000	3,182,000
TGD: Richmond Neighborhood Sewer Rehabilitation	0	0	160,000	612,000	1,890,000	2,000,000	0	4,662,000
TGD: SE Division Stormwater & Pipe Reconstruction	5,454,083	500,000	50,000	50,000	0	0	0	100,000
TGD: SE Hawthorne Greenstreet and Pipe Reconstruction	1,096,516	898,000	4,500,000	200,000	85,000	0	0	4,785,000
TGD: SE Powell Green Street and Pipe Reconstruction	998,648	1,600,000	3,800,000	90,000	92,000	0	0	3,982,000
TGD:SE Clinton-Caruthers System Improvements	1,565,421	950,000	50,000	50,000	0	0	0	100,000
Tryon SS Protection 1A TCWTP to Hwy 43	1,034,794	640,000	1,000,000	1,400,000	0	0	0	2,400,000
Wheeler WHE-04	75,443	0	300,000	515,000	3,000,000	4,039,000	500,000	8,354,000
Total Maintenance and Reliability	**265,498,555**	**71,413,000**	**73,461,000**	**71,092,000**	**69,506,000**	**70,404,000**	**53,710,000**	**338,173,000**
Sewage Treatment Systems								
CBWTP Access/Egress	0	0	0	0	0	0	767,000	767,000
CBWTP Biogas Utilization	321,000	435,000	6,704,000	3,200,000	0	0	0	9,904,000
CBWTP Biosolid Dryer	0	0	0	0	0	0	121,000	121,000
CBWTP Dewatering Improvements	0	0	0	0	0	335,000	1,908,000	2,243,000
CBWTP Digester Improvements	0	0	470,000	0	0	0	0	470,000
CBWTP Lagoon Reconstruction	16,430,307	2,598,000	3,300,000	3,600,000	3,006,000	333,000	336,000	10,575,000
CBWTP Outfall Diffuser	0	100,000	100,000	485,000	1,484,000	0	0	2,069,000
CBWTP Reuse System Replacement	0	0	0	0	405,000	411,000	2,369,000	3,185,000
CBWTP Secondary Treatment Expansion	0	0	0	533,000	3,202,000	3,458,000	7,312,000	14,505,000
CBWTP Seismic Improvements	0	0	0	0	213,000	533,000	1,694,000	2,440,000
CBWTP Thickened Waste Activated Sludge Piping	17,680	120,000	526,000	400,000	0	0	0	926,000
Pump Station Improvements	65,104,145	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Repair, Rehabilitation, and Modification	56,491,543	2,000,000	2,000,000	2,000,000	2,500,000	2,500,000	2,500,000	11,500,000
TCWTP Headworks, Dry Weather Clarifier & Odor Control	0	2,588,000	1,000,000	6,500,000	10,800,000	14,400,000	3,000,000	35,700,000
TCWTP Secondary Process Improvements	0	0	200,000	210,000	595,000	1,156,000	3,218,000	5,379,000
Tryon Creek Wastewater Treatment Plant Improvements	514,121	268,000	0	0	11,000	438,000	0	449,000
Total Sewage Treatment Systems	**138,878,796**	**12,109,000**	**18,300,000**	**20,928,000**	**26,216,000**	**27,564,000**	**27,225,000**	**120,233,000**
Surface Water Management								
Columbia Slough Outfalls	428,893	150,000	581,000	1,854,000	1,981,000	1,300,000	4,000,000	9,716,000
Culvert Replacement Phase 2	1,234,191	1,207,000	2,000,000	0	0	0	0	2,000,000

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
FT: Boones Ferry Culvert	540,229	1,277,000	237,000	2,000,000	0	0	0	2,237,000
FT: Fanno BvrtnHills Hwy	268,257	161,000	479,000	500,000	500,000	1,000,000	1,000,000	3,479,000
FT: Fanno Tryon Drainage Shoulder Improvements	0	220,000	200,000	500,000	500,000	1,012,000	1,000,000	3,212,000
FT: Fanno/Tryon WQF 2	0	0	0	36,000	278,000	278,000	72,000	664,000
FT: Jackson Middle School Creek Daylight	4,944	0	173,000	958,000	304,000	0	0	1,435,000
FT: SW 45th Ave Culvert	60,503	329,000	148,000	1,120,000	0	0	0	1,268,000
Green Infrastructure Rehab	0	0	0	0	0	0	206,000	206,000
Green Infrastructure: Land Acquisition	18,596,474	2,000,000	2,000,000	500,000	0	0	0	2,500,000
JC: Brunkow	132	100,000	200,000	470,000	0	0	0	670,000
JC: Community Restoration Partnership	199,476	150,000	100,000	200,000	800,000	20,000	20,000	1,140,000
JC: Freeway Land Floodplain Restoration	86,101	0	50,000	100,000	200,000	1,000,000	1,500,000	2,850,000
JC: Johnson Creek Willing Seller Phase 2	5,816,572	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
JC: Oxbow	18,438	142,000	185,000	972,000	50,000	0	0	1,207,000
JC: Springwater Wetland	393,384	50,000	100,000	250,000	1,000,000	30,000	30,000	1,410,000
JC: West Lents Flood Mitigation	0	0	0	312,000	562,000	2,843,000	2,903,000	6,620,000
Oaks Bottom Culvert Replacement	1,294,631	0	90,000	142,000	210,000	0	0	442,000
SE Platt Ave Water Quality Facility	58,325	0	150,000	0	0	0	0	150,000
Stephens Creek Ph 1 Improvements	107,293	1,162,000	383,000	254,000	927,000	471,000	2,005,000	4,040,000
Watershed Investment	4,049,528	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Watershed Land Acquisition Prog Ph 2	0	0	0	1,500,000	2,000,000	2,000,000	2,000,000	7,500,000
Total Surface Water Management	**33,157,371**	**9,448,000**	**9,076,000**	**13,668,000**	**11,312,000**	**11,954,000**	**16,736,000**	**62,746,000**
Systems Development								
Drainage Improvement	6,195,929	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Milw Light Rail Ext	1,628,970	332,300	120,000	0	0	0	0	120,000
Party Sewers	7,276,357	2,400,000	2,000,000	2,000,000	2,000,000	1,000,000	1,000,000	8,000,000
PBOT Interagency Reimbursement	17,419,973	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Permit Reimbursement	2,412,255	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Public Works Permit Projects	31,327,326	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Sewer Easements on Existing Sewers	55,539	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Sewer Extensions to Properties with High Risk Septic Systems	213,669	638,000	200,000	200,000	900,000	1,600,000	2,000,000	4,900,000
SW Terwilliger Blvd & Powers Ct Sewer Extension	635,776	2,300,000	250,000	2,500,000	100,000	0	0	2,850,000
Total Systems Development	**67,165,794**	**6,865,300**	**3,765,000**	**5,895,000**	**4,195,000**	**3,795,000**	**4,195,000**	**21,845,000**
Total Requirements	**504,700,516**	**99,835,300**	**104,602,000**	**111,583,000**	**111,229,000**	**113,717,000**	**101,866,000**	**542,997,000**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	53,248	67,038	4.00	266,196	4.00	267,681	4.00	267,681
30000064	Accountant III	58,635	73,757	1.00	73,752	1.00	73,752	1.00	73,752
30000434	Administrative Assistant	48,256	74,339	4.00	268,454	4.00	276,261	4.00	276,261
30000433	Administrative Specialist, Sr	44,949	69,181	5.00	318,942	5.00	322,841	5.00	322,841
30000437	Administrative Supervisor II	61,506	81,994	1.00	61,500	1.00	63,188	1.00	63,188
30000104	Automotive Equip Oper II: Tractor-Trailr	46,405	55,890	1.00	55,896	1.00	55,896	1.00	55,896
30000671	Biosolids/Reuse Program Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000315	Botanic Spec I-Generalist	54,933	70,138	1.00	70,140	1.00	70,140	1.00	70,140
30000320	Botanic Spec II-Generalist	57,845	73,778	2.00	138,878	2.00	142,107	2.00	142,107
30000321	Botanic Spec II-Ntrl Resource Ecologist	57,845	73,778	6.00	442,656	6.00	442,656	6.00	442,656
30000441	Business Operations Manager	80,413	107,099	2.00	208,278	2.00	212,067	2.00	212,067
30000442	Business Operations Manager, Sr	99,861	139,464	1.00	99,864	1.00	139,464	1.00	139,464
30000440	Business Operations Supervisor	71,302	95,389	2.00	166,692	2.00	173,640	2.00	173,640
30000447	Business Systems Analyst, Assistant	48,256	74,339	1.00	74,340	1.00	74,340	1.00	74,340
30000449	Business Systems Analyst, Sr	67,850	90,605	4.00	357,888	4.00	360,534	4.00	360,534
30000329	CAD Technician II	54,267	69,243	13.00	892,767	13.00	897,627	13.00	897,627
30000330	CAD Technician III	65,915	84,178	5.00	420,900	5.00	420,900	5.00	420,900
30000689	Capital Program Mgmt & Controls Manager	92,976	125,986	1.00	120,292	1.00	124,315	1.00	124,315
30000399	Capital Project Manager I	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000686	Capital Project Manager II	71,302	95,389	2.00	164,586	2.00	171,070	2.00	171,070
30000700	Communications Engineer	71,302	95,389	2.00	174,180	2.00	176,332	2.00	176,332
30000491	Community Outreach & Informtn Assistant	48,256	74,339	2.00	107,832	2.00	111,342	2.00	111,342
30000492	Community Outreach & Informtn Rep	58,573	78,083	2.00	156,168	2.00	156,168	2.00	156,168
30000493	Community Outreach & Informtn Rep, Sr	64,605	86,154	2.00	152,076	2.00	154,776	2.00	154,776
30000455	Contracts Dev & Review Administrator	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000672	Data Acquisition & Mgmt Supervisor	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000733	Development Services Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000333	Development Services Technician II	54,267	69,243	1.00	69,240	1.00	69,240	1.00	69,240
30000836	Development Supervisor II	74,734	100,443	2.00	188,608	2.00	192,288	2.00	192,288
30000576	Economist, Sr	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000635	Electrical/Instrumentation Supervisor	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000116	Electrician	68,910	74,381	7.00	520,632	7.00	520,632	7.00	520,632
30000121	Electrician/Instrument Technician	71,011	76,648	6.00	459,864	6.00	459,864	6.00	459,864
30000401	Electronic Systems Technician	56,389	71,926	3.00	215,784	3.00	215,784	3.00	215,784
30000683	Engineer, Chief	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000682	Engineer, Principal	100,402	133,869	3.00	370,549	3.00	374,763	3.00	374,763
30000680	Engineer, Sr	86,902	115,856	13.00	1,428,484	13.00	1,436,103	13.00	1,436,103
30000681	Engineer, Supervising	93,413	124,550	10.00	1,214,340	10.00	1,218,168	10.00	1,218,168
30000365	Engineer-Civil	86,653	105,310	27.00	2,817,240	27.50	2,861,002	27.50	2,879,662
30000366	Engineer-Electrical	86,653	105,310	3.00	297,998	3.00	302,366	3.00	302,366
30000367	Engineer-Geotechnical	86,653	105,310	1.00	86,652	1.00	86,652	1.00	86,652
30000368	Engineer-Mechanical	86,653	105,310	1.00	105,312	1.00	105,312	1.00	105,312
30000358	Engineering Associate, Sr-Civil	74,922	95,534	10.00	912,816	10.00	918,464	10.00	918,464
30000359	Engineering Associate, Sr-Electrical	74,922	95,534	1.00	87,013	0.00	0	0.00	0
30000360	Engineering Associate, Sr-Geotechnical	74,922	95,534	1.00	95,532	1.00	95,532	1.00	95,532
30000353	Engineering Associate-Civil	61,589	82,514	12.00	886,298	12.00	902,690	12.00	902,690
30000324	Engineering Technician I	40,498	54,267	1.00	40,500	1.00	42,012	1.00	42,012
30000325	Engineering Technician II	54,267	69,243	22.00	1,483,524	22.00	1,490,996	22.00	1,490,996
30000326	Engineering Technician III	65,915	84,178	8.00	652,048	8.00	658,414	8.00	658,414
30001659	Env Svcs OCIP, Risk & Safety Officer	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30001736	Environmental Compliance Mgr	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30001735	Environmental Investigations Mgr	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000669	Environmental Monitoring Svcs Group Mgr	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000459	Environmental Policy Analyst	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000678	Environmental Policy Manager	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30000662	Environmental Program Coordinator	64,605	86,154	7.00	571,798	8.00	666,664	8.00	666,664
30000663	Environmental Program Manager	71,302	95,389	10.00	932,102	10.00	942,310	10.00	942,310
30000664	Environmental Program Manager, Sr	80,413	107,099	4.00	425,544	3.00	321,294	3.00	321,294
30000661	Environmental Program Specialist	58,573	78,083	2.00	136,656	3.00	201,156	3.00	201,156
30000419	Environmental Services Director	138,986	199,160	1.00	199,164	1.00	199,164	1.00	199,164
30000339	Environmental Specialist-Generalist	65,915	84,178	26.00	2,119,154	26.00	2,137,426	26.00	2,137,426
30001359	Environmental Svcs Public Affairs Mgr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000337	Environmental Technician I	40,498	54,267	1.00	41,004	1.00	43,053	1.00	43,053
30000338	Environmental Technician II	54,267	69,243	30.00	2,021,817	33.00	2,207,361	33.00	2,207,361
30000712	Facilities Services Specialist	58,573	78,083	1.00	71,439	1.00	74,366	1.00	74,366
30002037	Field Science Specialist	65,915	84,178	1.00	84,180	2.00	153,420	2.00	153,420
30002038	Field Science Technician	54,267	69,243	7.00	465,840	7.00	469,760	7.00	469,760
30000569	Financial Analyst, Principal	80,413	107,099	3.00	321,300	3.00	326,652	3.00	326,652
30000341	GIS Technician I	40,498	54,267	1.00	40,500	1.00	40,500	1.00	40,500
30000342	GIS Technician II	54,267	69,243	2.00	135,156	2.00	137,095	2.00	137,095
30000343	GIS Technician III	65,915	84,178	3.00	252,540	3.00	252,540	3.00	252,540
30000373	Graphics Designer III	65,915	84,178	1.00	76,296	1.00	79,230	1.00	79,230
30000340	Hydrogeologist	74,734	95,347	1.00	95,352	1.00	95,352	1.00	95,352
30000126	Industrial Machinist	55,619	62,275	1.00	62,280	1.00	62,280	1.00	62,280
30000157	Industrial Maintenance Millwright	55,619	62,275	28.00	1,730,520	29.00	1,798,398	29.00	1,798,398
30000114	Industrial Painter	55,078	61,630	1.00	61,632	1.00	61,632	1.00	61,632
30000218	Inf Syst Analyst, Principal-Gen	80,413	107,099	2.00	214,200	2.00	214,200	1.00	107,100
30000880	Inf Syst Analyst, Principal-GIS,Vertical	80,413	107,099	1.00	80,412	1.00	80,412	1.00	80,412
30000606	Inf Syst Mgr-Enterprise Database Mgr	86,466	115,149	1.00	86,460	1.00	90,012	1.00	90,012
30001510	Inf Syst Tech Analyst VI-Vertical GIS	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000239	Instrument Technician	68,910	74,381	9.00	669,384	14.00	1,028,460	14.00	1,028,460
30001108	Internal Business Services Director	109,886	157,310	0.00	0	1.00	133,596	1.00	133,596
30001283	Laboratory Analyst II	48,984	64,646	6.00	350,520	6.00	360,684	6.00	360,684
30001284	Laboratory Analytical Specialist	55,848	74,152	5.00	361,344	5.00	365,524	5.00	365,524
30001285	Laboratory Coordinator	57,949	81,765	3.00	236,220	3.00	241,326	3.00	241,326
30000670	Laboratory Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000644	Maintenance Planner/Scheduler	58,573	78,083	5.00	373,536	5.00	379,252	5.00	379,252
30000451	Management Analyst	61,506	81,994	2.00	143,508	2.00	143,508	2.00	143,508
30000453	Management Analyst, Principal	80,413	107,099	1.00	97,044	1.00	101,030	1.00	101,030
30000452	Management Analyst, Sr	67,850	90,605	5.00	413,123	5.00	423,256	5.00	423,256
30000450	Management Assistant	48,256	74,339	1.00	74,340	1.00	74,340	1.00	74,340
30000692	Maps & Records Supervisor	64,605	86,154	1.00	64,608	1.00	84,072	1.00	84,072
30000345	Materials Testing Technician II	54,267	69,243	4.00	267,785	4.00	270,743	4.00	270,743
30000346	Materials Testing Technician III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000012	Office Support Specialist II	33,738	48,443	4.00	190,221	5.00	236,308	5.00	236,308
30000013	Office Support Specialist III	43,160	57,200	4.00	214,776	5.00	280,872	5.00	280,872
30000677	Portland Harbor Superfund Technical Mgr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000464	Program Coordinator	64,605	86,154	3.00	233,549	4.00	311,845	4.00	311,845
30000465	Program Manager	67,850	90,605	4.00	341,272	4.00	359,200	4.00	359,200
30000466	Program Manager, Sr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000463	Program Specialist	58,573	78,083	1.00	58,572	3.00	181,644	3.00	181,644
30000462	Program Specialist, Assistant	48,256	74,339	2.00	141,842	2.00	144,608	2.00	144,608
30000698	Property Acquisition & Services Manager	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000495	Public Information Officer	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000691	Public Works Inspection Manager	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000690	Public Works Inspection Supervisor	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000228	Public Works Inspector	60,882	69,576	16.00	1,106,273	16.00	1,111,577	16.00	1,111,577
30000229	Public Works Inspector, Sr	66,040	77,792	10.00	777,960	10.00	777,960	10.00	777,960
30000828	Records Specialist	33,738	48,443	1.00	47,284	1.00	48,444	1.00	48,444
30000481	Risk Specialist	58,573	78,083	1.00	65,688	1.00	67,704	1.00	67,704
30000482	Risk Specialist, Sr	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000485	Safety & Risk Officer I	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30001958	Statistician	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000054	Storekeeper/Acquisition Specialist II	46,155	56,451	3.00	159,048	3.00	163,908	3.00	163,908
30000056	Storekeeper/Acquisition Specialist III	52,146	64,834	1.00	52,152	1.00	52,152	1.00	52,152
30000468	Stores System Supervisor II	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30001078	Sustainable Stormwater Division Mgr	86,466	115,149	1.00	112,860	1.00	115,140	1.00	115,140
30000675	Wastewater Collections System Manager	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30000676	Wastewater Operations Group Manager	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000163	Wastewater Operations Specialist	57,408	66,914	4.00	265,692	4.00	266,833	4.00	266,833
30000161	Wastewater Operator II	49,982	62,275	41.00	2,479,080	41.00	2,506,334	41.00	2,506,334
30000674	Wastewater Treatment Manager	92,976	125,986	2.00	224,220	2.00	231,457	2.00	231,457
30000673	Wastewater Treatment O&M Supervisor	71,302	95,389	5.00	432,009	5.00	441,894	5.00	441,894
30000656	Water Resources Program Manager	71,302	95,389	5.00	459,426	4.80	457,860	4.80	457,860
30000659	Watershed Division Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000667	Watershed Revegetation Program Manager	71,302	95,389	1.00	78,024	1.00	80,684	1.00	80,684
30000666	Watershed Revegetation Program Supvr	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000660	Watershed Services Group Manager	99,861	139,464	1.00	114,858	1.00	119,568	1.00	119,568
TOTAL FULL-TIME POSITIONS				515.00	40,889,719	531.30	42,386,883	530.30	42,298,443
30000321	Botanic Spec II-Ntrl Resource Ecologist	57,845	73,778	0.90	66,396	0.88	64,920	0.88	64,920
30000358	Engineering Associate, Sr-Civil	74,922	95,534	0.90	85,980	0.50	45,492	0.50	45,492
30000339	Environmental Specialist-Generalist	65,915	84,178	0.90	75,756	0.70	60,312	0.70	60,312
30000464	Program Coordinator	64,605	86,154	0.90	77,544	0.90	77,544	0.90	77,544
TOTAL PART-TIME POSITIONS				3.60	305,676	2.98	248,268	2.98	248,268
30000433	Administrative Specialist, Sr	44,949	69,181	0.00	0	0.00	0	1.00	46,788
30000359	Engineering Associate, Sr-Electrical	74,922	95,534	0.00	0	0.83	75,820	0.83	75,820
30000353	Engineering Associate-Civil	61,589	82,514	1.00	63,114	1.00	66,258	1.00	66,258
30000325	Engineering Technician II	54,267	69,243	1.00	54,264	1.00	56,024	1.00	56,024
30000662	Environmental Program Coordinator	64,605	86,154	1.00	86,160	0.00	0	0.00	0
30000338	Environmental Technician II	54,267	69,243	2.00	113,808	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				5.00	317,346	2.83	198,102	3.83	244,890
GRAND TOTAL				523.60	41,512,741	537.11	42,833,253	537.11	42,791,601

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.

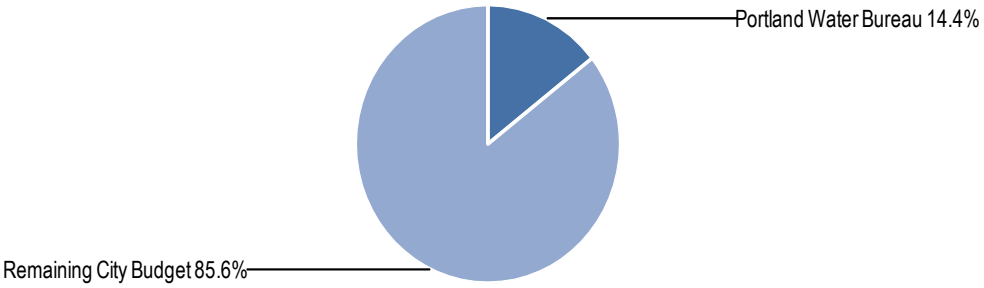
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	235,783,574	0	235,783,574	521.70	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	488,448	0	488,448	7.00	Increases to maintain current service level
	250,000	0	250,000	0.00	Manhole inspections
	160,204	0	160,204	2.00	Environmental compliance and monitoring
	0	0	0	3.00	Capital program support
	132,310	0	132,310	1.00	Administrative enhancements
	214,608	0	214,608	1.00	Equity enhancements
	254,052	0	254,052	1.00	Emergency preparedness
	100,209	0	100,209	0.00	CBO interagency for PUB
	(133,392)	0	(133,392)	0.41	Tech adjustments - Sewer System Operating Fund
	1,025,000	0	1,025,000	0.00	Return of funds to ODOT - No project planned
	(500,000)	0	(500,000)	0.00	Eliminate double-budgeted item
	7,788	0	7,788	0.00	Tech adjustments - Environmental Remediation Fund
Approved Budget Additions and Reductions					
	72,984	0	72,984	1.00	Limited term created in FY 2014-15
	179,610	0	179,610	0.00	Personnel services adjustments
	15,000	0	15,000	0.00	Technical adjustments
Adopted Budget Additions and Reductions					
	36,455	0	36,455	(1.00)	Tech adjustments - Sewer System Operating Fund
	64,982	0	64,982	0.00	Tech adjustments - Environmental Remediation Fund
	2,368,258	**0**	**2,368,258**	**15.41**	**Total FY 2015-16 Decision Packages**
			238,151,832	**537.11**	**Total Adopted Budget**

Portland Water Bureau

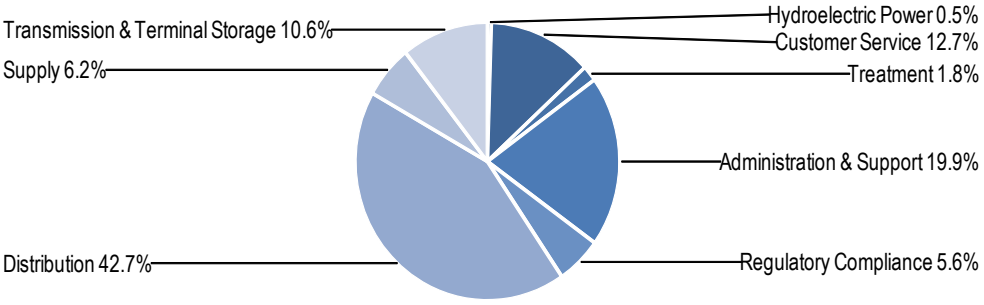
Public Utilities Service Area

Nick Fish, Commissioner-in-Charge
David Shaff, Administrator

Percent of City Budget

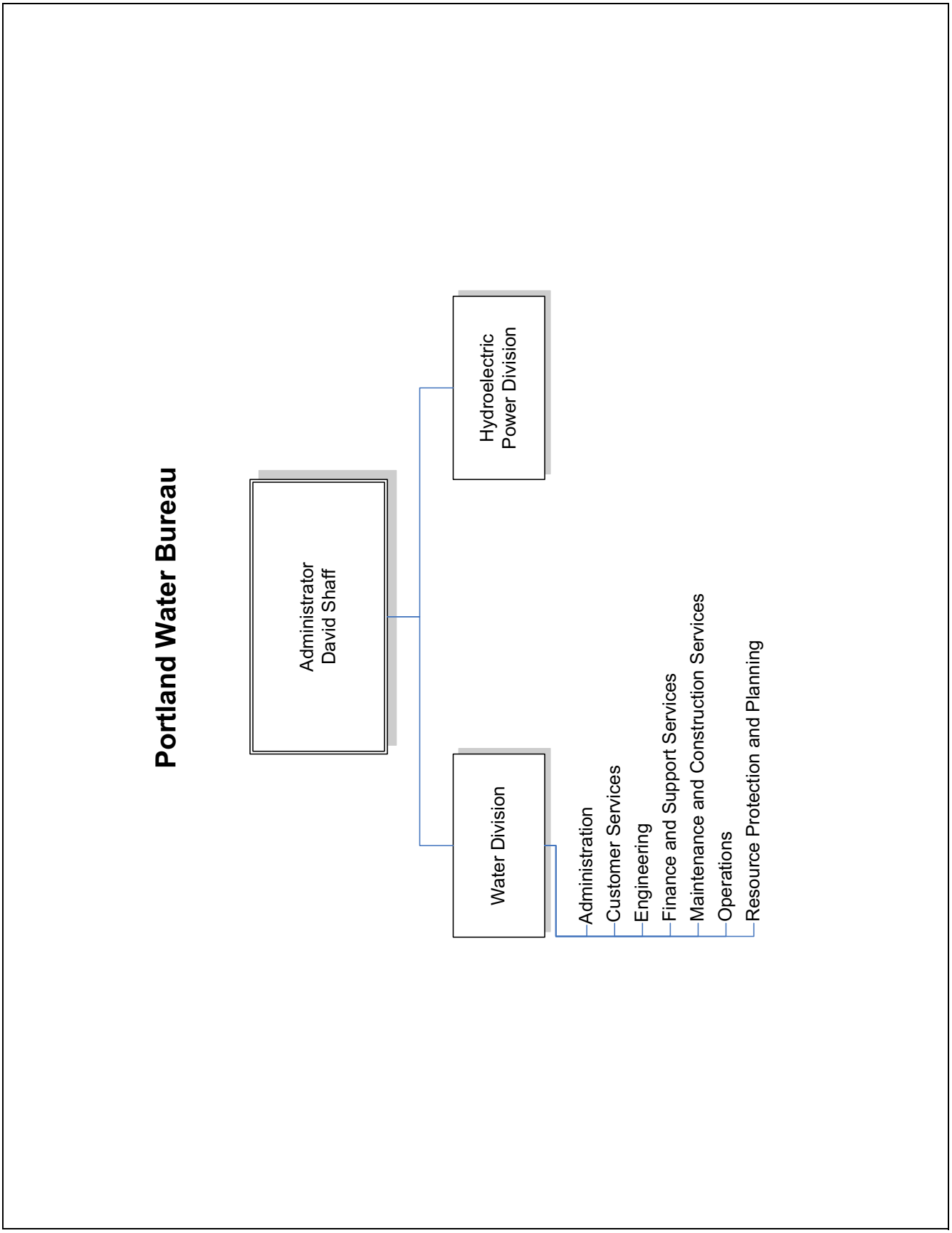


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	535,622,796	465,491,794	(70,131,002)	(13.09)
Capital	87,640,000	68,770,750	(18,869,250)	(21.53)
Total Requirements	**623,262,796**	**534,262,544**	**(89,000,252)**	**(14.28)**
Authorized Positions	567.35	567.45	0.10	0.02


Portland Water Bureau
Administrator
David Shaff
Hydroelectric
Power Division
Water Division
Administration
Customer Services
Engineering
Finance and Support Services
Maintenance and Construction Services
Operations
Resource Protection and Planning

Bureau Summary

Bureau Mission

The mission of the Portland Water Bureau is:

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

Bureau Overview

The Portland Water Bureau has two divisions, the Water and Hydroelectric Power Divisions. The Water Division is responsible for construction, maintenance, and operation of Portland's municipal water system. The bureau's Hydroelectric Power Division is responsible for all aspects of the Portland Hydroelectric Project (PHP) administration and operations.

Water Division

The Water Division ensures that the water system can provide a sufficient quantity of high-quality water to satisfy the existing and future needs of the community. Approximately 950,000 people, about one-quarter of the state's population, are served by the Water Division. Retail customers use about 60% of the water sold, and wholesale customers use the remaining 40%. Portland has wholesale contracts with 20 water purveyors, including cities, water districts, private water companies, and a people's utility district. Retail water sales account for approximately 85% to 90% of water sales revenue; wholesale accounts make up 10% to 15% of revenues.

The Water Division is organized around seven major programs that encompass all of the division’s work:

- Supply - to protect and maintain the City's two water sources to ensure a reliable supply of high-quality water
- Treatment - to apply treatment processes to meet federal and state water regulations and ensure the water is safe to drink
- Transmission and Terminal Storage - to maintain the condition and reliable operation of the large pipes and large reservoirs that convey and store water between the supply sources and retail and wholesale distribution points
- Distribution - to maintain the condition and reliable operation of the pipes, pump stations, hydrants, valves, meters, pressure regulators, services, and other assets that convey water to retail customers in the city
- Regulatory Compliance - to monitor and meet multiple state and federal regulations for operating and providing water
- Customer Service - to assist customers and provide water efficiency resources, billing, collection, permitting, and security of bureau properties
- Administration and Support - to provide asset management, strategic planning, financial management, data management, and human resource functions

Hydroelectric Power Division

The Hydroelectric Power Division is responsible for regulatory issues and power sales related to hydroelectric projects at two dams in the Bull Run watershed and the Vernon Station Hydroelectric Project. Staff coordinate with Portland General Electric on issues related to operations and power sales, ensure compliance with regulations, and coordinate project financial matters including the administration of Portland's Hydroelectric Power Revenue Refunding bonds and related trust indenture requirements.

Strategic Direction

The strategic direction of this budget is to continue to provide balance among the following priorities:

- Delivering an essential service at a reasonable value
- Aligning services with City priorities
- Providing customers with greater convenience in how they pay their water, sewer, and stormwater bills
- Repairing, rehabilitating, or replacing aging and high-risk assets
- Providing prudent financial management in the context of decreasing demand for water
- Continuing to meet all regulatory requirements

Budget Guidance

Mayor Hales' budget guidance for FY 2015-16 budget development was to propose a stabilized budget again. The General Fund bureaus were not asked to submit budget reductions in the FY 2015-16 budget process and were asked to submit a requested budgets at current appropriation level. Bureaus were asked to focus on realigning existing resources more directly on core mission and Council priorities. Commissioner Fish provided budget guidance to the Water Bureau and Bureau of Environmental Services to submit a budget with a combined bill increase of no more than 5.0%.

Budget Advisory Committees

The bureau's budget process includes a Budget Advisory Committee (BAC) consisting of Bureau management, citizens, front-line staff, labor representatives, staff from City Budget Office, representative from Citizen Utility Board (CUB), and members of the Portland Utilities Review Board (PURB). The bureau is proposing a lower retail rate increase than forecasted for FY 2015-16. The retail rate increase for FY 2015-16 is 7.0%. The lower retail rate increase for FY 2015-16 was achieved primarily through operating and capital savings in FY 2013-14, a lower bond interest rate for the 2014 Water Revenue bonds, and lower-than-anticipated inflation. The BAC, PURB, and CUB supported the Bureau's FY 2015-16 Budget including budget realignments, Five-Year Capital Improvement Plan, and the retail rate increase.

In June 2014, Mayor Hales and Commissioner Fish announced the formation of a twelve-member Utility Oversight Blue Ribbon Commission (BRC). The commission comprised members representing a variety of technical and management expertise including public and private utilities, engineering, communications, environmental science, and organizational development, as well as a wholesale water customer and a representative of the independent Citizens' Utility Board of Oregon.

The Blue Ribbon Commission recommended that City Council establish the Portland Utility Board to replace the existing Portland Utility Review Board and Bureau Budget Advisory Committees for the Water Bureau and BES and authorize PUB to have an expanded role in the Water Bureau and BES planning and budgeting process and formal interactions with the Commissioner-in-Charge, Mayor, and City Council during budget development and adoption. The PUB is expected to be established by fall of 2015 in time for the FY 2016-17 budget development process.

Forecast Retail Water Demand

The bureau continues to struggle with the financial impacts of declining retail water demand. Demand for water has been decreasing since FY 2003-04. Retail water sales for FY 2014-15 are expected to continue to be lower than originally planned. The retail water demand forecast of 25.1 million hundred cubic feet (ccf) for FY 2015-16 represents a reduction of 0.9 million ccf from the FY 2014-15 water demand plan. Water demand projections remain a key factor in setting water rates. As customers purchase less water, there is a corresponding loss in revenues that creates a need for either service reductions or rate increases due to proportionally fewer units (in ccf) of water sold to fund the fixed costs of the utility. More than 95% of Portland Water Bureau system costs are considered fixed in the short term. This is similar to most water utilities in the United States.

Monthly Billing Statement Update

In early 2014, the Monthly Statement Program was made available to all residential customers currently billed quarterly who wished to receive monthly statements. Under this program, customers' meters continue to be read quarterly. Instead of receiving a quarterly bill, customers receive approximately a third of the quarterly bill charges per month for each of the three months in the billing period. Previously, customers were required to receive electronic billing to participate in this program. In November 2014, the bureau removed the requirement of receiving electronic bills in order to participate in the Monthly Statements Program. All quarterly residential customers may request to participate in this program.

Performance Management

The City is transitioning from measurement and reporting to management and improvement. The City is enhancing the performance management system to use performance to inform budget decisions, improve the quality of current performance measures, and foster a performance-focused culture. The City will be using dashboards to better communicate the quality and breadth of services it provides. The bureau has identified Key Performance Measures in the following program sections.

Portland Hydroelectric Project Operations

There are currently numerous needs for repair or replacement of aging components to keep operations safe and reliable. Funding is included in the Hydroelectric Power Division's FY 2015-16 Adopted Budget.

Summary of Budget Decisions

Water Division Budget

The Water Bureau's total budget is $534.3 million with 567.45 FTE. The budget includes two packages that will increase the total budget by $146,037 and 0.50 FTE. The capital program budget is $68,770,750 and the operating budget is $83,722,398.

Realign Staffing

The Water Bureau identified efficiencies and realigned staff to focus on providing support to the bureau's core mission. The FY 2015-16 Adopted Budget includes converting the limited-term full-time Water Security Specialist to a permanent full-time position, converting a .50 FTE Office Support Specialist II to a full-time permanent job-share position and eliminating a full-time permanent Office Support Specialist II. The total impact is an increase of $45,828 and .50 FTE.

Public Utility Board Position

A second decision package will provide $100,209 to fund the City Budget Office's decision package that provides staff support to the new Portland Utility Board (PUB). This position will be a dedicated technical staff to PUB to provide independent analysis and review.

Water Rate

The FY 2015-16 retail water rate increase is 7.0%. The forecasted water rate increase for FY 2016-17 is 9.4%, FY 2017-18 is 9.4%, FY 2018-19 is 7.3% and FY 2019-20 is 7.3%

Hydroelectric Power Division Budget

The Hydroelectric Power Division's operating budget is $750,667. This budget supports the division's administrative and operational costs by using revenues generated from power sales. The division's budget includes 2.25 FTE positions.

Capital Budget

Capital Summary

CIP Highlights

The Portland Water Bureau's Five-Year Capital Improvement Plan (CIP) includes about $391 million in water system investment needs for the five-year period beginning in FY 2015-16. The FY 2015-16 CIP budget is approximately $69 million. The bureau's budget consists of seven primary programs: Customer Service, Distribution, Regulatory Compliance and Water Quality, Supply, Support, Transmission and Terminal Storage, and Treatment.

Several past simultaneous large CIP commitments in the Transmission and Terminal Storage Program - including construction of the large enclosed finished water storage reservoirs at Powell and Kelly Buttes - will be essentially complete. This will allow the Mount Tabor uncovered reservoirs to be disconnected from the distribution system by the December 31, 2015, deadline agreed to by the US EPA and the Oregon Health Authority for compliance with the uncovered reservoir requirement in the federal Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule). In the upcoming five years, uncovered storage at Washington Park will be replaced as the program focus shifts to replacement and maintenance of conduits and transmission assets. The program is allocated about 27% of the CIP budget.

About 60% of the proposed investments for the FY 2015-20 CIP are allocated to the bureaus' Distribution Program. The distribution system includes a network of pipes encompassing the entire city, pump stations to lift water, storage tanks that hold water, and other equipment such as hydrants and valves. Many parts of the distribution system are decades-old, and sometimes a century-old, original pipes

and equipment that are near or at the end of their beneficial lives. Projects include reducing risks to vulnerable mains in several service areas; making improvements to three water pump stations and a storage tank; replacing aging customer service piping, system meters, and hydrants; seismic upgrades to a key pipe crossing of the Willamette River; and completing upgrades to the bureau's Interstate Maintenance Facility work center and storage yard.

Projects in the Customer Service, Regulatory Compliance, Water Quality, Supply, Support, and Treatment Programs make up the remaining amount. Projects include updating the emergency standby generator at Headworks and making electrical power supply improvements at the Groundwater Pump Station.

Major Issues

The bureau's focus for the upcoming five-year period continues to be the management of the aging distribution system assets. Many of the projects in the FY 2015-16 Adopted CIP address priority areas that provide the greatest benefits in terms of reducing risks and improving reliability and resiliency. The FY 2015-16 Adopted Budget emphasizes the following key strategies and goals:

- Continuing compliance with all water-quality and environmental regulations
- Choosing cost-effective projects to address maintenance, renewal, and replacement needs for aging and high-risk assets
- Enhancing water-system resiliency to withstand seismic events
- Supporting citywide planning goals for growth and neighborhood improvement

Changes from Prior Year

The majority of the work for the storage improvements necessary to comply with the LT2 regulations on uncovered reservoirs has been completed. The water storage at Powell Butte and Kelly Butte will be in service and the uncovered reservoirs at Mount Tabor will be removed from the distribution system by December 31, 2015. This leaves improvements at Washington Park as the remaining significant project to disconnect all uncovered water storage from the drinking water system. This five-year budget request includes major projects that provide long-term benefits or reductions in risk to the system. The major projects include the following:

- Replacement of a seismically vulnerable main that crosses the Willamette River
- Replacement of the 100-year-old Fulton Pump Station to improve the reliability of water service and reduce energy costs
- Construction of improvements to the Groundwater Pump Station electrical supply to improve reliability
- Completion of the replacement of the 85-year-old Interstate Maintenance Building to bring the facility up to current seismic code requirements
- Upgrades to the backup electrical generator that serves the Headworks Facility to increase standby power capacity and reliability
- Replacement of identified higher-risk pipes in the Distribution Mains network
- Improvements to the Greenleaf and Verde Vista Pump Stations to eliminate an aging storage tank and increase system reliability

The FY 2015-16 Adopted Budget is consistent with the FY 2015-16 amount requested in the financial plan last year. At about $69 million, this is about $28 million less than was adopted in the FY 2014-15 CIP budget. New major projects now part of the CIP include over $2 million in distribution mains and the two new major pump station projects.

Council Goals and Priorities

In April 2012 the City Council adopted the Portland Plan as its guiding framework for strategic growth and improvements. The plan includes goals for healthy Portlanders, accessible neighborhoods with transportation options, and public safety. The bureau supports these goals through its mission of reliably providing excellent quality water that meets or exceeds all regulations; providing the highest value to customers through best practices; responsibly stewarding water system fiscal, natural, and built resources; and providing a system that supports community objectives and the City's vision.

Criteria

Bureau projects in the CIP budget meet at least one of the following criteria: compliance with water quality or environmental regulations, maintaining reliable service, supporting properly functioning equipment, reducing system risk, supporting other agencies' project needs, and emergency preparedness. The Portland Water Bureau selects projects for inclusion in the budget based on the listed criteria, an analysis of project benefits and costs and a consideration of the logistics of rate increases, opportunities to share costs with interagency partners, revenue opportunities, and regulatory requirements.

Capital Planning and Budgeting

Capital Planning Process

Most bureau project proposals are identified through long-range planning studies such as master plans and asset-specific analyses of systems, service areas, or groups of assets. Bureau decision-makers weigh individual projects against wider bureau issues and requirements. If projects are recommended to move forward, planning staff conducts detailed studies. PWB uses industry practices in benefit-cost analysis and risk assessment to identify and weigh project alternatives.

Project initiation and planning includes several decision-making points. For major projects, an initial concept report includes evaluations of project alternatives and recommendations for further consideration. PWB senior management uses the initial findings to narrow alternatives and approve next steps. If approved, a project undergoes more formal evaluation in a Project Validation Report (PVR). The PVR includes benefit-cost analysis and risk assessments, which weigh proposed solutions and identify benefits. PWB selects and ranks capital projects with consideration for the magnitude and necessity of the project.

Each year, PWB engages the public in developing its budget and the CIP. For three months during the bureau's capital budget development, the bureau meets with a Budget Advisory Committee (BAC), which is made up of citizen stakeholders and bureau staff and management. BAC members review bureau projects and provide feedback on the proposed budget. Once the bureau's advisory committee process is complete, the city-wide budget review provides a second opportunity for input. In addition, all CIP projects that affect neighborhoods or that require city, state, or federal permitting include a period of public outreach and involvement.

City Comprehensive Plan

The Portland Comprehensive Plan sets clear standards for maintaining and developing water system resources to ensure reliability, adequacy of supply, and water quality. The Comprehensive Plan also includes six integrated goals for prosperity, education, human health, environmental health, resilience, and equity. The bureau's capital program specifically supports the community's goals for prosperity, human health, environmental health, and resilience.

The projects in the bureau's CIP budget support the Comprehensive Plan by providing for maintenance of the city's water system and developing new facilities in a proactive, strategic, and cost-effective manner. Capital projects provide emergency repairs, new services, the replacement of aging assets, and improved or backup services to ensure the long-term expansion of neighborhoods and business centers.

Supporting human health is a key part of the bureau's mission. The reliable delivery of clean water that exceeds regulatory standards is supported by bureau programs and projects. The bureau also considers the supply of water and hydrant placement for fighting fires as part of the consideration for funding a project.

Many bureau projects and programs support environmental health. PWB's Bull Run Habitat Conservation Plan includes habitat improvement projects for endangered species. The bureau's renovation and new construction projects for occupied facilities incorporate sustainability goals wherever possible. The renovated Interstate Facility anticipates receiving a Leadership in Energy and Environmental Design (LEED) Silver rating. Changes made through the bureau's Asset Management Program have reduced the energy used at pump stations. PWB measures its progress in lowering carbon emissions in an annual Carbon Footprint Report and assesses energy use in capital projects and operations.

Building in resilience to the water system is part of the bureau's core mission. The bureau's Asset Management Program regularly evaluates assets at risk from natural or human-caused events and provides recommendations for reducing risk and improving resiliency.

The bureau's noncapital work also supports the Comprehensive Plan goals. Water Efficiency Program staff reach out to citizens and businesses, offering education and technical assistance. PWB actively educates the community about exposure to lead hazards and offers free tests for lead in drinking water. A financial assistance program, available to qualifying customers, may provide a bill discount, crisis assistance voucher, and other services.

Financial Forecast Overview

The CIP is an integral element in the development of PWB's financial plan, because the size of the CIP has a significant effect on water rates. The mix of projects in the CIP is also important. Projects related to supply and transmission enhancements serve wholesale and retail customers alike and costs are shared with wholesale customers; but costs for projects related to the distribution system are mostly allocated to retail customers. The method chosen to finance projects affects rates as well. Specifically, the balance between debt and cash financing affects the debt service coverage targets as do bond terms and structures.

PWB staff has calculated the projected water rates for the five-year financial forecast based on the CIP and Operations and Maintenance (O&M) budgets and other factors affecting rates. Those factors include projected demand estimates, inflation factors, and other economic factors such as interest rates.

Retail Rate Impact

The forecasted required revenue is based on total costs that are expected to be recovered from water sales, regardless of from whom they will be collected. The revenue requirements must be allocated between wholesale and retail customers to determine the specific customer class rate revenue impact. Contractual provisions specify the method of allocating costs to wholesale customers. Retail rates are set on a residual cash basis to recover the portion of the total cash basis revenue requirements not allocable to wholesale customers. After deducting all other revenue sources, including wholesale revenues, the PWB's retail rate increase for FY 2015-16 is 7.0%.

Water Construction Fund

Capital investments in the water system are funded through the Water Construction Fund. The Water Construction Fund is financed from three major sources: transfers from the Water Fund (primarily water sales revenues), net proceeds from revenue bond sales, and construction fund revenues (direct reimbursements, system development charges, and interest earnings). These monies fund indirect capital costs (overhead and interest) as well as direct project costs. For this CIP, approximately 42% of capital requirements are funded with current resources; the balance will come from bond proceeds.

Cash/Water Sales Financing

The PWB has two debt service coverage planning standards for rate setting. PWB's target minimum debt service coverage ratio is 1.90 on first-lien bonds (1.25 per bond covenant). The debt service coverage ratio on combined first- and second-lien stabilized bonds is 1.75 stabilized net revenue (1.10 per bond covenant). In managing the second-lien stabilized test, PWB employs a rate-stabilization account that also serves the dual purpose of a rainy day fund. Managing these two ratios together reflects the PWB's strategy to optimize its capital financing strategies, thus maximizing its existing resources.

Debt Financing

Pursuant to the City Charter, state statutory authority, and City Council approval, the PWB may issue debt in the form of revenue bonds. By City Charter, the WCF is the recipient of net proceeds from bond sales to fund capital improvements. Bond reserves are deposited in the Water Sinking Fund. The PWB plans to issue revenue bonds every two years to provide necessary debt financing for the capital program. About $146 million in revenue bonds are next scheduled for sale in the fall of 2016.

Water Construction Fund Revenues

The PWB's level of WCF revenues is determined mainly by the actions of external parties, with the majority of these revenues coming from service and main installations ($4.7 million projected for FY 2015-16) and interagency capital revenues ($1.6 million projected for FY 2015-16).

Operations & Maintenance and Capital Studies

The CIP also includes a small portion of project expenditures that cannot be funded through the WCF. These expenditures generally occur as capital studies, preliminary engineering, and other work that does not meet the capital criteria of a betterment, improvement, or addition to the water system as set forth by city policy or industry practice. The CIP includes about $3.8 million of O&M and studies in FY 2015-16. The total amount budgeted for O&M and studies over the five years is $21.4 million. As an operating cost, these are 100% cash-financed, usually from water sales.

Asset Management and Replacement Plan

The bureau's assets are currently worth close to $8 billion. Many asset groups include equipment that was installed when the water system was originally built. Although the bureau has been a diligent steward of its assets, the aging components are, in many cases, nearing the end of their useful lives. These aging assets make the bureau vulnerable to risks ranging from high operating costs for energy and maintenance to sudden catastrophic failure or natural disasters.

Asset management involves using engineering, economics, and business expertise to identify the most cost-effective way to maintain, repair, and replace assets. At the heart of asset management is risk assessment, consisting of an analysis of the likelihood and consequences of asset failure. The bureau has developed asset management plans that provide strategies for proactively managing asset risk. The Asset Management Program supports the bureau's goal to ensure the longest possible useful asset life as well as the most cost-effective replacement strategy.

Capital Programs and Projects

Capital Program Descriptions

Customer Service Program

The focus of the Customer Service Program is customer contact, billing and collection, water conservation, and providing for the bureau's facilities and grounds, including the security function. One of the goals of this CIP program is to improve security and emergency preparedness for water system assets.

Distribution Program

The Distribution Program provides water to customers through the system of distribution mains and related facilities. The Distribution Program ensures the reliability and expansion of the piping, pumping, and storage network that primarily distributes water from terminal storage reservoirs to retail customers. The program provides for the ongoing installation and replacement needs for 2,100 miles of distribution mains, which includes control valves, fire hydrants, drinking fountains, and customer service connections, in addition to pump stations, storage tanks, large-diameter distribution-system transmission mains, and pressure-regulating stations. Several large elements of this system, about $250 million worth, including some of the oldest pump stations and tanks, are nearing or have reached the end of their useful lives.

Other capital projects in this program provide for the relocation of, and adjustments to, water pipes and facilities to accommodate transportation and other public-agency projects.

Regulatory Compliance Program

The Regulatory Compliance Program provides for meeting federal and state standards for drinking water quality and for meeting environmental standards related to the bureau's operations in the Bull Run Watershed and the Columbia South Shore Well Field.

The bureau maintains an exemption to the federal Surface Water Treatment Rule that otherwise requires filtration for a water source. Maintaining this status requires regular monitoring and reporting on the status of the water system in the Bull Run Watershed. Through the exemption, the bureau also avoids the cost of building a facility under the Treatment Program.

In addition, in 2012, OHA granted a variance to the LT2 requirement for treating the water for Cryptosporidium, a disease-causing microorganism. The variance will be in effect until April 2022 as long as PWB is able to meet conditions for monitoring, maintaining legal protections, managing the watershed, and reporting. With this variance, PWB avoids the cost of constructing and operating a water treatment facility.

Supply Program

The focus of the Supply Program is maintaining the reliability of the water supply through effective management of the bureau's assets. The Supply Program includes both the Bull Run Watershed and the Columbia South Shore Well Field.

Projects in the Bull Run Watershed address the proper functioning of watershed assets, such as the dams and the intake and treatment facilities. Proper functioning of these assets helps the bureau to continue to operate an unfiltered system.

Support Program

The Support Program includes ongoing bureau work supporting other programs in areas such as finance, data management, human resources, project planning, and master planning. The bureau staff use asset management methods - such as evaluations of risk, lifecycle costs, and benefit-cost ratios - as part of the project planning process. Master planning identifies the need for, and timing of, improvements or infrastructure acquisition as well as the most effective asset-management strategies for investing in bureau assets.

Transmission and Terminal Storage Program

The Transmission and Terminal Storage Program includes assets that convey water from water supply facilities to points in the retail distribution and the wholesale connection systems. Assets in this program include the large conduits and transmission mains as well as the large terminal reservoirs, Powell Butte, Kelly Butte, Mount Tabor, and Washington Park. The program provides for the rehabilitation, replacement, and expansion of these transmission system assets.

Treatment Program

The Treatment Program provides for meeting or exceeding federal and state requirements for a public water system utilizing an unfiltered surface water source and a groundwater source. The program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring. PWB also operates under the terms of a 10-year variance from the portion of the LT2 rule that requires the treatment of Bull Run source water for Cryptosporidium. While the variance is in effect, the bureau will avoid the costs associated with constructing a treatment facility to address Cryptosporidium.

Funding Sources

Projects are funded from a combination of net proceeds from revenue bond sales, water sales revenue, interagency and other construction fund revenues such as system development charges and interest earnings. These monies fund indirect capital costs (overhead and interest) as well as direct project costs. For this CIP, approximately 42% of capital requirements are funded with current resources; the balance will come from bond proceeds.

Following the successful bond sale in December, 2014, additional sales are planned every 2 years. Proceeds totaling $254 million are to be used to fund capital costs in the five-year period.

Capital revenues provide approximately $49 million across the five years. Capital revenues include primarily system development charges, new services or mains, City interagency revenues, and sales of assets. Cash-financed capital funding from rate revenues provide approximately $156 million across the five years.

Major Projects

Customer Service

There are no major projects in the Customer Service program. The five-year budget includes some ongoing funding to enhance security and complete minor improvements to grounds and non-operating facilities.

Distribution

About 5% of the distribution system elements are nearing or have reached the end of their useful lives. Major FY 2015-16 projects include: (1) replacing the 100-year-old Fulton Pump Station to reduce energy costs and improve reliability, (2) finishing improvements to Raymond Tank to reduce energy and maintenance costs, (3) replacing a high-consequence pipe crossing of the Willamette River, (4) improving Greenleaf Pump Station to eliminate the need for the Penridge storage tank and improve fire flow near Forest Park, and (5) upgrading the Verde Vista Pump Station so that it can supply both the Pittock and Calvary Tanks and provide for the decommissioning of Burnside Pump Station, and (6) replacing the Council Crest Tank roof to reduce the risk of failure during a wind, ice, or seismic event.

Other major Distribution Program projects provide for the relocation of and adjustments to water pipes and facilities to accommodate for interagency projects. The Interstate Maintenance Facility is also included in this program.

Regulatory Compliance

There are no major projects in this program. The ongoing habitat improvement projects in this program are described in detail in the Bull Run Water Supply Habitat Conservation Plan, the bureau's compliance planning document and regulatory agreement with the National Marine Fisheries Service.

Supply

Major projects in the Supply Program projects for the Bull Run Watershed are four large road-repair projects. Segments of the primary access and primary backup roads to key water supply facilities are being resurfaced.

Projects in the Groundwater Program focus on maintaining the installed capacity and reducing the vulnerability of the well field. This includes replacing some elements of the electrical supply equipment necessary to pump groundwater. The five-year CIP does not include a major expansion of the well field beyond the current capacity.

Support

The Support Program includes funding each year for master planning for capital projects.

Transmission and Terminal Storage

With Powell Butte and Kelly Butte storage now in service, only final site improvements, cleanup and project closeout remain to complete the projects. PWB expects to meet the December 31, 2015, deadline to disconnect the open reservoirs at Mount Tabor from the drinking water system. Design continues for the improvements for the Washington Park reservoir complex and construction is expected to continue at Mount Tabor, to implement piping adjustments. Another major project is the replacement of the Rockwood meter vault to meet wholesale obligations.

Treatment

Projects in the Treatment Program provide needed reliability improvements at the water intake and treatment facilities. Proper functioning of these assets helps the bureau to continue to operate an unfiltered system. If the bureau does not meet the terms of its LT2 variance, it could be required to build a facility to treat water for Cryptosporidium. For FY 2015-16, a major project in the Treatment program is the design for the replacement of an emergency standby generator, fuel tank, and related electrical components at the Headworks Facility in the Bull Run Watershed.

Net Operating and Maintenance Costs

Operating and maintenance (O&M) costs, when applicable, are estimated as part of the project feasibility study and preliminary evaluations. The costs generally include labor, electricity or fuel, and chemicals. Changes in the cost of energy and chemicals are normally much easier to identify and estimate than labor or efficiency savings.

Much of the CIP is dedicated to the ongoing renewal and replacement of the core components of the water system: the pipes, valves, hydrants and other system appurtenances used to distribute water to retail customers. These long-life passive assets, typically buried and not visible, do not require much in the way of regular O&M. Following initial installation, only occasional specific maintenance is conducted, such as flushing pipelines, verifying water control valve operation and testing fire hydrant flow. Due to the large inventory of these assets, completed renewal projects may result in only a nominal net change in O&M costs because the site-specific maintenance cost is so minimal.

For example, the replacement of pipes with a high frequency of leaks will result in reduced reactive O&M due to fewer leak repairs. However, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the O&M budget. Other infrastructure, such as pump station improvements, may increase O&M costs when additional facilities are constructed or capacity added. Most improvements are to reconstruct existing facilities, and the net change in O&M expense is insignificant.

When new facilities are built, the O&M cost can affect water rates. For the City's new Emergency Coordination Center, the PWB portion of the average annual building expense is estimated to be $300,000. Following construction, O&M cost increases slowly as warranties from the initial construction expire and routine maintenance increases. The full annual cost will be realized in FY 2015-16.

Supply

Description

The provision of water in the quantities desired by customers is a key portion of the mission of the bureau. The Supply Program is focused on providing the water to retail and wholesale customers. The program includes both water from the Bull Run Watershed and water from the Columbia South Shore Well Field. In total, these systems supply a population of nearly 950,000 people and Portland-area businesses.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The Bull Run Watershed provides 95% or more of the City's annual water supply under normal operating conditions.

Changes to Services and Activities

No significant changes from prior year.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	25.00	20.00	23.00	23.00	23.00
Expenditures					
Bull Run Watershed	2,589,224	3,556,990	5,297,359	5,775,413	5,775,413
Groundwater	1,261,160	2,028,648	1,761,364	3,682,719	3,682,719
Total Expenditures	**3,850,384**	**5,585,638**	**7,058,723**	**9,458,132**	**9,458,132**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of city's water supply provided by Bull Run watershed under normal operating conditions	99%	99%	95%	95%	95%

Treatment

Description

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

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Treatment Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau's target is to have no violations of state and federal drinking water regulations (see Regulatory Compliance section).

Changes to Services and Activities

No significant changes from prior year.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Expenditures					
Water Program Treatment	2,922,303	4,115,203	3,256,061	2,791,734	2,791,734
Total Expenditures	**2,922,303**	**4,115,203**	**3,256,061**	**2,791,734**	**2,791,734**

Transmission & Terminal Storage

Description

The Transmission and Terminal Storage Program is for the conveyance of water from the supply sources to the city, including the terminal storage reservoirs at Powell Butte, Mount Tabor, and Washington Park.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Transmission and Terminal Storage Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

There are no simultaneous conduit or transmission main outages that cause disruption of service to customers except in the case of natural vulnerability events that occur less often than once every 100 years or in the case of planned maintenance shutdowns.

Changes to Services and Activities

The budget reflects a reduction as a result of putting Powell Butte and Kelly Butte storage into service.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Expenditures					
Conduits/Transmission	1,360,151	1,108,193	2,182,933	1,241,619	1,241,619
Terminal Reservoirs	64,601,492	60,417,387	34,608,782	15,053,564	15,053,564
Total Expenditures	**65,961,643**	**61,525,580**	**36,791,715**	**16,295,183**	**16,295,183**

Distribution

Description

The Distribution Program is directed at the reliable conveyance of water from the terminal storage reservoirs through the customer meters. This program includes tanks to store water and maintain system pressures, meters to accurately record usage for billing purposes, hydrants for fire-protection and line-flushing purposes, and valves to alter or stop water flows under various circumstances such as line breaks or fire needs. This program includes the repair, rehabilitation, or replacement of distribution system assets.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Distribution Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The program performance metrics include the following goals:

- No more than 5% of customers will be out of water for more than 8 hours a year
- No customer will be out of water more than 3 times per year
- Maintains a minimum service pressure of 20 pounds per square inch (psi) during normal demands 99% of the time
- Meet at least 80% of standards established for inspection, testing, repair and replacement of assets that are identified as medium, high or extreme risk
- More than 90% of flow control valves operate when needed

Changes to Services and Activities

The budget reflects a reduction due to the completion of Carolina Pump Station Main Extension Phase 2 project and substantial completion of the Interstate Facility Rehabilitation project.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	225.00	244.00	213.00	213.00	213.00
Expenditures					
Distribution Mains	23,205,316	16,656,779	18,277,857	24,320,806	24,320,806
Field Support	16,288,514	26,558,147	22,070,791	12,360,343	12,359,162
Fountains	654,487	347,818	105,441	99,683	99,683
Hydrants	3,402,958	3,408,677	3,082,653	2,354,046	2,354,046
Meters	2,559,543	2,392,234	2,610,923	2,647,608	2,647,608
Pump Stations/Tanks	14,853,546	10,444,919	8,822,282	16,299,512	16,299,512
Services	9,999,804	9,555,517	8,792,654	6,538,857	6,538,857
Valves/Gates/Regulators	580,004	916,356	936,481	806,560	806,560
Total Expenditures	**71,544,172**	**70,280,447**	**64,699,082**	**65,427,415**	**65,426,234**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of unplanned events leading to customers out of water for more than 8 hours	NA	1	2	2	2
Percentage of identified high risk assets addressed	95%	96%	80%	80%	80%
Effectiveness					
Percentage of flow control valves operational when needed	95%	100%	90%	90%	90%

Regulatory Compliance

Description

The Regulatory Compliance Program has primarily focused on meeting or exceeding all federal and state water quality requirements as well as other regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Regulatory Compliance Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau's goal is to have 100% compliance with state and federal drinking water quality regulations and 100% compliance with environmental regulations (including National Pollutant Discharge Elimination System permit requirements, Clean Water Act requirements, and Endangered Species Act requirements).

Changes to Services and Activities

No significant changes from prior year.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	45.00	45.00	45.00	45.00	45.00
Expenditures					
Regulatory Compliance	27,305,057	23,296,268	8,302,927	8,522,835	8,522,835
Total Expenditures	**27,305,057**	**23,296,268**	**8,302,927**	**8,522,835**	**8,522,835**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of violations of state and federal drinking water quality regulations	1	1	0	0	0
Number of violations of state and federal environmental regulations	0	2	0	0	0

Customer Service

Description

The Customer Service Program provides services including customer billing, payment collection, and staffing a call center for water, sewer, and stormwater services. It also provides water conservation, security, and grounds maintenance services for the Water Bureau. Emergency management and preparedness activities related to resilience and disaster recovery are funded through this program as well.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Customer Service Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau's measures of program performance include the following goals:

- Answer 80% of calls within 2 minutes
- Respond to 95% of customer inquiries or requests within 5 days
- Maintain a target of 75% of customers giving high or very high ratings on Auditor's Survey
- Work to increase the number of customer accounts that will be paid electronically to 40%
- Reduce the bureau's carbon emissions from 2007 levels
- Increase the percent of energy use from new renewable sources from 2007 levels

Changes to Services and Activities

The Customer Service program has eliminated one position in the Service Center by reallocating the duties within the work group. A limited-term Water Security Specialist position is converted to a permanent full time position assigned to the Bull Run Watershed in order to provide better security coverage and backup in the watershed.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	140.80	116.80	111.50	110.50	111.10
Expenditures					
Conservation/Sustainability	771,558	769,590	851,710	1,034,271	1,034,271
Customer Services	13,834,234	13,221,905	14,782,487	15,723,229	15,723,229
Grounds/Parks	747,863	695,805	617,604	652,672	652,672
Security/Emergency Management	7,283,328	4,620,612	1,947,604	2,018,635	2,018,635
Total Expenditures	**22,636,983**	**19,307,912**	**18,199,405**	**19,428,807**	**19,428,807**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Average minutes that customers are on hold before speaking to a customer service representative	1.50	1.52	2.00	2.00	2.00

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of customers giving high or very high ratings on Auditor's Survey	73%	62%	75%	75%	75%
Capacity of new renewable energy sources, kilowatts	315	323	400	400	400
Efficiency					
Percentage of customer inquiries or requests responded to within five business days	99%	99%	95%	95%	95%
Percentage of calls answered within 60 seconds	55%	43%	80%	80%	80%
Percentage of customer payment transactions made through preferred methods	50%	54%	50%	50%	50%
Bureau's annual carbon emissions in metric tons of CO2e	10,885	9,062	14,008	14,008	14,008

Administration & Support

Description

The Administration & Support Program provides financial management, strategic and asset management planning, data management, and human resource functions for the bureau.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Administration & Support Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau has a goal of maintaining net revenues to provide at least 1.90 times debt service coverage on first-lien bonds, and maintaining stabilized net revenues to provide at least 1.75 times coverage on the combined annual debt service for both first and second-lien bonds. The bureau has achieved these goals in prior years and plans to achieve this goal in FY 2015-16.

Changes to Services and Activities

The Realignment Decision package increased the program by $34,968 and .50 FTE. Adding back the .50 FTE will restore the administrative support services provided by Office Support to the Water Bureau staff in the Portland Building. The FY 2015-16 Adopted Budget includes funding with for a dedicated technical staff in the City Budget Office to support the Public Utility Board to be formed by fall 2015. Under the direction of Commissioner Fish, the bureau will also be adding a Deputy Director through attrition in the next fiscal year.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	179.70	150.60	172.60	173.10	173.10
Expenditures					
Bureau Support	12,769,131	17,380,969	19,118,771	20,133,982	20,133,982
Data Management	2,460,599	2,696,091	2,853,966	2,909,977	2,909,977
Employee Investment	1,916,940	1,575,964	2,095,756	1,858,522	1,859,703
Facilities	45,645	13,874	0	0	0
Planning	(11,818,183)	(17,606,218)	5,372,243	5,666,561	5,666,561
Total Expenditures	**5,374,132**	**4,060,680**	**29,440,736**	**30,569,042**	**30,570,223**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Maintain water revenue bond credit rating	100%	100%	100%	100%	100%
Effectiveness					
Debt service coverage at 1.90 on first lien bonds	2.62	3.12	1.90	1.90	1.90
Debt service coverage at 1.75 on both first and second lien bonds	1.94	1.81	1.75	1.75	1.75
Percentage of budgeted Capital Improvement Plan expended	93%	98%	100%	100%	100%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Efficiency					
Percentage of projects forecast to be completed within three months of planned date	80%	100%	80%	80%	80%

Hydroelectric Power

Description

The Hydroelectric Power program provides for administrative, operational, and regulatory oversight for the Portland Hydroelectric Project (PHP). Program staff provide day-to-day oversight and coordination for the operation of the PHP, which includes the control of the levels in the City's Bull Run reservoirs, the withdrawal of water from the reservoirs, and release of water downstream for compliance with in-stream regulatory targets. Program staff coordinate all issues associated with the sales of generated power to Portland General Electric; the administration of the Hydroelectric Power Revenue Refunding bonds and related trust indenture requirements, and state and federal dam safety requirements associated with the PHP; the Vernon Station Hydroelectric Project; and the Washington Park and Mt. Tabor dams.

Goals

This program supports the City goal of delivering efficient, effective, and accountable municipal services. It also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to its oversight and coordination of dam safety issues and the ongoing operation of the PHP on the Bull Run River.

Performance

In FY 2013-14 the amount of power generated by the PHP was equal to 100% of its long-term annual average. For FY 2014-15, that generation is projected at approximately 110 percent of the long-term average. In FY 2014-15, this program's staff provided all required oversight and support for the bureau's power projects and dams.

Changes to Services and Activities

The Hydroelectric Power Operating Fund profits that are transferred to the City's General Fund are anticipated to be $400,000 in FY 2015-16.

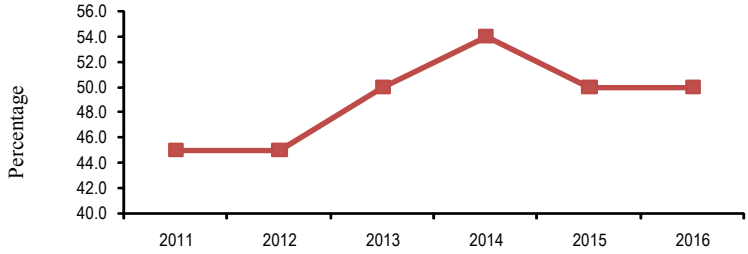
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.00	3.00	2.25	2.25	2.25
Expenditures					
Hydroelectric Power	588,580	601,752	879,714	750,667	750,667
Total Expenditures	**588,580**	**601,752**	**879,714**	**750,667**	**750,667**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Amount of power sold to Portland General Electric in megawatt hours	56,685	85,749	93,800	85,500	85,500
Efficiency					
Amount of transfer of hydropower profits to General Fund	$500,000	$300,000	$400,000	$400,000	$400,000

Performance Measures

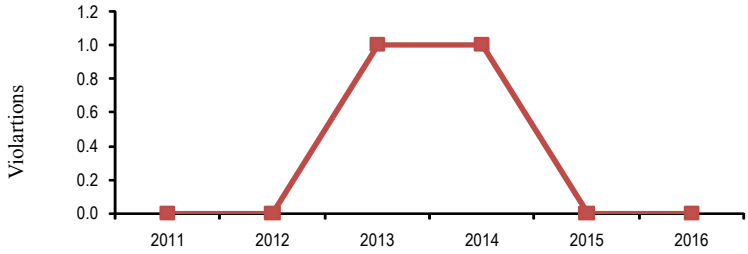
Percentage of Customer Accounts Paid Electronically

In FY 2013-14 about 54% of the Customers paid electronically compared to the goal of 50%.



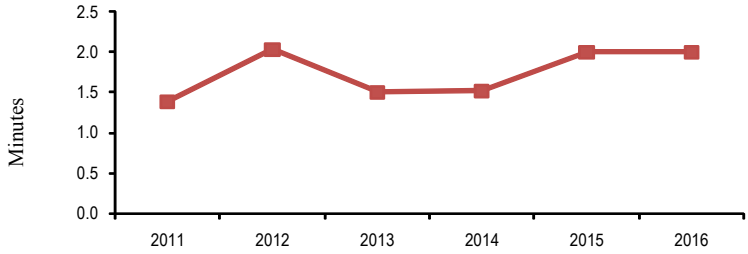
Number of Violations of State and Federal Drinking Water Quality Regulations

The bureau's goal is to have zero violations per year.



Average Time that Customers are on Hold

In FY 2013-14 the average hold time was 1:52 minutes compared to the goal of less than 2:00 minutes.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	141,107,169	141,318,234	150,335,324	157,190,610	157,197,680
Intergovernmental	3,580,228	1,241,302	526,000	526,000	526,000
Bond & Note	367,809,507	0	92,687,900	0	0
Miscellaneous	6,538,005	6,394,840	5,636,092	2,998,672	2,998,545
Total External Revenues	**519,034,909**	**148,954,376**	**249,185,316**	**160,715,282**	**160,722,225**
Internal Revenues					
Fund Transfers - Revenue	191,189,191	225,975,038	195,791,232	168,336,265	168,376,265
Interagency Revenue	3,825,209	3,503,238	3,068,928	3,097,620	3,097,620
Total Internal Revenues	**195,014,400**	**229,478,276**	**198,860,160**	**171,433,885**	**171,473,885**
Beginning Fund Balance	105,833,066	267,340,950	175,217,320	202,066,434	202,066,434
Total Resources	**$819,882,375**	**$645,773,602**	**$623,262,796**	**$534,215,601**	**$534,262,544**
Requirements					
Bureau Expenditures					
Personnel Services	58,899,360	57,538,978	61,437,456	64,184,117	64,220,153
External Materials and Services	24,500,383	23,069,431	28,818,413	30,103,850	30,060,201
Internal Materials and Services	21,046,842	18,990,322	20,469,209	19,792,848	19,800,461
Capital Outlay	95,736,669	89,174,747	57,903,285	39,163,000	39,163,000
Total Bureau Expenditures	**200,183,254**	**188,773,478**	**168,628,363**	**153,243,815**	**153,243,815**
Fund Expenditures					
Debt Service	157,124,203	50,905,676	56,060,198	56,631,137	56,631,137
Contingency	0	0	87,577,180	90,009,502	89,908,886
Fund Transfers - Expense	195,233,968	231,279,222	201,268,514	174,630,832	174,738,294
Debt Service Reserves	0	0	39,489,252	38,638,949	38,638,949
Total Fund Expenditures	**352,358,171**	**282,184,898**	**384,395,144**	**359,910,420**	**359,917,266**
Ending Fund Balance	267,340,950	174,815,226	70,239,289	21,061,366	21,101,463
Total Requirements	**$819,882,375**	**$645,773,602**	**$623,262,796**	**$534,215,601**	**$534,262,544**
Programs					
Administration & Support	5,374,132	4,060,680	29,440,736	30,569,042	30,570,223
Customer Service	22,636,983	19,307,912	18,199,405	19,428,807	19,428,807
Distribution	71,544,172	70,280,447	64,699,082	65,427,415	65,426,234
Hydroelectric Power	588,580	601,752	879,714	750,667	750,667
Hydroelectric Power Administration	0	(2)	0	0	0
Regulatory Compliance	27,305,057	23,296,268	8,302,927	8,522,835	8,522,835
Supply	3,850,384	5,585,638	7,058,723	9,458,132	9,458,132
Transmission & Terminal Storage	65,961,643	61,525,580	36,791,715	16,295,183	16,295,183
Treatment	2,922,303	4,115,203	3,256,061	2,791,734	2,791,734
Total Programs	**200,183,254**	**$188,773,478**	**$168,628,363**	**$153,243,815**	**$153,243,815**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Customer Service								
Security and Emergency Mgt	0	0	63,000	63,000	63,000	63,000	63,000	315,000
Total Customer Service	**0**	**0**	**63,000**	**63,000**	**63,000**	**63,000**	**63,000**	**315,000**
Distribution								
Cornell Road Services to Macleay	20,000	119,000	607,000	75,000	0	0	0	682,000
Council Crest Tank Roof	0	0	95,000	163,000	442,000	0	0	700,000
Distribution Mains	0	7,035,981	16,273,650	16,342,100	19,015,500	19,015,500	19,015,500	89,662,250
DS - UPRR East Portland	3,600	823,000	2,000	0	0	0	0	2,000
Field Support	0	2,242,610	3,696,000	3,769,500	3,769,500	3,811,500	3,811,500	18,858,000
Fulton Pump Station Improvements	3,140,000	1,380,000	7,730,000	3,630,000	0	0	0	11,360,000
Greenleaf Pump Station	140,000	90,000	300,000	140,000	1,000,000	40,000	0	1,480,000
Hydrants	0	2,384,000	1,312,500	1,312,500	1,312,500	1,312,500	1,312,500	6,562,500
Interstate Facility Rehabilitation	28,720,000	16,248,390	4,498,000	0	0	0	0	4,498,000
Meters	0	1,040,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	5,460,000
N Jantzen Ave west of Pavilion	0	74,000	59,000	1,135,000	15,000	0	0	1,209,000
Pump Stations and Tanks	0	440,000	1,457,000	934,000	1,101,500	3,150,000	3,150,000	9,792,500
Raymond Tank Supply Improve.	94,000	550,000	83,000	0	0	0	0	83,000
SE Flavel St from Henderson	0	79,000	543,000	5,000	0	0	0	548,000
Sellwood Bridge	440,000	280,000	1,000	0	0	0	0	1,000
Services	0	6,801,000	4,357,500	4,357,500	4,357,500	4,357,500	4,357,500	21,787,500
SW Bancroft Terr near Terwilliger	0	102,000	78,000	306,000	0	0	0	384,000
SW Flower Terrace at Dosch	0	0	60,000	458,000	23,000	0	0	541,000
SW Nevada and Macadam	60,000	232,000	284,000	5,000	0	0	0	289,000
Tabor Pump Station Improvements	40,000	150,000	5,000	0	0	0	0	5,000
Verde Vista PS Improvements	0	0	65,000	100,000	800,000	75,000	0	1,040,000
Willamette River Pipe Crossing	680,000	400,000	2,020,000	11,950,000	35,700,000	5,415,000	0	55,085,000
Total Distribution	**33,337,600**	**40,470,981**	**44,618,650**	**45,774,600**	**68,628,500**	**38,269,000**	**32,739,000**	**230,029,750**
Regulatory Compliance								
Water Quality and Regulatory	0	1,561,000	1,858,500	2,184,000	2,184,000	2,184,000	2,184,000	10,594,500
Total Regulatory Compliance	**0**	**1,561,000**	**1,858,500**	**2,184,000**	**2,184,000**	**2,184,000**	**2,184,000**	**10,594,500**
Supply								
Bull Run Watershed	0	768,019	1,143,600	1,155,000	1,407,000	3,276,000	3,276,000	10,257,600
Groundwater	0	478,000	493,500	546,000	546,000	546,000	546,000	2,677,500
Groundwater Electrical Supply	300,000	64,000	1,670,000	0	0	0	0	1,670,000
Road 10 MP 3.0 - 4.6	0	160,000	960,000	0	0	0	0	960,000
Road 10 MP 4.6 - 6.2	0	45,000	371,000	858,000	0	0	0	1,229,000
Road 10H MP 10.95 to 12.56	0	0	120,000	702,000	0	0	0	822,000
Road 10R MP 28.77 to 31.85	0	0	60,000	200,000	740,000	1,100,000	0	2,100,000
Total Supply	**300,000**	**1,515,019**	**4,818,100**	**3,461,000**	**2,693,000**	**4,922,000**	**3,822,000**	**19,716,100**
Support								

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Planning	0	1,860,000	2,184,000	2,730,000	2,730,000	2,730,000	2,730,000	13,104,000
Total Support	**0**	**1,860,000**	**2,184,000**	**2,730,000**	**2,730,000**	**2,730,000**	**2,730,000**	**13,104,000**
Transmission/Terminal Storage								
Conduits and Transmission Mains	0	637,000	126,000	2,730,000	5,449,500	7,623,000	15,000,000	30,928,500
Kelly Butte Reservoir	49,810,000	13,550,000	4,260,000	300,000	0	0	0	4,560,000
Powell Butte Reservoir 2	100,800,000	12,600,000	800,000	0	0	0	0	800,000
Rockwood PUD Meter	20,000	85,000	400,000	5,000	0	0	0	405,000
Sellwood Bridge Betterments	40,000	718,000	5,000	0	0	0	0	5,000
Tabor Reservoir Adjustments	1,140,000	730,000	4,337,000	500,000	0	0	0	4,837,000
Terminal Reservoirs	0	72,000	105,000	105,000	105,000	105,000	105,000	525,000
Washington Park	6,700,000	6,910,000	4,910,000	17,400,000	22,020,000	12,240,000	6,010,000	62,580,000
Total Transmission/Terminal Storage	**158,510,000**	**35,302,000**	**14,943,000**	**21,040,000**	**27,574,500**	**19,968,000**	**21,115,000**	**104,640,500**
Treatment								
Headworks Generator Improve.	0	55,000	285,500	300,000	890,000	145,000	0	1,620,500
Treatment	0	226,000	0	52,500	52,500	525,000	10,500,000	11,130,000
Total Treatment	**0**	**281,000**	**285,500**	**352,500**	**942,500**	**670,000**	**10,500,000**	**12,750,500**
Total Requirements	**192,147,600**	**80,990,000**	**68,770,750**	**75,605,100**	**104,815,500**	**68,806,000**	**73,153,000**	**391,150,350**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	40,726	58,552	1.00	58,548	1.00	58,548	1.00	58,548
30000063	Accountant II	53,248	67,038	3.00	172,584	3.00	179,409	3.00	179,409
30000064	Accountant III	58,635	73,757	1.00	69,204	1.00	71,214	1.00	71,214
30000560	Accountant, Systems	61,506	81,994	1.00	70,392	1.00	73,032	1.00	73,032
30000434	Administrative Assistant	48,256	74,339	6.00	434,424	6.00	439,656	6.00	439,656
30000433	Administrative Specialist, Sr	44,949	69,181	4.00	243,151	4.00	245,658	4.00	245,658
30000436	Administrative Supervisor I	58,573	78,083	2.00	139,044	2.00	140,716	2.00	140,716
30000437	Administrative Supervisor II	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000203	Applications Analyst II-Generalist	61,506	81,994	1.00	74,052	1.00	77,086	1.00	77,086
30000204	Applications Analyst III-Generalist	67,850	90,605	3.00	255,276	3.00	261,084	3.00	261,084
30000207	Applications Analyst IV-Generalist	71,302	95,389	2.25	194,962	2.25	201,141	2.25	201,141
30000102	Automotive Equip Oper II: Sewer Vacuum	46,405	55,890	1.00	46,404	1.00	46,404	1.00	46,404
30000104	Automotive Equip Oper II: Tractor-Trailr	46,405	55,890	1.00	55,896	1.00	55,896	1.00	55,896
30000101	Automotive Equipment Oper I	43,701	52,978	11.00	573,504	11.00	573,504	11.00	573,504
30000441	Business Operations Manager	80,413	107,099	1.00	93,768	1.00	96,648	1.00	96,648
30000442	Business Operations Manager, Sr	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000440	Business Operations Supervisor	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000449	Business Systems Analyst, Sr	67,850	90,605	2.00	179,832	2.00	181,086	2.00	181,086
30000331	CAD Analyst	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000329	CAD Technician II	54,267	69,243	4.00	276,960	4.00	276,960	4.00	276,960
30000330	CAD Technician III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000454	Capital Improvmnt Program Planning Supvr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000399	Capital Project Manager I	65,915	84,178	3.00	234,276	3.00	234,276	3.00	234,276
30000686	Capital Project Manager II	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000687	Capital Project Manager III	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000110	Carpenter	55,078	61,630	2.00	123,264	2.00	123,264	2.00	123,264
30000493	Community Outreach & Informtn Rep, Sr	64,605	86,154	2.00	152,052	2.00	158,032	2.00	158,032
30000107	Concrete Finisher	55,078	61,630	2.00	123,264	2.00	123,264	2.00	123,264
30000507	Conservation Program Coordinator, Sr	67,850	90,605	1.00	82,162	1.00	85,534	1.00	85,534
30000105	Construction Equipment Operator	46,530	59,426	19.00	1,122,864	19.00	1,126,734	19.00	1,126,734
30000455	Contracts Dev & Review Administrator	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000017	Customer Accounts Specialist I	36,192	52,187	38.00	1,931,736	38.00	1,950,004	38.60	1,971,724
30000018	Customer Accounts Specialist II	43,160	57,200	10.00	572,040	10.00	572,040	10.00	572,040
30000445	Customer Service Supervisor	67,850	90,605	5.00	423,571	5.00	430,025	5.00	430,025
30000732	Development Supervisor I	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000577	Economist, Principal	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000635	Electrical/Instrumentation Supervisor	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000116	Electrician	68,910	74,381	5.00	366,420	5.00	370,970	5.00	370,970
30000685	Engineer, Chief - Water Bureau	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000682	Engineer, Principal	100,402	133,869	6.00	794,160	6.00	799,272	6.00	799,272
30000680	Engineer, Sr	86,902	115,856	15.00	1,730,159	15.00	1,736,382	15.00	1,736,382
30000681	Engineer, Supervising	93,413	124,550	5.00	582,838	5.00	586,306	5.00	586,306
30000364	Engineer-Chemical/Environmental	86,653	105,310	2.00	200,844	2.00	204,020	2.00	204,020
30000365	Engineer-Civil	86,653	105,310	14.00	1,445,928	14.00	1,448,707	14.00	1,448,707
30000366	Engineer-Electrical	86,653	105,310	1.00	105,312	1.00	105,312	1.00	105,312
30000358	Engineering Associate, Sr-Civil	74,922	95,534	15.00	1,414,354	15.00	1,425,436	15.00	1,425,436
30000353	Engineering Associate-Civil	61,589	82,514	5.00	350,142	5.00	359,852	5.00	359,852
30000355	Engineering Associate-Mechanical	61,589	82,514	1.00	82,512	1.00	82,512	1.00	82,512
30000696	Engineering Survey Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000325	Engineering Technician II	54,267	69,243	8.00	510,312	8.00	517,490	8.00	517,490

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000326	Engineering Technician III	65,915	84,178	3.00	241,104	3.00	243,176	3.00	243,176
30000662	Environmental Program Coordinator	64,605	86,154	1.00	86,160	1.00	86,160	1.00	86,160
30000663	Environmental Program Manager	71,302	95,389	1.00	91,296	1.00	94,717	1.00	94,717
30000664	Environmental Program Manager, Sr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000661	Environmental Program Specialist	58,573	78,083	2.00	126,139	2.00	131,310	2.00	131,310
30001908	Environmental Spec-Wildlife Biologist	65,915	84,178	1.00	77,926	1.00	81,863	1.00	81,863
30000339	Environmental Specialist-Generalist	65,915	84,178	5.00	403,778	5.00	413,312	5.00	413,312
30000338	Environmental Technician II	54,267	69,243	3.00	185,192	3.00	194,174	3.00	194,174
30000567	Financial Analyst	61,506	81,994	2.00	147,244	2.00	152,636	2.00	152,636
30000566	Financial Analyst, Assistant	48,256	74,339	1.00	48,252	1.00	48,252	1.00	48,252
30000569	Financial Analyst, Principal	80,413	107,099	2.00	214,200	2.00	214,200	2.00	214,200
30000568	Financial Analyst, Sr	67,850	90,605	3.00	234,600	3.00	240,573	3.00	240,573
30000127	General Mechanic	49,982	62,275	2.00	152,880	2.00	152,880	2.00	152,880
30000341	GIS Technician I	40,498	54,267	1.00	54,264	1.00	54,264	1.00	54,264
30000342	GIS Technician II	54,267	69,243	6.00	401,554	6.00	407,782	6.00	407,782
30000343	GIS Technician III	65,915	84,178	2.00	168,360	2.00	168,360	2.00	168,360
30000373	Graphics Designer III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000657	Hydroelectric Power Project Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000658	Hydroelectric Power Project Mgr, Asst	71,302	95,389	1.00	90,732	1.00	93,522	1.00	93,522
30000114	Industrial Painter	55,078	61,630	2.00	123,264	2.00	123,264	2.00	123,264
30000115	Industrial Painter, Lead	57,782	64,688	1.00	64,692	1.00	64,692	1.00	64,692
30000603	Inf Syst Analyst IV(Supvr)-Gen	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000218	Inf Syst Analyst, Principal-Gen	80,413	107,099	1.00	96,384	1.00	100,014	1.00	100,014
30000239	Instrument Technician	68,910	74,381	6.00	440,796	6.00	445,801	6.00	445,801
30001408	Instrumentation & Security Systems Supvr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30001283	Laboratory Analyst II	48,984	64,646	2.00	129,288	2.00	129,288	2.00	129,288
30001284	Laboratory Analytical Specialist	55,848	74,152	4.00	288,532	4.00	296,592	4.00	296,592
30001285	Laboratory Coordinator	57,949	81,765	1.00	81,768	1.00	81,768	1.00	81,768
30000670	Laboratory Manager	80,413	107,099	1.00	93,036	1.00	95,898	1.00	95,898
30000644	Maintenance Planner/Scheduler	58,573	78,083	3.00	211,696	3.00	216,320	3.00	216,320
30000073	Maintenance Worker	25,376	30,077	1.00	30,072	1.00	30,072	1.00	30,072
30000451	Management Analyst	61,506	81,994	4.00	294,448	4.00	304,910	4.00	304,910
30000453	Management Analyst, Principal	80,413	107,099	2.00	214,200	2.00	214,200	2.00	214,200
30000452	Management Analyst, Sr	67,850	90,605	3.00	271,560	3.00	271,800	3.00	271,800
30000450	Management Assistant	48,256	74,339	5.00	301,160	5.00	312,227	5.00	312,227
30000693	Mapping & GIS Supervisor	74,734	100,443	1.00	91,506	1.00	95,262	1.00	95,262
30000978	Mapping Data Technician II	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000653	Mechanical Systems Supervisor-Water,Sr	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000012	Office Support Specialist II	33,738	48,443	3.00	130,632	2.50	108,228	2.50	108,228
30000013	Office Support Specialist III	43,160	57,200	3.00	158,511	3.00	163,299	3.00	163,299
30000153	Operating Engineer II	50,523	65,291	7.00	380,359	7.00	414,991	7.00	414,991
30000154	Operating Engineer III	53,061	68,598	10.00	686,040	10.00	686,040	10.00	686,040
30000759	Parks Maintenance Supervisor	61,506	81,994	1.00	75,682	1.00	78,786	1.00	78,786
30000081	Parks Technician	45,573	51,792	5.00	257,241	5.00	258,960	5.00	258,960
30000398	Planner, Sr City-Water Resources	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000464	Program Coordinator	64,605	86,154	4.00	311,436	4.00	320,152	4.00	320,152
30000465	Program Manager	67,850	90,605	4.00	322,152	4.00	328,302	4.00	328,302
30000466	Program Manager, Sr	80,413	107,099	4.00	428,400	4.00	428,400	4.00	428,400
30000463	Program Specialist	58,573	78,083	3.00	189,042	3.00	194,388	3.00	194,388
30000462	Program Specialist, Assistant	48,256	74,339	2.00	100,726	2.00	104,850	2.00	104,850

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000698	Property Acquisition & Services Manager	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000497	Public Information Manager	74,734	100,443	1.00	97,338	1.00	100,440	1.00	100,440
30000495	Public Information Officer	67,850	90,605	1.00	84,510	1.00	87,963	1.00	87,963
30000691	Public Works Inspection Manager	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000228	Public Works Inspector	60,882	69,576	2.00	139,152	2.00	139,152	2.00	139,152
30000229	Public Works Inspector, Sr	66,040	77,792	5.00	388,980	5.00	388,980	5.00	388,980
30000630	Public Works Supervisor II	61,506	81,994	9.00	674,456	9.00	691,191	9.00	691,191
30000403	Remittance Technician	36,192	50,648	1.00	50,652	1.00	50,652	1.00	50,652
30000349	Right of Way Agent II	54,267	69,243	1.00	54,264	1.00	54,264	1.00	54,264
30000482	Risk Specialist, Sr	64,605	86,154	1.00	86,093	1.00	86,148	1.00	86,148
30000645	Security Supervisor	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000029	Service Dispatcher	36,192	52,187	2.00	88,380	2.00	88,380	2.00	88,380
30000054	Storekeeper/Acquisition Specialist II	46,155	56,451	3.00	159,048	3.00	159,048	3.00	159,048
30000056	Storekeeper/Acquisition Specialist III	52,146	64,834	1.00	64,836	1.00	64,836	1.00	64,836
30000468	Stores System Supervisor II	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000224	Surveying Aide II	49,421	57,533	2.00	115,056	2.00	115,056	2.00	115,056
30000695	Surveying Supvr/Water Rights Examiner	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000225	Surveyor I	56,451	70,158	2.00	140,328	2.00	140,328	2.00	140,328
30000226	Surveyor II	71,136	82,826	1.00	82,824	1.00	82,824	1.00	82,824
30001558	Timekeeping Specialist	36,254	52,104	2.00	95,658	2.00	100,446	2.00	100,446
30000532	Training & Development Officer	67,850	90,605	1.00	76,296	1.00	79,428	1.00	79,428
30001037	Utility Locator	50,440	54,267	6.00	325,584	6.00	325,584	6.00	325,584
30000076	Utility Worker I	43,139	46,925	3.00	140,760	3.00	140,760	3.00	140,760
30000077	Utility Worker II	46,925	50,440	28.00	1,401,636	28.00	1,407,810	28.00	1,407,810
30000075	Utility Worker II, Apprentice	35,318	46,654	12.00	487,616	12.00	542,808	12.00	542,808
30000438	Water Administrative Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30001534	Water Bureau Emergency Management Mgr	71,302	95,389	1.00	71,304	1.00	71,304	1.00	71,304
30000512	Water Conservation Program Coordinator	64,605	86,154	2.00	153,270	2.00	156,024	2.00	156,024
30000514	Water Conservation Program Manager	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000646	Water Consortium Conservation Pg Mgr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000655	Water Group Manager	99,861	139,464	4.00	557,856	4.00	557,856	4.00	557,856
30000652	Water Maintenance Supervisor, Sr	74,734	100,443	3.00	301,320	3.00	301,320	3.00	301,320
30000133	Water Meter Reader I	38,709	49,171	11.00	524,802	11.00	535,596	11.00	535,596
30000134	Water Meter Reader II	47,445	55,640	1.00	54,438	1.00	55,644	1.00	55,644
30002158	Water Meter Technician I	46,925	50,440	5.00	252,180	5.00	252,180	5.00	252,180
30000142	Water Meter Technician II	47,902	55,640	4.00	212,292	4.00	213,776	4.00	213,776
30000143	Water Meter Technician III	57,782	62,795	6.00	376,776	6.00	376,776	6.00	376,776
30000654	Water Operations & Support Manager	92,976	125,986	1.00	124,868	1.00	125,988	1.00	125,988
30000145	Water Operations Mechanic	55,702	62,566	25.00	1,560,704	25.00	1,563,668	25.00	1,563,668
30000144	Water Operations Mechanic, Apprentice	43,160	58,573	15.00	754,500	15.00	768,661	15.00	768,661
30000651	Water Quality Inspection Supervisor	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000140	Water Quality Inspector II	53,061	68,598	5.00	343,020	5.00	343,020	5.00	343,020
30000141	Water Quality Inspector III	55,702	71,968	1.00	71,964	1.00	71,964	1.00	71,964
30000647	Water Resource & Urban Affairs Coord	67,850	90,605	1.00	83,724	1.00	86,870	1.00	86,870
30000656	Water Resources Program Manager	71,302	95,389	2.00	172,107	2.00	178,284	2.00	178,284
30000138	Water Security Specialist	46,925	50,440	8.00	403,488	9.00	457,176	9.00	457,176
30000135	Water Service Inspector I	47,445	55,640	7.00	385,546	7.00	387,428	7.00	387,428
30000136	Water Service Inspector II	51,272	60,091	1.00	60,096	1.00	60,096	1.00	60,096
30000650	Water Treatment Operations Supervisor	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000147	Water Treatment Operator II	53,061	68,598	10.00	655,348	10.00	661,464	10.00	661,464

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000424	Water Utility Director	138,986	199,160	1.00	199,164	1.00	199,164	1.00	199,164
30000078	Water Utility Worker, Sr	47,653	52,978	1.00	52,980	1.00	52,980	1.00	52,980
30001081	Watershed & Conduit Supvr	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000149	Watershed Specialist I	41,142	50,440	4.00	201,744	4.00	201,744	4.00	201,744
30000151	Watershed Specialist II	47,653	52,978	2.00	105,960	2.00	105,960	2.00	105,960
30001308	Watershed Specialist III	56,826	63,710	2.00	127,416	2.00	127,416	2.00	127,416
TOTAL FULL-TIME POSITIONS				562.25	39,554,253	562.75	40,033,020	563.35	40,054,740
30000433	Administrative Specialist, Sr	44,949	69,181	0.85	60,276	0.85	60,276	0.85	60,276
30000017	Customer Accounts Specialist I	36,192	52,187	1.50	80,244	1.50	80,244	1.50	80,244
30000365	Engineer-Civil	86,653	105,310	0.50	52,656	0.50	52,656	0.50	52,656
30000452	Management Analyst, Sr	67,850	90,605	0.75	82,332	0.75	82,332	0.75	82,332
30000012	Office Support Specialist II	33,738	48,443	0.50	24,828	0.50	24,828	0.50	24,828
TOTAL PART-TIME POSITIONS				4.10	300,336	4.10	300,336	4.10	300,336
30000138	Water Security Specialist	46,925	50,440	1.00	47,796	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				1.00	47,796	0.00	0	0.00	0
GRAND TOTAL				567.35	39,902,385	566.85	40,333,356	567.45	40,355,076

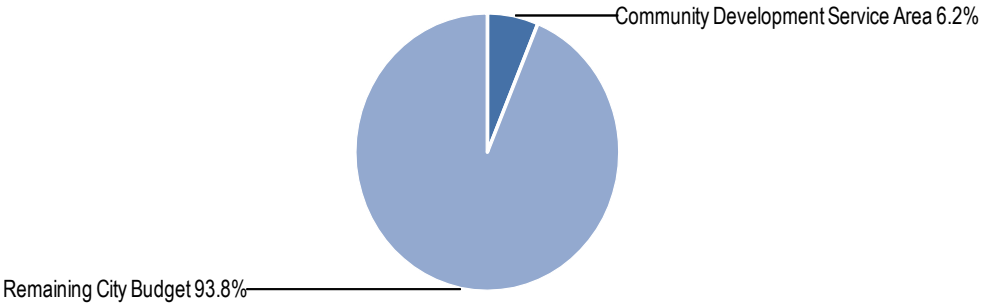
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	153,169,141	0	153,169,141	566.95	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	45,828	0	45,828	0.50	Various position adjustments
	100,209	0	100,209	0.00	Interagency for PUB analyst
	(116,363)	0	(116,363)	0.00	Adjust benefits and COLA
	0	45,000	45,000	0.00	Citywide campsite clean-up
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	29,674	**45,000**	**74,674**	**0.50**	**Total FY 2015-16 Decision Packages**
			153,243,815	**567.45**	**Total Adopted Budget**

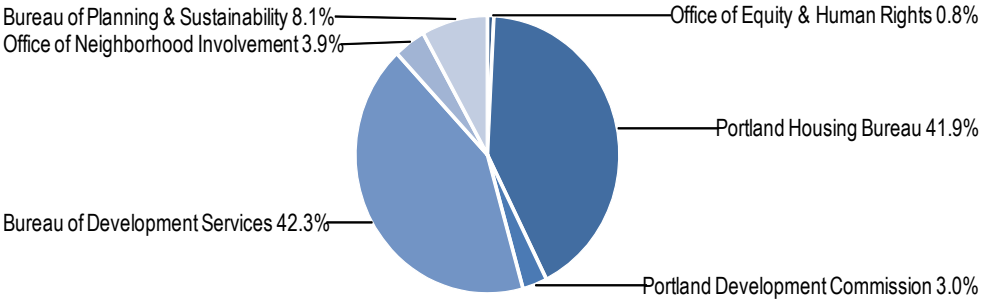
Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Office of Neighborhood Involvement
- Office of Equity & Human Rights
- Bureau of Planning & Sustainability
- Portland Development Commission

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	167,586,404	225,317,282	57,730,878	34.45
Capital	3,821,440	5,723,344	1,901,904	49.77
Total Requirements	**171,407,844**	**231,040,626**	**59,632,782**	**34.79**
Authorized Positions	501.44	545.09	43.65	8.70

Service Area Highlights

Description

The Community Development service area includes programs in the Bureau of Development Services, Portland Housing Bureau, Bureau of Planning & Sustainability, Office of Neighborhood Involvement, Portland Development Commission, and the Office of Equity & Human Rights.

Major Themes

Bureau of Development Services

The Bureau of Development Services is responsible for implementing the City's land use policies, plans, and codes through review of proposed development. The bureau enforces the Zoning, Sign, and Property Maintenance Codes as well as structural, mechanical, plumbing, and electrical code violation cases.

The FY 2015-16 Adopted Budget is 40.43% greater than the FY 2014-15 Revised Budget and there is an increase of 37.33 FTE. Additional positions have been approved to address an increase in workload due to economic growth. Most new positions are funded with ongoing General Fund resources, except the following are funded with one-time General Fund resources:

- One Housing Inspector position to support the Extremely Distress Properties Enforcement Program.
- Three Housing Inspector positions to support the expansion of the Enhanced Rental Inspection Program.
- Two Planner positions to support the Land Use Services program.

Portland Housing Bureau

The Portland Housing Bureau's FY 2015-16 Adopted Budget totals $96.7 million and includes resources as follows: $48.6 million from the Tax Increment Financing Reimbursement Fund, $13.3 million from the federal Community Development Block Grant Fund, $9.2 million from the HOME Grant Fund, and $5.0 million from the Housing Investment Fund. Discretionary General Fund resources in the bureau total $15.6 million. Additions to the FY 2015-16 Adopted Budget include $5.97 million General Fund one-time resources supporting add packages to address homelessness, affordable housing, and homeownership. Add packages that align to the key priority to decrease homelessness include: rental assistance for military veterans ($500,000), year-round shelter services for homeless women ($750,000), landlord recruitment and retention ($300,000), and intensive street engagement of homeless encampments ($1.0 million). Other significant budget decisions are the addition of $850,000 to support homeownership retention in north/northeast Portland and $2.5 million to the Housing Investment Fund for affordable housing development.

Bureau of Planning & Sustainability

The Bureau of Planning & Sustainability's FY 2015-16 Adopted Budget is $18.7 million. This represents a 1.9% increase compared to FY 2014-15 Revised Budget. The increase includes $482,212 and 2.60 FTE for considering single-family development regulations, $300,000 for a Beach Access Master Plan, as well as $284,200 and 2.00 FTE in additional staff support for the completion of the Central City Plan update.

Office of Neighborhood Involvement

The Office of Neighborhood Involvement (ONI) continues to coordinate efforts to make Portland neighborhoods more livable and to promote meaningful and diverse civic participation.

The FY 2015-16 Adopted Budget for ONI is $9,096,100. This includes the addition of ongoing resources for the East Portland Action Plan ($300,000), an expansion of the Diversity & Civic Leadership (DCL) program ($180,000), the transfer of the New Portlanders program from the Office of Equity and Human Rights ($113,828), funding for an additional partner for DCL ($98,657), additional funding for Community Building Grants ($30,000), resources for leadership development in the Disability Program ($10,000), additional funds for materials and services for the Youth Commission ($10,000), and funding to reclassify a Program Specialist position ($9,665). Additional one-time resources consist of: $440,000 for the addition of three positions to staff the Marijuana Permitting program, $120,120 for a Mental Health Specialist position, and $86,000 to develop the New Portland Policy Commission. Moreover, $152,242 is being carried over from FY 2014-15 for Kenton Firehouse ADA improvements and noise reserves from the Bureau of Development Services.

Office of Equity & Human Rights

The Office of Equity and Human Rights (OEHR) provides education and technical support to City staff and elected officials to advance equity with regards to race and disability in City policies and practices. The FY 2015-16 Adopted Budget for OEHR includes 12.6 FTE and $1,818,076. This is an increase of 2.6 positions and 6.5% in total funding from the FY 2014-15 Revised Budget.

Notable programmatic changes for the bureau include the creation of a new Black Male Achievement program to improve outcomes for black men and boys in Portland. OEHR adds a program coordinator to staff program, supported by $100,000 of ongoing General Fund resources and $60,000 in one-time General Fund resources transferred from the Mayor's Office. The bureau also adds a new position, funded by $90,684 of ongoing General Fund resources to provide administrative support for the bodies overseeing the settlement agreement between the City and the U.S. Department of Justice.

OEHR has added a new part-time assistant program specialist to provide support across all program areas, funded through the realignment of resources from the Civil Rights program. Finally, the bureau will carryover $98,723 in one-time General Fund resources to extend the limited-term ADA transition plan program coordinator through FY 2015-16.

Portland Development Commission

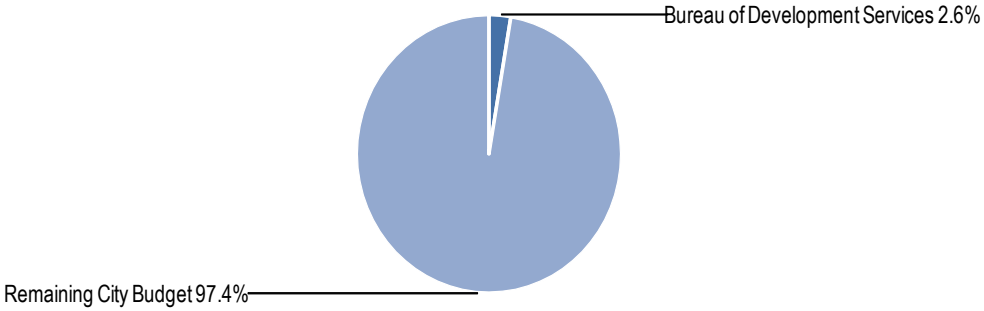
The City's FY 2015-16 Adopted Budget General Fund allocation to the Portland Development Commission is $6,997,110. This is an increase in total funding of 19.8% from the FY 2014-15 Revised Budget. The agency utilizes City General Fund resources for citywide neighborhood economic development and traded sector economic development. Notable changes to the budget include ongoing rather than one-time General Fund resources to support the VOZ Workers' Rights Education initiative at $30,000 and the SE Works Youth Transition Program at $40,000. One-time additions to the PDC General Fund allocation include $500,000 to seed an Inclusive Startup Fund targeting women and people of color and $891,000 to launch a Community Development Fund as a new revolving loan fund for community-led development projects.

Bureau of Development Services

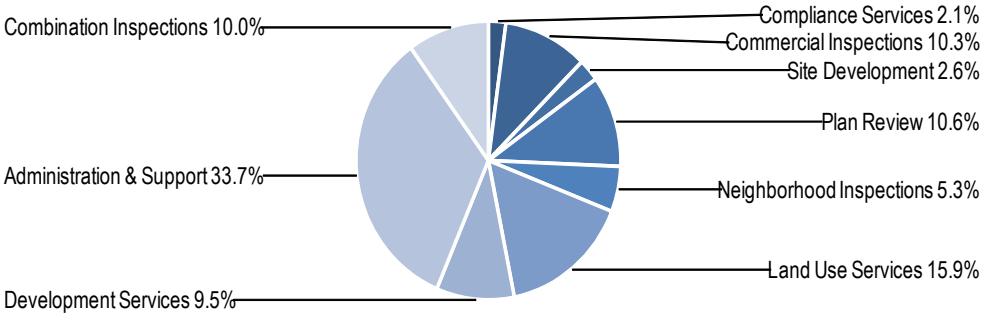
Community Development Service Area

Amanda Fritz, Commissioner-in-Charge
Paul L. Scarlett, Director

Percent of City Budget

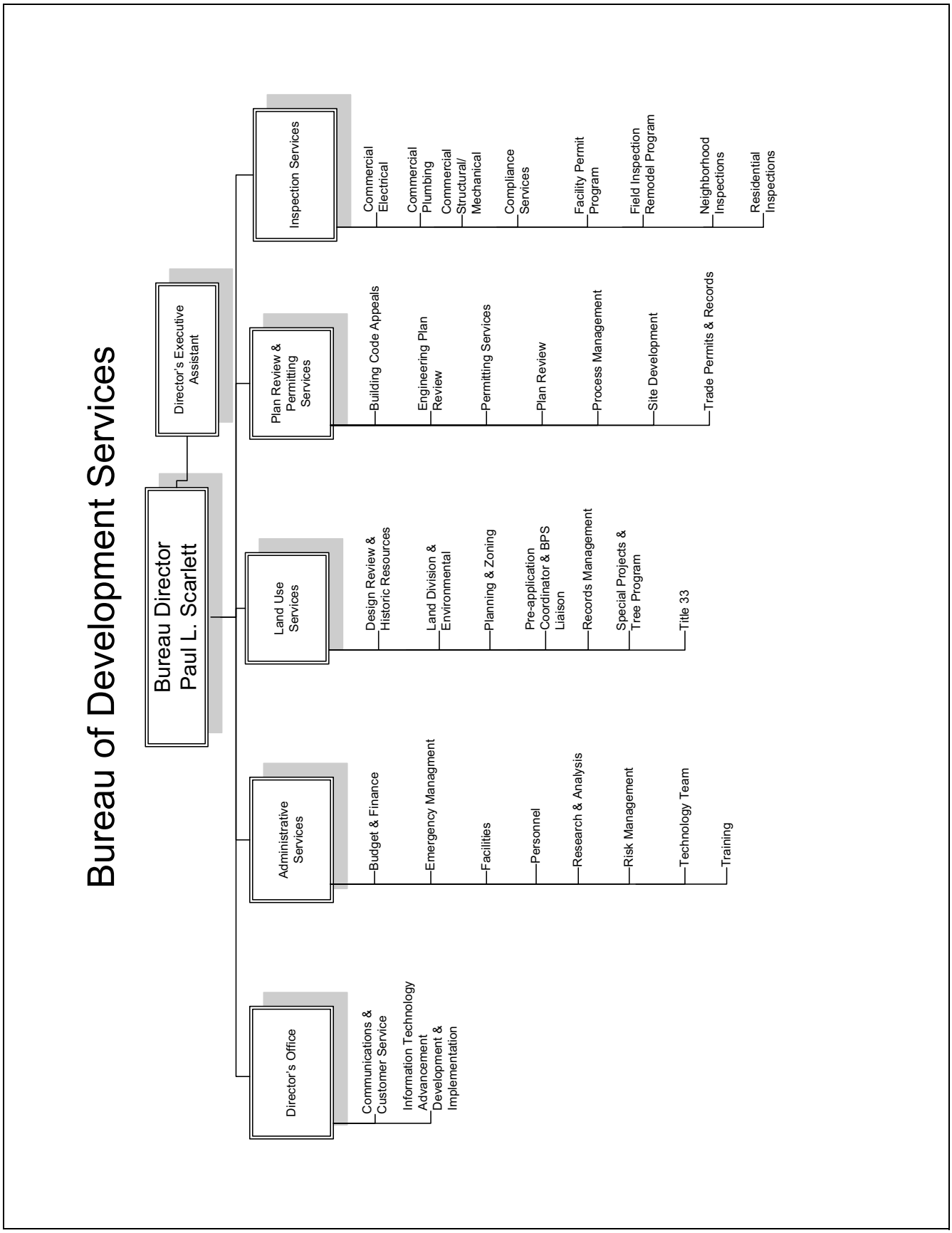


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	65,803,364	92,049,474	26,246,110	39.89
Capital	3,821,440	5,723,344	1,901,904	49.77
Total Requirements	**69,624,804**	**97,772,818**	**28,148,014**	**40.43**
Authorized Positions	296.58	333.92	37.33	12.59


Bureau of Development Services
Bureau Director
Paul L. Scarlett
Director's Executive Assistant
Director's Office
Communications & Customer Service
Information Technology Advancement Development & Implementation
Administrative Services
Budget & Finance
Emergency Managment
Facilities
Personnel
Research & Analysis
Risk Management
Technology Team
Training
Land Use Services
Design Review & Historic Resources
Land Division & Environmental
Planning & Zoning
Pre-application Coordinator & BPS Liaison
Records Management
Special Projects & Tree Program
Title 33
Plan Review & Permitting Services
Building Code Appeals
Engineering Plan Review
Permitting Services
Plan Review
Process Management
Site Development
Trade Permits & Records
Inspection Services
Commercial Electrical
Commercial Plumbing
Commercial Structural/ Mechanical
Compliance Services
Facility Permit Program
Field Inspection Remodel Program
Neighborhood Inspections
Residential Inspections

Bureau Summary

Bureau Mission

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

Bureau Overview

General Description

The Bureau of Development Services is an integral part of development in the City of Portland. Bureau staff works actively with developers, builders, homeowners, neighborhood associations, and the community to guide them through the development review process. The bureau prides itself on providing assistance to customers from concept all the way through construction. The bureau manages programs that ensure construction and land use codes are consistently followed, and the bureau is instrumental in enhancing the safety of buildings along with the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance.

The bureau is also responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control and grading. The bureau enforces the City Zoning, Sign, and Property Maintenance Codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This Adopted Budget includes 325.92 FTE and an operating budget of $48.8 million; approximately 95% of the bureau's revenues comes from permit fees and assessments. The remaining 5% comes primarily from the City's General Fund and supports local code enforcement programs, such as Neighborhood Inspections and Land Use Services.

Balancing Service Provision and Fiscal Responsibility

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

This commitment to provide excellent programs and services is met within the context of a commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:

- Provide excellent programs and services, being responsive to customers and the community's changing needs;
- Pursue cost recovery for services whenever appropriate;
- Maintain prudent financial reserves to cushion the bureau against economic downturns; and,
- Set reasonable fees and keep fee increases as low as possible.

State Statutes and Administrative Rules

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

Strategic Direction

The Bureau of Development Services' commitment to provide excellent services while maintaining fiscal responsibility is reflected in the bureau's budget goals for FY 2015-16, including:

Equity - Organizationally and in Service Delivery

The bureau is committed to pursuing equity in its staffing, its programs and services, and its interactions with customers and the community in order to ensuring equitable access and opportunities for all. The bureau is currently developing an Equity Plan that will incorporate an equity assessment of all operations; focusing recruitment to produce a more diverse applicant pool; extensive outreach to diverse communities; and applying an equity lens to bureau programs and services. This Adopted Budget includes additional staff in Land Use Services and Neighborhood Inspections programs focused on enhancing equity, services and improving community engagement.

Secure Adequate General Fund Support for Local Code Programs

Approximately 5% of revenues come from the City's General Fund. These monies support bureau programs that benefit the entire community, including the Neighborhood Inspections and Land Use Services Programs.

This Adopted Budget includes one-time funding for three positions and $100,000 in the Neighborhood Inspections Program to support nuisance abatements, vacation, and demolition of abandoned properties. The Land Use Services also adds two limited term positions to strengthen the community outreach and engagement efforts and provide enhanced services to customers.

Provide Adequate Staffing Levels

Since 2012, bureau revenues have increased significantly as the construction industry has experienced strong growth. This has allowed the bureau to rebuild its financial reserves to healthy levels and to add fee-supported staff positions to respond to the rapidly increasing workload, while keeping most fees constant (some fees have even been reduced). To address workload increases, the bureau added 26.6 FTE in FY 2012-13, 29.5 FTE in FY 2013-14, and 55.0 FTE in FY 2014-15, all supported by fees.

Expand Access to Services

The bureau is committed to improving access to bureau programs and services for all customers and community members, particularly those from underserved populations. The bureau is taking steps to improve its community outreach and create more effective means for customers, employees, and stakeholders to communicate ideas and have collaborative interaction.

Utilize Advanced Technology to Better Meet Customers' and the Community's Needs

The bureau is implementing the Information Technology Advancement Project. This is a web-based system that will allow 24/7 online access to the bureau's records and services. The system will greatly enhance the level of technology in the development review process while improving public access to information.

Maintain Fiscal Sustainability

To successfully provide excellent programs and services, the bureau must operate in a fiscally sustainable manner. To achieve this goal, the bureau will:

- Maintain prudent financial reserves to cushion against economic downturns;
- Provide staffing sufficient to meet customer's and stakeholder's needs;
- Pursue cost recovery for services whenever appropriate;
- Set reasonable fees and keep fee increases as low as possible.

Workforce Planning and Training

The bureau is in the process of hiring a Training and Development Manager to facilitate the bureau's training and workforce development efforts. These efforts include:

- Improve equitable outreach, recruitment, and hiring processes;
- Outreach to high school and college students regarding career path opportunities;
- Develop future leaders and plan for succession to management, leadership, and technical positions; and
- Conduct relevant training for current employees.

Summary of Budget Decisions

Adds

Extremely Distressed Properties Enforcement Program

In fall 2011, the City Council approved one-time General Fund support for one Senior Housing Inspector position to implement the Extremely Distressed Properties Enforcement Program (EDPEP). One-time funding was continued in FY 2012-13 and FY 2013-14. EDPEP has proven to be an effective tool to respond to the substantial impact on some neighborhoods and properties from the prolonged recession and mortgage-related foreclosures.

The FY 2015-16 Adopted Budget includes one-time funding of $160,244 from internal resources for a Housing Inspector position to support this program.

There are currently 52 EDPEP enforcement cases being pursued, with 5 priority cases needing Code Hearings, and an additional 53 properties have been referred to the program and are awaiting follow-up. The program is expected to continue to require corrective actions on several chronic properties and receive approval to demolish some of these properties in FY 2015-16.

Enhanced Inspections

Since FY 2012-13, the bureau has received General Fund support for the Enhanced Rental Inspections Pilot Program in outer Southeast Portland. The program identifies properties that are chronically out of compliance with City housing maintenance codes. The program motivates landlords to provide and maintain safe and healthy rental housing while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

The FY 2015-16 Adopted Budget provides $365,916 from internal resources for three limited term Housing Inspector positions to expand the program into North, Northeast, and inner Southeast Portland.

Nuisance Abatement

This program provides services to abate tall grass and weeds at occupied properties. If left unabated, tall grass and weeds can create harborage for rodents and can constitute a fire hazard during the dry summer months. The FY 2015-16 Adopted Budget includes $50,000 in one-time internal resources for this effort. The Neighborhood Inspections Program will have the funding needed to abate cited tall grass and weed violations at occupied properties citywide.

Land Use Services

The FY 2015-16 Adopted Budget includes $159,480 to add two limited term positions for the Land Use Services program. These positions will provide a variety of outreach and community engagement services related to land use reviews, including public outreach regarding land use codes and processes; assistance to customers seeking to legalize construction work performed without permits; and partnering with the Bureau of Planning & Sustainability on outreach and education efforts. These positions will be funded by Land Use fees. These positions will provide a variety of outreach and community engagement services, including:

- Public outreach regarding land use codes and processes;
- Assistance to customers seeking to legalize construction work performed without permits; and
- Partnering with the Bureau of Planning & Sustainability on outreach and education efforts.

Budget Note

Rental Inspection Fee

Council directs the Portland Housing Bureau and the Bureau of Development Services to work together to develop recommendations regarding the feasibility of a rental inspection fee to support the current Enhanced Rental Inspections Program, including an enhanced model of rental inspections and increased landlord and tenant education and outreach. The bureaus will present a recommendation to Council for consideration by January, 2016.

Capital Budget

Capital Summary

CIP Highlights

The Information Technology Advancement Project (ITAP) is an initiative to upgrade the City's legacy permit and case management system (TRACS) which has been in use since 1999. In November 2010 the City Council granted approval to BDS to pursue an upgrade from TRACS to a new system. The goal of the system upgrade and ITAP is to provide the City of Portland, its development community,

and the general public with more efficient and effective development review through the implementation of a web-based permit application, plan review, and inspection software system. The system will be accessible to City review staff, development review customers, and the general public 24 hours a day, 7 days a week. The total project cost is currently estimated at approximately $12 million.

Major Issues

The current legacy permit and case management system (TRACS) lacks an online capacity and does not support electronic application submittal, plan review, or information access for customers and the community. Customers submit paper plans and applications in-person through the Development Services Center, creating a paper-based development review process that is inefficient and costly compared to web-based digital software systems already in use in numerous jurisdictions around the country. Research and information retrieval for customers and the community, as well as bureau staff, is cumbersome and time-consuming. ITAP will address these issues by providing web-based digital plan submittal and review services and by making information more easily available.

Changes from Prior Year

Due to the complex nature of the work, the project timeline has slipped since last year. The bureau is working closely with the project vendor to identify issues to be resolved and an updated timeline will be available in the summer of 2015. The lengthening of the project may have an impact on the overall project cost, but that has not yet been quantified.

Council Goals and Priorities

ITAP will provide significant positive contributions to the City Council's budget goals and priorities, including:

- Improve the quality of life in neighborhoods by ensuring that growth and development are well-managed and providing greater transparency and access to information.
- Deliver efficient, effective, and accountable municipal services by increasing the efficiency of the development review process with an electronic system providing 24/7 online access to services and information.

ITAP will also contribute to the Portland Plan strategy of economic prosperity and affordability:

- Thousands of trips to the bureau's downtown permitting offices will be avoided each year for customers and community members, since services and records will be available remotely. This will create significant efficiencies for customers and BDS staff and will contribute to the City's Climate Action Plan sustainability initiatives.
- Paper and print cost savings will be realized for BDS and its customers, since plan submittal, plan review, permit issuance, and inspections will be performed electronically.
- Future need for additional staff will be lessened by an estimated 9 positions in FY 2017-18 and 2018-19, resulting in an ongoing savings of $1.3 million per year. This estimate is based on data gathered from other jurisdictions that implemented similar systems and from the bureau's analysis of current operations and efficiencies that could be achieved.

Criteria

The bureau moved forward with ITAP because of potential operational efficiencies. The method used to determine whether to move forward with ITAP included:

- Analyzing available solutions;
- Consulting with other jurisdictions using similar software solutions, and visiting those jurisdictions to see how those solutions are being implemented;
- Analyzing the cost and time associated with implementation of the solutions available;
- Analyzing the sustainability of the solutions available for long term benefit; and
- Coordinating with the Bureau of Technology Services (BTS) to ensure the new system can be supported by BTS and will work well with other City systems, such as SAP.

Capital Planning and Budgeting

Capital Planning Process

BDS's planning process for ITAP began in fall 2009 and included a host of stakeholders. Sierra Systems was selected as the project vendor in December 2012. The project has been and continues to be reviewed by the Commissioner-in-Charge, the City's Technology Oversight Committee, the Development Review Advisory Committee, and the City Budget Office. Coordination is ongoing with all of the development review bureaus, including Water, Transportation, Environmental Services, Fire, and Parks.

City Comprehensive Plan

ITAP will streamline the development review process, create significant efficiencies and cost savings for City bureaus and customers, and increase access to information for customers, neighborhoods, and the community. ITAP will contribute to several Comprehensive Plan goals and policies, including:

- Neighborhood Involvement - Provide for active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhood and business associations. Provide information to neighborhood and business associations which allows them to monitor the impact of the Comprehensive Plan and to report their findings annually to the Planning and Sustainability Commission.
- Housing Availability - Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Portlands households now and in the future.
- Regulatory Costs and Fees - Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.

Financial Forecast Overview

Revenues for most of the bureau's programs are projected to increase moderately but steadily through FY 2016-17, then slightly decrease for the remainder of the bureau's Five-Year Financial Plan. The BDS Financial Advisory Committee, composed of local economists and real estate experts, reviewed the bureau's Five-Year Financial Plan, contributed their advice, and were satisfied with the outcome of the projections. ITAP implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Five-Year Financial Plan.

Asset Management and Replacement Plan

BDS currently projects that vendor costs for the ongoing maintenance of ITAP will be $200,000 annually. The Five-Year Financial Plan shows that these costs can be paid out of bureau operating funds.

Administration & Support

Description

The Administration Program provides overall direction to the bureau in order to meet program objectives. Included within this program's budget are the Office of the Director, the Equity Program, communications, customer service, finance and budget, emergency management and safety, human resources, training and workforce development, information technology, loss control/risk management, general reception, office management, and administrative services and support.

Goals

The Administration & Support program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The program provides services to all bureau staff. There has been a substantial increase in the total number of authorized positions in response to increased workload demands. As a result, the program's workload will increase accordingly. Additionally, the program will continue to support the ITAP project in FY 2015-16.

Changes to Services and Activities

Information Technology Advancement Project (ITAP)

BDS is progressing toward implementation of the Information Technology Advancement Project (ITAP). This is a web-based system that will allow 24/7 online access to the bureau's records and services, greatly enhancing the level of technology in the development review process while improving public access to information. The selected vendor, Sierra Systems, has been onsite working with BDS staff since July 2013.

Customer Call Support Program

To improve the telephone experience for customers and community members, the Customer Service and Communications Section will be implementing a centralized bureau call center. This program will help reduce customer frustration with voicemail and phone tree systems, and will save BDS technical staff time spent on retrieving voicemails. The program is currently in pilot-testing, with a goal of full implementation in FY 2015-16.

Organizational Health & Culture

BDS has gone through significant change in the last several years, enduring deep budget and staff cuts during the recession and experiencing rapid re-growth in the economic recovery of the last few years. In light of this, the bureau has begun a thorough review and assessment of its organizational health and culture that will stretch into FY 2015-16 and involve all levels of the organization to enhance operational effectiveness, strengthen morale, and teamwork.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	32.90	39.23	46.33	46.50	51.50
Expenditures					
Administration & Support	8,697,335	13,192,402	14,681,722	16,293,290	16,695,415
Total Expenditures	**8,697,335**	**13,192,402**	**14,681,722**	**16,293,290**	**16,695,415**

Commercial Inspections

Description

The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program. The services provided under the Commercial Inspections Program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Zoning, and Site Development codes.

Goals

The Commercial Inspections Program supports the Citywide goal to protect and enhance the natural and built environment. The Commercial Inspections Program works together with both Portland Fire & Rescue and the Multnomah County Health Division to provide a safe and healthy work and living environment for Portland residents.

Performance

Commercial Inspections' Key Performance Measure, the percentage of inspections made within 24 hours of request, is projected to increase from 86% in FY 2013-14 to 90% in FY 2014-15 and further to 95% in FY 2015-16.

The number of commercial inspections is projected to increase from 44,859 in FY 2013-14 to 49,000 in FY 2014-15 and 52,000 in FY 2015-16. Commercial inspectors averaged 13.8 inspections per day in FY 2013-14; that number is projected to increase to 15.25 in FY 2014-15 and further to 17.0 in FY 2015-16.

Changes to Services and Activities

Expand Services in the Development Services Center

In the 2015 Spring Budget Monitoring Process (BMP), the bureau added 3.0 FTE to provide expanded access to services in the Development Services Center for customers who are unfamiliar with permitting and inspection processes. Once these positions are filled and trained, their work will contribute to the bureau's equity goals by providing a higher level of service to underserved populations.

Address Gaps in Services

In the Spring 2015 BMP, the bureau added two positions to respond to a projected 6% workload increase in service gap in the Commercial Electrical Section and Facility Permit Program. Once these positions are filled and trained, 95% of commercial inspections will be performed within 24 hours of request and the program will expand by servicing more buildings.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	31.97	34.94	37.55	37.55	42.55
Expenditures					
Commercial Inspections	3,810,748	4,069,458	4,266,761	4,622,323	5,120,323
Total Expenditures	**3,810,748**	**4,069,458**	**4,266,761**	**4,622,323**	**5,120,323**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percent of commercial inspections made within 24 hours of request	91%	86%	90%	90%	95%
Effectiveness					
Number of inspections per day, per inspector	12.85	13.82	15.25	15.25	17.00
Workload					
Number of commercial inspections	43,355	44,859	49,000	49,800	52,500

Site Development

Description

The Site Development Program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 of the City of Portland Code and all required erosion control measures.

The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.

Goals

The Site Development program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The number of working days from site development plan submittal to the first review is projected to lengthen slightly from 6.7 days in FY 2013-14 to 7.5 days in FY 2014-15 and FY 2015-16. The number of site development plan reviews performed is projected to increase from 2,621 in FY 2013-14 to 2,800 in FY 2014-15 and further to 2,900 in FY 2015-16. The number of Site Development permit inspections performed is projected to increase substantially from 260 in FY 2013-14 to 350 in FY 2014-15, and further to 365 in FY 2015-16.

Changes to Services and Activities

In the FY 2015-16 Spring Budget Monitoring Process, BDS added one position to the Development Section. Once this position is filled and trained, it will improve the continuity of services to customers of the Environmental Soils subprogram, shorten plan review turnaround times for on-site sewage evaluation and disposal permits, decrease overtime, and address other gaps in services in Site Development.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	6.05	14.68	9.10	9.10	10.10
Expenditures					
Site Development	1,518,461	1,724,732	1,088,065	1,203,271	1,290,595
Total Expenditures	**1,518,461**	**1,724,732**	**1,088,065**	**1,203,271**	**1,290,595**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Average number of working days to first review	8.80	6.71	7.50	7.50	7.50

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Number of site development plan reviews	2,485	2,621	2,800	2,900	2,900
Number of site development permit inspections	292	260	350	365	365
Number of site development land use cases reviews	610	772	820	860	860
Number of sanitation permits and evaluations issued	419	459	500	525	525

Compliance Services

Description

The Compliance Services Program is composed of Zoning and Construction code compliance work groups. These workgroups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Landlord Training, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, Chapter 13/Systematic Inspections, and Chronic Offenders. For budgeting purposes, the Neighborhood Inspections Program is shown as a separate program.

Goals

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

Performance

The bureau projects that the number of properties assessed code enforcement fees is projected to increase from 321 in FY 2013-14 to 400 in FY 2014-15 and FY 2015-16. The total number of zoning code violation cases, inspections, and letters will decrease from 4,952 in FY 2013-14 to 4,800 in FY 2014-15 and FY 2015-16.

Changes to Services and Activities

In the FY 2014-15 Spring Budget Monitoring Process, the bureau added one position to Compliance Services in order to restore the Chapter 13 Building Inspection Program, which provides annual inspections of three story or taller multi-family residential structures built before 1973. The systematic inspections ensure adequate fire and life safety protection for inhabitants of older multi-story hotels and apartment structures, which often house low income and vulnerable populations. The program had previously been suspended due to staff cuts during the recession, but will be restored in FY 2015-16 once this position is filled and trained.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	9.70	0.00	10.20	10.20	10.20
Expenditures					
Compliance Services	13,513	2,668	1,131,923	1,056,129	1,056,129
Total Expenditures	**13,513**	**2,668**	**1,131,923**	**1,056,129**	**1,056,129**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Number of enforcement cases prepared and presented to code hearings officer	2	1	4	5	5
Number of zoning code violation statistics (cases, inspections, and letters)	3,718	4,952	4,796	4,800	4,800
Number of home occupation permits issued	118	119	118	120	120
Number of properties assessed code enforcement fees	246	321	400	400	400
Number of construction code violation cases	606	1,163	613	628	643

Development Services

Description

The Development Services Program manages the flow of the public permitting process, from early assistance to permit issuance to maintaining the records for completed projects. Trade Permit staff reviewed and issued almost 34,700 plumbing, electrical, mechanical, and sign permits in FY 2013-14. Permitting Services staff performed intakes for almost 9,900 building permit applications in FY 2013-14, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.

Goals

The Development Services program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

Development Services' Key Performance Measure, the percentage of pre-issuance checks completed within 2 working days of the last review approval, is projected to increase from 58% in FY 2013-14 to 65% in FY 2014-15, and further to 75% in FY 2015-16.

The percentage of building permits issued over-the-counter (on the same day as permit intake) is projected to increase from 54% in FY 2013-14 to 60% in FY 2014-15 and further to 62% in FY 2015-16. The total number of building permits issued (commercial and residential) is projected to increase from 9,889 in FY 2013-14 to 10,100 in FY 2014-15, and further to 10,415 in FY 2015-16.

Changes to Services and Activities

In the FY 2014-15 Spring Budget Monitoring Process (BMP), BDS added 3.0 FTE to provide expanded access to services in the Development Services Center for customers who are unfamiliar with permitting and inspection processes. Once these positions are filled and trained, their work will contribute to the bureau's equity goals by providing a higher level of service to underserved populations.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	24.14	0.00	37.14	37.14	39.14
Expenditures					
Development Services	490,266	452,034	4,501,254	4,509,652	4,720,012
Total Expenditures	**490,266**	**452,034**	**4,501,254**	**4,509,652**	**4,720,012**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percent of pre-issuance checks completed within two working days of last review approval	83.0%	58.0%	65.0%	75.0%	75.0%
Efficiency					
Percentage of building permits issued over the counter the same day as intake	53%	54%	60%	62%	62%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Number of commercial building permits	3,927	3,930	4,100	4,215	4,215
Number of residential building permits	5,086	5,959	6,000	6,200	6,200
Total number of commercial and residential building permits	9,013	9,889	10,100	10,415	10,415
Number of electrical permits	15,532	16,364	17,100	18,200	18,200
Number of mechanical permits	9,805	9,879	10,300	10,850	10,850
Number of plumbing permits	7,658	7,658	8,000	8,400	8,400
Number of sign permits	846	788	850	900	900

Combination Inspections

Description

The Combination Inspections Program (also known as Residential Inspections) ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors and homeowners time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model.

Goals

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

Performance

Combination Inspections' Key Performance Measure, the percentage of inspections made within 24 hours of request, is projected to increase from 88% in FY 2013-14 to 90% in FY 2014-15 and further to 95% in FY 2015-16.

A total of 96,988 inspections were performed in FY 2013-14; this number is projected to increase to 108,000 in FY 2014-15 and further to 112,000 in FY 2015-16. The average number of inspections per inspector per day is projected to increase from 24.9 in FY 2013-14 to 27 in FY 2014-15 and FY 2015-16.

Changes to Services and Activities

Address Gaps in Services

In the Spring 2015 Budget Monitoring Process (BMP), the bureau added four positions to the Combination Inspections Program to address the projected 9% workload increase. Once these positions are filled and trained, 95% of residential combination inspections will be performed within 24 hours of request.

Inspector Cross-Training

The Combination Inspections Program has hired several inspectors over the last few years, most with one rather than the desired four inspection certifications. The program will spend considerable staff time in FY 2015-16 and beyond providing cross-training for inspectors in order to enable all to achieve combination inspector certification within 5 years of hire.

Permit Expiration Program

The bureau intends to reactivate its Permit Expiration Program in FY 2015-16. This program will work to address a significant backlog of inactive, "un-final" residential building permits to "final" status.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	26.55	33.55	37.90	37.90	41.90
Expenditures					
Combination Inspections	3,159,392	3,872,203	4,333,776	4,590,652	4,950,508
Total Expenditures	**3,159,392**	**3,872,203**	**4,333,776**	**4,590,652**	**4,950,508**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of residential inspections made within 24 hours of request	91.0%	88.0%	90.0%	90.0%	95.0%
Effectiveness					
Number of inspections per day, per inspector	25.18	24.94	27.00	26.25	27.00
Efficiency					
Number of inspection trips reduced due to multi-certified inspectors	18,127	19,978	20,040	20,500	21,000
Workload					
Number of residential inspections	91,036	96,988	108,000	110,000	112,000

Land Use Services

Description

The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.

Goals

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

Performance

LUS has two Key Performance Measures. First, the percentage of commercial new construction reviews completed within 20 days of application intake is projected to increase from 61% in FY 2013-14 to 70% in FY 2014-15 and further to 80% in FY 2015-16. Second, the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews is projected to fall from 60% in FY 2013-14 to 55% in FY 2014-15, then increase to 80% in FY 2015-16. These increases are possible due to the approval of additional funding in the FY 2015-16 Adopted Budget.

The number of land use review and final plat applications is projected to increase from 861 in FY 2013-14 to 890 in FY 2014-15, and further to 950 in FY 2015-16.

Changes to Services and Activities

Address Gaps in Services

In the FY 2014-15 Spring Budget Monitoring Process, the bureau added six positions to address the projected workload increase in the Land Use Services program. Once the positions are filled and trained, the bureau anticipates the following improvements in FY 2015-16:

- The percentage of Type II Land Use Review applications meeting the 14-day completeness check will increase from 70% to 80%;
- The percentage of Final Plats meeting the 21-day status deadline will increase from 50% to 75%;
- The percentage of Property Line Adjustments and Lot Confirmations meeting the 21-day turnaround time for first response will increase from 75% to 85%.

Expanding Outreach and Community Services

The two additional positions will provide a variety of outreach and community engagement services, including public outreach regarding land use codes and processes; assistance to customers seeking to legalize construction work performed without permits; and partnering with the Bureau of Planning & Sustainability on outreach and education efforts.

Coordination with the Bureau of Planning & Sustainability

The bureau will be working closely with the Bureau of Planning & Sustainability on the following projects: update to the City’s Comprehensive Plan and Plan Map; prepare zoning code amendments; and an assessment and amendments to the zoning code regulations that apply in the City’s Design Overlay Zone.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	39.20	49.70	63.70	64.70	76.70
Expenditures					
Land Use Services	4,124,782	4,865,999	6,591,295	6,949,801	7,896,133
Total Expenditures	**4,124,782**	**4,865,999**	**6,591,295**	**6,949,801**	**7,896,133**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	72%	61%	70%	70%	80%
Percent of Type II Land Use Reviews – Application Completeness Review done within 14 days of application intake	65%	60%	55%	60%	80%
Workload					
Number of land use review and final plat applications	706	861	890	950	950

Neighborhood Inspections

Description

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

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

Goals

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

Performance

Neighborhood Inspections' Key Performance Measure, the number of properties cleaned up, is projected to increase from 2,646 in FY 2013-14 to 4,884 in FY 2014-15 and further to 4,934 in FY 2015-16.

The number of housing units brought up to code is projected to increase from 1,984 in FY 2013-14 to 2,740 in FY 2014-15, then further to 3,757 in FY 2015-16 with the approval of additional positions in next fiscal year.

Changes to Services and Activities

Extremely Distressed Properties Enforcement Program (EDPEP)

The FY 2015-16 Adopted Budget provides one-time resource for a Housing Inspector position and $50,000 to support the Extremely Distressed Properties Enforcement Program (EDPEP). The program is directed toward un-maintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire and public health hazards.

Enhanced Rental Inspection Program

The FY 2015-16 Adopted Budget adds 3.0 limited term positions to support the expansion of the successful Enhanced Rental Inspection Program. The program identifies property owners who are chronically out of compliance with City housing maintenance codes and are unwilling to make cited repairs in a timely manner. Adding the positions will allow the program to expand from outer Southeast Portland into North, Northeast, and inner Southeast Portland.

Lien Amnesty and Disabled Vehicle Program

In 2015 Neighborhood Inspections begins offering two previously successful programs. In the spring, a second lien amnesty period will be provided to owners of properties that have incurred liens related to Property Maintenance Code (Title 29) violations. Lien amnesty allows property owners to access lien reductions or payment plans if they meet certain criteria, such as having violations corrected. This program was very successful when last offered in 2009.

Additionally, BDS will restore the Disabled Vehicle Program, which implements portions of City Code related to the storage of disabled vehicles on private property. This program was suspended during the recession due to budget and staffing reductions.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	14.36	14.43	18.02	20.35	20.35
Expenditures					
Neighborhood Inspections	1,663,662	1,859,519	1,890,333	2,612,088	2,612,088
Total Expenditures	**1,663,662**	**1,859,519**	**1,890,333**	**2,612,088**	**2,612,088**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of properties cleaned up	2,188	2,646	4,884	4,884	4,934
Effectiveness					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	1,606	1,984	2,740	3,151	3,757
Number of code enforcement fee waivers granted	406	443	470	470	470
Workload					
Number of nuisance inspections	7,611	9,040	9,616	11,058	11,058
Number of housing and derelict buildings inspections	2,605	3,230	2,792	3,490	4,653
Number of housing intakes	1,586	1,733	1,914	1,914	2,212
Number of nuisance intakes	3,981	4,468	4,222	4,222	4,222
Number of code enforcement fee waiver requests	408	446	475	475	475
Number of housing units inspected (includes enhanced inspection pilot beginning in 2010-11)	3,118	3,995	3,140	3,925	4,328

Plan Review

Description

The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. Staff helps permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.

Goals

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

Performance

Plan Review has two Key Performance Measures related to building plan review, which is performed by staff from BDS and as many as five other City bureaus. In FY 2013-14, the City as a whole met its plan review turnaround goals for 82% of residential plans and 74% of commercial plans. The bureau projects that the City will meet its turnaround goals for 80% of residential plans and 70% of commercial plans in FY 2014-15, then rebound to 85% of residential plans and 75% of commercial plans in FY 2015-16.

Changes to Services and Activities

In the FY 2014-15 Spring Budget Monitoring Process, BDS added 3.0 FTE to provide expanded access to services in the Development Services Center for customers who are unfamiliar with permitting and inspection processes. One of these positions will be a Plans Examiner assigned to the Plan Review Program. Once these positions are filled and trained, their work will contribute to the bureau's equity goals by providing a higher level of service to underserved populations.

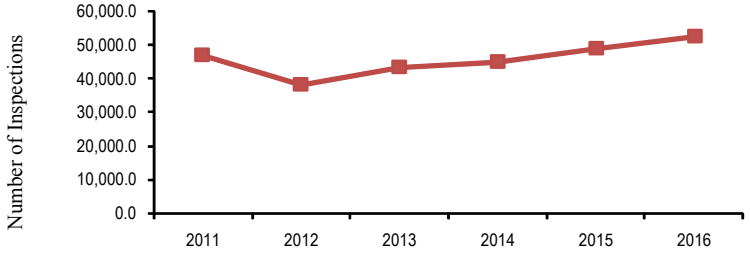
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	22.38	56.40	36.64	36.48	41.48
Expenditures					
Plan Review	5,316,061	6,017,690	4,378,197	4,684,425	5,272,413
Total Expenditures	**5,316,061**	**6,017,690**	**4,378,197**	**4,684,425**	**5,272,413**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of residential plans reviewed by all bureaus within scheduled end dates	87%	82%	80%	85%	85%
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	73%	74%	70%	75%	75%

Performance Measures

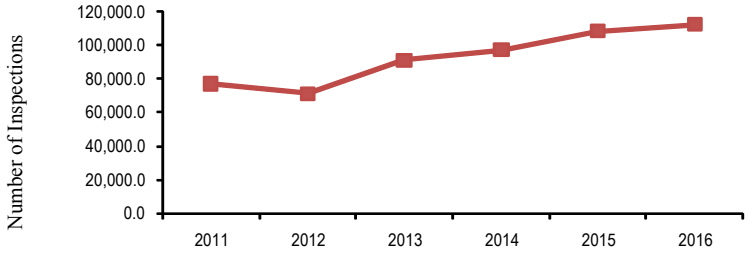
Commercial Inspections

The number of commercial inspections is projected to increase in FY 2015-16, reflecting growth in local construction activity.



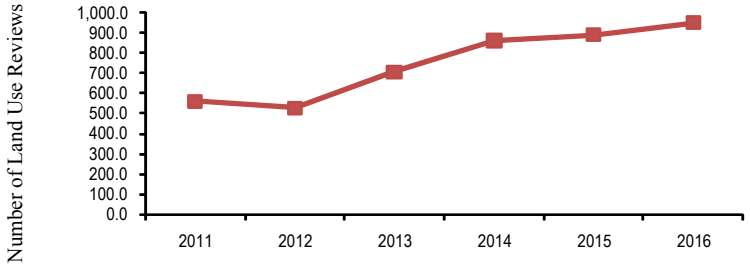
Residential Inspections

Residential inspections are expected to increase in FY 2015-16, reflecting growth in local construction activity.



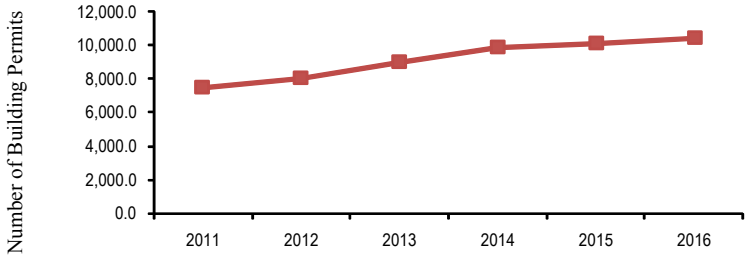
Land Use Review and Final Plat Applications

The number of land use applications is projected to increase in both FY 2014-15 and FY 2015-16.



Total Commercial and Residential Building Permits

The number of building permits is expected to increase in both FY 2014-15 and FY 2015-16 due to the growth in local construction activity.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Licenses & Permits	27,676,745	31,412,317	28,809,934	32,808,701	32,808,701
Charges for Services	11,151,010	12,443,832	10,964,431	13,633,486	13,633,486
Intergovernmental	8,320	5,848	0	0	0
Bond & Note	0	0	25,000	0	0
Miscellaneous	2,252,887	2,180,296	1,842,518	2,442,221	2,442,221
Total External Revenues	**41,088,962**	**46,042,293**	**41,641,883**	**48,884,408**	**48,884,408**
Internal Revenues					
Fund Transfers - Revenue	2,310,211	2,159,003	2,416,835	2,177,273	2,177,273
Interagency Revenue	955,256	921,290	993,931	1,076,213	1,076,213
Total Internal Revenues	**3,265,467**	**3,080,293**	**3,410,766**	**3,253,486**	**3,253,486**
Beginning Fund Balance	10,219,090	24,024,995	24,572,155	45,634,924	45,634,924
Total Resources	**$54,573,519**	**$73,147,581**	**$69,624,804**	**$97,772,818**	**$97,772,818**
Requirements					
Bureau Expenditures					
Personnel Services	20,850,127	23,297,541	29,775,612	32,565,784	35,656,588
External Materials and Services	1,428,092	2,435,069	2,186,305	2,581,908	2,581,908
Internal Materials and Services	6,507,438	7,700,828	9,405,760	8,683,714	8,684,895
Capital Outlay	8,563	2,623,267	1,495,649	2,690,225	2,690,225
Total Bureau Expenditures	**28,794,220**	**36,056,705**	**42,863,326**	**46,521,631**	**49,613,616**
Fund Expenditures					
Debt Service	795,903	865,348	982,638	1,084,750	1,084,750
Contingency	0	0	10,522,066	17,890,815	14,782,627
Fund Transfers - Expense	958,401	1,004,632	1,256,774	1,177,524	1,193,727
Total Fund Expenditures	**1,754,304**	**1,869,980**	**12,761,478**	**20,153,089**	**17,061,104**
Ending Fund Balance	24,024,995	35,220,896	14,000,000	31,098,098	31,098,098
Total Requirements	**$54,573,519**	**$73,147,581**	**$69,624,804**	**$97,772,818**	**$97,772,818**
Programs					
Administration & Support	8,697,335	13,192,402	14,681,722	16,293,290	16,695,415
Combination Inspections	3,159,392	3,872,203	4,333,776	4,590,652	4,950,508
Commercial Inspections	3,810,748	4,069,458	4,266,761	4,622,323	5,120,323
Compliance Services	13,513	2,668	1,131,923	1,056,129	1,056,129
Development Services	490,266	452,034	4,501,254	4,509,652	4,720,012
Land Use Services	4,124,782	4,865,999	6,591,295	6,949,801	7,896,133
Neighborhood Inspections	1,663,662	1,859,519	1,890,333	2,612,088	2,612,088
Plan Review	5,316,061	6,017,690	4,378,197	4,684,425	5,272,413
Site Development	1,518,461	1,724,732	1,088,065	1,203,271	1,290,595
Total Programs	**28,794,220**	**$36,056,705**	**$42,863,326**	**$46,521,631**	**$49,613,616**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Special Projects								
Information Technology Advancement Project	2,296,044	3,821,440	5,723,344	0	0	0	0	5,723,344
Total Special Projects	**2,296,044**	**3,821,440**	**5,723,344**	**0**	**0**	**0**	**0**	**5,723,344**
Total Requirements	**2,296,044**	**3,821,440**	**5,723,344**	**0**	**0**	**0**	**0**	**5,723,344**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	40,726	58,552	1.00	40,728	1.00	40,728	1.00	40,728
30000063	Accountant II	53,248	67,038	1.00	53,244	2.00	112,328	2.00	112,328
30000434	Administrative Assistant	48,256	74,339	1.00	78,084	1.00	78,084	1.00	78,084
30000433	Administrative Specialist, Sr	44,949	69,181	5.00	314,164	5.00	317,984	6.00	362,936
30000173	Building Inspector II	66,955	77,459	11.00	775,235	11.00	803,103	14.00	1,003,983
30000174	Building Inspector, Sr	75,150	86,965	14.00	1,178,332	14.00	1,182,072	16.00	1,332,384
30000442	Business Operations Manager, Sr	99,861	139,464	1.00	119,664	1.00	122,936	1.00	122,936
30000448	Business Systems Analyst	61,506	81,994	4.00	266,520	4.00	268,841	4.00	268,841
30000447	Business Systems Analyst, Assistant	48,256	74,339	2.00	120,513	2.00	122,592	2.00	122,592
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	67,848	1.00	69,936	1.00	69,936
30000184	Code Specialist II	45,302	59,987	5.00	270,564	5.00	270,564	5.00	270,564
30000186	Code Specialist III	48,838	64,043	1.00	55,932	1.00	58,848	1.00	58,848
30000170	Combination Inspector	71,406	82,722	14.00	1,139,841	14.00	1,151,387	14.00	1,151,387
30000492	Community Outreach & Informtn Rep	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30000493	Community Outreach & Informtn Rep, Sr	64,605	86,154	0.00	0	0.00	0	1.00	64,608
30000426	Development Services Director	123,531	177,029	1.00	177,024	1.00	177,024	1.00	177,024
30000335	Development Services Project Coord	65,915	84,178	5.00	414,280	5.00	420,900	5.00	420,900
30000332	Development Services Technician I	40,498	54,267	3.00	135,264	3.00	135,264	3.00	135,264
30000333	Development Services Technician II	54,267	69,243	26.00	1,546,178	29.00	1,775,300	30.00	1,829,564
30000334	Development Services Technician III	65,915	84,178	3.00	237,600	3.00	239,644	4.00	305,560
30000836	Development Supervisor II	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000168	Electrical Inspector	66,955	77,459	6.00	440,526	7.00	526,760	9.00	660,680
30000169	Electrical Inspector, Sr	75,150	86,965	6.00	513,756	6.00	517,704	6.00	517,704
30000680	Engineer, Sr	86,902	115,856	1.00	115,860	1.00	115,860	1.00	115,860
30000681	Engineer, Supervising	93,413	124,550	1.00	124,548	1.00	124,548	1.00	124,548
30000367	Engineer-Geotechnical	86,653	105,310	3.00	297,428	3.00	304,640	4.00	391,292
30000368	Engineer-Mechanical	86,653	105,310	1.00	105,312	1.00	105,312	1.00	105,312
30000369	Engineer-Structural	86,653	105,310	7.00	718,524	7.00	718,524	10.00	978,480
30000325	Engineering Technician II	54,267	69,243	1.00	59,820	1.00	61,535	1.00	61,535
30000567	Financial Analyst	61,506	81,994	2.00	147,516	2.00	149,532	2.00	149,532
30000569	Financial Analyst, Principal	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000372	Graphics Designer II	54,267	69,243	0.00	0	0.00	0	1.00	54,264
30000028	Hearings Clerk	46,717	61,443	1.00	46,716	1.00	50,830	1.00	50,830
30000734	Housing Inspection Supervisor	74,734	100,443	1.00	74,736	1.00	74,736	1.00	74,736
30000171	Housing Inspector	50,981	64,522	7.00	404,724	10.00	601,284	10.00	601,284
30000172	Housing Inspector, Sr	67,267	77,854	2.00	145,128	3.00	225,234	3.00	225,234
30000736	Inspection Manager	92,976	125,986	2.00	243,243	2.00	248,052	2.00	248,052
30000735	Inspection Supervisor	80,413	107,099	4.00	369,036	4.00	375,228	4.00	375,228
30000451	Management Analyst	61,506	81,994	3.00	215,268	3.00	218,208	3.00	218,208
30000453	Management Analyst, Principal	80,413	107,099	1.00	87,360	1.00	90,042	1.00	90,042
30000452	Management Analyst, Sr	67,850	90,605	2.00	171,095	2.00	174,405	2.00	174,405
30000450	Management Assistant	48,256	74,339	5.00	304,755	5.00	312,239	5.00	312,239
30000011	Office Support Specialist I	30,722	43,888	1.00	30,720	1.00	30,720	1.00	30,720
30000012	Office Support Specialist II	33,738	48,443	9.00	386,796	12.00	537,246	15.00	638,478
30000013	Office Support Specialist III	43,160	57,200	5.00	248,094	5.00	250,704	5.00	250,704
30000014	Office Support Specialist, Lead	43,160	57,200	1.00	57,204	1.00	57,204	1.00	57,204
30000730	Plan Review Supervisor	80,413	107,099	2.00	187,512	2.00	187,512	2.00	187,512
30000377	Planner I, City-Land Use	57,699	66,560	8.00	492,522	8.00	503,311	9.00	561,007
30000381	Planner I, City-Urban Design	57,699	66,560	1.00	62,235	2.00	122,950	2.00	122,950
30000384	Planner II. City-Environmental	63,419	73,299	0.00	0	1.00	73,296	1.00	73,296

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000385	Planner II. City-Land Use	63,419	73,299	12.00	826,638	14.00	978,006	16.00	1,104,846
30000389	Planner II. City-Urban Design	63,419	73,299	6.00	409,692	6.00	416,163	8.00	543,003
30000375	Planner, Associate	52,333	60,570	6.00	313,992	6.00	321,087	7.00	373,419
30000725	Planner, Principal	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30000393	Planner, Sr City-Land Use	65,915	84,178	7.00	582,028	7.00	585,950	9.00	717,782
30000397	Planner, Sr City-Urban Design	65,915	84,178	2.00	168,360	2.00	168,360	2.00	168,360
30000724	Planner, Supervising	80,413	107,099	5.00	484,119	5.00	492,686	5.00	492,686
30000374	Planning Assistant	33,883	43,243	0.00	0	0.00	0	3.00	101,664
30000231	Plans Examiner, Commercial	70,075	81,120	17.00	1,326,360	17.00	1,349,320	18.00	1,419,400
30000230	Plans Examiner, Residential	57,658	66,706	2.00	115,320	2.00	115,320	2.00	115,320
30000232	Plans Examiner, Sr	76,149	88,150	2.00	176,304	2.00	176,304	2.00	176,304
30000164	Plumbing Inspector	66,955	77,459	5.00	360,410	5.00	366,989	6.00	433,949
30000165	Plumbing Inspector, Sr	75,150	86,965	4.00	343,776	4.00	346,496	4.00	346,496
30000465	Program Manager	67,850	90,605	1.00	67,848	1.00	67,848	1.00	67,848
30000466	Program Manager, Sr	80,413	107,099	2.00	214,200	2.00	214,200	3.00	294,612
30000463	Program Specialist	58,573	78,083	3.00	233,227	3.00	234,252	3.00	234,252
30000462	Program Specialist, Assistant	48,256	74,339	1.00	67,129	1.00	69,886	1.00	69,886
30000177	Site Development Inspector I	58,552	67,766	0.00	0	0.00	0	1.00	58,548
30000179	Site Development Inspector II	66,955	77,459	1.00	77,460	1.00	77,460	1.00	77,460
30000178	Site Development Inspector, Sr	75,150	86,965	1.00	75,156	1.00	75,156	1.00	75,156
30000531	Training & Development Analyst	61,506	81,994	1.00	61,512	1.00	61,512	1.00	61,512
TOTAL FULL-TIME POSITIONS				264.00	19,356,592	280.00	20,633,758	314.00	22,723,918
30000367	Engineer-Geotechnical	86,653	105,310	0.90	77,988	0.90	77,988	0.90	77,988
30000368	Engineer-Mechanical	86,653	105,310	0.90	77,988	0.90	77,988	0.90	77,988
30000385	Planner II. City-Land Use	63,419	73,299	0.90	65,964	0.90	65,964	0.90	65,964
30000392	Planner, Sr City-Environmental	65,915	84,178	0.90	75,756	0.90	75,756	0.90	75,756
30000393	Planner, Sr City-Land Use	65,915	84,178	0.90	75,756	0.90	75,756	0.90	75,756
TOTAL PART-TIME POSITIONS				4.50	373,452	4.50	373,452	4.50	373,452
30000063	Accountant II	53,248	67,038	1.00	53,244	0.00	0	0.00	0
30000332	Development Services Technician I	40,498	54,267	4.00	217,056	4.00	217,056	4.00	217,056
30000333	Development Services Technician II	54,267	69,243	3.00	184,059	0.00	0	0.00	0
30000334	Development Services Technician III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000168	Electrical Inspector	66,955	77,459	1.00	73,740	0.00	0	0.00	0
30000369	Engineer-Structural	86,653	105,310	1.58	137,560	1.42	127,468	1.42	127,468
30000171	Housing Inspector	50,981	64,522	1.67	95,946	1.00	57,308	1.00	57,308
30000172	Housing Inspector, Sr	67,267	77,854	1.00	77,856	0.00	0	0.00	0
30000451	Management Analyst	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000452	Management Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000450	Management Assistant	48,256	74,339	1.00	74,340	1.00	74,340	1.00	74,340
30000012	Office Support Specialist II	33,738	48,443	3.00	129,444	0.00	0	0.00	0
30000381	Planner I, City-Urban Design	57,699	66,560	1.00	57,696	0.00	0	0.00	0
30000384	Planner II. City-Environmental	63,419	73,299	1.00	73,296	0.00	0	0.00	0
30000385	Planner II. City-Land Use	63,419	73,299	2.00	133,650	0.00	0	0.00	0
30000375	Planner, Associate	52,333	60,570	0.00	0	2.00	104,664	2.00	104,664
30000393	Planner, Sr City-Land Use	65,915	84,178	0.83	63,580	1.00	78,904	1.00	78,904
30000231	Plans Examiner, Commercial	70,075	81,120	1.00	81,120	1.00	81,120	1.00	81,120
30000464	Program Coordinator	64,605	86,154	1.00	81,684	0.00	0	0.00	0
30001031	Technology Capital Project Manager I	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
TOTAL LIMITED TERM POSITIONS				28.08	1,917,035	15.42	1,123,624	15.42	1,123,624
GRAND TOTAL				296.58	21,647,079	299.92	22,130,834	333.92	24,220,994

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.

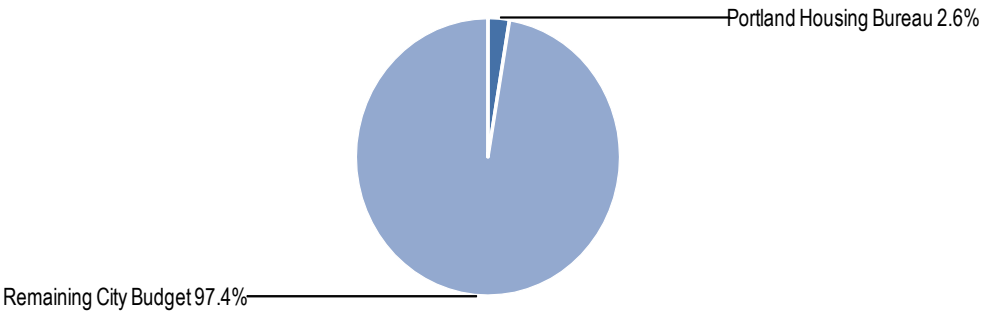
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	45,785,991	0	45,785,991	294.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	160,244	160,244	1.00	Extremely Distressed Property Enforcement
	0	365,916	365,916	3.00	Enhanced inspections
	0	50,000	50,000	0.00	Nuisance abatement
	0	159,480	159,480	2.00	Land use services
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	1,181	1,181	0.00	Increase interagency agreement with OMF
	0	3,090,804	3,090,804	33.92	FY 2014-15 carryover for new positions
	0	**3,827,625**	**3,827,625**	**39.92**	**Total FY 2015-16 Decision Packages**
			49,613,616	**333.92**	**Total Adopted Budget**

Portland Housing Bureau

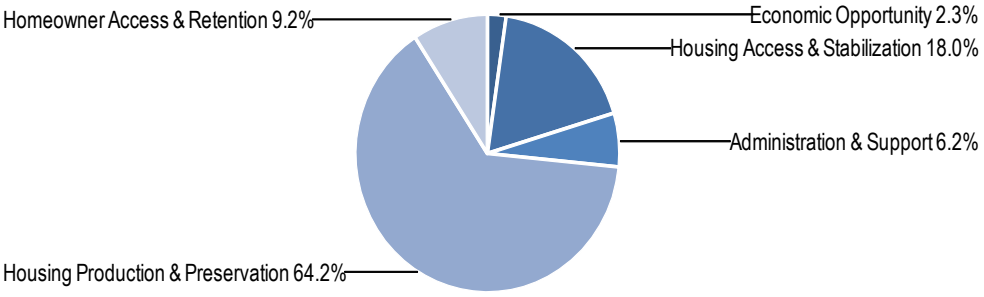
Community Development Service Area

Dan Saltzman, Commissioner-in-Charge
Director Position Is Vacant

Percent of City Budget

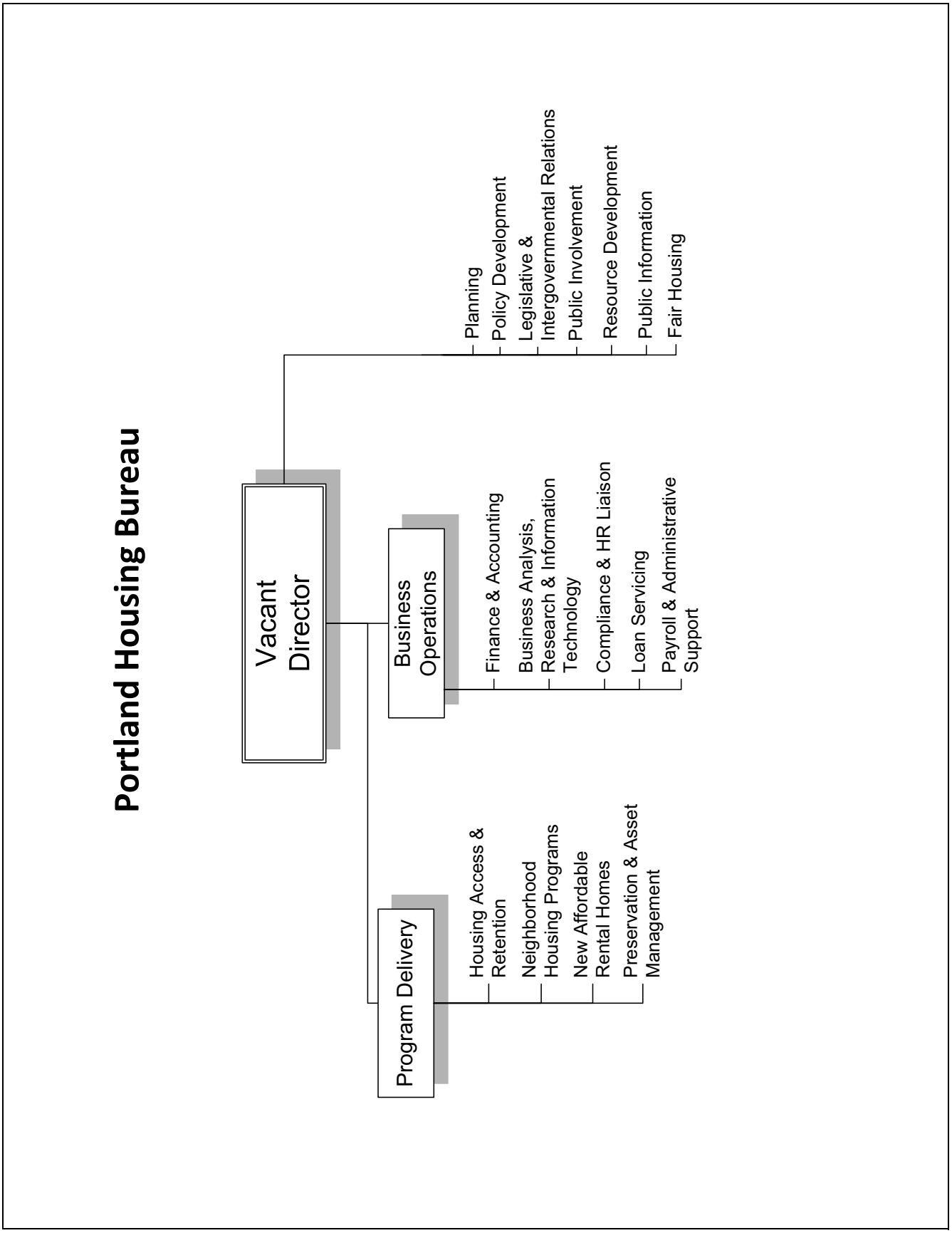


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	67,588,011	96,697,921	29,109,910	43.07
Capital	0	0	0	0.00
Total Requirements	**67,588,011**	**96,697,921**	**29,109,910**	**43.07**
Authorized Positions	56.92	56.92	0.00	0.00


Portland Housing Bureau
Vacant Director
Planning
Policy Development
Legislative & Intergovernmental Relations
Public Involvement
Resource Development
Public Information
Fair Housing
Business Operations
Finance & Accounting
Business Analysis, Research & Information Technology
Compliance & HR Liaison
Loan Servicing
Payroll & Administrative Support
Program Delivery
Housing Access & Retention
Neighborhood Housing Programs
New Affordable Rental Homes
Preservation & Asset Management

Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to solve the unmet housing needs of the people of Portland. The bureau accomplishes its mission by building and preserving quality, affordable housing; supporting programs that help low-income Portlanders find, rent, buy, retain and repair their homes; bringing together our partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them; and reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

Bureau Overview

The Portland Housing Bureau is responsible for several sources of public funds for investments in quality, affordable housing. Program investments span the continuum of housing services and include programs to prevent and end homelessness, develop rental housing for low-income individuals and families, and provide targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing (TIF) that directs at least 30% of all tax increment financing expenditures to affordable housing under City policy; City General Fund; and federal funds.

The Housing Bureau's federal funding comes from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (predominantly the Community Development Block Grant and HOME) and competitive grant funds. The bureau deploys these resources in alignment with its 2011-2013 Strategic Plan as loans and grants for capital construction of new or rehabilitated housing, and for the delivery of homeless services that support the needs of Portland's most vulnerable residents.

The Portland Housing Advisory Commission advises both the bureau and City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. Although the commission does not have an explicit decision-making role, the commission helped shape the bureau's Strategic Plan and also serves as the bureau's budget advisory committee.

In addition to making programmatic investments, the bureau leads local policy and planning efforts to improve alignment with state and local government partners working to prevent homelessness and support economic stability. The Portland Housing Bureau has proactively engaged with partners to critically review data, streamline its systems, and find efficiencies. As part of federal planning and reporting requirements, the Portland Housing Bureau works closely with its jurisdictional partners to perform joint federal funding oversight, Fair Housing analysis and policy recommendations, and community needs and priorities hearings. As part of its work with Multnomah County, the bureau seeks to align its priorities and maximize funding leverage.

The bureau aspires to deliver cost-effective, sustainable strategies to meet the housing needs of vulnerable and low-income Portlanders. In modeling good government practices, the bureau engages the communities it serves and makes data-driven decisions that result in cost-effective investments with maximum public benefits. Some examples of these processes include A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County, and the bureau's Equity Agenda.

Equity is woven throughout bureau policy and operations. The bureau's equity agenda recognizes and responds to the historic and institutional barriers to accessible housing, homeownership, and economic stability experienced by communities of color. The Portland Housing Bureau seeks to place a greater reliance on community-validated data to understand unmet needs, and to intentionally hold itself and partners accountable for removing barriers and serving members of minority communities equitably.

Strategic Direction

The Portland Housing Bureau continues to implement its Strategic Plan. The Strategic Plan focuses on four core goals:

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

Through its strategic planning work, the bureau has adopted and aligned its budget with four priorities for investments:

- **Priority One:** Provide more rental housing for the most vulnerable families.
- **Priority Two:** Move people quickly from homelessness to permanent housing while preventing families on the brink from losing their homes.
- **Priority Three:** Help Portlanders from communities of color buy a home or keep the home they already own.
- **Priority Four:** Maintain a community safety net that provides short-term shelter, and information and referral services that help low-income Portlanders facing homelessness or housing crisis.

In addition to the strategic priorities above, in the coming fiscal year the bureau will implement several key strategies to further its goals and priorities:

- The development and publishing of an annual State of Housing in Portland report that assesses households, housing stock, and access to affordable housing for Portland residents, to be used to inform budget and programming decisions;
- The continued development of strategies to leverage private units and private market development to increase the supply of quality, affordable housing units;
- Reexamine the City's density bonus and transfer scheme, making modifications to better incentivize affordable housing development in high opportunity neighborhoods; and

- The creation and implementation of new policy and programming in north/northeast Portland to mitigate involuntary displacement and gentrification.

Summary of Budget Decisions

Add Packages

North/Northeast Portland Ownership Retention Program

This package includes $850,000 one-time General Fund to fund loans and grants for home repairs for homeowners in north/northeast Portland. The Homeownership Retention program will target N/NE Portland households whose homes are located outside the Interstate Corridor URA. Funds for this program would be used in two ways: 1) zero percent interest loans of up to $40,000 per home to provide critical home repairs for low-income homeowners up to 80% of median family income; or, 2) grants of up to $5,000 per home to provide home repairs to seniors and people with disabilities up to 50% median family income. The bureau expects to be able to reach at least 50 homeowners at a cost of $850,000.

Equity and Complete Neighborhoods: Opportunity Fund

This package includes $2,500,000 in one-time General Fund to attract additional investment to match the City's investment in citywide affordable housing development. Development funds will all be leveraged with private and public capital resources, including tax credits, grants, bonds, and lending.

Home for Everyone Coordinating Board

This package includes $47,296 in one-time General Fund will support the A Home for Everyone executive committee priority for a limited-term Initiative Director position. This investment is matched by support from Multnomah County.

Veterans Rent Assistance

This package provides $500,000 in one-time General Fund to allow for the full implementation of the A Home for Everyone work plan to end Veterans' homelessness by supporting an estimated 173 housing placements. In addition to leveraging federal Veterans Affairs Supportive Housing vouchers, new resources will be available for rent assistance and housing placements for homeless Veteran households that are ineligible for U.S. Department of Veterans Affairs services. This package may positively impact the retention rate of households placed in permanent housing at 12 months, one of the bureau’s key performance measures.

Maintain Women's Winter Shelter Year-round

This packages provides $750,000 in one-time General Fund to maintain winter shelter capacity year-round as part of the action plan for A Home for Everyone initiative. These resources add to the $272,000 base budget in PHB's FY 2015-16 Requested Budget. The resources will allow two women's shelters to extend 115 spaces of emergency shelter beyond the winter season, and provide resources for additional placement staffing and supportive services.

Landlord Recruitment and Retention

This package provides $300,000 in one-time General Fund will create a flexible landlord incentive program as part of the action plan for A Home for Everyone initiative. The funding for the program will support three full-time staff and $100,000 incentive funding to facilitate the recruitment and retention of landlords that rent to tenants with Section 8 vouchers and locally funded rent subsidies.

Intensive Street Engagement and Clean-Up Initiative

$1,025,000 in one-time General Fund will support an initiative targeting homeless populations camping in public spaces. The initiative will fund services provided by community-based organizations. Mobile trash pick-up will account for approximately $101,306 to fund a full-time two-person crew, as well as materials and supplies. The remaining $923,694 will support a collaboration between police and social service providers. This collaboration proposes to serve 50 households through three housing placement staff ($195,000), housing subsidies ($500,000), and additional support services ($228,694).

Budget Note

Rental Inspection Fee

Council directs the Portland Housing Bureau and the Bureau of Development Services to work together to develop recommendations regarding the feasibility of a rental inspection fee to support the current Enhanced Rental Inspections Program, including an enhanced model of rental inspections and increased landlord and tenant education and outreach. The bureaus will present a recommendation to Council for consideration by January, 2016.

Administration & Support

Description

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

Director's Office

The Director's Office includes policy, planning, public information, resource development, legislative and intergovernmental affairs, and executive level support. The director has six direct reports: the Assistant Housing Director responsible for Housing Programs; the Business Operations Manager; two management analysts leading policy, equity and legislative efforts; the Public Information Officer; and an executive assistant.

Business Operations Division

The Business Operations division includes Finance & Accounting, Loan Servicing, Human Resources, Information Technology, Data Analysis & Research, Compliance, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible.

Goals

The goals of the Director's Office include:

- Providing long-range vision and overall direction for Portland's affordable housing investments;
- Ensuring the bureau advances goals, strategies, and investment priorities from the Strategic Plan, with a focus on advancing the bureaus equity agenda;
- Working collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland;
- Ensuring that future policy and implementation decision of the bureau improve housing access and economic opportunities for traditionally under-served populations; and
- Providing effective internal and external communications.

The goals of the Business Operations division include:

- Ensuring that administrative functions are delivered consistently, reliably, and effectively;
- Providing strong financial and accounting services;
- Delivering excellence in compliance;
- Supporting the bureau's equity goals through internal business practices, quality data, contract goals, and publications on the website;
- Strengthening data collection, data analysis, and data reporting through maximizing the use of all information technology systems;
- Ensuring timely, confidential, and supportive human resource services; and
- Informing the bureau on current housing needs, market and equity data to direct policies and practices.

Performance

Performance goals for the Administration & Support program are focused on improving customer service relationships, using a data-driven approach to bureau policy and decision making, and managing administrative costs. The administrative costs metric below shows variability from year to year. This is because, although PHB's administrative costs remain relatively stable, there is significant variability in overall bureau expenditures from year to year due predominantly to the limited predictability of affordable housing project development cycles.

Changes to Services and Activities

The Director's Office and Business Operations will collaborate with bureau program delivery teams on the second phase of the State of Housing Report.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	35.53	30.11	30.20	29.66	30.09
Expenditures					
Administration & Support	1,131,723	945,461	673,576	576,567	616,295
Asset Management	426,678	30	0	0	0
Business Services	3,604,053	3,610,637	4,895,850	4,509,268	4,590,477
Director's Office	227,488	280,723	694,117	682,793	682,793
Planning & Policy	738,464	724,731	0	0	0
Total Expenditures	**6,128,406**	**5,561,582**	**6,263,543**	**5,768,628**	**5,889,565**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage utilization of minority contracts in housing construction (contract $ awarded)	NA	15%	15%	15%	15%
Effectiveness					
Percentage utilization of minority, women, and emerging small business contracts in housing contruction (contract $ awarded)	NA	20%	20%	30%	30%
Efficiency					
Administrative costs as a percentage of bureau level budget	9%	14%	10%	6%	6%

Economic Opportunity

Description

City Council transferred the Economic Opportunity Initiative (EOI) to the Portland Development Commission (PDC) in July 2009. As part of the initiative, PHB passes Community Development Block Grant (CDBG) funds to PDC to support programs and services in three categories: adult workforce, youth workforce, and microenterprise. General Fund resources are budgeted directly in the PDC allocation.

Goals

The City has invested in youth and adult workforce development, and microenterprise services since 2004 through EOI. PDC administers the microenterprise component and contracts with seven community agencies to provide services. Worksystems, Inc. administers the adult and youth workforce components and contracts with thirteen community agencies to provide services. The goals of this program are to raise the incomes of very low-income Portland residents through workforce and microenterprise development, focusing on reaching participants who often face multiple barriers to employment, including but not limited to: homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of educational credentials and basic job preparation skills.

Performance

Refer to PDC's FY 2015-16 budget for narrative describing program performance.

Changes to Activities and Services

The CDBG allocation to programs is comparable to prior years, with the reduction from FY 2013-14 to FY 2014-15 resulting from the carryover of prior-year unspent resources in that year, and a 10% reduction in the overall City's CDBG allocation being applied to the programs.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	0.05	0.06	0.09	0.09	0.09
Expenditures					
Economic Opportunity	635,406	5,667	7,896	11,760	11,760
Microenterprise Growth	301,918	563,734	503,174	0	0
Workforce Development	749,612	1,843,377	1,782,926	2,181,100	2,141,840
Total Expenditures	**1,686,936**	**2,412,778**	**2,293,996**	**2,192,860**	**2,153,600**

Housing Access & Retention

Description

The bureau's Housing Access & Retention team (HART) creates housing stability for thousands of households per year by investing in programs and coordinating community initiatives. Last year, with City and other funds, HART helped more than 12,000 families and individuals by preventing or ending their homelessness, supporting their transition to greater housing stability, and enabling them to secure permanent homes. This included children and their parents, unaccompanied youth, Veterans, and disabled men and women.

The HART annual budget is comprised of City General Fund, as well as federal grants from the U.S. Department of Housing and Urban Development (HUD). They include: Continuum of Care (CoC), Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnerships Program (HOME), and Housing Opportunities for Persons with AIDS (HOPWA). Funds are contracted to 16 nonprofit and public agencies to provide a comprehensive range of services that meet the needs of people experiencing homelessness or housing instability from street outreach to permanent housing placement. Services fall into four categories:

- Housing access
- Homeless rapid re-housing
- Supportive housing
- Shelter and emergency services

Supportive housing, housing placement and street outreach, short-term rent assistance, benefits acquisition, and housing retention services are examples of strategies proven to help people experiencing homelessness achieve housing stability and self-sufficiency. Bureau partners are contractually obligated to ensure equitable outcomes for clients from communities of color. Contractors are experts at serving people with barriers to housing such as mental health issues, criminal convictions, health challenges, and multiple episodes of homelessness.

HART increases influence in the broader community through:

- Innovative planning and partnership building with stakeholders to respond to changing community needs and trends;
- Coordination with jurisdictional partners to promote systems change and improve policies and practices to quickly end people's homelessness; and
- Data review, program evaluation, grant reporting, and analysis.

Goals

HART is fully aligned with the priorities and goals of *A Home for Everyone*, the community's plan to end homelessness for Portland/Multnomah County, adopted by City Council and the Multnomah County Commission in March 2013.

This plan created a governing body, the Home for Everyone Coordinating Board, which is responding to current challenges, seizing new opportunities, and incorporating what has been learned from past efforts. That Coordinating Board and its Executive Committee, with leadership from local jurisdictions, developed a comprehensive action plan in spring 2015 and has begun implementation. The action plan recommends investments in the most effective strategies to reduce homelessness by 50% by 2017, in addition to ensuring that no families, women, or adults with disabilities are unsheltered by the January 2017 homeless street count.

Performance

HART continues to measure the performance of its contracts by requiring that providers report performance data disaggregated by demographic. Contract monitoring through an equity lens aims to improve services to populations overrepresented in homeless statistics. HART performance measures and other metrics, as recorded through the Homeless Management Information System and the 2013 and 2015 Point-in-Time Counts, indicate demand for homeless services. Program efficiencies in moving clients from shelter to housing were gained in the past year, with the average length of stay in emergency shelter decreasing from 59 days to 23.9 days. However, given the challenging rental market, PHB expects that this rate will rise in FY 2015-16. All programs continue to demonstrate effectiveness, with 78% of households receiving short-term rent assistance retaining their housing at 12 months. Also, the number of individuals who have been homeless for a year or less decreased slightly from 790 individuals (2013 Point-in-Time Count) to 779 individuals during 2015 Point-in-Time Count, showing that programs have been able to provide services quickly by at least maintaining consistent placement of homeless households in permanent housing, as targeted.

In FY 2015-16, HART performance will be measured through six key indicators:

1. Total number of homeless households placed in permanent housing
2. Retention rate of households placed in permanent housing at 6 and 12 months
3. Number of households prevented from becoming homeless (through provision of rent assistance & housing services)
4. Average length of time spent in homeless shelter (All populations)
5. Number of individuals who have been homeless for a year or less.
6. Percentage of households moved from homelessness into housing that subsequently return to homelessness

Changes to Activities and Services

In 2013, leadership from the City of Portland, City of Gresham, Multnomah County, and Home Forward created a renewed plan for ending homelessness in our community. This plan is called *A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County*. The plan chartered a new coordinating board to provide shared oversight of our community's work to end homelessness. The board is led by an executive committee, comprised of elected officials from Portland, Gresham and Multnomah County, as well as leadership from Home Forward and Meyer Memorial Trust. In FY 2015-16, at least 2.25 FTE PHB staff, 1.0 FTE fully funded by a HUD planning grant, will continue supporting the work of the Executive Committee and Coordinating Board.

PHB staff will implement a community plan to coordinate access to services for adults experiencing homelessness. Over the next 12-18 months, the goal is to integrate access among family, youth, adult, and Domestic Violence services. PHB staff will also continue leading a community-wide stakeholder group, Operation 424, which includes the US Department of Veterans Affairs, Multnomah County, Home Forward, nonprofits, local businesses, and advocates to house all homeless Veterans before the end of 2015.

From a budgetary perspective, there are two significant changes. First, this program's budget is increasing as compared to FY 2012-13. The primary contributors to this are the $1.7 million Operation HOME funding expended in FY 2013-14 and FY 2014-15 and the $2.6 million awarded via decision package for FY 2015-16. Second, in order to simplify contract management and service delivery by sub-recipients, the bureau has replaced CDBG resources in the homeless services area with HOME and General Fund resources shifted from the affordable housing development and homeownership budgets.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.12	3.79	4.18	4.19	4.19
Expenditures					
Homeless Rapid Re-housing	2,576,359	2,435,491	3,815,503	4,080,887	5,575,979
Homeless Services	0	0	0	1,229,989	0
Housing Access	1,005,775	669,739	682,539	693,286	693,286
Housing Access & Stabilization	256	239	150,000	0	0
Shelter & Emergency Services	5,120,716	4,466,107	4,879,583	4,916,377	4,916,365
Supportive Housing	5,252,996	6,246,458	6,660,421	5,746,473	5,845,420
Total Expenditures	**13,956,102**	**13,818,034**	**16,188,046**	**16,667,012**	**17,031,050**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Retention rate of households placed in permanent housing at 12 months	76%	77%	70%	70%	70%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	NA	6%	3%	5%	5%
Effectiveness					
Average length of time (days) spent in homeless shelter (All populations)	NA	24	38	35	35
Workload					
Total number of homeless households placed in permanent housing	NA	2,022	2,200	2,200	2,430
Number of households prevented from becoming homeless	NA	2,616	2,600	2,600	2,600
Number of individuals who have been homeless for a year or less	NA	790	790	779	779

Housing Investment & Portfolio Preservation

Description

The Housing Investment & Portfolio Preservation (HIPP) team is responsible for investments in the development and preservation of affordable housing and the management of those investments. Funding sources for investment activities include Tax Increment Financing (TIF), Housing Investment Fund (HIF), Community Development Block Grant (CDBG), and HOME.

The bureau typically uses competitive solicitations to allocate new project funding. In addition to providing long-term affordability for low-income Portlanders, the bureau funds advanced economic development goals by supporting living wage jobs, and minority- and women-owned businesses.

Housing developers are required to develop, implement, and report on their efforts to provide minority, women, women, and emerging small business (MWESB) contracting opportunities and must comply with federal and local low-income workforce utilization goals. Overall, in FY 2013-14, bureau partners achieved a 30% MWESB participation rate and a 15% minority participation rate on a total of 12 PHB-funded projects. Over $61 million dollars were expended, with most projects either meeting or exceeding Social Equity Program goals and/or requirements.

HIPP also monitors the City's prior investments in an affordable housing portfolio of nearly 13,000 units through basic compliance monitoring as well as risk analysis. As needed, HIPP also restructures existing investments with partners to help maintain and stabilize properties in the affordable housing portfolio.

Goals

This team has four major goals:

- Strategic investment of public resources to create and maintain a Citywide portfolio of affordable housing.
- Prudent structuring of investments through negotiation underwriting and closing in partnership with the City Attorneys office and, as necessary, the Office of Management and Finance.
- Control, oversight, and disbursement of bureau funds before, during, and after project construction.
- Proactive management of bureau investments using analytical tools to guide informed lending decisions, including early assessment of risk.

Performance

An increasingly tight rental housing market has led to an 11% year-over-year increase in rents which in turn has spurred significant higher-end rental development throughout Portland. Rents for newly constructed units in the central city generally range from $2 - $3/square foot, or approximately $1,000 - $2,000/month, for a one-bedroom apartment. These rents are affordable to households earning approximately 80% to 150% (and above) of area median family income. HIPP performance metrics show the opening of 279 newly affordable units and the rehabilitation and preservation of 288 affordable housing units. All PHB-sponsored rental units are affordable to families with incomes at or below 60%. Fifty-four percent of these units are located in high opportunity areas. (PHB defines high opportunity areas as those with access to transportation, family wage jobs via transit, childhood education, employment density, healthy eating, and active living.)

A rolling three-year-average of unit production shows that the bureau consistently produces several hundred units each year. PHB investment per unit continues to vary depending on the type of affordable housing being developed and the amount of leverage achieved. Analysis of the bureau's housing portfolio indicates that vacancy rates for the portfolio have remained consistently low at 3%. Tenant incomes are currently at an average of $15,000 per year.

Changes to Activities and Services

For FY 2015-16, the HIPP team has realigned the way it will track spending on activities. In past years, the bureau's development activities have been organized into three main categories: new construction, acquisition/rehabilitation, and preservation. For this fiscal year, HIPP will categorize its work in two ways: projects or units that are new to the portfolio (regardless of whether they're new construction or acquisition/rehabilitation), and projects or units that are already in PHB's portfolio. This system has two main advantages: it brings the focus to the costs associated with maintaining the portfolio, which has not been thoroughly captured in past years; and, it complements the City's increasing emphasis on infrastructure maintenance and repair.

HIPP will work to implement the Creating Rental Homes and Land Acquisition strategies detailed in the N/NE Neighborhood Housing Strategy, which will include an increased emphasis on contracting with minority- and women-owned firms, and employment of minorities and women on PHB projects. Community outreach and partnering with community-based organizations will also be a key part of this work. PHB expects the first of the N/NE Neighborhood Housing Strategy projects to be implemented will be a mixed-use affordable housing development located on PHB-owned property on NE Martin Luther King, Jr. Blvd, between Cook and Ivy streets. The bureau is making up to $4.5 million in Interstate Corridor Urban Renewal Area funds available to assist in the development, which is expected to bring 45-70 affordable family-sized units to the site, plus ground-floor commercial space.

PHB also plans to release a notice of funding availability in fall 2015, with project selection expected by the first calendar quarter of 2016. The notice of funding availability will likely advertise both local (Tax Increment Financing) and federal funds (HOME and Community Development Block Grant). Other activities planned for FY 2015-16 include specific processes for properties in the River District and North Macadam URAs, and specific processes using General Fund one-time and Interstate URA resources. Included in these processes are projects to develop family-sized units on Block 26 in the River District, with a number targeted to households earning at or below 30% median family income, as well as a partnership with PDC to develop a minimum of 200 affordable units on Parcel 3 in the North Macadam URA, at least 90 of which will be affordable to households earning 30% median family income or less.

The FY 2015-16 HIPP budget also includes Fair Housing Act resources from the U.S. Department of Housing and Urban Development, which will be focused on helping the City and its jurisdictional partners better understand the changes in barriers to housing choice, ranging from discrimination in housing transactions to the disparate impacts on particular communities that result from local housing policies. The Fair Housing Advocacy Committee will oversee this process, called the Analysis of Impediments to Fair Housing, and the Portland Housing Bureau's Fair Housing funding subrecipients will partner in creating the necessary community outreach and engagement to inform this analysis from the consumer/

tenant perspective. The Fair Housing budget will also continue to support direct advocacy for renters outside of litigation, as well as current programming in legal aid, help lines, referral services, and coordination of housing providers to improve housing choice. This budget also continues funding for a program piloted in FY 2014-15 with the Community Alliance of Tenants non-profit service provider. This $75,000 will support homelessness prevention efforts by ensuring housing stability for renters with special needs or from vulnerable populations which may be experiencing housing issues that do not require an attorney.

Finally, new General Fund one-time resources of $2,500,000 have been added to increase or preserve affordable housing, and mitigate displacement, by making ready funds available for opportunities to purchase or build units outside of the bureaus annual funding cycle.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	7.41	13.41	13.49	13.89	13.90
Expenditures					
Affordable Housing Restru	0	12,434	10,000	0	0
Fair Housing	(160)	0	0	490,556	491,852
Housing Development Support	735,173	424,332	952,847	903,000	1,833,530
Housing Production & Preservation	945	0	0	0	0
New Construction	23,352,750	5,352,914	13,191,044	0	0
NewAffordableRentalHomes	0	0	0	42,374,171	39,727,992
Preservation	7,763,477	1,997,565	1,427,084	0	0
Preservation & Asset Mgmt	0	0	0	20,848,164	18,626,192
Rehabilitation	6,664,567	2,880,686	15,932,062	0	0
Total Expenditures	**38,516,752**	**10,667,931**	**31,513,037**	**64,615,891**	**60,679,566**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Housing units opened that are newly affordable	131	279	122	251	251
Effectiveness					
Vacancy rate of units built 0% to 60% median family income	5%	3%	3%	3%	3%
Rolling three year average of total units opened and preserved	NA	367	322	403	403
Percentage of housing units opened or preserved in high opportunity areas	41%	54%	45%	50%	50%
Efficiency					
Average investment per rental housing unit	NA	$31,000	$35,000	$35,000	$35,000

Homeowner Access & Retention

Description

The Homeowner Access & Retention program (HARP) invests in services to help families from communities of color access homeownership opportunities. The program also serves to prevent displacement of long-time community residents by helping current homeowners retain their homes. Support for low-income, first-time homebuyers includes education and counseling as well as financial assistance provided for down payments and closing costs. HARP helps current homeowners retain their homes by funding foreclosure prevention education and counseling.

Funding for home repair grants and loans also helps current low-income homeowners maintain their homes. Programs to improve the condition of existing housing address the impact that housing conditions can have on health. These healthy homes programs include administration of federal funds to reduce lead-based paint hazards in homes with young children. HARP also administers programs that provide incentives for the development of new homeownership opportunities for low- and moderate-income households, including property tax and system development charge exemptions.

Goals

The goals of the Homeowner Access & Retention program include:

- Increasing the number of new homebuyers from communities of color.
- Enabling homeownership by providing down payment assistance and closing costs, education, and counseling.
- Stabilizing vulnerable homeowners by providing foreclosure prevention services.
- Providing home repair services to current homeowners so they can retain their homes.

Performance

HARP performance measures show an increased demand for services, with the number of households receiving homebuyer education or counseling growing to 2,100 households. Of households receiving services, 27% purchased homes during the year. The program's other workload measures have remained constant or shown slight increases. These increases are primarily driven by program capacity and program output rather than an indication of demand for services.

Changes to Services and Activities

In alignment with the bureau's Strategic Plan, HARP will focus on successfully achieving PHB's equity goals through continued partnerships with culturally-specific organizations, but also by developing minority contracting goals for all construction-related funding. The program will target geographically flexible resources for homeownership and home repair to maximize the opportunities of homeownership and to prevent displacement in communities at risk. HARP will continue to align all available homeownership and home repair resources to fully maximize the effectiveness of limited public resources, anticipating that every dollar invested in homeownership will leverage $5 in private lending.

HARP will work to implement the homeownership and home retention strategies detailed in the N/N Neighborhood Housing Strategy, which will include an increased emphasis on community outreach, partnering with community-based programs and organizations, and homeownership development. This work will be accomplished with additional Interstate URA resources of $1.8 million and a one-time General Fund allocation of $850,000.

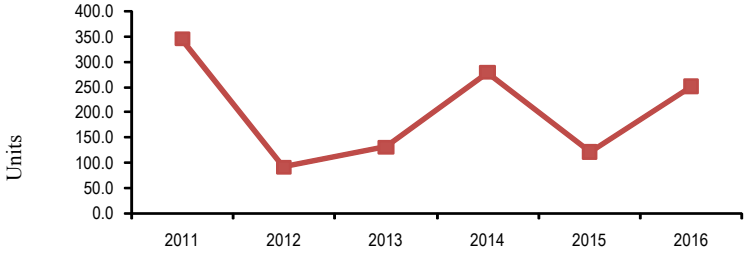
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	8.79	8.79	8.96	9.09	8.65
Expenditures					
Healthy Homes	1,684,658	1,043,993	889,500	1,000,000	1,000,000
Homebuyer & Foreclosure Education/Counseling	720,440	672,001	696,462	0	0
Homebuyer Financial Svcs	1,498,889	2,539,829	2,719,495	2,221,198	2,976,847
Homeowner Access & Retention	(108)	0	0	0	0
Homeowner Retention Svcs	2,073,887	1,366,957	2,307,718	4,076,298	3,719,290
Homeownership Development	289,023	1,380	30,000	500,000	500,012
Tax Exemption & Fee Waiver	222,943	335,245	438,479	526,103	520,423
Total Expenditures	**6,489,732**	**5,959,405**	**7,081,654**	**8,323,599**	**8,716,572**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	NA	27%	27%	27%	27%
Percentage of households receiving home repairs and retaining their homes 12 months after services	NA	80%	80%	80%	80%
Number of households receiving indirect assistance through foregone revenue (mortgage credit certifcate, limited tax exemption, and system development charge exemption)	NA	327	330	330	330
Workload					
Number of households receiving homebuyer education or counseling	2,194	2,061	2,100	2,100	2,100
Number of households receiving home repairs	NA	667	650	730	850

Performance Measures

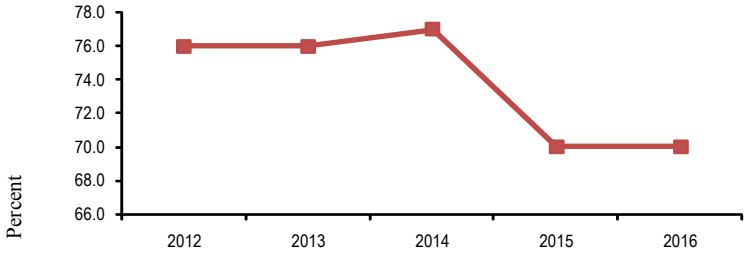
Housing Units Opened that are Newly Affordable

HIPP performance metrics show the opening of 279 newly affordable units, and the rehabilitation and preservation of 288 affordable housing units. In FY 2015-16 PHB anticipates opening an additional 251 newly affordable units and rehabilitating and preserving 121 units. All PHB-sponsored rental units are affordable to families with incomes at or below 60% median family income.



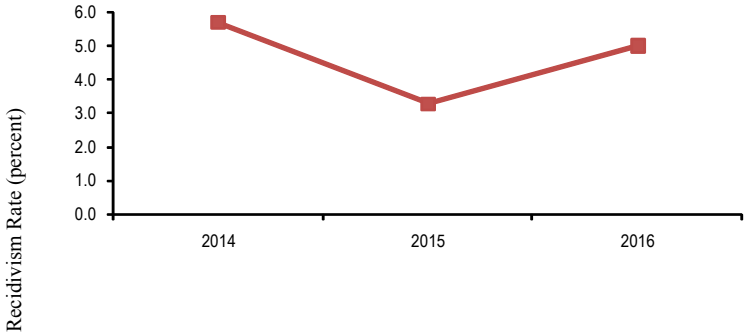
Retention Rate of Homeless Households Placed in Housing at 12 months

A goal of the bureau and the broader community is to ensure that the homeless households placed in permanent housing retain their housing and do not return to homelessness. PHB requires funded providers to contact households at 6 and 12 months after placement, and retention targets are 80% for 6 months and 70% for 12 months. A higher number indicates more people are staying in housing. Retention rates for prior fiscal years have consistently exceeded the target for 12 months.



Percentage of Households Moved from Homelessness into Housing that Return to Homelessness

For formerly homeless individuals and families who have been placed in permanent housing, the goals is to provide supportive services so that they do not return to homelessness. The target recidivism rate has been set as not more than 5%. FY 2014-15 data for the full HUD Continuum of Care demonstrates that PHB is meeting the target rate of 5%. Note that this measure has been revised to reflect households that exit homelessness to permanent housing and return to homelessness within 2 years.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	679,509	350,337	558,479	508,500	511,437
Intergovernmental	47,956,109	26,789,294	43,877,444	71,824,601	73,495,104
Bond & Note	150,000	0	3,515,000	0	0
Miscellaneous	8,599,014	8,183,211	4,929,782	3,166,636	3,105,341
Total External Revenues	**57,384,632**	**35,322,842**	**52,880,705**	**75,499,737**	**77,111,882**
Internal Revenues					
General Fund Discretionary	10,954,303	10,793,770	13,167,939	15,580,253	15,580,253
Fund Transfers - Revenue	532,214	55,012	1,070,000	2,525,334	2,524,554
Interagency Revenue	68,771	76,891	79,662	81,715	87,895
Total Internal Revenues	**11,555,288**	**10,925,673**	**14,317,601**	**18,187,302**	**18,192,702**
Beginning Fund Balance	6,865,216	4,690,343	389,705	6,102,238	1,393,337
Total Resources	**$75,805,136**	**$50,938,858**	**$67,588,011**	**$99,789,277**	**$96,697,921**
Requirements					
Bureau Expenditures					
Personnel Services	5,457,679	5,495,241	6,194,682	6,401,734	6,460,632
External Materials and Services	60,146,222	31,900,148	55,985,354	89,702,599	86,546,064
Internal Materials and Services	1,174,027	1,024,341	1,160,240	1,463,657	1,463,657
Total Bureau Expenditures	**66,777,928**	**38,419,730**	**63,340,276**	**97,567,990**	**94,470,353**
Fund Expenditures					
Debt Service	2,948,642	1,430,346	1,362,705	1,373,414	1,373,414
Contingency	0	0	1,260,543	93,358	91,500
Fund Transfers - Expense	1,388,223	1,087,481	624,487	754,515	762,654
Total Fund Expenditures	**4,336,865**	**2,517,827**	**3,247,735**	**2,221,287**	**2,227,568**
Ending Fund Balance	4,690,343	10,001,301	1,000,000	0	0
Total Requirements	**$75,805,136**	**$50,938,858**	**$67,588,011**	**$99,789,277**	**$96,697,921**
Programs					
Administration & Support	6,128,406	5,561,582	6,263,543	5,768,628	5,889,565
Economic Opportunity	1,686,936	2,412,778	2,293,996	2,192,860	2,153,600
Homeowner Access & Retention	6,489,732	5,959,405	7,081,654	8,323,599	8,716,572
Housing Access & Stabilization	13,956,102	13,818,034	16,188,046	16,667,012	17,031,050
Housing Production & Preservation	38,516,752	10,667,931	31,513,037	64,615,891	60,679,566
Total Programs	**66,777,928**	**$38,419,730**	**$63,340,276**	**$97,567,990**	**$94,470,353**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	33,738	48,443	1.00	36,186	1.00	40,500	1.00	40,500
30000441	Business Operations Manager	80,413	107,099	1.00	94,188	1.00	97,398	1.00	97,398
30000569	Financial Analyst, Principal	80,413	107,099	1.00	106,764	1.00	107,044	1.00	107,044
30000568	Financial Analyst, Sr	67,850	90,605	1.00	89,360	1.00	90,600	1.00	90,600
30001592	Housing Administrative Specialist, Sr	52,707	69,805	3.00	164,832	3.00	170,321	3.00	170,321
30001591	Housing Business Systems Analyst, Asst	56,618	75,005	1.00	66,954	1.00	69,678	1.00	69,678
30001361	Housing Construction Coordinator	59,426	78,770	2.00	145,872	2.00	148,142	2.00	148,142
30001362	Housing Construction Coordinator, Sr	65,582	86,923	3.00	239,436	3.00	244,956	3.00	244,956
30000417	Housing Director	109,886	157,310	1.00	133,812	1.00	137,925	1.00	137,925
30001260	Housing Director, Assistant	92,976	125,986	1.00	101,462	1.00	105,623	1.00	105,623
30001587	Housing Financial Analyst	62,442	82,722	3.00	227,904	3.00	230,436	3.00	230,436
30001588	Housing Financial Analyst, Assistant	56,618	75,005	1.00	63,876	1.00	66,066	1.00	66,066
30001367	Housing Lead Grant Program Coordinator	65,582	86,923	1.00	65,580	1.00	71,100	1.00	71,100
30001369	Housing Loan Compliance Analyst II	52,707	69,805	1.00	52,704	0.00	0	0.00	0
30001370	Housing Loan Compliance Analyst III	59,426	78,770	0.00	0	1.00	72,672	1.00	72,672
30001364	Housing Loan Coordinator	56,618	75,005	1.00	61,356	1.00	63,876	1.00	63,876
30001365	Housing Loan Coordinator, Sr	62,442	82,722	2.00	147,708	2.00	150,172	2.00	150,172
30001596	Housing Management Assistant	56,618	75,005	1.00	64,971	1.00	67,629	1.00	67,629
30001363	Housing Portfolio Finance Coordinator	68,994	91,416	4.00	322,254	4.00	330,948	4.00	330,948
30001595	Housing Program Coordinator	65,582	86,923	8.92	733,857	8.92	744,702	8.92	744,702
30001593	Housing Program Specialist	59,426	78,770	4.00	259,711	4.00	269,708	4.00	269,708
30001594	Housing Program Specialist, Assistant	56,618	75,005	3.00	208,233	3.00	212,970	3.00	212,970
30000453	Management Analyst, Principal	80,413	107,099	1.00	80,412	1.00	82,612	1.00	82,612
30000452	Management Analyst, Sr	67,850	90,605	2.00	158,448	2.00	160,152	2.00	160,152
30000012	Office Support Specialist II	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000464	Program Coordinator	64,605	86,154	2.00	168,912	2.00	172,014	2.00	172,014
30000465	Program Manager	67,850	90,605	2.00	172,140	2.00	174,930	2.00	174,930
30000466	Program Manager, Sr	80,413	107,099	1.00	90,600	1.00	94,320	1.00	94,320
30000495	Public Information Officer	67,850	90,605	1.00	69,996	1.00	72,386	1.00	72,386
TOTAL FULL-TIME POSITIONS				54.92	4,175,972	54.92	4,297,324	54.92	4,297,324
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000451	Management Analyst	61,506	81,994	1.00	72,000	1.00	72,000	1.00	72,000
30000464	Program Coordinator	64,605	86,154	1.00	68,525	1.00	71,331	1.00	71,331
TOTAL LIMITED TERM POSITIONS				2.00	140,525	2.00	143,331	2.00	143,331
GRAND TOTAL				56.92	4,316,497	56.92	4,440,655	56.92	4,440,655

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.

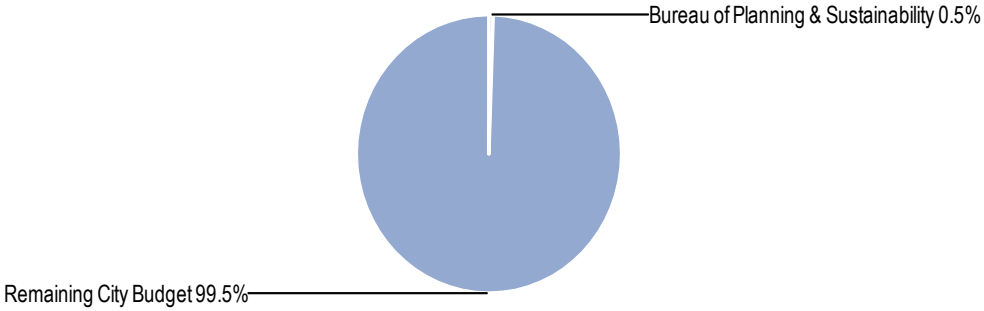
	Amount				
Action	**Ongoing**	**One-Time**	**Total Package**	**FTE**	**Decision**
FY 2015-16	12,107,968	79,488,481	91,596,449	56.92	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	850,000	850,000	0.00	Preventing displacement - home retention
	0	47,296	47,296	0.00	A Home for Everyone coordinating board
	0	500,000	500,000	0.00	Veteran's rental assistance
	0	2,500,000	2,500,000	0.00	Housing Investment Fund
	0	750,000	750,000	0.00	Women's winter shelter year-round
	0	300,000	300,000	0.00	Landlord recruitment & retention
	0	1,024,989	1,024,989	0.00	Intensive street engagement
Approved Budget Additions and Reductions					
	0	6,180	6,180	0.00	General Fund adjustments in staff allocations
	0	1,062,234	1,062,234	0.00	Housing Investment Fund adjustments
	0	410,688	410,688	0.00	Grants Fund adjustments to grant revenues
	0	(232,366)	(232,366)	0.00	CDBG adjustments to grant revenues
	0	1,780,549	1,780,549	0.00	HOME Fund adjustments
	0	(6,018,156)	(6,018,156)	0.00	TIF Reimbursement Fund adjustment
Adopted Budget Additions and Reductions					
	0	220,000	220,000	0.00	General Fund adjustments in staff allocations
	0	(7,246)	(7,246)	0.00	Housing Investment Fund adjustments
	0	78,561	78,561	0.00	Grants Fund adjustment
	0	901,302	901,302	0.00	CDBG Fund adjustments
	0	(1,299,383)	(1,299,383)	0.00	TIF Reimbursement Fund adjustment
	0	**2,873,904**	**2,873,904**	**0.00**	**Total FY 2015-16 Decision Packages**
			94,470,353	**56.92**	**Total Adopted Budget**

Bureau of Planning & Sustainability

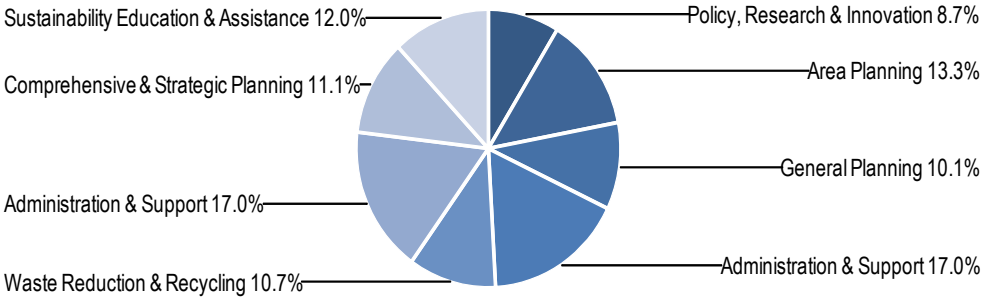
Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Susan Anderson, Director

Percent of City Budget

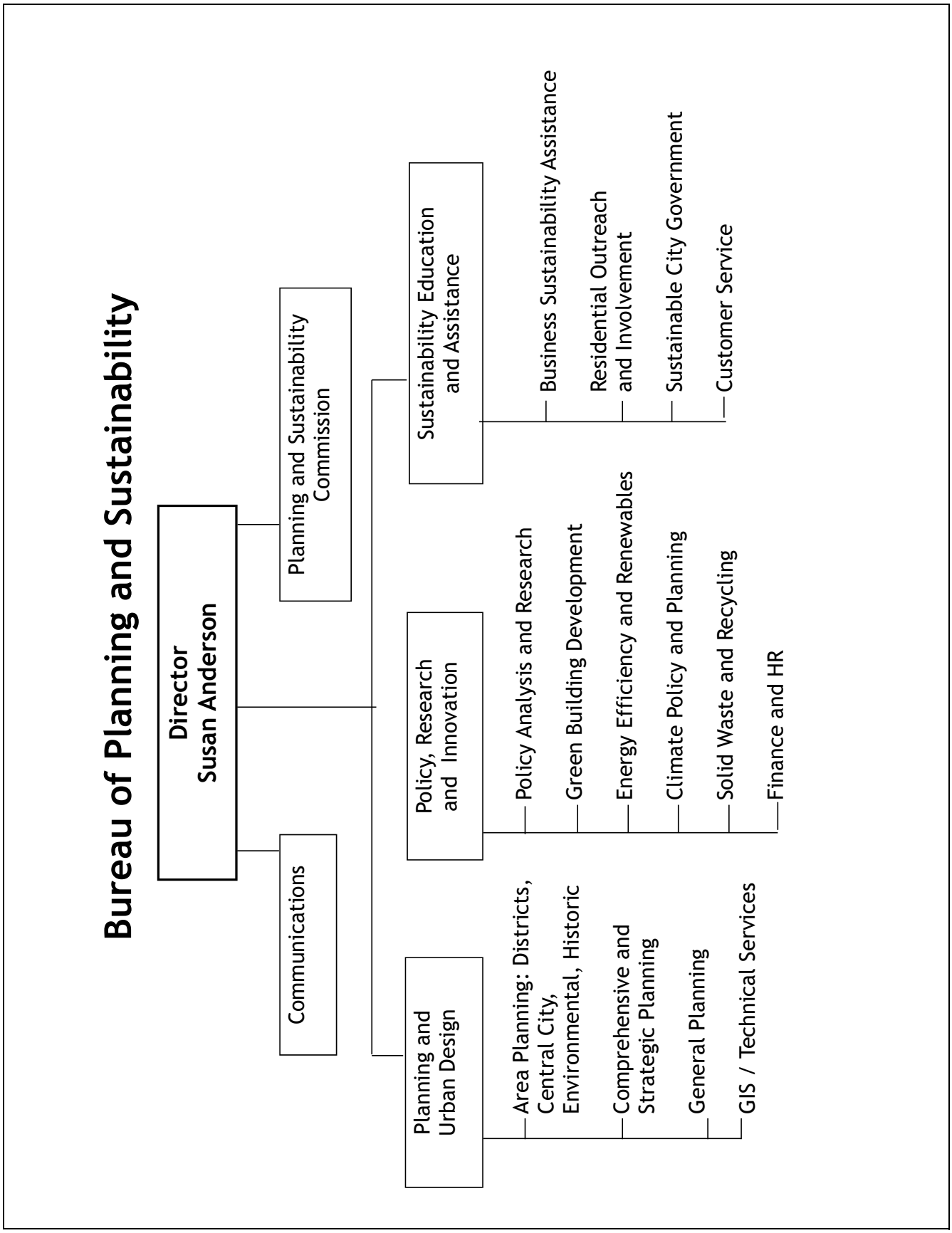


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	18,311,613	18,658,601	346,988	1.89
Capital	0	0	0	0.00
Total Requirements	**18,311,613**	**18,658,601**	**346,988**	**1.89**
Authorized Positions	97.52	97.40	(0.12)	(0.12)


Bureau of Planning and Sustainability
Director
Susan Anderson
Planning and Sustainability Commission
Communications
Sustainability Education and Assistance
Business Sustainability Assistance
Residential Outreach and Involvement
Sustainable City Government
Customer Service
Policy, Research and Innovation
Policy Analysis and Research
Green Building Development
Energy Efficiency and Renewables
Climate Policy and Planning
Solid Waste and Recycling
Finance and HR
Planning and Urban Design
Area Planning: Districts, Central City, Environmental, Historic
Comprehensive and Strategic Planning
General Planning
GIS / Technical Services

Bureau Summary

Bureau Mission

Advance a sustainable city that is prosperous, healthy, resilient and equitable.

Bureau Overview

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

The bureau also develops and implements policies and programs that provide health, environmental, economic, and social benefits to residents, businesses, and government. To accomplish these objectives, the bureau works with the City Council, Planning and Sustainability Commission, other City bureaus, public agencies, businesses, non-profits, and community members to:

Create and champion big picture plans

- Portland Plan
- Comprehensive Plan
- Climate Action Plan
- Portland Recycles! Plan
- Central City 2035
- Willamette River Plan
- Area and neighborhood plans

Set development rules, code and policies

- Zoning code and standards and private and public development
- Environmental and industrial land policies
- Solid waste and recycling collection rules
- Energy and green building policies

Motivate voluntary and market-based action

- Engage, educate and collaborate with residents, businesses, community organizations and neighborhoods.
- Provide technical assistance and financing tools to build capacity.
- Recognize community innovators and leaders for their contributions

Research, demonstrate and evaluate innovative approaches

- Investigate local conditions and national and international best practices, and pilot new projects and programs.
- Take action to inform policy makers and the community on significant and emerging issues.

Strategic Direction

Create and Champion Big Picture Plans

In 2014, the bureau completed a strategic plan that formalizes four primary roles: create big picture plans, set development policy, motivate action, and research, demonstrate, and evaluate innovative approaches. This new direction builds on the Portland Plan, a strategic roadmap that promotes a more prosperous, educated, healthy and equitable city. The plan establishes the bureau's role in implementation, aligning bureau resources and actions with dozens of partners to deliver innovative and practical solutions. Projects the bureau will focus on in FY 2015-16 include:

- Champion the implementation of the Portland Plan
- Complete the Comprehensive Plan update
- Complete the Central City 2035 Plan
- Revise and carry out the Climate Action Plan and implement the Climate Change Preparation Strategy
- Update the Portland Recycles Plan

Set Development Rules, Code, and Policies

In FY 2015-16, BPS will continue multi-year implementation of the Comprehensive Plan. The focus will be on preparing the city for growth, continued development of healthy connected neighborhoods, and improving conditions in East Portland. BPS will establish new development regulations and design standards for new single-dwelling, mixed-use and multi-family infill.

Motivate Voluntary and Market-Based Action

The bureau engages, educates, and collaborates with residents, businesses, community organizations and neighborhoods to promote sustainable practices, choose active transportation options, support healthy homes and workplaces, and to encourage resource conservation, recycling and composting.

Research, Demonstrate, and Evaluate Innovative Approaches

The bureau investigates local conditions and global best practices, pilots new projects and programs, and informs policy makers and the community on significant and emerging planning and sustainable development issues.

Summary of Budget Decisions

Reduction

Planning Realignments

This changes 5.0 FTE from regular to limited duration positions and reduces 1.2 FTE due to the end of Metro Construction Excise Tax (CET) grants, and the reduction of $66,500 of other revenues. It also shifts one position funded by CET grants to an interagency agreement.

Adds

Single-Dwelling Development Code Project

This package funds 2.6 FTE totaling $265,212 and $67,000 in in materials and supplies from General Fund one-time resources, and the bureau will also allocate another 2 FTE to the project. The project will affect approximately 140,000 residential properties and almost all neighborhoods, which requires extensive public outreach and engagement. This project prepares the city for successful growth, implements the Comprehensive Plan and responds to the healthy connected neighborhoods priority by reporting on recent infill housing, evaluating options, recommending approaches and implementing code changes.

Completion of Central City 2035 (CC2035) Plan

The bureau will receive $284,200 of General Fund one-time resources to add 2.0 FTEs to the team working to complete the update of the Central City Plan by the end of FY 2015-16. This includes completion of the policy plan as well as implementing code updates. The add package also funds consultant analysis to analyze feasibility and options for the alignment and design of the Green Loop.

Salmon Safe City Operations

BPS will coordinate the second year of a what is expected to be a 30-month process to secure Salmon-Safe Certification for all City operational bureaus with $100,000 of General Fund one-time resources. By the end of FY 2015-16, it is anticipated that the Bureau of Environmental Services, Water Bureau, and Bureau of Transportation will have joined Parks & Recreation as Salmon-Safe certified, and the review and certification process for the remaining major operational City bureaus will be underway.

Zenger Farm Education and Food Access Grant

This $30,000 General Fund one-time appropriation will be granted to Friends of Zenger Farm to support the organization's Nutrition Education and Food Access Project, which seeks to improve access to healthy food and increase nutrition, food budgeting, gardening and food preparation knowledge.

Beach Access Master Plan

BPS will coordinate a multi-bureau/multi-stakeholder process to develop a beach and habitat restoration area on the Willamette River with $150,000 of General Fund one-time resources and $150,000 from PDC and half of an FTE. The priority site is on the east side of the river between the Marquam and Hawthorne bridges. By the end of FY 2015-16, it is anticipated that we will have conducted a feasibility study to ensure that no fatal flaws exist on the chosen site, developed a preliminary design for the beach, dock and restoration site, developed recommendations for the operating of a riverine swimming beach, and developed initial cost estimates and an implementation timeline.

Comprehensive & Strategic Planning

Description

The Comprehensive and Strategic Planning program focuses on policies, projects and services that have citywide impact. This program's functions are at the core of the City's long-range planning efforts and engagement with the region's growth management program.

This program includes three subprograms:

- Comprehensive Plan Update/Portland Plan
- Policy & Research
- Urban Design

Top priorities for FY 2015-16 include:

- Completion of the State-mandated Comprehensive Plan.
- Continuation of a multi-year program to implement the new Comprehensive Plan.
- Continuation of transit-related development strategies for the Inner Powell / Outer Division Corridor and the SW Corridor.
- Economic and urban design analysis related to new Zoning Code provisions for single-dwelling and multi-family development and transit corridor development strategies.
- Collaboration with the Housing Bureau on housing and anti-gentrification strategies.
- Urban design analysis related to transit corridor planning, specific development proposals, and Portland Development Commission focus areas.

Goals

This program works to advance a prosperous, healthy, resilient and equitable city. Specific goals focus on creating healthy connected neighborhoods; centers and corridors; promoting economic prosperity for business and households; protecting and improving natural resources; and guiding future growth to increase equity and resilience.

Performance

A capture rate of greater than 30 percent of the development of new housing in the region is important for the vitality of Portland neighborhoods as well as for regional climate change and compact growth objectives. In 2014, about 38 percent of new housing units in the region were built in Portland.

With the Portland Plan, Council adopted 12 measures to track overall success, including equity, resident satisfaction, educational progress, household prosperity, job growth, business growth, access to transit and active transportation options, carbon emissions, human health, complete neighborhoods, watershed health, and safety. Through the Comprehensive Plan Update, BPS is evaluating how different land use and infrastructure investment choices may impact these metrics. The bureau's planning programs may be evaluated against these metrics in the future.

Changes to Services and Activities

There are no major changes planned for FY 2015-16.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	19.55	22.03	14.70	12.00	12.00
Expenditures					
Code Development	0	530,558	569,016	0	150,000
Comprehensive & Strategic Planning	934,541	688,848	1,039,524	0	0
Policy & Research	0	0	0	346,139	346,139
Portland & Comprehensive Plan	1,879,379	1,394,648	1,647,570	1,014,403	1,314,403
Strategic Planning	22,154	0	0	0	0
Urban Design	0	0	0	341,810	341,810
Total Expenditures	**2,836,074**	**2,614,054**	**3,256,110**	**1,702,352**	**2,152,352**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of new housing units in the four-county region that are within the City of Portland	35%	31%	38%	38%	40%
Percentage of Portlanders living in complete neighborhoods	NA	59%	61%	62%	62%
Effectiveness					
Overall city livability: Percentage of respondents rating "good" or "very good"	80%	82%	78%	80%	83%
Planning for future land use: Percentage of respondents rating "good" or "very good"	40%	42%	32%	35%	38%

Administration & Support

Description

This group provides a broad array of services and skills to enable an efficient, well-functioning organization. These actions include leadership by the bureau director, communications team, technology services and day-to-day support of finance and administrative staff.

Goals

The program works to make the bureau operations run as efficiently and smoothly as possible in support of the overall bureau goal of creating a prosperous, healthy, resilient and equitable city.

Performance

The bureau continues to meet stringent federal requirements for grant compliance. In internal administration, BPS conducts annual surveys of internal customer service and continually refines operating procedures for clarity and ease of access to program staff.

Changes to Services and Activities

No major changes are anticipated for FY 2015-16.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	12.83	10.25	12.25	11.75	11.75
Expenditures					
Administration	(138,930)	0	0	0	0
Administration & Support	0	0	100,000	100,000	100,000
Bureau Operating Costs	1,372,115	1,040,903	1,701,349	1,796,371	1,796,371
Business Services	1,124,219	1,122,132	710,276	766,572	766,572
Communications	127,401	136,398	0	0	0
Director's Office	402,434	388,049	395,714	395,715	425,715
Operations	173,665	0	0	0	0
Technical Administrative Support	21,018	31,358	249,566	199,770	199,770
Total Expenditures	**3,081,922**	**2,718,840**	**3,156,905**	**3,258,428**	**3,288,428**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Value of grants and contracts awarded	$8,600,000	$2,244,704	$1,850,000	$1,350,000	$1,350,000

Area Planning

Description

The Area Planning program undertakes plans, development strategies and code amendments for development in geographically specific sections of the City. Also referred to as "place-making," the focus of long-range area planning is to guide the growth and development to produce economically vital and livable districts, neighborhoods, corridors, and places in Portland.

The program includes the District Planning Liaison function, which provides a key part of the City's community development work. District Liaisons maintain relationships and lines of communication with neighborhood interests and provide ongoing expertise about local trends and issues.

This program includes four subprograms:

- District Liaisons
- Central City
- Environmental Planning
- Historic Resources

The top priorities for FY 2015-16 for this program are:

- Continued support for completion of the State-Mandated Comprehensive Plan, the CC2035 Plan, and the Willamette River Central Reach planning.
- Continued implementation of the Comprehensive Plan.
- Environmental analysis related to specific development proposals and continued resolution of the court case related to development in the flood plain.
- Ability to undertake code amendments related to specific neighborhood issues and development projects.

Goals

This program also works to support a prosperous, healthy, resilient and equitable city with a focus on helping neighborhood and district interests manage the changes that come with growth and development.

Specific goals focus on creating healthy connected neighborhoods, centers and corridors; protecting and improving natural resources; and guiding future growth to increase equity and resilience. This program leads the update of the Central City 2035 Plan and the Willamette River Plan and plays a lead role in preparing the Comprehensive Plan.

Performance

The percentage of people living in walkable complete neighborhoods with access to shopping are headed in a positive direction, but there continues to be considerable variation between neighborhoods.

In East Portland neighborhoods, the program's work seeks to increase these complete community characteristics and address gentrification pressures.

In inner east neighborhoods, the program works to increase or maintain community satisfaction with the design and management of new development/ change and address gentrification pressures where relevant.

Changes to Services and Activities

General Fund funding for a community involvement position in the program is reduced in FY 2015-16. Funding for the position will be sought through grant funding that could become available in fall 2015. A one-time General Fund add package is adopted for 2.0 FTE and consultant services to allow completion of the CC2035 Plan.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	18.90	13.55	18.20	18.40	18.90
Expenditures					
Central City Planning	1,106,351	1,109,723	924,520	1,010,592	1,310,592
District Planning	1,347,838	455,475	895,177	914,086	914,086
River & Environmental	0	0	0	342,878	342,878
River Planning	329,031	96,101	0	0	0
Youth Program	68,570	195	0	0	0
Total Expenditures	**2,851,790**	**1,661,494**	**1,819,697**	**2,267,556**	**2,567,556**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of significant natural resources protected through non-regulatory and/or regulatory measures	81%	82%	81%	83%	83%
Percentage of residents rating neighborhood livability "good" or "very good"	88%	85%	88%	86%	88%
Percentage of residents rating access to shopping and other services "good" or "very good"	75%	76%	76%	78%	78%

Policy, Research & Innovation

Description

The Policy, Research & Innovation Program provides research, analysis, technical assistance, demonstration projects, and policy and program development to advance City and bureau goals around an equitable, prosperous, and healthy, low-carbon community. Specifically, the program addresses:

- Climate change
- Energy efficiency and renewable energy
- Green building and development
- Ecodistricts
- Food policy and programs
- Equity
- Sustainability in City operations
- City asset management
- Human health

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

Goals

Key goals for FY 2015-16 include implementing performance scores for larger commercial buildings, accelerating the installation of solar electric systems, and supporting district-scale sustainability initiatives and access to healthy food in Portland neighborhoods.

Performance

Countering the national trend, local emissions of carbon dioxide, the primary cause of climate change, continue to decline in both per capita and absolute terms; Since 1990, Portland has achieved a 14 percent reduction compared to a 7 percent increase for the U.S. as a whole. On a per capita basis, emissions are now 35 percent lower than 1990 levels. This reflects a wide range of efforts by the City, businesses, residents, and many community partners to create walkable neighborhoods, reduce energy use, increase active transportation, reduce solid waste, and increase renewable energy sources like solar, wind, and biomass.

Changes to Services and Activities

No major changes are anticipated for FY 2015-16.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	19.30	15.17	13.35	12.90	12.90
Expenditures					
Clean Energy	6,888,431	499,119	383,994	260,976	260,976
Climate Policy & Planning	353,699	753,473	748,295	700,483	700,483
Green Building & Development	765,965	711,104	588,942	592,160	592,160
Policy Analysis and Research	834,976	10,532	0	0	0

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Policy, Research & Innovation	68,794	66,662	0	0	0
Sustainable City Government	137,799	43,047	66,862	0	0
Sustainable Food	125,407	135,984	152,816	125,866	125,866
Total Expenditures	**9,175,071**	**2,219,921**	**1,940,909**	**1,679,485**	**1,679,485**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage reduction in per person carbon emissions from 1990 levels	30%	31%	35%	37%	37%
Effectiveness					
Per capita residential energy use (million BTUs)	26.20	27.70	27.00	26.00	26.00
Number of certified green buildings in Portland	2,051	2,123	2,150	2,250	2,250
Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars)	$5.60	$5.95	$6.00	$6.15	$6.15
Percentage of City electricity use from renewable resources	15.0%	51.3%	100.0%	100.0%	100.0%
Number of residential and commercial solar energy systems installed in Portland since 2006	2,160	2,775	3,100	3,600	3,600
Workload					
Number of development projects provided with green building assistance	13	21	15	15	15
Number of design and construction industry professionals trained in green building practices	1,565	997	800	800	800

Waste Reduction & Recycling

Description

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

Residential waste program responsibilities include franchising residential collection companies, enforcing service standards, setting rates, educating customers, and promoting waste reduction and recycling in coordination with the Sustainability Education & Assistance program.

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

Goals

The program works to achieve City Council's goal of recycling 75 percent of all solid waste by 2015. In FY 2015-16, a key objective is to evaluate progress toward the 2015 goal and develop a plan for the next generation of policy and programs for solid waste, recycling and composting.

Performance

City Council established a goal of recovering (i.e., recycling plus composting) 75 percent of all solid waste by 2015. The current recovery rate is 70 percent, about twice the national average, and has been achieved through decades of program improvements and engagement with residents and businesses. Annual performance goals are set to be achievable in the shorter term and reflect the incremental nature of the change we've seen in the past.

Changes to Services and Activities

There are no major changes in FY 2015-16.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	10.50	11.00	9.60	9.60	9.60
Expenditures					
Solid Waste Commercial	919,337	915,452	794,233	980,024	980,024
Solid Waste Residential	1,271,236	1,087,447	1,115,833	1,094,913	1,094,913
Waste Reduction & Recycling	1,052	0	0	0	0
Total Expenditures	**2,191,625**	**2,002,899**	**1,910,066**	**2,074,937**	**2,074,937**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of waste recycled or composted	70%	70%	70%	71%	71%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of residential material diverted from wastestream	68%	68%	65%	66%	66%
Percentage of commercial material diverted from wastestream	63%	63%	72%	73%	73%
Citizen satisfaction with solid waste and recycling programs (percentage of respondents rating "good" or "very good")	66%	72%	75%	76%	76%
Efficiency					
Typical residential garbage and recycling monthly bill, adjusted for inflation (in year 2000 dollars)	$29.70	$29.35	$29.35	$29.50	$29.50
Workload					
Pounds of solid waste generated per household	802	774	820	815	815
Tons of solid waste generated by businesses	252,361	265,463	260,000	260,000	260,000

Sustainability Education & Assistance

Description

The Sustainability Education and Assistance program engages, educates and collaborates with residents, businesses, community organizations, and neighborhoods to make informed decisions about sustainable practices with a particular focus on resource conservation. The team's responsibilities include design, development, coordination, implementation, and evaluation of public outreach and involvement programs and events.

The Solid Waste and Recycling Hotline fields about 18,000 calls each year from residents as staff answer questions, resolve concerns, and provide guidance about curbside recycling.

Programs run by the Sustainability Education and Assistance team include:

- Business Sustainability Assistance
- Multifamily and Event Waste Reduction
- Residential Outreach, Events, and Involvement
- Customer Service
- Sustainable City Government Liaison Support

Efforts focus on motivating voluntary and market-based actions through the implementation of customer-focused programs and campaigns that advance City and bureau goals around a sustainable city that is prosperous, healthy, resilient and equitable. The program also staffs Sustainability at Work, Master Recycler Program, Be Cart Smart, and Fix-It Fairs, and coordinates the bureau and inter-bureau participation at diverse community events. The Customer Service team provides administrative and customer support services to all BPS staff and the broader community. The team ensures that the bureau and residential curbside collection services run smoothly where questions are answered and issues are resolved.

Goals

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

Performance

In FY 2015-16, the program expects to reach 80,000 residents, 40,000 multifamily households, and 1,000 businesses with sustainability outreach and assistance. The Curbside Hotline will respond to 18,000 inquiries.

Changes to Services and Activities

There are no major changes planned for FY 2015-16.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	19.90	16.90	17.77	17.60	17.60
Expenditures					
Business Sustainability Assistance	857,144	727,822	801,628	779,097	779,097
Communications	384,015	385,204	416,310	419,997	419,997

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Multifamily	215,601	270,738	283,232	378,823	378,823
Residential Outreach	561,914	739,935	797,732	731,788	731,788
Sustainability Education & Assistance	167,273	23,910	0	0	0
Technical Outreach	(600)	0	0	0	0
Total Expenditures	**2,185,347**	**2,147,609**	**2,298,902**	**2,309,705**	**2,309,705**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Efficiency					
Cost per-Fix-It Fair workshop participant	$56.00	$82.00	$87.60	$68.89	$68.89
Workload					
Number of residents reached by sustainability training and outreach	81,800	120,000	121,000	75,000	75,000
Number of businesses reached by sustainability outreach and training	941	1,013	1,000	1,000	1,000
Number of multifamily units provided with waste reduction assistance	18,409	19,500	30,000	40,000	40,000
Bureaus, offices, or locations assisted with sustainability projects	26	36	35	35	35
City staff receiving sustainability training or train-the-trainer assistance	104	84	60	60	60
Number of citizens participating in workshops	1,923	1,149	1,300	1,800	1,800

General Planning

Description

This program includes overall management and communications for planning programs, policy research staff, GIS staff and the Code Development program. They were previously included in the Comprehensive Strategic Planning program

The Code Development program leads the Regulatory Improvement Program, which develops and manages an annual package of zoning code improvements in collaboration with the Bureau of Development Services. The program also leads major code improvement projects which can take up to 18 months to complete. In FY 2015-16 the program expects to complete an update of the accessory structure code provisions and start an update of the Community Design Standards. If funded, the program will also lead the update of Single-Dwelling Development Standards. The Code Development Program also provides expert code development services to other bureau projects such as the CC2035 and Comprehensive Plan implementation projects.

The two policy research staff provide demographic and economic technical analysis to establish the factual basis for policy development and other projects bureau-wide and in other City bureaus.

Priorities include:

- Completion of the Comprehensive Plan update and CC2035 Plan.
- Completion of an update of regulations for accessory structures and start of an update to the community design standards.
- The Regulatory Improvement Code Amendment Program (RICAP).
- Update of Single-Dwelling Development Standards.

Goals

This program works to improve the function, effectiveness and efficiency of BPS planning programs through management and expert services; improve the City Zoning Code; and develop new or improved code provisions to accomplish the goals of the Comprehensive Plan, Portland Plan and Climate Action Plan. In terms of results on the ground, the program focuses on creating healthy connected neighborhoods; centers and corridors; promoting economic prosperity for business and households; protecting and improving natural resources; and guiding future growth to increase equity and resilience.

Performance

A capture rate of greater than 30 percent of the development of new housing in the region is important for the vitality of Portland neighborhoods as well as for regional climate change and compact growth objectives. In 2014, about 38 percent of new housing units in the region were built in Portland.

With the Portland Plan, Council adopted 12 measures to track overall success, including equity, resident satisfaction, educational progress, household prosperity, job growth, business growth, access to transit and active transportation options, carbon emissions, human health, complete neighborhoods, watershed health, and safety. Through the Comprehensive Plan Update, BPS is evaluating how different land use and infrastructure investment choices may impact these metrics. The bureau's planning programs may be evaluated against these metrics in the future.

Changes to Services and Activities

An add package funds an update to the Single-Dwelling Development Regulations. This will be an 18- to 24-month project with funding for 2.6 FTE.

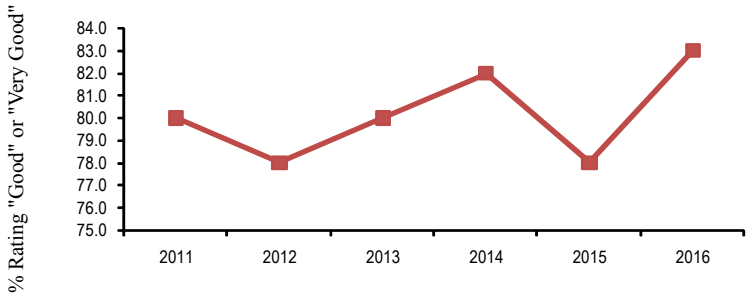
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	0.00	0.00	11.65	14.65	14.65
Expenditures					
Code Development	0	0	0	957,295	957,295
General Planning	0	0	0	997,633	997,633
Total Expenditures	**0**	**0**	**0**	**1,954,928**	**1,954,928**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of residents rating the attractiveness of new residential development "good" or "very good"	53%	63%	46%	48%	48%

Performance Measures

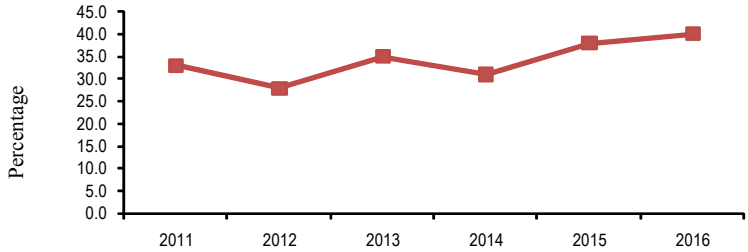
Citywide Livability Rating

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



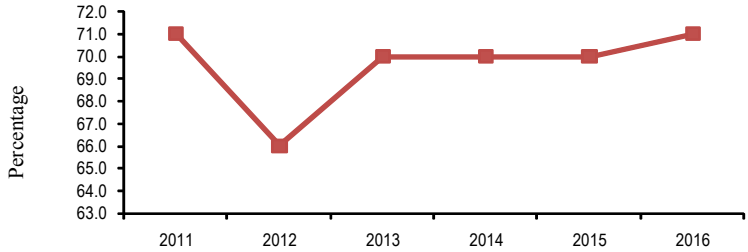
Percentage of New Housing in four County Region within City

Portland's share of the region's housing has increased notably in recent years, reflecting increasing residential development in the city.



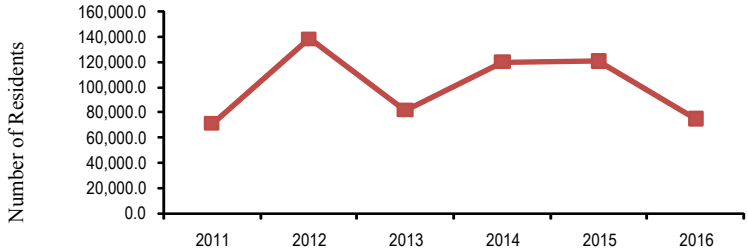
Percentage of Waste Recycled or Composted

Portland's recycling rate is about twice the national average. The drop between 2011 and 2012 is primarily a result of a change in methodology to align with the approach used by the state of Oregon.



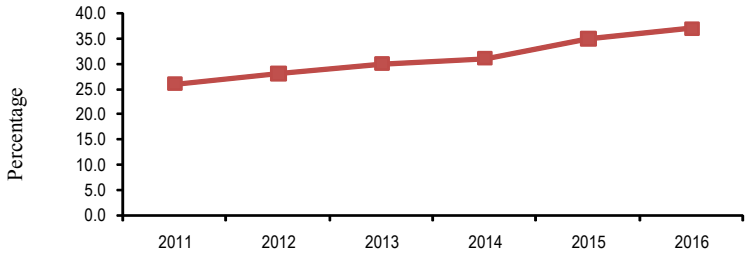
Residents Reached by Sustainibiltiy Outreach/ Training

The spike in 2012 reflects the bureau's outreach efforts to support changes to the residential solid waste and recycling service.



Percentage Reduction in Per Person Carbon Emissions from 1990 Levels

Portland residents and businesses are making progress in reducing global warming pollution, but efforts need to accelerate in order for Portland to respond to the rising urgency of climate change.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Licenses & Permits	2,714,993	2,811,795	2,851,643	2,903,916	2,903,916
Charges for Services	2,102,306	2,192,539	2,223,486	2,252,975	2,252,975
Intergovernmental	9,813,187	2,335,583	2,145,201	823,404	973,404
Miscellaneous	82,012	90,914	73,466	60,989	60,989
Total External Revenues	**14,712,498**	**7,430,831**	**7,293,796**	**6,041,284**	**6,191,284**
Internal Revenues					
General Fund Discretionary	7,873,544	6,657,042	7,565,760	7,957,407	8,587,407
General Fund Overhead	529,061	544,977	587,547	783,723	783,723
Fund Transfers - Revenue	4,348	183	246	0	0
Interagency Revenue	177,727	384,323	468,452	417,500	417,500
Total Internal Revenues	**8,584,680**	**7,586,525**	**8,622,005**	**9,158,630**	**9,788,630**
Beginning Fund Balance	320,795	906,518	2,395,812	2,678,687	2,678,687
Total Resources	**$23,617,973**	**$15,923,874**	**$18,311,613**	**$17,878,601**	**$18,658,601**
Requirements					
Bureau Expenditures					
Personnel Services	10,773,690	10,372,877	10,714,752	11,176,945	11,226,945
External Materials and Services	9,185,657	1,885,385	2,429,854	1,781,787	2,411,787
Internal Materials and Services	2,513,959	2,310,057	2,520,069	2,288,659	2,388,659
Total Bureau Expenditures	**22,473,306**	**14,568,319**	**15,664,675**	**15,247,391**	**16,027,391**
Fund Expenditures					
Debt Service	42,366	46,063	52,307	57,742	57,742
Contingency	0	0	246	2,398,185	2,395,825
Fund Transfers - Expense	195,783	206,699	164,254	175,283	177,643
Total Fund Expenditures	**238,149**	**252,762**	**216,807**	**2,631,210**	**2,631,210**
Ending Fund Balance	906,518	1,102,793	2,430,131	0	0
Total Requirements	**$23,617,973**	**$15,923,874**	**$18,311,613**	**$17,878,601**	**$18,658,601**
Programs					
Administration & Support	3,081,922	2,718,840	3,156,905	3,258,428	3,288,428
Area Planning	2,851,790	1,661,494	1,819,697	2,267,556	2,567,556
Comprehensive & Strategic Planning	2,836,074	2,614,054	3,256,110	1,702,352	2,152,352
General Planning	0	0	0	1,954,928	1,954,928
Policy, Research & Innovation	9,175,071	2,219,921	1,940,909	1,679,485	1,679,485
Specialized Planning	151,477	1,203,502	1,282,086	0	0
Sustainability Education & Assistance	2,185,347	2,147,609	2,298,902	2,309,705	2,309,705
Waste Reduction & Recycling	2,191,625	2,002,899	1,910,066	2,074,937	2,074,937
Total Programs	**22,473,306**	**$14,568,319**	**$15,664,675**	**$15,247,391**	**$16,027,391**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	53,248	67,038	1.00	67,044	1.00	67,044	1.00	67,044
30000434	Administrative Assistant	48,256	74,339	1.00	71,326	1.00	73,580	1.00	73,580
30000433	Administrative Specialist, Sr	44,949	69,181	4.00	216,947	4.00	224,275	4.00	224,275
30000436	Administrative Supervisor I	58,573	78,083	1.00	63,456	1.00	66,060	1.00	66,060
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	79,224	1.00	79,224	1.00	79,224
30000184	Code Specialist II	45,302	59,987	1.00	59,988	1.00	59,988	1.00	59,988
30000492	Community Outreach & Informtn Rep	58,573	78,083	5.00	362,562	4.00	309,679	4.00	309,679
30000506	Conservation Program Coordinator	64,605	86,154	3.00	251,208	3.00	253,638	3.00	253,638
30000507	Conservation Program Coordinator, Sr	67,850	90,605	5.00	433,560	5.00	442,448	5.00	442,448
30000509	Conservation Program Manager	80,413	107,099	1.00	97,044	1.00	101,030	1.00	101,030
30000505	Conservation Program Specialist	58,573	78,083	6.80	453,312	6.80	464,419	6.80	464,419
30000566	Financial Analyst, Assistant	48,256	74,339	1.00	66,318	1.00	69,038	1.00	69,038
30000568	Financial Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000373	Graphics Designer III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000212	Inf Syst Tech Analyst IV-Vertical GIS	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000451	Management Analyst	61,506	81,994	2.00	155,788	2.00	160,288	2.00	160,288
30000450	Management Assistant	48,256	74,339	2.00	105,456	1.00	59,544	1.00	59,544
30000011	Office Support Specialist I	30,722	43,888	1.00	37,252	1.00	39,966	1.00	39,966
30000012	Office Support Specialist II	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000381	Planner I, City-Urban Design	57,699	66,560	0.00	0	-0.00	5,364	(0.00)	0
30000383	Planner II. City-Economic	63,419	73,299	1.00	73,296	1.00	73,296	1.00	73,296
30000384	Planner II. City-Environmental	63,419	73,299	0.00	0	1.00	66,564	1.00	66,564
30000385	Planner II. City-Land Use	63,419	73,299	9.00	649,788	8.00	585,662	8.00	585,662
30000389	Planner II. City-Urban Design	63,419	73,299	1.00	73,296	1.00	73,296	1.00	73,296
30000375	Planner, Associate	52,333	60,570	0.00	0	1.00	52,332	1.00	52,332
30001053	Planner, Chief	119,829	167,378	1.00	165,150	1.00	167,376	1.00	167,376
30000725	Planner, Principal	92,976	125,986	2.00	245,016	2.00	249,924	2.00	249,924
30000391	Planner, Sr City-Economic	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000392	Planner, Sr City-Environmental	65,915	84,178	1.00	84,180	0.00	0	0.00	0
30000393	Planner, Sr City-Land Use	65,915	84,178	7.00	563,112	8.00	650,339	8.00	650,339
30000397	Planner, Sr City-Urban Design	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000724	Planner, Supervising	80,413	107,099	3.00	306,117	3.00	309,890	3.00	309,890
30001054	Planning & Sustainability Director	138,986	199,160	1.00	198,402	1.00	199,164	1.00	199,164
30000464	Program Coordinator	64,605	86,154	2.00	165,504	2.00	168,214	2.00	168,214
30000466	Program Manager, Sr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000463	Program Specialist	58,573	78,083	1.00	78,084	0.00	19,512	0.00	0
30000462	Program Specialist, Assistant	48,256	74,339	3.00	173,556	2.00	129,594	2.00	129,594
30000495	Public Information Officer	67,850	90,605	1.00	81,540	1.00	84,330	1.00	84,330
30000508	Solid Waste & Recycling Program Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30001509	Web Designer	48,256	74,339	1.00	74,268	1.00	74,340	1.00	74,340
TOTAL FULL-TIME POSITIONS				77.80	6,139,574	74.80	6,067,198	74.80	6,042,322
30000448	Business Systems Analyst	61,506	81,994	1.00	71,748	1.00	73,476	1.00	73,476
30000506	Conservation Program Coordinator	64,605	86,154	1.00	75,336	1.00	77,906	1.00	77,906
30000338	Environmental Technician II	54,267	69,243	0.90	62,316	0.00	0	0.00	0
30000384	Planner II. City-Environmental	63,419	73,299	0.00	0	1.00	73,296	1.00	73,296
30000462	Program Specialist, Assistant	48,256	74,339	0.90	43,644	0.90	45,134	0.90	45,134
TOTAL PART-TIME POSITIONS				3.80	253,044	3.90	269,812	3.90	269,812
30000492	Community Outreach & Informtn Rep	58,573	78,083	1.00	77,276	1.80	124,944	1.80	124,944
30000506	Conservation Program Coordinator	64,605	86,154	1.00	86,148	1.00	86,160	1.00	86,160
30000507	Conservation Program Coordinator, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000567	Financial Analyst	61,506	81,994	0.45	27,678	0.00	0	0.00	0
30000373	Graphics Designer III	65,915	84,178	0.67	48,496	1.00	65,460	1.00	65,460
30000451	Management Analyst	61,506	81,994	1.00	77,267	1.00	80,313	1.00	80,313
30000450	Management Assistant	48,256	74,339	1.90	100,077	1.90	104,175	1.90	104,175
30000381	Planner I, City-Urban Design	57,699	66,560	0.00	0	0.70	36,636	0.70	36,636
30000385	Planner II. City-Land Use	63,419	73,299	2.90	205,236	4.50	302,244	5.00	336,672
30000375	Planner, Associate	52,333	60,570	3.00	162,043	3.30	180,636	3.30	180,636
30000393	Planner, Sr City-Land Use	65,915	84,178	1.00	84,180	0.00	0	0.00	0
30001658	Plg & Sust Policy, Rsrch & Oper Mgr	99,861	139,464	1.00	129,456	1.00	134,772	1.00	134,772
30000462	Program Specialist, Assistant	48,256	74,339	1.00	48,252	1.00	61,296	1.00	61,296
TOTAL LIMITED TERM POSITIONS				15.92	1,136,709	18.20	1,267,236	18.70	1,301,664
GRAND TOTAL				97.52	7,529,327	96.90	7,604,246	97.40	7,613,798

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.

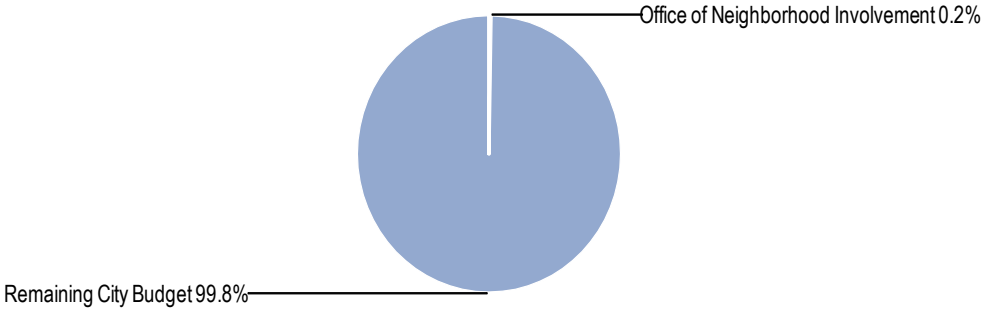
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	14,567,479	0	14,567,479	93.50	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	332,212	332,212	2.60	Single-family development regulations
	0	284,200	284,200	2.00	Completion of Central City Plan update
	0	100,000	100,000	0.00	Salmon Safe grant
	(66,500)	0	(66,500)	(1.20)	Grant funding realignment
	0	30,000	30,000	0.00	SW Corridor transit
Approved Budget Additions and Reductions					
	0	30,000	30,000	0.00	Zenger Farms
	0	150,000	150,000	0.00	Carryover: single-dwelling development
	0	300,000	300,000	0.00	Carryover: off-road cycling
	0	300,000	300,000	0.50	Beach access master plan
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(66,500)	**1,526,412**	**1,459,912**	**3.90**	**Total FY 2015-16 Decision Packages**
			16,027,391	**97.40**	**Total Adopted Budget**

Office of Neighborhood Involvement

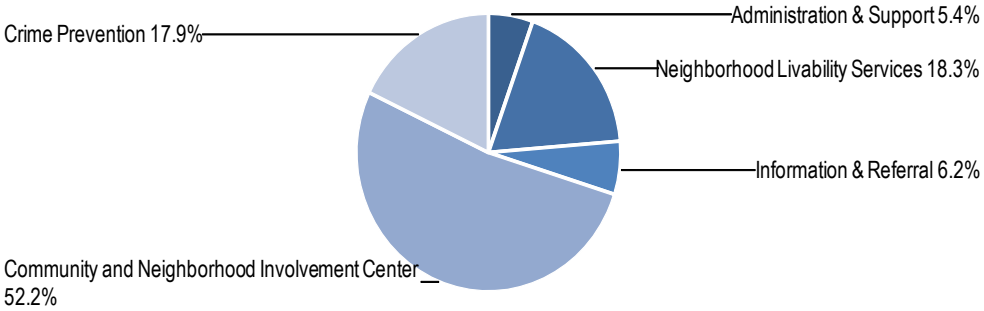
Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Amalia Alarcón de Morris, Director

Percent of City Budget

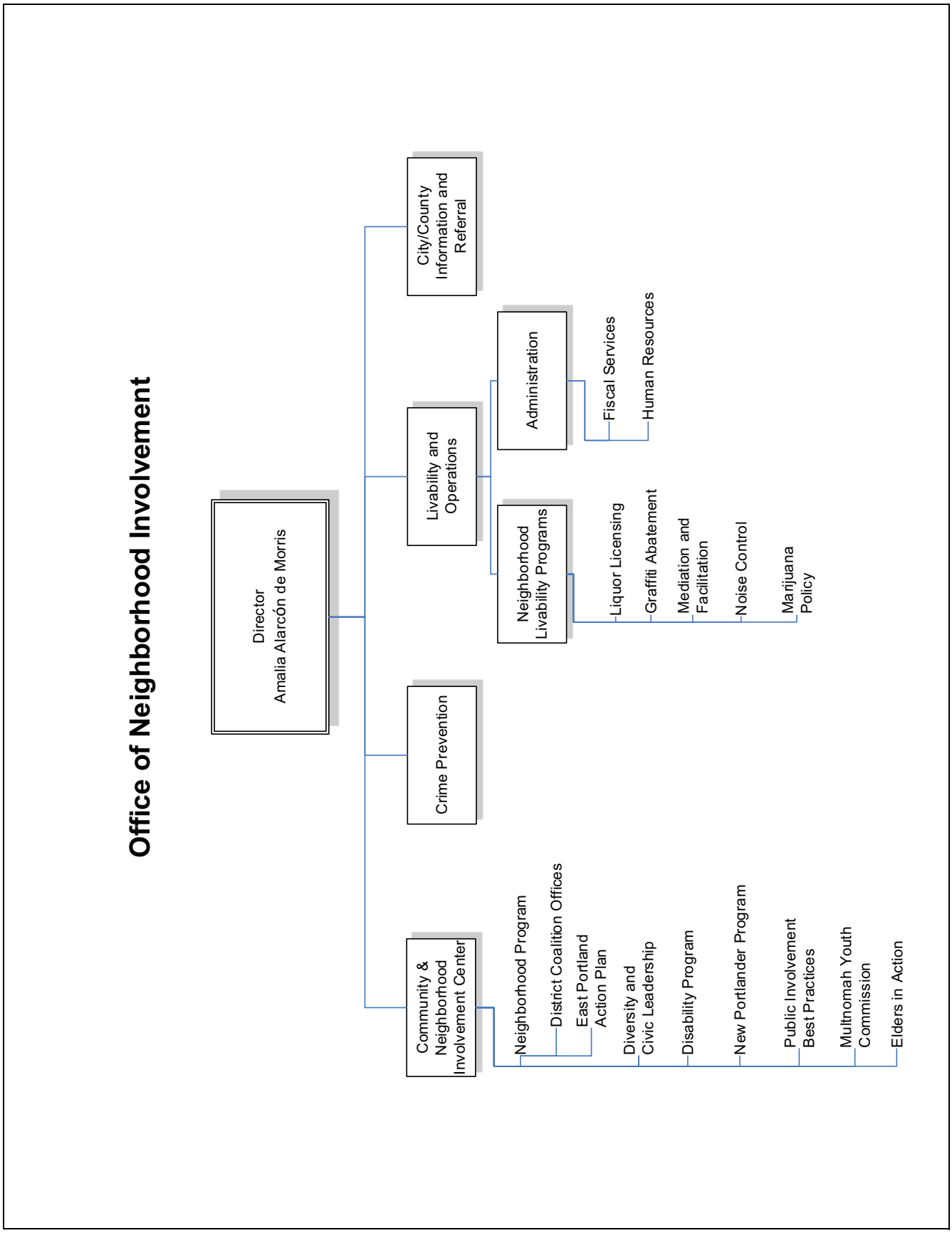


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	8,334,527	9,096,100	761,573	9.14
Capital	0	0	0	0.00
Total Requirements	**8,334,527**	**9,096,100**	**761,573**	**9.14**
Authorized Positions	40.42	44.25	3.83	9.48


Office of Neighborhood Involvement
Director
Amalia Alarcón de Morris
Community & Neighborhood Involvement Center
Crime Prevention
Livability and Operations
City/County Information and Referral
Neighborhood Program
District Coalition Offices
East Portland Action Plan
Diversity and Civic Leadership
Disability Program
New Portlander Program
Public Involvement Best Practices
Multnomah Youth Commission
Elders in Action
Neighborhood Livability Programs
Administration
Liquor Licensing
Graffiti Abatement
Mediation and Facilitation
Noise Control
Marijuana Policy
Fiscal Services
Human Resources

Bureau Summary

Bureau Mission

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

Bureau Overview

Bureau Goals

Office of Neighborhood Involvement programs and activities focus on advancing the following goals:

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

Bureau Organization

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

Community and Neighborhood Involvement Center

Services and programs include:

- Civic engagement, leadership development, and organizational capacity building services including the Neighborhood Program, Diversity and Civic Leadership (DCL) Program, Disability Program, Multnomah Youth Commission, New Portlander Program (immigrants/refugees), Elders in Action, and the limited term East Portland Action Plan.
- Public Involvement Best Practices Program, including coordination of the Public Involvement Advisory Council (PIAC) and consultation for City bureaus on engagement best practices.

Crime Prevention Center

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

City/County Information and Referral Program

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

Neighborhood Livability Services Center

The goal of the program center is to provide a range of problem solving tools, resources, and technical assistance to achieve a positive impact on livability and nuisance issues in the community. Programs and services include: Graffiti Abatement Program, Liquor Licensing Program, Neighbor Mediation and Facilitation Program, Noise Control Program and addition of the Marijuana Permitting Program in FY 2015-16.

Administration

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

Strategic Direction

Introduction

Portland is fortunate to have people who care passionately about the community and participate actively in civic governance. The Office of Neighborhood Involvement and its partner organizations including Neighborhood Associations, District Coalitions, Diversity and Civic Leadership (DCL) organizations, Elders in Action, Multnomah Youth Commission and Public Involvement Advisory Council have served as key partners in promoting public participation local governance, cultivating community leadership, and building the organizational capacity of our community partners to effectively engage their constituents. ONI's strategic direction focuses on engaging the broad diversity of our community in civic life, strengthening Portland's communities by providing the tools and support to effectively address their needs, and enhancing the community's role in public decision making.

Expanding Civic Engagement: Focus on Equity and Complete Neighborhoods

The Office of Neighborhood Involvement's civic engagement mission aligns with the Portland Plan's framework for equity and the draft Comprehensive Plan's focus on Complete Neighborhoods. ONI's programs, primarily the Community and Neighborhood Involvement Center (CNIC), have a critical role expanding involvement of underrepresented communities in efforts to reduce disparities in City services and expand opportunities for people to engage in shared governance. For 40 years ONI's neighborhood program has supported neighborhood associations as an integral community involvement component of Portland's planning and development efforts to foster Complete Neighborhoods.

ONI's strategy builds community leadership and organizational capacity to affect public policy and build community through our 14 partner organizations and 95 neighborhood associations who provide leadership training, community organizing, communications, outreach, technical assistance, fiscal management, and small grants services. ONI supports culturally specific programming for people of color, immigrants and refugees, people with disabilities, youth and older adults. Towards that end the bureau has analyzed the first seven years of the Diversity and Civic Leadership Program, developed a report, and is beginning a dialogue with the community to review the accomplishments of the program and its future direction.

Strengthening the neighborhood and culturally-specific efforts are both critical to expanding civic engagement opportunities and complying with the Comprehensive Plan and Title VI. ONI supports these communities through building organizational relationships and networks; advocating for transparency and accountability in public involvement; building capacity for people to participate in policy, planning and budgeting processes; advocating for Portland to be more physically accessible, non-English language accessible, and age-friendly; responding to and addressing livability issues; and supporting community health and public safety.

Budget Advisory Committee and Priorities

The Office of Neighborhood Involvement developed its budget using a collaborative process and resulting in full consensus on decisions. The Office of Neighborhood Involvement's Bureau/Budget Advisory Committee (BAC) involved 44 participants including bureau staff and a wide range of affected stakeholders. Since FY 2009-10, ONI realigned funding to support the programs most core to the bureau's mission. Many of the program service improvements implemented in the past seven years have been eliminated or reduced due to insufficient funding.

The bureau has prioritized preserving as much funding as possible for external partners and existing staffs that provide direct services to the community, but this has also resulted in difficulties managing the basic administration and support required to sustain services. While reducing positions and budget, the bureau has had to incorporate new programs that have increased the burden on the very limited management and program support staff and faces a similar issue with the addition of another Livability Program this year. Similar difficulties have been experienced by the bureau's external partners that have suffered substantial operational cuts, including funds for making their services accessible such as providing language interpretation and translation services, and not received increases commensurate with inflation. With all programs underfunded, it made consideration of cuts to address outstanding issues untenable. The FY 2015-16 takes initial steps to address some of the identified issues.

Funding Equity - Civic Engagement Expansion

Funding equity within ONI's civic engagement programs has been identified as a critical issue and resolving inequity will remain the top priority for the bureau. The BAC initiated equitable funding discussions just prior to the budget process and will continue in 2015. Due to budget constraints, the BAC determined that it could not require elimination of one or more other ONI programs in order to off-set a request for additional ongoing funds.

Summary of Budget Decisions

The ONI FY 2015-16 Budget includes additional funding for programs that expand the bureau's work and also invest in continuation or expand existing programs that work towards equity in civic engagement and are consistent with what is most core to the bureau's strategic direction.

Realignment Package

The New Portlander Program was transferred from the Office of Equity and Human Rights to ONI mid-year in FY 2014-15. This package reflects the transfer of one Program Coordinator and the ongoing funds to support that program. This ONI package balances with the Equity and Human Rights package OE_04-Transfer New Portlander Program to ONI.

Add Packages - Ongoing Funding

East Portland Action Plan

After multiple years of one-time funding, the FY 2015-16 Budget provides ongoing General Fund resources of $300,000 to continue implementation of the East Portland Action Plan. The funds pay for an advocate position as well as grants for work to address action plan items in East Portland.

Civic Engagement Expansion

The budget includes $328,657 of addition ongoing General Fund resources to expand civic engagement in support of the bureau's top priorities.

Funds include $278,657 for expansion of the Diversity and Civic Leadership Program (DCL). The DCL program currently provides support to five community-based organizations to develop community identity and understanding of City governance and provide leadership and engagement opportunities in communities of color and immigrant and refugee communities. With a bureau priority on addressing funding equity in the civic engagement programs, the DCL program is identified as the top priority to receive new funding. This year the program has been recognized as one of Harvard's Top 10 government innovations by their Kennedy School of Government, representing the cutting edge in government policies, initiatives and best practices. The additional funds will increase the existing grants by $30,000 each to increase capacity at existing partners as well as solicit proposals to expand the program partnerships.

Funds also increase the Community Building Grants in the Neighborhood Program by $30,000, bringing it up to the minimal level required to provide small grants throughout the city in the seven Neighborhood District Coalition areas. The grants program is identified as a best practice for effective engagement and typically leverages over five times the amount of funds awarded.

$10,000 provides the Disability Program funding to support a leadership development program for persons with disability, providing a leadership academy in partnership with the Connecting Communities Coalition.

$10,000 provides an increase in materials and services support to the Multnomah Youth Commission in support of engaging young people ages 13-21 to have a voice in government, change policy affecting young people and shift negative community perceptions about youth.

Program Specialist Reclassification

$9,665 of additional ongoing General Fund resources are provided to reclassify a position in support of the Youth Outreach program to a level more commensurate with peers and with the higher level of work required for the program.

Add Packages - One-Time Funding

Create Marijuana Permitting Program

In 2014 voters legalized recreational marijuana and delegated regulation authority to the Oregon Liquor Control Commission (OLCC). The City has experience with existing liquor regulations that have and have not worked locally and at the state level. Although it is anticipated that regulations may be similar to existing liquor regulations, this new regulatory structure for marijuana provides an opportunity to use lessons learned and advocate for and implement regulations that will support the responsible sales and control of marijuana while mitigating harm on the community.

ONI engaged with the City's Marijuana Workgroup in 2014 chaired by staff from the Mayor's office that made recommendations to Council on possible regulations for medical marijuana. ONI has an existing liquor program and established relationship with the OLCC and other partners. The Mayor assigned the administration of a possible Marijuana Program to ONI in November 2014. The City needs to pursue development and implementation of local regulations around medical and recreational marijuana. In addition, the City needs a process to review permits to operate recreational marijuana facilities in Portland, notify communities, and problem solve appropriately. ONI must work with the state to ensure close collaboration. ONI engaged in legislative advocacy and with Council approval will pursue local program and regulation development related to this issue.

The budget provides $440,000 in one-time General Fund resources for the initial start-up costs and to sustain the program through FY 2015-16. In Fall 2014, Council provided one-time funds to create a Livability Manager position to lead the efforts related to marijuana permitting and manage the increasing responsibilities of livability programs that have been added to ONI over the years. In addition, this package funds two full-time positions to implement and support the program and related program materials and services expenses. Although the program has potential to produce revenues in the future, the amount is dependent on many issues that are unknown at this time. Therefore, one-time funding is necessary until such time that fees are established and accurate estimates can be assessed. Anticipated outcomes for this programmatic addition include development and implementation of a local regulation program and the processing of applications.

Mental Health Specialist

In FY 2014-15, Council added a Mental Health Specialist position to the bureau's Crime Prevention Program to help residents with mental illness participate in City civic life and improve the City's overall provision of services to people living with mental illness. The FY 2015-16 Budget provides $120,120 of one-time General Fund resources to continue that position to build City capacity to work with people with lived experience of mental illness and provide support to the Community Oversight Advisory Board.

New Portlanders Policy Commission

The Budget provides $86,000 in one-time General Fund to provide staff support to the New Portlanders Policy Council as it transitions to a full Commission. The responsibilities include immigrant integration policy development, systems accountability, and education on human migration, local demographics, and economics.

Carryover of FY 2014-15 Funds

The FY 2015-16 Budget includes the carryover of $152,242 from FY 2014-15 for the ADA improvements to the Historic Kenton Firehouse that are in process but were not completed by the end of the fiscal year. In addition, the bureau is carrying forward program reserves for the Noise Control Program that were transferred from the Bureau of Development Services.

Crime Prevention

Description

The Crime Prevention program involves neighbors in community policing efforts. Coordinators work with police precincts, community members, neighborhood associations, coalitions, state agencies, City bureaus, businesses, and service providers to address crime and livability issues.

Goals

This program is linked to City goals to ensure a safe and peaceful community and improve the quality of life in neighborhoods. This program supports the Office of Neighborhood Involvement's goals of providing tools and resources to improve neighborhood and community livability and safety and providing accurate information as well as responsive and effective services to community members and organizations. The program works to achieve these goals in fulfilling its mission to organize and support community partnerships to prevent crime and the fear of crime.

Performance

In FY 2015-16, the Crime Prevention program will:

- continue to support community members involved in crime prevention groups;
- continue supporting Public Safety Action Committees to help connect community members to community policing efforts;
- continue limited production of educational videos on the most critical crime prevention techniques;
- expand the use of social media to reach Portland's tech-savvy residents; and
- produce training materials about crime and livability issues associated with vacant/foreclosed homes.

Changes to Services and Activities

Crime Prevention now enjoys an adequate overtime budget for the first time in the history of the program, thanks to Council action last fiscal year. This enables the program to both adhere to the labor contract and provide service to the public in the evenings, when most community members want to receive crime prevention services.

In FY 2014-15, Council added a Mental Health Specialist position to the bureau's Crime Prevention Program to help residents with mental illness participate in City civic life and improve the City's overall provision of services to people living with mental illness. The FY 2015-16 Budget continues that position with a plan for continued support of the Community Oversight Advisory Board and increased focus on training to City outreach, front desk and intake staff regarding best practices for interacting with and providing general services to persons experiencing mental illness.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	13.00	13.00	13.58	14.00	14.00
Expenditures					
Crime Prevention	1,338,741	1,372,922	1,450,235	1,507,247	1,507,247
Mental Health Program	0	0	116,562	120,120	120,120
Total Expenditures	**1,338,741**	**1,372,922**	**1,566,797**	**1,627,367**	**1,627,367**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of residents who feel safe walking alone in their neighborhood at night	62%	62%	62%	62%	62%
Workload					
Number of crime prevention groups supported	562	597	570	585	585
Number of problem location cases processed	3,211	3,197	3,200	3,200	3,200
Number of crime prevention trainings for the public	413	684	530	575	575
Number of site security assessments performed	206	193	200	200	200

Information & Referral

Description

The City of Portland/Multnomah County Information and Referral (I&R) program is a central resource for basic information and referral to all City and County programs as well as other local community and social services. The program staff provide assistance by phone, to walk-in patrons at both the Portland Building and City Hall, and through electronic communication. The I&R program is a joint venture with costs shared equally between the City and County, including funding through City General Fund overhead for the majority of the City share.

Goals

The program's mission is to simplify accessibility to services for community members to local government and the services it provides.

Performance

The program will continue to meet or exceed the performance benchmarks set out in the City/County agreement of 90% of calls to (503) 823-4000 answered within 25 seconds and fewer than 5% of calls abandoned. Numbers of calls, walk-ins, and emails received and responded to has increased in the current program year about 12% over the previous year after several years of declining contacts. This increase is likely due to changes with the County phone system which directs more calls to our service, and due to population growth in the service area. We expect the increase to continue but at a lesser rate.

Specific program objectives for FY 2015-16 include:

- Work with City and County bureaus/departments to improve customer service Citywide.
- Assist the with the process of developing a citywide customer relationship management system and possibly an eventual 3-1-1 Call Center to improve delivery of services to community members.

Changes to Services and Activities

There are no significant changes in FY 2015-16.

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FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	5.75	5.85	5.75	5.75	5.75
Expenditures					
Information & Referral	543,768	547,961	554,144	561,608	561,608
Total Expenditures	**543,768**	**547,961**	**554,144**	**561,608**	**561,608**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of calls answered in less than 25 seconds	88%	89%	90%	90%	90%
Workload					
Number of calls and email inquiries responded to	118,873	114,573	120,000	125,000	125,000

Administration & Support

Description

The Office of Neighborhood Involvement's administrative staff is charged with management of the bureau's fiscal, personnel, and policy issues. Administration staff will ensure the bureau prioritizes responding to and implementing recommendations from the Five Year Plan to Increase Community Involvement, the Portland Plan, Public Involvement Standards, VisionPDX, and other priorities identified by Council. The Office of Neighborhood Involvement administration will also continue to monitor the effectiveness of ONI standards, which define the roles and responsibilities of the bureau, the neighborhood offices and associations, as well as provide overall guidance for the Office of Neighborhood Involvement program areas. The Office of Neighborhood Involvement's administration is limited to a Director, a manager of budget and human resources (that also manages the Neighborhood Livability Services programs), and a financial analyst to process payroll and payables. ONI has no dedicated administrative support staff.

Goals

The Office of Neighborhood Involvement's administration supports the City goals of improving the quality of life in neighborhoods and to deliver efficient, effective, and accountable municipal services. Administration provides the support and policy direction for all the Office of Neighborhood Involvement's programs and ensures that they are advancing the bureau mission and goals.

Performance

Although administrative staff and budget have remained relatively constant with 3.0 FTE, the staffing and cost ratios have changed slightly due to other bureau staff and budget changes.

The management of finances has become more complex over the past several years with an increasing number of grant advances and activities required in the financial system as well as the addition of new revenue collecting programs (Noise Control and possibly Marijuana). Since the Operations Manager also manages the Neighborhood Livability Services programs, which have grown in complexity and volume, there is an increasing need for additional support. Temporary support was added in FY 2014-15 and continues with one-time funding in FY 2015-16, however, if that support is not continued in future years, then the current administration will continue to struggle to balance basic bureau needs with program development needs.

Changes to Services and Activities

A Livability Manager was added with one-time funds in FY 2014-15 and FY 2015-16. That position allows improved oversight of the programs, and also releases the Operations Manager to focus on core responsibilities for management of human resources and financial matters.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.00	3.00	3.00	3.00	3.00
Expenditures					
Administration & Support	436,457	464,084	478,740	494,667	494,667
Total Expenditures	**436,457**	**464,084**	**478,740**	**494,667**	**494,667**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of participants in civic engagement activities	NA	NA	NA	88,000	88,000
Number of Problem Solving Cases	NA	NA	NA	1,000	1,000
Number of people participating in trainings, leadership development, and organizational development	NA	NA	NA	10,800	10,800
Efficiency					
Administration staff as percentage of total bureau staff	7.2%	7.7%	7.2%	7.8%	7.1%
Administration budget as percentage of total bureau budget	6.2%	6.5%	5.6%	6.6%	6.1%
Workload					
Communications - number of people informed and/or referred	NA	NA	NA	140,000	140,000
Communications - number of print and digital communications distributed	NA	NA	NA	3,500,000	3,500,000

Community and Neighborhood Involvement Center

Description

The Community and Neighborhood Involvement Center (CNIC) is at the core of ONI's mission and goals. The CNIC programs work with a diverse network of neighborhood and community-based non-profit organizations engaging geographically-defined neighborhoods, communities of color, immigrants and refugees, seniors, youth, and people with disabilities to encourage and support broad and effective community involvement. Its work is in partnership with community organizations, volunteer boards or commissions, and other City and County agencies. ONI's staff provide oversight, training, technical assistance, facilitation and project coordination.

Neighborhood Program (Civic Engagement)

Portland's neighborhood network is made up of 95 Neighborhood Associations and their respective seven District Coalition offices. ONI provides grants to seven District Coalitions to provide leadership development and technical assistance to neighborhood associations; provide small grants for community-building projects; foster networking and collaborations between neighborhood and community groups; and promote effective communication and maintain contact data to inform community. The program also supports advocacy efforts of the East Portland Action Plan.

Diversity and Civic Leadership (DCL) Program (Civic Engagement)

The Diversity and Civic Leadership (DCL) Program has changed the relationship between City government and communities of color, immigrants and refugees by supporting five community-based organizations to provide culturally appropriate means to build community identity, understanding of City governance structures, and skills to analyze City power dynamics; leadership opportunities; communication strategies; source of leadership for representation on City advisory committees; and collaborations with other community organizations.

Disability Program (Civic Engagement/public safety)

The Disability Program has two programs, one focusing on civic engagement of the disability community and the other on emergency preparedness for people most vulnerable in disasters. Engagement services include information and referral and technical and policy support to community and City agencies. Emergency preparedness services includes administration of Public Alerts' Additional Needs Registry, a partnership with government agencies supporting efforts to include people with disabilities and people with limited English proficiency in notification systems.

Public Involvement Best Practices Program (Civic Engagement)

The Public Involvement Best Practices Program strengthens partnerships between community and City government resulting in better public policy decisions, and increases City capacity to consistently and effectively engage with the public across bureaus. The program coordinates the Public Involvement Advisory Council (PIAC), comprised of both community members and city staff, and also provides technical support to City agencies with public involvement best practices as well as networking and training for public involvement staff on the implementation of PIAC recommendations.

Multnomah Youth Commission (Civic Engagement)

The Multnomah Youth Commission (MYC) is a group of young people who strive to provide a voice for youth in the County and City's work. MYC has three major project areas including: the Youth Against Violence committee focused on eliminating anti-gay and gender, gang, police, home, sexual and dating; Education/Youth Voice committee organizing candidate forums and working with Cradle to Career's Communities Supporting Youth collaborative on chronic absenteeism; and the Sustainability committee focused on transit justice and expanding Trimet's Youth Pass program.

New Portlander Program (Civic Engagement)

The New Portlander Program supports intentional integration of immigrant and refugee families into the civic life of the City in order to preserve the cultural integrity of newcomer communities and to mitigate against the public cost of social and economic segregation. The program provides technical assistance to City agencies and newcomer community associations, Equity in Practice partnerships, and Community Engagement Liaisons (CELs). The program is developing the New Portlander Policy Council and provides media and educational awareness services.

Elders in Action (Civic Engagement)

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

Goals

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

- increase the number and diversity of people involved in their communities;
- strengthen community capacity; and
- increase community impact on public decisions.

Performance

Neighborhood and DCL community partner organizations have been tracking the same performance measures for several years now. However, we still face challenges ensuring consistent methodology for gathering data across 14 grantee organizations and 95 volunteer-based Neighborhood Associations. In addition, CNIC has added four new staff and two programs in the past 1.5 years and reinstated the Neighborhood Small Grants program, which make estimating new targets for FY 2015-16 a challenge.

Changes to Services and Activities

In the past year CNIC has added four new staff and two new programs providing civic engagement services to youth as well as immigrants and refugees. The Multnomah Youth Commission program will lose one significant outside grant source for their Youth Against Violence programming. The FY 2015-16 Budget includes an increase of $10,000 in materials and services to support the Youth Commission Activities.

The New Portlander Program was transferred to ONI from the Office of Equity and Human Rights during FY 2014-15. In addition, the budget includes funds to add staff to support the New Portlander's Policy Council as it develops into a full commission that reports to Council.

The FY 2015-16 Budget includes the addition of $278,657 to expand the Diversity and Civic Leadership Program, increasing the grants to the existing five partners by $30,000 each and also funds to increase the partnership through a Request for Proposal (RFP) process.

The FY 2015-16 Budget adds $30,000 in funds to the Neighborhood Small Grants/ Community Building Grants program, increasing the funds back up to a level where they can be provided in all seven Neighborhood District Coalition areas.

The budget adds $10,000 in ongoing funds to the Disability Program to provide leadership development in partnership with the Connecting Communities Coalition.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	10.93	11.97	11.00	12.00	12.00
Expenditures					
Disability Services	127,443	129,382	151,946	146,832	156,832
Diversity Civic Leaders	0	0	0	718,843	898,843
Elder Services	142,619	154,660	147,915	151,169	151,169
Neighborhood Outreach & Support	3,562,469	3,363,677	4,080,887	3,100,654	3,226,154
New Portlanders Program	0	0	65,866	210,847	210,847
Youth Outreach	0	0	0	98,246	108,246
Total Expenditures	**3,832,531**	**3,647,719**	**4,446,614**	**4,426,591**	**4,752,091**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of residents that have been involved in a community project or attended a public meeting at least once	41%	40%	40%	39%	40%
Effectiveness					
Number of direct communications distributed	3,193,358	3,703,429	2,900,000	2,900,000	2,900,000
Number of people trained on leadership and organizational development skills	4,698	5,926	4,600	4,600	4,600
Number of activities - events, meetings, and community projects by community groups	4,053	4,218	3,900	3,900	3,900
Number of partnerships among events, activities, and projects with underrepresented groups	2,928	2,426	2,750	2,400	2,400

Neighborhood Livability Services

Description

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

Graffiti Abatement Program

The Graffiti Abatement Program supports neighborhood livability by decreasing graffiti in partnership with the Portland Police Bureau, neighborhood and business associations, youth groups, community partners, and volunteers. The program receives reports of graffiti (via PDXReporter, text, hotline, and the online portal), coordinates contracts for free removal of graffiti on limited properties, enforces the graffiti codes (PCC 14B.80 and 14B.85), refers graffiti to other agencies for removal, coordinates volunteer graffiti removal efforts, and supports partnerships with other agencies and jurisdictions to improve graffiti abatement and enforcement efforts. The Graffiti Abatement Program coordinates the monthly Graffiti Task Force meetings to connect Portland Police Bureau, agencies, and community members to discuss current trends and ways to combat vandalism. Additionally, the program holds an annual Portland Metro Graffiti Conference for law enforcement and crime prevention staff, and a Community Summit to present methods of removal, and to emphasize importance and impact of vandalism as a whole on Portland's community.

Liquor Licensing Program

The Liquor Licensing program coordinates community input during the liquor license recommendation process and problem solving at establishments that sell liquor and that generate community complaints or nuisance activities through enforcement of the City's Time Place and Manner code (PCC 14B.120). The program is funded through revenues collected from liquor license processing fees established by state law. The goal of the program is to ensure that liquor establishments operate in a manner that does not negatively impact neighborhood livability. The program also works collaboratively with other City bureaus to engage in projects that involve liquor licensed establishments and their surrounding environments including: Last Thursday, Late Night Activity Initiative, and The Street Closure Pilot Program. The program is very involved in state policy development and legislative issues related to alcohol that could impact the city and the public.

Neighborhood Mediation and Facilitation Program

The City of Portland has funded neighborhood mediation services for over 20 years. Since FY 2002-03, the Office of Neighborhood Involvement contracts with Resolutions Northwest to provide free neighborhood mediation services to help resolve neighbor-to-neighbor, neighbor-to-business, and other neighbor or neighborhood association-related conflicts within Portland; collaborative decision-making and problem solving facilitation for groups and communities in conflict; and community conflict resolution training and education.

Noise Control

The Noise Control Program transferred to the Office of Neighborhood Involvement in FY 2013-14. The program investigates noise complaints, enforces Title 18 (Noise Code), reviews and issues short-term noise variances, provides staff assistance to the Noise Review Board, makes recommendations on major noise variance applications, consults with City bureaus on technical noise issues, helps set the tone for City-wide livability and environmental health by researching emerging noise and related urban planning topics, and works collaboratively with many local and State agencies including the Liquor License Team, City Bureaus, DEQ, ODOT, and the Port of Portland.

Marijuana Policy Program

The FY 2015-16 Budget creates a Marijuana Program in the Livability Services Center. The program is still in the development stages pending clarification from the State on the scope and authority of local governments related to regulation of recreational marijuana in Oregon.

Goals

The Neighborhood Livability programs support the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods. The Livability programs advocate for citizens, acting as liaisons for Portland Communities in many forums, including work with state agencies, other city bureaus, and the legislature. The programs support the Office of Neighborhood Involvement goals of providing tools and resources to improve neighborhood and community livability and safety, and providing accurate information and responsive and effective services to community members and organizations.

Performance

Liquor license applications increased starting in FY 2007-08 as the program began processing temporary sales licenses, and the volume continued to increase through FY 2010-11, at which point they stabilized. Additionally, the program has also engaged in extensive policy work including the Street Closure Pilot Project and the Mayor’s Late Night Activity Initiative. The related problem solving has increased.

The Graffiti Program increased focus on volunteer training and coordination beginning in FY 2011-12, substantially increasing the number of active volunteers and volunteer cleanups supported.

A reduction in Mediation and Facilitation program funding has reduced caseload capacity, particularly as the number of volunteers trained have been reduced. The mediation caseload is expected to begin to increase with improved outreach regarding the services available.

Changes to Services and Activities

The Noise Control Office was transferred to ONI from the Bureau of Development Services in FY 2013-14 but did not achieve full staffing until late in the year, thus FY 2014-15 will be the program's first full year at ONI. The program has swiftly increased enforcement activity to enhance the effectiveness of problem solving efforts. The transferred budget overstated program revenues which were subsequently reduced to more accurately reflect anticipated revenues. Due to this reduction, it may be a challenge to meet the seasonal staffing demands of the program.

In November of 2014, the Mayor assigned the administration of a Marijuana Program to the Livability Center at the Office of Neighborhood Involvement, approving funding for a Livability Manager. The role of Livability Manager had been absorbed by the Business Operation's Manager, but with the recent addition of the Noise Control Program the need for this role to be exclusive became more apparent. The Marijuana Program is currently in development and includes the addition of a Program Specialist and an Assistant Program Specialist. Although the program is anticipated to produce revenues in the future, ONI one time funding is provided for initial startup costs and to sustain the program through FY 2015-16 until an accurate estimate of revenues can be assessed.

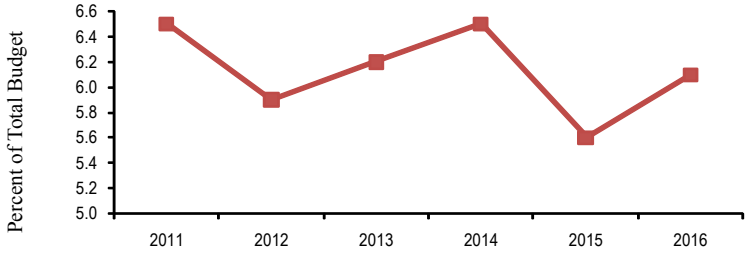
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	4.40	6.10	7.08	9.50	9.50
Expenditures					
Graffiti Reduction	446,761	310,757	330,805	331,109	331,109
Liquor License Notification	219,943	217,312	271,081	189,835	189,835
Marijuana Licensing	0	0	14,200	440,000	440,000
Neighborhood Mediation	175,178	233,657	267,762	245,037	245,037
Noise Control	0	321,336	404,384	397,644	454,386
Total Expenditures	**841,882**	**1,083,062**	**1,288,232**	**1,603,625**	**1,660,367**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of liquor licenses with complaints addressed through the Time, Place, and Manner Ordinance enforcement	81%	63%	70%	85%	85%
Percentage of clients satisfied with mediation services	98%	96%	90%	90%	90%
Workload					
Number of noise violation inspections	380	266	380	400	400
Number of noise variances processed	548	495	500	500	500
Number of noise code violation cases	703	629	650	650	650
Number of mediation cases	328	374	340	340	340
Number of liquor license applications processed	4,797	4,903	4,700	5,200	5,200
Number of facilitation cases	27	25	20	20	20
Number of graffiti reports	7,917	9,436	8,500	9,000	9,000

Performance Measures

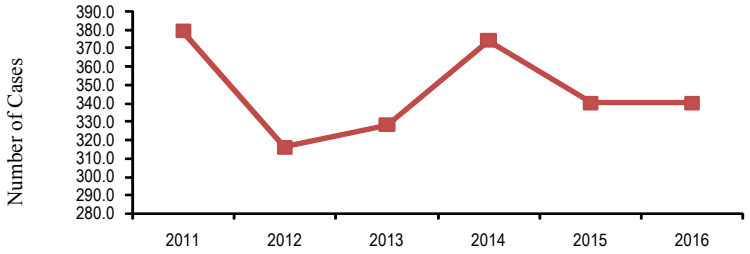
Administration Budget as Percent of Total Budget

Administration is comprised of personnel expenses and staffing has remained constant. However, changes to the overall bureau budget with reductions and also addition of new programs have resulted in a fluctuating percentage.



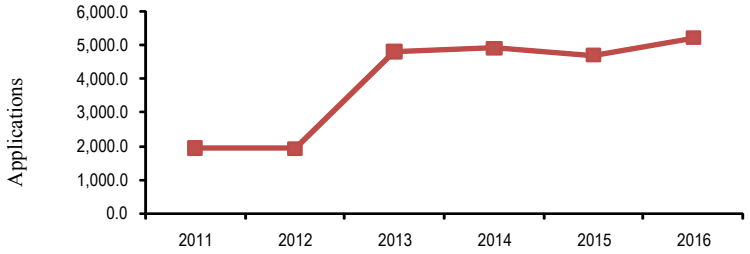
Number of Mediation Cases

Mediation cases had declined slightly as a result of several budget reductions beginning in FY 2009-10 as well as an increased focus on capacity for group facilitation cases. Caseload is stabilizing and may begin to increase with expanded outreach efforts.



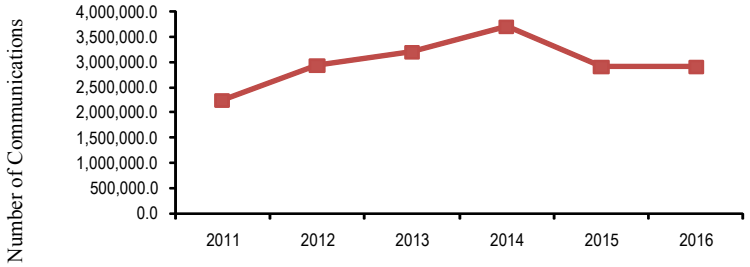
Liquor License Applications

Liquor applications for new outlets and temporary sales licenses continue to increase slightly as different types of businesses have added alcohol sales. The reported numbers increased in 2013 with the number of renewal licenses included to more accurately reflect workload.



Number of Direct Communications

The Community and Neighborhood Involvement Center data includes data tracked by programs and 14 partner organizations and volunteers (Coalitions/ Neighborhoods and Diversity and Civic Leadership partners). There has been a steady increase as ONI and partners have focused on increased outreach and communications to expand participation.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	176,503	274,389	357,620	312,296	312,296
Intergovernmental	277,419	278,005	322,072	280,804	280,804
Miscellaneous	29,002	59,793	36,800	0	0
Total External Revenues	**482,924**	**612,187**	**716,492**	**593,100**	**593,100**
Internal Revenues					
General Fund Discretionary	6,281,998	6,265,882	7,238,776	7,892,953	8,275,195
General Fund Overhead	200,954	220,631	361,398	209,744	209,744
Interagency Revenue	43,065	17,050	17,861	18,061	18,061
Total Internal Revenues	**6,526,017**	**6,503,563**	**7,618,035**	**8,120,758**	**8,503,000**
Beginning Fund Balance	(20)	0	0	0	0
Total Resources	**$7,008,921**	**$7,115,750**	**$8,334,527**	**$8,713,858**	**$9,096,100**
Requirements					
Bureau Expenditures					
Personnel Services	3,380,707	3,624,168	4,109,331	4,476,827	4,458,827
External Materials and Services	3,029,935	2,851,565	3,618,593	3,565,292	3,965,534
Internal Materials and Services	582,739	640,017	606,603	671,739	671,739
Total Bureau Expenditures	**6,993,381**	**7,115,750**	**8,334,527**	**8,713,858**	**9,096,100**
Fund Expenditures					
Fund Transfers - Expense	15,540	0	0	0	0
Total Fund Expenditures	**15,540**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$7,008,921**	**$7,115,750**	**$8,334,527**	**$8,713,858**	**$9,096,100**
Programs					
Administration & Support	436,457	464,084	478,740	494,667	494,667
Area Planning	2	2	0	0	0
Community and Neighborhood Involvement Center	3,832,531	3,647,719	4,446,614	4,426,591	4,752,091
Crime Prevention	1,338,741	1,372,922	1,566,797	1,627,367	1,627,367
Information & Referral	543,768	547,961	554,144	561,608	561,608
Neighborhood Livability Services	841,882	1,083,062	1,288,232	1,603,625	1,660,367
Total Programs	**6,993,381**	**$7,115,750**	**$8,334,527**	**$8,713,858**	**$9,096,100**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000437	Administrative Supervisor II	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000440	Business Operations Supervisor	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000184	Code Specialist II	45,302	59,987	1.00	49,422	1.00	52,217	1.00	52,217
30000491	Community Outreach & Informtn Assistant	48,256	74,339	0.70	41,181	0.70	42,878	0.70	42,878
30000309	Crime Prevention Program Administrator	47,466	63,669	12.00	733,670	12.00	745,890	12.00	745,890
30000503	Disability Program Specialist	58,573	78,083	0.90	70,272	0.90	70,272	0.90	70,272
30000567	Financial Analyst	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000016	Information & Referral Specialist	33,738	48,443	4.90	237,372	4.90	237,372	4.90	237,372
30000415	Neighborhood Involvement Director	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000502	Neighborhood Office Supervisor	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000500	Neighborhood Programs Coordinator	58,573	78,083	2.00	145,200	2.00	149,413	2.00	149,413
30000737	Noise Control Officer	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000012	Office Support Specialist II	33,738	48,443	1.00	40,500	1.00	42,870	1.00	42,870
30000464	Program Coordinator	64,605	86,154	1.00	74,316	3.00	231,004	3.00	231,004
30000465	Program Manager	67,850	90,605	2.00	181,200	2.00	181,200	2.00	181,200
30000463	Program Specialist	58,573	78,083	2.00	120,759	2.00	125,712	2.00	125,712
30000462	Program Specialist, Assistant	48,256	74,339	1.00	49,794	3.00	153,747	3.00	153,747
TOTAL FULL-TIME POSITIONS				34.50	2,314,826	38.50	2,603,715	38.50	2,603,715
30000491	Community Outreach & Informtn Assistant	48,256	74,339	1.00	65,019	1.00	67,687	1.00	67,687
30000502	Neighborhood Office Supervisor	64,605	86,154	0.75	64,620	0.75	64,620	0.75	64,620
TOTAL PART-TIME POSITIONS				1.75	129,639	1.75	132,307	1.75	132,307
30000452	Management Analyst, Sr	67,850	90,605	0.00	0	1.00	85,404	1.00	70,668
30000464	Program Coordinator	64,605	86,154	1.00	86,148	0.00	0	0.00	0
30000465	Program Manager	67,850	90,605	0.58	39,578	1.00	79,908	1.00	79,908
30000463	Program Specialist	58,573	78,083	0.58	34,167	1.00	68,328	1.00	68,328
30000462	Program Specialist, Assistant	48,256	74,339	2.00	98,046	1.00	61,296	1.00	61,296
TOTAL LIMITED TERM POSITIONS				4.17	257,939	4.00	294,936	4.00	280,200
GRAND TOTAL				40.42	2,702,404	44.25	3,030,958	44.25	3,016,222

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.

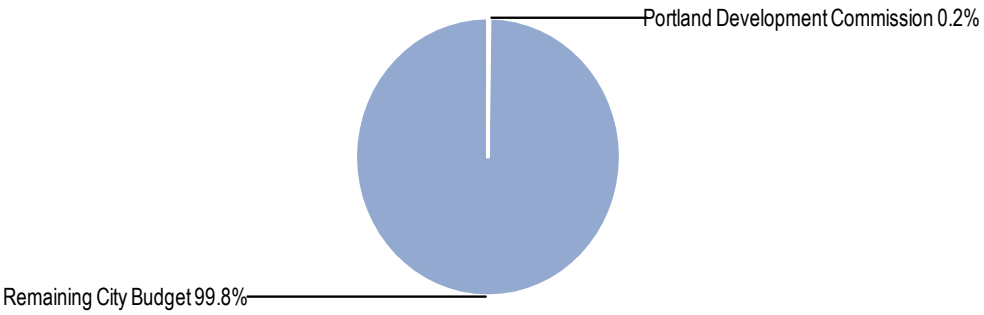
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	7,545,588	0	7,545,588	38.25	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	440,000	440,000	3.00	Marijuana Permitting Program
	300,000	0	300,000	1.00	East Portland Action Plan
	98,657	0	98,657	0.00	RFP to add new DCL partner
	0	120,120	120,120	1.00	Mental Health Specialist
	0	86,000	86,000	0.00	New Portlander Policy Commission
	113,828	0	113,828	1.00	Transfer of New Portlanders Program
	9,665	0	9,665	0.00	Program Specialist reclassification
Approved Budget Additions and Reductions					
	180,000	0	180,000	0.00	DCL expansion
	30,000	0	30,000	0.00	Community Building Grants
	10,000	0	10,000	0.00	Disability Program leadership development
	10,000	0	10,000	0.00	Youth Commission materials & services
	0	95,500	95,500	0.00	Carryover: Historic Kenton Fire House
	0	56,742	56,742	0.00	Carryover: Noise reserves
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	752,150	**798,362**	**1,550,512**	**6.00**	**Total FY 2015-16 Decision Packages**
			9,096,100	**44.25**	**Total Adopted Budget**

Portland Development Commission

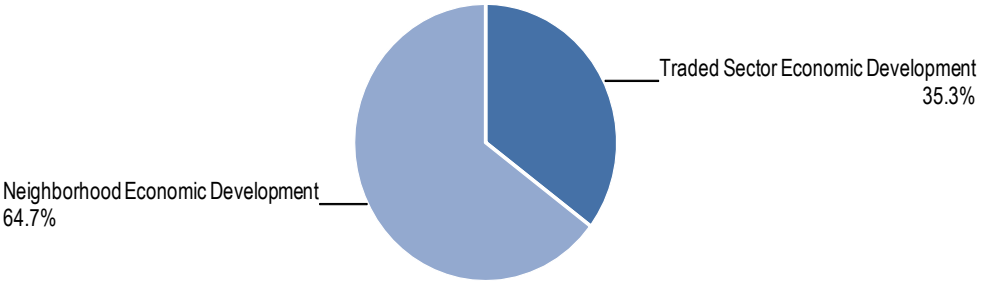
Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Patrick Quinton, Executive Director

Percent of City Budget

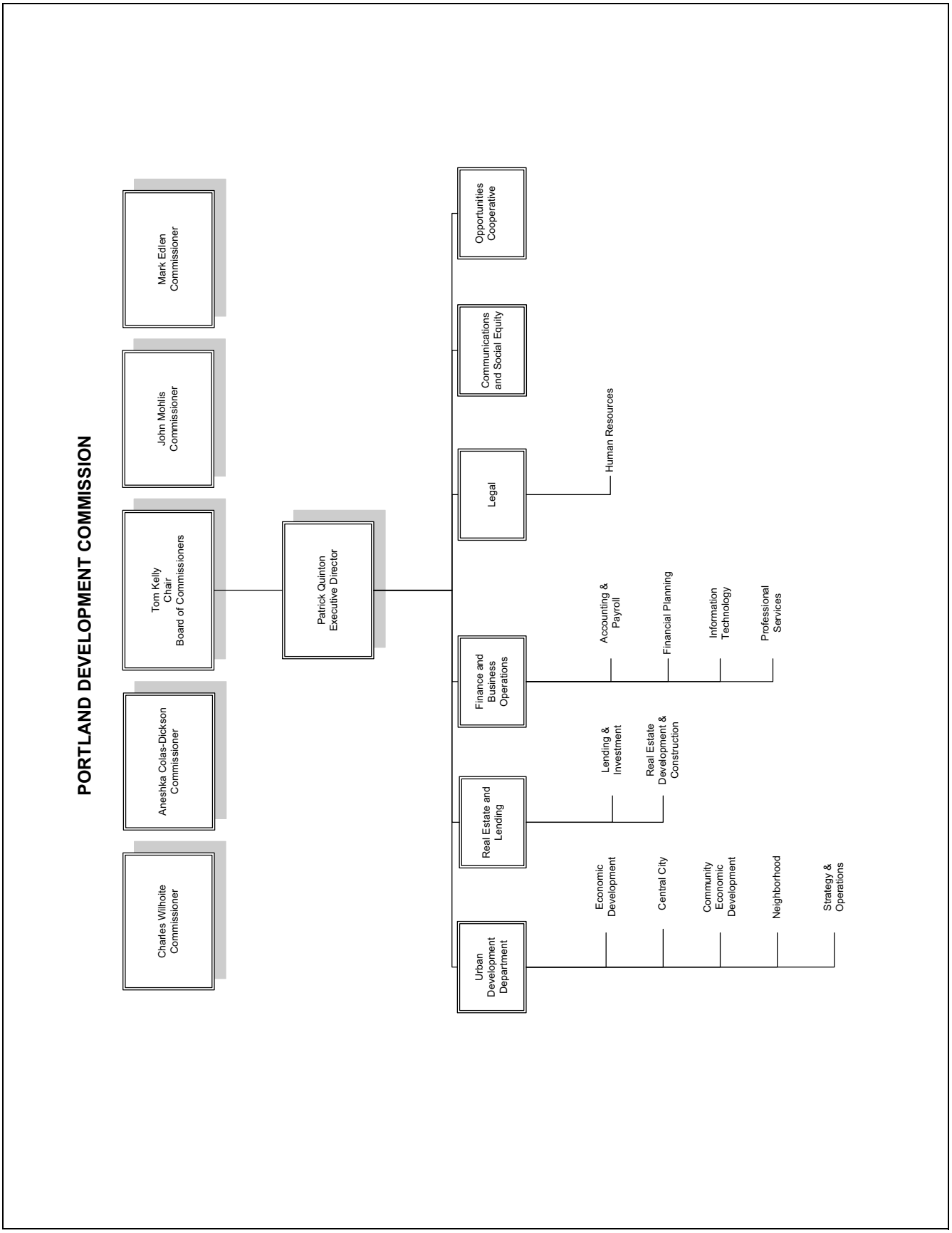


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	5,841,693	6,997,110	1,155,417	19.78
Capital	0	0	0	0.00
Total Requirements	**5,841,693**	**6,997,110**	**1,155,417**	**19.78**


PORTLAND DEVELOPMENT COMMISSION
Charles Wilhoite Commissioner
Aneshka Colas-Dickson Commissioner
Tom Kelly Chair Board of Commissioners
John Mohlis Commissioner
Mark Edlen Commissioner
Patrick Quinton Executive Director
Urban Development Department
Economic Development
Central City
Community Economic Development
Neighborhood
Strategy & Operations
Real Estate and Lending
Lending & Investment
Real Estate Development & Construction
Finance and Business Operations
Accounting & Payroll
Financial Planning
Information Technology
Professional Services
Legal
Human Resources
Communications and Social Equity
Opportunities Cooperative

Bureau Summary

Bureau Mission

The Portland Development Commission (PDC) creates growth and economic opportunity for Portland.

Bureau Overview

The Portland Development Commission is the City's economic development and redevelopment agency and is responsible for achieving the City's key placemaking, job creation and economic opportunity objectives. The Portland Development Commission has updated its strategic plan to guide the agency's priorities, work plan, and investments over the next five years 2015-2020. The plan was presented to the City Council and Adopted by the PDC Board in May 2015. The plan focuses PDC's efforts on fostering widely shared prosperity among all residents of Portland.

The Neighborhood Economic Development Strategy, which was adopted by City Council in 2011, builds on this agenda and calls out social equity and the importance of community partnerships as an integral part of how the agency delivers services. Implicit within this strategy is determining how the agency values community involvement, governance, and mutual accountability.

The Portland Development Commission manages 10 traditional and six micro Urban Renewal Areas (URAs) and engages in public-private partnerships to redevelop and revitalize key commercial corridors and centers across the city. Alongside private partners, the commission continues to pursue strategic and/or catalytic redevelopment projects both downtown and in neighborhoods, with a focus on projects that match current market needs and generate the maximum social and financial return for the City.

Resources from the City's General Fund allow the commission to fulfill job growth and community economic development goals that are not eligible for funding through Tax Increment Financing (TIF). General Fund support extends the commission's work beyond URA boundaries and real estate investments to provide critical non-physical assistance that supports business growth and economic opportunity through staff expertise, working capital, and technical assistance.

Together, TIF and General Fund support allow for a web of activities that connect people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope, but share the consistent goals of facilitating business growth and neighborhood development. These activities in turn fuel the retention and creation of living-wage jobs that support families, generate community wealth, and create healthy and vibrant communities throughout the city.

Strategic Direction

The Commission's economic and urban development activities are guided by three strategies adopted by City Council: the Portland Plan, Economic Development Strategy and Neighborhood Economic Development Strategy. PDC is currently in the process of establishing a 2015-2020 Strategic Plan for PDC Board and City Council consideration.

Summary of Budget Decisions

The FY 2015-16 Adopted Budget of $6,857,110 in City General Fund Resources represents a 23% increase from the FY 2014-15 Adopted Budget of $5,425,564, mainly due to additional one-time resources being allocated in FY 2015-16.

Ongoing Additions

VOZ Workers' Rights Education

The FY 2015-16 Adopted Budget adds $30,000 in ongoing General Fund resources to support operating expenses for the MLK Workers' Center to facilitate employment for day laborers, investigate wage theft, and offer weekly English, music and art classes. PDC will manage the funding within the Small and Micro Business Technical Assistance program. VOZ anticipates facilitating 3200 day labor hires and holding 7 OSHA trainings in FY 2015-16.

SE Works Youth Transition Program

The FY 2015-16 Adopted Budget includes $40,000 in ongoing General Fund resources to support the Youth Transition Program with funding for case management and extended hours at the Southeast Portland Career Center. PDC will manage the funding within the Adult and Youth Workforce program. SE Works will enroll and serve approximately 50 youth in the Youth Transition Program and of those approximately one-third will be people of color.

One-Time Additions

Inclusive Startup Fund

The FY 2015-16 Adopted Budget includes $500,000 in one-time General Fund resources for the Inclusive Startup Fund to support under-represented entrepreneurs, launch and implement the next Startup PDX Challenge, and provide tailored mentoring programs targeting under-represented populations in partnership local and national partners. This level of funding is anticipated to assist 27 startups over 3-4 years, creating 130 jobs over 5-7 years.

Community Development Fund

The FY 2015-16 Adopted Budget includes $891,000 in one-time General Fund resources to provide initial capital to launch a new revolving loan fund to provide gap financing for community-driven, public-benefit development projects that are in or adjacent to the Neighborhood Prosperity Initiative (NPI) districts. This level of funding is expected to help finance four projects over five years, providing increased jobs and square feet of commercial and community-benefit space in Neighborhood Prosperity Initiative districts.

Carryover Packages

Mayor's Innovation Fund - Early Adopter program

Early Adopter Program is a PDC-facilitated process to connect bureaus with technology solutions from local Portland companies. PDC was the recipient of $80,000 in FY 2013-14 from the Innovation Fund to be utilized over the subsequent two fiscal year. The remaining $57,000 is included in the FY 2015-16 Adopted Budget for program marketing, event organization and facilitation, and new initiatives.

Partner capacity building - PORTLAND (I3PDX)

I3PDX serves as PDC's umbrella initiative from which inclusive entrepreneurship programs are launched (ex. Startup PDX Challenge; Startup Weekend Access). The FY 2015-16 Adopted Budget carries over $100,000 of one-time General Fund resources to contract with community-based organizations interested in serving as a technical assistance provider to further inclusive entrepreneurship efforts.

Neighborhood Economic Development Grants

The FY 2015-16 Adopted Budget carries over $60,000 of one-time General Fund resources to disburse two grants to community-based organizations focused on economic development issues in Lents Town Center and along Martin Luther King Jr. Blvd.

Neighborhood Economic Development

Description

The Neighborhood Economic Development (NED) program and the City's Neighborhood Economic Development Strategy foster economic opportunity and neighborhood vitality throughout Portland. Initiatives under the NED program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support small business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy. The FY 2015-16 Adopted Budget for the NED program includes:

- Neighborhood Prosperity Initiative (NPI) and Main Street Network
- Venture Portland
- Small and Micro Business Development Program
- Youth and Adult Workforce - Economic Opportunity Initiative
- Small Business Working Capital Fund

NPI and Main Street Network

PDC partners with eight community-based organizations located in North, Northeast and East Portland to drive economic development in priority neighborhoods. These districts are Alberta Main Street, Division-Midway Alliance, Historic Parkrose, Our 42nd Avenue District, St. Johns Main Street, The Cully Blvd Alliance, the Jade District and the Rosewood Initiative.

Each district focuses on the unique needs of its community with the goal of growing businesses and increasing employment opportunities. Grants from PDC enable the organizations to hire full time staff, make small-scale physical improvements and increase the visibility of the district. PDC staff provides technical assistance training to districts.

The FY 2015-16 Adopted Budget for the NPI and Main Street Network program totals $847,798 in General Fund discretionary resources. This program is also anticipated to be funded with non-General Fund resources from the following: $140,000 EZone Community Contributions, $60,000 NW Area Foundation, and up to $647,842 in Tax Increment Revenue and Revenue Sharing from the City and Multnomah County.

Venture Portland

Venture Portland is the City's local partner in building the capacity of Portland's 37-plus neighborhood business districts. Venture Portland's work focuses on regular training and technical assistance workshops for the districts, administration of a business district grant program, and increasing the visibility of districts through marketing support. The FY 2015-16 Adopted Budget for this program totals $311,014.

Small and Micro Business Development

The Small and Micro Business Development Program provides business technical assistance and support to businesses owned by people with low incomes, people of color and people with limited English proficiency. Technical assistance and support is delivered though PDC contracts with seven nonprofit groups: Hacienda; Immigrant and Refugee Community Organization (IRCO); Microenterprise Enterprise Services Organization (MESO); Native American Youth and Family Center (NAYA); Neighborhood House; Portland State University; and the Hispanic Metropolitan Chamber of Commerce.

The program also has contracts with specialized programs to provide specialized support as needed to businesses: Small Business Legal Clinic; Market Link Program; and Portland Community College's Small Business Development Center.

The FY 2015-16 Adopted Budget for this program totals $942,357 in General Fund resources. This program is also funded with $503,173 in Community Development Block Grant Funds and $175,000 in Enterprise Zone resources.

Adult and Youth Workforce Development

PDC collaborates with Worksystems, Inc., also known as WSI, to co-fund and administer workforce development programs for low-income Portlanders with significant barriers to employment. WSI contracts with eleven nonprofit providers that serve approximately 1,000 individuals, with up to three years of individualized support and training with an emphasis on career track employment.

Adult Workforce providers include: Oregon Tradeswomen/Constructing Hope; Immigrant and Refugee Community Organization (IRCO); SE Works; Central City Concern; Human Solutions Inc./Self Enhancement Inc.

Youth Workforce providers include: Native American Youth and Family Center (NAYA); Immigrant and Refugee Community Organization (IRCO); New Avenues for Youth; Portland Opportunities Industrialization Center (POIC); Portland Youth Builders.

Overall, PDC's $3.1 million investment leverages at least $2 million in investment from WSI. PDC is proactively connecting the workforce development providers with NPI and Main Street Managers with the goal of connecting under and unemployed residents of NPI areas to career track employment opportunities.

The FY 2015-16 Adopted Budget for this program is $1.2 million General Fund discretionary. The PDC-funded portion of this program is also funded with non-City General Fund including $1.6 million in Community Development Block Grant funds, $59,117 from Multnomah County, and $127,000 grant from the NW Area Foundation.

Small Business Working Capital

The Small Business Working Capital Loan Fund is an opportunity fund to promote access to capital among small and microenterprise businesses. This loan fund is used to provide small and micro loans. Such loans are provided to business owners to start, grow and expand their business while also assisting owners to build and repair credit and establish a track record to access traditional bank loans and lines of credit. PDC administers the loan program in partnership with a nonprofit lending partner.

Goals

The Neighborhood Economic Development program supports the citywide goal to stimulate neighborhood business vitality and the corresponding objective to achieve broad-based prosperity. The program also supports implementation of the City's Equity Initiative. The final initiative described in this section (Youth and Adult Workforce) supports the City's goal to expand economic opportunities.

Performance

Performance of NED programs can be found in the performance measures table, which includes both trend and projection information. Overall, the effectiveness measures reflect moderate to good performance. For the Adult and Youth Workforce Development program, the measures do not assess the program retention and completion of participants initially enrolled. NED programs are targeted to help achieve PDC's Key Performance Measures including Prosperous Households and Quality Economic and Job Growth. NED programs assist with the goal of increasing the percentage of households at or above self-sufficiency (Prosperous Households) and increasing the percent of workforce earning at least a middle wage (Quality Economic and Job Growth) through growing businesses and increasing employment opportunities, as well as providing workforce training opportunities for low-income Portlanders with significant barriers to employment.

Changes to Activities and Services

No expected changes in service levels in the base Neighborhood Economic Development program, however, the proposed Community Development Fund for NPI areas will increase access to capital for community-driven, catalytic projects.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Expenditures					
Community Economic Development	0	0	0	907,798	0
Local Partner Initiatives	288,350	294,963	402,993	311,014	311,014
Neighborhood Business Development	0	0	993,831	912,357	1,110,500
Neighborhood Commercial Corridor Initiatives	0	0	863,000	0	1,858,798
Neighborhood Economic Development	1,674,201	1,641,660	(60,000)	0	0
Workforce Development	0	0	1,226,778	1,258,190	1,248,190
Total Expenditures	**1,962,551**	**1,936,623**	**3,426,602**	**3,389,359**	**4,528,502**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of households at or above self-sufficiency	NA	NA	63.0%	64.0%	64.0%
Percentage of workforce in Multnomah County earning at least a middle wage	NA	NA	45.0%	45.6%	45.6%
Ratio of PDC financial assistance to private investment	12.37	8.82	NA	6.55	6.55

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of volunteer hours provided by NPI and Main Streets Districts	17,939	53,025	24,000	40,000	40,000
Net number of businesses (NPI and Main Street Districts)	15	50	24	25	25
Net number of full-time hires (NPI and Main Street Districts)	80	128	54	55	55
Net number of part-time hires (NPI and Main Street Districts)	13	25	27	30	30
Operating funds raised by NPI & Main Streets Districts	$481,131	$969,720	$400,000	$400,000	$400,000
Number of volunteer hours provided by Venture Portland board members and other volunteers	1,743	1,700	1,700	1,700	1,700
Number of technical assistance hours provided by the Small and Micro Business Development Program	12,300	17,495	9,000	9,000	12,000
Percentage of businesses of color served by the Small and Micro Business Development Program	61%	60%	60%	60%	60%
Percentage of business owners with limited English proficiency served by the Small and Micro Business Development Program	32%	32%	30%	30%	30%
Percentage of businesses with a Median Family Income (80% or less) at enrollment served by the Small and Micro Business Development Program	86%	91%	80%	80%	80%
Rating of overall client satisfication with business technical assistance (range 1 to 5)	4	4	5	5	5
Percentage of youth participants people of color in workforce development	66%	75%	50%	70%	70%
Percentage of adult participants people of color in workforce development	NA	56%	50%	50%	50%
Efficiency					
Amount of private funds raised by business district associations to match Venture Portland grants	$338,728	$340,000	$340,000	$340,000	$340,000
Workload					
Number of technical assistance hours to business district associations by Venture Portland	486	780	480	500	500
Number of training hours provided to business district associations by Venture Portland	848	698	850	700	700
Amount of grant to Venture Portland	$85,525	$87,450	$80,000	$68,000	$68,000
Number of projects funded by Venture Portland	32	45	30	30	30
Number of business district associations receiving grants from Venture Portland	23	31	23	30	30
Number of businesses served by the Small and Micro Business Development Program	476	522	460	450	450
Number of youth participants in workforce development	487	693	487	650	650
Number of adult participants in workforce development	NA	614	450	450	450

Traded Sector Economic Development

Description

Consistent with the Portland Development Commission's 5-Year Strategic Plan, the agency prioritizes investments and focuses resources to help create family-wage jobs and grow existing businesses in target traded sector industries to encourage local economic expansion and inclusive growth. The Traded Sector program also includes cross-industry initiatives focused on global trade and investment, business attraction, enhancing Portland's inclusive innovation and entrepreneurship ecosystem, and small business lending. This budget includes the following strategic programs:

- Cluster Development
- Inclusive Entrepreneurship Support

Cluster Development

Employment trends within target clusters over the past five years reflect the positive impact of customized business development and industry initiatives, combined with efforts to promote international business opportunities.

The cluster development activities focus on four related and complementary sets of activities:

- Business development to support industry growth and traded sector business expansion;
- Business recruitment in partnership with Greater Portland Inc;
- Global trade and investment.

Collectively, these core activities promote traded sector quality job growth and enhance the competitiveness of Portland based companies and target industries.

Business Development

During the first half of FY 2014-15, PDC business development staff completed more than 175 business visits with traded sector companies to encourage retention and expansion and is on track to meet the goal of 350 visits to unique businesses. Business development visits focus on providing direct or referral assistance, including loans and grants to traded sector firms, workforce development, market analysis, real estate and site development services, identification of supply-chain opportunities, and access to trade resources. In FY 2015-16, PDC staff will strive to work with 350 unique local businesses to support the retention and expansion of quality jobs. To facilitate the growth of local businesses, PDC will enroll ten new companies into the City's Enterprise Zone program and close ten new business loans. In addition, PDC manages target industry initiatives enhance the competitiveness and profile of Portland's five target clusters: Athletic and Outdoor Gear and Apparel, Green Cities Products and Services, Technology and Media, Metals and Machinery, and Healthcare. Each cluster is guided by an industry action plan that outlines target initiatives/programs, including efforts focused on marketing/branding, talent diversity, peer mentoring, lean manufacturing and access to capital. A core focus across all PDC business development activity will be to assist businesses from underrepresented populations or priority neighborhoods.

Business recruitment in partnership with Greater Portland Inc.

Greater Portland Inc. (GPI) is a regional public-private economic development partnership focused on helping companies relocate to the Portland-Vancouver metro area. The City of Portland and the Commission invest in GPI to: 1) coordinate regional recruitments among greater Portland's various local economic development organizations; and 2) lead regional marketing and branding to promote the greater Portland area as one of the nation's most competitive and vibrant metropolitan economies.

In FY 2015-16, PDC will strive to secure five business relocations to the city and develop 25 priority leads across industry.

International trade and investment development

In FY 2015-16, PDC will focus on implementing Greater Portland Global (GPG), the region's trade and investment strategy in partnership with GPI and the Brookings Institution. PDC will continue to prioritize export assistance to local companies by organizing business trips to priority markets in Japan, China, Colombia and Mexico. General Fund resources dedicated to export promotion are also critical to continue relationships with strategic trade consultants to provide Portland-based firms with a suite of customized, high-level trade services. New to this year will be an increased emphasis on Foreign Direct Investment (FDI) as outlined in the GPG. FDI represents a major opportunity area for the region to facilitate economic growth and help capitalize existing businesses.

The goal for FY 2015-16 is to help 75 local firms access and utilize trade and investment services and help close ten international business contracts.

The FY 2015-16 Adopted Budget for Cluster Development totals $1,453,719 in General Fund resources.

Entrepreneurship Support

Through this program PDC works to supports the growth of innovative startups and scalable, fast growing companies in Portland. Companies that start and grow in Portland are key drivers of the city's long-term economic and job growth. PDC seeks ways to foster the next generation of successful Portland companies and create an ecosystem where all entrepreneurs have access to the resources they need to succeed.

PDC is heading or partnering in a number of initiatives to develop and assist entrepreneurs seeking to grow companies with a national or international impact. Recent notable successes include the Portland Seed Fund, an early-stage startup accelerator and the Startup PDX Challenge, a competition designed to connect startups founded by women and communities of color to Portland's growing entrepreneurial ecosystem. Since May 2011, the 46 Portland Seed Fund participant companies created more than 350 jobs while attracting more than $40 million in additional capital. Likewise, the 2014 Startup PDX Challenge attracted 134 applicants and the 11 winning startups represent both industry and demographic diversity. The full group encompasses consumer products, technology and services, and includes eight startups with women founders; five with African American founders; three with Asian founders; two with Native American founders; and one with Latino founders.

This fiscal year, PDC will prioritize the expansion of its inclusive entrepreneurship agenda through the new Inclusive Startup Fund targeting underrepresented entrepreneurs, the implementation of the next Startup PDX Challenge, and tailored mentoring and technical assistance programs targeting women, communities of color, and scalable neighborhood small businesses in partnership with local and national organizations.

The FY 2015-16 Adopted Budget for Entrepreneurship Support totals $514,890 ($1,014,890 including $500,000 Inclusive Startup Fund addition for one-time General Fund).

Goals

Between 2009 and 2014, implementation of the City's Economic Development Strategy helped to create more than 42,000 jobs in Multnomah County, 12,600 in the last year alone. The FY 2015-16 Traded Sector Economic Development program builds on this success with more a more strategic focus on quality and accessible job growth through target industry business development, business expansion through trade and investment, and robust entrepreneurship support targeting under-represented populations.

Performance

Performance of Traded Sector programs can be found in the performance measures table, which includes both trend and projection information. Based on the data presented, the effectiveness of Traded Sector programs is inconclusive in large part due to the lack of data prior to FY 2012-13. Traded Sector programs are targeted to help achieve PDC's Key Performance Measures of Prosperous Households, Quality Economic and Job Growth, and Equitable Access to Capital. Traded Sector programs assist with the goal of increasing the percentage of households at or above self-sufficiency (Prosperous Households) and increasing the percent of workforce earning at least a middle wage (Quality Economic and Job Growth) through the creation of family-wage jobs and growing existing businesses in target traded sector industries. PDC is focusing on increasing investment in startups owned by or employing top executives that are women and people of color (equitable access to capital) through implementation of the Inclusive Startup Fund and ongoing entrepreneurship support programming.

Changes to Services and Activities

No expected changes in service levels in the base Traded Sector program, however, the proposed Inclusive Startup Fund will expand PDC's entrepreneurship agenda.

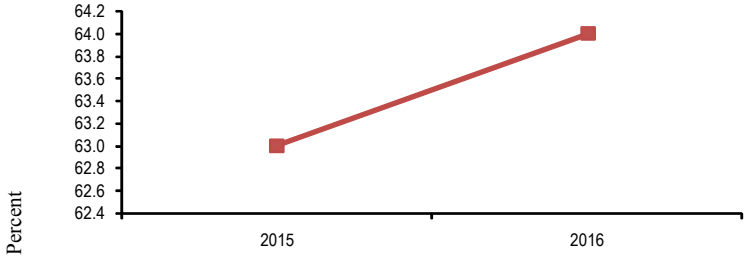
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Expenditures					
Entrepreneurship Support	0	0	444,192	459,760	1,014,890
Traded Sector Business Development	0	0	1,594,769	1,509,991	1,453,718
Traded Sector Economic Development	2,503,041	1,706,165	(157,000)	0	0
Total Expenditures	**2,503,041**	**1,706,165**	**1,881,961**	**1,969,751**	**2,468,608**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of start-up investments to firms founded, owned, or led by women	NA	NA	19.0%	29.0%	29.0%
Percentage of start-up investments to firms founded, owned, or led by people of color	NA	NA	13.2%	23.4%	23.4%
Percentage of non-TIF resources for operating budget	NA	NA	50.0%	55.0%	55.0%
Effectiveness					
Number of Traded Sector business retention, expansion visits	450	550	500	500	500
Number of Traded Sector business relocations (within Portland)	8	11	8	8	8
Workload					
Number of Traded Sector business clients	250	350	300	300	350
Number of Traded Sector direct assistance, referral activities	500	500	500	500	550
Number of Portland Traded Sector firms receiving export assistance	50	75	75	75	75
Number of Traded Sector international contracts (Portland only)	NA	9	10	10	10

Performance Measures

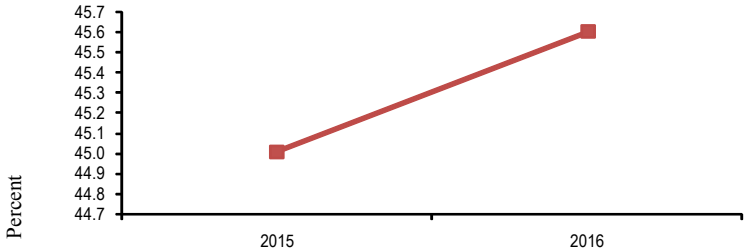
Percentage of Households at or Above Self-Sufficiency

The Self-Sufficiency Standard measures how much income a family of a certain composition must earn to meet basic needs. The standard is a measure of income adequacy that is based on the costs of the basic needs for working families: housing, child care, food, health care, transportation, and miscellaneous items, as well as tax impacts. An increase in the percent of households at or above the self-sufficiency standard benchmarks the cityís ability to foster economic opportunity for all Portlanders.



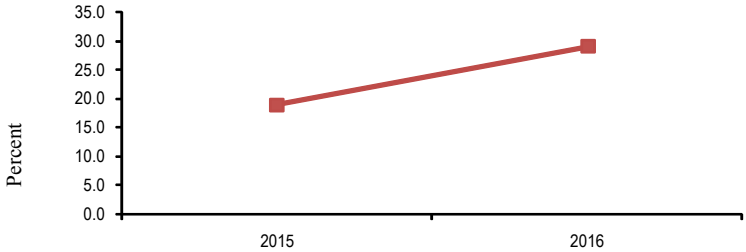
Percentage of Workforce in Multnomah County Earning at Least a Middle Wage

Workers earning a middle wage or higher ($42,000+ per year in 2014 dollars) will have the necessary income to meet self-sufficiency standards in Multnomah County for various family sizes and types. Increasing the percent of workforce earning a middle wage from 45% to 48% by 2020 will add more than 28,000 quality jobs to the economy. Metric also measures continued economic growth, availability of quality jobs, and access to employment as it reflects industry wages and employment-to-population ratio.



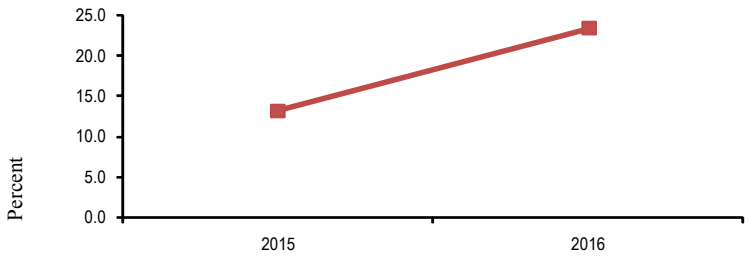
Percentage of Firms Awarded Start-up Capital which are Founded, Owned, or Led by Women

Access to capital is a critical factor for firm success and growth. Local and national data suggest that women lack male counterparts in accessing startup capital. Increasing investment in startups founded or owned by or employing top executives that are women will positively impact wealth accumulation for underrepresented populations in Portland.



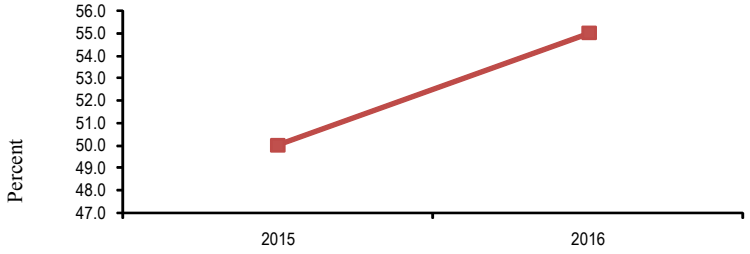
Percentage of Firms Awarded Start-up Capital which are Founded, Owned, or Led by People of Color

Access to capital is a critical factor for firm success and growth. Local and national data suggest that communities of color significantly lag white counterparts in accessing startup capital. Increasing investment in startups founded or owned by or employing top executives who are communities of color will positively impact wealth accumulation for underrepresented populations in Portland.



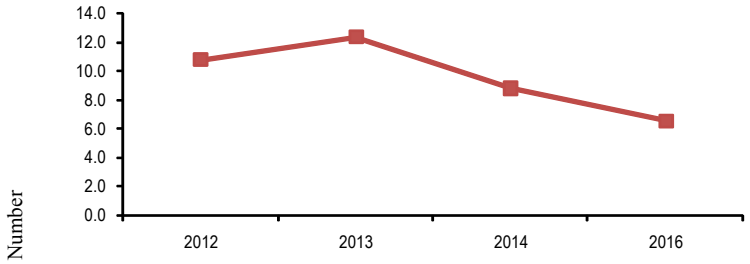
Percentage of Non-TIF Resources for Operating Budget

With the projected decline of Tax Increment Financing in the next decade, PDC needs to diversify its resources to deliver on its strategic plan. Monitoring non-TIF resources as a portion of annual operating budget will measure progress toward long-term financial sustainability as well as the agency's ability to support priorities outside urban renewal areas and capital-improvement related projects.



Ratio of PDC Financial Assistance to Private Investment

Ratio of PDC financial assistance to private assistance measures actual PDC investment in projects in key financial assistance programs compared to the amount of private and outside investment made on the same projects. Target ratios are based on the prior three year average performance. A higher percentage of PDC Redevelopment Loan Fund investment in projects in FY 2013-14 generated a lower average ratio and in turn has produced a lower ratio. FY 2015-16 actuals may exceed target based on actual projects moving forward.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Intergovernmental	114,598	352,271	533,130	0	0
Total External Revenues	**114,598**	**352,271**	**533,130**	**0**	**0**
Internal Revenues					
General Fund Discretionary	6,083,631	4,507,920	5,308,563	5,359,110	6,997,110
Total Internal Revenues	**6,083,631**	**4,507,920**	**5,308,563**	**5,359,110**	**6,997,110**
Beginning Fund Balance	(17,148)	0	0	0	0
Total Resources	**$6,181,081**	**$4,860,191**	**$5,841,693**	**$5,359,110**	**$6,997,110**
Requirements					
Bureau Expenditures					
External Materials and Services	6,181,081	4,860,191	5,841,693	5,359,110	6,997,110
Total Bureau Expenditures	**6,181,081**	**4,860,191**	**5,841,693**	**5,359,110**	**6,997,110**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$6,181,081**	**$4,860,191**	**$5,841,693**	**$5,359,110**	**$6,997,110**
Programs					
Accounting	113,450	352,271	533,130	0	0
Economic Opportunity	1,602,039	865,132	0	0	0
Neighborhood Economic Development	1,962,551	1,936,623	3,426,602	3,389,359	4,528,502
Traded Sector Economic Development	2,503,041	1,706,165	1,881,961	1,969,751	2,468,608
Total Programs	**6,181,081**	**$4,860,191**	**$5,841,693**	**$5,359,110**	**$6,997,110**

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.

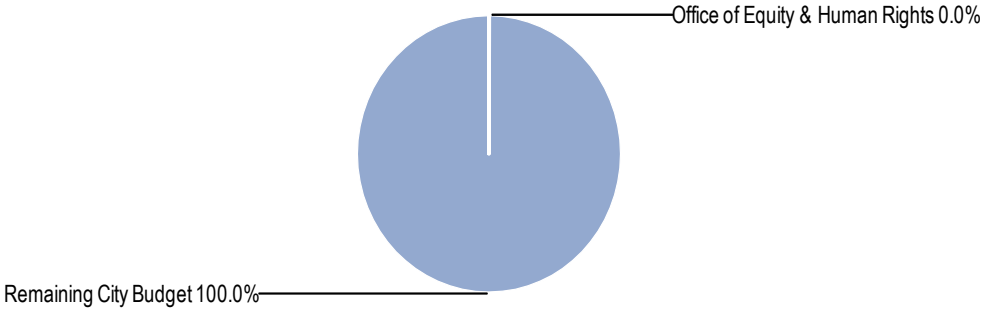
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	5,294,110	0	5,294,110	0.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	25,000	25,000	0.00	NPI tax increment revenue sharing
Mayor's Proposed Budget Decisions					
	0	57,000	57,000	0.00	Carryover - Early Adopter program
	0	60,000	60,000	0.00	Carryover - Neighborhood economic development grants
	0	100,000	100,000	0.00	Carryover - I3PDX Partner capacity building
	0	40,000	40,000	0.00	SE Works
Approved Budget Additions and Reductions					
	40,000	(40,000)	0	0.00	SE Works
	30,000	0	30,000	0.00	VOZ
	0	500,000	500,000	0.00	Inclusive Start-up Fund
	0	891,000	891,000	0.00	Community Development Fund
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	70,000	**1,633,000**	**1,703,000**	**0.00**	**Total FY 2015-16 Decision Packages**
			6,997,110	**0.00**	**Total Adopted Budget**

Office of Equity & Human Rights

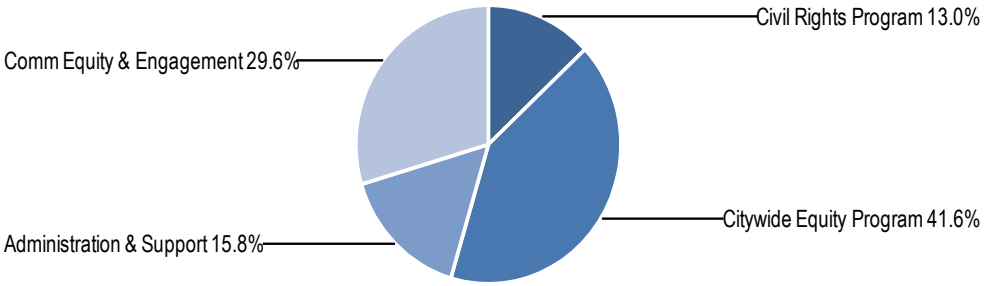
Community Development Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Dante James, Director

Percent of City Budget

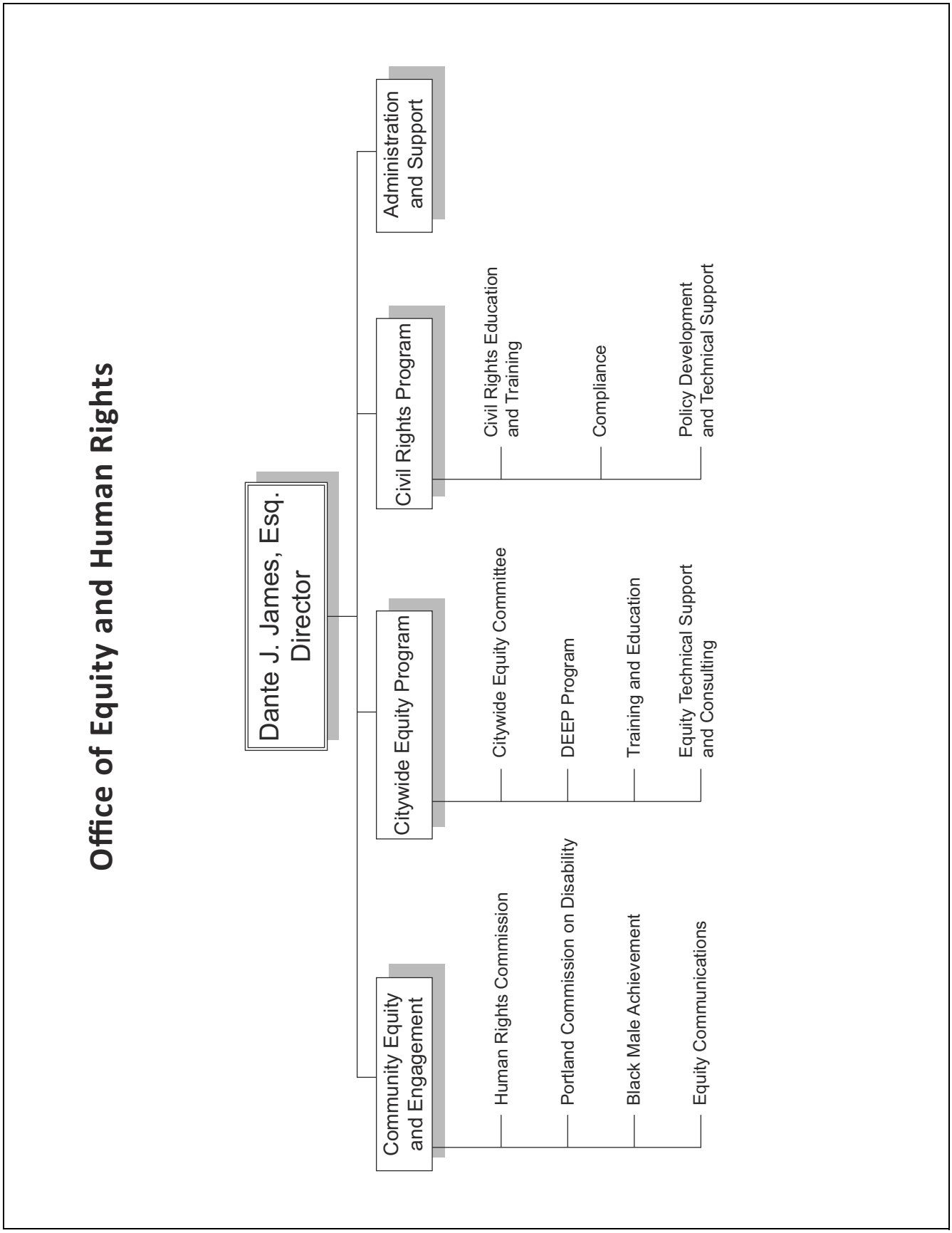


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	1,707,196	1,818,076	110,880	6.49
Capital	0	0	0	0.00
Total Requirements	**1,707,196**	**1,818,076**	**110,880**	**6.49**
Authorized Positions	10.00	12.60	2.60	26.00


Office of Equity and Human Rights
Dante J. James, Esq.
Director
Administration and Support
Civil Rights Program
Civil Rights Education and Training
Compliance
Policy Development and Technical Support
Citywide Equity Program
Citywide Equity Committee
DEEP Program
Training and Education
Equity Technical Support and Consulting
Community Equity and Engagement
Human Rights Commission
Portland Commission on Disability
Black Male Achievement
Equity Communications

Bureau Summary

Bureau Mission

The mission of the Office of Equity & Human Rights (OEHR) is to provide education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access and opportunity, starting with issues of race and disability.

Bureau Overview

The Office of Equity & Human Rights was created in September 2011 by City Council. The office provides services to all City bureaus in the areas of training and technical assistance related to promoting equity and reducing disparity throughout the City.

Historically, the office has had three program areas: the Citywide Equity Program, the Community Equity & Engagement Program, and Administration & Support. This includes administration and staffing of the Human Rights Commission, the Portland Commission on Disability, and the Diverse and Empowered Employees of Portland.

Starting in FY 2014-15, the office began managing the Civil Rights Program, which was previously administered by the Office of Management & Finance (OMF). Beginning July 1, OEHR will house a new position providing administrative and logistical support for both the Community Oversight Advisory Board (COAB) and the Compliance Office and Community Liaison (COCL).

The work of providing the office's services is carried out by thirteen full- and part-time employees and is guided by its Strategic Work Plan, which was developed with broad and inclusive input from community members and employees. The plan communicates the organization's mission and vision, as well as the goals and strategies to be achieved.

Strategic Direction

The office's Strategic Work Plan was designed as a guiding document for the bureau. It follows the framework of the Portland Plan and identifies long-term and short-term goals. The office gathered input through a strategic planning process and involvement of the original community committee that helped in the creation and structure of the office.

The plan describes the office's dual internal and external focus and provides a framework of program-specific goals. These overall long-term goals are as follows:

- Create a Citywide Equity Initiative
- Collect and review City data that reflects on and informs equity work
- Create an equity strategy for City bureaus and staff
- Create a Citywide community advisory system to assist OEHR in achieving its mission
- Create equity partnerships and collaborations
- Establish an OEHR branding and messaging strategy

Summary of Budget Decisions

Add Package

Create Support Position for the COCL-COAB

The Community Oversight Advisory Board (COAB) and the Compliance Office and Community Liaison (COCL) have been established to provide citizen oversight to the agreement between the City of Portland and the U.S. Department of Justice regarding the excessive use of force with mentally ill persons. This package adds $90,684 of ongoing General Fund resources to support 1.0 FTE assistant program specialist to provide administrative and logistical support for the COAB and the COCL.

Realignment Packages

Create Black Male Achievement Initiative Program Coordinator

The Black Male Achievement (BMA) initiative seeks to address the disparities amongst black men and boys in the areas of education, employment, criminal justice and community & family stability. The BMA was moved from the Mayor's Office to OEHR in December of 2014. This decision package creates a 1.0 FTE program coordinator position to staff the program and realigns $100,000 of ongoing General Fund resources from the Mayor's Office to the bureau. The program coordinator will lead the existing collaborative effort of community, government, non-profit and for profit organizations to create access to jobs and mentoring and remove barriers to success for black men and boys.

Create Part-Time Assistant Program Specialist

This decision package realigns resources from the bureau's Civil Rights Program to create a 0.6 FTE assistant program specialist. Title II and Title VI activities remain fully staffed and funded. This position will add capacity to administer the bureau's Citywide Equity Program and Community Equity & Engagement Program.

Transfer New Portlander Program to ONI

Effective December 2, 2014, the New Portlanders Program was transferred from OEHR to the Office of Neighborhood Involvement (ONI). This decision package eliminates the program budget and staffing from OEHR's budget while a corresponding decision package in ONI's budget adds back the position and budget. See the corresponding ONI budget narrative for additional detail.

Carryover Packages

The Adopted Budget includes four decision packages that carry forward one-time General Fund resources from FY 2014-15 to FY 2015-16:

ADA Transition Plan

This action carries forward $98,723 to extend a limited term transition plan coordinator for the City through FY 2015-16. Expected results include the delivery of the Portland Parks & Recreation addendum to City Council, as well as continued work with bureaus regarding barriers identified in the transition plan.

Black Male Achievement

This action carries forward $60,000 to establish one-time funding for the BMA program, which seeks to improve outcomes for black men and boys. This action provides adequate first-year resources, but additional funding may be needed beginning in FY 2016-17. The bureau will establish more specific performance measures for the program in FY 2015-16.

Create Culturally-Specific Mentorship Pilot

This action carries forward $10,000 to fund a mentorship pilot, led by a City employee cultural affinity group. This pilot is intended to build a stronger pipeline to management positions for employees from underrepresented populations. The expected results include the creation of a pilot model to be evaluated and assessed for implementation in other cultural affinity groups.

Title VI Translation Pool

This action carries forward $2,000 to fund interpretation services to be utilized by Parks & Recreation at its fall cleanup workshops. This activity is expected to improve engagement of historically underrepresented communities.

Administration & Support

Description

This program provides strategic support and direction for bureau staff, executive level assistance to the director, support to the senior policy team and program area staff, and administration of general bureau business operations.

Goals

The Administration & Support program supports the Citywide goal of effective and efficient management and governance of City resources, including personnel management, budget, and non-financial resources.

Performance

The performance of this program will be measured by how well the office remains within its budget. Last year, the office accomplished this goal.

Changes to Services and Activities

Services and activities within Administration remain fairly stable, however, from a budgetary perspective, the table below shows significant changes from FY 2013-14 through FY 2015-16. There are two primary reasons for this change:

- The drop from FY 2013-14 to FY 2014-15 is due to a change in OEHR's practice of allocating indirect costs (those costs shared generally across all bureau programs such as office rent, IT support and office supplies). Starting in FY 2014-15, OEHR began allocating such costs across all programs rather than carrying them all in Administration & Support.
- The increase from FY 2014-15 to FY 2015-16 is primarily due to the addition of the assistant program specialist to support the Community Oversight Advisory Board (COAB) and the Compliance Office and Community Liaison (COCL).

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	1.70	1.15	0.95	2.06	2.06
Expenditures					
Administration	1,149,441	295,507	215,695	287,385	287,385
Total Expenditures	**1,149,441**	**295,507**	**215,695**	**287,385**	**287,385**

Citywide Equity Program

Description

Within the Citywide Equity Program, there are four components:

Equity Training & Education - This program designs and delivers training sessions to City staff on equity concepts and implementation methodologies, focusing on race and disability. Participants learn to recognize institutional barriers to just distribution of resources, and develop strategies to remove barriers in policies, programs, and practices.

Citywide Equity Committee - The Citywide Equity Committee (CEC) is composed of representatives from each bureau and staffed by OEHR. The CEC seeks to shift City culture by promoting the recognition and removal of racially inequitable policies and practices. This year, the committee will assist in the review of bureau strategic equity plans.

Equity Technical Support & Consulting - This team provides consulting, technical assistance, and equity tools to bureaus regarding policy development and review, as well as inclusive outreach and recruitment. This program also provides citywide assistance in evaluating or changing policies or practices, such as "ban the box".

Diverse Empowered Employees of Portland (DEEP) - A networking resource for City employees, DEEP is the central coordinating committee of the City's employee resource groups. DEEP seeks to help create a work environment that is inclusive and supportive of the City's diverse workforce. OEHR provides budget and administrative management for the committee.

Goals

Equity Training & Education will develop and deliver training curriculum on institutionalized racism and required accommodations for individuals with disabilities.

Citywide Equity Committee will work to achieve strategic goals, build capacity of CEC members through equity focused training, and develop criteria for review and approval of bureau Racial Equity Roadmaps.

Equity Technical Support & Consulting will develop customer service survey instruments to measure the effectiveness of these services.

DEEP will track the number of DEEP sponsored and coordinated events and the number of participants.

Performance

Key Performance Measures

As part of the citywide effort to improve performance management, OEHR is establishing new performance measures that are listed below. Of these, the bureau has selected the most useful, results-oriented measures to be its Key Performance Measures (KPMs). These measures capture OEHR's efforts to increase the diversity of the City workforce and commissions, as well as the outcomes it seeks to create through its various programs.

Bureau achievements in FY 2014-15 include:

- Provided equity training sessions to over 700 employees from more than 13 different bureaus and two elected officials' offices.
- Offered a racial equity "lunch and learn" program in response to the events in Ferguson, MO, and presented the findings to Council.

- Created an equity strategic plan assessment tool, the Racial Equity Roadmap, that was implemented as a pilot program.
- Provided equity consulting services to OMF-Bureau of Revenue & Financial Services for taxi licensing and the Arts tax, OMF-Procurement Services for the M/WBE Program, and the City Budget Office for the Budget Equity Tool.
- Assisted with the establishment of equity manager positions in Development Services, Housing, Parks & Recreation, and the Police Bureau, and led the City's recruitment process for the Compliance Officer/Community Liaison (COCL).
- Added City employees' veterans status to the City Workforce Demographic Dashboard.

Changes to Services and Activities

No major changes to services and activities.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	4.75	5.30	5.10	4.88	4.88
Expenditures					
Citywide Equity Council	0	139,655	133,835	143,192	143,192
DEEP Program	0	7,252	23,005	27,216	37,216
Tech Support & Consulting	0	319,920	281,396	312,364	312,364
Training & Education	0	225,010	224,255	263,134	263,134
Total Expenditures	**0**	**691,837**	**662,491**	**745,906**	**755,906**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of bureaus whose leadership teams have completed OEHR Equity 101 Training	NA	NA	NA	80%	90%
Percentage of bureaus that have begun implementation of their Racial Equity Roadmap	NA	NA	NA	70%	80%
Percentage of City management that are employees of color	14%	14%	15%	18%	18%
Percentage of Council-appointed boards and commissions that meet minimum standard for diverse membership	NA	NA	NA	30%	30%
Effectiveness					
Percentage of bureaus whose entire workforce has completed OEHR Equity 101 Training	NA	NA	NA	40%	50%
Number equity consultations resulting in change in policy, practice or service	NA	NA	NA	8	8
Workload					
Number of requests by City bureaus or elected officials for equity consultation or technical assistance	NA	NA	NA	12	12

Community Equity & Engagement

Description

The Community Equity & Engagement Program contains four components:

Black Male Achievement Program - The Black Male Achievement (BMA) initiative addresses disparities for black men and boys in education, employment, criminal justice and community & family stability. The BMA initiative in Portland was initially coordinated by the Mayor's Office, then established as a program area in OEHR in December of 2014. The program will lead the existing collective of organizations to create access to jobs and affect policy change.

Human Rights Commission - The Human Rights Commission (HRC) works to eliminate discrimination and bigotry in order to strengthen inter-group relationships, and to foster greater understanding, inclusion and justice for Portlanders. The commission works independently with budget and administrative management from OEHR.

Portland Commission on Disability - The bureau's disability program primarily supports the work of the Portland Commission on Disability (PCoD), whose mission is to guide the City in ensuring that it is a more universally accessible city. The commission seeks accessibility in the building environment, employment, livability and health, and outreach.

Equity Communications - This program promotes the work of the office to the community and within City government. It creates informational resources and reports, videos and other materials about OEHR.

Goals

The Community Equity and Engagement Program priorities and goals are in close alignment with the Portland Plan Action Item #6: to include people not generally represented in decision-making, advisory committees and technical teams, and to recognize non-geographic based communities in public involvement. Program-specific goals are as follows:

- OEHR will develop performance measures for the **Black Male Achievement Program** that align with program goals in FY 2015-16.
- The **Human Rights Commission** will measure number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials; and participate in the Community Oversight Advisory Board.
- The **Portland Commission on Disability** will measure number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials; participate in the Community Oversight Advisory Board.
- **Equity Communications** will drive media requests, create the OEHR annual report, create multi-media material for OEHR's work, and create traffic on social media.

Performance

Program achievements during FY 2014-15 include:

- The **Human Rights Commission** developed a new strategic plan and, along with PCoD, participated in the City's efforts to form a Community Advisory Board (COAB). This board will advise the new Compliance Officer/ Community Liaison (COCL), who will oversee the City's efforts related to the U.S. DOJ settlement agreement.
- The **Portland Commission on Disability** worked with OMF, ONI, and the OEHR Civil Rights program coordinator to ensure implementation of the ADA Transition Plan. The commission also worked to include disability awareness in OEHR's equity training, and is implementing the Model Employer Initiative approved by Council.

Changes to Services and Activities

The bureau realigned resources in the FY 2014-15 Adopted Budget to strengthen the opportunities for engagement with under-represented communities that require translation and interpretation. Additionally, the New Portlanders Program was moved to ONI. This change will enable the program to partner with other ONI offerings to increase engagement and access to immigrant and refugee communities.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	2.55	2.55	3.10	3.64	3.64
Expenditures					
Black Male Achievement Pg	0	0	40,000	105,196	165,196
Disability Commission	0	98,596	116,471	163,792	163,792
Equity Communications	0	0	75,827	99,981	99,981
Human Rights Commission	0	77,919	105,942	109,271	109,271
New Portlander Program	0	125,681	53,476	0	0
Total Expenditures	**0**	**302,196**	**391,716**	**478,240**	**538,240**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	NA	NA	NA	4	4
Workload					
Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	NA	NA	NA	10	10

Civil Rights Program

Description

The City's Civil Rights Program was transferred from the Office of Management & Finance to OEHR in 2014. The Civil Rights Program oversees and ensures that the City and its bureaus are in compliance with federal civil rights laws and regulations, specifically regarding Title II of the Americans with Disabilities Act (ADA) and Title VI of the 1964 Civil Rights Act.

Title II of the ADA prohibits all state and local governments from discriminating on the basis of disability, and promotes equal access for and full participation of citizens. The City works to ensure that every program, service, benefit, activity and facility operated or funded by the City is accessible to people with disabilities. The City strives to eliminate barriers that may prevent persons with disabilities from accessing our facilities or participating in City programs, services and activities.

Title VI of the Civil Rights Act of 1964 states that no person shall be denied the benefits of or be subjected to discrimination in any City program, service, or activity on the grounds of race, religion, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. The City also requires its contractors and grantees to comply with this policy.

Goals

The goal of the Civil Rights Program is to remove barriers to access to all City services, resources and opportunities for all Portlanders. It is also responsible for investigating complaints of discrimination.

Performance

During FY 2014-15, the Title II program presented the final draft of the ADA Transition Plan to Council, continued to finalize Parks and Recreation's component of the Transition Plan, and worked with bureaus regarding barriers identified in the Transition Plan.

The Civil Rights Program developed an assessment plan to identify bureau gaps and opportunities; facilitated, trained and supported Title VI bureau liaisons in implementing City's Title VI plan; and collaborated with bureau and community interest groups regarding Title VI activities.

Changes to Services and Activities

The resources budgeted in this program show a substantial decline from FY 2014-15. A large portion of the funding transferred to OEHR for this program in FY 2014-15 was one-time, including the $98,000 transition plan fund, funding support for a limited-term program coordinator, and other resources that were reallocated to support bureau translation, interpretation and engagement activities. Of the ongoing resources that came with the program, a significant portion had supported the indirect and administrative costs of the program while housed at the Office of Management and Finance. Given that OEHR has a smaller overhead structure, the FY 2015-16 Adopted Budget realigns those savings to create a new 0.6 FTE assistant program specialist.

The resources in the FY 2015-16 Adopted Budget provides funding for the Civil Rights program manager, the limited term Transition Plan program coordinator, and ongoing Civil Rights Program materials & services.

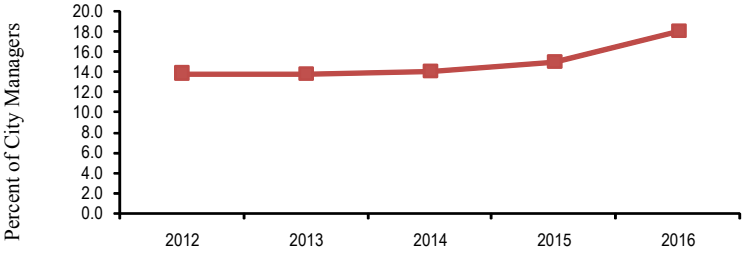
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	0.00	0.00	0.85	1.02	2.02
Expenditures					
Civil Rights Program	0	0	437,294	135,822	236,545
Total Expenditures	**0**	**0**	**437,294**	**135,822**	**236,545**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of bureaus that have translated essential documents into the ten safe harbor languages	NA	NA	NA	90%	90%
Percentage of City bureaus that have met their annual Title II Transition Plan goals/objectives	NA	NA	NA	80%	80%
Workload					
Number of bureau consultations regarding Title II / Title VI	NA	NA	NA	50	50
Number of City bureaus who have contacted OEHR to assist in developing their Title VI Compliance Review/Assessment	NA	NA	NA	3	3

Performance Measures

Percentage of City Managers that are Employees of Color

The bureau seeks to increase diversity in the City workforce through a heightened awareness and understanding of equity. Equity training, racial equity roadmaps, and the culturally-specific mentorship program developed in FY 2015-16 will support this effort.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	0	90,215	1,411	0	0
Intergovernmental	0	41,500	0	0	0
Miscellaneous	1,949	525	0	0	0
Total External Revenues	**1,949**	**132,240**	**1,411**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,147,492	792,403	934,694	1,190,629	1,301,988
General Fund Overhead	0	504,262	718,275	456,724	516,088
Fund Transfers - Revenue	0	0	22,740	0	0
Interagency Revenue	0	0	30,076	0	0
Total Internal Revenues	**1,147,492**	**1,296,665**	**1,705,785**	**1,647,353**	**1,818,076**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,149,441**	**$1,428,905**	**$1,707,196**	**$1,647,353**	**$1,818,076**
Requirements					
Bureau Expenditures					
Personnel Services	921,868	1,069,803	1,279,628	1,383,161	1,481,884
External Materials and Services	104,151	225,564	276,100	107,006	172,826
Internal Materials and Services	123,422	133,538	151,468	157,186	163,366
Total Bureau Expenditures	**1,149,441**	**1,428,905**	**1,707,196**	**1,647,353**	**1,818,076**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,149,441**	**$1,428,905**	**$1,707,196**	**$1,647,353**	**$1,818,076**
Programs					
Administration & Support	1,149,441	295,507	215,695	287,385	287,385
Citywide Equity Program	0	691,837	662,491	745,906	755,906
Civil Rights Program	0	0	437,294	135,822	236,545
Comm Equity & Engagement	0	302,196	391,716	478,240	538,240
Govern. For Racial Equity	0	139,365	0	0	0
Total Programs	**1,149,441**	**$1,428,905**	**$1,707,196**	**$1,647,353**	**$1,818,076**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	48,256	74,339	1.00	78,084	1.00	78,084	1.00	78,084
30001758	Equity and Human Rights Director	109,886	157,310	1.00	146,468	1.00	152,476	1.00	152,476
30000453	Management Analyst, Principal	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000452	Management Analyst, Sr	67,850	90,605	1.00	87,225	1.00	90,501	1.00	90,501
30000464	Program Coordinator	64,605	86,154	5.00	379,538	5.00	389,864	5.00	389,864
30000465	Program Manager	67,850	90,605	1.00	77,004	1.00	80,160	1.00	80,160
30000462	Program Specialist, Assistant	48,256	74,339	0.00	0	1.00	61,296	1.00	61,296
TOTAL FULL-TIME POSITIONS				10.00	875,419	11.00	959,481	11.00	959,481
30000462	Program Specialist, Assistant	48,256	74,339	0.00	0	0.60	34,800	0.60	34,800
TOTAL PART-TIME POSITIONS				0.00	0	0.60	34,800	0.60	34,800
30000464	Program Coordinator	64,605	86,154	0.00	0	0.00	0	1.00	64,608
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	1.00	64,608
GRAND TOTAL				10.00	875,419	11.60	994,281	12.60	1,058,889

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.

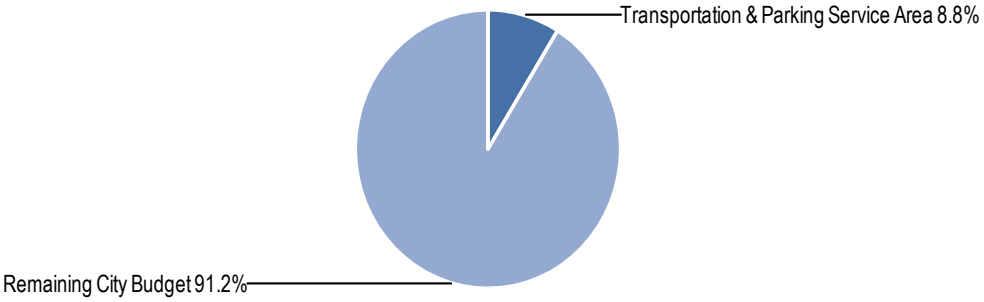
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	1,570,497	0	1,570,497	10.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	90,684	0	90,684	1.00	COCL administrative position
	100,000	0	100,000	1.00	Black Male Achievement program coordinator
	0	0	0	0.60	Part-time assistant program specialist
	(113,828)	0	(113,828)	(1.00)	Transfer New Portlander program to ONI
Approved Budget Additions and Reductions					
	0	98,723	98,723	1.00	Carryover: ADA transition plan position
	0	2,000	2,000	0.00	Carryover: Translation funding for PP&R project
	0	60,000	60,000	0.00	Carryover: Black Male Achievement
	0	10,000	10,000	0.00	Carryover: Culturally-specific mentorship pilot
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	76,856	**170,723**	**247,579**	**2.60**	**Total FY 2015-16 Decision Packages**
			1,818,076	**12.60**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

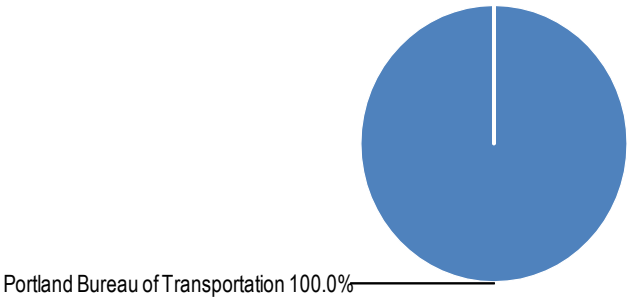
Transportation & Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	228,003,644	247,490,880	19,487,236	8.55
Capital	80,508,293	78,498,090	(2,010,203)	(2.50)
Total Requirements	**308,511,937**	**325,988,970**	**17,477,033**	**5.66**
Authorized Positions	760.30	785.70	25.40	3.34

Service Area Highlights

Description

The Transportation & Parking service area includes programs that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the city. The service area consists of one bureau, the Portland Bureau of Transportation (PBOT).

Major Themes

Bureau of Transportation

The bureau's total FY 2015-16 Adopted Budget is $326.0 million. Of that amount, the Capital Improvement Plan for FY 2015-16 totals $78.5 million and includes funding for streetlight LED conversion, the Sellwood Bridge replacement match, parking machines, safety projects, and road rehabilitation.

Although PBOT's five-year (FY 2015-20) financial forecasts for Gas Tax and General Transportation Revenue are projected to be relatively flat, the bureau's operating fund is receiving a significantly higher amount of funding from the City's General Fund in FY 2015-16 than in prior years, including ongoing resources of almost $1.2 million for improving unpaved streets. Other significant one-time transfers from the General Fund include $4.7 million for safety improvements on 122nd Avenue to prepare the street for rapid bus service and $12.1 million for seven major maintenance projects. Another change results from the implementation of a parking meter district in northwest Portland in the fall of 2015 which will generate an estimated $3.0 million in new parking revenues annually.

However, with discretionary revenues projected to be relatively flat in coming years at a time when the City needs to invest more in maintaining the infrastructure, the current level of service continues to be insufficient to prevent transportation infrastructure from further deterioration. Efforts to address the lack of resources with new local revenue streams are pending the outcome of a potential Oregon State Transportation package during the 2015 legislative session.

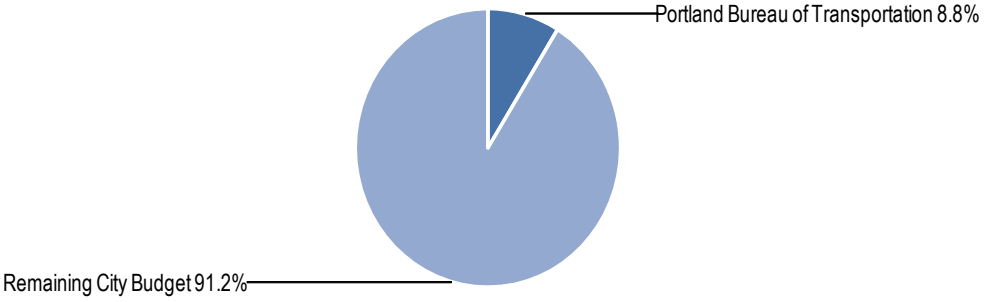
With regards to fund reserves, the Portland Bureau of Transportation maintains a Transportation Reserve Fund (separate from the operating fund) but has been unable to fund it at the desired 10% level of discretionary revenues.

Portland Bureau of Transportation

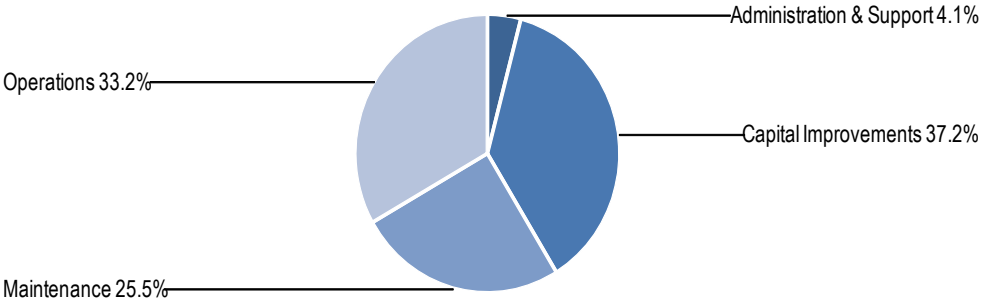
Transportation & Parking Service Area

Steve Novick, Commissioner-in-Charge
Leah Treat, Director

Percent of City Budget



Bureau Programs



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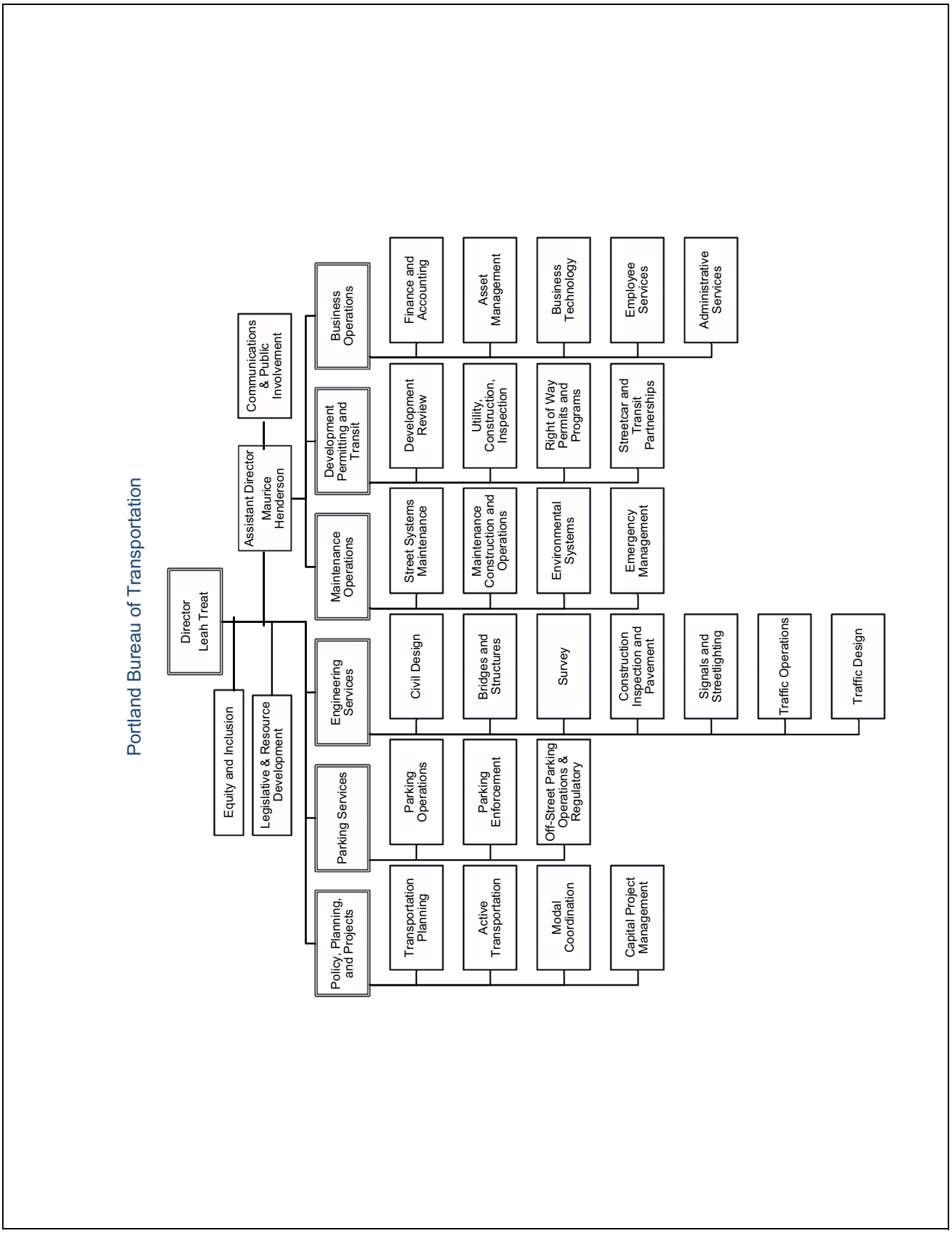

Portland Bureau of Transportation
Director
Leah Treat
Equity and Inclusion
Legislative & Resource Development
Assistant Director
Maurice Henderson
Communications & Public Involvement
Policy, Planning, and Projects
Transportation Planning
Active Transportation
Modal Coordination
Capital Project Management
Parking Services
Parking Operations
Parking Enforcement
Off-Street Parking Operations & Regulatory
Engineering Services
Civil Design
Bridges and Structures
Survey
Construction Inspection and Pavement
Signals and Streetlighting
Traffic Operations
Traffic Design
Maintenance Operations
Street Systems Maintenance
Maintenance Construction and Operations
Environmental Systems
Emergency Management
Development Permitting and Transit
Development Review
Utility, Construction, Inspection
Right of Way Permits and Programs
Streetcar and Transit Partnerships
Business Operations
Finance and Accounting
Asset Management
Business Technology
Employee Services
Administrative Services

Bureau Summary

Bureau Mission

The Portland Bureau of Transportation is the steward of the City's transportation system, and a community partner in shaping a livable city. We plan, build, manage and maintain an effective and safe transportation system that provides access and mobility.

Bureau Overview

Portland is a national leader in safe, effective, and sustainable transportation solutions. The transportation system is a nearly $10 billion investment in assets that facilitate the movement of people, goods, and services within Portland. The Portland Bureau of Transportation (PBOT) employs more than 750 people at the Portland Building and the 1900 Building in downtown, the maintenance facility in Lower Albina, the Streetcar office in Northwest Portland, and the Sunderland Recycling Facility in Northeast Portland.

The Portland Bureau of Transportation is organized into the following groups:

- Office of the Director
- Policy, Planning, and Projects
- Parking Services
- Engineering Services
- Maintenance Operations
- Development Permitting and Transit
- Business Services

The bureau's budget is organized around four budget programs: Administration and Support Services, Capital Improvements, Maintenance, and Operations. There is not a one-to-one correlation between groups and budget programs as some organizational units support more than one program area.

Strategic Direction

Goals and Objectives

In 2014, the bureau developed Portland Progress, the two-year work plan that represents a staff and City-driven blueprint for how PBOT can together work to build a better Portland.

Portland Progress action items are informed first by the multiple long-range plans that guide all City agencies: the Portland Plan, the Comprehensive Plan, Climate Action Plan, and specifically to this bureau, the Transportation System Plan. Portland Progress was further developed through input and meetings with partner agencies, stakeholders, and employee focus groups.

The plan contains 176 steps that are grouped into five themes serving the public. The sixth theme, Shoring Up the Foundation, focuses on the people of PBOT and improved internal operations.

The work plan's six major themes are:

- **Preserve What We Have Built And Operate It Well** PBOT has identified the need to preserve investments with preventive maintenance and to plan and design new facilities with maintenance in mind.
- **Embrace Vision Zero** This theme addresses the need to use street design, public education, and to work with partners in law enforcement and the State Legislature to create streets where everyone, from the youngest to the oldest and people of all physical abilities, can move safely.
- **Build A Future Where All Can Grow And Thrive** Portland continues to expand and grow in both population, employment and visitors. The city will continue to grow, so PBOT will need to plan and anticipate the challenges of growth by improving connectivity, moving freight more efficiently and addressing inequities of the past that hinder the future.
- **Effectively Manage City Assets** Approximately one-fifth of the land area of Portland is held in public rights of way. This theme will address the need to make the most of the City's street space by prioritizing among competing uses, supporting the role of streets as community places and better managing parking.
- **Contribute To The Health And Vitality Of Our People And Our Planet** Healthy and connected neighborhoods are a fundamental goal of the Portland Plan. This theme aims to improve community health and livability when PBOT creates safe active transportation options and recycle and compost in daily operations. PBOT intends to push forward in addressing and responding to climate change.
- **Shoring Up The Foundation** PBOT's internal workplan is a proactive strategy to restore, reenergize and refocus both PBOT as an institution as well as the individuals it is comprised of. The bureau will have a renewed commitment to training, better communication within the agency, and more effective ways of communicating services provided.

While some actions will require additional resources, the majority are achievable through realigning staff and enlisting the help of key partners. Portland Progress is intended to be a living document for use internally as well as in the community. The bureau commits to reporting on progress through an online performance dashboard and periodic updates.

Key Performance Measures

PBOT's FY 2015-16 Adopted Budget includes the following Key Performance Measures

- Portland streets are safe for all users, measured as reducing total serious, incapacitating (i.e. broken bone or worse) traffic injuries and fatalities
- Portland residents are physically active by walking and biking and taking transit, measured by commuter trips made by walking, biking, or transit
- Streetlighting costs are reduced over the next five years due to LED conversion, measured by percent of City-owned and maintained lighting that comes from LED streetlights
- Transportation assets are maintained, measured by lane miles of major rehab paving on existing streets
- Transportation assets are maintained, measured by percent of City-owned bridges in non-distressed condition
- Streetcar operations are efficient and effective, measured by streetcar ridership

Transportation Funding

Across the nation and in Portland, transportation funding has been inadequate to meet the needs of a growing urban population. The American Society of Civil Engineers gives the nation's transportation infrastructure a grade of D+. The Oregon Secretary of State has found that fuel-efficient vehicles are contributing to diminishing revenue available for transportation. Reports for the City dating as early as 1987 identify the need for more funding sources for transportation beyond taxes and user fees paid when people drive vehicles.

The bureau has achieved tremendous success in increasing transportation options for Portland residents. Work to provide safe routes for walking, biking and public transit use reflects citywide policy directives, which establish ambitious goals for reducing greenhouse gas emissions, improving community health, and strengthening the local economy. At the same time, these efforts have the potential to dramatically impact the bureau's primary sources of discretionary revenue. The state highway trust fund and parking revenues comprise the vast majority of discretionary funding for the bureau. The bureau's financial health depends significantly on the public's continued reliance on automobile travel.

This paradox creates a challenge for the bureau as it seeks to promote active transportation and use of public transit while also maintaining sustainable levels of funding to ensure the continued viability of Portland's transportation system.

Appropriately managing and responding to community expectations in light of the increasing inadequacy of revenue streams to meet even basic maintenance obligations remains a challenge.

The Mayor and Commissioner in charge of PBOT proposed the Portland Street Fund in November 2014 as a way to have residents and businesses invest in the transportation system. In early 2015, the Mayor announced the City would put its outreach efforts on hold, pending action by the State Legislature, which may increase revenue for transportation or expand the tools available for local governments to raise revenue for transportation. The bureau expects public outreach and council consideration of funding options to continue in the 2015-16 fiscal year.

Summary of Budget Decisions

Additions

Maintenance and Safety Funding

Funded by $4,690,000 one-time General Fund support, this project will implement safety improvements on 122nd Ave, which is one of the city's High Crash corridors.

Major Maintenance and Infrastructure Replacement Projects

A number of paving, rockslide abatement, traffic signal reconstruction, street light electrical safety improvements, and bridge maintenance projects are funded by $12,065,800 of one-time General Fund support.

Out of the Mud / Improve Unpaved Streets

PBOT is receiving $1,174,619 in ongoing General Fund Support, offset by $114,843 of one-time General Fund Support, to develop and implement options for improving unpaved streets.

Youth Bus Pass

$960,000 in one-time General Fund resources are provided to fund one-third of the costs of the Youth Bus Pass program for high school students in the Portland Public School District, allowing about 12,600 students to ride free during the school year.

Portland's Community Needs

The Safe Routes to School program for middle school students - funded by $300,000 of one-time General Fund resources - will support education, in-school events, needs assessments, and youth engagement by working with community partners and leveraging existing programs.

SW Corridor Transit Project

$700,000 in one-time General Fund support is added through a Special Appropriation to continue the development of the Draft Environmental Impact Statement and Local Preferred Alternative for the SW Corridor Transit Project.

Streetcar Capital Improvements

$250,000 in one-time General Fund support is added to the bureau's budget to provide for streetcar capital enhancements and capital maintenance to improve transit reliability.

Burnside Pedestrian Bridge

$500,000 of existing resources are re-allocated for a study and preliminary engineering for the Wildwood Trail crossing.

Development Review

Funded by $216,660 in service charges and fees, two positions are added to respond to an increased volume of applications and to ensure the program can meet service goals.

Streetcar Operations

The bureau is adding a position, funded by $68,208 in service charges and fees, to provide fare inspection to manage anticipated increased ridership from closing the Streetcar loop.

Sewer Cleaning

Two positions are funded by $250,000 of interagency revenue to ensure that the City's 37,000 manholes are inspected once every 12 years.

LED Lights Replacement Project

Funded by $90,480 in bond proceeds, one position is added to compile, maintain, and track records and billings during the conversion of existing streetlights to energy efficient LED luminaires.

HSIP & Other Federal Funded Projects

Three new positions are funded by $259,452 of grant revenue to construct and install traffic signals and wiring as part of the Highway Safety Improvement Program.

PBOT's FY 2015-16 Adopted Budget includes some technical realignment packages that convert limited term positions to permanent positions or add new positions within current appropriations.

Budget Note

Safety Improvements on 122nd Ave and Frequent Bus Service

TriMet has indicated that safety improvements are needed on 122nd Avenue before the agency can implement frequent bus service. PBOT is receiving $4.69 million in one-time General Fund resources in FY 2015-16 to begin those safety improvements. The bureau is directed to work with TriMet so that frequent bus service will begin soon after the improvements are completed.

Capital Budget

Capital Summary

Investing in Portland's transportation system is critical to keeping people and goods moving and the City remaining economically competitive. The work to update the twentieth-century system to the international standards required of a twenty-first century city is expensive and complex.

The Capital Improvement Program (CIP) is a five-year spending plan to modernize Portland's transportation system through strategic construction projects. It is updated annually as part of the overall budget process. At the core, the CIP is a list of projects, estimated costs and revenue sources. The five-year FY 2015-16 to 2019-20 Adopted CIP includes 54 projects at a total cost of $145 million.

CIP Highlights

Some of the improvements laid out in the CIP will provide new facilities, such as sidewalks in East Portland (136th Ave, Safe Routes to School, and East Portland Access Transit) and the 20's Bikeway. Some projects and programs will re-build and improve obsolete infrastructure for continued, safe use, such as traffic signal replacements city-wide and pavement restoration. Other improvement projects support economic development by improving freight movement such as at NE Columbia and MLK Jr. Blvd, and access and crossing improvements in Old Town/ Chinatown and the Pearl District. Additionally, PBOT is a funding partner on regional projects designed to expand public transit with Portland-Milwaukie Light Rail and to replace the Sellwood Bridge.

The five-year FY 2015-16 to 2019-20 Adopted CIP strives to achieve the goals of City Council and to provide a diversity of transportation modes and alternatives for citizens. Funding from grants, contracts, developer fees and other external sources will provide the majority of funding, approximately 90% in FY 2015-16. PBOT's discretionary General Transportation (GTR) funding makes up the remaining 10%.

Major Issues

PBOT's CIP has been developed to align with existing resources and honor funding commitments on key regional projects. The bureau will likely continue to operate in a fiscally-constrained environment due to higher-than-projected expenditures and lower-than-projected revenues, and bond repayment and debt service costs. Future federal and state grant dollars have been in decline, future federal funds are dependent on reauthorization of the Federal Transportation Act.

Over-reliance on grant dollars has created the perception of inequitable service distribution. Unlike discretionary GTR funding, grant dollars cannot be re-allocated to a different need or project location that may be a higher priority for PBOT, including maintenance.

GTR projections show little sign of improvement and PBOT estimates on average $9 million annually will be committed to Portland-Milwaukie Light Rail and new Sellwood Bridge debt service payment over the life of the debt.

The declining discretionary GTR has also reduced PBOT's ability build smaller pedestrian and bike improvements and safety projects (active transportation improvements). It is probable that in the out years the majority of the available discretionary funding will be needed to match grant funds.

Changes from Prior Year

The five-year FY 2015-16 to 2019-20 Adopted CIP includes 19 new projects. These projects are wide-ranging, from sidewalk, pedestrian, and bike safety improvements to freight efficiency that support business development and employment opportunities and access to businesses.

Council Goals and Priorities

The Portland Plan, adopted by Council in April 2012, includes strategies for developing a prosperous, educated, healthy and equitable city over the next 25 years. PBOT has implementation responsibilities as outlined in the five-year action plan.

Construction of the Eastside Streetcar was completed and operating service began in September 2012. This project brought the Streetcar from the west side across the Broadway Bridge to the Lloyd District and Central Eastside down to OMSI. As directed by Council, the bureau has developed a plan to "Close the Loop" and bring the Streetcar across Tilikum Crossing: Bridge of the People. The first phase of construction began in 2013 and the project is expected to open in conjunction with Portland-Milwaukie Light Rail in September 2015, realizing the goal of connecting the east and west sides of the Central City.

Criteria

Most of the programs and projects within the FY 2015-16 Adopted CIP continue existing projects or bring projects to completion. Most new projects added to the CIP bring committed sources of funding.

The PBOT CIP includes sidewalks and greenways for safer and better access for walking, biking, and public transit, street improvements for main streets, local streets and freight routes, as well as regional transit projects. The goal is to provide transportation choices for residents, employees, visitors, and firms doing business in Portland, while making it more convenient to walk, bicycle, take transit, therefore avoiding the need to drive to meet daily needs.

Capital Planning and Budgeting

Capital Planning Process

Transportation capital project requests come from a variety of sources. The bureau receives requests for capital improvements from neighborhoods, businesses and individuals, and partner agencies. Projects are identified and developed through neighborhood plans and studies adopted by City Council, such as the East Portland In Motion Implementation Strategy. The bureau works with other public agencies and private organizations to develop projects that have shared transportation goals. All of these projects are compiled into the Transportation System Plan (TSP). Additionally, capital maintenance projects arise from PBOT's Asset Management programs, which derive spending priorities among asset classes based on a variety of criteria including the risk of failure and safety needs.

City Comprehensive Plan

The FY 2015-16 Adopted CIP for capital programs and projects are consistent with the priorities identified in the TSP, a 20-year planning document mandated by the State Transportation Planning Rule. The TSP meets State and regional planning requirements and addresses local transportation goals for cost-effective street, transit, freight, bicycle, and pedestrian improvements. The Transportation Element of the TSP is a part of the City's Comprehensive Plan.

The TSP contains nearly 300 City-led major transportation projects, which address capital improvements for all modes of transportation and are consistent with Metro's 2040 Growth Concept, the long term vision for the region. The TSP is the primary document for guiding transportation CIP investments. The TSP identifies major improvements and includes a list of significant projects. Many projects identified though plans may not be defined as "significant" or major projects, but are still important. For these projects the TSP also contains a set of nine Citywide Programs:

- Pedestrian Network Completion
- Bikeway Network Completion
- Neighborhood Greenways
- High Crash Corridors
- Safe Routes to School
- Transit Priority
- Freight Priority
- Transportation System Management
- Transportation & Parking Demand Management

Financial Forecast Overview

The FY 2015-16 to 2019-20 Adopted CIP is supported by several funding sources, including bond proceeds, federal, state and local grants, and regional partnership agreements. The CIP is also supported by the State Highway Fund (motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and parking revenues, which together represent General Transportation Revenues (GTR).

GTR is PBOT's primary discretionary funding source. Over the years, the ongoing GTR in the CIP program has been reduced significantly from $9.4 million per year in FY 2011-12 to $2.5 million in FY 2015-16. The reduction in discretionary funding has significantly reduced PBOT's ability to fund road rehabilitation projects as well as safety projects such as sidewalks improvements, pedestrian safety improvements, bicycle projects, and signals and streetlight reconstruction. The remaining GTR in the CIP is used primarily to match federal and state grants and fund local capital maintenance projects.

The primary funding source for the PBOT CIP is federal and state grants. However, federal and state agencies are facing funding challenges. The State Highway Trust Fund faces declining income from the Gas Tax and debt service payments for the Oregon Transportation Investment Act. The Federal Highway Trust Fund is close to insolvency, which could affect future revenues if Congress does not identify a long term solution through reauthorization of the Federal Transportation Act.

As federal and state grant opportunities arise, PBOT staff review the grant criteria with partnering bureaus and consider potentially eligible projects from the TSP, modal plans, and other implementation plans or strategies adopted by Council. These potential projects are reviewed with bicycle, pedestrian, and freight advisory committees; senior management; and the larger community when warranted. Final selection of the projects for application is also contingent upon identifying local matching funds.

Asset Management and Replacement Plan

Asset Management is a system used to determine the proper repairs at the proper time for infrastructure. Certain assets have reserve funds that are used for major maintenance and capital replacement. Other infrastructure does not have reserve funds, but prioritization and strategic maintenance are applied to maximize the life of the asset. Condition monitoring is conducted on a number of assets. Knowing the condition of an asset allows the bureau to apply the right fix at the right time and to appropriately plan maintenance and operations dollar needs.

Public Facilities Plan Overview

The TSP serves as the Public Facilities Plan for transportation. This is noted in Goal 11.6 of the City's Comprehensive Plan. The TSP provides a framework for providing urban public facilities and services within Portland's Urban Services Boundary.

Capital Programs and Projects

Capital Program Descriptions

The PBOT CIP is organized and guided by the following five goals:

- Improve transportation safety
- Maintain transportation assets
- Enhance public health and community livability
- Support economic vitality
- Operate efficiently and effectively

The FY 2015-16 Adopted CIP projects are described in detail in the Capital Improvement Plan Summaries in volume two of this budget document.

Funding Sources

The PBOT CIP has a variety of funding sources outlined below:

Grants and Contracts

This category includes State and Federal grants as well as contracts with other local jurisdictions such as the Portland Development Commission (PDC), Port of Portland and TriMet. The Regional Flexible Funds, formerly known as the Metro Transportation Improvement Program, is the regional process for identifying which transportation projects and programs will receive federal funds. Municipalities in the Portland metropolitan area are allocated these funds based on criteria established by the Joint Policy Advisory Committee on Transportation and the Metro Council. PDC, through tax-increment financing, has been a partner in developing transportation-related projects in PBOT's CIP. Projects supported in part by PDC funds include the final phase of the Killingsworth Streetscape, Bond: Gibbs to River Pkwy and the Burnside & Pearl District.

Interagency Funding

These projects are funded by the City's General Fund and other City bureaus.

Local Improvement Districts (LID)

Property owners can join together to form an LID as a means of sharing in the cost of building needed transportation infrastructure. LIDs make local street improvements possible that promote public safety, community livability, and enhance property values.

LID projects often rely on public subsidies to make the project affordable for the benefiting property owners. However, there is no funding available to subsidize new LIDs. Without a new funding source, the LID program for local streets will likely be very limited to commercial or developer requested LIDs. LID funding for FY 2015-16 is $2.9 million, and $2.9 million over the next five years.

System Development Charges (SDC)

Developers pay fees to defray the cost of system improvements required for growth associated with new development. SDC funds are collected annually and accounted separately from other bureau program revenues. The funds are allocated to the CIP budget as qualifying projects are initiated.

The SDC program was adopted by City Council in 1997 and renewed in 2007. Strict criteria govern the projects that may use SDC funds. About $4.5 million of SDC funds will be spent on projects in this five-year CIP. SDC funds in particular are used as seed and match dollars to obtain much larger amounts in the form of grants, particularly from State and Federal sources. PBOT keeps abreast of Federal, State, and local grant funding opportunities that can fund PBOT's capital funding objectives.

General Transportation Revenue (GTR)

GTR is comprised of two sources: State Highway Fund (comprised of motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and the City's parking revenues. State Highway Trust Fund monies are constitutionally restricted for use on "construction of roads, streets, and roadside rest areas." The majority of GTR in the CIP is expected to be committed to match Federal, State and other grants and contracts in the out years.

The FY 2015-16 Adopted CIP has $4.5 million of discretionary GTR funding, including $1.8 million carryover from FY 2014-15 to complete construction of current projects. The remaining $2.7 million is used for capital maintenance projects such as signals and street lighting replacements, and to leverage state and federal grants.

General Fund Support

The FY 2015-16 Adopted CIP inlcudes $18.7 million one-time General Fund support for transportation projects. This includes safety improvements on High Crash Corridors, Major Maintenance and Infrastructure Replacement Projects, and Improving Unpaved Streets.

Other Local Funding

Other local funds such as permit fees, bond and miscellaneous service charges and fees comprise about $35.9 million of the five-year CIP. This includes the remaining match payment for Sellwood bridge project and the LED Lighting Efficiency project.

The Portland Development Commission (PDC), through tax-increment financing, has been a major partner in developing and funding transportation-related projects in PBOT's CIP. PDC funding is difficult to predict beyond the specific commitments already made to PBOT. As a result, PDC funding appears to be reduced significantly after FY 2015-16. PBOT is working with the PDC to improve forecasts of PDC funding for future projects.

Major Projects

There are 19 new projects in the FY 2015-16 Adopted CIP. These are:

- 45th & California LID, SW
- Barbur Corridor Safety & Access to Transit
- Bond: Gibbs-River Pkwy, SW
- Columbia Blvd ITS, N/NE
- Columbia Blvd: Cully Blvd & Alderwood Rd, NE
- Connect Cully, NE
- Couch Ct: 3rd Ave-Couch St LID, NE
- Downtown I-405 Ped Safety Imp, SW
- East Portland Access to Employment
- Going to the Island Freight Improvements, N
- Halsey/Weidler: 103rd - 113th, NE
- Hwy Safety Improvement Prgm (HSIP) & Safety Ops CW
- Marine Drive Path: NE 112th Ave-185th Ave Sec.
- OR99W: SW 19th Ave to SW 26th - Barbur Blvd Demo, SW
- Powell-Division High Capacity Transit, SE
- South Rivergate Freight Project, N
- Southwest Portland in Motion, SW
- SW Corridor Transit Project, SW
- St. Johns Truck Strategy, Ph. II, N

Most of these projects are federally funded projects awarded during the grant processes discussed above.

Major transportation projects can span multiple fiscal years as the projects move from concept, through development, design and construction phases. In 2014 PBOT completed several major projects:

- The Division Streetscape project from SE 11 to SE Cesar Chavez included pavement rehabilitation sidewalk improvements and traffic signals.
- The 50's Bikeway project provided a new high quality family friendly bikeway from SE Woodstock to NE Sacramento including improved crossings of several major streets.
- The North Williams Ave bikeway project re-purposed a travel lane into a buffered bike lane. The North Williams project is one the first times in the United States that a bike lane was expanded because it reached capacity, carrying over 4,000 bicycles a day.
- PBOT continued to construct sidewalks in East Portland, building new sidewalk corridors on SE 136 and SE 122nd Aves.

Net Operating and Maintenance Costs

Some capital improvements in the FY 2015-16 Adopted CIP, particularly the preservation and rehabilitation programs, reduce long-term maintenance liabilities, as the assets being developed replace old, high-maintenance assets that will no longer require maintenance for several years. Other investments expand the system in response to the demands of growth. As the system expands, operating costs increase, further intensifying fiscal pressures on discretionary revenue. Existing resources are not adequate to maintain and operate the system in a sustainable manner. Capital maintenance backlogs grow annually under current funding levels.

Administration & Support

Description

The Administration & Support Program is primarily supported by the Office of the Director and the Business Services Group.

Office of the Director

The Office of the Director provides leadership as well as overall policy, communications, and administrative services for the Bureau of Transportation. Portland has an international reputation as a well-planned city, with citizen involvement and livability at the forefront, ensuring that economic growth and the region's acclaimed high quality of life are sustained into the future.

The Office of the Director also helps operating programs integrate new technologies and new leading-edge methods into their business practices to maximize efficiency. PBOT carefully manages revenues and expenditures to ensure that citizens obtain the maximum benefit from every dollar invested in the City's transportation system.

The Office of the Director includes the following programs: Director and Assistant Director, Communications and Public Involvement, Legislative and Resource Development, Equity and Inclusion, and Central Interagency Services.

Business Services Group

The Business Services Group provides administrative, employee, finance, accounting, business technology, and asset management services for PBOT.

The Business Services Group includes the following programs; Administrative Services, Employee Services, Finance and Accounting, Business Technology, and Asset Management.

Goals

In FY 2014-15, the bureau revealed Portland Progress, the two-year work plan with 176 ambitious and actionable steps. The work plan's six major themes are: Preserve What We Have Built And Operate It Well; Embrace Vision Zero; Build A Future Where All Can Grow And Thrive; Effectively Manage City Assets; Contribute To The Health And Vitality Of Our People And Our Planet; and, Shoring Up The Foundation.

Performance

Expected accomplishments for the Office of the Director and the Business Services Group for FY 2015-16 include:

- Provide leadership for the City's transportation system
- Provide communications, outreach, resource development, and equity support services for transportation programs and projects
- Provide financial management for transportation services
- Provide asset management for transportation infrastructure
- Provide support services for transportation staff
- Implement action items from Portland Progress, PBOT's two-year work plan.

Changes to Services and Activities

The FY 2015-16 Adopted Budget includes technical realignments to convert limited term positions to permanent positions or add new positions within current appropriation levels.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	52.00	52.75	67.17	86.10	86.60
Expenditures					
Administration & Support	116,494	86,122	0	0	0
Business Services	6,137,891	(5,569,325)	1,711,257	3,199,450	2,955,466
Field Support	4,815,867	5,639,777	3,685,710	1,842,609	2,533,334
Support Services	6,626,306	7,308,111	1,704,667	3,310,852	3,557,592
Total Expenditures	**17,696,558**	**7,464,685**	**7,101,634**	**8,352,911**	**9,046,392**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Efficiency					
Average span of control - (employee to supervisor ratio)	8.90	8.90	8.80	8.80	9.00
Percentage of administrative costs within Portland Bureau of Transportation budget	3%	5%	5%	6%	6%

Capital Improvements

Description

The Capital Improvements Program is primarily supported by the Policy, Planning and Projects Group and the Engineering and Technical Services Group.

Goals

In 2014, the bureau developed Portland Progress, the two-year work plan with 176 ambitious and actionable steps. The work plan's six major themes are: Preserve What We Have Built And Operate It Well; Embrace Vision Zero; Build A Future Where All Can Grow And Thrive; Effectively Manage City Assets; Contribute To The Health And Vitality Of Our People And Our Planet; and, Shoring Up The Foundation.

The Capital Improvement Program categories are based on the following goals: improve transportation safety, maintain transportation assets, enhance public health and community livability, support economic vitality, and operate efficiently and effectively.

Performance

One of the bureau's new performance measures is the number of lane miles of major rehabilitation paving on existing streets. PBOT has designated this measure as one of its Key Performance Measures. As with the methodology used for capital projects on sidewalks and ramps, the methodology for this new measure is based on substantial completion date. For FY 2015-16, although the bureau will be doing major rehabilitation paving, starting in the Spring, the work will not be reflected in the performance measure because PBOT does not expect the paving projects to be completed within the same fiscal year.

Changes to Services and Activities

The General Fund contributed significantly to additional resources to this program in FY 2015-16, including $12.1 million one-time for a number of major maintenance and infrastructure replacement projects, $1.2 million ongoing to improve unpaved streets, and $250,000 one-time to implement capital improvements to the Streetcar system. Additions of other new revenues include $90,480 of bond revenues for a position to track records and billings during the conversion of existing streetlights to energy efficient LED luminaires, and $259,452 of grant revenue for three positions to construct and install traffic signals and wiring.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	108.67	95.00	80.00	82.49	82.49
Expenditures					
Asset Management	96,642	3,073,298	17,006,020	21,055,683	20,615,459
Capital Improvements	(2,724,660)	(222,709)	0	0	0
Centers and Main Streets	61,644,835	10,916,623	10,000	0	0
CIP Support - Engineering Services	4,941,089	8,253,712	4,345,158	3,939,652	3,939,652
Economic Vitality	587,175	1,517,371	18,381,865	6,320,307	7,020,307
Freight and Industrial Areas	548,135	456,094	0	0	0
Health & Livability	757,543	2,648,635	17,950,637	12,901,870	12,901,870
Local Street Development	2,030,691	476,317	0	0	0
Neighborhood Livability	12,564,627	10,182,775	21,485	0	0
Preservation and Rehabilitation	6,397,977	53,020,761	0	0	0

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Safety	427,558	2,726,812	27,138,286	37,960,454	37,960,454
Safety and Congestion Management	(1,820)	12,593	0	0	0
Special Projects	1,016,684	380,989	0	0	0
Total Expenditures	**88,286,476**	**93,443,271**	**84,853,451**	**82,177,966**	**82,437,742**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Lane miles of major rehab paving on existing streets	0.00	7.72	0.00	0.00	0.00

Maintenance

Description

The Maintenance Program is primarily supported by the Maintenance Operations Group, which is charged with the responsibility of preserving the public investment of billions of dollars in transportation facilities and sewer infrastructure by inspecting, cleaning, maintaining, and repairing all transportation and sewer related infrastructure within the City of Portland. The infrastructure consists of paved streets, sewers, sidewalks, bridges, curbs, street corners, retaining walls, guardrails, stairways, traffic signals, traffic control devices, street lights, street signs, and pavement markings. Traffic signals and street lights are maintained by the Engineering Services Group, and parking paystations and meters are maintained by the Parking and Regulatory Services Group. In addition, the Maintenance Operations Group performs around-the-clock response to emergencies such as storms, floods, and other incidents that inhibit safe transportation.

The Maintenance Operations Group is organized into four programs: Street Systems, Maintenance Construction and Operations, Environmental Systems, and Emergency Management.

Goals

In FY 2014-15, the bureau revealed Portland Progress, the two-year work plan with 176 ambitious and actionable steps. The work plan's six major themes are: Preserve What We Have Built And Operate It Well; Embrace Vision Zero; Build A Future Where All Can Grow And Thrive; Effectively Manage City Assets; Contribute To The Health And Vitality Of Our People And Our Planet; and, Shoring Up The Foundation.

Performance

Expected accomplishments for the Maintenance Operations Group in FY 2015-16 include:

- Maintain transportation infrastructure assets, including approximately 1,900 lane miles of improved arterial / collector streets, 3,000 lane miles of improved local streets, 330 centerline miles of bikeways, and 1,700 traffic calming devices, 9 million square yards of sidewalks, 3,300 centerline miles of curbs, and 38,000 corners, and 160 bridges
- Maintain and repair the City's sewer system valued at approximately $1.5 billion.
- Clean arterial streets approximately six to eight times per year, clean local streets approximately one to two times per year, remove approximately 13,000 cubic yards of leaves as part of the Leaf Day program.
- Respond to snow / ice and other weather events and safety hazards
- Implement action items from Portland Progress, PBOT's two-year work plan.

Changes to Services and Activities

There are notable changes to both the maintenance of transportation assets and the maintenance of sewer assets in the FY 2015-16 Adopted Budget. $4.7 million of additional one-time General Fund support was added to implement safety improvements on 122nd Ave, one of the city’s High Crash corridors. With regards to the sewer system, two new positions are funded by $250,000 of interagency revenue to ensure that the City's 37,000 manholes are inspected once every 12 years.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	337.50	330.60	330.60	330.51	330.51
Expenditures					
Electrical Maintenance	3,494,242	3,080,707	5,113,500	4,848,500	4,848,500
Environmental System Maintenance	12,427,794	17,517,843	20,469,826	21,582,766	21,582,766
Indirect Services	5,223,784	5,466,555	1,825,998	1,559,694	1,553,677
Maintenance	124,981	(107,433)	783,390	398,623	398,623
Mall Maintenance	242,571	781,555	1,951,137	751,137	751,137
Sidewalk Preservation	2,848,618	3,044,286	3,235,348	4,978,769	4,775,509
Stormwater Maintenance	1,067,239	1,324,019	2,170,121	2,263,628	2,263,628
Street Preservation	10,323,103	12,444,773	15,910,173	15,066,166	14,940,166
Structures	1,572,055	1,397,003	1,955,809	2,091,632	1,977,744
Traffic Maintenance	2,039,649	2,740,286	3,170,839	3,418,916	3,414,576
Total Expenditures	**39,364,036**	**47,689,594**	**56,586,141**	**56,959,831**	**56,506,326**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of PBOT-owned bridges in non-distressed condition (defined as fair or better condition)	83%	84%	84%	84%	85%
Effectiveness					
Percentage of traffic signals that operate without an outage annually	91%	93%	91%	91%	91%

Operations

Description

The Operations program is supported by the Policy, Planning, and Projects Group, the Parking Services Group, the Development Permitting and Transit Group, and the Engineering Services Group.

The Policy Planning and Projects Group takes transportation ideas from long-range planning and policy realms, through project development, all the way to construction. The group includes five programs: Transportation Planning, Active Transportation, Modal Coordination, Capital Project Management, and Transportation Partnerships.

The Parking Services Group is responsible for managing on-street parking, managing the City's Smartpark garages, and providing regulation of private-for-hire vehicles and towing. This group has pioneered parking and regulatory services to improve parking and access. The group includes three programs: Parking Operations, Parking Enforcement, and Off-street Parking and Regulatory Operations.

The Development Permitting and Transit Group facilitates public and private development opportunities which lead to job creation, housing construction, and enhanced neighborhood livability. This group regulates the use of the right-of-way, including development review, utility permitting, right-of-way permitting, and right-of-way acquisitions. This group also oversees operation and maintenance of the Portland Streetcar and Portland Aerial Tram. This group includes four programs: Development Review; Utility, Construction, & Inspection; Right of way Programs and Permitting; and Streetcar & Transit Partnerships.

The Engineering Services Group provides technical support for transportation projects that enhance neighborhood access and livability, preserve and rehabilitate facilities, and support land use through improvements to the city street and structures system. Engineering and Technical Services provides technical support for capital projects, including structural and civil engineering, and construction inspection and survey services. This program also manages the City's Signal and Streetlighting systems. This group includes seven programs: Bridges and Structures; Civil Design; Construction, Inspection, and Pavement Management; Survey; Signals and Streetlighting; Traffic Operations; and Traffic Design.

Goals

In FY 2014-15, the bureau revealed Portland Progress, the two-year work plan with 176 ambitious and actionable steps. The work plan's six major themes are: Preserve What We Have Built And Operate It Well, Embrace Vision Zero, Build A Future Where All Can Grow And Thrive, Effectively Manage City Assets, Contribute To The Health And Vitality Of Our People And Our Planet, and Shoring Up The Foundation.

Performance

The Policy Planning and Projects Group works to: plan, design, or build approximately 50 capital projects; complete a Vision Zero Plan and begin implementation actions; provide Safe Routes to Schools Program for approximately 100 schools, reaching 36,000 students; provide SmartTrips Program reaching approximately 40,000 people; hold five Sunday Parkways events, including approximately 110,000 participants; complete the 2035 Transportation System Plan update, the Central City 2035 Plan, the Neighborhood Greenways Assessment

Report, the Citywide Parking Strategy, the Tryon-Stephens Headwaters Neighborhood Street Plan, the Growing Transit Communities plan; advance the Southwest Corridor Plan; identify and implement priority transportation actions in the Portland Climate Action Plan and the regional Climate Smart Communities plan; and Implement action items from Portland Progress, PBOT's two-year work plan.

The Parking Services Group works to: manage parking in the right of way, including approximately 1,700 parking paystations and 600 parking meters supporting 12 million transactions annually; issue approximately 30,000 Area Parking Permits; enforce parking regulations city-wide, responding to approximately 18,000 requests for parking enforcement and 16,000 complaints about abandoned vehicles; manage six City-owned parking garages, with 2 million transactions annually; regulate private-for-hire vehicles, issuing permits for approximately 1,200 private-for-hire vehicles and 1,500 drivers who provide for over 3 million rides annually; and implement action items from Portland Progress, PBOT's two-year work plan.

The Development Permitting and Transit Group works to: manage the use of the City's right-of-way, operate and maintain the Portland Streetcar, supporting approximately 4.8 million trips per year; operate the Portland Aerial Tram, supporting approximately 1.25 million trips per year; and implement action items from Portland Progress, PBOT's two-year work plan.

The Engineering Services Group works to: provide construction, inspections, and survey services for approximately 100 capital and permit projects; maintain the City's bridges and structures including approximately 160 bridges, 600 retaining walls, 200 stairways, 30 centerline miles of guardrails, and 5,000 feet of harbor wall; operate and maintain approximately 900 traffic signals, 300 traffic control devices, and 55,000 streetlights; process approximately 1,000 requests for traffic safety investigations and traffic control changes; and implement action items from Portland Progress, PBOT's two-year work plan.

Changes to Services and Activities

Additions of new revenue from the General Fund and from other sources contributed to changes in this program in FY 2015-16. Notable General Fund additions include $960,000 of one-time resources to fund one-third of the costs of the Youth Bus Pass program for high school students in the Portland Public School District, $300,000 one-time to expand the Safe Routes to School program to middle schools, and $700,000 one-time to continue development of the Draft Environmental Impact Statement and Local Preferred Alternative for the SW Corridor Transit Project. Three new positions funded by additional services charges and fees were added: 1) two funded by $216,660 to respond to an increased volume of applications, and 2) one funded by $68,208 to provide fare inspection to manage anticipated increased ridership from closing the Streetcar loop.

The budget also includes some technical realignments to convert limited term positions to permanent positions or add new positions within current appropriation levels.

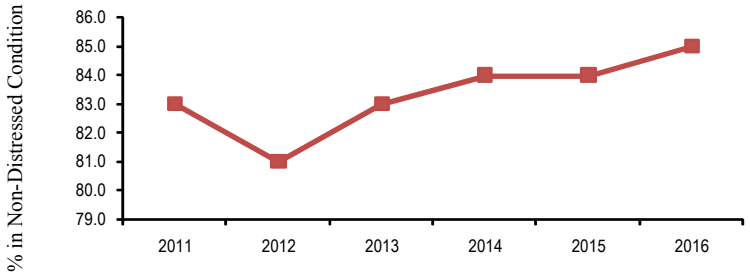
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	247.00	255.83	282.53	285.10	286.10
Expenditures					
Active Transportation	2,251,268	2,691,339	3,968,090	3,241,330	3,396,562
Development Services	3,169,507	4,897,492	5,984,895	6,894,999	6,979,767
Emergency Preparedness	483,022	1,620,966	202,464	204,544	204,544
Engineering Services	2,685,192	1,976,291	3,335,110	2,637,500	2,637,500
Indirect Services	623,485	632,656	0	0	0
Modal Coordination	0	0	0	312,600	312,600
Parking Enforcement	1,682,077	851,228	0	0	0
Parking Garage Operations	4,825,879	5,541,324	7,696,377	9,250,225	9,264,697
Parking Operations	1,415,294	80,773	0	0	0
Parking Program	7,166,314	9,800,852	14,680,105	15,405,100	15,615,920
Recycling Operations	767,096	534,161	1,088,784	1,139,746	1,079,026
Regulatory Operations	0	0	1,403,000	1,300,000	1,300,000
Street Cleaning	4,608,351	4,882,997	5,841,261	6,104,534	6,104,534
Street Lighting	6,627,541	6,686,075	6,853,856	7,010,439	7,010,439
Streetcar Operations	7,942,964	7,915,764	11,432,651	13,686,056	13,686,056
TR Partnership Contrib	254,832	300,000	1,000,000	960,000	960,000
Traffic Operations	1,927,194	1,662,365	2,252,035	2,312,600	2,101,780
Traffic Signals	1,672,554	1,648,625	1,038,200	1,052,800	1,052,800
Tram Operations	380,785	402,892	353,444	323,612	323,612
Transportation Options	1,031,962	690,874	0	0	0
Transportation Planning	613,557	1,104,096	2,665,250	2,343,359	1,643,359
Total Expenditures	**50,128,874**	**53,920,770**	**69,795,522**	**74,179,444**	**73,673,196**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Total number of serious, incapacitating traffic injuries and fatalities citywide	265	NA	260	255	240
Percentage of trips made by people walking and bicycling, including to transit (calendar year)	24%	NA	24%	24%	25%
Percentage of City-owned and maintained lighting that comes from LED streetlights	4%	12%	35%	53%	55%
Annual streetcar ridership	NA	4,400,000	4,800,000	5,000,000	5,000,000
Effectiveness					
Percentage of public works permits completed within Portland Bureau of Transportation's set of interim timelines from beginning to end of permitting process	96%	95%	95%	95%	95%
Number of on-street parking transactions per year	10,185,495	10,557,311	11,000,000	13,000,000	13,000,000
Percentage of Streetcar on-time performance	NA	80%	80%	80%	80%
Efficiency					
On-street parking expenses as a percentage of revenues	30%	31%	32%	32%	32%
Percentage of Streetcar fare revenue contribution to operating budget	NA	10%	10%	10%	10%

Performance Measures

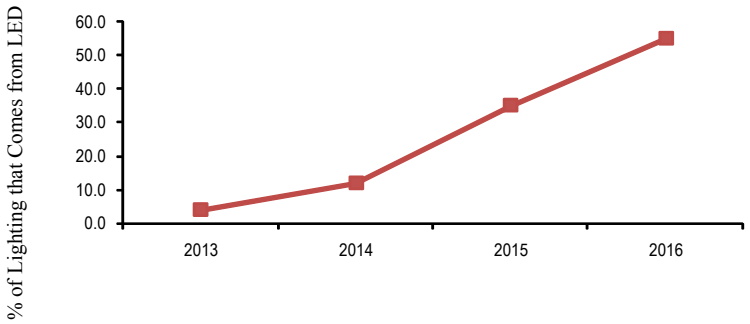
Bridge Condition

Through implementation of the Bridge Managements System, which requires continuous inspections and prioritized programming of repairs, PBOT has been consistent in maintaining a high percentage of the bridge inventory in fair or better condition.



LED Streetlights Conversion

Through FY 2015-16, PBOT will work to convert 45,000 street lights to LED (light-emitting diode) lights. Before PBOT began the conversion, the bulk of the City's streetlights use high-pressure sodium bulbs. Those bulbs only last, on average, five years. The new LEDs are expected to last four times longer and use half the energy.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Licenses & Permits	3,564,622	3,726,335	3,053,515	3,276,500	3,276,500
Charges for Services	58,840,968	59,990,855	61,035,560	67,523,779	67,523,779
Intergovernmental	84,317,698	81,351,065	91,970,391	97,203,939	97,203,939
Bond & Note	45,720,197	60,360,691	29,910,000	20,840,000	24,840,000
Miscellaneous	2,708,256	5,189,670	3,956,396	2,359,204	2,359,204
Total External Revenues	**195,151,741**	**210,618,616**	**189,925,862**	**191,203,422**	**195,203,422**
Internal Revenues					
Fund Transfers - Revenue	16,296,237	24,582,670	20,272,550	39,096,837	38,896,613
Interagency Revenue	30,068,802	31,100,190	31,273,978	30,632,978	30,632,978
Total Internal Revenues	**46,365,039**	**55,682,860**	**51,546,528**	**69,729,815**	**69,529,591**
Beginning Fund Balance	(2,873,263)	6,877,798	67,039,547	65,098,457	61,255,957
Total Resources	**$238,643,517**	**$273,179,274**	**$308,511,937**	**$326,031,694**	**$325,988,970**
Requirements					
Bureau Expenditures					
Personnel Services	64,098,114	66,178,531	76,221,635	83,879,999	83,990,899
External Materials and Services	92,342,697	93,631,428	78,787,200	66,712,189	66,855,289
Internal Materials and Services	24,380,802	24,607,008	29,244,422	30,843,246	31,022,974
Capital Outlay	14,654,331	18,101,353	34,083,491	40,234,718	39,794,494
Total Bureau Expenditures	**195,475,944**	**202,518,320**	**218,336,748**	**221,670,152**	**221,663,656**
Fund Expenditures					
Debt Service	20,853,717	17,529,893	19,106,470	17,550,908	17,550,908
Contingency	0	0	55,178,516	71,084,010	70,963,916
Fund Transfers - Expense	15,436,058	17,359,531	14,207,742	14,044,163	14,128,029
Debt Service Reserves	0	0	1,682,461	1,682,461	1,682,461
Total Fund Expenditures	**36,289,775**	**34,889,424**	**90,175,189**	**104,361,542**	**104,325,314**
Ending Fund Balance	6,877,798	35,771,530	0	0	0
Total Requirements	**$238,643,517**	**$273,179,274**	**$308,511,937**	**$326,031,694**	**$325,988,970**
Programs					
Administration & Support	17,696,558	7,464,685	7,101,634	8,352,911	9,046,392
Capital Improvements	88,286,476	93,443,271	84,853,451	82,177,966	82,437,742
Maintenance	39,364,036	47,689,594	56,586,141	56,959,831	56,506,326
Operations	50,128,874	53,920,770	69,795,522	74,179,444	73,673,196
Total Programs	**195,475,944**	**$202,518,320**	**$218,336,748**	**$221,670,152**	**$221,663,656**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Local Street Design								
Public Work Permits	0	1,063,215	1,450,000	1,450,000	1,475,000	1,475,000	1,500,000	7,350,000
Total Local Street Design	**0**	**1,063,215**	**1,450,000**	**1,450,000**	**1,475,000**	**1,475,000**	**1,500,000**	**7,350,000**
Safety								
20s Bikeway: Harney-Lombard, NE/SE	327,687	984,000	2,441,252	0	0	0	0	2,441,252
Active Corridor Management Project	12,676	101,000	300,000	0	0	0	0	300,000
Active Transportation Improvements	0	1,618,248	5,090,000	400,000	493,189	1,168,672	1,168,672	8,320,533
Barbur Corridor Safety & Access to Transit	0	0	91,197	0	0	0	0	91,197
Burgard Rd @ Time Oil	6,996	363,774	2,093,003	0	0	0	0	2,093,003
Central City Multi-Modal Safety Projects	0	441,914	1,376,586	4,446,677	0	0	0	5,823,263
Close the Loop SC PMLRT Betterment	0	2,155,000	250,000	0	0	0	0	250,000
Columbia Blvd ITS, N/NE	0	0	390,059	0	0	0	0	390,059
Connect Cully, NE	0	0	460,432	2,876,940	0	0	0	3,337,372
Downtown I-405 Ped Safety Imp, SW	0	0	379,534	289,030	1,571,530	0	0	2,240,094
East Portland Access to Employment	0	0	692,000	2,229,000	2,949,072	0	0	5,870,072
Foster Rd: Powell Blvd - 90th Ave, SE	0	498,597	900,000	3,374,659	1,393,125	0	0	5,667,784
Halsey/Weidler: 103rd - 113th, NE	0	0	330,900	0	0	0	0	330,900
Hwy Safety Improvement Program & Safety Operations	0	0	4,891,192	0	0	0	0	4,891,192
N. Going to the Island Freight Improvements	0	0	111,450	445,800	0	0	0	557,250
Ramona & Holgate: 122nd- 136th, SE	377,458	999,098	1,228,893	0	0	0	0	1,228,893
Rapid Flash Beacon Projects	0	0	380,824	0	0	0	0	380,824
Sellwood Bridge	51,539,040	20,737,340	16,500,000	0	0	0	0	16,500,000
Southwest Portland in Motion, SW	0	0	303,132	0	0	0	0	303,132
Total Safety	**52,263,857**	**27,898,971**	**38,210,454**	**14,062,106**	**6,406,916**	**1,168,672**	**1,168,672**	**61,016,820**
Health & Livability								
112th & Marx LID, NE	360,151	686,434	1,894,695	13,538	4,433	0	0	1,912,666
136th Ave: Powell - Division, SE	398,999	953,300	245,876	0	0	0	0	245,876
45th & California LID, SW	0	0	503,032	0	0	0	0	503,032
Bike Parking Fund	0	70,000	70,000	70,000	70,000	70,000	70,000	350,000
Bike Share, CC	238,863	25,505	1,761,137	0	0	0	0	1,761,137
Couch Ct: 3rd Ave-Couch St LID, NE	21,305	0	331,738	0	0	0	0	331,738
East Portland Access Transit	231,430	500,000	3,114,283	836,995	0	0	0	3,951,278
Federal and State Program Match Funds	0	1,037,244	0	0	514,785	514,785	514,785	1,544,355

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Killingsworth: Commercial-MLK, N/NE	732,837	1,003,502	496,032	0	0	0	0	496,032
LID Street Design	0	156,600	174,000	0	0	0	0	174,000
Marine Drive Path: NE 112th Ave-185th Ave Sec.	0	325,000	830,992	0	0	0	0	830,992
OR99W: SW 19th Ave to SW 26th - Barbur Blvd Demo	0	100,000	337,245	1,662,168	0	0	0	1,999,413
PDC Small Projects	0	200,000	200,000	0	0	0	0	200,000
Powell-Division High Capacity Transit	0	0	1,007,894	0	0	0	0	1,007,894
Pre-LID Street Design	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Red Electric Trail, SW	44,305	275,485	454,946	1,437,654	0	0	0	1,892,600
Total Health & Livability	**2,027,890**	**5,363,070**	**11,451,870**	**4,050,355**	**619,218**	**614,785**	**614,785**	**17,351,013**
Asset Management								
Bridges/O-Passes	0	1,014,724	2,826,524	124,724	124,724	124,724	124,724	3,325,420
Lighting Efficiency Program, CW	396,967	7,500,000	4,500,000	4,500,000	3,603,033	0	0	12,603,033
Naito Pkwy: I-405 - Jefferson, SW	760	39,240	250,000	749,240	0	0	0	999,240
Road Rehabilitation Program (Paving Preservation), CW	0	2,169,290	9,949,776	0	0	0	0	9,949,776
Signal Communication	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Signal Reconstruction	0	461,998	309,550	349,609	349,609	349,609	349,609	1,707,986
Street Light Replacement, CW	0	1,119,609	2,729,609	229,609	229,609	229,609	229,609	3,648,045
Total Asset Management	**397,727**	**12,354,861**	**20,615,459**	**6,003,182**	**4,356,975**	**753,942**	**753,942**	**32,483,500**
Economic Vitality								
Bond: Gibbs - River Pkwy, SW	0	0	260,000	2,140,000	4,400,000	2,400,000	0	9,200,000
Burnside & Pearl Dist Xing Improvement, W	430,263	1,903,029	412,314	0	0	0	0	412,314
Columbia Blvd/MLK Blvd	447,346	955,840	1,298,958	0	0	0	0	1,298,958
Columbia Blvd: Cully Blvd & Alderwood Rd, NE	0	0	528,083	4,999,676	0	0	0	5,527,759
Parking Machines	0	5,100,000	2,420,000	0	0	0	0	2,420,000
Portland to Milwaukie LRT, SE	6,700,973	1,083,273	316,752	0	0	0	0	316,752
South Rivergate Freight Project, N	0	0	0	3,590,772	0	0	0	3,590,772
St. Johns Truck Strategy, Ph. II, N	0	0	834,200	2,511,926	0	0	0	3,346,126
SW Corridor Transit	0	0	700,000	0	0	0	0	700,000
Total Economic Vitality	**7,578,582**	**9,042,142**	**6,770,307**	**13,242,374**	**4,400,000**	**2,400,000**	**0**	**26,812,681**
Total Requirements	**62,268,056**	**55,722,259**	**78,498,090**	**38,808,017**	**17,258,109**	**6,412,399**	**4,037,399**	**145,014,014**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	40,726	58,552	3.00	157,824	3.00	163,216	3.00	163,216
30000434	Administrative Assistant	48,256	74,339	6.00	416,726	7.00	476,336	7.00	476,336
30000433	Administrative Specialist, Sr	44,949	69,181	1.00	69,180	1.00	69,180	1.00	69,180
30000436	Administrative Supervisor I	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30000437	Administrative Supervisor II	61,506	81,994	2.00	156,684	2.00	159,244	2.00	159,244
30000207	Applications Analyst IV-Generalist	71,302	95,389	2.00	190,776	2.00	190,776	2.00	190,776
30000090	Asphalt Raker	46,925	50,440	9.00	453,924	9.00	453,924	9.00	453,924
30000102	Automotive Equip Oper II: Sewer Vacuum	46,405	55,890	9.00	493,572	9.00	493,572	9.00	493,572
30000103	Automotive Equip Oper II: Street Sweeper	46,405	55,890	10.00	539,976	10.00	544,666	10.00	544,666
30000104	Automotive Equip Oper II: Tractor-Trailr	46,405	55,890	1.00	46,404	1.00	46,404	1.00	46,404
30000101	Automotive Equipment Oper I	43,701	52,978	46.00	2,413,761	48.00	2,519,796	47.00	2,476,092
30000441	Business Operations Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000442	Business Operations Manager, Sr	99,861	139,464	1.00	135,584	1.00	139,464	1.00	139,464
30000440	Business Operations Supervisor	71,302	95,389	2.00	190,776	2.00	190,776	2.00	190,776
30000447	Business Systems Analyst, Assistant	48,256	74,339	1.00	48,252	1.00	48,252	1.00	48,252
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000331	CAD Analyst	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000329	CAD Technician II	54,267	69,243	3.00	202,292	3.00	205,504	3.00	205,504
30001259	Capital Program Manager	80,413	107,099	1.00	98,364	1.00	102,402	1.00	102,402
30001258	Capital Project Control Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000399	Capital Project Manager I	65,915	84,178	3.00	252,540	3.00	252,540	3.00	252,540
30000686	Capital Project Manager II	71,302	95,389	6.00	554,541	7.00	632,096	7.00	632,096
30000687	Capital Project Manager III	74,734	100,443	3.00	275,616	3.00	275,616	3.00	275,616
30000110	Carpenter	55,078	61,630	5.00	308,160	5.00	308,160	5.00	308,160
30001809	Collection System Investigator	52,562	58,698	3.00	176,112	4.00	228,672	4.00	228,672
30001808	Collection System Video Inspector	52,562	58,698	6.00	351,286	6.00	352,224	6.00	352,224
30000493	Community Outreach & Informtn Rep, Sr	64,605	86,154	0.00	0	1.00	64,608	1.00	64,608
30000107	Concrete Finisher	55,078	61,630	10.00	609,768	13.00	775,008	13.00	775,008
30000105	Construction Equipment Operator	46,530	59,426	15.00	875,634	16.00	934,800	16.00	934,800
30000733	Development Services Manager	86,466	115,149	1.00	88,404	1.00	91,726	1.00	91,726
30000334	Development Services Technician III	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000732	Development Supervisor I	67,850	90,605	1.00	69,204	2.00	149,184	2.00	149,184
30000836	Development Supervisor II	74,734	100,443	1.00	99,012	1.00	100,440	1.00	100,440
30000634	Electrical Supervisor	67,850	90,605	1.00	67,848	1.00	67,848	1.00	67,848
30000116	Electrician	68,910	74,381	17.00	1,253,472	18.00	1,329,531	17.00	1,263,027
30000121	Electrician/Instrument Technician	71,011	76,648	0.00	0	0.00	0	1.00	71,016
30000237	Electronics Technician II:Traffic Signal	59,946	72,675	3.00	218,016	3.00	218,016	3.00	218,016
30000683	Engineer, Chief	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000682	Engineer, Principal	100,402	133,869	3.00	388,632	2.00	258,477	2.00	258,477
30000680	Engineer, Sr	86,902	115,856	8.00	913,918	8.00	921,912	8.00	921,912
30000681	Engineer, Supervising	93,413	124,550	5.00	618,581	6.00	747,288	6.00	747,288
30001734	Engineer-Bridge	86,653	105,310	2.00	210,624	2.00	210,624	2.00	210,624
30000365	Engineer-Civil	86,653	105,310	2.00	210,624	2.00	210,624	2.00	210,624
30000370	Engineer-Traffic	86,653	105,310	8.00	823,836	8.00	823,836	8.00	823,836
30000358	Engineering Associate, Sr-Civil	74,922	95,534	8.00	747,033	8.00	753,842	8.00	753,842
30000362	Engineering Associate, Sr-Structural	74,922	95,534	1.00	95,532	1.00	95,532	1.00	95,532
30000363	Engineering Associate, Sr-Traffic	74,922	95,534	7.00	631,830	7.00	639,145	7.00	639,145
30000353	Engineering Associate-Civil	61,589	82,514	4.00	297,912	4.00	300,328	4.00	300,328
30000696	Engineering Survey Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000324	Engineering Technician I	40,498	54,267	9.00	411,171	12.00	551,043	12.00	551,043

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000325	Engineering Technician II	54,267	69,243	24.00	1,520,436	27.00	1,713,197	27.00	1,713,197
30000326	Engineering Technician III	65,915	84,178	7.00	559,560	7.00	565,309	7.00	565,309
30001810	Env Policy & Hazardous Materials Coord	74,734	95,347	1.00	95,352	1.00	95,352	1.00	95,352
30000095	Environmental Systems Crew Leader	56,534	61,464	10.00	614,640	10.00	614,640	10.00	614,640
30000567	Financial Analyst	61,506	81,994	3.00	235,748	3.00	242,048	3.00	242,048
30000566	Financial Analyst, Assistant	48,256	74,339	1.00	63,840	1.00	66,020	1.00	66,020
30000569	Financial Analyst, Principal	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000568	Financial Analyst, Sr	67,850	90,605	3.00	270,755	3.00	271,800	3.00	271,800
30000127	General Mechanic	49,982	62,275	2.00	124,560	2.00	124,560	2.00	124,560
30000341	GIS Technician I	40,498	54,267	1.00	54,264	1.00	54,264	1.00	54,264
30000342	GIS Technician II	54,267	69,243	5.00	330,540	5.00	335,740	5.00	335,740
30000343	GIS Technician III	65,915	84,178	3.00	221,996	3.00	233,070	3.00	233,070
30000372	Graphics Designer II	54,267	69,243	1.00	59,820	1.00	62,760	1.00	62,760
30000218	Inf Syst Analyst, Principal-Gen	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000166	Lighting & Signal Inspector	70,574	81,682	1.00	81,684	1.00	81,684	1.00	81,684
30000855	Maintenance Group Manager	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000644	Maintenance Planner/Scheduler	58,573	78,083	3.00	196,392	3.00	204,432	3.00	204,432
30000451	Management Analyst	61,506	81,994	3.00	226,896	3.00	228,816	3.00	228,816
30000453	Management Analyst, Principal	80,413	107,099	3.00	273,432	3.00	277,503	3.00	277,503
30000452	Management Analyst, Sr	67,850	90,605	3.00	270,887	4.00	339,648	4.00	339,648
30000450	Management Assistant	48,256	74,339	1.00	53,244	3.00	165,192	3.00	165,192
30000978	Mapping Data Technician II	65,915	84,178	2.00	151,481	2.00	154,880	2.00	154,880
30000347	Materials Quality Compliance Specialist	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000012	Office Support Specialist II	33,738	48,443	9.00	401,496	9.00	412,539	9.00	412,539
30000013	Office Support Specialist III	43,160	57,200	3.00	157,572	4.00	209,640	5.00	261,708
30000112	Painter	55,078	61,630	1.00	61,632	1.00	61,632	1.00	61,632
30000185	Parking Code Enforcement Officer	40,914	53,747	66.00	3,262,156	66.00	3,289,994	66.00	3,289,994
30000638	Parking Control Manager	67,850	90,605	1.00	88,647	1.00	90,600	1.00	90,600
30000637	Parking Enforcement Supervisor	64,605	86,154	4.00	320,330	4.00	322,712	4.00	322,712
30001859	Parking Pay Station Analyst	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000099	Parking Pay Station Technician	49,400	59,654	9.00	514,596	9.00	522,952	9.00	522,952
30000385	Planner II. City-Land Use	63,419	73,299	2.00	138,288	2.00	141,426	2.00	141,426
30000388	Planner II. City-Transportation	63,419	73,299	1.00	73,296	1.00	73,296	1.00	73,296
30000393	Planner, Sr City-Land Use	65,915	84,178	1.00	84,180	2.00	158,484	2.00	158,484
30000396	Planner, Sr City-Transportation	65,915	84,178	5.00	413,016	5.00	416,928	5.00	416,928
30000395	Planner, Sr City-Transportation Modeling	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30000640	Portland Streetcar Maintenance Manager	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000643	Portland Streetcar Maintenance Supvr	61,506	81,994	4.00	264,281	4.00	271,941	4.00	271,941
30000639	Portland Streetcar Operations Manager	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000839	Portland Streetcar Operations Supvr	61,506	81,994	4.00	312,653	4.00	318,743	4.00	318,743
30000464	Program Coordinator	64,605	86,154	4.00	325,585	4.00	331,868	4.00	331,868
30000465	Program Manager	67,850	90,605	4.00	341,580	4.00	347,897	4.00	347,897
30000466	Program Manager, Sr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000463	Program Specialist	58,573	78,083	4.00	275,006	5.00	350,441	5.00	350,441
30000462	Program Specialist, Assistant	48,256	74,339	1.00	74,340	1.00	74,340	1.00	74,340
30000497	Public Information Manager	74,734	100,443	1.00	74,736	1.00	74,736	1.00	74,736
30000495	Public Information Officer	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000632	Public Works Division Manager	92,976	125,986	3.00	350,079	3.00	357,729	3.00	357,729
30000690	Public Works Inspection Supervisor	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000228	Public Works Inspector	60,882	69,576	8.00	542,933	8.00	551,102	8.00	551,102

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000229	Public Works Inspector, Sr	66,040	77,792	4.00	306,639	4.00	311,184	4.00	311,184
30000679	Public Works Permit Engineering Manager	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000630	Public Works Supervisor II	61,506	81,994	21.00	1,572,642	22.00	1,664,477	22.00	1,664,477
30000190	Regulatory Program Administrator	65,125	80,558	1.00	65,124	1.00	71,277	1.00	71,277
30000189	Regulatory Program Specialist	45,302	59,987	5.00	261,276	5.00	269,232	5.00	269,232
30000697	Right of Way Acquisition Supervisor	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000348	Right of Way Agent I	40,498	54,267	1.00	46,920	2.00	91,128	2.00	91,128
30000349	Right of Way Agent II	54,267	69,243	3.00	189,896	3.00	195,988	3.00	195,988
30000350	Right of Way Agent III	65,915	84,178	3.00	252,540	3.00	252,540	3.00	252,540
30000481	Risk Specialist	58,573	78,083	1.00	70,083	1.00	72,954	1.00	72,954
30000485	Safety & Risk Officer I	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000029	Service Dispatcher	36,192	52,187	4.00	208,752	4.00	208,752	4.00	208,752
30000197	Sidewalk Inspector	54,018	61,464	6.00	367,936	6.00	368,784	6.00	368,784
30000089	Sign Maker	55,078	61,630	1.00	61,632	1.00	61,632	1.00	61,632
30000402	Signals & Street Lighting Technician	65,915	84,178	1.00	84,180	1.00	84,180	1.00	84,180
30002133	Site Operations Crew Leader	56,534	61,464	1.00	56,532	1.00	61,053	1.00	61,053
30000053	Storekeeper/Acquisition Specialist I	43,930	53,789	1.00	43,932	1.00	43,932	1.00	53,784
30000054	Storekeeper/Acquisition Specialist II	46,155	56,451	3.00	169,344	3.00	169,344	4.00	215,496
30000056	Storekeeper/Acquisition Specialist III	52,146	64,834	3.00	189,333	3.00	193,122	3.00	193,122
30000468	Stores System Supervisor II	61,506	81,994	1.00	71,760	1.00	74,700	1.00	74,700
30000702	Street Lights/Signals Manager	80,413	107,099	1.00	90,240	1.00	93,938	1.00	93,938
30000091	Street Maintenance Crew Leader	56,534	61,464	7.00	425,316	7.00	425,316	7.00	425,316
30001883	Streetcar Officer	36,546	52,333	1.00	48,156	2.00	92,684	2.00	92,684
30001079	Survey Project Support Tech	56,451	61,651	1.00	61,656	1.00	61,656	1.00	61,656
30000224	Surveying Aide II	49,421	57,533	8.00	460,224	8.00	460,224	8.00	460,224
30000694	Surveying Supervisor	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000225	Surveyor I	56,451	70,158	6.00	407,268	6.00	407,268	6.00	407,268
30000226	Surveyor II	71,136	82,826	3.00	242,020	3.00	245,856	3.00	245,856
30001558	Timekeeping Specialist	36,254	52,104	5.00	260,520	5.00	260,520	5.00	260,520
30000092	Traffic Crew Leader	54,496	59,280	7.00	414,960	7.00	414,960	8.00	469,452
30000699	Traffic Investigations Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30001183	Transportation Demand Mgmt Assistant	35,235	44,990	3.00	123,310	3.00	127,716	3.00	127,716
30000351	Transportation Demand Mgmt Spec I	54,267	69,243	2.90	200,796	2.90	200,796	2.90	200,796
30000352	Transportation Demand Mgmt Spec II	65,915	84,178	4.90	412,476	4.90	412,476	4.90	412,476
30000853	Transportation Dev Perm &Transit Grp Mgr	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000420	Transportation Director	138,986	199,160	1.00	179,292	1.00	186,648	1.00	186,648
30002083	Transportation Director, Assistant	109,886	157,310	1.00	155,288	1.00	157,308	1.00	157,308
30000642	Transportation Division Manager	92,976	125,986	4.00	448,141	4.00	461,394	4.00	461,394
30000740	Transportation Planner, Supervising	80,413	107,099	1.00	93,768	1.00	96,968	1.00	96,968
30000739	Transportation Planning Coordinator	64,605	86,154	3.00	231,829	3.00	234,273	3.00	234,273
30000741	Transportation Planning Manager	92,976	125,986	1.00	92,976	1.00	126,000	1.00	126,000
30000854	Transportation Systems Grp Mgr	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30001037	Utility Locator	50,440	54,267	5.00	271,320	5.00	271,320	5.00	271,320
30000076	Utility Worker I	43,139	46,925	12.00	563,040	12.00	563,040	12.00	563,040
30000077	Utility Worker II	46,925	50,440	128.00	6,385,317	131.00	6,553,748	131.00	6,553,748
30000123	Welder	55,078	61,630	2.00	123,264	2.00	123,264	2.00	123,264
TOTAL FULL-TIME POSITIONS				734.80	48,024,164	764.80	50,147,335	766.80	50,270,707
30000324	Engineering Technician I	40,498	54,267	1.80	74,712	0.50	21,882	0.50	21,882
30000013	Office Support Specialist III	43,160	57,200	0.00	0	0.50	26,028	0.00	0
30000185	Parking Code Enforcement Officer	40,914	53,747	1.40	68,832	1.30	63,456	1.30	63,456

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000463	Program Specialist	58,573	78,083	0.90	33,714	0.50	19,500	0.50	19,500
30000029	Service Dispatcher	36,192	52,187	3.60	163,453	3.60	166,936	3.60	166,936
30000351	Transportation Demand Mgmt Spec I	54,267	69,243	0.90	56,484	0.50	32,821	0.50	32,821
30000352	Transportation Demand Mgmt Spec II	65,915	84,178	0.90	75,756	0.50	42,084	0.50	42,084
TOTAL PART-TIME POSITIONS				9.50	472,951	7.40	372,707	6.90	346,679
30000434	Administrative Assistant	48,256	74,339	0.67	32,168	0.00	0	0.00	0
30000101	Automotive Equipment Oper I	43,701	52,978	0.00	0	1.00	42,180	1.00	42,180
30000448	Business Systems Analyst	61,506	81,994	0.83	51,260	1.00	61,512	1.00	61,512
30000491	Community Outreach & Informtn Assistant	48,256	74,339	1.00	49,407	1.00	51,436	1.00	51,436
30000116	Electrician	68,910	74,381	1.00	68,916	3.00	206,120	3.00	206,120
30000353	Engineering Associate-Civil	61,589	82,514	0.00	0	1.00	61,116	1.00	61,116
30000324	Engineering Technician I	40,498	54,267	2.00	85,668	0.00	0	0.00	0
30000325	Engineering Technician II	54,267	69,243	1.83	99,484	(1.00)	(59,332)	0.00	(4)
30000342	GIS Technician II	54,267	69,243	1.00	55,584	1.00	58,362	1.00	58,362
30000451	Management Analyst	61,506	81,994	0.83	51,260	1.00	61,512	0.00	0
30000450	Management Assistant	48,256	74,339	1.00	48,252	(1.00)	(61,512)	0.00	0
30000375	Planner, Associate	52,333	60,570	2.00	106,384	2.00	105,094	2.00	105,094
30000839	Portland Streetcar Operations Supvr	61,506	81,994	1.00	73,475	1.00	76,485	1.00	76,485
30000348	Right of Way Agent I	40,498	54,267	0.92	37,125	0.00	0	0.00	0
30001183	Transportation Demand Mgmt Assistant	35,235	44,990	1.92	69,256	2.00	74,144	1.00	17,684
TOTAL LIMITED TERM POSITIONS				16.00	828,239	12.00	677,117	12.00	679,985
GRAND TOTAL				760.30	49,325,354	784.20	51,197,159	785.70	51,297,371

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.

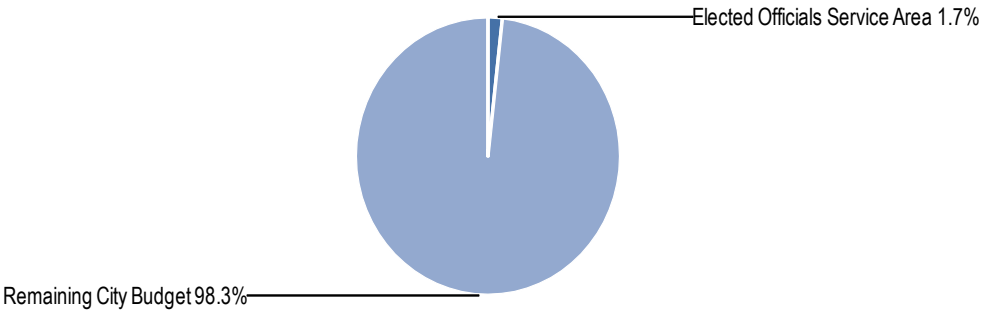
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	199,878,817	0	199,878,817	757.12	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	4,690,000	4,690,000	0.00	Safety improvements on 122nd Avenue
	0	12,065,800	12,065,800	0.00	Seven major maintenance projects
	0	960,000	960,000	0.00	Youth bus pass
	0	60,000	60,000	0.00	Safe Routes to School expansion (partial)
	216,660	0	216,660	2.00	Two development review positions
	68,208	0	68,208	1.00	Streetcar fare enforcement position
	250,000	0	250,000	2.00	Manhole inspections
	0	90,480	90,480	1.00	One posiiton to track LED lights replacements
	0	259,452	259,452	3.00	Replace traffic signal equipment
	0	700,000	700,000	0.00	SW Corridor Transit Project
	1,364,843	135,157	1,500,000	0.00	"Out of the Mud" - improve unpaved streets
	0	250,000	250,000	0.00	Streetcar capital improvements
	0	500,000	500,000	0.00	Burnside pedestrian bridge
	180,000	0	180,000	0.00	OMF Interagency for campsite cleanup
	735	0	735	0.00	Minor technical adjustments
	0	0	0	18.08	Realignments adding various FTEs
Approved Budget Additions and Reductions					
	0	240,000	240,000	0.00	Safe Routes to School expansion (full)
	(190,224)	(250,000)	(440,224)	0.00	"Out of the Mud" reduction
	0	0	0	0.50	Realignment - regulatory administration
	0	19,472	19,472	0.00	OMF-Facilities interagency adjustments
Adopted Budget Additions and Reductions					
	0	157,500	157,500	0.00	Carryover: IA for Facilities Site Master Plan
	0	0	0	1.00	Realignment to add new Streetcar Storekeeper
	2,756	0	2,756	0.00	Risk IA - Specialty Driver's Education Training
	14,000	0	14,000	0.00	State lease for fleet parking lot
	1,906,978	**19,877,861**	**21,784,839**	**28.58**	**Total FY 2015-16 Decision Packages**
			221,663,656	**785.70**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

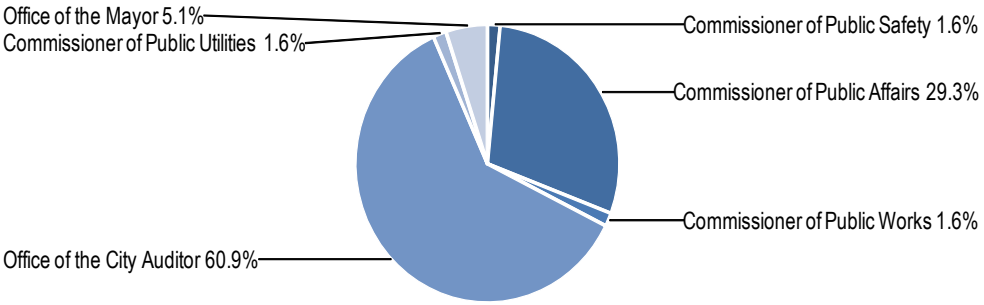
Elected Officials Service Area

- Office of the City Auditor
- Office of the Mayor
- Commissioner of Public Affairs
- Commissioner of Public Safety
- Commissioner of Public Utilities
- Commissioner of Public Works

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	63,475,887	64,808,393	1,332,506	2.10
Capital	0	0	0	0.00
Total Requirements	**63,475,887**	**64,808,393**	**1,332,506**	**2.10**
Authorized Positions	105.50	106.50	1.00	0.95

Service Area Highlights

Description

The Elected Officials service area includes the offices of the Mayor, the Commissioners, and City Auditor.

Major Themes

Office of the Mayor

The FY 2015-16 Adopted Budget for the Office of the Mayor is $3.3 million. This represents an 8.9% reduction from the FY 2014-15 Revised Budget. The Adopted Budget includes:

- $369,316 to support the Compliance Officer and Community Liaison (COCL) program and the Community Oversight Advisory Board;
- $265,000 realignment transferring funds from the City Attorney's Office for the management of the COCL program;
- $200,000 realignment to transfer funds to the Office of Equity and Human Rights for the Black Male Achievement Initiative;
- $100,000 for technology improvements at City Hall; and
- $135,000 to support the SummerWorks program.

Commissioners' Offices

The FY 2015-16 Adopted Budget for the Commissioner of Public Affairs includes $120,000 in ongoing General Fund resources for additional support to the Gateway Center for Domestic Violence services.

The FY 2015-16 Adopted Budget for the Commissioner of Public Utilities includes $37,500 in one-time General Fund resources to support the Protected Sick Leave program. The office also has one additional position funded by existing resources.

The remaining Commissioners did not request any decision packages in FY 2015-16.

Office of the City Auditor

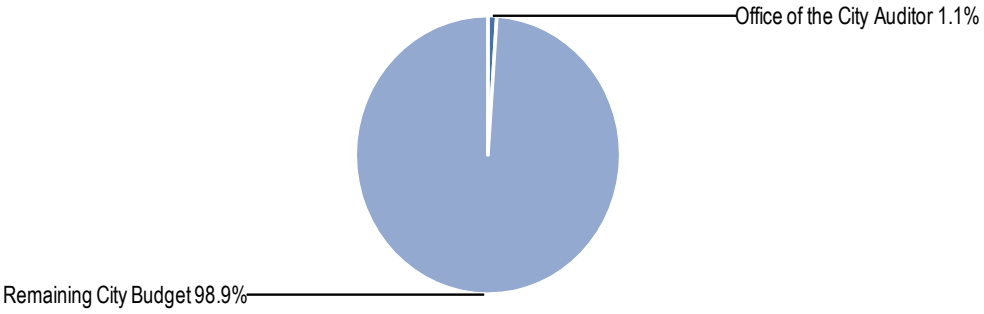
The Auditor's Office FY 2015-16 Adopted Budget includes 50.52 FTEs and a total, all funds budget, of $39.5 million. The program expenses total $10.51 million. The budget includes $56,088 total from General Fund discretionary ($26,016) and General Fund overhead ($30,072) to supplant interagency revenue for Hearings Office code and appeal charges. This change in revenue source is a net zero adjustment to the budget. Also, this change is one-time for FY 2015-16 with the expectation that the Auditor's Office develop a funding model for future fiscal years. Additionally, the FY 2015-16 Adopted Budget includes $55,000 in FY 2014-15 General Fund carryover to continue work on online records management training ($15,000) and to fund potential replacements of outdated software programs ($40,000).

The Auditor's Office manages three funds with FY 2015-16 Adopted Budgets as follows: the Bancroft Bond Interest and Sinking Fund ($19.56 million), the Assessment Collection Fund ($78,978), and the Local Improvement District Fund (10.68 million). The Campaign Finance Fund, which had been managed by the Auditor's Office, was closed at the end of FY 2010-11.

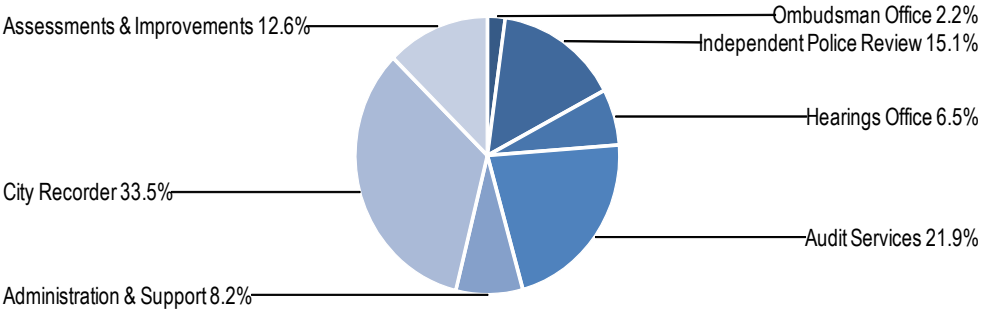
Office of the City Auditor

Elected Officials Service Area
Mary Hull Caballero, City Auditor

Percent of City Budget

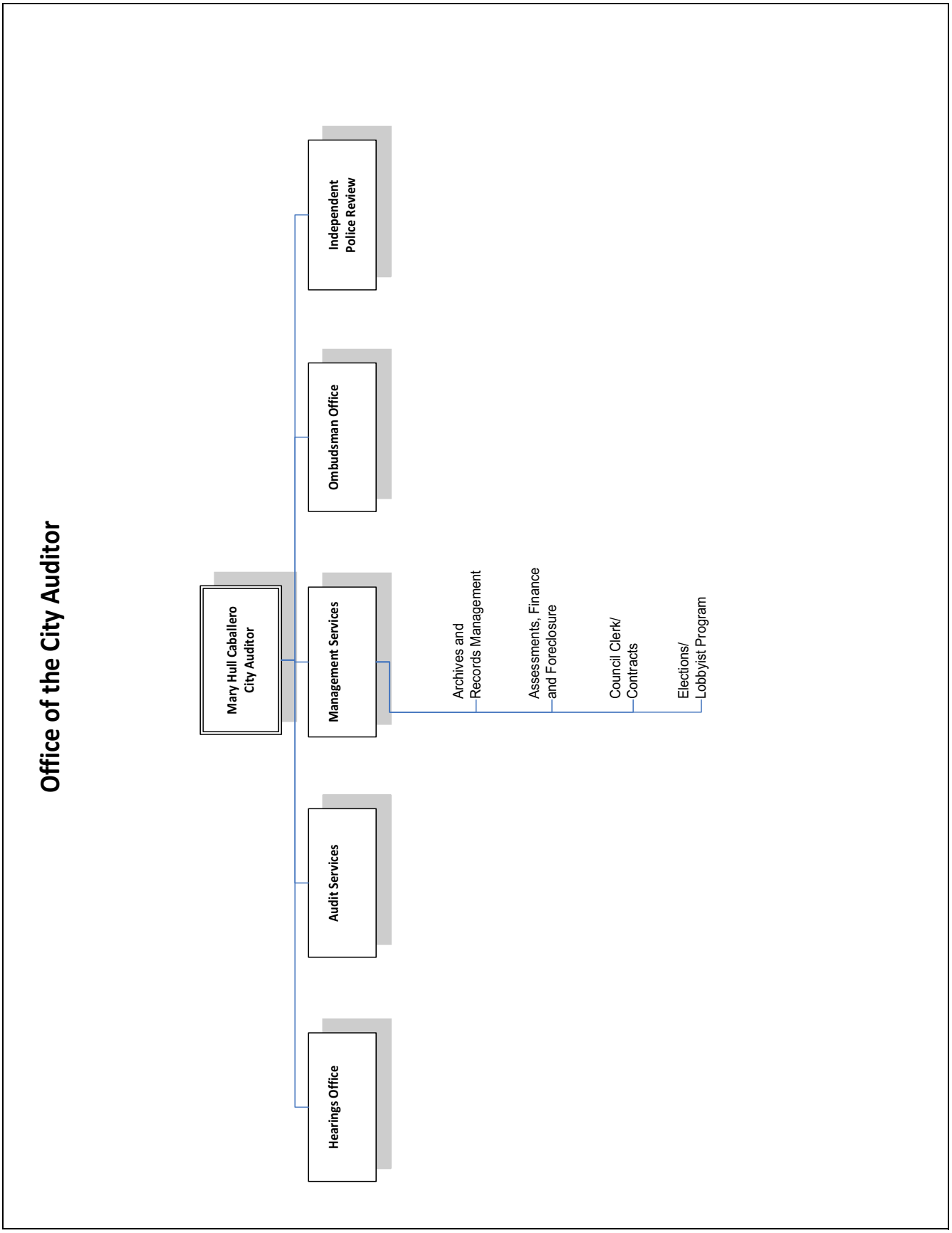


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	43,203,883	39,499,799	(3,704,084)	(8.57)
Capital	0	0	0	0.00
Total Requirements	**43,203,883**	**39,499,799**	**(3,704,084)**	**(8.57)**
Authorized Positions	50.12	50.52	0.40	0.80


Office of the City Auditor
Mary Hull Caballero
City Auditor
Hearings Office
Audit Services
Management Services
Ombudsman Office
Independent
Police Review
Archives and
Records Management
Assessments, Finance
and Foreclosure
Council Clerk/
Contracts
Elections/
Lobbyist Program

Bureau Summary

Bureau Mission

The mission of the City Auditor's Office is to ensure open and accountable government. This is accomplished by conducting independent and impartial reviews that promote efficient, effective, and equitable services and by providing access to City information.

Bureau Overview

The elected City Auditor provides accountability for the use of public resources. City Charter requires the Auditor to be professionally certified and assigns the Auditor a variety of responsibilities, including conducting performance audits, administering City elections, maintaining all official records of the City, overseeing the Council agenda and meetings, and other accountability functions. City Code also authorizes the Auditor to provide civilian oversight of the Portland Police Bureau, impartial hearings of appeals of City decisions, and independent investigations of complaints.

The FY 2015-16 Adopted Budget operating budget for the Auditor's Office totals $9.8 million, which provides funding for a wide range of programs and responsibilities. The remainder of the budget appears in funds managed by the Assessments, Finance & Foreclosure program, which finances both large and small local improvement projects. These figures are displayed as part of the Auditor's Office overall budget in addition to the operating expenses.

Strategic Direction

Equity Initiative: Reduce Barriers to Accessing the Hearings Office

The Hearings Office provides members of the public with a fair and impartial review of City bureau actions. It also provides bureaus with a venue to pursue efficient and effective code enforcement. The Hearings Office acts on behalf of City Council, but resides in the Auditor's Office to ensure its independence and impartiality.

Significant barriers exist that prevent the public and bureaus from accessing the Hearings Office for enforcement appeals and appeals. They include:

- Uneven notification to members of the public of their right to appeal;
- Cost prohibitive hearing fees, running as high as $1,368 and often exceeding the underlying amount in dispute; and
- Lack of a fee waiver for people with limited incomes.

In tandem with a change for how hearings are paid, the Ombudsman's Office division of the Auditor's Office proposed, and the City Council passed legislative, reforms to eliminate all of these barriers, which should make access to the Hearings Office more equitable.

Create Stability in the Auditor's Budget for the Hearings Office

The Hearings Office has been partially funded through a cost-recovery model, which means it must charge City bureaus when a person appeals an action or when a bureau initiates an enforcement hearing. The FY 2015-16 Adopted Budget provides a one year reprieve from a portion of the cost-recovery.

Fee revenue from hearings varies from year to year, but costs to provide the service are mostly fixed. That means funds intended to be used for other Auditor's Office functions are at risk of being shifted to the Hearing Office revenues fall below projections.

This budget provides funding for an interim step to address concerns with the current cost-recovery model by replacing interagency revenue with General Fund discretionary and overhead resources. The office will carefully track changes in the demand for hearings from implementation through the end of the fiscal year.

Summary of Budget Decisions

Adds

Hearings Office Code and Appeal Charges

This budget authorizes the City Auditor's Office to discontinue charging bureaus for code enforcement and appeal hearings in FY 2015-16. With this authorization, financial barriers people may encounter when seeking a fair, impartial hearing of a City action or decision have been removed. The budget for the Hearings Office will supplant the interagency model used to recover costs for hearing and processing these types of cases with an estimated $56,088 of one-time funding from the General Fund discretionary and through overhead charges.

Additionally, code changes brought by the Auditor's Office and effective in the next fiscal year will require minimum appeal notification of appeal rights and a standard, nominal appeal fee to be charged to the public.

These changes may result in an increase in cases to the Hearings Office, which could indicate greater equity and access in the City's overall appeals process.

Carryovers

Records Management Training

Due to delays in the procurement process, $15,000 of one-time General Fund discretionary will be carried over to continue work on the planned online records management training being developed by the Archives and Records Management division.

Software Development

The budget includes a carryover of $40,000 of one-time General Fund discretionary to help fund potential replacements of outdated software programs.

Audit Services

Description

The mission of the Audit Services Division is to promote honest, efficient, effective, and fully accountable City government. The division conducts independent audits in accordance with government auditing standards that provide objective information and recommendations to City elected officials, managers, and the public.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls, and improve the efficiency and effectiveness of City government operations. Since 1985, Audit Services has issued more than 250 audit reports. Recent audits assessed the Portland Streetcar's management structure; provided recommendations for City bureaus to comply with payment card industry standards; reviewed underlying causes of the increased costs for the Bureau of Environmental Services' Columbia Building; and assessed human resources and payroll practices of the Portland Development Commission.

Goals

Audit Services supports the City goal of delivering efficient, effective, and accountable City services and the Auditor's Office goal of improving City accountability and performance by reporting impartial audit results and recommendations to decision-makers and the public.

Performance

Audit Services issued 12 audit reports in FY 2013-14 to help improve the City's public accountability and to identify opportunities for increased efficiency and effectiveness. The goal for FY 2015-16 is 12 reports. In FY 2013-14, the cost per audit hour was $114; the projected cost for FY 2014-15 is $118 per hour, and $122 per hour is the goal in FY 2015-16. In FY 2013-14, City management implemented, or was in the process of implementing, 93% of audit recommendations, exceeding the current goal and industry standard of 85%. The targets reflect the fact that recommendations are made that the City either cannot implement or decides against.

The percentage of recommendations implemented by bureaus reflects Audit Service's value to city management, as well as the real ability for management to make the suggested improvements. The measure of cost per audit hour shows the cost to provide an hour of audit time, which can be reviewed against other audit providers' costs as well as used in forecasting the total audit costs. The number of audits issued is an important measure of office activity and productivity and can be compared year-to-year, as well as measured against other offices and against the number of auditors on staff.

Changes to Services and Activities

The division continues to provide high value to the public and to City government and is consistently the highest ranked of the Auditor's Office programs by the bureau budget advisory committee. No significant changes to staffing or activity level are planned.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	12.80	12.12	12.12	12.12	12.12
Expenditures					
Audit Services	1,624,679	1,693,833	1,670,905	1,802,365	1,802,365
CAFR Audit	302,823	332,313	396,723	396,723	396,723
PDC Audit	124,204	0	0	0	0
Single Audit	90,675	96,972	101,963	101,963	101,963
Total Expenditures	**2,142,381**	**2,123,118**	**2,169,591**	**2,301,051**	**2,301,051**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of audit report recommendations implemented or in process	93%	93%	93%	85%	85%
Efficiency					
Full cost per audit hour	$110	$114	$118	$122	$122
Workload					
Number of audit reports issued	12	13	12	12	12

Independent Police Review

Description

The Independent Police Review (IPR) division is an impartial oversight agency under the authority of the independently elected City Auditor. IPR was created to improve police accountability, promote higher standards of police services, and increase public confidence. IPR receives complaints, reviews and participates in ongoing police administrative investigations, and monitors and reports on complaint status. IPR has the authority to conduct joint or independent investigations when necessary. IPR participates as a voting member of the Police Review Board, which is the body that reviews allegations of police misconduct and recommends discipline. Through IPR's code authority, the City Auditor hires outside experts to review officer-involved shootings and in-custody deaths. Staff in IPR provide assistance to the Citizen Review Committee, which reviews and rules on appeals of investigation findings and advises the Portland Police Bureau.

Goals

The City Auditor's goal is to ensure that IPR carries out its civilian oversight responsibilities in a manner that is professional, unbiased, responsive, and fair. The work of IPR supports the City goal of delivering efficient, effective, and accountable services.

Performance

In FY 2013-14, IPR received 421 complaints; 400 complaints are projected for FY 2015-16. In FY 2013-14, the Auditor's annual community survey reported that 34% of respondents rated IPR's efforts to regulate police conduct as good or very good; the goal for FY 2015-16 is 40%. In FY 2013-14, the median number of days to complete intake investigations was 34, and IPR has set a target of 32 days for FY 2015-16.

Changes to Services and Activities

In November 2012, the City of Portland entered into an agreement with the United States Department of Justice (DOJ) that requires IPR to conduct more in-depth investigations in a much shorter time period. In February 2013, City Council authorized funding to hire additional investigators. As of August 2013, IPR has five highly qualified investigators, all of whom have considerable experience working with individuals experiencing a mental health or emotional crisis.

The intensified investigations and abbreviated timelines required by the agreement increased IPR's workload. IPR has streamlined practices and broadened opportunities for investigators to be out in the community to take complaints. IPR hired an additional support staff member in response to the agreement. IPR has also expanded second-language access to Mandarin and Vietnamese speakers, in addition to Spanish and Russian speakers.

Additional code changes were approved by Council on January 8, 2014, further strengthening IPR's authority and the police oversight system overall. The changes mean that IPR can directly interview officers; deadly use of force reports will be more transparent; disciplinary guidelines will facilitate consistent discipline; and abbreviated timelines for investigations are in place.

U.S. District Court Judge Michael Simon approved the settlement agreement on August 27, 2014. IPR is endeavoring to meet its enumerated obligations under the agreement and work with DOJ staff, who are monitoring progress for the federal government, and the Compliance Officer Community Liaison recently hired to review the City's progress in meeting the agreement's requirements.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	9.80	11.50	11.50	11.50	11.50
Expenditures					
Independent Police Review	1,182,063	1,357,233	1,544,956	1,583,839	1,583,839
Total Expenditures	**1,182,063**	**1,357,233**	**1,544,956**	**1,583,839**	**1,583,839**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Median number of days to complete Independent Police Review intake investigations	38	34	36	32	32
Effectiveness					
Percentage of residents rating Independent Police Review's regulation of Portland Police as good or very good	35%	34%	34%	40%	40%
Workload					
Number of community complaints to Independent Police Review	361	421	379	400	400

Ombudsman Office

Description

The Ombudsman's Office division is an independent, impartial program that receives complaints from the public and City employees about administrative acts of the City. The Ombudsman has the authority to investigate complaints to determine whether the City has acted fairly and reasonably. If a complaint is substantiated, the Ombudsman will work with the complainant and the bureau to find a fair solution and may advocate for systemic changes to policies or procedures to avoid subsequent problems. If a complaint is unfounded, the Ombudsman will explain the reasoning and the implications to the complainant.

The Ombudsman's Office plays a significant role in addressing public concerns, thus avoiding more costly conflicts and increasing trust in government. The Ombudsman promotes government accountability by conducting impartial administrative investigations, identifying areas for systemic reform, targeting outreach to historically underserved communities, and managing the Auditor's anonymous tip line, www.opencitytipline.com, which receives reports of alleged fraud, waste, abuse, and other governmental misconduct.

Goals

The Ombudsman's Office supports the City goal of providing responsive, equitable, and effective municipal services and the Auditor's goals of improving City accountability and providing meaningful oversight of City bureaus. By resolving complaints and making recommendations to improve administrative practices and procedures, the Ombudsman promotes fairness and justice in City government.

Performance

The Ombudsman’s Office responds to more than 400 complaints and conducts targeted outreach. The Ombudsman's Office focuses on investigating complaints that either suggest a system-wide problem or that involve an important principle of good government. For FY 2013-14, the goal was for bureaus to implement at least 60% of the Ombudsman's recommendations; the actual implementation rate was much higher, at 90%. The implementation goal in FY 2015-16 has been increased to 70%.

Changes to Services and Activities

The Ombudsman prioritizes high-impact investigations and has increased efforts to pursue administrative and legislative reform based on the results of those investigations.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	1.50	1.50	1.50	1.50	1.50
Expenditures					
Ombudsman Office	197,694	179,016	227,847	228,467	228,467
Total Expenditures	**197,694**	**179,016**	**227,847**	**228,467**	**228,467**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of Ombudsman's Office recommendations implemented by bureaus	NA	90%	85%	70%	70%
Workload					
Number of complaints and requests to the Ombudsman	420	414	420	370	370

Hearings Office

Description

The Hearings Office provides a forum for public hearings and renders objective decisions based on City Code on matters over which City Council grants it jurisdiction. The office hears cases initiated by a government body against a person or property and cases brought by parties who believe that a governmental determination is not legally or factually correct, offering a venue for the public to appeal where allowed by City Code.

The office provides appeal hearings for City bureaus, conducts hearings on certain types of land use applications, and hears cases pursuant to intergovernmental agreements with other agencies, primarily TriMet.

Goals

The office supports the City goal of delivering efficient, effective, and accountable municipal services and the Auditor's goal of improving City accountability and performance by reporting its independent and impartial reviews, findings, conclusions, and recommendations.

Performance

In FY 2013-14, the Hearings Office processed 696 cases; the estimate for FY 2015-16 is 600 cases, due to the continued trend in declining TriMet exclusion appeals. The number of cases brought to the Hearings Office is very difficult to project.

Changes to Services and Activities

Demand for land use hearings declined during the economic downturn beginning in 2009, but that trend has now reversed and land use hearings are expected to increase next fiscal year. The demand for appeals and code enforcement action is difficult to predict and may be impacted by recent code changes, enforcement policy, and budget decisions. The FY 2015-16 budget authorizes the Auditor's Office to discontinue charging bureaus for some hearings, which may result in an increased caseload. In addition, the recent change requiring minimum notification of appeal rights could also increase the frequency and types of appeal cases, which can be more complex than most other types of cases. Overall, the number of cases may remain the same or decline slightly due to trends in TriMet enforcement action. The office plans to carefully track data over the next fiscal year to inform any additional resource requests.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.90	3.50	3.50	3.90	3.90
Expenditures					
Hearings Office	514,156	513,116	632,858	685,986	685,986
Total Expenditures	**514,156**	**513,116**	**632,858**	**685,986**	**685,986**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Workload					
Number of code, appeal, land use, and tow Hearings Office cases	887	696	630	600	600

City Recorder

Description

The City Recorder function consists of two divisions that develop and maintain accurate and objective documentation of City business and records. These are the Council Clerk/Contracts and the Archives and Records Management divisions.

Council Clerk/Contracts

As the administrator of Council sessions, the Council Clerk staff prepares the agenda, processes ordinances and resolutions, compiles official minutes, and provides easy access to these proceedings. The staff also produces the official versions of City Charter and Code, gives final approval of City contract documents, approves claims for payment against the City, and disburses payments.

Archives and Records Management

Archives and Records Management is responsible for records retention schedules, records storage, confidential records destruction, preservation of historical records, and reference and retrieval services for the public and City employees at the Portland Archives and Records Center. The staff assists elected officials and bureaus in managing their public records legally and efficiently. They help bureaus to develop records retention schedules that meet their needs and give guidance and instruction on public records issues. Archives and Records Management also administers the Efiles/TRIM electronic records management and retention system to ensure that the City's electronic records comply with retention regulations and are easily accessible.

Goals

This program supports the City goal of delivering efficient, effective, and accountable services and the Auditor Office's goal of ensuring open and transparent Council deliberations and access to records.

Performance

In FY 2013-14, the average time to provide Council meeting minutes to the public was 9 months; the division expects to increase this turnaround to an average of three months in FY 2015-16. The increase of a 0.5 OSS II position to 1.0 FTE in the last fiscal year improved the ability of the division to process all Council documents. In FY 2013-14 the Council Clerk spent 203 hours in Council meetings. The estimate for FY 2014-15 is 235 hours, based on current meeting lengths.

In FY 2013-14, the number of Efiles records viewed by the public was 1,070,735 and the projection for FY 2014-15 is 2,212,469 representing a 56% increase in records viewed. The goal for FY 2015-16 is 3,097,456, a 40% increase. In FY 2013-14, the division assisted 937 researchers and expects 1,000 in FY 2015-16. The division also tracks the cost per TRIM transaction; costs were approximately $0.12 for FY 2013-14, and the goal is $0.11 in FY 2015-16.

Changes to Services and Activities

City employees and the public continue to heavily access public documents through TRIM and EFiles (the public access portal of TRIM). Assisting employees and the public with public records requests and research continues at a level which has more than doubled since the Portland Archives Records Center moved to the Portland State University campus in May 2010. Working closely with the City Attorney's Office, Archives and Records Management is working to develop more

effective standards for managing email, and continues its efforts to deploy TRIM to additional bureaus. To improve employees' knowledge and understanding of their public recordkeeping responsibilities and expectations, Archives and Records Management is developing online, interactive records management training and hopes to have it deployed by the end of FY 2015-16.

There are no significant changes in services or activities expected in the Council Clerk/Contracts division.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	14.00	13.50	14.00	14.00	14.00
Expenditures					
Archives & Records Management	2,441,604	2,437,263	2,590,425	2,650,925	2,665,925
Council Clerk & Contracts	726,640	749,887	822,237	857,222	857,222
Total Expenditures	**3,168,244**	**3,187,150**	**3,412,662**	**3,508,147**	**3,523,147**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Annual percentage change in electronic documents viewed through E-files (public portal)	64%	18%	56%	40%	40%
Effectiveness					
Number of electronic documents viewed through E-Files (public portal)	1,265,589	1,070,735	2,212,469	3,097,456	3,097,456
Efficiency					
TRIM transaction cost per record	$0.14	$0.12	$0.11	$0.11	$0.11
Average number of months to make Council meeting minutes available to public	NA	9	6	3	3
Workload					
Number of researchers assisted by Portland Archives & Records Center staff	1,048	937	1,020	1,000	1,000
Number of hours Clerk spends in Council meetings	NA	203	230	235	235

Assessments & Improvements
(Assessments, Finance, and Foreclosure)

Description

The Assessments, Finance & Foreclosure program provides a wide range of services to property owners through special assessments. The program helps plan and finance local improvement projects, such as sewer, street, and sidewalk improvements. The program also assists with code enforcement efforts, such as nuisance abatements and demolitions, assesses penalties, and provides property owners with a variety of financing mechanisms to pay off assessments. The program oversees the Local Improvement District (LID) Fund, the Bancroft Bond Fund, and the Assessment Collection Fund.

The primary objective of the Foreclosure Program is to protect the interest of bondholders and taxpayers by recovering costs incurred by the City. The program staff works closely with the Portland Bureau of Transportation, Bureau of Development Services, Bureau of Environmental Services, Portland Water Bureau, and Portland Parks and Recreation in providing counseling and assistance to property owners regarding their assessments. Staff investigates and conducts research to see if individuals qualify for financial assistance, prepares individual payment plans, and contacts other agencies for assistance as needed.

The funding source for this division is the LID Fund. Expenditures are for staffing, management, and materials and services in the Auditor's Office; an interagency agreement with the Bureau of Revenue and Financial Services for lien collection services, and materials and services, primarily for debt management and enterprise business solutions; and fund transfer from the Assessment Collection Fund.

Goals

The Assessments, Finance & Foreclosure program supports the City's goal of improving the quality of life in the neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers.

Performance

In order to track outcomes of the Foreclosure Program, a new measure will report the annual amount collected in lieu of actual foreclosures. In FY 2013-14, the program collected $1.2 million dollars on liens. The goal for FY 2015-16 is lowered to $850,000, due to the decrease in number of liens placed for housing maintenance cases. In FY 2013-14, there were 3,435 new assessments; the estimate for FY 2015-16 is 1,760. In FY 2013-14, there were 1,916 assessments per staff person; there are 880 estimated for FY 2015-16. Activity level is based on the number, size, scope and timing of projects brought by other bureaus for assessment. Assessments for the Portland Streetcar project are a primary driver of workload.

Changes to Services and Activities

Funding activity will moderate in FY 2015-16 with completion and final assessment of the Portland Streetcar Loop Extension LID projects. Significant budget changes can occur with the sale of the special assessment bonds to finance large LID projects and the increased use of system development charges to pay for City infrastructure.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Expenditures					
Assessments & Improvements	1,313,765	1,270,843	1,643,138	1,325,638	1,325,638
Total Expenditures	**1,313,765**	**1,270,843**	**1,643,138**	**1,325,638**	**1,325,638**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Annual amount recovered in lieu of foreclosure by the Foreclosure Program	$1,750,502	$1,223,348	$900,000	$850,000	$850,000
Efficiency					
Number of assessments per staff person	767	1,916	850	880	880
Workload					
Number of new liens assessed	1,533	3,831	1,699	1,760	1,760

Administration & Support

Description

Administrative Support

The Management Services Division is the Auditor's executive office, providing leadership, accountability, and support for all activities of the bureau. These functions include policy analysis, budgeting, accounting, human resources, timekeeping, maintenance of online presence, purchasing, and information technology projects and systems. This division serves as a contact point for other bureaus and offices in the City.

Direct Public Support

Management Services provides direct support to the public. This division houses the City Elections program, which is responsible for managing elections processes for the City. Management Services also administers the Lobbyist Program, registers lobbying entities, receives and publishes lobbying reports, and maintains the online reporting application. Management Services administers and maintains the repository of the Portland Policy Documents. Staff members review documents that add, delete, and/or amend Citywide policies and makes them available online.

Goals

Management Services helps attain the City's goal of delivering efficient, effective, and accountable municipal services, as well as the Auditor's goal of providing leadership and accountability.

Performance

In FY 2013-14, administrative costs were 7.6% of the total operating budget, meeting the goal of being under 10%. The FY 2015-16 target is 7%. In FY 2013-14, the Elections Officer processed 12 elections filings, including one signature verification process (the largest ever received by the City) and several candidate filings. The Elections Office expects 20 filings during FY 2015-16, when the Office of the Mayor and two Commissioner positions will be on the ballot.

Changes to Services and Activities

The Auditor has initiated efforts to increase the Auditor's Office's focus on equity and access. This work will require support from the Management Services division for coordination, analysis and leadership across the bureau. A general election in the fiscal year will increase the workload of the Elections Officer. Similarly, any referrals to the ballot will have a significant effect on workload. Management Services anticipates that software-related projects, website redesign, coordination of Auditor Hull Caballero's initiatives, and elections-related work will be the primary focus of activities in the division.

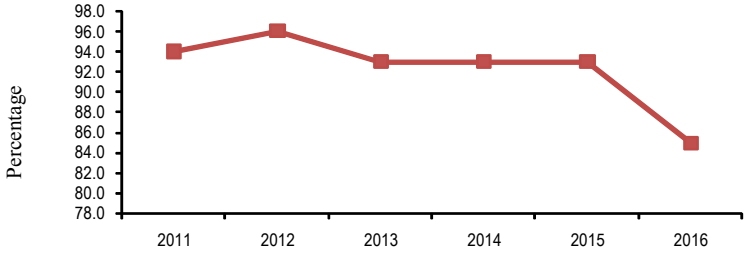
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	4.50	4.50	4.50	4.50	4.50
Expenditures					
Administration & Support	761,634	658,080	713,011	817,735	857,735
Total Expenditures	**761,634**	**658,080**	**713,011**	**817,735**	**857,735**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Efficiency					
Administrative costs as a percentage of total budget: goal is 10% or less	8.8%	7.6%	7.0%	8.0%	8.0%
Workload					
Number of election filings	4	13	3	20	20

Performance Measures

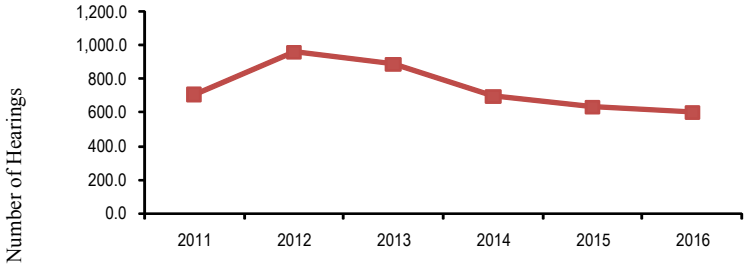
Percent of Audit Recommendations Implemented or in Process

In FY 2013-14, 93% of Audit Service's report recommendations were implemented or in the process of being implemented by City bureaus, exceeding the goal of 85%. The goal for FY 2015-16 remains at 85%, which is within the industry standard.



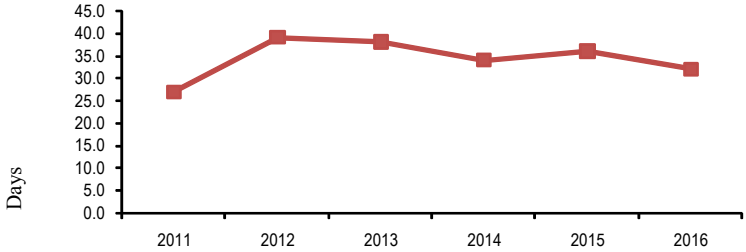
Number of Total Hearings Office Cases

In FY 2013-14, the Hearings Office processed 672 cases, down from the projection of 700 cases for that year. Significant reforms of City Code governing the appeals process passed recently and will take effect in FY 2015-16. These reforms may increase the number of certain types of appeals cases heard by the office. However, the scale and trend of other types of cases may lead to an overall continuing decrease in FY 2015-16, down to a target of 600 cases based on current data.



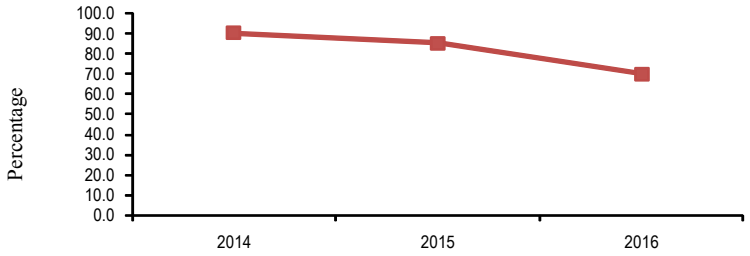
Median Number of Days to Complete IPR Intake Investigations

The Independent Police Review program continues to make progress on completing complaint intake investigations in a timely manner. The median number of days to complete an investigation in FY 2013-14 was 34; the division has set a goal for 32 days in FY 2015-16. While the numer of investigators have increased, so have the requirements for the scope and depth of investigative procedures, per the City's agreement with the Department of Justice.



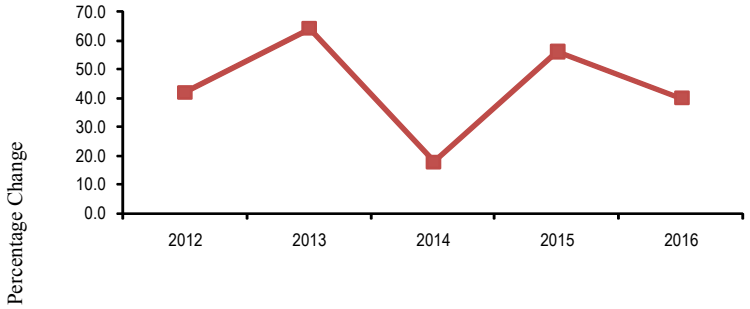
Percentage of Ombudsman's Office Recommendations Implemented by Bureaus

In FY 2013-14 the goal was set to have 60% of the Ombudsman's recommendations implemented by City bureaus. That year, the office reached an actual implementation rate of 90%. The goal for the implementation rate in FY 2015-16 has been increased to 70%.



Annual Percentage Change in Electronic Documents Viewed through E-files (Public Portal)

This measure tracks the percentage change in the number of electronic documents viewed in E-files, the online public portal for City records. The percent change in FY 2013-14 decreased by 18%. It is difficult to predict trends in the number of documents viewed by the public. Based on current views, a 56% increase is projected in FY 2014-15 and a 40% increase is the estimate for FY 2015-16. The overall upward trend in public views of documents through E-files shows a continued increase in public access of City records.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	1,401,238	1,135,810	1,050,775	1,076,341	1,076,341
Bond & Note	965,208	8,448,802	4,377,260	5,370,065	5,370,065
Miscellaneous	8,595,500	19,858,161	7,604,403	7,542,520	7,542,520
Total External Revenues	**10,961,946**	**29,442,773**	**13,032,438**	**13,988,926**	**13,988,926**
Internal Revenues					
General Fund Discretionary	3,210,048	2,636,954	3,936,747	4,077,060	4,102,572
General Fund Overhead	4,122,089	4,999,159	4,654,012	4,712,634	4,742,122
Fund Transfers - Revenue	229	60	64,414	0	0
Interagency Revenue	816,257	730,140	131,566	67,190	67,190
Total Internal Revenues	**8,148,623**	**8,366,313**	**8,786,739**	**8,856,884**	**8,911,884**
Beginning Fund Balance	19,057,312	19,330,207	21,384,706	16,598,989	16,598,989
Total Resources	**$38,167,881**	**$57,139,293**	**$43,203,883**	**$39,444,799**	**$39,499,799**
Requirements					
Bureau Expenditures					
Personnel Services	4,915,738	5,345,801	5,650,560	5,926,165	5,926,165
External Materials and Services	1,276,496	946,577	1,629,524	1,499,446	1,554,446
Internal Materials and Services	3,744,269	3,647,885	3,313,979	3,025,252	3,025,252
Total Bureau Expenditures	**9,936,503**	**9,940,263**	**10,594,063**	**10,450,863**	**10,505,863**
Fund Expenditures					
Debt Service	7,887,767	22,578,704	11,992,244	8,001,626	8,001,626
Contingency	0	0	3,051,056	3,662,579	3,662,578
Fund Transfers - Expense	1,013,404	6,626,676	1,916,594	3,674,221	3,674,222
Debt Service Reserves	0	0	15,649,926	13,655,510	13,655,510
Total Fund Expenditures	**8,901,171**	**29,205,380**	**32,609,820**	**28,993,936**	**28,993,936**
Ending Fund Balance	19,330,207	17,993,650	0	0	0
Total Requirements	**$38,167,881**	**$57,139,293**	**$43,203,883**	**$39,444,799**	**$39,499,799**
Programs					
Administration & Support	761,634	658,080	713,011	817,735	857,735
Assessments & Improvements	1,313,765	1,270,843	1,643,138	1,325,638	1,325,638
Assessments, Finance & Foreclosure	656,566	651,709	250,000	0	0
Audit Services	2,142,381	2,123,118	2,169,591	2,301,051	2,301,051
Campaign Finance	0	(2)	0	0	0
City Recorder	3,168,244	3,187,150	3,412,662	3,508,147	3,523,147
Hearings Office	514,156	513,116	632,858	685,986	685,986
Independent Police Review	1,182,063	1,357,233	1,544,956	1,583,839	1,583,839
Ombudsman Office	197,694	179,016	227,847	228,467	228,467
Total Programs	**9,936,503**	**$9,940,263**	**$10,594,063**	**$10,450,863**	**$10,505,863**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	48,256	74,339	1.00	64,308	1.00	66,948	1.00	66,948
30000433	Administrative Specialist, Sr	44,949	69,181	1.00	57,521	1.00	59,877	1.00	59,877
30000542	Archives & Records Mgmt Spec	44,949	69,181	2.00	111,958	2.00	116,557	2.00	116,557
30000544	Archives & Records Mgmt Spec, Sr	58,573	78,083	2.00	151,072	2.00	156,804	2.00	156,804
30000545	Archivist, City	71,302	95,389	1.00	95,136	1.00	95,325	1.00	95,325
30000551	Audit Services, Director of	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30000558	Auditor, Chief Deputy City	92,976	125,986	1.00	123,516	1.00	125,782	1.00	125,782
30000003	Auditor, City	110,802	110,802	1.00	110,808	1.00	110,808	1.00	110,808
30000448	Business Systems Analyst	61,506	81,994	1.00	81,726	1.00	81,996	1.00	81,996
30000546	Clerk to City Council	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000491	Community Outreach & Informtn Assistant	48,256	74,339	1.00	53,934	1.00	56,148	1.00	56,148
30000492	Community Outreach & Informtn Rep	58,573	78,083	2.00	156,168	2.00	156,168	2.00	156,168
30000553	Complaint Investigator	61,506	81,994	5.00	363,206	5.00	374,496	5.00	374,496
30000547	Council Support & Contracts Supervisor	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000568	Financial Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000552	Foreclosure Program Manager	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000028	Hearings Clerk	46,717	61,443	2.00	121,530	2.00	122,880	2.00	122,880
30000598	Hearings Officer	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30000556	IPR Program Manager	92,976	125,986	1.00	114,353	1.00	119,038	1.00	119,038
30000555	IPR Program Manager, Assistant	74,734	100,443	1.00	91,212	1.00	94,633	1.00	94,633
30000451	Management Analyst	61,506	81,994	2.00	153,900	2.00	156,360	2.00	156,360
30000452	Management Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000450	Management Assistant	48,256	74,339	2.00	128,910	2.00	134,194	2.00	134,194
30000550	Management Auditor, Principal	74,734	100,443	2.00	200,880	2.00	200,880	2.00	200,880
30000549	Management Auditor, Sr	67,850	90,605	7.00	601,956	7.00	619,907	7.00	619,907
30000012	Office Support Specialist II	33,738	48,443	2.00	79,128	2.00	83,370	2.00	83,370
30000013	Office Support Specialist III	43,160	57,200	2.00	100,368	2.00	100,368	2.00	100,368
30000554	Ombudsman, City	80,413	107,099	1.00	89,640	1.00	93,312	1.00	93,312
30000543	Records Management Specialist	61,506	81,994	1.00	86,100	1.00	86,132	1.00	86,132
TOTAL FULL-TIME POSITIONS				48.00	3,833,702	48.00	3,908,355	48.00	3,908,355
30000598	Hearings Officer	92,976	125,986	0.50	45,756	0.90	83,676	0.90	83,676
30000555	IPR Program Manager, Assistant	74,734	100,443	0.50	42,499	0.50	44,245	0.50	44,245
30000549	Management Auditor, Sr	67,850	90,605	1.12	90,408	1.12	93,807	1.12	93,807
TOTAL PART-TIME POSITIONS				2.12	178,663	2.52	221,728	2.52	221,728
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				50.12	4,012,365	50.52	4,130,083	50.52	4,130,083

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.

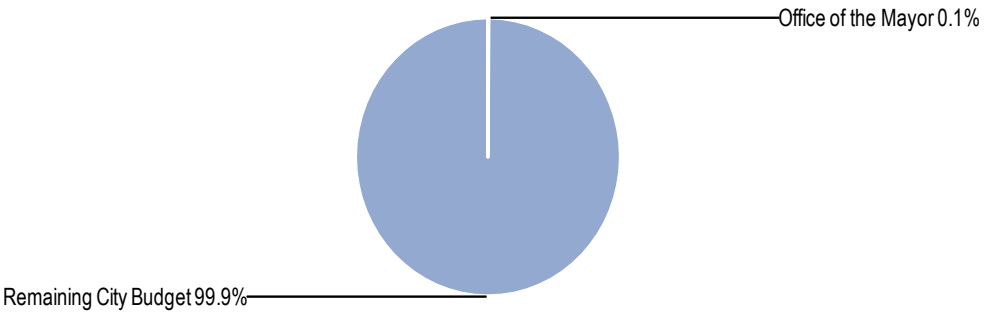
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	10,455,560	0	10,455,560	50.52	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	Hearings Office revenue realignment
Approved Budget Additions and Reductions					
	0	15,000	15,000	0.00	Carryover - records management training
	0	40,000	40,000	0.00	Carryover - software updates
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**50,303**	**50,303**	**0.00**	**Total FY 2015-16 Decision Packages**
			10,505,863	**50.52**	**Total Adopted Budget**

Office of the Mayor

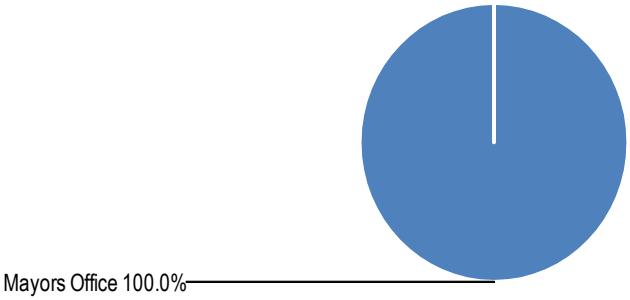
Elected Officials Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	3,025,642	3,294,581	268,939	8.89
Capital	0	0	0	0.00
Total Requirements	**3,025,642**	**3,294,581**	**268,939**	**8.89**
Authorized Positions	17.00	17.00	0.00	0.00

Bureau Summary

Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2015-16 Adopted Budget for the Mayor's Office reflects this by dedicating staff and programs to address the concerns of Portland residents and City bureaus.

Bureau Assignments

Mayor Hales has taken the following City bureaus into his portfolio:

- Bureau of Planning & Sustainability
- City Budget Office
- Fire & Police Disability & Retirement
- Portland Development Commission
- Portland Police Bureau
- Office of City Attorney
- Office of Equity & Human Rights
- Office of Management & Finance
- Office of Neighborhood Involvement
- Office of Government Relations

In addition, the Mayor has the following liaison responsibilities:

- Business Licenses Board of Appeals
- Human Rights Commission
- Fire & Police Disability & Retirement Board
- Metro Policy Advisory Committee
- Metro Solid Waste Advisory Committee
- Multnomah Youth Commission
- New Portlander Advisory Council
- Office of Film & Video
- Office of Youth Violence Prevention
- Planning & Sustainability Commission
- Portland Commission on Disability
- Portland Harbor Superfund
- Public Involvement Advisory Council
- Rose Festival Association
- Sister Cities

Summary of Budget Decisions

Adds

Ongoing COCL & COAB Support

The FY 2015-16 Adopted Budget includes $369,316 in ongoing General Fund resources to fund Compliance Officer and Community Liaison (COCL) contract costs, program support expenses, and support for the Community Oversight Advisory Board (COAB). Additionally, there is carryover of $22,490 of unspent balance in FY 2014-15.

City Hall Technology Improvements

The FY 2015-16 Adopted Budget includes $100,000 in one-time General Fund resources for technology improvements at City Hall. This funding is transferred to the Office of Management and Finance - Facilities Services to carry out the work.

SummerWorks Support

The FY 2015-16 Adopted Budget includes $135,000 in one-time General Fund resources to support the SummerWorks youth employment program.

Realignments

Realign COCL Funds from City Attorney

The management of the Compliance Officer and Community Liaison program has shifted to the Mayor's Office. This realignment includes $265,000 in ongoing General Fund resources from the City Attorney's Office, where the funding has previously resided.

Realign BMA Funds to OEHR

In FY 2014-15, the Mayor’s Office received $100,000 in ongoing funding for the Black Male Achievement (BMA) initiative. The management of this initiative, along with the funding, is transferred to the Office of Equity and Human Rights.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	213	0	0	0	0
Intergovernmental	122,554	35,392	0	0	0
Miscellaneous	9,816	408	0	0	0
Total External Revenues	**132,583**	**35,800**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,941,744	721,374	1,880,621	2,055,960	2,078,450
General Fund Overhead	1,380,418	1,666,553	1,145,021	1,216,131	1,216,131
Interagency Revenue	605,543	0	0	0	0
Total Internal Revenues	**3,927,705**	**2,387,927**	**3,025,642**	**3,272,091**	**3,294,581**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$4,060,288**	**$2,423,727**	**$3,025,642**	**$3,272,091**	**$3,294,581**
Requirements					
Bureau Expenditures					
Personnel Services	1,905,563	1,370,239	1,711,340	1,764,695	1,764,695
External Materials and Services	1,760,887	776,317	1,000,900	1,215,685	1,138,175
Internal Materials and Services	372,338	281,552	313,402	291,711	291,711
Total Bureau Expenditures	**4,038,788**	**2,428,108**	**3,025,642**	**3,272,091**	**3,194,581**
Fund Expenditures					
Fund Transfers - Expense	21,500	0	0	0	100,000
Total Fund Expenditures	**21,500**	**0**	**0**	**0**	**100,000**
Ending Fund Balance	0	(4,381)	0	0	0
Total Requirements	**$4,060,288**	**$2,423,727**	**$3,025,642**	**$3,272,091**	**$3,294,581**
Programs					
Mayor's Office	3,611,149	2,002,634	3,023,842	3,272,091	3,194,581
Mayor's Office - Public Safety	427,639	425,474	1,800	0	0
Total Programs	**4,038,788**	**$2,428,108**	**$3,025,642**	**$3,272,091**	**$3,194,581**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	39,042	60,112	1.00	40,584	1.00	42,250	1.00	42,250
30000005	Commissioner's Staff Rep	49,587	90,626	13.00	880,107	13.00	904,574	13.00	904,574
30000001	Mayor	131,560	131,560	1.00	131,556	1.00	131,556	1.00	131,556
30000008	Mayor's Chief of Staff	95,950	119,933	1.00	119,928	1.00	119,928	1.00	119,928
30000007	Mayor's Deputy Chief of Staff	79,685	99,611	1.00	80,244	1.00	83,532	1.00	83,532
TOTAL FULL-TIME POSITIONS				17.00	1,252,419	17.00	1,281,840	17.00	1,281,840
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				17.00	1,252,419	17.00	1,281,840	17.00	1,281,840

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.

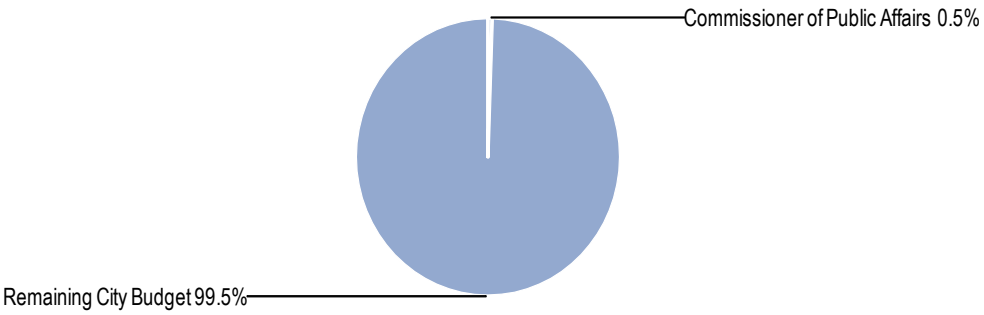
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	2,514,811	0	2,514,811	17.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	369,316	0	369,316	0.00	Ongoing COCL & COAB support
	0	135,000	135,000	0.00	Summer Works program
	265,000	0	265,000	0.00	Realign COCL funds from City Attorney's Office
	(100,000)	0	(100,000)	0.00	Realign BMA funds to OEHR
	(12,036)	0	(12,036)	0.00	Cost of living adjustment
Approved Budget Additions and Reductions					
	0	22,490	22,490	0.00	Carryover: COCL support
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	522,280	**157,490**	**679,770**	**0.00**	**Total FY 2015-16 Decision Packages**
			3,194,581	**17.00**	**Total Adopted Budget**

Commissioner of Public Affairs

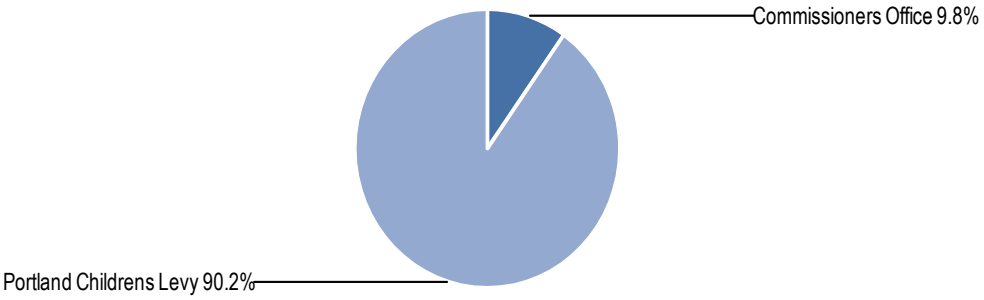
Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	14,326,290	18,961,642	4,635,352	32.36
Capital	0	0	0	0.00
Total Requirements	**14,326,290**	**18,961,642**	**4,635,352**	**32.36**
Authorized Positions	14.48	14.48	0.00	0.00

Bureau Summary

Bureau Overview

The Office of the Commissioner of Public Affairs is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus and liaison responsibilities. The financial tables in this document include financial information on the Children's Levy Fund.

Bureau Assignments

The Commissioner of Public Affairs is responsible for the following bureaus:

- Portland Housing Bureau
- Portland Fire & Rescue
- Portland Children's Investment Fund (Children's Levy)

In addition, the Commissioner has the following liaison responsibilities:

- Gateway Center for Domestic Violence Services
- League of Oregon Cities
- Travel Portland
- Home Forward
- Visitors Development Fund

Summary of Budget Requests

Adds

Additional Support for Gateway Center

The FY 2015-16 Adopted Budget includes $120,000 in ongoing General Fund resources to provide additional support to the Gateway Center for Domestic Violence Services.

Portland Children's Levy

Description

The purpose of the Portland Children's Levy is to prevent childhood hunger, to help children arrive at school ready to learn, to provide safe and constructive after-school alternatives for students, to prevent child abuse and neglect, and to help children in foster care succeed.

Goals

The Portland Children's Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a five-year property tax levy, most recently approved by voters in 2013, and is estimated to provide $13.7 million in FY 2015-16. The Children's Investment Fund is projected to have a fund balance of $3,157,000 on July 1, 2015. Funding categories, as provided in the ballot measure language, are:

- Early Childhood
- Child Abuse Prevention and Intervention
- After School
- Mentoring
- Foster Care
- Hunger Relief

Performance

Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. An Allocation Committee awards grants through a competitive process. The Allocation Committee consists of a City of Portland Commissioner, a Multnomah County Commissioner, a member of the Portland Business Alliance, and one member appointed by the City and County respectively. Under provisions of the Levy, no more than 5% of the fund may be spent for expenses associated with administering the fund. The fund is audited annually to ensure this requirement is met.

In FY 2014-15, the Allocation Committee chose 59 grants to fund for three years, beginning July 1, 2014. The total of these grants is $32.9 million. These grants average $11 million per year.

The Children's Levy Allocation Committee plans to make additional grant awards to begin in FY 2015-16.

Changes to Services and Activities

Services and activities for the Children's Levy are substantially similar to those in prior years.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.66	3.66	3.93	3.93	3.93
Expenditures					
Administration & Support	728,466	547,544	603,426	670,246	670,246
Investing in Children	8,752,236	8,260,699	11,460,359	15,960,359	15,960,359
Portland Children's Levy	0	217	0	0	0
Total Expenditures	**9,480,702**	**8,808,460**	**12,063,785**	**16,630,605**	**16,630,605**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of children served	12,088	8,708	10,000	10,000	10,000
Efficiency					
Administrative cost as percentage of cumulative tax revenue	4.8%	4.9%	5.0%	5.0%	5.0%
Workload					
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	65	57	59	59	59

Commissioner's Office

Description

The Office of the Commissioner of Public Affairs supports and assists in the management of initiatives and priorities set forth by the Commissioner. The program also contains the budget and staff for the Gateway Center for Domestic Violence Services.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	10.90	10.55	10.55	10.55	10.55
Expenditures					
Commissioner's Office	1,225,587	927,925	967,147	1,004,957	1,004,957
Domestic Violence	432,568	646,141	831,608	801,350	801,350
Total Expenditures	**1,658,155**	**1,574,066**	**1,798,755**	**1,806,307**	**1,806,307**

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Taxes	10,005,068	9,552,473	10,514,535	13,997,967	13,997,967
Charges for Services	695	0	0	0	0
Intergovernmental	172,656	82,394	27,000	37,000	37,000
Miscellaneous	18,616	30,881	15,863	12,636	12,636
Total External Revenues	**10,197,035**	**9,665,748**	**10,557,398**	**14,047,603**	**14,047,603**
Internal Revenues					
General Fund Discretionary	1,061,553	1,008,686	1,244,131	1,217,859	1,217,859
General Fund Overhead	595,907	524,058	511,761	538,812	538,812
Fund Transfers - Revenue	1,456	0	0	0	0
Total Internal Revenues	**1,658,916**	**1,532,744**	**1,755,892**	**1,756,671**	**1,756,671**
Beginning Fund Balance	988,715	1,509,783	2,013,000	3,157,368	3,157,368
Total Resources	**$12,844,666**	**$12,708,275**	**$14,326,290**	**$18,961,642**	**$18,961,642**
Requirements					
Bureau Expenditures					
Personnel Services	1,426,674	1,503,195	1,663,680	1,707,501	1,707,501
External Materials and Services	9,697,939	8,743,102	12,026,126	16,537,020	16,537,020
Internal Materials and Services	185,270	162,703	172,734	192,391	192,391
Total Bureau Expenditures	**11,309,883**	**10,409,000**	**13,862,540**	**18,436,912**	**18,436,912**
Fund Expenditures					
Contingency	0	0	438,750	499,730	499,730
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
Total Fund Expenditures	**25,000**	**25,000**	**463,750**	**524,730**	**524,730**
Ending Fund Balance	1,509,783	2,274,275	0	0	0
Total Requirements	**$12,844,666**	**$12,708,275**	**$14,326,290**	**$18,961,642**	**$18,961,642**
Programs					
Commissioner's Office	1,658,155	1,574,066	1,798,755	1,806,307	1,806,307
Mayor's Office - Public Safety	171,026	26,474	0	0	0
Portland Children's Levy	9,480,702	8,808,460	12,063,785	16,630,605	16,630,605
Total Programs	**11,309,883**	**$10,409,000**	**$13,862,540**	**$18,436,912**	**$18,436,912**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	110,802	110,802	1.00	110,808	1.00	110,808	1.00	110,808
30000004	Commissioner's Admin Support Specialist	39,042	60,112	3.00	138,330	3.00	141,668	3.00	141,668
30000006	Commissioner's Chief of Staff	84,198	111,925	1.00	111,462	1.00	111,924	1.00	111,924
30000005	Commissioner's Staff Rep	49,587	90,626	5.00	384,666	5.00	400,111	5.00	400,111
TOTAL FULL-TIME POSITIONS				10.00	745,266	10.00	764,511	10.00	764,511
30000010	Children's Levy Commissioner's Staff Rep	80,413	107,099	3.93	371,729	3.93	380,995	3.93	380,995
30000004	Commissioner's Admin Support Specialist	39,042	60,112	0.55	21,468	0.55	21,468	0.55	21,468
TOTAL PART-TIME POSITIONS				4.48	393,197	4.48	402,463	4.48	402,463
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				14.48	1,138,463	14.48	1,166,974	14.48	1,166,974

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.

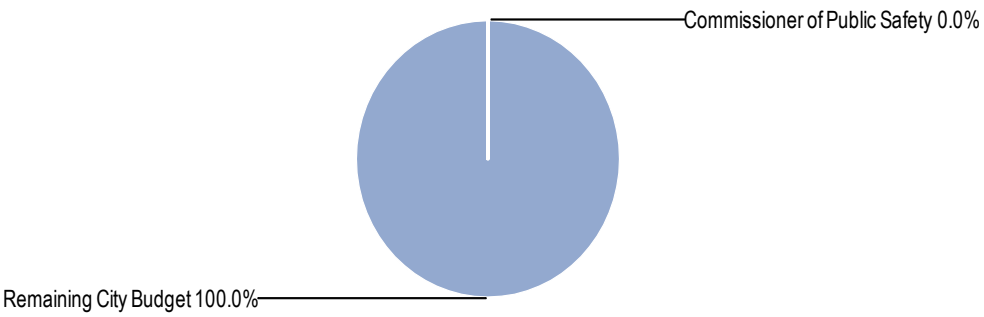
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	18,316,912	0	18,316,912	14.48	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	120,000	120,000	0.00	Gateway Legal Services
Approved Budget Additions and Reductions					
	120,000	(120,000)	0	0.00	Gateway Legal Services
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	120,000	**0**	**120,000**	**0.00**	**Total FY 2015-16 Decision Packages**
			18,436,912	**14.48**	**Total Adopted Budget**

Commissioner of Public Safety

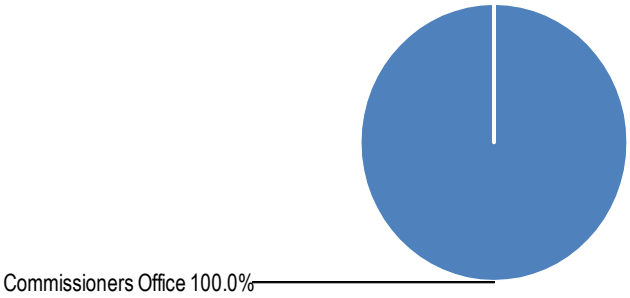
Elected Officials Service Area

Steve Novick, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	951,326	1,004,957	53,631	5.64
Capital	0	0	0	0.00
Total Requirements	**951,326**	**1,004,957**	**53,631**	**5.64**
Authorized Positions	8.00	8.00	0.00	0.00

Bureau Summary

Bureau Overview

The Commissioner of Public Safety is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members. As a whole, the Council promotes a livable and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. The Commissioner provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

The Commissioner of Public Safety is responsible for the following bureaus:

- Portland Bureau of Transportation
- Portland Bureau of Emergency Management
- Bureau of Emergency Communications

In addition, the Commissioner has the following liaison responsibilities:

- Joint Policy Advisory Committee on Transportation (JPACT)
- Portland Streetcar, Inc.
- Southwest Corridor Plan Steering Committee
- Regional Emergency Management Group
- BOEC Users Group
- BOEC Finance Committee
- Socially Responsible Investments Committee
- Taxicab Board of Review
- Towing Board of Review
- Outer Powell Transportation Safety Project Decision Committee
- Greater Portland Traffic Incident Management Project Convener
- Powell-Division Transit and Development Steering Committee

Summary of Budget Decisions

The Commissioner of Public Safety did not request any decision packages.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	0	0	188	0	0
Total External Revenues	**0**	**0**	**188**	**0**	**0**
Internal Revenues					
General Fund Discretionary	165,683	266,749	439,140	466,145	466,145
General Fund Overhead	485,052	524,057	511,998	538,812	538,812
Total Internal Revenues	**650,735**	**790,806**	**951,138**	**1,004,957**	**1,004,957**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$650,735**	**$790,806**	**$951,326**	**$1,004,957**	**$1,004,957**
Requirements					
Bureau Expenditures					
Personnel Services	496,139	649,147	791,030	852,326	852,326
External Materials and Services	31,736	41,370	37,301	40,158	40,158
Internal Materials and Services	113,360	100,289	122,995	112,473	112,473
Total Bureau Expenditures	**641,235**	**790,806**	**951,326**	**1,004,957**	**1,004,957**
Fund Expenditures					
Fund Transfers - Expense	9,500	0	0	0	0
Total Fund Expenditures	**9,500**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$650,735**	**$790,806**	**$951,326**	**$1,004,957**	**$1,004,957**
Programs					
Commissioner's Office	641,235	790,806	951,326	1,004,957	1,004,957
Total Programs	**641,235**	**$790,806**	**$951,326**	**$1,004,957**	**$1,004,957**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000002	Commissioner	110,802	110,802	1.00	110,808	1.00	110,808	1.00	110,808
30000004	Commissioner's Admin Support Specialist	39,042	60,112	1.00	42,012	1.00	43,452	1.00	43,452
30000006	Commissioner's Chief of Staff	84,198	111,925	1.00	111,924	1.00	111,924	1.00	111,924
30000005	Commissioner's Staff Rep	49,587	90,626	4.00	258,143	4.00	268,735	4.00	268,735
TOTAL FULL-TIME POSITIONS				7.00	522,887	7.00	534,919	7.00	534,919
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000005	Commissioner's Staff Rep	49,587	90,626	1.00	49,800	1.00	51,500	1.00	51,500
TOTAL LIMITED TERM POSITIONS				1.00	49,800	1.00	51,500	1.00	51,500
GRAND TOTAL				8.00	572,687	8.00	586,419	8.00	586,419

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.

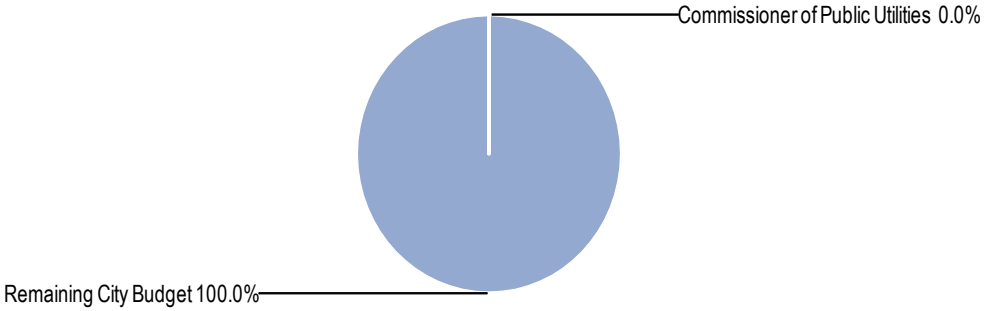
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	1,010,082	0	1,010,082	8.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(5,125)	(5,125)	0.00	Cost of living adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**(5,125)**	**(5,125)**	**0.00**	**Total FY 2015-16 Decision Packages**
			1,004,957	**8.00**	**Total Adopted Budget**

Commissioner of Public Utilities

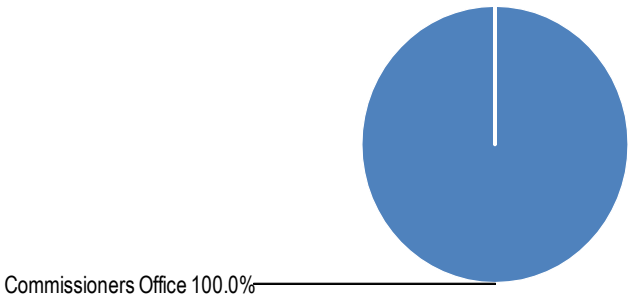
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	1,010,216	1,042,457	32,241	3.19
Capital	0	0	0	0.00
Total Requirements	**1,010,216**	**1,042,457**	**32,241**	**3.19**
Authorized Positions	7.00	8.00	1.00	14.29

Bureau Summary

Bureau Overview

The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus. The priorities of Commissioner Fritz, the Commissioner of Public Utilities are: providing basic services in every neighborhood, expanding living-wage jobs, and promoting community through neighborhood engagement, schools, and parks - all using mechanisms that promote increased equity for Portland and Portlanders.

- Commissioner Fritz is focused on ensuring Portland has 95 safe, livable neighborhoods with basic urban services. She works to provide stable and sufficient funding for emergency services, safe streets, crime prevention, reliable utilities, and livable neighborhoods. The Commissioner believes protection of human rights, services for people with disabilities, and community engagement are basic services.
- Commissioner Fritz, as part of her job, manages and directs the coordination of Portland Parks & Recreation services and the Bureau of Development Services operations and management.
- Commissioner Fritz is committed to continuing her leadership in community engagement; customer service; and helping citizens, staff, and elected officials work together to achieve equity in access to services and jobs, and equitable outcomes in fees and rates that affect Portlanders.
- Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the Metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.
- Commissioner Fritz is particularly passionate about serving the most vulnerable people in our community, including at-risk students, survivors of human trafficking, people living outside, and people experiencing mental illnesses.

Bureau Assignments

The Commissioner of Public Utilities is responsible for the following bureaus:

- Portland Parks & Recreation
- Bureau of Development Services

In addition, the commissioner has the following liaison responsibilities:

- BDS Adjustment Committee
- Building Board of Appeals
- Liaison to Multnomah County Animal Control
- Design Commission
- Historic Landmarks Commission
- Urban Forestry Commission
- Golf Advisory Committee
- Portland International Raceway Advisory Committee
- Council Lead on the City Coordinating Committee addressing the Department of Justice Settlement

- Protected Sick Time ordinance implementation
- Portland Parks Board

Summary of Budget Decisions

Adds

Protected Sick Time

The FY 2015-16 Adopted Budget includes $37,500 in one-time General Fund resources for a contract with the State of Oregon Bureau of Labor and Industries to enforce Protected Sick Time ordinances in the City of Portland. The budget includes funding necessary to continue public information and outreach, advertising, and other implementation requirements for the program should the Oregon State Legislature not enact statewide sick time laws on par with the City of Portland Sick Time Program.

Commissioner's Staff Representative

The FY 2015-16 Adopted Budget includes one additional permanent Commissioner's Staff Representative position. The additional position will assist with the distribution of workload and it is funded within existing resources in the Commissioner's Office.

Commissioner's Office

Description

The Office of the Commissioner of Public Utilities supports and assists in the management of initiatives and priorities set forth by the Commissioner. The Office also contains the Protected Sick Leave program.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	8.00	7.00	7.00	8.00	8.00
Expenditures					
Commissioner's Office	842,797	914,513	951,070	1,004,957	1,004,957
Protected Sick Time	0	0	59,146	37,500	37,500
Total Expenditures	**842,797**	**914,513**	**1,010,216**	**1,042,457**	**1,042,457**

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	191,324	390,463	498,255	503,645	503,645
General Fund Overhead	500,800	524,057	511,961	538,812	538,812
Interagency Revenue	150,673	(7)	0	0	0
Total Internal Revenues	**842,797**	**914,513**	**1,010,216**	**1,042,457**	**1,042,457**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$842,797**	**$914,513**	**$1,010,216**	**$1,042,457**	**$1,042,457**
Requirements					
Bureau Expenditures					
Personnel Services	710,199	737,927	791,155	817,342	817,342
External Materials and Services	6,388	45,200	104,333	89,620	89,620
Internal Materials and Services	126,210	131,386	114,728	135,495	135,495
Total Bureau Expenditures	**842,797**	**914,513**	**1,010,216**	**1,042,457**	**1,042,457**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$842,797**	**$914,513**	**$1,010,216**	**$1,042,457**	**$1,042,457**
Programs					
Commissioner's Office	842,797	914,513	1,010,216	1,042,457	1,042,457
Total Programs	**842,797**	**$914,513**	**$1,010,216**	**$1,042,457**	**$1,042,457**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	110,802	110,802	1.00	110,808	1.00	110,808	1.00	110,808
30000004	Commissioner's Admin Support Specialist	39,042	60,112	2.00	78,543	2.00	81,374	2.00	81,374
30000006	Commissioner's Chief of Staff	84,198	111,925	1.00	68,762	1.00	71,578	1.00	71,578
30000005	Commissioner's Staff Rep	49,587	90,626	3.00	242,784	4.00	302,308	4.00	302,308
TOTAL FULL-TIME POSITIONS				7.00	500,897	8.00	566,068	8.00	566,068
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				7.00	500,897	8.00	566,068	8.00	566,068

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.

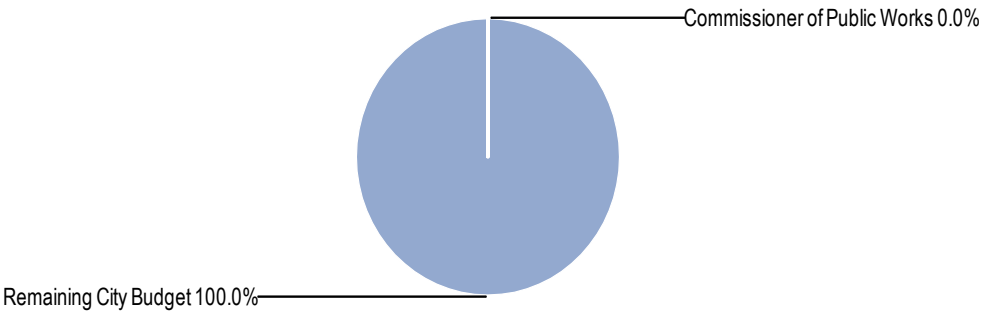
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	1,010,082	0	1,010,082	7.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	1.00	Commissioner Staff Representative position
	0	(5,125)	(5,125)	0.00	Cost of living adjustment
	0	37,500	37,500	0.00	Protected sick time
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**32,375**	**32,375**	**1.00**	**Total FY 2015-16 Decision Packages**
			1,042,457	**8.00**	**Total Adopted Budget**

Commissioner of Public Works

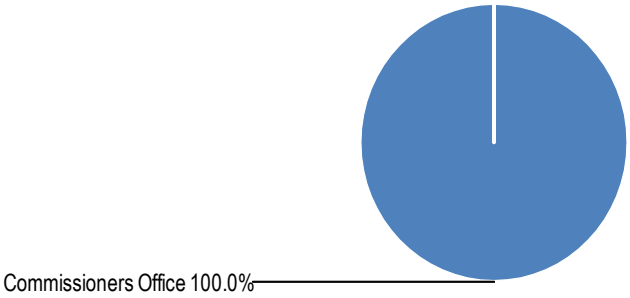
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	958,530	1,004,957	46,427	4.84
Capital	0	0	0	0.00
Total Requirements	**958,530**	**1,004,957**	**46,427**	**4.84**
Authorized Positions	8.90	8.50	(0.40)	(4.49)

Bureau Summary

Bureau Overview

The Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

The Commissioner of Public Works is responsible for the following bureaus:

- Bureau of Environmental Services
- Portland Water Bureau
- Bureau of Hydroelectric Power

In addition, the Commissioner has the following liaison responsibilities:

- Elders in Action
- Regional Arts & Culture Council
- Venture Portland
- Regional Water Consortium Board
- Portland Utility Review Board

Summary of Budget Requests

The Commissioner of Public Works did not request any decision packages.

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	55	306	0	0	0
Total External Revenues	**55**	**306**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	259,169	352,891	446,590	466,145	466,145
General Fund Overhead	513,292	524,057	511,940	538,812	538,812
Interagency Revenue	100,000	0	0	0	0
Total Internal Revenues	**872,461**	**876,948**	**958,530**	**1,004,957**	**1,004,957**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$872,516**	**$877,254**	**$958,530**	**$1,004,957**	**$1,004,957**
Requirements					
Bureau Expenditures					
Personnel Services	737,056	762,290	809,673	844,061	844,061
External Materials and Services	10,729	6,763	18,106	33,622	33,622
Internal Materials and Services	124,731	108,201	130,751	127,274	127,274
Total Bureau Expenditures	**872,516**	**877,254**	**958,530**	**1,004,957**	**1,004,957**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$872,516**	**$877,254**	**$958,530**	**$1,004,957**	**$1,004,957**
Programs					
Commissioner's Office	872,516	877,254	958,530	1,004,957	1,004,957
Total Programs	**872,516**	**$877,254**	**$958,530**	**$1,004,957**	**$1,004,957**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000002	Commissioner	110,802	110,802	1.00	110,808	1.00	110,808	1.00	110,808
30000004	Commissioner's Admin Support Specialist	39,042	60,112	1.00	39,840	1.00	41,478	1.00	41,478
30000006	Commissioner's Chief of Staff	84,198	111,925	1.00	110,566	1.00	111,924	1.00	111,924
30000005	Commissioner's Staff Rep	49,587	90,626	5.00	311,603	5.00	322,206	5.00	322,206
TOTAL FULL-TIME POSITIONS				8.00	572,817	8.00	586,416	8.00	586,416
30000005	Commissioner's Staff Rep	49,587	90,626	0.90	25,056	0.50	24,792	0.50	24,792
TOTAL PART-TIME POSITIONS				0.90	25,056	0.50	24,792	0.50	24,792
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.90	597,873	8.50	611,208	8.50	611,208

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.

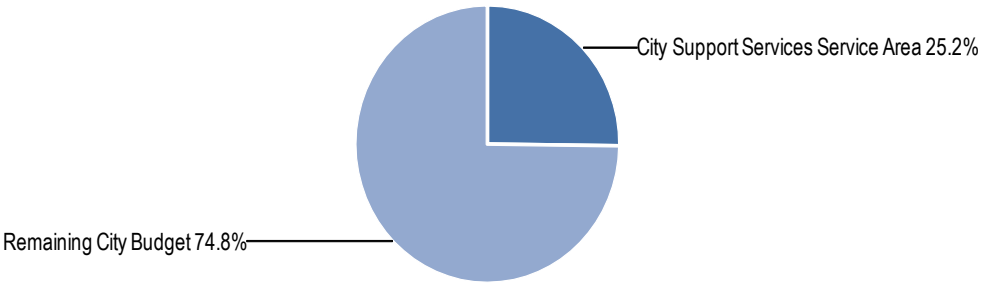
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	1,010,082	0	1,010,082	8.50	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	(5,125)	(5,125)	0.00	Cost of living adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**(5,125)**	**(5,125)**	**0.00**	**Total FY 2015-16 Decision Packages**
			1,004,957	**8.50**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

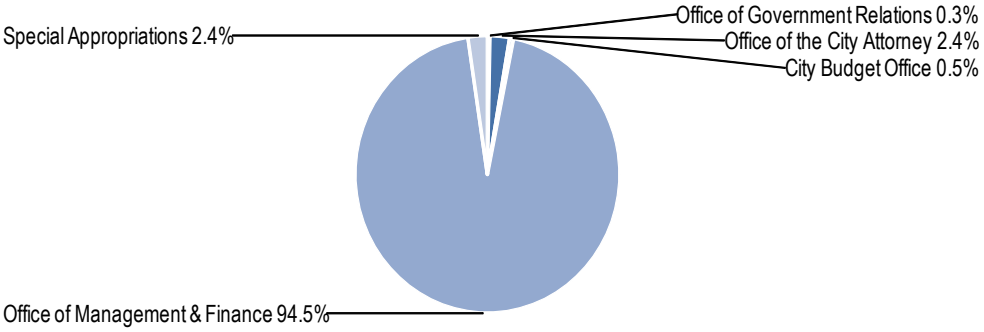
City Support Services Service Area

- Office of the City Attorney
- City Budget Office
- Office of Government Relations
- Office of Management & Finance
- Special Appropriations

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	454,553,559	471,909,248	17,355,689	3.82
Capital	47,127,112	23,059,054	(24,068,058)	(51.07)
Total Requirements	**501,680,671**	**494,968,302**	**(6,712,369)**	**(1.34)**
Authorized Positions	715.98	724.68	8.70	1.22

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, City Budget Office, the Office of Government Relations, and the Office of Management & Finance (OMF).

Major Themes

City Budget Office

The City Budget Office was created by Council on December 12, 2012. The bureau's FY 2015-16 Adopted Budget is $2.38 million. The budget includes $131,558 of on-going resources to support a new performance management analysts, $200,418 to support the City's new PUB, and $7,500 carried over from FY 2014-15 for a Kaizen Event related to the City's budget process.

Office of the City Attorney

The FY 2015-16 Adopted Budget for the City Attorney’s Office is $11.8 million. The FY 2015-16 Adopted Budget includes $97,000 to support an additional an additional position focusing on public and legal records request compliance. It also includes a $100,000 of one-time resources dedicated to "Ban the Box Implementation," and a decrease of $265,000 related to the transfer of oversight of the City's contract with the COCL/COAB to the Mayor's Office.

Office of Management & Finance

The FY 2015-16 Adopted Budget for OMF totals $467.6 million, a decrease of 2.17% from the FY 2014-15 Revised Budget. The bureau received General Fund one-time resources of $140,000 to support a pilot franchise agreement auditor position, $481,350 to continue implementation of the data exchange agreement with the IRS, and $2,575,541 for renovating the Portland Building. Additionally, the bureau received approval to carryover $152,322 of one-time current year underspending to support several strategic initiatives.

Office of Government Relations

The FY 2015-16 Adopted Budget for the Office of Government Relations is $1.6 million, an increase of 6.3% from the FY 2014-15 Revised Budget. The budget includes ongoing funding in the amount of $49,999 for the International Relations program. This addition will fund a Portland State University Hatfield Resident Fellow and related program costs. There is also $10,000 in one-time General Fund resources to send the Benson Bubbler to Portland's Sister City Suzhou, China.

Special Appropriations

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.

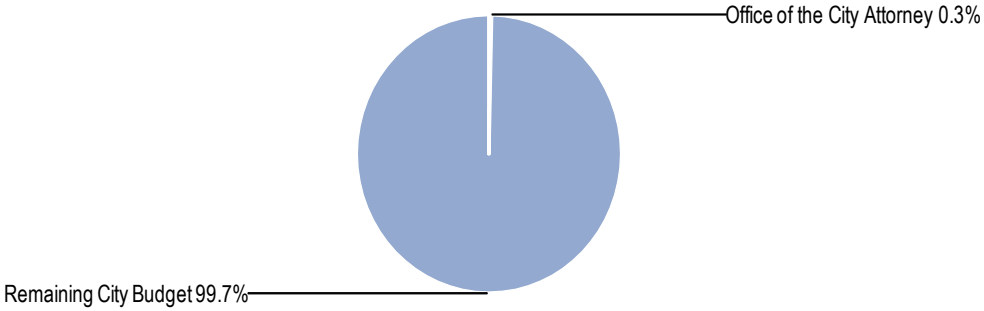
Special Appropriations in the FY 2015-16 Adopted Budget total $11.7 million. Major items include $400,000 for the "3 to PhD" initiative, $1,930,459 for the Indoor Track & Field International Championship, $500,000 to support an emergency psychiatric facility in Portland, $100,000 for the Rose Festival Events, and $150,000 for the Oregon Rail Heritage Foundation.

Office of the City Attorney

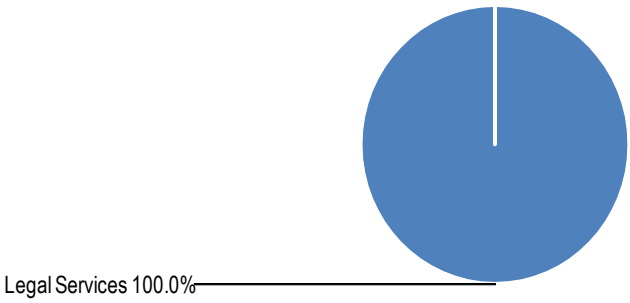
City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Tracy Reeve, City Attorney

Percent of City Budget

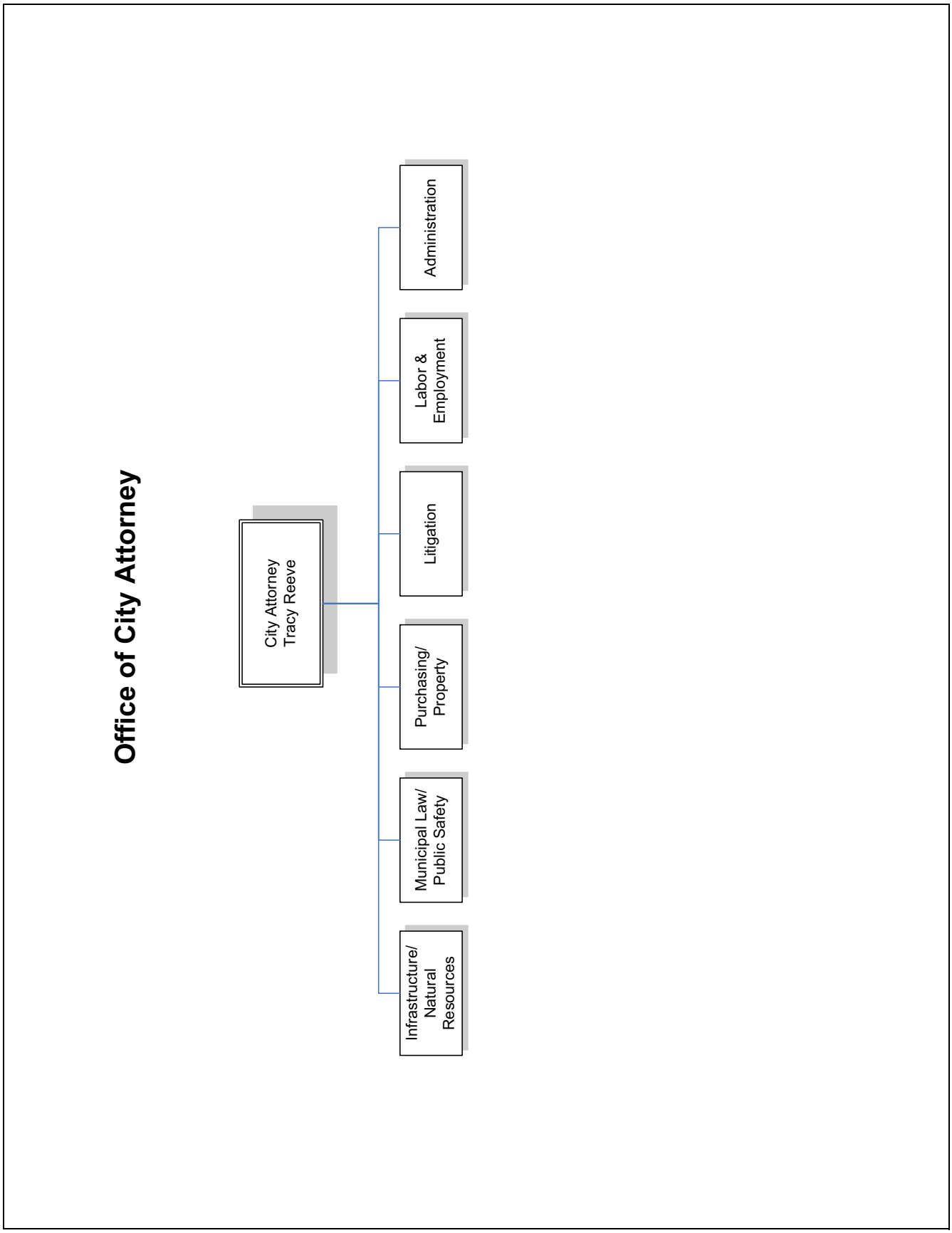


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	11,035,552	11,800,211	764,659	6.93
Capital	0	0	0	0.00
Total Requirements	**11,035,552**	**11,800,211**	**764,659**	**6.93**
Authorized Positions	62.05	64.05	2.00	3.22


Office of City Attorney
City Attorney
Tracy Reeve
Infrastructure/
Natural
Resources
Municipal Law/
Public Safety
Purchasing/
Property
Litigation
Labor &
Employment
Administration

Bureau Summary

Bureau Mission

To provide excellent, objective, timely and cost-effective legal advice and advocacy in support of the City's policy goals and to ensure that the official actions of the City, its elected officials and employees comply with the law.

Bureau Overview

The Portland City Attorney's Office is responsible for all of the legal affairs of the City. The office represents the City, the Mayor, other elected officials and the City's bureaus and offices in all affirmative and defensive civil litigation, and administrative and quasi-judicial proceedings. Office attorneys draft and review local legislation, procurement contracts, real estate leases, intergovernmental agreements and other documents and legal instruments. The City Attorney's Office provides legal counsel to City officials on a wide range of issues including: environmental law, constitutional law, civil rights, employee benefits, proposed legislation, public records requests and legal records management, personnel and labor law issues, tort claims, workers' compensation, construction contracts and claims, land use planning, equity, diversity and affirmative action, revenue and taxation, policing, fire, rescue and emergency services, code enforcement, housing, telecommunications, franchises and utilities, and collection of revenues owed to the City. Office attorneys advise on policy development and program implementation, advocate and negotiate on behalf of the City, and provide training to elected officials, City boards and commissions and City employees in a wide variety of areas.

The City Attorney's Office consists of five legal practice groups, staffed with 38 lawyers and 26 support professionals. The office is led by the City Attorney who is appointed by, and serves at the pleasure of, the City Council.

Funding Sources and Uses

Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent 49% of the total operating resources of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue and General Fund overhead recovery revenue. The FY 2015-16 Adopted Budget includes 64.05 FTE. Personnel Services represent 85% of the office's expenditures.

Strategic Direction

The City Attorney’s Office has four main goals:

1) To provide the highest level of customer service to clients through preventative legal advice that is timely, accurate and easy to access.

2) To effectively and vigorously advocate for the City’s interests in state and federal courts and otherwise.

3) To support and advance the City’s objective of achieving equity in all of its programs, services and activities.

4) To ensure accountability for the office's professional performance and effective stewardship of public resources.

Customer Service

The City Attorney's Office actively seeks to impart helpful, accurate, and timely preventative legal advice. Clients are encouraged to involve the City Attorney's Office at early levels of decision making, even if a significant legal issue has not yet been identified. City attorneys work with clients to provide solutions-oriented legal services to help achieve City policy objectives. The City Attorney's Office commits to an initial response time goal of one business day on any client inquiry. Clients are regularly surveyed, both formally and informally, to solicit feedback on the quality of legal services provided and how the City Attorney's Office can improve.

Effective Advocacy

The City Attorney's Office handles cases in state and federal courts and in other proceedings, such as the Employment Relations Board and the Land Use Board of Appeals. Attorneys evaluate cases to determine how best to protect the City's interests, including through early alternative dispute resolution where the City faces some legal risk, the strategic use of offers of judgment to minimize the risk of adverse outcomes in cases taken to trial, and the vigorous defense or prosecution of cases through pretrial motions, trial and on appeal. The office does not settle claims on a nuisance basis. City attorneys are ready, willing and able to take cases to trial, and work collaboratively. Because almost all litigation is handled in-house, the office is able to try cases in a cost-effective manner.

Achieving Equity

As the City's legal counsel, office attorneys work with internal clients to ensure that all Portlanders have access to all of the services, benefits, and programs of the City free from discrimination, and that the civil rights of all Portlanders are legally recognized and protected by the City and its contractors and grantees. The City Attorney's Office does this by advising in programmatic areas such as the ADA and Title VI, the City's sick leave ordinance, fair contracting, hiring practices, and implementation of the City's civil rights ordinance, as well as by providing anti-discrimination training on civil rights and related issues to City employees. The office works to foster a professional atmosphere where diversity is appreciated and valued, and equity is the norm. This is accomplished by seeking to uncover and eliminate individual conscious and unconscious biases through training, education, discussion, honest self-appraisal, and through other cultural and diversity activities.

Ensuring Accountability and Effective Stewardship of Public Resources

The City Attorney will evaluate office policies and procedures and make improvements as needed so systems are clear, accurate and transparent. The City Attorney will evaluate timekeeping methods and ensure that work schedules fit clients' needs for access to accurate, prompt and reliable preventative legal advice. The City Attorney will continue to actively seek to minimize costs for outside legal counsel as well as overhead and administration expenses.

City legal services are fully centralized in the City Attorney's Office, with the exception of the Portland Development Commission and outside counsel. The City Attorney's Office's rates are significantly lower than outside counsel. The cost of service per City Attorney hour for FY 2015-16 is $142. The average outside counsel rate is $355 and can range as high as $500 per hour. A goal of the City Attorney's Office is to minimize the number of occasions when outside counsel is hired by having sufficient in-house staff available.

Summary of Budget Decisions

Additions

Civil Rights Attorney

The FY 2015-16 Adopted Budget includes $180,000 in ongoing funding for a Deputy City Attorney to focus on equity, community justice, and civil rights enforcement. This attorney will work with elected officials, City bureaus, and community stakeholders to ensure that the City is affirmatively protecting civil rights and meeting legal obligations under civil rights laws.

In the short term, this position will help the City gain immediate capacity to undertake some civil rights enforcement activity. Over the next year, the City Attorney's Office, in close cooperation with the City Council and other City bureaus, will develop a recommended approach for the investigation and enforcement of alleged violations of civil rights laws, ordinances, rules, and policies. This position will develop positive relationships with disparate communities and advocates, including communities of color, to build awareness of the City's active and affirmative support of civil rights, and to provide training for City staff on the legal imperative to comply with civil rights laws and equity policies in the provision of all City services. This position will also provide greater expertise and capacity to advise Council and bureaus on equity initiatives and issues from a legal and policy perspective.

Litigation Holds

The Adopted budget includes $97,000 ongoing funding for an Assistant Program Specialist, funded through an interagency agreement with Risk Management, to administer the City’s Litigation Hold program. The law requires the City to preserve evidence which it knows, or reasonably should know, is relevant to potential litigation. This position will be responsible for initiating litigation holds, managing the City’s litigation hold software program, educating and assisting bureaus in the prevention of spoliation of records, providing statistical reports to management, and validating the City’s compliance. By funding this position, the City Attorney’s Office and Risk Management expect the City to be better protected from the possibility of relevant evidence being inadvertently lost or intentionally spoliated and attendant costly sanctions. This position will also provide training, assist bureaus in creating preservation plans and streamline the Litigation Hold process.

Superfund Communications Consultant

The FY 2015-16 Adopted Budget includes $75,000 in General Fund one-time resources for expert consultant services to assist the City Attorney's Office in communicating the City's legal position and developing a public involvement strategy for the Portland Harbor Superfund matter.

Ban-the-Box Implementation

The FY 2015-16 Adopted Budget includes $100,000 in General Fund one-time resources for training, outreach and other implementation efforts should the Council adopt legislation governing the use of criminal background information in employment.

FY 2014-15 Carryover: Portland Harbor

In FY 2014-15, $400,000 was transferred from the General Fund to the City Attorney's Office for expenses related to the Portland Natural Resources Trustees Funding and Participation Agreement (Ordinance 186810). Of those funds, $189,980 were spent in FY 2014-15; the remaining $210,020 will be spent in FY 2015-16.

Realignments

Compliance Officer and Community Liaison Budget Transfer

Existing General Fund resources provided for the implementation of the Compliance Officer and Community Liaison (COCL) contract will be transferred from the City Attorney's Office to the Office of the Mayor because the Mayor's Office will be administering the contract.

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, Auditor 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 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. One goal of the City Attorney's Office is to minimize the number of instances when outside counsel is hired by having sufficient in-house staff available. Adequate in-house staffing is very important to the Office's ability to provide Citywide training to assure consistent and coordinated City services and to minimize risks.

Changes to Services and Activities

The FY 2015-16 Adopted Budget includes additional funding for one Deputy City Attorney position to focus on affirmative civil rights enforcement and equity legal issues, and funding for one Assistant Program Specialist to administer and support Citywide litigation holds and legal records management.

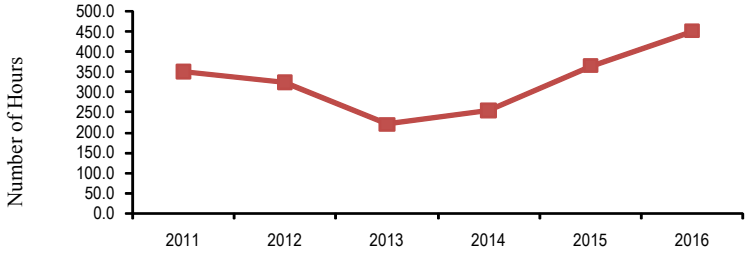
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	58.50	59.35	62.05	64.05	64.05
Expenditures					
Legal Services	8,972,417	9,599,607	11,035,552	11,590,191	11,800,211
Total Expenditures	**8,972,417**	**9,599,607**	**11,035,552**	**11,590,191**	**11,800,211**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of training hours provided by City Attorney staff to other City staff	220	254	364	400	450
Annual costs of outside counsel	$1,239,914	$595,525	$476,080	$801,839	$626,839
Cost of Service per Attorney Hour	$130	$133	$136	$140	$142
Workload					
Number of litigation cases	1,402	1,328	1,347	1,338	1,338
Number of contracts reviewed and approved	8,610	8,491	8,839	8,840	8,840

Performance Measures

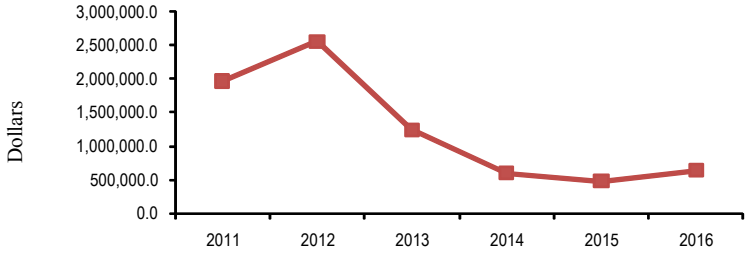
Training Hours

City Attorney staff provide Citywide training to assure consistent and coordinated City services and to minimize risks. The reduction in 2013 was due to the loss of one attorney position. The increase in 2015 is due to the addition of an attorney to work on Citywide legal records issues.



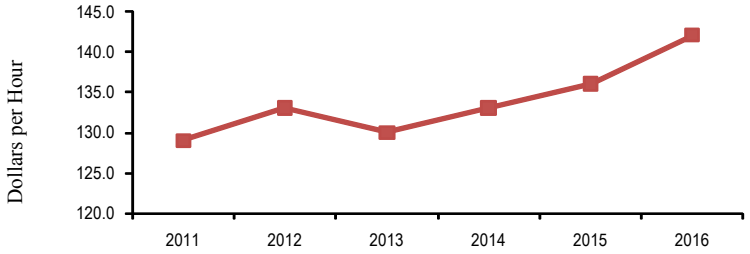
Annual Costs of Outside Counsel

Outside counsel costs are unavoidable in certain situations. However, costs can be minimized with sufficient in-house staffing. Because outside counsel costs can be over two times higher than City Attorney rates, the office strives to keep outside counsel costs to a minimum.



Cost of Service per Attorney Hour

The cost of service per City Attorney hour is signifigantly lower than outside counsel costs. The rate for outside counsel is $355 per hour. At $142 an hour, the City Attorney cost of service is less than half.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	8,126	6,203	6,000	6,000	78,049
Total External Revenues	**8,126**	**6,203**	**6,000**	**6,000**	**78,049**
Internal Revenues					
General Fund Discretionary	1,074,738	1,293,580	2,888,746	2,824,354	2,921,772
General Fund Overhead	2,823,060	3,095,418	2,892,929	3,062,362	3,174,964
Interagency Revenue	5,071,969	5,204,406	5,247,877	5,697,475	5,625,426
Total Internal Revenues	**8,969,767**	**9,593,404**	**11,029,552**	**11,584,191**	**11,722,162**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$8,977,893**	**$9,599,607**	**$11,035,552**	**$11,590,191**	**$11,800,211**
Requirements					
Bureau Expenditures					
Personnel Services	7,910,358	8,390,345	9,329,278	9,959,964	9,959,964
External Materials and Services	328,209	354,998	825,105	666,652	876,672
Internal Materials and Services	739,326	854,264	881,169	963,575	963,575
Total Bureau Expenditures	**8,977,893**	**9,599,607**	**11,035,552**	**11,590,191**	**11,800,211**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$8,977,893**	**$9,599,607**	**$11,035,552**	**$11,590,191**	**$11,800,211**
Programs					
Administration & Support	5,476	0	0	0	0
Legal Services	8,972,417	9,599,607	11,035,552	11,590,191	11,800,211
Total Programs	**8,977,893**	**$9,599,607**	**$11,035,552**	**$11,590,191**	**$11,800,211**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30002134	Attorney, Assistant Deputy City	67,850	90,605	2.00	136,160	2.00	141,746	2.00	141,746
30000597	Attorney, Chief Deputy City	109,886	157,310	5.00	780,174	5.00	784,872	5.00	784,872
30000418	Attorney, City	138,986	199,160	1.00	172,548	1.00	179,622	1.00	179,622
30000595	Attorney, Deputy City	92,976	125,986	16.00	1,871,402	17.00	2,039,695	17.00	2,039,695
30000596	Attorney, Sr Deputy City	99,861	139,464	12.50	1,735,847	12.50	1,742,520	12.50	1,742,520
30000440	Business Operations Supervisor	71,302	95,389	1.00	95,388	1.00	95,388	1.00	95,388
30000600	Law Office Administrator	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000591	Legal Assistant	48,256	74,339	7.00	502,560	7.00	509,349	7.00	509,349
30000829	Legal Assistant Supervisor	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000592	Legal Assistant, Sr	58,573	78,083	2.00	156,168	2.00	156,168	2.00	156,168
30000012	Office Support Specialist II	33,738	48,443	2.00	93,642	2.00	96,192	2.00	96,192
30000593	Paralegal	58,573	78,083	5.00	341,588	5.00	352,249	5.00	352,249
30000830	Paralegal Supervisor	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000594	Paralegal, Sr	64,605	86,154	3.00	237,295	3.00	239,962	3.00	239,962
30000462	Program Specialist, Assistant	48,256	74,339	1.00	54,600	2.00	107,151	2.00	107,151
TOTAL FULL-TIME POSITIONS				60.50	6,461,220	62.50	6,728,762	62.50	6,728,762
30000596	Attorney, Sr Deputy City	99,861	139,464	0.80	109,236	0.80	110,796	0.80	110,796
30000593	Paralegal	58,573	78,083	0.75	49,560	0.75	51,419	0.75	51,419
TOTAL PART-TIME POSITIONS				1.55	158,796	1.55	162,215	1.55	162,215
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				62.05	6,620,016	64.05	6,890,977	64.05	6,890,977

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.

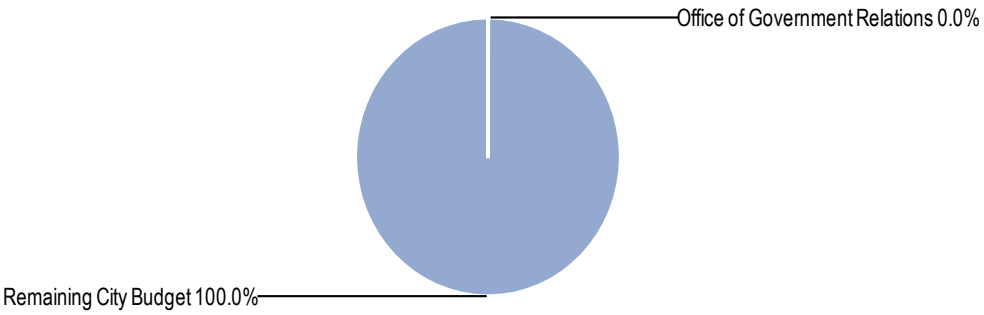
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	11,403,191	0	11,403,191	62.05	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	97,000	0	97,000	1.00	Litigation holds program
	180,000	0	180,000	1.00	Equity and civil rights rnforcement
	0	75,000	75,000	0.00	Superfund communications consultant
	0	100,000	100,000	0.00	Ban-the-box implementation
	(265,000)	0	(265,000)	0.00	DOJ COCL realignment
Approved Budget Additions and Reductions					
	0	210,020	210,020	0.00	Carryover: Portland Harbor
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	12,000	**385,020**	**397,020**	**2.00**	**Total FY 2015-16 Decision Packages**
			11,800,211	**64.05**	**Total Adopted Budget**

Office of Government Relations

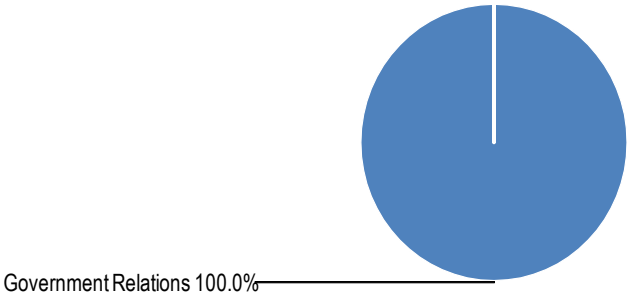
City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Martha Pellegrino, Director

Percent of City Budget

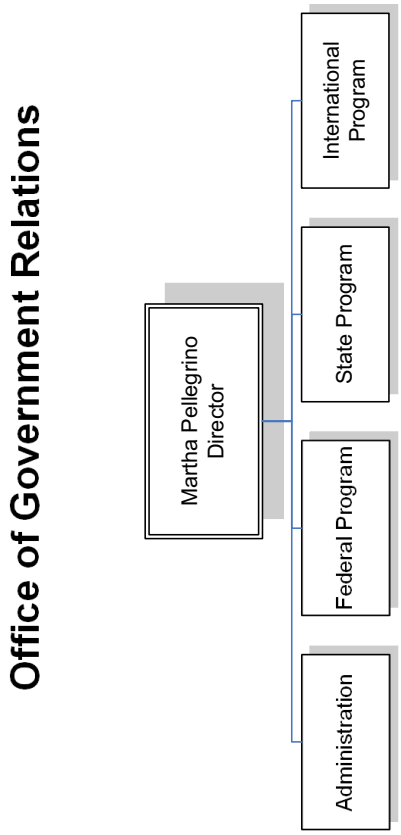


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	1,475,687	1,567,871	92,184	6.25
Capital	0	0	0	0.00
Total Requirements	**1,475,687**	**1,567,871**	**92,184**	**6.25**
Authorized Positions	9.40	8.00	(1.40)	(14.89)


Office of Government Relations
Martha Pellegrino
Director
Administration
Federal Program
State Program
International
Program

Bureau Summary

Bureau Mission

The mission of the Office of Government Relations is to advance the City of Portland's legislative and intergovernmental policy objectives. The Office provides effective representation, strategic advice, and quality service to the City Council and all city bureaus.

Bureau Overview

The Office of Government Relations represents the City Council, the Auditor, bureaus, and the Portland Development Commission on legislative and administrative issues in Salem and in Washington, DC. Government Relations advances City policy goals and initiatives through effective advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. Government Relations also houses the City's International Relations program, which includes Portland's nine sister cities, and welcoming international delegations to Portland on a weekly basis. Government Relations operates a permanent office in City Hall, an office in Salem during legislative sessions, and oversees a contractor in Washington, DC.

Strategic Direction

The Office of Government Relations has five main goals:

- Successfully develop and advance the City's federal legislative priorities
- Successfully develop and advance the City's state legislative priorities
- Make Portland a more welcoming international city
- Provide high quality customer service
- Advance equity

Successfully Develop and Advance the City's Federal Legislative Priorities

In the coming year, Government Relations will focus on advancing the City Council's key federal priorities in Congress and with federal agencies. The priorities include: Transportation funding, education, Portland Harbor Superfund, tax reform, climate change, immigration reform, protected sick time, increasing the federal minimum Wage, as well as advancing the City's interests on several other federal issues. The office will coordinate all federal requests for support at the City and work closely with each bureau and office to ensure that requests are prioritized and not in direct competition. In addition, Government Relations will facilitate opportunities to advance City priorities at a national level, through organizations such as the US Conference of Mayors and Transportation 4 America. The process for beginning planning for the 2016 federal agenda will begin in Fall 2015.

Successfully Develop and Advance the City's State Legislative Priorities

For the 2015 state legislation session, the City Council adopted a consensus legislative agenda and prioritized several issues including mental health, transportation, affordable housing, inclusionary zoning, earned sick leave, brownfield cleanup, gun safety, recreational marijuana, and support for rural communities. These and many other issues will be advanced with advocacy efforts by and strategic advice from Government Relations. The process for beginning planning for the 2016 state legislature session will begin in the summer of 2015.

Make Portland a More Welcoming International City

In March of 2014, the office took over the management of the International Relations Program from the Mayor's Office. The International Relations program exists to further the goal of making Portland a more welcoming international city. Portland's nine sister cities and one friendship city facilitate cultural and educational events and exchanges between Portland and cities around the globe. The Director of International Relations is the liaison between the sister city and friendship city associations and the City Council. The director is also responsible for welcoming and hosting international delegations when they visit Portland. Lastly, the program works in collaboration with the Portland Development Commission and the Mayors office to advance international economic development opportunities.

Provide High Quality Customer Service

Government Relations aims to provide high-quality customer service to every office and bureau at the city. On an annual basis, the office surveys customers and identifies areas of improvement for the coming year. The office continually strives to improve customer service year after year.

Advance Equity

The office is committed to improving equity in internal operations and in the delivery of advocacy services. Government Relations partners with several community organizations leading up to and during state legislative sessions to share information, build coalitions, and coordinate advocacy efforts. Government Relations along with the Office of Neighborhood Inspections conduct outreach to communities of color and immigrant communities to participate in our community advocacy training session. Lastly, with internal recruitments, Government Relations surveys potential barriers to employment and tries new recruitment techniques to produce a more diverse pool of candidates for open positions. Government Relations plays an active role in the quarterly "Say Hey: Partners in Diversity" meetings and managers are committed to doing presentations and informational interviews with students and professionals of color as a means of diversifying the pipeline of people working in state and federal legislative positions.

Summary of Budget Decisions

Adds

International Relations Program

The package includes an additional $49,999 in ongoing General Fund resources in FY 2015-16 for the International Relations program. The addition will fund a Portland State University Hatfield Resident Fellow and related program costs.

This fellowship will add needed capacity to the International Relations program, while creating an opportunity for a graduate student of international relations to come to Portland to learn about the city’s engagement with the international community. The fellow will work on a defined set of projects, including developing international protocols that could be used by all city offices and bureaus. The fellow will also assist the Director of International Relations in managing the Portland’s Cities program.

Benson Bubbler

In the FY 2015-16 Adopted Budget includes the Portland-Suzhou Sister City Association's request for the donation of a Benson Bubbler to Portland's Sister City, Suzhou, China. The decision includes $10,000 in one-time General Fund resources to reimburse the Water Bureau for the fountain. The Benson Bubbler will be installed as a landmark to commemorate the lasting friendship between Portland and Suzhou.

Government Relations

Description

The Office of Government Relations represents the City Council, the Auditor, bureaus, and the Portland Development Commission on legislative and administrative issues in Salem and in Washington DC. The Office advances City policy goals and initiatives through effective advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. The Office also houses the City's International Relations program.

Goals

The Legislative program's goals include: Successfully develop and advance the City's federal and state legislative priorities; Make Portland a more welcoming international city; Provide high quality customer service; and Advance equity.

Performance

The program added two new performance measures in FY 2015-16, including customer service rating and international delegations received.

Changes to Services and Activities

Government Relations will receive ongoing funding, beginning in FY 2015-16, to support the International Relations program. This support includes the hiring of a Portland State University Hatfield Resident Fellow. The funding will also help manage programmatic costs for the International Relations.

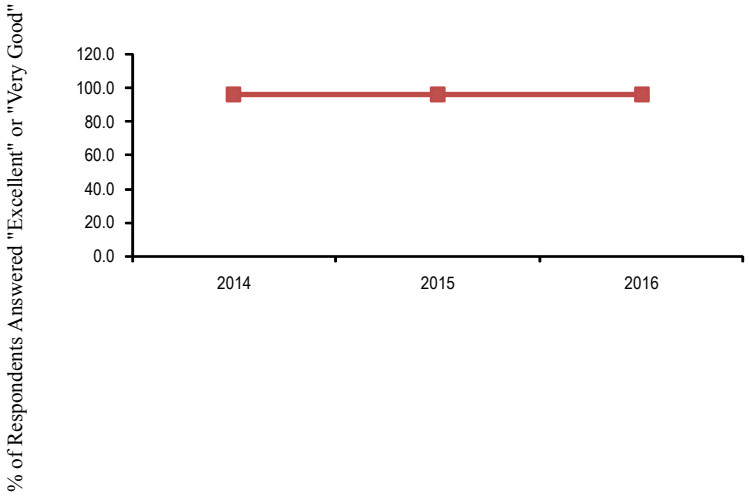
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	7.00	7.00	9.40	8.00	8.00
Expenditures					
Government Relations	1,251,889	1,168,302	1,475,687	1,557,871	1,567,871
Total Expenditures	**1,251,889**	**1,168,302**	**1,475,687**	**1,557,871**	**1,567,871**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Responsiveness to client requests	100%	100%	100%	100%	100%
Percentage of Respondents Rating Services as "Excellent" or "Very Good"	NA	96%	96%	96%	96%
International Delegations Received	NA	NA	68	80	100
Percentage of bureaus reporting progress made on state, federal, or intergovernment issues	NA	64%	60%	70%	70%
Workload					
Percentage of legislative reports published	100%	100%	100%	100%	100%
Percentage of targeted legislators contacted	90%	90%	90%	90%	90%

Performance Measures

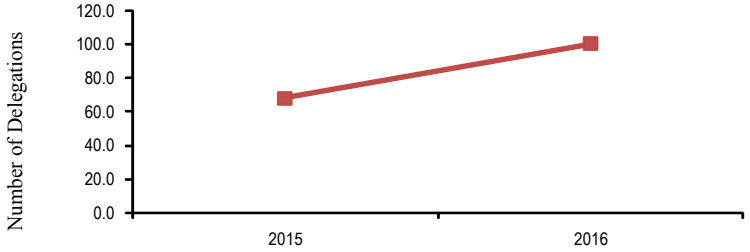
Percentage of Respondents Rating Services as "Excellent" or "Very Good"

Percentage of customer service survey answering "Excellent" or "Very Good" when asked to rate the services provided, by OGR.



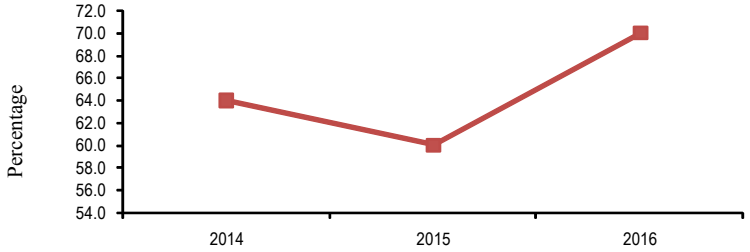
International Delegations Received

The number of delegations welcomed by OGR.



Percentage of Bureaus Reporting Progess Made on State, Federal, or Intergovernmental Issues

Percentage of bureaus or Council offices assisted by OGR to make progress on state, federal, or intergovernmental issues.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Intergovernmental	0	35,000	35,000	35,000	35,000
Total External Revenues	**0**	**35,000**	**35,000**	**35,000**	**35,000**
Internal Revenues					
General Fund Discretionary	426,656	263,270	610,409	640,332	650,332
General Fund Overhead	727,529	718,057	692,445	740,153	740,153
Interagency Revenue	97,704	151,975	137,833	142,386	142,386
Total Internal Revenues	**1,251,889**	**1,133,302**	**1,440,687**	**1,522,871**	**1,532,871**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,251,889**	**$1,168,302**	**$1,475,687**	**$1,557,871**	**$1,567,871**
Requirements					
Bureau Expenditures					
Personnel Services	840,001	807,890	972,740	1,017,738	1,017,738
External Materials and Services	252,963	221,155	325,233	404,492	414,492
Internal Materials and Services	158,925	139,257	177,714	135,641	135,641
Total Bureau Expenditures	**1,251,889**	**1,168,302**	**1,475,687**	**1,557,871**	**1,567,871**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,251,889**	**$1,168,302**	**$1,475,687**	**$1,557,871**	**$1,567,871**
Programs					
Government Relations	1,251,889	1,168,302	1,475,687	1,557,871	1,567,871
Total Programs	**1,251,889**	**$1,168,302**	**$1,475,687**	**$1,557,871**	**$1,567,871**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	39,042	60,112	1.00	29,268	1.00	30,168	1.00	30,168
30000005	Commissioner's Staff Rep	49,587	90,626	3.00	217,132	3.00	225,811	3.00	225,811
30000414	Government Relations Director	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000498	Government Relations Lobbyist	80,413	107,099	2.00	171,156	2.00	178,181	2.00	178,181
30001783	State Government Relations Manager	86,466	115,149	1.00	99,504	1.00	103,584	1.00	103,584
TOTAL FULL-TIME POSITIONS				8.00	674,368	8.00	695,052	8.00	695,052
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000004	Commissioner's Admin Support Specialist	39,042	60,112	1.40	54,660	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				1.40	54,660	0.00	0	0.00	0
GRAND TOTAL				9.40	729,028	8.00	695,052	8.00	695,052

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.

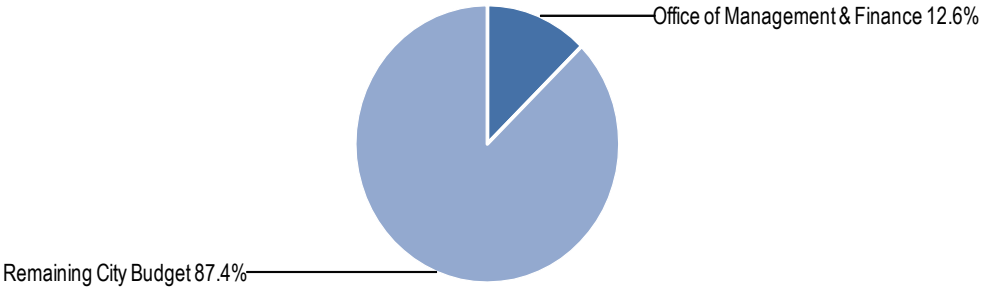
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	1,507,872	0	1,507,872	8.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	49,999	0	49,999	0.00	International relations
Approved Budget Additions and Reductions					
	0	10,000	10,000	0.00	Benson bubbler
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	49,999	**10,000**	**59,999**	**0.00**	**Total FY 2015-16 Decision Packages**
			1,567,871	**8.00**	**Total Adopted Budget**

Office of Management & Finance

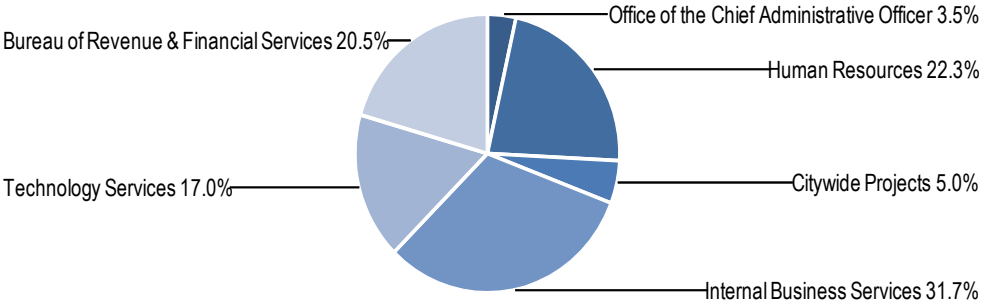
City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Fred Miller, Chief Administrative Officer

Percent of City Budget

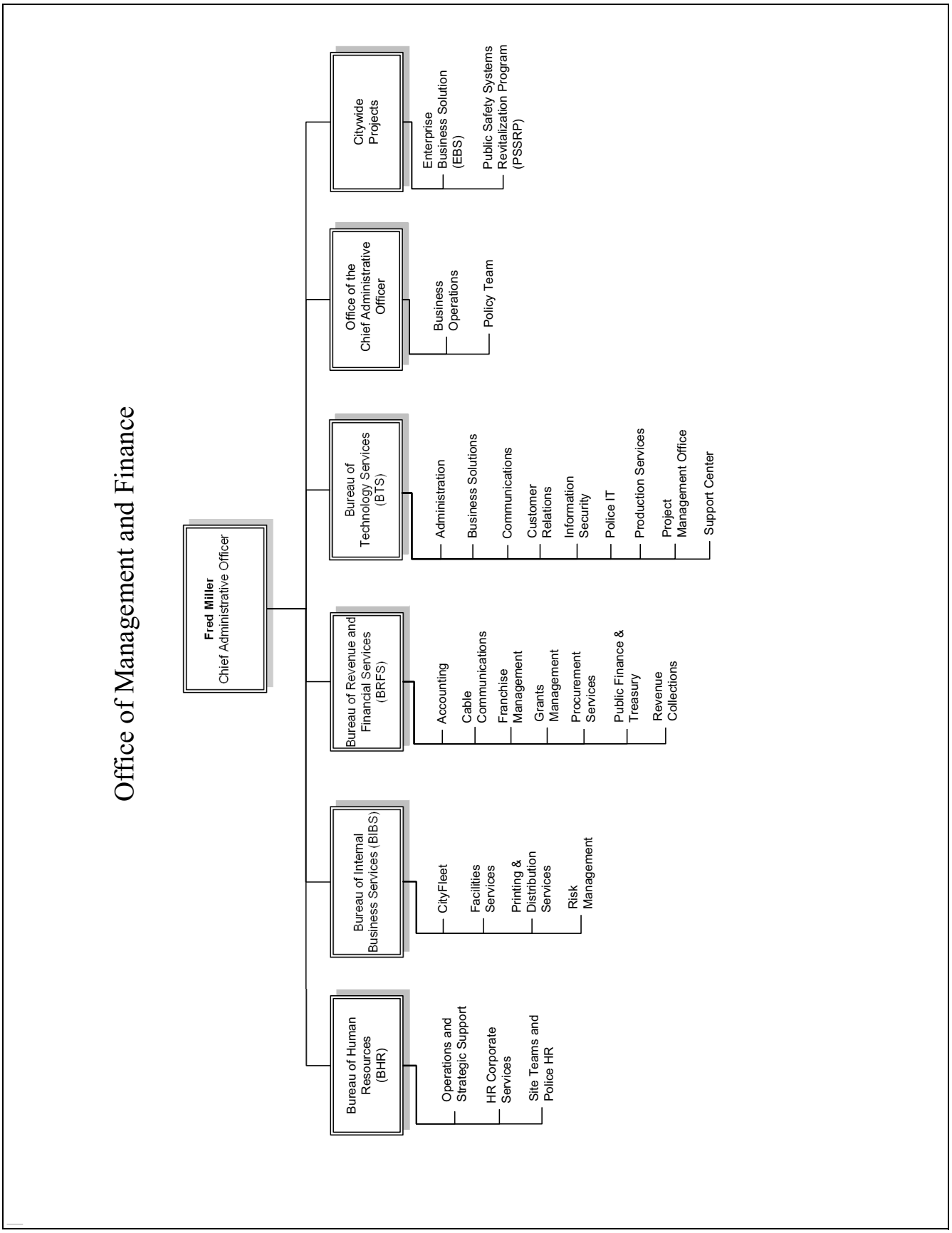


Bureau Divisions



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	430,861,845	444,540,594	13,678,749	3.17
Capital	47,127,112	23,059,054	(24,068,058)	(51.07)
Total Requirements	**477,988,957**	**467,599,648**	**(10,389,309)**	**(2.17)**
Authorized Positions	629.53	635.63	6.10	0.97


Office of Management and Finance
Fred Miller
Chief Administrative Officer
Bureau of Human Resources (BHR)
Operations and Strategic Support
HR Corporate Services
Site Teams and Police HR
Bureau of Internal Business Services (BIBS)
CityFleet
Facilities Services
Printing & Distribution Services
Risk Management
Bureau of Revenue and Financial Services (BRFS)
Accounting
Cable Communications
Franchise Management
Grants Management
Procurement Services
Public Finance & Treasury
Revenue Collections
Bureau of Technology Services (BTS)
Administration
Business Solutions
Communications
Customer Relations
Information Security
Police IT
Production Services
Project Management Office
Support Center
Office of the Chief Administrative Officer
Business Operations
Policy Team
Citywide Projects
Enterprise Business Solution (EBS)
Public Safety Systems Revitalization Program (PSSRP)

Bureau Summary

Bureau Mission

To be a trusted partner creating smart solutions for the City and our community.

Bureau Overview

Services to the City

The Office of Management & Finance (OMF) is overseen by the City's Chief Administrative Officer and provides core central services necessary for the operation of the City of Portland government. The Office of Management & Finance consists of the bureaus of Human Resources, Internal Business Services, Revenue & Financial Services, and Technology Services; Citywide Projects; and the Office of the Chief Administrative Officer, which includes the Business Operations Division and Policy Team. OMF provides services to other government agencies including: the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise, Portland Police Database System, Multnomah County Business Income Tax collection, CityFleet, and Printing & Distribution. The bureau is guided by a 2012-17 Strategic Plan that identifies the organizational mission, values, goals, strategies and performance measures.

Summary of Resources

The office is funded through a combination of resources. Approximately 47.5% of its funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges from Technology Services, Enterprise Business Solution, CityFleet, Facilities, Printing & Distribution, and Risk Management. In FY 2015-16, only 5.1% of the office's budget is funded through General Fund resources, mainly to fund portions of the Bureau of Human Resources, Revenue & Financial Services, and Business Operations. Other resources include General Obligation (GO) Bond proceeds for the Public Safety GO Bond, user fees for the Spectator Facilities Fund, and payroll charges for the Health Insurance Fund. Public Finance and Treasury receives some interagency revenues for Debt Management, and recovers costs through a reduction in interest earnings distributed to bureaus. Many internal service funds serve outside agency customers.

Office of the Chief Administrative Officer (CAO)

In addition to Citywide responsibilities and managing the Office of Management & Finance to ensure cost effective administrative and support services, the Chief Administrative Officer 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 Business Operations Division is part of this office and provides financial analysis, communications, strategic planning, project management, and administrative support to OMF bureaus.

Bureau of Human Resources

The Bureau of Human Resources is responsible for management of the City's human resources systems, including administrative rules and procedures. It is responsible for assisting bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau manages employee benefits, payroll, deferred compensation, the Health Insurance Fund, classification and compensation, labor relations, and workforce training.

Bureau of Internal Business Services

The Bureau of Internal Business Services manages a range of core internal services that are critical to meeting City business needs such as facilities, fleet, printing, and risk management.

Bureau of Revenue & Financial Services

The Bureau of Revenue & Financial Services is responsible for revenue collection and financial management services. The bureau is responsible for collecting the business license tax, utility license franchise fees, transient lodging tax, business property management, cable franchise management, and other revenues. Revenue and Financial Services also provides Citywide financial services including accounting, financial reporting, treasury, debt management, grants management, and procurement.

Bureau of Technology Services

The Bureau of Technology Services provides strategic planning and management of the City's communications related and information technology equipment and systems. The bureau provides expert and cost effective communications and information technology services to the City and regional partners, promoting interoperability.

Citywide Projects

Citywide Projects consists of the Enterprise Business Solution division and the Public Safety Systems Revitalization Program. Enterprise Business Solution division manages the City's SAP application. The Public Safety Systems Revitalization Program replaces aging public safety technology systems that support critical Citywide needs. This program will ensure enhanced regional interoperability. The Chief Administrative Officer provides leadership and oversight and the office administratively supports both divisions.

Strategic Direction

Office of Management & Finance Goals

OMF's 2012-17 Strategic Plan was accepted by City Council in May 2013. The plan organizes these goals around four strategic themes, which are areas where the office must excel to achieve the bureau mission and vision and to deliver value to customers. The strategic plan was developed through extensive research that included customer and employee surveys, stakeholder interviews, customer and employee focus groups, an environmental scan of OMF's numerous lines of business, and an analysis of strengths, weaknesses, opportunities, and challenges. The CAO produces a work plan that aligns with the OMF Strategic Plan, as well as includes Mayor/Council priorities. These plans are distributed to Council and to OMF staff. Below is a list of the Strategic Plan themes and corresponding goals.

Quality Customer Service

- Deliver business solutions that take into account customer needs and interests.
- Provide a cross-City perspective to assist bureau directors and City Council in understanding the impact of their business, policy and budget decisions, including unintended consequences.
- Market Office of Management & Finance services effectively to customers.
- Build trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis, and communication.

Operational Excellence

- Provide streamlined business processes that are easy to understand, efficient and ensure compliance.
- Provide seamless, integrated service delivery models across the organization to simplify business processes for customers.
- Deliver business processes that provide options to address individual bureau requirements and changing environmental factors.
- Collaborate with stakeholders to identify and eliminate barriers within office processes and procedures to provide equitable access to City services and opportunities.
- Develop a roadmap to effectively leverage existing technology and adopt emerging technology to meet citywide business needs.
- Develop business processes that support the City's sustainability goals.

Financial Sustainability

- Secure adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- Provide financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Maximize value to the community by promoting regional partnerships that create government efficiencies.

Workforce Development

- Lead Citywide initiatives that help bureaus plan for and adapt to a changing workforce.
- Provide programs to attract, on-board, develop, and retain a skilled, knowledgeable, and diverse City workforce.
- Create and sustain a workplace that promotes a balance between employee innovation, accountability, and business needs.
- Increase Citywide employee participation in wellness programs and safety initiatives.

Portland Plan

The Office of Management & Finance's 2012-17 Strategic Plan was developed with linkage to the Portland Plan. The office adopted the value of equity, which is in alignment with the Portland Plan's equity lens. The strategic plan includes goals and strategies that directly support the Portland Plan's priorities of prosperity, and indirectly support the Portland Plan priorities through development and work with City bureaus that provide direct services to the community. Examples include implementation of the Social Equity Contracting Strategy and the Diversity, Outreach, and Employment Resources program.

Organizational Initiatives

OMF performance measures were significantly updated in the FY 2015-16 budget with a focus on outcome measures. This corresponded with the Citywide performance management effort, to identify Key Performance Measures in each bureau. Measures will continue to be refined in the coming years as managers and staff look for the most useful measures to demonstrate effectiveness and outcomes.

The Bureau of Revenue and Financial Services was created July 1, 2014, with the adoption of the FY 2014-15 budget. This was in response to recommendations made in an organizational review that took place in FY 2013-14. A Chief Financial Officer was hired in December 2014 to manage the bureau and provide Citywide strategic financial guidance to the City Council. Also in December, Procurement was moved from the Bureau of Internal Business Services to join the Bureau of Revenue and Financial Services. This change is reflected in the FY 2015-16 budget.

There are several OMF initiatives focused on customer service information sharing. A designated single point of contact is now available to assist customers in finding the right person to address a specific need. This role is known as the OMF Navigator, and is useful because OMF is a large organization with many different functions. A meeting for Directors of Small Bureaus began and continues with coordination by OMF. Staff in small bureaus have unique needs and perspective related to City processes and requirements. This is a meeting to problem solve those issues. In addition, the business and/or administrative managers for several bureaus have been convening to discuss strategy, pool resources, and share information related to City business processes. This meeting is also coordinated by OMF.

In FY 2014-15, OMF gained responsibility for managing the Citywide Innovation program. The focus of this year's Innovation Fund was sponsoring projects and building capacity at the City staff and organizational level to promote an innovative City culture, along with an increased emphasis on ideas that can promote equity and opportunity.

OMF is funded through rates charged to City bureaus for services and with money from the City's General Fund and General Fund Overhead. In order to make funding methodologies transparent to OMF customers, documents were created describing these methodologies for each OMF bureau and fund. These documents were distributed directly to customers and published on the OMF website.

Significant Issues

OMF leadership identified significant issues that need to be addressed to reduce operational and/or financial risks to the City. These are Citywide in scope, require a number of City partners to resolve, and are long-term (longer than one or two fiscal years).

OMF decision packages and the OMF work plan action items reflect these significant issues.

Data Security/Emergency Preparedness

The City relies extensively on technology in order to provide critical services to the public. A large scale natural or man-made disaster could result in catastrophic destruction of numerous technology systems that are essential for the ongoing operation of the City. In addition, ensuring the integrity of the systems that keep customer information is essential for public trust. Key service areas that rely on technology include: law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payable. Areas that require City attention include: Personally Identifiable Information (PII), Payment Card Industry (PCI) compliance and data security, merchant processing, core system replacement (tax collection and IRS compliance), and critical technology recovery in a disaster.

Employee Pension Benefits: Retirement Security and Financial Reporting

City employees are covered under a pension system managed by the State of Oregon Public Employees Retirement System (PERS). The Oregon Investment Council manages the investments of the PERS fund. The Individual Account Program (IAP) of PERS imposes significant market risk on participants, which could put their retirement security at risk. The City will need to closely monitor the management of pension benefits under the IAP and work toward making changes in the investment structure of the IAP. In addition, the Government Accounting Standards Board has recently issued new standards that govern how governments calculate and report the costs of retirement benefits, retirement benefit revenues, and other post-employment benefits. The City will need to work with PERS and others on how these changes are reflected in financial reports.

Employer of Choice

The City strives to be the public employer of choice. Components of becoming an employer of choice include Citywide onboarding and an updated classification/compensation system, and both are in progress. Additional components include employee development, centralized training and strategies to engender emotional safety for City employees to improve overall communication and employee satisfaction with work. We are also aware that approximately one-third of the City's workforce will be eligible for retirement. This will represent a significant loss of critical institutional knowledge that bureaus depend upon for the effective delivery of City services. Therefore it is critical for the City to provide programs internally and externally to attract, develop and retain diverse and talented employees so they can thrive in an innovative and inclusive work environment.

Equity and Opportunity

The City has adopted the Portland Plan with three goals, and an overarching focus on advancing equity. The City requires all bureaus to assess the equity and social impacts of their service delivery, policies and budget requests to identify who benefits and who is burdened, and to help reduce disparities in our community. OMF has specific responsibilities to promote diversity in the City's workforce and in the City's contracting opportunities. The City has been a leader for other organizations in the "ban the box" job application process, and by designing contracting processes that encourage diverse proposals, but more work remains to be done.

Property Management/Taking Care of What We Have

It is critical for the City to preserve and maintain its property assets. Without regular attention, properties fall into disrepair and end up costing more to fix than it would have cost if they were maintained properly. OMF property assets comprise a wide range of buildings, including the City's spectator and performing arts facilities, some of which are already showing the signs of long term deferred major maintenance. The Portland Building provides office space for approximately 1,300 City employees, as well as retail space and office space for other agencies. Since its completion, the building's exterior envelope has presented numerous and chronic problems with water infiltration. In addition, an assessment conducted in 2013 determined that the building structure would perform poorly in a wide range of

seismic events. Some envelope issues have been identified and resolved during previous repairs, but ongoing repairs are not sustainable or practical, and will not work to address some of the structural issues. The City will need to address how to improve the Portland Building, and will need to determine how to adequately maintain and manage its properties.

Summary of Budget Decisions

Ongoing Additions

DBC Finance Software Ongoing Maintenance

Adds $11,500 funded through interagency agreement revenues for additional ongoing annual maintenance costs for financial software over the cost of the previously-used debt structuring software. Council approved one-time funding to replace Debt Managements bond structuring software (Munex) with DBC Finance in the FY 2014-15 Fall BMP. This software upgrade will ensure greater service reliability and stability for the City's $3.5 billion debt program.

Facilities Maintenance Technician Apprenticeship Program

Adds $122,332 through an interagency agreement with the Bureau of Development Services for an ongoing maintenance position to provide increased customer service, including quicker response times. Through this decision package, Facilities will create a Maintenance Technician apprenticeship program to support the development of a more diverse workforce.

Coordinated Campsite Cleanup

Provides ongoing interagency agreement funding of $450,000 to continue the coordinated campsite cleanup effort. This began as a pilot project in FY 2014-15 with several property-owning City bureaus and continues as a way to combine resources and expertise for consistent clean-up of public property. The program includes one FTE and services provided by outside vendors. The Transportation, Water, Parks, and Environmental Services bureaus are funding this program.

M/W/ESB Compliance Monitoring

Adds ongoing General Fund funding of $126,693 for a Compliance Specialist to monitor and ensure compliance with the City's policies regarding contracting with minority-owned, women-owned, and emerging small businesses.

Resource Management Coordinator Position

Realigns resources for a Resource Management Coordinator position in the Facilities Services Division of BIBS. The position will strategically track and manage the City's natural and manmade resources, as well as recommend and implement actions to decrease resource usage and save money. This position will also manage a new surplus furniture program.

One-Time Additions

IRS Data Exchange Ongoing Support

Provides one-time General Fund funding of $481,350 for a position and related ongoing technology and support costs associated with the Internal Revenue Service (IRS) Government Liaison Data Exchange Program (GLDEP). Its use is projected to increase compliance with all income tax programs.

Franchise Agreement Auditor Position

Creates a limited-term position to perform 15-20 audits annually for the Franchise Management and Utility License Programs through one-time General Fund funding of $140,000. This package is expected to bring in General Fund revenue in excess of what it costs. The results will span multiple years because franchise audits take many months to complete.

General Fund Discretionary Carry Over

The FY 2015-16 Adopted Budget includes decision packages approved in the FY 2014-15 Spring BMP as General Fund discretionary carryover to support Bureau of Revenue and Financial Services telecommunications litigation funding for $30,000 and a Bureau of Human Resources Training and Development Analyst for $122,322.

Fire and Rescue Station Roof Replacements

Funds roof replacement at Fire & Rescue stations 4, 16, 10, and 20. The roofs at these stations are in poor condition. The new roofs will eliminate leaks and remove several safety hazards; they are covered by a 20 year warranty. This $250,000 project is funded by the remaining 1998 Fire Facilities GO Bond Fund money.

Portland Building Cash Payment

Transfers $2,575,541 from the General Fund to the Facilities Services Fund as an equity contribution for future financing of the Portland Building Reconstruction project. This contributes a General Fund share for the debt financing of the project and is factored into the General Fund's five-year financial forecast.

Realignment

Portland Building Renovation Design Realignment

Realigns $3.75 million in resources within the Portland Building's major maintenance account to fund design and cost estimating services for the Portland Building exterior, interior, and structural improvements project. This work will be performed by a construction contractor and will provide services through the construction documents phase, as well as information needed to develop a full financing package. The Portland Buildings major maintenance account is funded through rental rates charged to tenants. These funds would have been used for previously planned major maintenance projects.

Budget Notes

Multnomah County Tax Collection Reimbursement

Council directs the Office of Management & Finance ‚Äì Revenue Division to renegotiate the intergovernmental agreement with Multnomah County for the collection of business income taxes. The updated agreement will be in place before the start of FY 2016-17 and will include full-cost recovery defined by the percent split of business income taxes received by the City and County. The new agreement will eliminate any General Fund subsidy for services provided on the County's behalf. The City Budget Office is directed to reduce the FY 2016-17 current appropriation level target for the Office of Management & Finance by an amount equal to the increase in resources received from Multnomah County per the new agreement.

Citywide Projects/Public Safety Systems Revitalization Program

The Office of Management & Finance is directed to review City requirements for the replacement, upgrade or secondary phases of existing public safety technology systems and to review the capabilities of the current PSSRP program to determine next steps for the program. OMF is also directed to review requirements for additional Citywide projects such as the Portland Building renovation or replacement of revenue collection systems, and determine if the current PSSRP program could provide expertise to those projects. The review and recommendations should be provided with the FY 2015-16 Fall BMP bureau submission.

Capital Budget

CIP Highlights

Bureau of Internal Business Services

CityFleet - Scheduled Replacement for Vehicles and Equipment

CityFleet manages the fleet replacement program to provide for the timely replacement of vehicles and equipment, realize the lowest possible cost of ownership over vehicle life, and create a predictable fleet replacement schedule and budget. CityFleet established a replacement fund for the replacement of vehicles for all participating departments. In addition to the CityFleet replacement fund vehicles, CityFleet will procure new and replacement vehicles and equipment for the Water Bureau and the Bureau of Environmental Services (BES) on a direct bill basis. The Water Bureau and BES budget for both additional scheduled replacement vehicles and equipment in their respective Capital Budgets.

In FY 2015-16, there are 350 vehicles scheduled for replacement through the CityFleet Fund. The majority of the vehicles include 85 replacement vehicles for Portland Police Bureau, 49 for Portland Fire & Rescue, 17 for Parks, 58 for Portland Bureau of Transportation, and the balance for various other bureaus and divisions such as Printing & Distribution, Bureau of Development Services, CityFleet Motor Pool, Golf, and Facilities. While not budgeted in the CityFleet Fund, there are 46 units scheduled for replacement for the Water Bureau and 21 units for BES.

Facilities - Portland Communication Center

The Portland Communication Center, which houses the City's 9-1-1 center and Technology Services Communications Division, is currently leaking at multiple locations. Significant areas of the roof need to be replaced, and other exterior repairs to siding and walls must be made in order to weatherproof the building. Because this facility provides vital emergency response functions and monitoring, and houses both staff and equipment that must operate 24 hours a day, seven days a week, it is critical that this equipment is protected from water damage, and that the building envelope does not degrade further.

A project was funded as part of the Major Maintenance and Asset Replacement process during the FY 2014-15 Fall Budget Monitoring Process and involves the following major maintenance components:

- Replace roof in areas where it is leaking and in poor condition, and make repairs at exterior walls and envelope to address leaks.
- Replace specific rooftop mechanical units at the end of useful life.

- Upgrade roof structure to support additional weight of units, and to bring building up to current seismic code.
- Perform non-structural bracing per current seismic code.

In addition, the current mechanical units located on the roof are at the end of their useful life, are performing poorly, and are struggling to meet the demands of the technologically intensive functions within the building. These units need to be replaced with high efficiency units as part of the roof replacement project. This work supports the City's Energy Policy ENN-6.01, which tasks the City with modeling energy efficiency in the operations of their facilities.

Much of the building was constructed prior to the establishment of structural building codes that adequately mitigate for earthquake risks now known to exist in the Pacific Northwest. The communications center is a critical part of the City's emergency infrastructure and structural upgrades are needed to bring the building up to current structural codes.

Bureau of Technology Services

Enterprise Technology Refresh

The purpose of this project is to provide a technology refresh (establishing a six-year lifecycle replacement program for network switch and router equipment) for the City's computer network infrastructure. This multi-year project began in FY 2012-13 and costs are expected to be incurred through FY 2016-17. Work scheduled for FY 2015-16 includes replacement of routers that provide an interface between the City and its internet service provider. Estimated remaining project costs are $400,000.

IRNE Network Technology Refresh

This project provides capital and lifecycle improvements to the existing Integrated Regional Network Enterprise (IRNE) infrastructure. Work includes capacity upgrades, end-of-life equipment replacement and establishing an intertie with the Multnomah County telephone system. About $400,000 of the five-year project costs will be incurred in FY 2015-16. Anticipated work in FY 2015-16 includes upgrades to fifty percent of the IRNE 10 Gigabyte sites. Estimated five-year project costs to be incurred are $1,625,000.

Forest Heights IR Site Purchase

This project would allow BTS to purchase the Forest Heights Intelligent Repeater (IR) site used for the 800 MHz radio system. This site has in prior years been leased by BTS and provides integral coverage for public safety and public service radio users on the west side of Portland. The site will be made available in FY 2015-16 at a cost of approximately $450,000. This purchase will ensure the City's continued access to the property and coverage for the radio system.

SAN Storage Expansion

This ongoing CIP provides increased capacity of centralized storage and enterprise backup to meet demand from project and existing data growth. The expansion allows BTS to meet the City's storage environment needs in a more cost effective manner. Rather than purchasing storage in a costlier, as-needed incremental manner, business needs will be aligned with types and quantities of storage,

allowing for proper storage allocation coordination to ensure components are not overburdened. The benefits to this approach are lower costs, assured performance levels, and system flexibility. The five-year costs are allocated in roughly equal amounts each year, with $115,000 appropriated in FY 2015-16 and $340,000 budgeted for each of the following four years. Similar purchases and work will be conducted each year, including storage purchases and augmenting backup system capacity. Estimated five-year project costs are $1,475,000.

Walters Hill

The FY 2015-16 completion of this project will result in the construction and site requirements for an 800 MHz radio system tower that will provide greater coverage to the residents of east Multnomah County. The estimated remaining cost of this project in FY 2015-16 is $200,000.

Office 365 - Phase II

In FY 2014-15 BTS finished the desktop application phase of Office 365 by implementing Lync. In FY 2015-16, the project will focus on the Enterprise Information Management governance model. Anticipated deliverables are the implementation of SharePoint and OneDrive. The estimated remaining cost of this project is $659,000.

Online Payment Services

This project replaces the City's existing payment gateway with an externally hosted service, allowing the City to achieve a standard payment gateway for all City bureau services. This online payment solution will be a Citywide service that will provide each bureau with secure and standardized technology for customers paying for a variety of City goods and services. Estimated FY 2015-16 project costs are $39,000 with total estimated project costs, including FY 2014-15, of $531,500. The vendor for the service also charges a per-transaction fee.

Citywide Projects

EBS - SAP Human Resources Processes & Forms

The objective of the SAP HCM Processes and Forms (SAP HCM P&F) project is to leverage existing SAP technologies to make business processes surrounding employee personnel changes more efficient, accurate, and transparent. SAP HCM P&F offers an efficient way to manage processes involving employee personnel changes, including approval and auditing functions. This highly flexible framework allows SAP customers to build and execute their own specific business processes, which would replace paper forms and approvals and incorporate multiple user roles for approval. Benefits of this process include faster turn-around time on processing personnel and organizational structure changes, elimination of duplicative and inconsistent processes used throughout the City, data validation points for reduced error handling, and self-service functionality incorporated in the SAP CityLink portal. The Bureau of Human Resources (BHR) is the business owner and sponsor for this project, and all timelines are dependent on its approval and resource availability. Contracted vendor costs are not to exceed $361,000.

EBS - Public Sector Collections and Disbursements

The public sector collections and disbursements functionality within SAP will be a pilot project for a larger enterprise-wide system, which allows for the collection and disbursement of funds. The pilot project, for the Office for Community Technology, will allow them to eliminate a manual system used to bill and collect millions of dollars of revenue with local cable franchises. If successful, this new functionality in SAP can be expanded to other bureaus to perform revenue collections for the City. Implementation of this system will also allow the City to examine process improvements in accounts receivable, a recommendation that has come from outside audits. Implementation is to be completed by June 30, 2016. Contracted vendor costs are not to exceed $386,100.

EBS - SAP Enterprise Asset Management Pilot

The 2013 Sierra Citywide Technology Assessment identified that the City can save money and gain efficiencies through consolidation of major systems. In addition, the 2013 AKT Focused Review also supports the findings outlined in the Citywide Technology Assessment. The City currently maintains several work order and billing systems in addition to a fully integrated Enterprise Asset Management Solution (ERP SAP) purchased in 2006.

The requested capital budget of $450,000 is to implement an integrated Asset Management solution in SAP by implementing Plant Maintenance (Work Order System) and Flexible Real Estate modules. The pilot group for this implementation will be Facilities Services. The goal of the implementation is to leverage investment in SAP by saving money on external individual applications and improving efficiency by bringing all City facilities data into SAP. Opportunities with the project include saving annual maintenance payments to external vendors, retiring legacy systems, elimination of costly interfaces, elimination of duplicative and inconsistent processes, and a central repository of the City's real properties. The costs associated with this project will largely consist of consulting services, however, a specific dollar amount for project implementation has not been established at this time. The project may start in FY 2015-16, but a firm date has not been established.

PSSRP - Public Safety Emergency Radio System Replacement Project

The purpose of this project is to ensure that the City implements a cost effective, highly reliable digital public safety voice radio system that meets the current and emerging needs of the Portland region for the next 15 to 20 years, as well as the APCO Project 25 (P25) technical and interoperability requirements as described in the Project Charter. The existing system is beyond its intended operational life and is no longer supported by the manufacturer.

The project budget is $53.1 million, including a contingency of ten percent; project resources include voter-approved General Obligation bonds. The City has executed an agreement with Motorola Solutions, Inc. for the infrastructure replacement portion of the project and is currently in the implementation phase. The implementation phase includes installation of tower site equipment, as well as master and prime site installations and upgrades. The Detail Design Review was completed in April 2014.

The subscriber equipment (hand-held and mobile radios) was purchased from Motorola Solutions, Inc. New radios are in use by the Portland Police Bureau, and are being distributed to Portland Fire & Rescue. Distribution and deployment of new subscriber units and upgrades to other City bureaus, as well as outside public agencies will happen in a phased approach. The project is at the peak of activity and sustainment costs are being developed. The system is expected to be fully functional in FY 2016-17, with project closeout occurring in the same period of FY 2016-17.

PSSRP - Regional Justice Information Network (RegJIN) Project

The purpose of the RegJIN records management system project is to replace the existing Portland Police data system, while also enhancing core system capabilities. RegJIN will have the capacity to track and share crime related data between partnering regional law enforcement agencies, while keeping data confidential in a secure and highly reliable environment. The project budget is $13.4 million, including a contingency of ten percent. Project completion remains on target, the system went live in FY 2014-15 with project closeout occurring in FY 2015-16.

Office of the Chief Administrative Officer

Spectator Facilities

Spectator Facilities does not have capital improvement projects budgeted for FY 2015-16. However, work is being done with the Veterans Memorial Coliseum, which is discussed in the Major Issues section of the CIP.

Major Issues

Bureau of Internal Business Services

CityFleet - Municipal Service Center

Cost effective and responsive fleet services require appropriate facilities to support fleet operations, including inspection, general repair and replacement, fluid changes, tune-ups, body work, storage, fabrication of parts, and other activities for various types of vehicles and equipment. The present fleet maintenance facility is antiquated, undersized, inefficient, and costly to operate. The facility provides only a fraction of the required workspace, and is in need of major repairs. The current building has been remodeled several times since it was originally built. It is non-compliant with current building codes and is not structurally sound for its current purposes. It is no longer fiscally prudent to remodel. In addition, vehicles are currently located under a freeway overpass. The City may be unable to respond should the freeway collapse on emergency response equipment during a major earthquake. Also, flying debris from the freeway overpass is a cause for safety concern on a daily basis.

A modern service center is needed for the continuity of essential daily operations, safe annual snow and ice response coordination, and efficient regional emergency response for the community. Furthermore, a modern service center is more critical in the event of a major catastrophe, and also to meet increasing service demands of a growing city. CityFleet will be working with customer stakeholders to identify

options and opportunities for consolidating services into a central location. During the FY 2014-15 Fall Budget Monitoring Process, Council approved a request for funding a Municipal Service Center study. CityFleet will share the cost of the study with the Bureau of Transportation Maintenance Division. The goal is create a service facility that better serves customer bureaus and the taxpayers.

CityFleet - Future Replacement of City Owned Fueling Stations

CityFleet is responsible for managing nine fuel stations. These stations enable the use of specialized alternative fuels, multiple fuel blends, and quality control of the fuel dispensed to the City's vehicles and equipment and to other government agencies. Large capacity tanks enable wholesale bulk fuel purchases and provide extended storage for emergency fueling. Contract bulk purchases for unleaded and Ultra Low Sulfur Diesel (ULSD) fuel is about ten percent below Portland's retail market pricing.

To meet Oregon Department of Environmental Quality requirements (DEQ), City efficiency goals, and to improve accountability, CityFleet has replaced Sandy River, Bull Run, and Stanton Yard, and has added a fuel station at the Police East Precinct.

The City's remaining fueling sites are past their useful life and debt financing was approved by Council in the FY 2014-15 Fall Budget Monitoring Process. Replacing the fueling stations will ensure compliance with DEQ standards and meet the needs of the City. Facilities has estimated the cost of the five remaining tank projects, including 15% project contingency and estimated $9.7 million. These stations are: Columbia Wastewater Treatment Plant ($2.1 million), First Avenue Garage ($2.2 million), Mt. Tabor Station ($2.2 million), Interstate ($2 million), and Kelly Building ($1.2 million).

Two new stations were also approved in the Fall Budget Monitoring Process. The City has a strategic need to provide fueling capabilities west of the Willamette River near the downtown area and on Portland's eastside. These much needed fueling stations will provide fuel for incident and emergency responses more cost effectively and in a more timely manner. The City recently acquired land on the westside to meet emergency event needs. A site master plan is being developed, including planning for an aboveground fuel station, which would cost an estimated $3.1 million. Construction of an eastside station is estimated to cost $800,000, bringing the total program to an estimated cost of $13.6 million.

Facilities - Funding Facility Projects

Several Facilities projects lack funding sources, including the Mounted Patrol Unit relocation, Municipal Service Center, Justice Center improvements, and the Jerome Sears Westside Operations Center. These projects will be critical to meeting the City's future needs and assuring adequate response and repair facilities.

Facilities - Jerome Sears Westside Operations Center

The City took possession of the former US Army Reserve Center located at 2730 NW Multnomah Blvd. in July 2012. The site was acquired from the Army under the condition that it be used primarily for an emergency operations center. In June 2013, a master plan was completed that identified four phases of funding and optional development concepts. It was then determined that the current zoning of the property as medium-density residential would not allow for the City's intended uses. Therefore, a type III land use review was conducted and completed in 2014, which re-zoned the site as needed to accommodate future City use.

The long-term plan is to develop the center as a west side emergency facility. However, funding is not currently being requested for this larger project. In the near-term, there is a project to build a fueling facility.

The Sears facility location has long been considered vital as a west side staging area as part of the City's greater preparations for a major region-wide disaster. This concept has included the installation of a vehicle fueling facility in order to have an available and reliable fueling facility on the west side of town for City vehicles. Facilities Services has established an initial project estimate of $3.1 million for development of a code compliant fuel facility, and is currently examining the additional scope and costs that might be associated with construction of an essential fuel facility. This higher standard for construction and additional due-diligence on the part of Facilities Services is important in order to ensure the availability of a reliable source of fuel after a disaster.

The fueling station project was funded with $1.2 million of General Fund money received in the FY 2014-15 Budget as well as debt financing approved by the Council in the FY 2014-15 Fall Budget Monitoring Process Report.

Facilities - Mounted Patrol Unit

The Portland Police Bureaus Mounted Patrol Unit (MPU) has been housed at a property owned by Portland Development Commission (PDC) called Centennial Mills. This property has multiple buildings that are in various states of failure. The portion that MPU occupies was remodeled in early 2000 and, until recently, worked well. In the last few years, the unoccupied portions of the Mill and the Dock-side portions have structurally failed to the point where it is no longer safe to occupy any portions of the Mill property. PDC is working on redevelopment plans for the site, but they do not include space for the MPU, and the MPU vacated the property as of May 30, 2015. Working with PDC and Portland Police Bureau, Facilities Services has developed a new construction option on a PDC-owned property located partially under the Broadway Bridge and adjoining the Union Station property. Facilities is also looking for other options, as well as working to determine funding options.

Facilities - Justice Center

The City of Portland and Multnomah County, along with several small private retailers, own and operate the Justice Center Condominium. Based on the City's operations and management agreement, Multnomah County provides all of the common area systems maintenance and capital work. The Justice Center, which opened in 1984, was not built according to the essential seismic building standards. Because the Justice Center is occupied by the Multnomah County Jail as well as the

Portland Police Bureau Central Precinct, seismic improvements are necessary to ensure that the building can withstand, and continue operating during and after, a seismic event. Multnomah County conducted a seismic study of the building in the mid 1990s. This study identified multiple issues that must be addressed to meet the current standards.

Facilities - The Portland Building Exterior Envelope and Structural Improvements Project

Due to ongoing water intrusion issues, a major maintenance project was started in FY 2012-13 to thoroughly assess water intrusion and structural integrity of the Portland Building, to provide conceptual design for repairs, and to provide cost estimates for repairs. Additional assessment, conceptual design, and conceptual cost estimates were completed in FY 2014-15 for seismic and interior improvements, including interior systems, energy and sustainability, ADA, space efficiency, and environmental controls.

In FY 2015-16, Facilities Services will engage preconstruction services from a construction contractor for design, construction and cost review. This work will provide additional details and necessary direction on how best to design and construct needed repairs to the Portland Building. A construction contractor will be consulted to identify cost efficient construction phasing, and methodology that will have the least impact on business operations of Portland Building tenants. This will provide the information needed to develop a full financing package.

Bureau of Technology Services

Funding Bureau of Technology Services (BTS) Projects

A major issue for the BTS CIPs continues to be lack of adequate funding for maintenance and replacement of technology equipment and software when useful service life has ended, or when technology enhancements are no longer vendor-supported. BTS has a Technology Reserve established to fund the replacement and upgrades of technology systems. The reserve is funded through net income from rates charged for services. This net income can come from spending under budget, increased customer demand for services, or savings from efficiencies achieved by consolidating systems. The FY 2015-16 budget materially increased available funding, but those funds will not sufficiently meet all of the Citywide needs BTS has for keeping systems and equipment current.

Major maintenance and capacity expansion are needed to keep critical technology infrastructure operating at the level required to meet current and emerging customer needs. Bureaus throughout the City, as well as some non-City agencies that rely on BTS services, have gained efficiencies through the use of technology and depend on technology systems and services in order to perform their daily operations. Maintaining up-to-date technology has been shown to reduce the overall cost of operations. As hardware and software age, support costs increase. Direct cost increases are reflected in vendor support contracts, which often increase significantly as systems are maintained beyond their useful life. In many cases, replacement costs can be substantially offset by vendor contract savings. The City also incurs an increase in costs as staff spends a disproportionate amount of time responding to service-affecting support issues. Service outages can result in lost productivity as BTS has less capacity to implement new solutions while customers are impacted by the downtime of existing systems.

Regular and ongoing technology replacements and upgrades contain costs and allow BTS staff to work on the priority needs of its customers.

Information Security Compliance

Investments need to continue to be made in projects that will improve the information security capabilities of the City. As a November 2014 audit stated, the City is not fully compliant with Payment Card Industry (PCI) requirements. There are also additional requirements in order to maintain Personal Identifiable Information (PII) compliance. Failure to comply with these requirements increases risk to the City and may result in fines and penalties, up to and including the termination of the City's ability to process credit card payments. The scope and mandates of PCI compliance have increased significantly and are expected to further expand in coming years.

The City is currently investing in a multi-year project to migrate payments to a third party payment processor. In addition, efforts are underway to ensure compliance activities across all City bureaus, business processes, systems, and vendors that process credit card payments. Technology Services will also lead efforts to ensure compliance with laws and regulations related to PII.

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 payable.

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

In order for the City to quickly recover its most critical services after a major disaster, additional resources should be directed toward 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 be a location safe from disasters such as earthquakes, floods, and hurricanes.

BTS currently keeps redundant copies of critical City data at an offsite location. However, recovery from the catastrophic destruction of key technology systems or the data center itself will require the ability to rapidly rebuild and restart replacement systems. Only then will it be possible to restore full services to the City.

The Bureau is developing options for off-site data storage, including looking at how this could integrate with the Portland Building renovation and seismic improvements.

Citywide Projects

Enterprise Business Solution - Project Approval Process

The way in which Enterprise Business Solution (EBS) identifies and approves projects presents a planning challenge for projects included in the CIP. Project approval is based on a number of factors, most of which are outside the direct authority and control of EBS staff. The guidelines and approval process for EBS projects include first identifying and addressing City customer needs. These needs are validated by the EBS Executive Steering Committee and Program Advisory Committee, and then approved by the bureau business owners. In addition to this standard process, EBS is also guided by evaluations and assessments conducted by third-party entities. Any additional needs or issues identified by these consultants must be presented and approved by the governance and business process owners. After final agreement has been made, projects are then added to the EBS work plan and the request for proposal process begins. Timelines can also move based on resource availability. Due to these variables, the CIP budget only includes projects with a high likelihood of beginning in the new fiscal year that have been approved to move forward. EBS also uses the Budget Monitoring Process to capture any projects that have been approved outside of the annual Budget Process.

Public Safety System Revitalization Program

No major issues to note in the FY 2015-16 CIP.

Office of the Chief Administrative Officer

Spectator Facilities - Asset Condition of Veterans Memorial Coliseum

The asset condition of the Veterans Memorial Coliseum was downgraded from fair to poor in FY 2013-14. While discussions continue about several options for the facility's future, including a major renovation of the facility, City Council has not yetmade a decision and funding resources for a renovation project have not been identified.

Changes from Prior Year

Significant changes for the OMF CIP for FY 2015-16 include the following:

Bureau of Internal Business Services

Completion of Station 21

Station 21 opened in November 2014. The project was completed on time and under budget.

Completion of the Police Training Center

The Police Training Center opened in September 2014. The project was completed on time and on budget.

Bureau of Technology Services

IRNE Voice System Technology Refresh

This project results in the migration from, and ultimate retirement of, the City's analog voice switch, which has primary components that are no longer supported. Migration to the existing Avaya Communication Manager Private Branch Exchange (PBX) system will move the City to a Voice Over Internet Protocol (VOIP) Solution. Anticipated work in FY 2015-16 includes preparing an environment for transition to a system-wide VOIP telephone system, configuration and installation of core infrastructure components, and installation of supporting services and technical training. The five-year project costs are estimated at $2,766,000.

Replacement of Telecommunications Management System

This project replaces the City's Telecommunications Management system. The new system integrates with a call accounting program installed as part of the Voice Technology Refresh CIP, and also directly integrates with SAP. Total costs for this project are estimated at $294,000.

Microwave Radio Upgrades for Spur Sites

This project will upgrade spur microwave links to an Internet Protocol (IP) based Eclipse radio with TDM (T1) capabilities. BTS sites require additional IP bandwidth. These upgrades will improve capabilities and help to provide that bandwidth. Putting the microwave system on a single platform will also allow for easier maintenance. Total estimated costs for this project are $375,000.

Critical Security Controls Framework

This project will result in an Information Security Framework to help ensure compliance with various federal, state, local, and industry rules, policies, regulations, and laws. This is required to ensure the City has suitable cyber defenses to protect against unauthorized access of infrastructure and data. Existing mandates of compliance include, but are not limited to, the Payment Card Industry/Personal Identifiable Information (PCI/PII), Federal Tax Information (FTI), Criminal Justice Information Security (CJIS), Health Insurance Portability and Accountability Act (HIPPA), and the Oregon Identity Theft Protection Act. Establishing an information security framework for the City will help BTS to effectively and efficiently manage, monitor and maintain compliance, and avoid potential fines, security breaches, and/or litigation. Anticipated work for FY 2015-16 includes procuring a critical security controls framework platform. The estimated five year total for this project is $650,000.

Mobile Application Management

This project will allow for standards-based development, maintenance and consistent support for multiple operating systems such as iOS, Android, and Windows, along with a wide variety of mobile device types including phones, tablets, and mobile pcs. The estimated total cost of this project is $125,000.

Citywide Projects

EBS - Completion of the CAFR Caseware Implementation Project

EBS completed the implementation of the Comprehensive Annual Financial Review (CAFR) Caseware project. The software was successfully used in the creation of the FY 2013-14 City of Portland CAFR.

EBS - Completion of Contracting Process for SAP Human Resources Forms & Processes Project

EBS worked through the City's RFP process and completed vendor selection for this project. The City executed an agreement with ROC Americas, Inc. for services and software necessary to implement the functionality on January 14, 2015. Contracted vendor costs are not to exceed $361,000. The FY 2014-15 budgeted cost was $350,000. Project work has begun.

EBS - Completion of Contracting Process for PSCD Project

EBS worked through the City's RFP process and completed vendor selection for this project. The City executed an agreement with Applexus Technologies, LLC for services to implement the SAP PSCD module on January 14, 2015. Project work has begun. Contracted vendor costs are not to exceed $386,100. The FY 2014-15 budgeted cost was $400,000.

PSSRP - Emergency Radio Replacement Project

The Radio Replacement Project is in full progress. Implementation of infrastructure equipment and distribution of new radios are well underway. The sustainment costs are being developed. Project issues are being addressed in collaboration with other City bureaus and regional partners.

PSSRP - RegJIN Project Nearing Completion

The project is completing all essential activities and close out will occur in FY 2015-16. All project activities are in close collaboration with all internal and external partners.

PSSRP - The Fire Information System (FIS) Replatform Project

The Fire Information System (FIS) project was completed and transitioned over to Bureau of Technology Services (BTS) and Portland Fire & Rescue. The revised scope of work was completed on time and within budget. Subsequently, BTS and Portland Fire & Rescue will user-test the completed modules and finished the remaining work in FY 2014-15.

Office of the Chief Administrative Officer

Spectator Facilities

No changes from prior year to note in the FY 2015-16 CIP.

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.
- Reliable, adequate public safety and emergency response facilities and technology promote a safe and peaceful community. Projects within the OMF CIP will replace aging public safety systems and applications that increasingly rely on data and newer technology that if not replaced, pose a risk to future public safety and emergency response operations.
- City of Portland buildings in the downtown area, including City Hall, the 1900 Building, and the Portland Building, help maintain a vital downtown. The City-owned spectator and performance facilities (Veterans Memorial Coliseum, Providence Park, and Portland'5 Center for the Arts) attract people from around the region and state to Portland's central city.
- 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.

Criteria

Bureau of Internal Business Services

For this capital plan, the Bureau of Internal Business Services' primary focus is responding to customer needs for additional infrastructure and replacement equipment.

Bureau of Technology Services

For this capital plan, BTS continues to focus on the critical core elements of its infrastructure, with an emphasis on infrastructure that addresses maintenance, security, and reliability of key systems, and provides the capacity to meet the City's changing business needs. The CIP was a coordinated effort between the Technology Services programs of Communications, Production Services, Information Security, Support Center, Enterprise Architecture, Business Solutions, and Police IT. Priority was given to essential core services and system upgrades and replacements that maintain the stability and security of core data services, continuity of critical services, customer requirements, and asset replacements that facilitate cost savings and efficiency.

Enterprise Business Solution

For this capital plan, Enterprise Business Solution's primary focus is meeting the City's needs for an enterprise system that leverages access to integrated data; eliminates inefficient, duplicative, or paper-based processes; and consolidates multiple systems on a common platform. The criteria used to identify and prioritize these needs requires participation of the bureau, the business owner, the governance structure, and third-party assessment.

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 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 major maintenance plans were developed with input from internal and external customers, staff who maintain the infrastructure, and City Council's established goals, objectives, and policies.

Bureau of Internal Business Services

CIP projects for new or relocated facilities are the result of considerable planning and collaboration with bureaus, community members and City 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.

Bureau of Technology Services

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

As BTS is responsible for nearly the entire City information technology and communications infrastructure, primary coordination opportunities exist in maintaining a secure, robust infrastructure in order to maintain business continuity in the event of a disaster.

Enterprise Business Solution

For Enterprise Business Solution (EBS), the EBS Support Manager works closely with the EBS leadership team to identify future projects. The minimum requirements to establish the project in the Requested Budget are approval by the business process owner, approval of the governance committees, and a draft request for proposal for any procured services.

City Comprehensive Plan

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

- Police: The siting and organization of public safety response facilities are based largely on the City's physical size, growth, density, and demographic patterns. The Police Bureau Master Plan effort is closely connected to the City's growth projections and geographical form.
- 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. In addition, the City-owned spectator and performance facilities support Downtown and Lloyd District as the major cultural center for the region.

Financial Forecast Overview

This CIP includes projects funded from a variety of sources.

- 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, Urban Area Safety Initiative grants funds, and General Obligation bonds fund PSSRP projects.
- General Fund cash and a debt financing to replace five fueling stations and construct two new stations.

Asset Management and Replacement Plan

The OMF CIP includes four categories of capital 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 Technology Services 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, such as the PSSRP, These projects are funded with one-time money or general obligation bonds.
- Refresh and upgrade technology projects in Enterprise Business Solution and Technology Services.
- Expansion of the City's infrastructure to accommodate growing demand. The funding source for this type of project varies depending on the beneficiary.

These replacement and new construction projects are one part of OMF's asset management program. Which also includes 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 Office of Management & Finance's CIP is organized around the following CIP programs:

- Technology Services
- Facilities
- CityFleet
- Citywide Projects
- Spectator Facilities

Funding Sources

The OMF CIP includes both funded and unfunded projects. Funded projects are those where current service level resources cover the costs of the projects and no decision package is required. Unfunded projects are those that have no current service level resource to cover their costs. Since budget guidelines required bureaus to offer offsetting reductions for actual decision packages, these projects were discussed only in the narrative section.

Current service level resources for funded projects in this plan include:

- Interagency rates for BTS and EBS projects
- BTS operating and technology reserves for other BTS projects
- Interagency rates for CityFleet vehicle acquisition projects
- One-time General Fund discretionary appropriation
- Other debt financings approved by City Council

Major Projects

Major projects include:

- Replacing five fueling stations and constructing two new fueling stations
- Radio system replacement

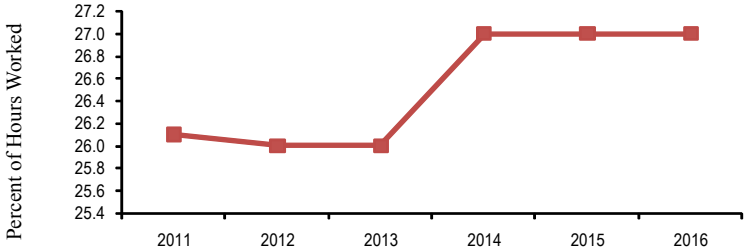
Net Operating and Maintenance Costs

Net operating and maintenance costs of projects have been estimated and included with each project in the CIP Details pages of the OMF Requested Budget.

Performance Measures

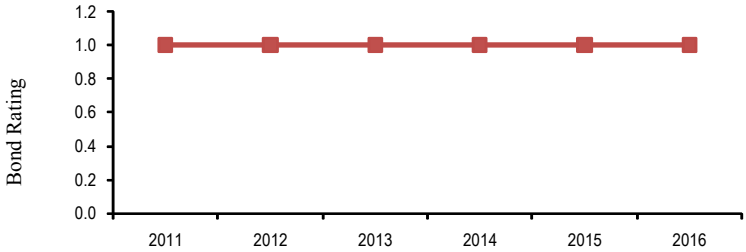
Percentage of MWESB Hours Worked

The percent of minority and women contractor hours worked on City construction projects is in accordance with the Workforce Training and Hiring goal of 27%.



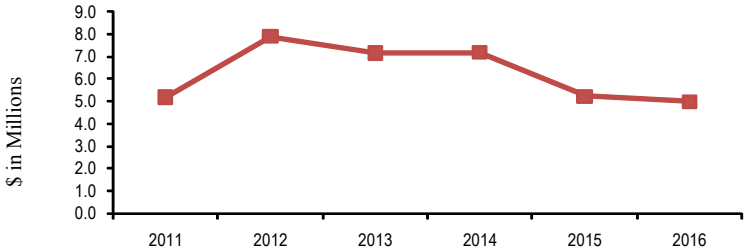
City's Unlimited Tax General Bond Rating (1=Aaa)

The City continues to maintain the highest Aaa bond rating.



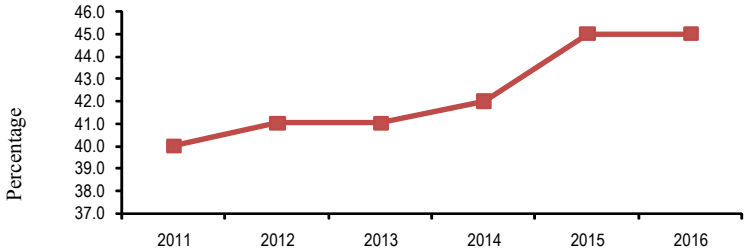
Business Income Tax Gap

Tax Gap amount sums estimated unregistered businesses value (estimated unregistered accounts X average return value), actual outstanding receivables from businesses, and presumptive tax receivables (number of non-filers X average return value)



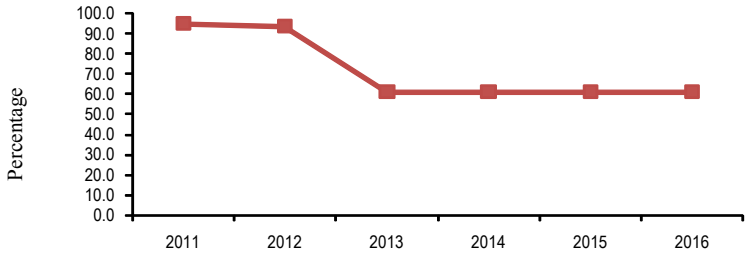
Percentage of CityFleet Vehicles that Utilize Alternative Fuel and Hybrid Technology

CityFleet supports the City's sustainability goals and strives to improve air quality, reduce dependence on foreign oil, reduce negative environmental impacts, control costs, and reduce vehicle emissions through a comprehensive Green Fleet Vehicles Implementation Program. Use of alternative fuel and hybrid technology vehicles supports these efforts.



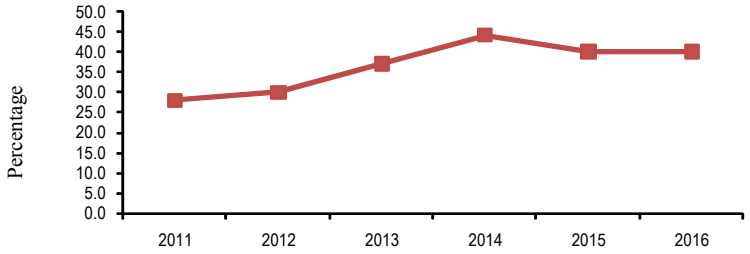
Percentage of OMF Owned City Facilities Maintained in Good Condition

Facilities Services conducts annual condition inspections of all buildings in the OMF portfolio, which are then rated based on the projected major maintenance and repair cost as compared to the replacement cost of the building. The ratings include poor, fair, and good condition.



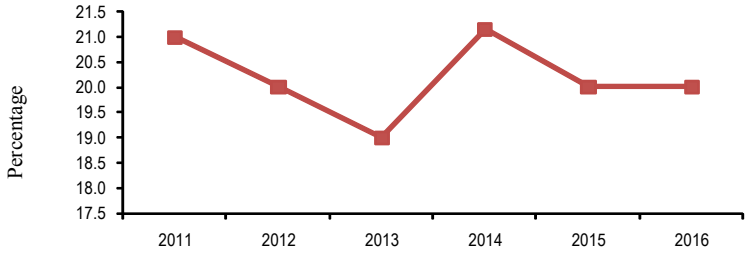
Percentage of Diverse Applicants per Recruitment - Female

The recruitment value reflects the City's networking and outreach efforts. The percentage of female applicants is expected to reach 40% in FY 2015-16.



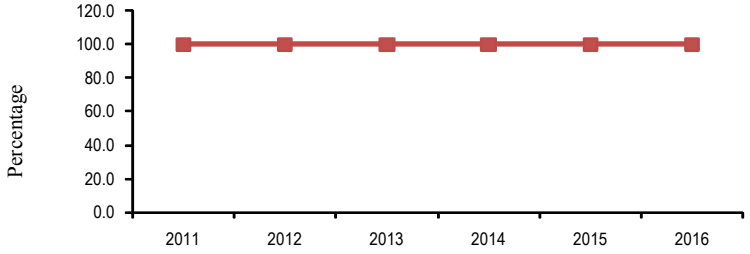
Percentage of Diverse Applicants per Recruitment - Minority

The recruitment value reflects the City's networking and outreach efforts. The percentage of minority applicants is expected to reach 20% in FY 2015-16.



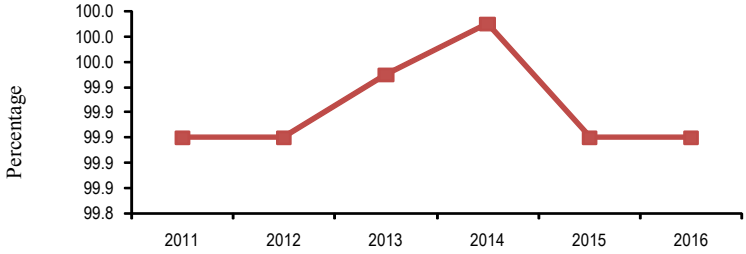
Network Availability (Excluding Scheduled Maintenance)

This measures the infrastructure availability that allows the City's workforce to access City technology applications and tools, anytime, anywhere including the use of mobile devices.



Payment Gateway Availability

The payment gateway processes payments for City services such as permits, parking meters, Arts Tax, and water bills.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Taxes	14,946,055	19,807,305	26,981,000	26,099,650	26,099,650
Licenses & Permits	10,629,320	6,414,761	5,520,289	5,352,500	5,352,500
Charges for Services	61,994,004	64,417,090	67,163,209	69,411,121	69,411,121
Intergovernmental	15,178,385	12,424,958	11,422,243	10,784,726	10,784,726
Bond & Note	135,811	46,992,885	14,559,168	12,604,127	12,604,127
Miscellaneous	7,583,152	7,450,518	4,750,657	5,079,786	5,079,786
Total External Revenues	**110,466,727**	**157,507,517**	**130,396,566**	**129,331,910**	**129,331,910**
Internal Revenues					
General Fund Discretionary	12,788,008	10,180,524	16,796,395	15,898,912	15,985,651
General Fund Overhead	12,119,154	11,315,727	10,289,892	10,745,326	10,810,909
Fund Transfers - Revenue	8,607,737	12,541,318	12,333,342	8,342,353	8,442,202
Interagency Revenue	127,407,912	128,634,420	141,580,819	147,725,543	148,672,128
Total Internal Revenues	**160,922,811**	**162,671,989**	**181,000,448**	**182,712,134**	**183,910,890**
Beginning Fund Balance	194,885,323	179,484,701	166,591,943	154,356,848	154,356,848
Total Resources	**$466,274,861**	**$499,664,207**	**$477,988,957**	**$466,400,892**	**$467,599,648**
Requirements					
Bureau Expenditures					
Personnel Services	69,932,041	70,252,467	75,002,733	77,936,504	78,296,899
External Materials and Services	135,290,694	158,711,346	185,637,703	182,120,366	183,572,488
Internal Materials and Services	24,150,044	24,848,988	26,113,317	25,717,746	25,977,251
Capital Outlay	17,932,655	15,644,053	23,300,715	15,202,721	16,828,421
Total Bureau Expenditures	**247,305,434**	**269,456,854**	**310,054,468**	**300,977,337**	**304,675,059**
Fund Expenditures					
Debt Service	22,646,107	41,597,264	19,922,361	21,225,990	21,145,991
Contingency	0	0	139,191,827	139,174,971	136,688,704
Fund Transfers - Expense	7,643,744	16,561,581	8,820,301	5,022,594	5,089,894
Total Fund Expenditures	**30,289,851**	**58,158,845**	**167,934,489**	**165,423,555**	**162,924,589**
Ending Fund Balance	188,679,576	172,048,508	0	0	0
Total Requirements	**$466,274,861**	**$499,664,207**	**$477,988,957**	**$466,400,892**	**$467,599,648**
Divisions					
Citywide Projects	11,354,302	32,083,250	27,800,753	14,809,486	15,159,486
Office of the Chief Administrative Officer	8,314,407	6,738,204	10,318,854	10,569,057	10,569,057
Human Resources	62,842,013	61,110,117	66,865,852	67,974,021	68,093,348
Internal Business Services	77,664,806	78,025,653	100,896,444	95,404,264	96,499,455
Bureau of Revenue & Financial Services	41,662,075	47,349,584	55,102,387	62,426,579	62,456,579
Technology Services	45,467,831	44,150,046	49,070,178	49,793,930	51,897,134
Total Divisions	**$247,305,434**	**$269,456,854**	**$310,054,468**	**$300,977,337**	**$304,675,059**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised FY 2014-15	Adopted FY 2015-16	Capital Plan FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
BTS								
AIX Hardware Tech. Refresh	1,101,802	0	0	0	0	0	1,188,048	1,188,048
Cherwell Capability Expansion	193,040	134,818	70,000	0	0	0	0	70,000
Critical Security Controls Framework	0	0	100,000	250,000	100,000	100,000	100,000	650,000
Enterprise Net. Tech. Refresh	1,767,059	578,400	300,000	100,000	0	0	0	400,000
Forest Heights IR Site Purchase	0	0	449,400	0	0	0	0	449,400
IRNE Const. - Fiber	571,072	110,000	104,583	0	0	0	0	104,583
IRNE Net. Tech. Refresh	777,775	330,000	400,000	1,000,000	75,000	75,000	75,000	1,625,000
IRNE Voice System Tech. Refresh	0	0	783,509	1,982,491	0	0	0	2,766,000
Microwave Radio Upgrades for Spur Sites	0	0	125,000	125,000	125,000	0	0	375,000
Mobile Application Management	0	0	125,000	0	0	0	0	125,000
Mobile Data Management Tool	0	0	87,500	0	0	0	0	87,500
Office 365 Implementation	958,408	532,529	659,182	0	0	0	0	659,182
Online Payment Services	0	80,000	271,500	39,000	45,000	45,000	51,000	451,500
Out of Band Management	0	0	0	0	75,000	0	0	75,000
Radio Site Video Security Monitoring	0	0	0	75,000	75,000	0	0	150,000
Remote Antenna Testing and Monitoring	0	0	0	0	75,000	0	0	75,000
Replace Symantec Secure Web Gateways	0	0	38,000	0	0	0	0	38,000
Replace Telecomm Management System	0	0	294,000	0	0	0	0	294,000
SAN Storage Expansion	3,727,151	612,809	565,000	340,000	340,000	340,000	340,000	1,925,000
Smart Card Technology	0	0	0	0	100,000	100,000	50,000	250,000
VHF and 700 MHz NSPAC Repeater	0	0	0	125,000	125,000	0	0	250,000
Video Enterprise Management Systems	0	0	60,000	0	0	0	0	60,000
Walter's Hill Radio Site	128,408	475,491	480,000	0	0	0	0	480,000
Wireless Network Expansion	312,839	0	30,000	50,000	100,000	100,000	0	280,000
Total BTS	**9,537,554**	**2,854,047**	**4,942,674**	**4,086,491**	**1,235,000**	**760,000**	**1,804,048**	**12,828,213**
CityFleet								
BDS Replacement	0	0	333,294	29,799	0	0	82,841	445,934
Fire Bureau Replacement	0	0	1,164,637	388,651	223,690	218,923	108,811	2,104,712
Golf Replacement	0	0	151,151	30,786	172,402	418,649	78,131	851,119
Office of Management and Finance Replacement	0	0	350,092	105,816	246,155	300,297	186,854	1,189,214
Parks Bureau Replacement	0	0	424,218	1,588,971	1,272,574	478,208	728,621	4,492,592
PBOT Replacement	0	0	1,870,649	3,742,960	5,112,445	6,029,317	1,966,194	18,721,565
Police Replacement	0	0	2,410,519	2,348,593	3,287,162	1,287,790	3,180,408	12,514,472
Replace and construct fueling stations	100,000	1,202,297	4,506,719	4,506,718	4,506,718	0	0	13,520,155
Total CityFleet	**100,000**	**1,202,297**	**11,211,279**	**12,742,294**	**14,821,146**	**8,733,184**	**6,331,860**	**53,839,763**
Facilities								

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	5-Year Total
Fire & Rescue Station Roof Replacements	0	0	250,000	0	0	0	0	250,000
Total Facilities	**0**	**0**	**250,000**	**0**	**0**	**0**	**0**	**250,000**
Citywide Projects								
Enterprise Asset Management Pilot	0	0	450,000	0	0	0	0	450,000
HCM Forms & Processes	0	0	350,000	0	0	0	0	350,000
Radio System Replacement	17,804,257	17,950,282	5,404,498	9,251,393	0	0	0	14,655,891
RegJIN Project	6,923,477	6,077,875	450,603	0	0	0	0	450,603
Total Citywide Projects	**24,727,734**	**24,028,157**	**6,655,101**	**9,251,393**	**0**	**0**	**0**	**15,906,494**
Total Requirements	**34,365,288**	**28,084,501**	**23,059,054**	**26,080,178**	**16,056,146**	**9,493,184**	**8,135,908**	**82,824,470**

Human Resources

Overview

The Bureau of Human Resources provides strategic leadership and management for Citywide human resources systems. These systems link to the overall business strategies of City Council and bureaus as they relate to strategic support, operations, benefits and wellness, payroll, classification and compensation, outreach, employment and diversity services, training and workforce development, labor relations, and affirmative action reporting. The bureau is responsible for developing and maintaining the City's Human Resources Administrative Rules, providing administrative support to the Civil Service Board, and ensuring compliance with the Health Insurance Portability and Accountability Act, as well as state and federally mandated leave laws (e.g., Family Medical Leave Act and Oregon Family Leave Act). The bureau is the SAP Human Capital Management business process owner. The bureau is also responsible, through corporate level activities and site teams, for helping bureaus recruit, develop, and retain a competent and highly qualified workforce that is representative of the communities the City serves.

The Bureau of Human Resources manages the Portland Police Bureau's Personnel Division, the City's health insurance programs, and the deferred compensation program. The bureau also 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.

The City strives to be the public employer of choice, and Human Resources supports this effort through many of its initiatives. Current trends show that there will not be enough work ready candidates in the market to support anticipated retirements. This is why it is critical to create a work culture that is inviting to diverse and talented employees.

The bureau is responsible for implementing the following initiatives in support of the City's equity goals:

- Workplace harassment and discrimination training
- Manager and supervisor core competency training
- Cultural competency training
- Bias reduction training
- The annual Northwest Public Employees Diversity Conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission

In addition, the bureau conducts ongoing, focused outreach recruitment efforts for the City.

Operations

Description

The Operations and Strategic Support consists of three program.

The Director's Office develops and maintains the City's Administrative Rules and policies and provides human resources consultation to bureau directors and City Council. The Director's Office manages the bureau's budget and the finances for the Benefits/Wellness program. It also provides oversight to the Operations program, management of SAP Human Capital Management (HCM), and administers the Citywide family leave program, pre-employment medical programs, and the targeted severance program. The Director's Office also provides administrative support for the Civil Service Board.

The Benefits/Wellness program 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. The 457 Deferred Compensation plan helps employees save for retirement on a tax deferred basis.

The Operations program manages, administers, and coordinates the City's human resources and payroll systems. This program is the business process owner of SAP HCM and is responsible for business process oversight to the Organization Management, Personnel Administration, Payroll, and Time Administration programs.

Goals

The Operations program supports the City goal of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.
- Delivering business solutions that take into account customer needs and interests.
- Leading Citywide initiatives that help bureaus plan for and adapt to a changing workforce.
- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance.

Performance

The payroll program strives to have all payroll checks directly deposited to ensure prompt payment and save paper resources. This rate is expected to remain steady. Employee enrollment in the Health Coaching program is expected to increase as we improve outreach to employees with chronic illnesses. Ensuring plan participants with chronic illnesses are offered and connected to programs with evidence-based approaches is expected to mitigate future negative trends and moderate claims cost over time. By setting communication and participation targets, the City will use this strategy to moderate increases in behavioral risk factors that lead to chronic disease.

Changes to Services and Activities

In collaboration with Enterprise Business Solution, the Operations program will continue to manage and support business process improvements in FY 2015-16 that will streamline and automate organizational management and personnel transaction forms.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	26.00	36.00	38.00	37.00	38.00
Expenditures					
Benefits/Wellness	(55,192)	664	639	1,476	1,476
Deferred Compensation	259,903	253,859	277,553	303,213	303,213
Health Insurance	52,348,398	50,781,482	57,764,274	58,555,200	58,552,205
HR Systems & Records	2,505,073	3,175,671	4,023,335	3,957,733	4,080,055
Total Expenditures	**55,058,182**	**54,211,676**	**62,065,801**	**62,817,622**	**62,936,949**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Efficiency					
Percentage of payroll checks direct deposited	88%	92%	91%	91%	91%
Workload					
Number of employees enrolled in health coaching programs	133	437	437	450	450

HR Corporate Services

Description

HR Corporate Services consists of four functions. The Classification/Compensation program designs, implements, monitors, and maintains Citywide classification and compensation plans, programs, policies, and systems. The Diversity, Outreach, and Employment Resources program provides consulting services for Citywide recruiting strategies, including focused outreach services to increase the diversity of the City's workforce, processes and programs. The Labor Relations oversees labor negotiations, responds to grievances, and acts as the official representative of the City with nine employee bargaining units. The Training and Workforce Development program creates and implements training programs Citywide.

Goals

HR Corporate Services supports the City goal of delivering efficient, effective, and accountable municipal services by providing the legal framework for compensation; seeking high-quality candidates; educating the workforce to be respectful of diversity, equity, and cultural differences; planning thoughtful labor negotiation strategies; and providing training and development opportunities. It also supports the Office of Management & Finance goals of:

- Providing programs to attract, on-board, develop and retain a skilled, knowledgeable, and diverse City workforce.
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability and business needs.
- Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.
- Delivering business solutions that take into account customer needs and interests.
- Leading Citywide initiatives that help bureaus plan for and adapt to a changing workforce.

Performance

City job recruitments continue to meet the original or renegotiated timeline at approximately 90%. Affirmative Action reporting monitors activity related to hiring, promotion, and termination of employees and the percentage of diverse applicants in each recruitment. The percentages for female and minority applicants are expected to reach 40% for female applicants and 20% for minority applicants in FY 2015-16. The focused outreach program is starting to have a positive impact on the number of diverse candidates, and more important the number of diverse candidates, hired into positions within the City. The goal is for bureaus to begin outreach efforts prior to posting a specific recruitment, which should result in an increased number of diverse applicants and a diverse workforce.

Changes to Services and Activities

Classification/Compensation began the Citywide, Non-Represented Classification and Compensation Study. Phase one consist of the development of the position description for each employee involved in the study, which will serve as the foundation for a new classification system. Resources were carried over from FY 2014-15 to fund a position to support Citywide training and on-boarding. The

Training and Workforce Development program will expand the capability and functionality of the eLearning and Citywide training programs to deliver additional learning opportunities to employees, along with new supervisory and leadership development programs to support the City's Employer of Choice initiative and the new employee on-boarding process.

In FY 2015-16, one position is realigned from Enterprise Business Solutions to the Bureau of Human Resources as part of the effort to consolidate Citywide training. BHR will provide SAP training, and an interagency agreement with EBS is added to support the cost of this training.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	25.00	20.00	20.00	20.00	20.00
Expenditures					
Citywide Training	(4,269)	(6,916)	20,208	20,771	20,771
Class/Compensation	540,769	496,275	566,904	613,035	613,035
Diversity/Affirmative Action	349,146	381,654	376,798	408,416	408,416
Employment/Development	749,656	634,277	648,341	693,087	693,087
Labor Relations	723,138	782,617	772,720	808,178	808,178
Total Expenditures	**2,358,440**	**2,287,907**	**2,384,971**	**2,543,487**	**2,543,487**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of recruitments meeting original or renegotiated timelines	90%	90%	90%	100%	100%
Effectiveness					
Percentage of female applicants per recruitment	37%	44%	40%	40%	40%
Percentage of minority applicants per recruitment	19%	21%	20%	20%	20%
Percentage of focused outreach program participants on an eligible list who are offered a position	NA	NA	NA	75%	75%

Site Teams

Description

The Site Teams and the Police Human Resources program provide human resources consultation, services, programs and training to ensure that bureau directors, managers, supervisors, and employees have the information and resources necessary to meet business and work-related needs. The Human Resources (HR) Site Teams facilitate bureaus' use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices.

Goals

The Site Teams support the City's goal to deliver efficient, effective, and accountable municipal services, and support the Office of Management & Finance goals to:

- Lead Citywide initiatives that help bureaus plan for and adapt to a changing workforce.
- Provide programs to attract, on-board, develop and retain a skilled, knowledgeable, and diverse City workforce.
- Create and sustain a workplace within OMF that promotes a balance between employee innovation, accountability and business needs.
- Increase Citywide employee participation in wellness programs and safety initiatives.
- Provide streamlined business processes that are easy to understand, efficient and ensure compliance.
- Deliver business processes that provide options to address individual bureau requirements and changing environmental factors.
- Deliver business solutions that take into account customer needs and interests.
- Collaborate with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.

Performance

The performance measures for the Site Teams and Police Human Resources indicate the level of the City’s investment in developing and managing its workforce and are used as a standard comparison with other organizations. The cost of providing HR service per City employee has risen due the addition of the payroll function to BHR and one-time resources granted to BHR in support of the new employee on-boarding project. BHR expects this rate to stay constant next fiscal year unless there are unforeseen, large reductions or additions associated with the Bureau of Human Resources budget or City employees.

Changes to Services and Activities

The Site Teams and the Police Human Resources program are increasing efforts to identify bureau business needs and provide HR services that support bureau success. They are also helping bureaus review business processes (e.g., employee hiring processes and services to the public) through an equity lens, thereby promoting more equitable outcomes for staff, customers, and stakeholders.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	20.00	20.00	20.00	20.00	20.00
Expenditures					

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Site Teams	2,201,616	2,379,550	2,415,080	2,612,912	2,612,912
Total Expenditures	**2,201,616**	**2,379,550**	**2,415,080**	**2,612,912**	**2,612,912**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Efficiency					
Number of City employees per Bureau of Human Resources employee	73	75	76	75	74

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	50,898,966	55,274,652	57,437,845	59,297,336	59,297,336
Intergovernmental	0	159	0	0	0
Miscellaneous	1,021,361	1,366,865	1,186,854	1,356,784	1,356,784
Total External Revenues	**51,920,327**	**56,641,676**	**58,624,699**	**60,654,120**	**60,654,120**
Internal Revenues					
General Fund Discretionary	3,283,904	2,729,636	4,137,469	4,036,501	4,093,240
General Fund Overhead	4,691,437	5,085,006	4,613,348	4,665,753	4,731,336
Fund Transfers - Revenue	1,784,266	4,690	27	0	0
Interagency Revenue	331,663	364,739	166,429	369,354	369,354
Total Internal Revenues	**10,091,270**	**8,184,071**	**8,917,273**	**9,071,608**	**9,193,930**
Beginning Fund Balance	13,020,637	11,762,580	15,336,455	16,752,464	16,752,464
Total Resources	**$75,032,234**	**$76,588,327**	**$82,878,427**	**$86,478,192**	**$86,600,514**
Requirements					
Bureau Expenditures					
Personnel Services	8,133,376	8,511,523	9,121,635	9,976,616	10,093,940
External Materials and Services	53,245,737	51,320,997	56,414,429	56,931,412	56,933,415
Internal Materials and Services	1,462,900	1,277,597	1,329,788	1,065,993	1,065,993
Total Bureau Expenditures	**62,842,013**	**61,110,117**	**66,865,852**	**67,974,021**	**68,093,348**
Fund Expenditures					
Debt Service	25,183	27,380	31,090	34,322	34,322
Contingency	0	0	15,697,906	18,331,089	18,331,089
Fund Transfers - Expense	402,458	134,584	283,579	138,760	141,755
Total Fund Expenditures	**427,641**	**161,964**	**16,012,575**	**18,504,171**	**18,507,166**
Ending Fund Balance	11,762,580	15,316,246	0	0	0
Total Requirements	**$75,032,234**	**$76,588,327**	**$82,878,427**	**$86,478,192**	**$86,600,514**
Programs					
Accounting	884,376	1,315	0	0	0
Administration & Support	195,138	8,042	0	0	0
Benefits	2,090,850	2,201,012	0	0	0
Diversity Development/Affirmative Action	20,360	8,500	0	0	0
Employment & Development	884	2,738	0	0	0
HR Corporate Services	2,358,440	2,287,907	2,384,971	2,543,487	2,543,487
Labor Relations	0	1,168	0	0	0
Operations	55,058,182	54,211,676	62,065,801	62,817,622	62,936,949
Site Teams	2,201,616	2,379,550	2,415,080	2,612,912	2,612,912
Special Appropriation - City Support Services	32,167	8,209	0	0	0
Total Programs	**62,842,013**	**$61,110,117**	**$66,865,852**	**$67,974,021**	**$68,093,348**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	53,248	67,038	1.00	58,109	1.00	60,489	1.00	60,489
30000064	Accountant III	58,635	73,757	1.00	73,752	1.00	73,752	1.00	73,752
30000562	Accounting Supervisor, Sr	67,850	90,605	1.00	85,632	1.00	89,148	1.00	89,148
30000434	Administrative Assistant	48,256	74,339	1.00	78,084	1.00	78,084	1.00	78,084
30000433	Administrative Specialist, Sr	44,949	69,181	4.00	243,264	4.00	246,911	4.00	246,911
30000436	Administrative Supervisor I	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30001586	Affirmative Action/Diversity Analyst, Sr	61,506	81,994	1.00	70,192	1.00	73,069	1.00	73,069
30000539	Benefits Analyst	61,506	81,994	3.00	251,604	3.00	252,009	3.00	252,009
30001535	Benefits Coordinator	67,850	90,605	1.00	81,540	1.00	84,330	1.00	84,330
30000541	Benefits Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000538	Benefits Specialist	58,573	78,083	1.00	61,524	1.00	63,834	1.00	63,834
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	89,770	1.00	90,600	1.00	90,600
30000533	Classification/Compensation Analyst, Sr	61,506	81,994	2.00	156,590	2.00	159,648	2.00	159,648
30000534	Classification/Compensation Coordinator	67,850	100,443	1.00	99,150	1.00	100,440	1.00	100,440
30000535	Classification/Compensation Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000527	Employment & Development Coordinator	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000569	Financial Analyst, Principal	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000568	Financial Analyst, Sr	67,850	90,605	0.00	0	1.00	90,600	1.00	90,600
30000522	Human Resources Analyst, Sr	61,506	81,994	5.00	397,902	5.00	403,918	5.00	403,918
30000523	Human Resources Coordinator	67,850	90,605	13.00	1,167,412	13.00	1,174,103	13.00	1,174,103
30000409	Human Resources Director	123,531	177,029	1.00	177,024	1.00	177,024	1.00	177,024
30000526	Human Resources Director, Assistant	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000525	Human Resources Manager, Police	86,466	115,149	1.00	113,199	1.00	115,152	1.00	115,152
30000524	Human Resources Site Team Manager	86,466	115,149	3.00	343,720	3.00	345,456	3.00	345,456
30001633	Human Resources System Manager	86,466	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30001858	Human Resources System Specialist	58,573	78,083	5.00	348,690	5.00	359,052	5.00	359,052
30000520	Human Resources Technician	48,256	74,339	4.00	224,239	4.00	232,665	4.00	232,665
30001833	Labor Relations Analyst, Senior	61,506	81,994	2.00	160,797	2.00	163,398	2.00	163,398
30000536	Labor Relations Coordinator	74,734	100,443	3.00	264,684	3.00	268,349	3.00	268,349
30000537	Labor/Employee Relations Manager	86,466	132,392	1.00	127,632	1.00	131,999	1.00	131,999
30000011	Office Support Specialist I	30,722	43,888	1.00	30,720	1.00	33,872	1.00	33,872
30000012	Office Support Specialist II	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000013	Office Support Specialist III	43,160	57,200	4.00	213,247	4.00	214,776	4.00	214,776
30000530	Outreach Emp & Diversity Resources Mgr	86,466	132,392	1.00	132,396	1.00	132,396	1.00	132,396
30000464	Program Coordinator	64,605	86,154	2.00	164,943	2.00	169,618	2.00	169,618
30000463	Program Specialist	58,573	78,083	1.00	60,960	1.00	62,841	1.00	62,841
30000531	Training & Development Analyst	61,506	81,994	1.00	70,528	1.00	73,420	1.00	73,420
30001708	Training & Development Manager	80,413	107,099	2.00	213,414	2.00	217,438	2.00	217,438
30000532	Training & Development Officer	67,850	90,605	1.00	90,600	0.00	0	0.00	0
TOTAL FULL-TIME POSITIONS				77.00	6,489,146	77.00	6,576,219	77.00	6,576,219
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000568	Financial Analyst, Sr	67,850	90,605	1.00	90,600	0.00	0	0.00	0
30000531	Training & Development Analyst	61,506	81,994	0.00	0	0.00	0	1.00	83,112
TOTAL LIMITED TERM POSITIONS				1.00	90,600	0.00	0	1.00	83,112
GRAND TOTAL				78.00	6,579,746	77.00	6,576,219	78.00	6,659,331

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.

	Amount				
Action	**Ongoing**	**One-Time**	**Total Package**	**FTE**	**Decision**
FY 2015-16	67,872,890	0	67,872,890	78.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	(1.00)	Position transferred to EBS Services
	0	104,000	104,000	0.00	LT position paid by Development Services
	0	(2,869)	(2,869)	0.00	Reduce EMS to fund OVHD increase
Approved Budget Additions and Reductions					
	0	(2,995)	(2,995)	0.00	Reduce EMS to fund OVHD increase
	0	122,322	122,322	1.00	Carryover: Training & Development
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**220,458**	**220,458**	**0.00**	**Total FY 2015-16 Decision Packages**
			68,093,348	**78.00**	**Total Adopted Budget**

Bureau of Internal Business Services

Overview

The Bureau of Internal Business Services (BIBS) serves the public and businesses by directly supporting City bureaus and providing cost-effective services to customers both internal and external to the City. BIBS is comprised of four divisions: CityFleet, Facilities Services, Risk Management, and Printing & Distribution.

The Director's Office provides overall oversight and support to the four divisions through policy development, planning, and ensuring seamless service delivery. The Director's Office is also responsible for management and allocation of bureau resources and championing continuous improvement efforts. The cost of the Director's Office is allocated to the four divisions.

In FY 2014-15, Procurement Services was moved to the Bureau of Revenue and Financial Services. Funding for Internal Business Services is now solely allocated to five internal service funds in the four divisions.

An internal reorganization created an administrative support team focused on improving coordination, providing efficient service delivery, ensuring standardized practices, and meeting customers' diverse needs. Positions will be moved from Fleet and Facilities to create a three position team.

The BIBS divisions are:

CityFleet provides professional and technical services for municipal fleet vehicles and specialized equipment to meet both the day-to-day needs of the City and to handle emergency events. CityFleet's key programs include new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and the motor pool. CityFleet performs work on a technologically diverse fleet of over 3,050 units valued at approximately $115 million.

Facilities Services maintains approximately 3.5 million square feet of buildings and properties including Police precincts, office buildings, labs, parking structures, emergency services, radio towers, and the Bull Run headworks facilities.

Risk Management minimizes the City's financial risk while creating and promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation, and manages the City's insurance portfolio, including property, excess workers compensation, and excess liability insurance. Risk advises and assists bureaus in managing risk of injury involving employees, City property, and the public.

Printing & Distribution (P&D) provides centralized reproduction and mailing services to the City, other agencies, and the general public. Printing & Distribution supports bureaus' cost-control efforts through ongoing consultation services and ensures the City's printing and mailing standards are used on all projects.

In addition, these divisions are charged with developing and implementing policies and procedures that reflect the City's commitment to social, environmental, and economic sustainability goals.

Fleet Services

Description

CityFleet provides professional and technical services for municipal fleet vehicles and specialized equipment to meet the day-to-day and emergency response needs of the City and provides fleet services for other governmental agencies. CityFleet manages key programs that include new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and motor pool.

CityFleet work is performed on a diverse fleet of over 3,050 units including patrol cars, dump trucks, hybrid and all electric vehicles, and construction equipment. Vehicles and equipment managed by CityFleet are valued at approximately $115 million. Mission-critical service is provided through nine fueling stations and seven maintenance facilities. Services include application design, specification development, procurement, new vehicle outfitting, repair, maintenance, auto body work, welding, machining, project design, and metal fabrication. CityFleet is responsible for maintaining emergency generators, renting construction equipment, and disposing of vehicles at the end of their economic lifecycles. CityFleet operates a central motor pool shared by bureaus that have an occasional need for vehicles. CityFleet is a regional service provider for local governmental agencies.

Goals

Through high quality and skilled service delivery, CityFleet supports the City goals of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- Delivering business solutions that take into account customer needs and interests.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Developing OMF business processes that support the City's sustainability goals.

Performance

CityFleet's performance and achievements were recognized nationally as the #1 Fleet in North America for 2011 and as an Elite Fleet in 2012, 2013, and 2014, which is the highest honor given by Government Fleet Magazine's Top 100 Fleets in North America Program. CityFleet's accomplishments include becoming a certified fleet management operation, with competitive services with labor rates and fuel charges below the Portland market. CityFleet's recent performance includes 95% fleet availability, 95% customer service satisfaction, and completing 90% of vehicle and equipment repairs within 24 hours, well above the fleet industry benchmark of 70%. CityFleet continues to implement green initiatives, including using B-20 biodiesel for the entire diesel fleet and implementing hybrid and electric technologies.

Changes to Services and Activities

CityFleet's service levels are driven by customer demand. CityFleet will continue continues to explore opportunities to provide services to other local government agencies in FY 2015-16.

City Council approved the replacement of five aging fuel tanks and the addition of two new fueling stations in the FY 2014-15 Fall Budget Monitoring Process. In addition to increasing the City's capacity to respond to a catastrophic event, the existing stations were pass their economic life cycle, and replacement was necessary to support daily fueling needs of the City.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	77.00	78.00	78.54	78.15	78.15
Expenditures					
Fleet Services	0	0	157,500	0	157,500
Maintenance and Repair	17,122,186	17,909,934	20,443,961	25,248,345	25,250,350
New and Replacement Acqs	4,522,989	8,509,910	13,313,126	9,806,269	10,302,269
Vehicle Pool	61,585	80,573	70,359	84,869	84,869
Total Expenditures	**21,706,760**	**26,500,417**	**33,984,946**	**35,139,483**	**35,794,988**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of customers rating acquisition service satisfaction "always" or "usually" good	98%	98%	95%	95%	95%
Percentage of customers rating repair service satisfaction "always" or "usually" good	98%	98%	95%	95%	95%
Efficiency					
Percentage of acquisition projects under budget	98%	91%	90%	90%	90%
Percentage of CityFleet vehicles that use alternate fuel and hybrid technology	41%	42%	45%	45%	45%
Percentage of vehicles meeting industry utilization standards	NA	NA	95%	95%	95%
Percentage of CityFleet electric sedans – the Portland Plan's target is 20%.	NA	NA	11%	13%	13%

Facilities Services

Description

Facilities Services manages and maintains safe and energy efficient facilities that support City operations and public use. Services are provided to 3.5 million square feet of buildings and properties ranging from police precincts, office buildings, labs, parking structures, emergency services, radio towers, and Bull Run headworks facilities. Properties are primarily located in the downtown core area and within city limits, but extend as far as Mt. Hood. Services range from procuring properties to construction and full property management. Programs include Property Management, Project Management, Sustainable Operations and Maintenance, and Contract Development.

Goals

By maintaining and providing services to City owned and operated properties, Facilities Services supports the City goals of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- Developing OMF business processes that support the City's sustainability goals.
- Delivering business solutions that take into account customer needs and interests.
- Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.

Performance

Facilities Services managed projects with a total value of over $10.4 million in FY 2013-14. The division completed over 6,700 scheduled and requested work orders during FY 2013-14, with a square foot per maintenance FTE of 287,429. The majority of buildings in the Facilities Services portfolio are maintained in good condition according to the facility condition index.

Changes to Services and Activities

Increases in the number of square feet maintained by Facilities Services without associated increases in staffing has resulted in delays for construction projects, maintenance projects, and routine or preventative maintenance response. Resources were realigned in FY 2014-15 to improve service.

The Portland Building reconstruction project continues in FY 2015-16 with resources realigned in the building's major maintenance account to fund design and cost estimating services for exterior, interior, and structural improvements project. These funds would have been used for other Portland Building maintenance projects.

The FY 2015-16 Adopted Budget adds a facilities maintenance technician apprenticeship program to meet additional Bureau of Development Services (BDS) facilities needs. This service will be managed by Facilities but funded by BDS.

The Coordinated Campsite Cleanup program continues with interagency agreement funding from Transportation, Water, Parks, and Environmental Services.

A Resource Management Coordinator position was created with realigned funds to track and manage the City's natural and manmade resources, as well as recommend and implement actions to decrease resource usage.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	34.00	33.00	33.54	34.80	35.80
Expenditures					
Facilities Services	1,065	680	0	0	0
Operations and Maintenance	16,934,835	15,618,546	30,442,711	28,497,874	28,597,874
Project Management	10,775,918	15,136,677	9,953,492	8,066,378	8,381,378
Property Management	996,822	1,032,506	244,655	376,822	376,822
Spectator Facilities	5,827	761	0	0	0
Support Services	1,794,800	2,204,455	2,934,156	1,716,432	1,744,341
Total Expenditures	**30,509,267**	**33,993,625**	**43,575,014**	**38,657,506**	**39,100,415**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of OMF owned City facilities maintained in "good" condition	61%	61%	61%	61%	61%
Efficiency					
Percentage of funding collected per replacement value compared to industry best practice	NA	NA	NA	43%	43%
Change in the utility usage per gross square foot for the prior three years - gas	NA	NA	-22%	-2%	-2%
Change in the utility usage per gross square foot for the prior three years - water	NA	NA	-35%	-2%	-2%
Change in the utility usage per gross square foot for the prior three years - electric	NA	NA	-26%	-2%	-2%

Printing & Distribution

Description

Printing & Distribution provides centralized, high quality, convenient, technologically current, and cost-effective reproduction and mailing services to City staff, external customers, and the general public.

Printing & Distribution supports each bureau's unique workflow with products and services configured to maximize efficiency and effectiveness. The division's mission is to be the printer of choice for all City operations. The print shop is responsible for the City's central in-house printing and binding, pre-press services, paper purchases, customer service program, and also runs a satellite print shop at 1900 SW 4th Avenue. Mail/micrographics is responsible for the City's interoffice mail system, outgoing US mail and postage, traditional microfilm services, microfilm and large volume scanning services, and the Printing & Distribution office and billing functions.

Printing & Distribution contributes to City sustainability efforts by ensuring compliance with the City's sustainability paper policy, encouraging use of environmentally preferable papers, using vegetable-based inks, and minimizing waste.

Goals

By providing timely, customer-focused printing and mailing services, Printing & Distribution supports the City's goal of delivering efficient, effective and accountable municipal services. The program's activities most directly support the Office of Management & Finance goals of:

- Delivering business solutions that take into account customer needs and interests.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance.
- Developing OMF business processes that support the City's sustainability goals.

Performance

Printing & Distribution performance is measured by percentage of work shipped on time (99% for FY 2013-14), number of pieces mailed per Printing & Distribution employee, basic copy center rate ($.0325 for FY 2013-14), and number of Service Requests completed (18,709 for FY 2013-14). Printing & Distribution continues to keep the basic copy center competitive to private rates for walk-up copies, as well as keeping annual increases below the rate of inflation with a $0.033 per sheet rate in FY 2014-15. The mail volume per Printing & Distribution employee is expected to be over 900,000 pieces for FY 2014-15.

Changes to Services and Activities

Printing & Distribution continues to transition reprographics services from traditional film-based to digital. New services include large volume archival scanning, large format scanning, fiche scanning, and large format color printing. The division has also surveyed all City office printing devices, assessed usage, and is making recommendations for configuration and workflow to better use the City's limited printing resources.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	21.00	20.50	19.40	19.85	19.85
Expenditures					
Copy Services	191,566	198,647	385,803	382,834	382,834
Distribution	2,167,803	2,065,950	2,229,289	2,607,703	2,607,703
Duplicating	2,431,186	2,253,877	3,801,021	3,354,272	3,351,049
Imaging	155,248	146,209	0	0	0
Total Expenditures	**4,945,803**	**4,664,683**	**6,416,113**	**6,344,809**	**6,341,586**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of work shipped on time	99.6%	99.0%	99.0%	99.0%	99.0%
Efficiency					
Basic Copy Center rate below private sector copy cost per sheet	NA	NA	45%	45%	45%
Workload					
Total number of in-bureau copies	13,600,000	12,800,000	16,000,000	16,000,000	16,000,000
Total number of work orders completed	18,246	19,000	18,000	18,000	18,000
Total number of copy center sheets	8,540,000	7,500,000	9,000,000	9,000,000	9,000,000
Total number of press impressions	6,440,000	6,600,000	6,000,000	6,000,000	6,000,000
Total number of digital color prints	1,180,000	1,400,000	1,250,000	1,250,000	1,250,000

Risk Management

Description

Risk Management minimizes the City's financial risk, while creating and promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation programs, and manages the City's portfolio of insurance coverage, which includes property, excess workers' compensation, and excess liability. Risk Management advises and assists City bureaus in managing their risk of injury involving employees, City property, and the public.

Goals

Through responsible risk mitigation, Risk Management supports the City goal of delivering efficient, effective, and accountable municipal services, and supports the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Developing OMF business processes that provide options to address individual bureau requirements and changing environmental factors.
- Developing OMF business processes that support the City's sustainability goals.
- Delivering business processes and business solutions that take into account customer needs and interests.

Performance

The City self-insures most losses due to tort liability and employee on the job injury. Citizens file tort claims and lawsuits alleging negligence resulting in damages for which the City may be liable. Employees file workers compensation claims for on-the-job injuries. Key performance metrics tracked by Risk Management are claims frequency and claims severity. The number of claims the City has in a given period of time is the frequency and the cost of the claims is the severity. For FY 2015-16, although the frequency of claims are expected to be level, the severity of those claims are expected to be significantly higher than average. Unusually severe or catastrophic claims occur causing noticeable increases in incurred costs. The current base period includes incurred costs for one fatal workers' compensation claim and two tort claims that may exceed the $1 million self-insured retention.

Changes to Services and Activities

In FY 2014-15 Risk restored onsite flu clinics, coordinated internal City Ebola virus planning, and lead an emergency preparedness Points of Distribution drill. The City's insurance coverage limit for earthquake damage was reduced to $75 million from the prior years' $100 million coverage as a result of evolving market assessment of the seismic risk faced in the Pacific Northwest. Drivers' license and records monitoring was redesigned to include Washington residents. Initial baseline reports were developed on OSHA-required employee safety and hazard control program review, which will inform work with bureaus to develop and update safety policies and procedures in FY 2015-16. The new risk software has now been in use for one full year.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	20.00	19.00	20.52	21.20	21.20
Expenditures					
Commercial Insurance	2,132,432	2,048,113	2,608,933	2,768,912	2,768,912
Liability	5,514,664	379,223	39,387	1,759,426	1,759,426
Loss Prevention	476,386	69,242	61,503	8,760	8,760
Occupational Health	184,356	23,435	41,168	179,652	179,652
Risk Claims Costs	0	5,333,284	7,637,638	8,991,142	8,991,142
Risk Management	89,286	3,131,689	3,289,998	0	0
Workers' Comp	4,350,538	479,422	40,018	1,554,574	1,554,574
Total Expenditures	**12,747,662**	**11,464,408**	**13,718,645**	**15,262,466**	**15,262,466**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Change in the number of general liability claims over the prior four year average	NA	NA	4%	4%	4%
Effectiveness					
Change in the number of workers compensation claims over the prior four year average	NA	NA	3%	3%	3%
Efficiency					
Change in the cost of general liability claims over the prior four years	NA	NA	20%	20%	20%
Change in the cost of fleet liability claims over the prior four years	NA	NA	13%	13%	13%
Change in the number of fleet liability claims over the prior four year average	NA	NA	0%	0%	0%
Change in the cost of workers' compensation claims over the prior four years	NA	NA	17%	17%	17%

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Licenses & Permits	0	251	0	0	0
Charges for Services	1,748,118	1,097,184	2,214,812	2,278,704	2,278,704
Intergovernmental	4,436,467	2,764,060	2,232,168	2,055,866	2,055,866
Bond & Note	97,008	25,038,888	1,401,350	12,604,127	12,604,127
Miscellaneous	3,899,224	4,489,374	1,699,450	1,941,659	1,941,659
Total External Revenues	**10,180,817**	**33,389,757**	**7,547,780**	**18,880,356**	**18,880,356**
Internal Revenues					
Fund Transfers - Revenue	4,607,164	4,980,969	8,825,000	8,058,293	8,158,142
Interagency Revenue	66,490,605	67,754,734	76,636,082	81,519,696	82,366,281
Total Internal Revenues	**71,097,769**	**72,735,703**	**85,461,082**	**89,577,989**	**90,524,423**
Beginning Fund Balance	112,392,969	104,576,188	99,415,645	99,877,154	99,877,154
Total Resources	**$193,671,555**	**$210,701,648**	**$192,424,507**	**$208,335,499**	**$209,281,933**
Requirements					
Bureau Expenditures					
Personnel Services	14,041,413	15,109,253	15,893,161	15,923,231	16,039,430
External Materials and Services	41,312,992	39,943,481	55,225,044	58,390,445	58,713,932
Internal Materials and Services	8,307,527	9,109,815	9,404,012	9,322,250	9,481,755
Capital Outlay	14,002,874	13,863,104	20,374,227	11,768,338	12,264,338
Total Bureau Expenditures	**77,664,806**	**78,025,653**	**100,896,444**	**95,404,264**	**96,499,455**
Fund Expenditures					
Debt Service	9,421,496	8,407,438	8,466,750	9,586,360	9,506,361
Contingency	0	0	80,370,373	100,858,460	100,754,014
Fund Transfers - Expense	2,088,100	7,078,648	2,768,652	2,486,415	2,522,103
Total Fund Expenditures	**11,509,596**	**15,486,086**	**91,605,775**	**112,931,235**	**112,782,478**
Ending Fund Balance	104,576,188	117,273,135	0	0	0
Total Requirements	**$193,750,590**	**$210,784,874**	**$192,502,219**	**$208,335,499**	**$209,281,933**
Programs					
Administration & Support	455,324	0	0	0	0
Administration & Support	104,408	(98,871)	0	0	0
Commercial Insurance	834	1,282	0	0	0
Communications	15,672	0	0	0	0
Copy Services	16,328	105,951	0	0	0
Debt Management	527	6,203	0	0	0
Distribution	740	0	0	0	0
Duplicating	847,699	765,662	0	0	0
Enterprise Operations Management	876	0	0	0	0
Facilities Services	30,509,267	33,993,625	43,575,014	38,657,506	39,100,415
Fire Station Renovation & Construction	(28,019)	5,233	0	0	0
Fleet Services	21,706,760	26,500,417	33,984,946	35,139,483	35,794,988
Fuel Management	86,303	81,190	0	0	0
Liability	10,757	11,029	2,285,275	0	0
Loss Prevention	3,241	217	0	0	0
Maintenance & Repair	768,612	82,222	0	0	0
Microfilm	0	35	0	0	0
New & Replacement Acquisitions	4,154,019	489,930	0	0	0

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Occupational Health & Infectious Disease	1,247	55	0	0	0
Operations and Maintenance	665,053	21,330	0	0	0
Printing & Distribution	4,945,803	4,664,683	6,416,113	6,344,809	6,341,586
Procurement	311,405	333,538	77,712	0	0
Project Management Office	602,788	(341,321)	0	0	0
Property Management	(268,338)	(73,764)	0	0	0
Risk Management	12,747,662	11,464,408	13,718,645	15,262,466	15,262,466
Workers' Compensation	5,838	12,599	838,739	0	0
Total Programs	**77,664,806**	**$78,025,653**	**$100,896,444**	**$95,404,264**	**$96,499,455**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	48,256	74,339	2.00	113,465	2.00	117,582	2.00	117,582
30000436	Administrative Supervisor I	58,573	78,083	1.00	58,572	1.00	58,572	1.00	58,572
30000125	Auto Body Restorer	55,619	62,275	2.00	117,900	2.00	117,900	2.00	117,900
30000448	Business Systems Analyst	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000477	Claims Analyst	58,573	78,083	1.00	74,592	1.00	77,397	1.00	77,397
30000478	Claims Analyst, Sr	64,605	86,154	3.00	252,108	3.00	255,372	3.00	255,372
30000066	Claims Technician	44,491	58,968	2.00	103,464	2.00	103,464	2.00	103,464
30000041	Distribution Technician	41,142	50,440	3.00	151,308	3.00	151,308	3.00	151,308
30000042	Distribution Technician, Lead	43,222	52,936	1.00	52,932	1.00	52,932	1.00	52,932
30000368	Engineer-Mechanical	86,653	105,310	1.00	105,312	1.00	105,312	1.00	105,312
30000719	Facilities Construction Proj Mgr,Supvsg	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000718	Facilities Construction Project Manager	67,850	90,605	4.00	348,096	4.00	350,706	4.00	350,706
30000717	Facilities Construction Project Spec	58,573	78,083	3.00	205,466	3.00	213,755	3.00	213,755
30000456	Facilities Contracts Coordinator	61,506	81,994	1.00	81,996	2.00	181,992	2.00	181,992
30000711	Facilities Maint Dispatch/Scheduler	44,949	69,181	2.00	116,202	2.00	120,966	2.00	120,966
30000713	Facilities Maintenance Supervisor	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
30000071	Facilities Maintenance Technician	60,133	64,958	15.00	960,672	16.00	1,008,366	16.00	1,008,366
30000715	Facilities Services Division Manager	92,976	125,986	1.00	124,512	1.00	125,619	1.00	125,619
30000712	Facilities Services Specialist	58,573	78,083	1.00	76,356	1.00	77,796	1.00	77,796
30001108	Internal Business Services Director	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000452	Management Analyst, Sr	67,850	90,605	0.00	0	1.00	81,204	1.00	81,204
30000475	Occupational Health Program Manager	71,302	95,389	1.00	87,156	1.00	90,720	1.00	90,720
30000011	Office Support Specialist I	30,722	43,888	1.00	43,884	1.00	43,884	1.00	43,884
30000012	Office Support Specialist II	33,738	48,443	2.00	82,188	2.00	82,188	2.00	82,188
30000013	Office Support Specialist III	43,160	57,200	1.00	57,204	0.00	0	0.00	0
30000722	Print Shop Supervisor	64,605	86,154	1.00	66,564	1.00	69,288	1.00	69,288
30000044	Printing & Distrib Custmr Svc Rep, Lead	50,627	63,398	1.00	57,912	1.00	60,612	1.00	60,612
30000043	Printing & Distrib Customer Svc Rep	44,034	55,058	2.00	110,112	2.00	110,112	2.00	110,112
30000723	Printing & Distribution Manager	80,413	107,099	1.00	89,628	1.00	93,300	1.00	93,300
30000464	Program Coordinator	64,605	86,154	0.00	0	0.00	0	1.00	77,628
30000466	Program Manager, Sr	80,413	107,099	1.00	99,594	1.00	103,674	1.00	103,674
30000698	Property Acquisition & Services Manager	67,850	90,605	1.00	75,000	1.00	77,313	1.00	77,313
30000047	Reprographic Operator I	36,338	46,592	6.00	269,316	6.00	269,316	6.00	269,316
30000048	Reprographic Operator II	44,034	55,058	2.00	110,112	2.00	110,112	2.00	110,112
30000049	Reprographic Operator III	50,627	63,398	2.00	126,792	2.00	126,792	2.00	126,792
30000484	Risk Manager	92,976	125,986	1.00	120,664	1.00	124,968	1.00	124,968
30000481	Risk Specialist	58,573	78,083	2.00	138,293	2.00	141,688	2.00	141,688
30000482	Risk Specialist, Sr	64,605	86,154	2.00	148,634	2.00	154,487	2.00	154,487
30000483	Risk Supervisor	80,413	107,099	3.00	294,612	3.00	294,612	3.00	294,612
30000055	Storekeepr/Acquisition II:Auto Part Spec	46,155	56,451	4.00	215,496	4.00	215,496	4.00	215,496
30000468	Stores System Supervisor II	61,506	81,994	1.00	81,654	1.00	81,996	1.00	81,996
30000131	Vehicle & Equipment Mechanic	55,619	62,275	53.00	3,280,860	53.00	3,293,646	53.00	3,293,646
30000132	Vehicle & Equipment Mechanic, Lead	58,323	65,333	2.00	130,656	2.00	130,656	2.00	130,656
30000706	Vehicle Acquisition Analyst	61,506	81,994	1.00	81,996	1.00	81,996	1.00	81,996
30000709	Vehicle Maintenance Superintendent	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30000707	Vehicle Maintenance Supervisor I	61,506	81,994	5.00	393,385	5.00	400,303	5.00	400,303
30000705	Vehicle Program Specialist	48,256	74,339	1.00	71,708	1.00	73,876	1.00	73,876
30001360	Vehicle Services Administration Supvr	67,850	90,605	1.00	75,288	1.00	78,375	1.00	78,375
30000710	Vehicle Services Manager	92,976	125,986	1.00	125,988	1.00	125,988	1.00	125,988
30000123	Welder	55,078	61,630	2.00	123,264	2.00	123,264	2.00	123,264

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000480	Workers Comp/Disability Analyst, Sr	64,605	86,154	2.00	166,578	2.00	169,872	2.00	169,872
30000479	Workers Compensation/Disability Analyst	58,573	78,083	1.00	78,084	1.00	78,084	1.00	78,084
TOTAL FULL-TIME POSITIONS				152.00	10,270,503	154.00	10,531,789	155.00	10,609,417
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				152.00	10,270,503	154.00	10,531,789	155.00	10,609,417

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 2015-16	87,304,340	0	87,304,340	152.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	114,961	0	114,961	1.00	Maintenance Technician funded by BDS
	0	0	0	1.00	Resources Management Coordinator
	450,000	0	450,000	0.00	Coordinated campsite cleanup
	0	250,000	250,000	0.00	Fire & Rescue station roof replacements
	0	6,325,541	6,325,541	0.00	Portland Building project
	0	551,350	551,350	0.00	Portland Communication Ctr. roof project
	0	97,000	97,000	0.00	Risk interagency with City Attorney
	0	232,634	232,634	0.00	Interagency revenues for new vehicle purchases
	0	(84,984)	(84,984)	0.00	Other technical adjustments
	0	163,422	163,422	0.00	Interagency revenues for printing services
Approved Budget Additions and Reductions					
	29,914	0	29,914	0.00	IA for Resources Management Coordinator
	0	0	0	1.00	Coordinated campsite cleanup
	0	496,000	496,000	0.00	IA revenues for new vehicle purchases
	0	100,000	100,000	0.00	City Hall improvements
	0	(3,223)	(3,223)	0.00	Reduce EMS to fund OVHD increase
Adopted Budget Additions and Reductions					
	472,500	0	472,500	0.00	Kirby master plan project
	1,067,375	**8,127,740**	**9,195,115**	**3.00**	**Total FY 2015-16 Decision Packages**
			96,499,455	**155.00**	**Total Adopted Budget**

Bureau of Revenue & Financial Services

Overview

The Bureau of Revenue & Financial Services was created in FY 2014-15 following an external study of the Office of Management & Finance. It combines revenue functions of the previous Revenue Bureau with the divisions of Accounting and Public Finance and Treasury from the Office of the Chief Administrative Officer, the Grants program from the Business Operations Division, and the Procurement Services Division that previously was part of the Bureau of Internal Business Services.

The new bureau's five divisions of Accounting, Grants, Procurement, Public Finance and Treasury, and Revenue provide Citywide financial management services to City bureaus in addition to collecting City General Fund and other revenues support a wide range of City programs and funding initiatives. Budgetary program areas that support the bureau generally correspond to these divisions, and include: Accounting, Grants Management, Procurement Services, and Public Finance and Treasury, along with Revenue Division program areas which include Revenue Collection, Cable Communications, and Franchise Management. The bureau is the SAP Finance and Logistics business process owner.

The Chief Financial Officer was hired in December 2014 to manage the bureau and provide Citywide strategic financial guidance to the City Council.

Accounting

Description

Accounting provides centralized accounting and financial reporting, and manages the City's corporate accounting policies, systems, and processes. Program activities include:

- Ensuring City accounting operations result in accurate, complete, and timely information.
- Establishing and maintaining Citywide accounting standards, policies, and associated administrative rules.
- Assisting bureaus in establishing a strong system of accounting internal controls and providing ongoing review and assessment of those controls.
- Monitoring and processing receivables, payments, billings, and accounting entries.
- Monitoring accounting operations for compliance with City, State, and Federal regulations and with Generally Accepted Accounting Principles (GAAP).
- Implementing new Governmental Accounting Standards Board (GASB) requirements.
- Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements.

Goals

By maintaining a financially healthy City government, Accounting supports the City’s goal to deliver efficient, effective, and accountable municipal services, in supports the following goals of the Office of Management & Finance:

- Provide financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Provide streamlined business processes that are easy to understand, efficient, and ensure compliance.

Performance

The FY 2013-14 CAFR received a clean audit opinion from the City's independent financial auditors. The report was submitted on time to the State of Oregon Audits Division and the Government Finance Officers Association. The City received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 33rd consecutive year for the FY 2012-13 CAFR.

During FY 2014-15, new software (CaseWare) was implemented and used for production of the FY 2013-14 CAFR. CaseWare automated much of the CAFR process, which increased efficiencies in CAFR preparation through its interface with SAP and reduced time needed to prepare the CAFR.

Changes to Services and Activities

Governmental accounting and reporting requirements and the City's accounting environment continue to grow in complexity. In FY 2014-15, Accounting coordinated implementation of complex new GASB requirements. Additionally, new processes used in conjunction with CaseWare will be evaluated and improvements identified for production of the FY 2014-15 CAFR.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	21.25	21.00	21.15	21.15	21.15
Expenditures					
Accounting	1,959,755	1,604,557	295,321	0	0
Accounting Administration	410,341	588,804	603,145	755,431	755,431
Operational Accounting	105,824	183,824	944,242	1,250,735	1,250,735
Processing and Payroll	480	0	0	0	0
Technical Accounting	440,639	630,127	856,290	891,487	891,487
Total Expenditures	**2,917,039**	**3,007,312**	**2,698,998**	**2,897,653**	**2,897,653**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Number of CAFR review audit deficiency comments from external auditors	4	4	4	0	0
Effectiveness					
Percentage of accounts receivable invoices collected within 60 days	61%	65%	68%	68%	70%
Number of days CAFR is completed after fiscal year end	174	173	172	171	171

Public Finance and Treasury

Description

Public Finance and Treasury provides Citywide Debt Management and Treasury services. Treasury manages the City's daily cash position, develops and executes the investment strategy for all of the City's cash funds, manages the City's banking and merchant service relationships, and negotiates and manages all banking, custodial, 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, compliance with Payment Card Industry standards, and compliance with federal and state laws and regulations, including applicable Internal Revenue Service arbitrage rebate requirements. Debt Management is funded through interagency charges, only 4.83% of which are direct costs to the General Fund. All unspent interagency charges are returned to customer bureaus at year end. Treasury is a net revenue producing operation to the City and distributes investment portfolio earnings, net of expenses, to all City funds with balances, including the General Fund.

Goals

Through informed debt-related financing decisions, efficient corporate cash management processes, and prudent management of the City's investment portfolio, Public Finance and Treasury supports the City goal of delivering efficient, effective, and accountable municipal services, and supports the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Securing funding to support investments in City infrastructure.
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance.

Performance

Public Finance and Treasury's performance is measured by the rate of return attained on the City's investment portfolio and maintenance of the City's Aaa unlimited tax general obligation (UTGO) bond rating. It is anticipated that the City will continue to retain its Aaa UTGO bond rating. While it is anticipated that the investment portfolio’s rate of return will outperform the portfolio’s performance benchmark, the rate of return will not be as robust as in prior years given that U.S. interest rates remain historically low. City Council policy decisions, such as the Do-Not-Buy List of corporate debt securities, and socially responsible investment initiatives, can also affect earnings.

Treasury assists all City bureaus with cash management and merchant operations and contributes to the City's financial sustainability by securing and prudently investing the City’s cash assets and distributing net 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 improvement programs.

Changes to Services and Activities

Funding to cover additional ongoing annual maintenance costs for DBC Finance bond structuring software is added in the FY 2015-16 Adopted Budget. The initial software licenses and annual maintenance fees for FY 2014-15 were approved in the Spring BMP.

The City Treasurer will continue to provide financial expertise to the Council appointed Socially Responsible Investing Committee.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	10.50	9.42	9.34	9.34	9.34
Expenditures					
Debt Management	1,111,174	1,118,237	879,917	850,012	850,012
Treasury	1,021,402	751,465	1,049,219	1,105,117	1,105,117
Total Expenditures	**2,132,576**	**1,869,702**	**1,929,136**	**1,955,129**	**1,955,129**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
City's unlimited tax General Obligation bond rating (1=Aaa)	1.00	1.00	1.00	1.00	1.00
Effectiveness					
Investment portfolio yield - % of benchmark	255%	301%	100%	100%	100%

Grants Management

Description

Grants Management provides services and guidance to all City bureaus receiving grants by ensuring compliance with all regulations and requirements. Staff serve as the City's point of contact with federal, state, and private grantors. The program minimizes potential financial liability Citywide by ensuring only allowable costs are charged to grants.

Grants Management assists bureau staff in preparing and submitting grant applications, grant ordinances, and acts as a general technical resource for bureaus' grant writers. Staff maintain grant information in SAP, submit expenses to grantors for reimbursement, and prepare required grant financial reports.

As part of the City's annual auditing process, Grants Management prepares the required annual Schedule of Expenditures of Federal Awards (SEFA).

Goals

By contributing to a financially sound City government, Grants Management supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance, even in a changing regulatory environment.
- Delivering business solutions that address customer needs and interests.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.

Performance

Grants Management manages nearly 550 active grants, which includes over 400 federal grants. The goal is to ensure that the City's grant funds are well managed.

Changes to Services and Activities

Grants Management moved from the Business Operations Division to the Bureau of Revenue & Financial Services in FY 2014-15. Governmental reporting requirements continue to grow in complexity, both at the federal and local level. There are no major changes to services and activities expected for FY 2015-16.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	0.00	0.00	4.07	4.17	4.17
Expenditures					
Grants Management	195,639	(1,283)	602,080	632,635	632,635
Total Expenditures	**195,639**	**(1,283)**	**602,080**	**632,635**	**632,635**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of grant audit findings	0	2	0	0	0

Revenue Collection

Description

Revenue Collection provides centralized revenue collection in support of all City bureaus and programs, as well as collection and administrative support for the business income tax, transient lodgings tax, tourism improvement and enhanced services districts, special assessment liens, and the utility billing system. In FY 2015-16, the program will collect approximately 26% of all General Fund revenues (less beginning balance and fund transfers), second only to property taxes.

Goals

Through collection of funds to administer essential City services, Revenue Collection supports the City goal to deliver efficient, effective and accountable municipal services, as well as the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Delivering business solutions that take into account customer needs and interests.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis, and communication.
- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance, and collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.

Performance

Revenue Collection continues to identify new revenue sources, enhance collection efforts, and improve the use of technology to complete work more efficiently. Revenue Collection employees will collect more than $250 million and support the collection of an additional $400 million for other City bureaus during FY 2014-15. The program tracks cost per dollar collected, as well as the estimated business tax gap to ensure that collection efforts remain as high as possible.

Changes to Services and Activities

A full-time position to support the direct exchange of taxpayer information with the Internal Revenue Service (IRS) is included in the FY 2015-16 Adopted Budget with one-time General Fund resources. The IRS requires this position to oversee safeguards, auditing, training, and access controls put in place to monitor the exchange of taxpayer data. This is a first step toward a program that will substantially reduce the tax filing burden for tax payers, increase compliance with local income taxes, reduce administrative workload, and improve tax collections for the City.

In November 2012, Portland voters approved the Arts Education and Access Income Tax ("Arts Tax"). In FY 2015-16, collection of the Arts Tax will continue to improve as the program matures. .

The FY 2015-16 Adopted Budget adds a limited term position to the audit section to perform additional audits on franchise agreements.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	55.60	60.80	60.17	62.17	62.17
Expenditures					
Business Solutions	2,963,536	2,850,736	3,134,958	3,390,975	3,390,975

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
License and Tax	16,603,017	29,892,976	36,894,059	43,654,207	43,654,207
Operations	1,840,575	1,377,039	1,508,285	1,695,874	1,695,874
Total Expenditures	**21,407,128**	**34,120,751**	**41,537,302**	**48,741,056**	**48,741,056**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Business License Tax Gap – estimated difference between business taxes paid/owed (in millions)	$7.14	$7.16	$5.22	$5.51	$5.00
Efficiency					
Cost per dollar collected by Revenue (all programs)	$0.03	$0.02	$0.02	$0.02	$0.02

Franchise Management

Description

Franchise Management champions public policy and technology investments for communications and utility infrastructure to keep the local communities economically and culturally healthy. Staff negotiates and administers franchise agreements and pursues revenue opportunities arising from its authority to manage the long term use of public rights-of-way and levy taxes and fees. In FY 2015-16, the program will collect approximately 21% of all General Fund revenues (less beginning balance and fund transfers).

In addition, staff manages wire siting in the public right-of-way. Franchise compliance represents a significant component of the program and includes audits, collections, litigation, and advocacy at the state and federal level to maintain municipal authority to manage its rights-of-way.

Goals

Franchise Management supports the City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods by providing vision, oversight and planning expertise for the community's technology and broadband infrastructure initiatives, and supports the Office of Management & Finance goals of:

- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance.
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet citywide business needs.
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.
- Leading Citywide initiatives that help bureaus plan for and adopt to a changing workforce.

Performance

Franchise Management administers approximately 55 franchises and 110 utility licensees. Staff will collect more than $85 million in General Fund revenue during FY 2015-16. The program continues to advocate and protect the City's authority to manage the public rights-of-way, including collecting fair compensation from utilities and telecommunications companies seeking to use this public resource for private, profit-making businesses. The program also ensures the continuation of revenue sources despite a constantly changing regulatory landscape.

Changes to Services and Activities

A limited-term position is added to Revenue Collection audit section in FY 2015-16 to perform 15-20 audits annually. It is anticipated that this position will generate General Fund revenue in excess of the position expenses. Regular audits are necessary to ensure compliance with franchise agreements and City Code. Currently, audits are done only periodically as resources are available. Funds are also being carried over from FY 2014-15 for telecommunications litigation.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	6.00	4.90	3.99	3.99	3.99
Expenditures					
Franchise Management	929,444	1,663,671	701,043	648,799	678,799
Total Expenditures	**929,444**	**1,663,671**	**701,043**	**648,799**	**678,799**

Cable Communications

Description

Cable Communications, together with Franchise Management, champions public policy and technology investments for communications infrastructure to keep our local communities economically and culturally healthy. Staff will oversee implementation of Portland's Broadband Strategic Plan with a focus on fiber to the premise (FTTP) and digital equity. Staff provides cable regulatory, consumer protection, and community grant services countywide through the Mt. Hood Cable Regulatory Commission (MHCRC) under an intergovernmental agreement in partnership with five other Multnomah County local governments. The MHCRC is a citizen body charged with implementing franchise public benefits in the local communities, overseeing the regulation and development of cable communications franchises, and protecting the public interest in accordance with federal, state, and local law. The program supports planning and funding of community uses of broadband and cable technology, responds to cable subscriber complaints, and provides oversight and funding for Portland Community Media and MetroEast Community Media.

Goals

Cable Communications supports the 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, and supports the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.
- Providing programs for a skilled and knowledgeable diverse workforce.

Performance

Dedicated grant funds from the MHCRC Fund are awarded to nonprofit organizations, schools, and local governments and represent a significant community investment. Broadband capacity and connectivity continue 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. Portland Community Media 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 2015-16, this program will oversee implementation of Portland's Broadband Plan with a focus on FTTP and digital equity. Staff will also manage a newly launched grant initiative, TechSmart Initiative for Student Success. The MHCRC plans to invest $8 million in the first three years of the TechSmart Initiative with an additional $11 million in funding available through 2021. The initiative is focused on improving academic outcomes for all students, and closing the achievement gap across Multnomah County. In FY 2014-15, the City's contribution to the MHCRC was moved to the Special Appropriation Budget.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	3.00	4.00	4.01	4.01	4.01
Expenditures					
Cable Communications	0	0	845,661	865,957	865,957
Cable Regulatory Services	4,545	0	0	0	0
MHCRC Admin Services	0	462,887	756,780	898,587	898,587
PEG	5,838,007	81,865	0	0	0
Portland Community Media	868,197	0	0	0	0
Total Expenditures	**6,710,749**	**544,752**	**1,602,441**	**1,764,544**	**1,764,544**

Procurement

Description

Procurement procures supplies, materials, equipment, and services in a timely, efficient, and effective manner consistent with the quality necessary for the proper operations of various City bureaus and in compliance with applicable laws, regulations, and City policies. Procurement provides leadership, policy development, oversight, and management of the City's procurement and contracting processes that insure equity and sustainability when public funds are used.

In FY 2013-14, the City entered into contracts exceeding $201.1 million in value. The City is a major regional consumer entrusted to spend public money in the most responsible manner that can affect change in the community through positive development of locally owned small businesses. Procurement has been charged by City Council to implement the initiatives outlined in the Social Equity Contracting Strategy. Specifically to increase the capacity of minority and women businesses and to further develop workforce diversity on City construction contracts.

Goals

Federal and state laws, City Code, and Council directives mandate the services and oversight functions provided by Procurement. Activities link to all City goals and further support the following Office of Management & Finance goals:

- Providing contracting expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.
- Developing business processes that support the City's sustainability goals.
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance by collaborating with stakeholder to identify and eliminate barriers.

Performance

In 2014, Procurement was awarded the Achievement of Excellence in Procurement award from the National Purchasing Institute recognizing exceptional performance in governmental contracting.

Changes to Services and Activities

Resources will be realigned internally to provide funding to expand the Prime Contractor Development Program to include technical assistance and training for Portland Housing Bureau residential improvement contractors. Resources will be realigned internally to provide funding and support for the Port of Portland Mentor Program. This will benefit minority-owned and women-owned contracting firms by helping the businesses build working relationships with established companies. In addition, a Compliance Specialist position is added to monitor and ensure compliance with the City's Workforce Training and Hiring Policies and minority owned, woman owned, and emerging small business contracting initiatives on City projects.

Following a successful installation and implementation of an electronic bid solicitation system, Procurement will begin transitioning to an updated contract compliance system that will allow contractors to enter required information directly into the system. This will also aid in gathering and reporting vital data for workforce and minority, women, and emerging small business use. FY 2015-16 will focus on mapping processes and developing system requirements. Contracting, installation, and implementation of a new system will take place in future years.

In FY 2014-15 Procurement was moved to the Bureau of Revenue & Financial Services.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	40.33	37.92	39.17	40.17	40.17
Expenditures					
Outside Services	1,072,384	347,292	412,656	390,918	390,918
Procurement	177,886	177,373	0	0	0
Procurement Services	3,442,562	3,847,628	5,341,731	5,395,845	5,395,845
Total Expenditures	**4,692,832**	**4,372,293**	**5,754,387**	**5,786,763**	**5,786,763**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of all subcontract dollars awarded to Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	22%	35%	34%	22%	22%
Effectiveness					
Percentage of apprenticeship hours worked on City contracts	17%	20%	17%	20%	20%
Percentage of minority and women hours worked on City construction contracts	26%	27%	27%	27%	27%
Number of prime contracts awarded to Minority, Women, and Emerging Small Businesses contractors	105	128	115	115	115

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Taxes	14,946,055	19,807,305	26,981,000	26,099,650	26,099,650
Licenses & Permits	10,629,320	6,414,510	5,520,289	5,352,500	5,352,500
Charges for Services	2,598,164	39,591	66,763	37,992	37,992
Intergovernmental	1,302,768	2,042,706	2,434,294	2,560,855	2,560,855
Miscellaneous	2,001,685	1,014,946	1,341,232	1,283,288	1,283,288
Total External Revenues	**31,477,992**	**29,319,058**	**36,343,578**	**35,334,285**	**35,334,285**
Internal Revenues					
General Fund Discretionary	7,647,708	7,377,247	9,338,235	9,893,470	9,923,470
General Fund Overhead	6,100,707	4,874,980	4,509,494	4,824,545	4,824,545
Fund Transfers - Revenue	5,040	29,910	108	0	0
Interagency Revenue	5,353,239	5,061,730	5,623,812	5,653,756	5,653,756
Total Internal Revenues	**19,106,694**	**17,343,867**	**19,471,649**	**20,371,771**	**20,401,771**
Beginning Fund Balance	7,922,570	7,481,565	6,651,682	6,812,305	6,812,305
Total Resources	**$58,507,256**	**$54,144,490**	**$62,466,909**	**$62,518,361**	**$62,548,361**
Requirements					
Bureau Expenditures					
Personnel Services	16,350,880	14,767,366	15,224,574	16,333,868	16,308,868
External Materials and Services	20,633,307	27,800,139	34,924,585	40,813,953	40,768,953
Internal Materials and Services	4,677,888	4,782,079	4,953,228	5,278,758	5,378,758
Total Bureau Expenditures	**41,662,075**	**47,349,584**	**55,102,387**	**62,426,579**	**62,456,579**
Fund Expenditures					
Contingency	0	0	7,211,810	16,782	16,782
Fund Transfers - Expense	230,499	56,120	75,000	75,000	75,000
Total Fund Expenditures	**230,499**	**56,120**	**7,286,810**	**91,782**	**91,782**
Ending Fund Balance	16,676,611	6,655,560	0	0	0
Total Requirements	**$58,569,185**	**$54,061,264**	**$62,389,197**	**$62,518,361**	**$62,548,361**
Programs					
Accounting	2,917,039	3,007,312	2,698,998	2,897,653	2,897,653
Administration & Support	(449,140)	(28,826)	0	0	0
Budget & Economics	1,585,654	2	0	0	0
Cable Communications	6,710,749	544,752	1,602,441	1,764,544	1,764,544
Debt Management	25,105	6,581	0	0	0
Franchise Management	929,444	1,663,671	701,043	648,799	678,799
Grants Management	195,639	(1,283)	602,080	632,635	632,635
Outside Services	61	196,157	0	0	0
Printing & Distribution	275	0	0	0	0
Procurement	4,692,832	4,372,293	5,754,387	5,786,763	5,786,763
Public Finance and Treasury	2,132,576	1,869,702	1,929,136	1,955,129	1,955,129
Regulatory	1,506,087	1,589,846	277,000	0	0
Revenue Collection	21,407,128	34,120,751	41,537,302	48,741,056	48,741,056
Treasury	8,626	8,626	0	0	0
Total Programs	**41,662,075**	**$47,349,584**	**$55,102,387**	**$62,426,579**	**$62,456,579**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	53,248	67,038	4.00	237,480	4.00	239,586	4.00	239,586
30000064	Accountant III	58,635	73,757	12.00	831,111	12.00	845,286	12.00	845,286
30000559	Accountant, Assistant Systems	48,256	74,339	1.00	61,926	1.00	64,470	1.00	64,470
30000560	Accountant, Systems	61,506	81,994	1.00	81,702	1.00	81,996	1.00	81,996
30000564	Accounting Compliance Manager	74,734	100,443	1.00	105,456	1.00	105,456	1.00	105,456
30000562	Accounting Supervisor, Sr	67,850	90,605	2.00	164,772	2.00	167,302	2.00	167,302
30000061	Accounting Technician	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000434	Administrative Assistant	48,256	74,339	3.00	177,146	3.00	182,761	3.00	182,761
30000433	Administrative Specialist, Sr	44,949	69,181	1.00	62,090	1.00	64,638	1.00	64,638
30000441	Business Operations Manager	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000448	Business Systems Analyst	61,506	81,994	4.00	317,748	4.00	317,748	4.00	317,748
30000447	Business Systems Analyst, Assistant	48,256	74,339	2.00	116,205	2.00	120,977	2.00	120,977
30000449	Business Systems Analyst, Sr	67,850	90,605	2.00	181,200	2.00	181,200	2.00	181,200
30001208	Chief Procurement Officer	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000704	Community Technology Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000703	Community Technology Program Mgr	71,302	95,389	2.00	174,492	2.00	177,730	2.00	177,730
30000470	Contractor Dev Program Coordinator	67,850	90,605	3.00	262,177	3.00	265,614	3.00	265,614
30000469	Contracts Compliance Specialist	61,506	81,994	4.00	317,982	5.00	390,930	5.00	390,930
30000563	Controller	99,861	139,464	1.00	99,864	1.00	99,864	1.00	99,864
30000573	Debt Analyst, Principal	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000572	Debt Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000574	Debt Manager	99,861	139,464	1.00	137,226	1.00	139,464	1.00	139,464
30000567	Financial Analyst	61,506	81,994	1.90	125,332	2.00	156,940	2.00	156,940
30000569	Financial Analyst, Principal	80,413	107,099	1.00	105,876	1.00	106,998	1.00	106,998
30000568	Financial Analyst, Sr	67,850	90,605	2.00	172,596	2.00	175,956	2.00	175,956
30000856	Investment Officer	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000452	Management Analyst, Sr	67,850	90,605	1.00	86,928	1.00	89,898	1.00	89,898
30000450	Management Assistant	48,256	74,339	3.00	193,174	3.00	201,105	3.00	201,105
30000012	Office Support Specialist II	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000013	Office Support Specialist III	43,160	57,200	1.00	57,204	1.00	57,204	1.00	57,204
30000059	Procurement Specialist	50,898	64,043	3.00	185,460	3.00	189,792	3.00	189,792
30000058	Procurement Specialist, Assistant	42,494	53,373	5.00	243,588	5.00	244,985	5.00	244,985
30000060	Procurement Specialist, Sr	59,925	78,270	6.00	440,548	6.00	450,697	6.00	450,697
30000471	Procurement Supervisor	67,850	90,605	4.00	336,644	4.00	345,602	4.00	345,602
30000464	Program Coordinator	64,605	86,154	5.00	410,435	5.00	413,541	5.00	413,541
30000465	Program Manager	67,850	90,605	1.00	90,396	1.00	90,583	1.00	90,583
30000466	Program Manager, Sr	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000463	Program Specialist	58,573	78,083	2.00	153,378	2.00	155,790	2.00	155,790
30000462	Program Specialist, Assistant	48,256	74,339	1.00	48,252	1.00	48,252	1.00	48,252
30000473	Purchasing Manager	86,466	115,149	1.00	113,676	1.00	114,660	1.00	114,660
30000190	Regulatory Program Administrator	65,125	80,558	1.00	80,556	1.00	80,556	1.00	80,556
30002183	Revenue & Financial Services Director	123,531	177,029	1.00	177,024	1.00	177,024	1.00	177,024
30000191	Revenue & Taxation Specialist I	36,192	48,443	3.00	145,332	3.00	145,332	3.00	145,332
30000192	Revenue & Taxation Specialist II	43,347	53,539	12.00	575,374	12.00	602,064	12.00	602,064
30000193	Revenue & Taxation Specialist III	45,302	59,987	5.00	283,455	5.00	289,871	5.00	289,871
30000194	Revenue & Taxation Specialist IV	49,192	63,981	8.00	475,577	8.00	492,032	8.00	492,032
30000196	Revenue & Taxation Specialist V	53,061	68,765	3.00	206,280	3.00	206,280	3.00	206,280
30000404	Revenue Auditor	61,506	81,994	3.00	190,728	3.00	194,968	3.00	194,968
30000405	Revenue Auditor, Sr	67,850	90,605	3.00	271,800	3.00	271,800	3.00	271,800
30000413	Revenue Bureau Director	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000588	Tax Division Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000587	Tax Supervisor	67,850	90,605	2.00	180,996	2.00	181,200	2.00	181,200
30000457	Technology Svcs Contracts Coordinator	64,605	86,154	1.00	86,148	1.00	86,148	1.00	86,148
30000531	Training & Development Analyst	61,506	81,994	1.00	62,508	1.00	64,425	1.00	64,425
30000580	Treasurer, City	109,886	157,310	1.00	143,708	1.00	149,604	1.00	149,604
30000581	Treasury Analyst	61,506	81,994	1.00	77,460	1.00	80,375	1.00	80,375
30001358	Treasury Analyst, Principal	74,734	100,443	1.00	100,440	1.00	100,440	1.00	100,440
30001083	Treasury Analyst, Sr	67,850	90,605	1.00	75,168	1.00	78,252	1.00	78,252
TOTAL FULL-TIME POSITIONS				139.90	10,375,634	141.00	10,638,412	141.00	10,638,412
30000194	Revenue & Taxation Specialist IV	49,192	63,981	1.50	81,180	1.50	81,180	1.50	81,180
30000404	Revenue Auditor	61,506	81,994	0.50	32,304	0.50	33,360	0.50	33,360
TOTAL PART-TIME POSITIONS				2.00	113,484	2.00	114,540	2.00	114,540
30000452	Management Analyst, Sr	67,850	90,605	0.00	0	1.00	86,232	1.00	86,232
30000404	Revenue Auditor	61,506	81,994	0.00	0	1.00	63,048	1.00	63,048
TOTAL LIMITED TERM POSITIONS				0.00	0	2.00	149,280	2.00	149,280
GRAND TOTAL				141.90	10,489,118	145.00	10,902,232	145.00	10,902,232

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				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	53,110,310	0	53,110,310	142.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	140,000	140,000	1.00	Franchise agreement auditor
	11,500	0	11,500	0.00	Debt financing software
	126,693	0	126,693	1.00	M/W/ESB compliance
	909,500	0	909,500	0.00	Convention & Tourism revenue adjustments
	0	481,350	481,350	1.00	IRS data exchange
	0	7,602,045	7,602,045	0.00	Appropriate Art's Tax disbursements
	45,181	0	45,181	0.00	Admin services provided to MHCRC
Approved Budget Additions and Reductions					
	0	30,000	30,000	0.00	Carryover: franchise litigation
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,092,874	**8,253,395**	**9,346,269**	**3.00**	**Total FY 2015-16 Decision Packages**
			62,456,579	**145.00**	**Total Adopted Budget**

Bureau of Technology Services

Overview

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

In FY 2013-14, BTS conducted a Citywide Technology Assessment looking at systems, architectures, hardware, software, and staffing. Findings and recommendations from the assessment were presented to City Council in March, 2014. The bureau continues to focus on implementing ten recommendations, including an information technology governance model that supported the involvement of communities of interest and the Information Technology Executive Steering Committee.

In 2015, BTS will publish a five-year Citywide IT Strategic Plan in order to help engage and inform constituents, staff, and partners by delivering high-quality government information and services in a sustainable and efficient manner.

The Enterprise Business Solution division will move from BTS to Citywide Projects under the general direction of the Chief Administrative Officer in FY 2015-16.

Administration & Support

Description

Administration & Support delivers efficient and effective ordering, storekeeping, budget development, and administrative services, as well as includes the Office of the Chief Technology Officer (CTO). The CTO plans, organizes, integrates, and directs the organization, financial management, administration, personnel, and operations of the bureau. Administration & Support is responsible for executing streamlined processes to deliver timely and efficient order fulfillment of technology products; delivering consistent and effective administrative services including bureau policy development, timekeeping, payroll, and personnel administration; maintaining effective inventory controls of technology equipment and software; and budget coordination with staff from Office of Management & Finance (OMF) Business Operations.

Goals

By setting Citywide policy that governs the use of technology resources, the Administration & Support program supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability and business needs.
- Providing programs to attract, on-board, develop and retain a skilled, knowledgeable and diverse City workforce.

Performance

Performance measures for Administration & Support focus on the multi-year reliability of PC order fulfillment of four days from order to installation and the consistently strong program service rating as part of the annual BTS Customer Survey.

Changes to Services and Activities

In FY 2015-16, Administration & Support will continue to work in conjunction with the Office of the Chief Administrative Officer to implement recommendations from the Citywide Technology Assessment and the OMF Strategic Plan. In addition, Administration & Support, along with the other Bureau of Technology Services divisions, will begin aligning project prioritization and bureau activities with the 2015-20 Citywide IT Strategic Plan.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	12.00	12.00	12.00	12.00	12.00
Expenditures					
Administration	8,022,744	8,750,570	3,551,406	3,383,091	3,383,091
Stores & Order Fullfillment	125,128	(371,688)	0	0	0
Total Expenditures	**8,147,872**	**8,378,882**	**3,551,406**	**3,383,091**	**3,383,091**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Number of days elapsed from ordering a new desktop PC to installation	4	4	4	4	4

Business Solutions

Description

The Business Solutions program develops and supports corporate-wide and bureau-specific business applications and services, advances e-government and e-commerce initiatives that address internal and public needs, geographic information systems (GIS) services, and SAP technical support. Key responsibilities are to provide Citywide application development, implementation, and support; to develop and maintain the Bureau of Technology Services strategic plan and technology roadmap; to engineer new technology solutions to meet bureau business needs; and to provide oversight for any outsourced application development and selection of all third party applications and services.

Goals

Through the development and delivery of innovative services that allow customers to meet business objectives, the Business Solutions program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Delivering business solutions that take into account customer needs and interests.
- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability and business needs.
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance.

Performance

Performance of this program is measured in its online services availability, including the City's payment gateway, which allows the public secure online access to City services including utility payments and building permit applications.

Changes to Services and Activities

Key initiatives for FY 2015-16 include the implementation of projects that will assist bureau customers in achieving improved business processes and increased service delivery including: the Bureau of Development Services' new online permitting system and continued execution of the GIS Plan. Other Business Solutions activities in FY 2015-16 include migration to an external provider of payment gateway services.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	57.90	55.90	57.63	57.63	58.63
Expenditures					
Business Solutions	7,610,709	8,151,718	9,990,727	9,776,424	10,260,428
Vertical Applications	763,650	333,096	0	0	0
Total Expenditures	**8,374,359**	**8,484,814**	**9,990,727**	**9,776,424**	**10,260,428**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of payment gateway availability	99.95%	99.99%	99.90%	99.90%	99.90%

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 the Communications program are to rapidly respond to and resolve all voice, radio, dispatch technology, and network support issues and 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

By supporting the City and regional mission-critical voice and data communications needs, the Communications program supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability and business needs.
- Marketing OMF services effectively to customers.

Performance

The Communications program is primarily focused on the reliability and availability of critical network and communications systems (network, telephone switch) with availability comparable to public and private industry best practices and standards.

Changes to Services and Activities

The key focus for FY 2015-16 continues to be 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 and is scheduled to go live in 2016. In FY 2015-16, the Communications program will also begin a major migration of the City’s voice system platform. BTS is realigning a position that previously supported the City’s mainframe to ensure the confidentiality, integrity, and availability of all City data, communications systems, and assets. Work done by this position helps to ensure that the City will be Payment Card Industry (PCI) compliant.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	39.00	40.00	40.00	40.00	40.00
Expenditures					
Communications	9,669,698	9,896,052	16,943,863	17,298,716	17,741,216
Total Expenditures	**9,669,698**	**9,896,052**	**16,943,863**	**17,298,716**	**17,741,216**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage uptime for phone switch	100.00%	99.99%	99.99%	99.99%	99.99%
Percentage of time radio system operated without failure	99.99%	99.99%	99.99%	99.99%	99.99%
Percentage Internet availability	99.99%	99.99%	99.99%	99.99%	99.99%
Percentage availability of network excluding scheduled maintenance	99.96%	99.96%	99.96%	99.96%	99.96%

Customer Relations

Description

The Customer Relations program works with customers to identify business requirements in order to develop solutions and service level agreements aligned with the bureaus' 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, and collaboratively develop technology work plans in concert with the annual budget process. In partnership with Enterprise Architecture (EA), Customer Relations focuses on Citywide IT strategic planning and activities and the development of technology roadmaps. Customer Relations also provides transparent and timely two-way communication and information sharing that builds strong partnerships between the bureau and its customers, and provides ongoing management and revisions to the BTS Service Catalog and bureau-specific service level agreements.

Goals

By aligning customer business needs with appropriate technology solutions, Customer Relations supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Delivering business and technology solutions that take into account customer needs and interests.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Marketing OMF services effectively to customers.

Performance

Performance is measured through annual BTS customer satisfaction surveys. However, the BTS annual customer survey, historically conducted in the fall, was suspended in 2013 to allow for greater participation and response rates for the surveys and interviews conducted as part of the Citywide Technology Assessment. The Customer Relations program will resume issuing the survey in 2015.

Changes to Services and Activities

Customer Relations and Enterprise Architecture are responsible for reporting on the Citywide IT Strategic Plan, which will help engage and inform constituents, staff and partners by delivering high quality government information and services in a sustainable and efficient manner.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	5.00	5.00	5.00	5.00	5.00
Expenditures					
Customer Relations	718,721	699,341	841,974	876,705	876,705
Total Expenditures	**718,721**	**699,341**	**841,974**	**876,705**	**876,705**

Information Security

Description

The Information Security program ensures 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; minimize risk through implementation of effective technical, administrative, and physical security controls; and develop and maintain the Bureau of Technology Services business continuity and disaster recovery plan.

Goals

By employing appropriate safeguards required in order to properly protect the City's information assets, Information Security supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance.

Performance

Performance is measured by the effectiveness of the Information Security program in protecting the City's technology environment from security threats, including the ability to accept security patches by 97% of all city workstations. The program's measure of the percentage of PCI requirements satisfied for the City's electronic payment gateway is an OMF Key Performance Measure

Changes to Services and Activities

Key initiatives for FY 2015-16 include Citywide prioritization and coordination on Payment Card Industry (PCI) compliance. In FY 2015-16, Information Security will continue to implement the Bureau of Technology Services components of the Council approved Citywide business continuity plan. In addition, Information Security will provide an updated disaster recovery plan in order to understand the priority and timelines for service recovery in the event of a natural or man-made disaster.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	5.00	4.00	5.00	4.00	4.00
Expenditures					
Information Security	869,094	845,330	1,671,744	1,842,406	1,984,406
Total Expenditures	**869,094**	**845,330**	**1,671,744**	**1,842,406**	**1,984,406**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of PCI requirements satisfied for the City's electronic payment gateway	NA	NA	81%	100%	100%

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of computers (workstations and servers) able to accept security patching	95%	97%	97%	97%	97%

Police IT

Description

The Police IT program supports effective application development and maintenance, and provides quality infrastructure and field support to the Portland 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

By delivering dependable services and innovative solutions to the Portland Police Bureau, the Police IT program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Delivering business solutions that take into account customer needs and interests.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.

Performance

Performance results of the Police IT program are reflected in the high availability of the Field Reporting System for use by police officers while on duty.

Changes to Services and Activities

The key initiative for FY 2015-16 is support of the Regional Justice Information Network (RegJIN), which went live in April 2015. The Police IT Division will also assist Portland Police in implementing their 2014-18 Police IT Strategic Plan.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	16.00	15.00	16.00	16.00	16.00
Expenditures					
Police Applications	944,489	895,895	0	0	0
Police Infrastructure Support	(431,212)	(202,343)	83,448	91,668	91,668
Police IT	1,318,679	987,053	2,574,625	2,336,598	2,336,598
Total Expenditures	**1,831,956**	**1,680,605**	**2,658,073**	**2,428,266**	**2,428,266**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Field Reporting System availability (excluding scheduled maintenance)	100.0%	100.0%	99.7%	99.7%	99.7%

Production Services

Description

The Production Services program efficiently and effectively maintains and supports the City's data center facilities, server, email, storage and backup infrastructure, and the infrastructure of the City's mission-critical technology systems including SAP, Cayenta, Synergen, Maximo, Computer-Aided Dispatch (CAD), Tracking, Review, Application, and Construction System (TRACS), Portland Police Data System (PPDS), and email.

Goals

By maintaining a premier production technology environment, Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- Delivering business solutions that take into account customer needs and interests.
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.

Performance

Performance measures for the Production Services program focus on the reliability of the City's mission-critical production systems (SAP, Public Safety Systems, email, and Cayenta) with availability comparable to public and private industry best practices and standards.

Changes to Services and Activities

The key focus for FY 2015-16 will be the decommissioning of the City's mainframe and the Citywide Technology Assessment recommendation plan for the disaster recovery solution for the City's data center.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	22.00	20.00	19.00	19.00	19.00
Expenditures					
Production Services	6,829,158	5,188,539	6,115,776	5,384,824	6,344,524
Total Expenditures	**6,829,158**	**5,188,539**	**6,115,776**	**5,384,824**	**6,344,524**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of mission critical production system availability for Cayenta	99.98%	99.99%	99.97%	99.97%	99.97%
Percentage of mission critical production system availability for SAP	99.98%	99.97%	99.96%	99.96%	99.96%
Percentage of email availability excluding scheduled maintenance	99.99%	99.98%	99.90%	99.90%	99.90%
Percentage of public safety system availability - Bureau of Emergency Communications	99.99%	99.99%	99.95%	99.95%	99.95%
Public Safety systems availability - Police (excluding scheduled maintenance)	99.99%	99.99%	99.90%	99.99%	99.99%

Project Management Office

Description

The Project Management Office delivers effective and consistent bureau-wide project management practices for all disciplines of technology services provided by each Bureau of Technology Services (BTS) program. The responsibilities of the office 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

By delivering project management services modeled after industry standards and best practices, the Project Management Office supports the City goal to deliver efficient, effective, and accountable municipal services as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Delivering business solutions that take into account customer needs and interests.
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.

Performance

Program performance is measured through direct customer survey feedback at the completion of projects.

Changes to Services and Activities

The key focus for FY 2015-16 will be prioritization of Citywide and internal BTS technology projects to align the 2015-20 Citywide IT Strategic Plan and completing Phase II of the Office 365 Project. BTS realigned a position that previously supported the City's mainframe to provide project management services for technology projects.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	8.00	7.00	7.00	7.00	7.00
Expenditures					
Project Management	1,013,188	797,220	922,562	1,128,450	1,128,450
Total Expenditures	**1,013,188**	**797,220**	**922,562**	**1,128,450**	**1,128,450**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of customers rating project management service provided as excellent	75%	74%	75%	75%	75%

Support Center

Description

The Support Center acts as the first point of contact for the majority of customer support needs. It also implements and manages effective tracking systems and tools. The responsibilities of the Support Center are to respond and resolve all desktop and laptop issues, provide first level support for printing issues, be the central point of contact for user account and access management, and deliver new and replacement desktop computers in time to meet customer needs. The Support Center also effectively manages City desktop, laptop, and server systems with robust, down-the-wire administration and deployment tools. The Support Center also engineers, implements, and maintains the systems and tools needed for tracking service requests and computing assets.

Goals

By resolving the majority of office computing support requests the same day reported, the Support Center program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Delivering business solutions that take into account customer needs and interests.

Performance

Support Center performance is measured by percentage of Help Desk calls answered within 20 seconds, the percentage of problems resolved by Help Desk without escalation to field staff, and the Help Desk satisfaction rating.

Changes to Services and Activities

The key focus area for FY 2015-16 is the expansion of the Cherwell helpdesk software to include functions such as Customer Self Service and support of Phase II of the Office 365 project.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	41.00	39.00	40.00	40.00	40.00
Expenditures					
Desktop Support	(50)	0	0	0	0
PC Deployment	0	1,920	0	0	0
Support Center	5,681,936	6,353,012	6,374,053	7,675,048	7,750,048
Total Expenditures	**5,681,886**	**6,354,932**	**6,374,053**	**7,675,048**	**7,750,048**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Help Desk satisfaction rating (scale 1 to 5)	NA	NA	NA	5	5

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	60.70%	59.10%	78.00%	78.00%	80.00%
Percentage of calls answered within 20 seconds	81.90%	59.30%	80.00%	85.00%	85.00%

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	140,611	27,318	226,341	245,612	245,612
Intergovernmental	5,227,556	5,142,220	4,537,660	4,072,083	4,072,083
Bond & Note	38,803	38,997	378,209	0	0
Miscellaneous	549,092	504,407	438,446	443,055	443,055
Total External Revenues	**5,956,062**	**5,712,942**	**5,580,656**	**4,760,750**	**4,760,750**
Internal Revenues					
Fund Transfers - Revenue	1,275,103	314,477	40,884	0	0
Interagency Revenue	40,797,334	40,631,796	44,024,089	44,426,122	44,526,122
Total Internal Revenues	**42,072,437**	**40,946,273**	**44,064,973**	**44,426,122**	**44,526,122**
Beginning Fund Balance	32,416,630	16,903,231	16,741,232	12,729,282	12,729,282
Total Resources	**$80,445,129**	**$63,562,446**	**$66,386,861**	**$61,916,154**	**$62,016,154**
Requirements					
Bureau Expenditures					
Personnel Services	24,511,137	24,754,156	27,188,641	28,032,149	28,184,021
External Materials and Services	16,243,607	14,812,923	16,852,748	15,635,647	16,457,279
Internal Materials and Services	3,606,543	3,576,604	3,602,301	3,691,751	3,691,751
Capital Outlay	1,106,544	1,006,363	1,426,488	2,434,383	3,564,083
Total Bureau Expenditures	**45,467,831**	**44,150,046**	**49,070,178**	**49,793,930**	**51,897,134**
Fund Expenditures					
Debt Service	1,735,383	411,830	467,649	516,244	516,244
Contingency	0	0	14,842,766	10,035,505	8,007,285
Fund Transfers - Expense	2,337,327	2,200,661	2,006,268	1,570,475	1,595,491
Total Fund Expenditures	**4,072,710**	**2,612,491**	**17,316,683**	**12,122,224**	**10,119,020**
Ending Fund Balance	30,904,588	16,799,909	0	0	0
Total Requirements	**$80,445,129**	**$63,562,446**	**$66,386,861**	**$61,916,154**	**$62,016,154**
Programs					
Administration & Support	8,147,872	8,378,882	3,551,406	3,383,091	3,383,091
Assessments & Improvements	0	819	0	0	0
Business Solutions	8,374,359	8,484,814	9,990,727	9,776,424	10,260,428
Communications	9,669,698	9,896,052	16,943,863	17,298,716	17,741,216
Customer Relations	718,721	699,341	841,974	876,705	876,705
Information Security	869,094	845,330	1,671,744	1,842,406	1,984,406
Infrastructure & Engineering	(2,448)	(23,648)	0	0	0
Office of the Chief Technology Officer	48	63	0	0	0
Police IT	1,831,956	1,680,605	2,658,073	2,428,266	2,428,266
Production Services	6,829,158	5,188,539	6,115,776	5,384,824	6,344,524
Project Management Office	1,013,188	797,220	922,562	1,128,450	1,128,450
Quality Assurance	0	12,285	0	0	0
Replacement	2,334,299	1,834,812	0	0	0
Support Center	5,681,886	6,354,932	6,374,053	7,675,048	7,750,048
Total Programs	**45,467,831**	**$44,150,046**	**$49,070,178**	**$49,793,930**	**$51,897,134**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	48,256	74,339	1.00	70,116	1.00	72,756	1.00	72,756
30000433	Administrative Specialist, Sr	44,949	69,181	1.00	69,180	1.00	69,180	1.00	69,180
30000203	Applications Analyst II-Generalist	61,506	81,994	3.00	239,352	3.00	239,352	3.00	239,352
30000204	Applications Analyst III-Generalist	67,850	90,605	12.00	1,072,148	12.00	1,078,738	12.00	1,078,738
30000207	Applications Analyst IV-Generalist	71,302	95,389	10.00	917,937	10.00	924,636	10.00	924,636
30000206	Applications Analyst IV-GIS,Enterprise	71,302	95,389	2.00	190,272	2.00	190,608	2.00	190,608
30001234	Applications Analyst IV-Web Developer	71,302	95,389	3.00	272,322	3.00	276,722	3.00	276,722
30000618	Business Solutions Division Manager	99,861	139,464	1.00	120,000	1.00	123,690	1.00	123,690
30000448	Business Systems Analyst	61,506	81,994	1.00	72,192	1.00	74,168	1.00	74,168
30000411	Chief Technology Officer	123,531	177,029	1.00	177,024	1.00	177,024	1.00	177,024
30000832	Chief Technology Officer, Assistant	109,886	157,310	1.00	150,880	1.00	155,732	1.00	155,732
30000628	Communications Division Manager	99,861	139,464	1.00	133,403	1.00	138,496	1.00	138,496
30000700	Communications Engineer	71,302	95,389	2.00	189,408	2.00	190,662	2.00	190,662
30000238	Communications Switch Technician	59,946	72,675	2.00	145,344	2.00	145,344	2.00	145,344
30000627	Communications Systems Administrator	80,413	107,099	1.00	104,268	1.00	106,864	1.00	106,864
30000624	Communications Systems Rep	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000234	Electronics Technician I: Communications	51,189	62,150	3.00	186,444	3.00	186,444	3.00	186,444
30000236	Electronics Technician II: Commun	59,946	72,675	9.00	645,432	9.00	654,048	9.00	654,048
30000341	GIS Technician I	40,498	54,267	1.00	54,264	1.00	54,264	1.00	54,264
30000342	GIS Technician II	54,267	69,243	1.00	69,240	1.00	69,240	1.00	69,240
30000218	Inf Syst Analyst, Principal-Gen	80,413	107,099	20.00	2,072,124	20.00	2,081,011	21.00	2,188,111
30000217	Inf Syst Analyst, Principal-GIS Enterprs	80,413	107,099	4.00	428,400	4.00	428,400	4.00	428,400
30000219	Inf Syst Analyst, Principal-Proj Mgmt	80,413	107,099	7.00	676,204	7.00	689,256	7.00	689,256
30000610	Inf Syst Mgr, Sr-Applications	92,976	125,986	1.00	122,538	1.00	125,988	1.00	125,988
30000613	Inf Syst Mgr, Sr-General	92,976	125,986	4.00	496,471	4.00	501,158	4.00	501,158
30000614	Inf Syst Mgr, Sr-Production	92,976	125,986	1.00	120,264	1.00	124,332	1.00	124,332
30000879	Inf Syst Mgr, Sr-Proj Mgmt	92,976	125,986	1.00	120,000	1.00	123,690	1.00	123,690
30000615	Inf Syst Mgr, Sr-Security	92,976	125,986	1.00	126,960	1.00	126,960	1.00	126,960
30001035	Inf Syst Mgr-Corporate Applications	86,466	115,149	1.00	112,464	1.00	114,256	1.00	114,256
30000607	Inf Syst Mgr-Generalist	86,466	115,149	5.00	570,504	5.00	575,534	5.00	575,534
30000608	Inf Syst Mgr-Network Manager	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000609	Inf Syst Mgr-Wide Area Network	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000605	Inf Syst Supvr-Generalist	80,413	107,099	7.00	723,893	7.00	730,719	7.00	730,719
30000198	Inf Syst Tech Analyst I-Generalist	44,949	69,181	2.00	121,992	2.00	124,152	2.00	124,152
30000199	Inf Syst Tech Analyst II-Generalist	48,256	74,339	5.00	311,709	5.00	317,313	5.00	317,313
30000200	Inf Syst Tech Analyst III-Generalist	58,573	78,083	3.00	234,228	3.00	234,244	3.00	234,244
30000209	Inf Syst Tech Analyst III-Telecomm	58,573	78,083	1.00	72,877	1.00	75,867	1.00	75,867
30000210	Inf Syst Tech Analyst IV-Generalist	61,506	81,994	22.00	1,769,937	22.00	1,776,000	22.00	1,776,000
30000211	Inf Syst Tech Analyst IV-Telecomm	61,506	81,994	3.00	245,988	3.00	245,988	3.00	245,988
30000212	Inf Syst Tech Analyst IV-Vertical GIS	61,506	81,994	1.00	71,598	1.00	74,534	1.00	74,534
30000213	Inf Syst Tech Analyst V-Generalist	67,850	90,605	15.00	1,283,003	15.00	1,293,550	15.00	1,293,550
30001933	Inf Syst Tech Analyst V-Proj Mgmt	67,850	90,605	1.00	90,102	1.00	90,600	1.00	90,600
30000215	Inf Syst Tech Analyst VI-Generalist	71,302	95,389	19.00	1,753,461	19.00	1,770,881	19.00	1,770,881
30002108	Information Security Architect	83,637	111,405	3.00	299,865	3.00	307,785	3.00	307,785
30000452	Management Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000013	Office Support Specialist III	43,160	57,200	2.00	114,408	2.00	114,408	2.00	114,408
30000622	SAP Architect- XI/PI	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000053	Storekeeper/Acquisition Specialist I	43,930	53,789	2.00	107,568	2.00	107,568	2.00	107,568
30000054	Storekeeper/Acquisition Specialist II	46,155	56,451	1.00	56,448	1.00	56,448	1.00	56,448
30000056	Storekeeper/Acquisition Specialist III	52,146	64,834	1.00	64,836	1.00	64,836	1.00	64,836

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000625	Technical Operations Supervisor	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000620	Technology Services Bureau Business Rep	86,466	115,149	4.00	449,623	4.00	456,012	4.00	456,012
TOTAL FULL-TIME POSITIONS				199.00	18,156,103	199.00	18,318,870	200.00	18,425,970
30000204	Applications Analyst III-Generalist	67,850	90,605	0.63	57,516	0.63	57,516	0.63	57,516
TOTAL PART-TIME POSITIONS				0.63	57,516	0.63	57,516	0.63	57,516
30000204	Applications Analyst III-Generalist	67,850	90,605	1.00	67,848	1.00	70,168	1.00	70,168
30000449	Business Systems Analyst, Sr	67,850	90,605	1.00	67,848	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				2.00	135,696	1.00	70,168	1.00	70,168
GRAND TOTAL				201.63	18,349,315	200.63	18,446,554	201.63	18,553,654

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				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	49,479,750	0	49,479,750	200.63	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	27,000	0	27,000	0.00	IRNE support premium pay
	0	287,180	287,180	0.00	Various intertagency agreement adjustments
Approved Budget Additions and Reductions					
	0	1,951,332	1,951,332	0.00	Increases to multiple projects
Adopted Budget Additions and Reductions					
	151,872	0	151,872	1.00	Position transferred from BES
	178,872	**2,238,512**	**2,417,384**	**1.00**	**Total FY 2015-16 Decision Packages**
			51,897,134	**201.63**	**Total Adopted Budget**

Office of the Chief Administrative Officer

Overview

The Office of Management & Finance 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 & Finance is overseen by the Chief Administrative Officer. The Office of the Chief Administrative Officer includes the Business Operations Division, Policy Team, and Spectator Facilities.

The Chief Administrative Officer (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 Office of the Chief Administrative Officer provides leadership, oversight, and support for a variety of Citywide projects including the Public Safety Systems Revitalization Program and Enterprise Business Solution (EBS), 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 Chief Administrative Officer leads the development of the bureau's strategic plan and ongoing reporting on the completion of strategies. The Chief Administrative Officer directs the bureaus of Human Resources, Internal Business Services, Revenue & Financial Services, and Technology Services.

An OMF assessment was conducted in 2014 and several organizational changes were made at the beginning of FY 2014-15. Later in the fiscal year, two divisions within the Office of Management and Finance were relocated. Procurement services was moved from Internal Business Services to Revenue and Financial Services. Enterprise Business Solution was moved from Technology Services to Citywide Projects. These programs will remain part of the Office of Management and Finance.

The CAO chairs a group with four other bureau directors to examine Citywide revenue collection, facilities management and professional services contracting, and to identify opportunities for improvement. This group is expected to review recommendations in 2015.

The CAO and the OMF Business Operations Division gained responsibility for the City’s Innovation Fund in FY 2014-15. The $1 million Special Appropriation is dedicated to innovative projects that help the City improve service delivery and to build capacity throughout the organization to improve business processes.

Administration & Support

Description

The Administration & Support program consists of the Office of the Chief Administrative Officer (CAO), Business Operations Division, and Spectator Facilities. This office provides overall direction for the Office of Management & Finance, as well as Citywide and elected official support. Within the office, the Policy Team works with City bureaus on complex Citywide and organization-specific issues having significant policy, financial and/or community implications.

Business Operations: This division consists of financial, communications, and administrative teams. The division provides financial management services for 15 funds, four bureaus, five Council offices, two Council office programs, and Citywide Projects. Business Operations also manages organization-wide strategic planning services, public records requests, and staff coordination for the Citywide Bureau Directors meetings, OMF committees, and three Council-appointed committees.

Spectator Facilities: This program manages the operations and maintenance, capital improvements, and contract administration for the City and other parties related to the City's interests in specific facilities, including the Rose Quarter facilities and Providence Park. In addition, the program supports a variety of tourism, travel, and arts/cultural activities and facilities.

Goals

Administration and Support furthers the City goal to deliver efficient, effective, and accountable municipal services, as well as many Office of Management & Finance goals. The program specifically addresses the goals of:

- Delivering business solutions that address customer needs and interests.
- Providing a cross-City perspective to assist City leaders in understanding the impact of their business decisions, including unintended consequences.
- Marketing OMF services effectively to customers.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.

Performance

The Office of the CAO is continuously evaluated through the successful management and completion of organization initiatives. In FY 2012-13, the OMF 2012-17 Strategic Plan was accepted by City Council. A midpoint report in 2014 indicated completion of nearly half the initiatives. In FY 2015-16, the bureau will manage a budget of $467 million in 15 funds, and Spectator Facilities will oversee several operating agreements.

Changes to Services and Activities

The Enterprise Business Solution Division was moved to Citywide Projects and will report to the CAO. The Business Operations Division will continue to staff the Innovation Fund and provide public involvement and staff support for the Council appointed Socially Responsible Investing Committee.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	31.00	30.58	32.00	32.00	32.00
Expenditures					
Administration & Support	3,312,217	3,042,375	3,877,390	4,073,623	4,073,623
CAO's Office	681,725	925,221	775,096	827,914	827,914
Spectator Facilities	4,319,982	2,770,608	5,666,368	5,667,520	5,667,520
Total Expenditures	**8,313,924**	**6,738,204**	**10,318,854**	**10,569,057**	**10,569,057**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Percentage of complete OMF Strategic Plan strategies assigned to Business Operations	100%	100%	100%	100%	100%
OMF General Fund ending fund balance within policy	100%	100%	100%	100%	100%

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Charges for Services	6,608,145	7,978,345	7,217,448	7,551,477	7,551,477
Intergovernmental	4,211,594	1,841,955	2,037,121	2,095,922	2,095,922
Bond & Note	0	21,915,000	0	0	0
Miscellaneous	87,413	55,837	64,675	35,000	35,000
Total External Revenues	**10,907,152**	**31,791,137**	**9,319,244**	**9,682,399**	**9,682,399**
Internal Revenues					
General Fund Discretionary	525,313	68,720	965,657	1,061,272	1,061,272
General Fund Overhead	1,327,010	1,355,741	1,167,050	1,255,028	1,255,028
Fund Transfers - Revenue	164,149	189,771	7,670	0	0
Interagency Revenue	2,097,307	2,331,633	2,505,104	2,585,237	2,585,237
Total Internal Revenues	**4,113,779**	**3,945,865**	**4,645,481**	**4,901,537**	**4,901,537**
Beginning Fund Balance	6,910,467	6,077,077	6,399,542	5,200,000	5,200,000
Total Resources	**$21,931,398**	**$41,814,079**	**$20,364,267**	**$19,783,936**	**$19,783,936**
Requirements					
Bureau Expenditures					
Personnel Services	3,388,490	3,631,959	4,006,355	4,351,356	4,351,356
External Materials and Services	1,378,424	1,850,300	4,483,660	4,412,849	4,412,849
Internal Materials and Services	848,336	585,208	828,839	804,852	804,852
Capital Outlay	2,699,157	670,737	1,000,000	1,000,000	1,000,000
Total Bureau Expenditures	**8,314,407**	**6,738,204**	**10,318,854**	**10,569,057**	**10,569,057**
Fund Expenditures					
Debt Service	7,071,057	28,359,103	6,562,747	6,690,814	6,690,814
Contingency	0	0	3,262,742	2,320,813	2,319,597
Fund Transfers - Expense	327,893	317,230	219,924	203,252	204,468
Total Fund Expenditures	**7,398,950**	**28,676,333**	**10,045,413**	**9,214,879**	**9,214,879**
Ending Fund Balance	6,077,077	6,399,542	0	0	0
Total Requirements	**$21,790,434**	**$41,814,079**	**$20,364,267**	**$19,783,936**	**$19,783,936**
Programs					
Administration & Support	8,313,924	6,738,204	10,318,854	10,569,057	10,569,057
Facilities Services	400	0	0	0	0
Spectator Facilities	83	0	0	0	0
Total Programs	**8,314,407**	**$6,738,204**	**$10,318,854**	**$10,569,057**	**$10,569,057**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	53,248	67,038	4.00	268,176	4.00	268,176	4.00	268,176
30000434	Administrative Assistant	48,256	74,339	1.00	56,160	1.00	58,464	1.00	58,464
30000433	Administrative Specialist, Sr	44,949	69,181	1.00	56,160	1.00	58,464	1.00	58,464
30000436	Administrative Supervisor I	58,573	78,083	1.00	67,233	1.00	69,983	1.00	69,983
30000441	Business Operations Manager	80,413	107,099	2.00	210,977	2.00	213,745	2.00	213,745
30000442	Business Operations Manager, Sr	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000406	Chief Administrative Officer	138,986	199,160	1.00	195,479	1.00	199,164	1.00	199,164
30000567	Financial Analyst	61,506	81,994	3.00	231,189	3.00	236,830	3.00	236,830
30000566	Financial Analyst, Assistant	48,256	74,339	2.00	99,976	2.00	102,102	2.00	102,102
30000569	Financial Analyst, Principal	80,413	107,099	1.00	107,100	1.00	107,100	1.00	107,100
30000568	Financial Analyst, Sr	67,850	90,605	6.00	495,779	6.00	504,429	6.00	504,429
30000451	Management Analyst	61,506	81,994	2.00	128,628	2.00	133,896	2.00	133,896
30000453	Management Analyst, Principal	80,413	107,099	1.00	102,722	1.00	106,360	1.00	106,360
30000452	Management Analyst, Sr	67,850	90,605	2.00	158,440	2.00	158,448	2.00	158,448
30000012	Office Support Specialist II	33,738	48,443	1.00	48,444	1.00	48,444	1.00	48,444
30000460	Policy Analyst	86,466	115,149	1.00	115,152	1.00	115,152	1.00	115,152
30000461	Policy Analyst, Sr	99,861	139,464	1.00	133,155	1.00	137,609	1.00	137,609
30000716	Spectator Facilities & Dev Mgr	86,466	115,149	1.00	109,008	1.00	113,111	1.00	113,111
TOTAL FULL-TIME POSITIONS				32.00	2,723,242	32.00	2,770,941	32.00	2,770,941
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				32.00	2,723,242	32.00	2,770,941	32.00	2,770,941

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 2015-16	10,568,288	0	10,568,288	32.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	769	769	0.00	Technical adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**769**	**769**	**0.00**	**Total FY 2015-16 Decision Packages**
			10,569,057	**32.00**	**Total Adopted Budget**

Citywide Projects

Overview

Citywide Projects is currently comprised of the Enterprise Business Solution division (EBS) and the Public Safety Systems Revitalization Program (PSSRP).

EBS manages the SAP application for the City. The City implemented SAP in 2008 to replace an aging financial and human resources system and to consolidate many other programs into one comprehensive, integrated system. Currently, approximately 1,500 users access SAP for financial, purchasing, and human resources transactions and reports, and approximately 6,000 employees use the system for time keeping.

EBS maintains all aspects of SAP, supports bureau and central business processes, and the City's SAP users. The team handles project development, interfaces between SAP and other software, the CityLink portal, workflow processes, system security, basis, and reporting. EBS works on the SAP modules that keep the City's financial logistics and human capital processes functioning. EBS is responsible for providing direct support to bureaus and end users through training, communication, and operational support.

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

The key driving factors for the program are the inability to receive ongoing maintenance from current public safety systems vendors, the retirement of key system support staff, and 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 Portland's community members. The PSSRP Radio Replacement Project is primarily funded through the Public Safety General Obligation Bond approved by voters in November 2010.

Enterprise Business Solution

Description

The Enterprise Business Solution (EBS) division manages the SAP application for the City and has a mission to deliver and support innovative, integrated, and cost-effective enterprise solutions to City customers.

The following projects are currently being implemented, are under review, or are in the planning phases for implementation: HR Processes and Forms, Public Sector Collections and Disbursement, SAP Enterprise Asset Management, HR SAP Benefits, phase two of City Sick Time, and Bureau of Environmental Services activity allocation.

Goals

Enterprise Business Solution supports the City's goal of delivering efficient, effective, and accountable services and also supports the Office of Management & Finance goals of:

- delivering business solutions that take into account customer needs and interests;
- providing seamless, integrated service delivery models across OMF to simplify business processes for customers;
- developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet citywide business needs;
- providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.

Performance

Program performance is measured by customer service satisfaction ratings gathered from customer feedback forms and the average length of time a HelpDesk ticket is open. As the program continues to define and implement standardized operational processes, customer satisfaction and efficiencies should increase.

Changes to Services and Activities

The Division is currently developing a long-term roadmap to identify Citywide business needs and appropriate enterprise solutions to meet those needs. EBS will work on the Citywide Technology Assessment recommendation to consolidate major systems, starting with work order and asset management systems.

EBS is funded by interagency rates. The metrics and data associated with the rates had been frozen since FY 2008-09. In FY 2015-16, EBS is implementing its new rate model for SAP services. Also of note, the debt used to finance the purchase of SAP will be paid off in FY 2016-17.

In FY 2015-16, one position is realigned from Enterprise Business Solutions to the Bureau of Human Resources (BHR) as part of the effort to consolidate Citywide training. BHR will provide SAP training and an interagency agreement with EBS will support the cost of this training.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	20.00	19.00	17.00	18.00	18.00
Expenditures					
Enterprise Business Solution	8,800,752	7,888,458	8,096,084	8,213,259	8,563,259
Total Expenditures	**8,800,752**	**7,888,458**	**8,096,084**	**8,213,259**	**8,563,259**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Effectiveness					
Customer Service satisfaction rating number (scale 1 to 5)	4.85	4.83	4.90	4.90	4.90
Efficiency					
Average number of days a SAP Helpdesk customer ticket is open	11	49	12	12	12

Public Safety Systems Revitalization Program

Description

PSSRP provides overall management and technical leadership for the projects in its portfolio and includes staff needed to plan for and implement public safety system replacements and upgrades.

Current core projects in the portfolio are the Regional Justice Information Network (RegJIN) Records Management System Project, to replace the legacy Portland Police Data System; and the Public Safety Emergency Radio Replacement Project (Radio), which will implement a cost-effective, highly reliable digital public safety voice radio system replacement.

Future core projects under review are FirstNet, the First Responder Network Authority created by Congress to provide emergency responders with a high-speed, mission-critical, public safety grade nationwide broadband network dedicated to first responders; and Next Generation 9-1-1 (NG 9-1-1), a national initiative to update the current 9-1-1 service infrastructure.

Goals

PSSRP 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 and ensuring that the City of Portland is a safe and peaceful community. Citywide Projects supports the Office of Management & Finance goals of:

- securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure;
- maximizing value to the community by promoting regional partnerships that create government efficiencies;
- delivering business processes that provide options to address individual bureau requirements and changing environmental factors;
- delivering business solutions that take into account customer needs and interests.

Performance

There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of the projects are measured and reported by independent quality assurance services firms. An Executive Steering Committee comprised of the City's public safety bureau directors, Chief Technology Officer, and two citizen participants also monitor the progress of the projects and act as an advisory body. There is a five member, Council appointed Independent Citizen Committee overseeing PSSRP's involvement in the Radio Replacement Project.

Changes to Services and Activities

The RegJIN Records Management System went live in April 2015 with continued support during a stabilization period. The Detailed Design Review for the Public Safety Emergency Radio Replacement Project (Radio) and the pre-delivery staging and testing of infrastructure equipment were completed. Approximately 2,700 mobile (vehicle) and portable (hand held) units and accessories have been received and inventoried. The Bureau of Technology Services Communications and Portland Police Bureau have prepared, staged, and distributed all mobile and mobile portable radios. Preparation, staging, and distribution of other City radios, site installation work, and functional acceptance testing for the Radio Project continue.

FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	9.00	8.00	7.00	6.00	6.00
Expenditures					
Public Safety Systems Revitalization Program	2,513,040	24,190,648	19,704,669	6,596,227	6,596,227
Total Expenditures	**2,513,040**	**24,190,648**	**19,704,669**	**6,596,227**	**6,596,227**

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Intergovernmental	0	633,858	181,000	0	0
Bond & Note	0	0	12,779,609	0	0
Miscellaneous	24,377	19,089	20,000	20,000	20,000
Total External Revenues	**24,377**	**652,947**	**12,980,609**	**20,000**	**20,000**
Internal Revenues					
General Fund Discretionary	1,331,083	4,921	2,355,034	907,669	907,669
Fund Transfers - Revenue	772,015	7,021,501	3,459,653	284,060	284,060
Interagency Revenue	12,337,764	12,489,788	12,625,303	13,171,378	13,171,378
Total Internal Revenues	**14,440,862**	**19,516,210**	**18,439,990**	**14,363,107**	**14,363,107**
Beginning Fund Balance	22,222,050	32,684,060	22,047,387	12,985,643	12,985,643
Total Resources	**$36,687,289**	**$52,853,217**	**$53,467,986**	**$27,368,750**	**$27,368,750**
Requirements					
Bureau Expenditures					
Personnel Services	3,506,745	3,478,210	3,568,367	3,319,284	3,319,284
External Materials and Services	2,476,627	22,983,506	17,737,237	5,936,060	6,286,060
Internal Materials and Services	5,246,850	5,517,685	5,995,149	5,554,142	5,554,142
Capital Outlay	124,080	103,849	500,000	0	0
Total Bureau Expenditures	**11,354,302**	**32,083,250**	**27,800,753**	**14,809,486**	**15,159,486**
Fund Expenditures					
Debt Service	4,392,988	4,391,513	4,394,125	4,398,250	4,398,250
Contingency	0	0	17,806,230	7,612,322	7,259,937
Fund Transfers - Expense	2,257,467	6,774,338	3,466,878	548,692	551,077
Total Fund Expenditures	**6,650,455**	**11,165,851**	**25,667,233**	**12,559,264**	**12,209,264**
Ending Fund Balance	18,682,532	9,604,116	0	0	0
Total Requirements	**$36,687,289**	**$52,853,217**	**$53,467,986**	**$27,368,750**	**$27,368,750**
Programs					
Administration & Support	0	720	0	0	0
Citywide Equity Program	0	174	0	0	0
Communications	39,010	0	0	0	0
Enterprise Business Solution	8,800,752	7,888,458	8,096,084	8,213,259	8,563,259
Enterprise Business Solution Project	1,500	0	0	0	0
Human Resources Development	0	3,250	0	0	0
Public Safety Systems Revitalization Program	2,513,040	24,190,648	19,704,669	6,596,227	6,596,227
Total Programs	**11,354,302**	**$32,083,250**	**$27,800,753**	**$14,809,486**	**$15,159,486**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000433	Administrative Specialist, Sr	44,949	69,181	1.00	64,728	1.00	66,938	1.00	66,938
30000218	Inf Syst Analyst, Principal-Gen	80,413	107,099	1.00	32,580	1.00	33,924	1.00	33,924
30000607	Inf Syst Mgr-Generalist	86,466	115,149	1.00	54,696	0.00	0	0.00	0
30000452	Management Analyst, Sr	67,850	90,605	1.00	90,600	1.00	90,600	1.00	90,600
30000495	Public Information Officer	67,850	90,605	1.00	67,848	1.00	67,848	1.00	67,848
30001433	SAP Business Systems Analyst, Principal	80,413	107,099	2.00	201,911	2.00	205,800	2.00	205,800
30001684	SAP Business Systems Analyst, Senior	71,302	95,389	12.00	1,070,233	12.00	1,092,091	12.00	1,092,091
30001233	SAP Support Manager	99,861	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30001031	Technology Capital Project Manager I	92,976	125,986	3.00	376,296	3.00	377,964	3.00	377,964
30001032	Technology Capital Project Manager II	109,886	157,310	1.00	157,308	1.00	157,308	1.00	157,308
30000532	Training & Development Officer	67,850	90,605	0.00	0	1.00	90,600	1.00	90,600
TOTAL FULL-TIME POSITIONS				24.00	2,273,508	24.00	2,340,381	24.00	2,340,381
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				24.00	2,273,508	24.00	2,340,381	24.00	2,340,381

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.

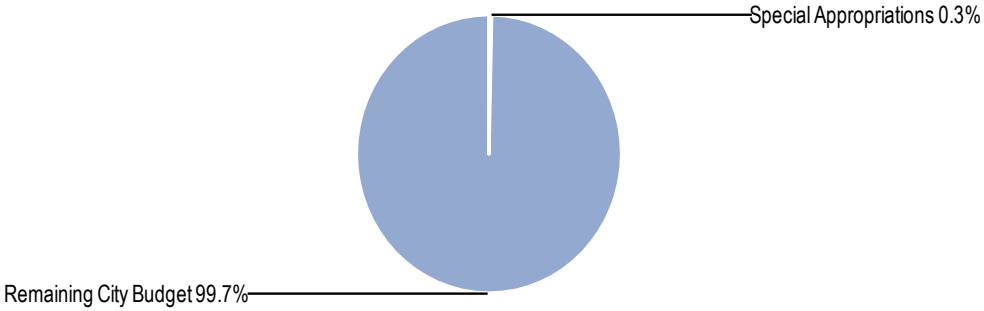
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	14,690,758	0	14,690,758	23.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	118,728	0	118,728	1.00	Position transferred from Human Resources
Approved Budget Additions and Reductions					
	0	350,000	350,000	0.00	HCM processes and forms
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	118,728	**350,000**	**468,728**	**1.00**	**Total FY 2015-16 Decision Packages**
			15,159,486	**24.00**	**Total Adopted Budget**

Special Appropriations

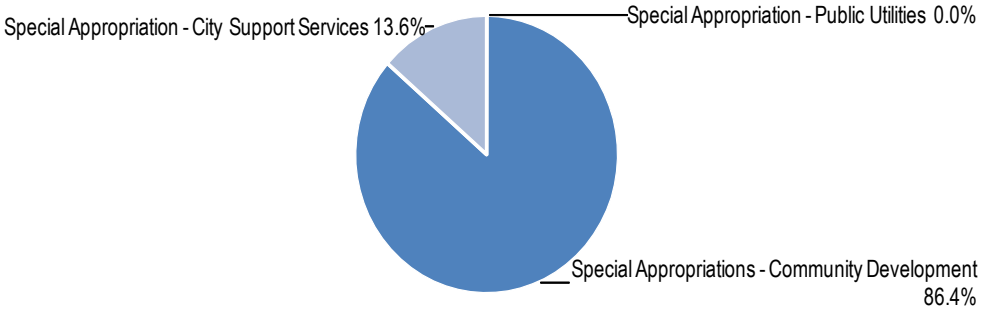
City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Andrew Scott, Director

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	9,214,184	11,672,594	2,458,410	26.68
Capital	0	0	0	0.00
Total Requirements	**9,214,184**	**11,672,594**	**2,458,410**	**26.68**
Authorized Positions	2.00	2.00	0.00	0.00

Bureau Summary

Overview

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

Ongoing Special Appropriations

Clean and Safe

This special appropriation provides $22,771 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.

City Membership and Dues

This special appropriation provides $323,107 in ongoing resources to fund the costs related to the City memberships in various organizations to which the City subscribes as a municipality. The above amount includes an additional $25,000 in ongoing resources for this program.

COPPEA Training

This $152,366 ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA). Of this amount, $18,873 will be funded by the General Fund and the remaining will be funded by bureaus having COPPEA employees.

Emergency Fund

This funding of $5,000 is the annual appropriation for the Mayor and Commissioners as specified in the City Charter.

All Hands Raised

This special appropriation provides $200,000 in ongoing resources to support improved efficiency, alignment, and ultimately, outcomes among local students.

Discretionary Fund

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

Regional Arts and Culture Council (RACC)

RACC base budget includes a total of $3,747,381 ongoing funding and $200,000 one-time funding for Work for Art in accordance with the contract.

Portland Center for the Performing Arts (PCPA)

This ongoing funding of $856,873 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 ongoing funding will provide $561,000 in resources to the Future Connect Scholarship. This amount includes an additional $129,000 in ongoing funding starting in FY 2015-16. 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.

Innovation Fund

This special appropriation includes $1,000,000 in ongoing base funding and $97,800 in carryover from FY 2014-15 for a total of $1,097,800. This funding will be awarded to bureau directors who find creative ways to provide City services more effectively or with less money. The fund would provide the start-up cost of such proposals.

Office of Youth Violence Prevention

The FY 2015-16 Adopted Budget for this office is $779,932 and includes 2.00 FTE. This office assists in building a more family friendly city and increases public safety through community problem solving efforts. The budget includes an additional $7,000 in ongoing resources for program support.

CASH Oregon Free Tax

This funding provides $75,000 to support free tax preparation services to low income and disadvantaged individuals throughout Portland and Multnomah County. Additionally, the program assists people-in-need with their personal finances by connecting them to educational resources and related community services.

Specified Animals

This funding provides $62,035 in ongoing funding to support specific animals control and nuisance complaints in the city.

Mt Hood Cable Regulatory Commission

The program provides cable regulatory and consumer protection services countywide. The FY 2015-16 Adopted Budget for this program is $296,435.

EBS Charge

This funding provides $105,435 to fund the Enterprise Business Solution charges in FY 2015-16.

One-Time Special Appropriations

Citizen Utility Board (CUB) Bill Insert

This package provides $5,000 in one-time funding for the printing and shipping costs for the CUB mailers. These mailers are part of the agreement with the CUB to monitor the utility bureaus.

3 to PhD

This is a community-wide education initiative anchored by a decades-long partnership between Concordia University and Faubion School in Northeast Portland, designed to alter the trajectory of children and families residing in one of Portland's most underserved and vulnerable communities. The FY 2015-16 Adopted Budget includes $400,000 to support this initiative.

Indoor Track & Field Events

This package provides $1,930,459 to partially fund the new indoor track and field stadium to be built at the Oregon Convention Center. This is the new 200-meter banked track and 7,000-seat stadium. The 16th edition of the biennial meet will be held at the Oregon Convention Center in Portland on March 18-20, 2016.

Emergency Psychiatric Facility

This package provides $500,000 to partially fund an emergency psychiatric facility in Portland.

Rose Festival

The FY 2015-16 Adopted Budget includes $100,000 to provide financial support for the Rose Festival events.

Oregon Rail Heritage Foundation

The FY 2015-16 Adopted Budget includes $150,000 to support the Oregon Rail Heritage Foundation, which will allow the foundation to reallocate resources from current operational costs and fund the expansion of the rail exhibit hall. The City currently own three trains that are housed by the foundation, and in the past, the City has loaned the foundation resources for capital construction.

Carryover: PPS/Concordia Early Childhood

This package carries over $100,000 in unspent balance for the PPS/Concordia Early Childhood program approved in FY 2014-15.

FY 2015-16 Adopted Budget
Special Appropriations

Ongoing Special Appropriations	
City Memberships & Dues	323,107
All Hands Raised	200,000
Emergency Fund	5,000
Discretionary Fund	2,000
Clean & Safe	22,771
Regional Arts & Culture Council	3,947,381
COPPEA Training	152,366
Portland Center for the Performing Arts	856,873
Future Connect Scholarship	561,000
Office of Youth Violence Prevention	779,932
Innovation Fund	1,000,000
CASH Oregon Free Tax	75,000
Mt Hood Cable Regulatory Commission	296,435
Specified Animals - Vector	62,035
EBS Charge for Special Appropriations	105,435
Subtotal	$8,389,335
One-time Special Appropriations	
Citizen Utility Board bill inserts	5,000
3 to PhD	400,000
Indoor track & field events	1,930,459
Emergency psychiatric facility	500,000
FY 2014-15 Carryover: Innovation Fund	97,800
Rose Festival	100,000
Oregon Rail Heritage Foundation	150,000
Carryover: PPS/Concordia Early Childhood	100,000
Subtotal	$3,283,259
Total Special Appropriations	**$11,672,594**

	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Intergovernmental	0	0	84,346	0	0
Total External Revenues	**0**	**0**	**84,346**	**0**	**0**
Internal Revenues					
General Fund Discretionary	14,352,976	8,612,902	8,842,438	10,923,360	11,365,866
General Fund Overhead	162,991	162,834	156,333	173,235	173,235
Interagency Revenue	0	107,002	131,067	133,493	133,493
Total Internal Revenues	**14,515,967**	**8,882,738**	**9,129,838**	**11,230,088**	**11,672,594**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$14,515,967**	**$8,882,738**	**$9,214,184**	**$11,230,088**	**$11,672,594**
Requirements					
Bureau Expenditures					
Personnel Services	38,088	253,264	219,366	226,412	226,412
External Materials and Services	13,416,758	8,628,294	8,992,583	10,896,865	11,339,371
Internal Materials and Services	701,121	1,180	2,235	106,811	106,811
Total Bureau Expenditures	**14,155,967**	**8,882,738**	**9,214,184**	**11,230,088**	**11,672,594**
Fund Expenditures					
Fund Transfers - Expense	360,000	0	0	0	0
Total Fund Expenditures	**360,000**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$14,515,967**	**$8,882,738**	**$9,214,184**	**$11,230,088**	**$11,672,594**
Programs					
Special Appropriation - City Support Services	6,918,650	1,179,496	1,148,505	1,489,473	1,587,273
Special Appropriation - Parks, Rec & Culture	4,807,407	1,427,025	(210,000)	0	0
Special Appropriation - Public Utilities	0	0	0	5,000	5,000
Special Appropriations - Community Development	2,429,910	6,276,217	8,275,679	9,735,615	10,080,321
Total Programs	**14,155,967**	**$8,882,738**	**$9,214,184**	**$11,230,088**	**$11,672,594**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000005	Commissioner's Staff Rep	49,587	90,626	2.00	156,802	2.00	159,522	2.00	159,522
TOTAL FULL-TIME POSITIONS				2.00	156,802	2.00	159,522	2.00	159,522
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				2.00	156,802	2.00	159,522	2.00	159,522

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.

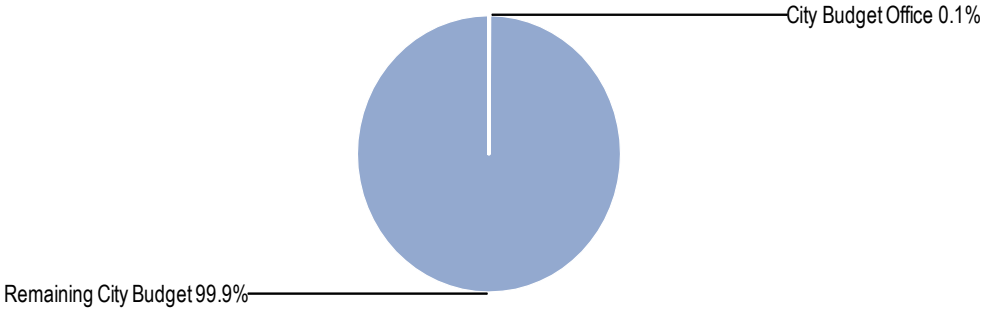
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2015-16	8,187,775	0	8,187,775	2.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	5,000	5,000	0.00	Citizen Utility Board bill inserts
	0	400,000	400,000	0.00	3 to PhD
	129,000	0	129,000	0.00	Increase Future Connect Scholarship program
	25,000	0	25,000	0.00	Increase Memberships & Dues
	0	1,930,459	1,930,459	0.00	Indoor track & field events
	0	500,000	500,000	0.00	Emergency psychiatric facility
	7,000	0	7,000	0.00	Increase Office of Youth Violence Prevention
	40,560	0	40,560	0.00	RACC, PCPA, and All Hands Raised adjustments
Approved Budget Additions and Reductions					
	0	97,800	97,800	0.00	Carryover: Innovation Fund
	0	100,000	100,000	0.00	Rose Festival
	0	150,000	150,000	0.00	Oregon Rail Heritage Foundation
Adopted Budget Additions and Reductions					
	0	100,000	100,000	0.00	Carryover: PPS/Concordia Early Childhood
	201,560	**3,283,259**	**3,484,819**	**0.00**	**Total FY 2015-16 Decision Packages**
			11,672,594	**2.00**	**Total Adopted Budget**

City Budget Office

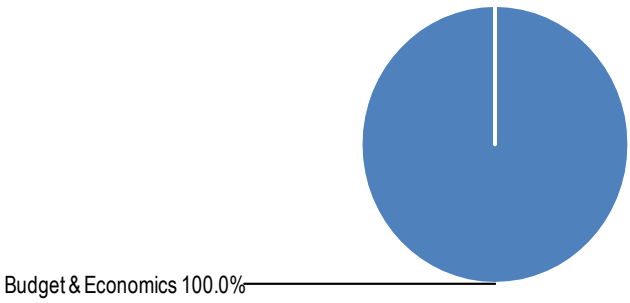
City Support Services Service Area

Mayor Charlie Hales, Commissioner-in-Charge
Andrew Scott, Director

Percent of City Budget

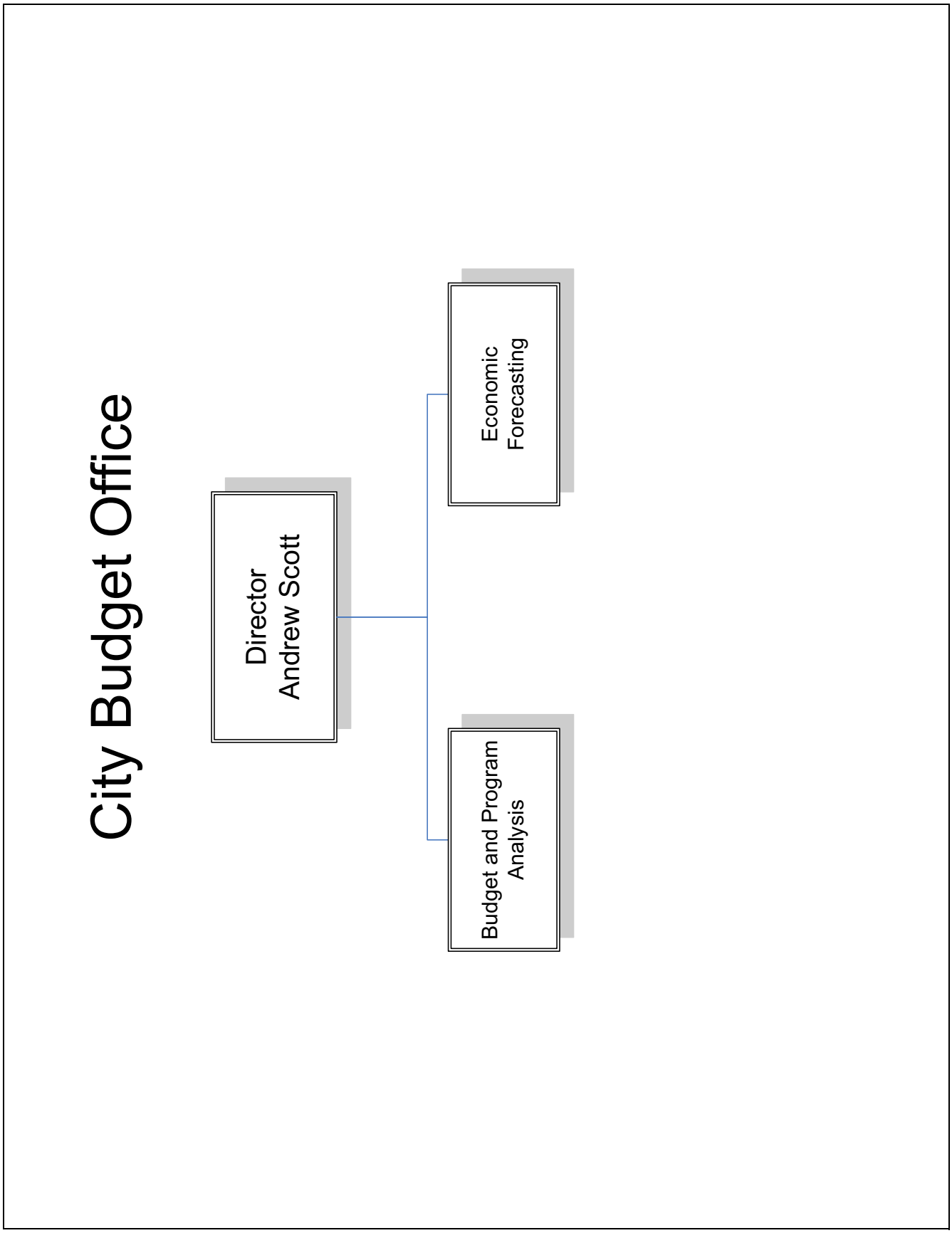


Bureau Programs



Bureau Overview

Requirements	Revised FY 2014-15	Adopted FY 2015-16	Change from Prior Year	Percent Change
Operating	1,966,291	2,327,978	361,687	18.39
Capital	0	0	0	0.00
Total Requirements	**1,966,291**	**2,327,978**	**361,687**	**18.39**
Authorized Positions	13.00	15.00	2.00	15.38


City Budget Office
Director
Andrew Scott
Economic
Forecasting
Budget and Program
Analysis

Bureau Summary

Bureau Mission

The City Budget Office provides timely, accurate, and unfiltered information and analysis regarding budgeting, forecasting, and fiscal policy issues to the Mayor, Commissioners, City Auditor, City bureaus, and the public.

Bureau Overview

The City Budget Office coordinates development of the City's budget, including analysis of each bureau's operating and capital budget, financial plans, and performance measures. Duties include monitoring the expenditure and revenue trends of all City funds throughout the fiscal year, coordinating budget amendments, analyzing City programs and policies, reviewing ordinances for fiscal and policy impacts, and providing fiduciary oversight of the General Fund. In addition to providing analysis to elected officials and the public, analysts are available to City bureaus for consultation, training, and technical assistance in matters related to budget and finance. Analysts conduct research in response to inquiries, including public records requests, from elected officials, City bureaus, the media, and the public.

The City Budget Office coordinates public involvement in the budget process, including staff support for the Citywide Budget Advisory Committee and planning and staffing of budget forums and hearings. The office is responsible for ensuring that the City meets all requirements of State Budget Law regarding notices of public hearings and certification of the Approved Budget by the Tax Supervising and Conservation Commission, and the Budget Director serves as the City's Budget Officer.

The primary responsibility of the economics section of the office is to monitor and forecast General Fund revenues and expenses. This is accomplished through the publishing of five-year financial forecasts in December and April of each fiscal year, and economic and revenue updates at the close of each quarter. The economics section develops current appropriation level targets for bureaus and programs that receive General Fund discretionary dollars.

Additional responsibilities of the economics section include estimating labor agreement costs, consulting on bond rating calls, providing ad hoc economic analyses, and analyzing local business impacts of proposed ordinances. Finally, this section houses the City's representative on the Oregon League of Cities' Finance and Taxation Committee, and the State's Property Tax Reform Study Group.

Strategic Direction

In FY 2014-15, the office completed a comprehensive strategic planning process that resulted in four primary goals: improving processes, improving deliverables, improving analysis, and improving communications.

Improving Processes

A core function of the office is to manage the budget development and budget monitoring processes. The office plans to work with City Council and City bureaus to eliminate inefficient processes and practices through lean process improvement strategies.

Improving Deliverables

The office will continue in its effort to improve its work products (e.g. budget reviews, budget monitoring reports, and special studies) through peer reviews, training, and developing a more consistent approach to the analysis.

Improving Analysis

The office strives to have a deep knowledge and understanding of the relevant issues within a bureau and the analytical skill to evaluate them. The office plans to increase its focus on connecting bureau budgets, operations, and performance to better identify the public value of City services.

Improving Communications

The office will refine its communication efforts to ensure that its analysis and reporting is shared in a way that positively impacts the decision-making process. These efforts will include developing a communications strategy, strengthening relationships with City bureaus and Elected Officials, and providing City dashboards to help explain budget and performance data to the public.

Summary of Budget Decisions

Adds

Performance Management

The package includes $131,558 of ongoing General Fund discretionary and overhead resources for a position to assist with the City's expanded performance management system and enhanced use of data analysis. The office plans to increase its use of "data-mining" tools as part of its analysis of City programs, policies, and budgets. This position will work with bureaus to identify where data resides and facilitate additional use of the data by the bureau and Council. The addition of this position is expected to increase the office's key performance measure (KPM) that tracks the percent of City KPMs with positive year-over-year results from 49.5% to 52.5%. The position is also expected to improve the office's customer service rating (5 point scale) from 4.25 to 4.35.

Public Utility Board Support

The package includes $200,418 of ongoing interagency resources from the Bureau of Environmental Services and Portland Water Bureau for a position that is dedicated to actively monitor and advocate on behalf of the Public Utility Board.

FY 2014-15 Carryover: Kaizen Event

The package includes $7,500 of one-time General Fund discretionary and overhead resources carried over from FY 2014-15. The funds will be used to hold a Kaizen event in the summer of 2015 to review and remove any non-value added steps in the City's budget process.

Budget & Economics

Description

The program coordinates development of the City's budget, creates the City's published budget documents, and performs special studies. The City Economist and financial analysts produce the General Fund revenue and financial forecasts.

Goals

Budget and Economics supports the Citywide goal of delivering efficient, effective, and accountable municipal services. The City Budget Office completed a strategic planning effort in FY 2014-15, which identified four goals for the future: improving processes, improving deliverables, improving analysis, and improving communications.

Performance

As a result of enhanced performance management efforts, the office created six new measures for FY 2015-16. Although the majority of the measures track performance in areas where the office has little to no control over outcomes, they are valuable measures when tracking the success of the City's overall budget process. In particular, the office is working with City asset managers to find options to reduce the annual repair, rehabilitation, and replacement funding gap. Addressing the funding gap will prevent further deterioration of the City's assets and put the City on a more sustainable funding path.

Changes to Services and Activities

The FY 2015-16 Adopted Budget maintains existing service levels and includes additional funding for a position to expand the City's performance management system, and a position to support the Public Utility Board.

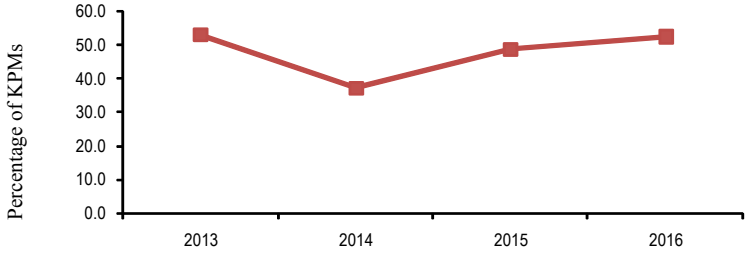
FTE & Financials	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
FTE	12.00	12.58	13.00	15.00	15.00
Expenditures					
Budget & Economics	547,956	1,816,713	1,966,291	2,320,478	2,327,978
Total Expenditures	**547,956**	**1,816,713**	**1,966,291**	**2,320,478**	**2,327,978**

Performance	Actual FY 2012-13	Actual FY 2013-14	Yr End Est. FY 2014-15	Base FY 2015-16	Target FY 2015-16
Key Performance Measure					
Percentage of City KPMs with positive year over year results	53.0%	37.3%	48.8%	49.5%	52.4%
Annual repair, rehabilitation, & replacement funding gap (Citywide)	$202,400,000	$222,800,000	$241,600,000	$260,000,000	$260,000,000
Percentage of capital project funding that is expended on repair, rehabilitation, & replacement	41.4%	60.7%	56.6%	70.8%	72.1%
Customer service rating (5pt scale)	3.76	4.09	4.15	4.25	4.35
Effectiveness					
Number of instances financial policies were waived by Council	0	0	0	0	0
Received GFOA budget presentation award (1=yes, 0=no)	1	1	1	1	1

Performance Measures

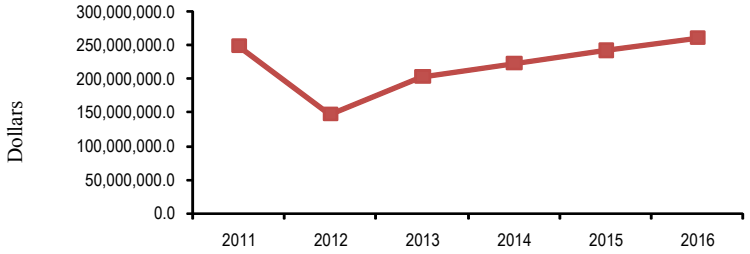
City KPMs with Positive Year-Over-Year Results

The bureau estimates an upward trend as a result of enhanced Citywide focus on the performance management of core services. KPMs for which there are no prior year data are excluded from the calculation.



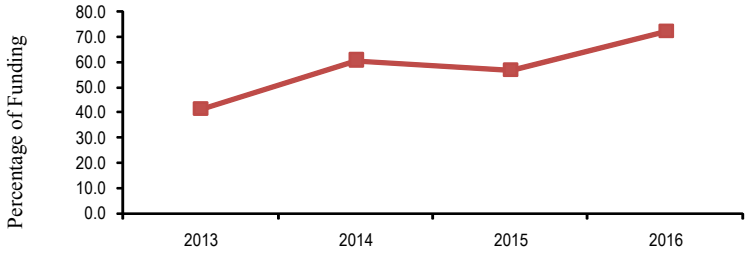
Annual Replacement/Repair/Rehabilitation Capital Funding Gap (Citywide)

The annual funding gap has steadily increased over the last few years. The 2014 Citywide Assest Report expects the funding gap to continue to increase over the next ten years.



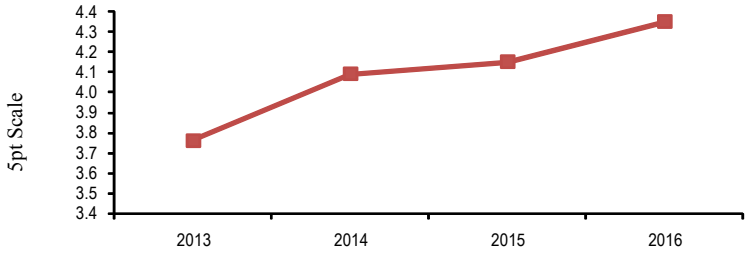
Percentage of Capital Project Funding on Replacement, Repair, or Rehabilitation

The passage of Resolution #34423 dedicated at least 50% of General Fund one-time resources to infrastructure maintenance or replacement. The addition of these funds, and the bureaus' continued efforts in regards to asset management, are responsible for the positive trend in this measure.



Customer Service Rating

The measure depicts the bureau's customer service rating on a 5 point scale, with a 1 reflecting poor customer service and a 5 for outstanding service. The rating is expected to increase due to the addition of a performance management position to assist bureaus with the implementation of the City's new performance management efforts.



	Actual FY 2012-13	Actual FY 2013-14	Revised FY 2014-15	Proposed FY 2015-16	Adopted FY 2015-16
Resources					
External Revenues					
Miscellaneous	0	309	0	0	0
Total External Revenues	**0**	**309**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	166,229	667,280	907,836	983,381	986,860
General Fund Overhead	381,727	1,149,124	1,058,455	1,136,679	1,140,700
Interagency Revenue	0	0	0	200,418	200,418
Total Internal Revenues	**547,956**	**1,816,404**	**1,966,291**	**2,320,478**	**2,327,978**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$547,956**	**$1,816,713**	**$1,966,291**	**$2,320,478**	**$2,327,978**
Requirements					
Bureau Expenditures					
Personnel Services	451,558	1,440,953	1,583,099	1,963,089	1,963,089
External Materials and Services	19,270	167,793	186,317	178,888	186,388
Internal Materials and Services	77,128	207,967	196,875	178,501	178,501
Total Bureau Expenditures	**547,956**	**1,816,713**	**1,966,291**	**2,320,478**	**2,327,978**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$547,956**	**$1,816,713**	**$1,966,291**	**$2,320,478**	**$2,327,978**
Programs					
Budget & Economics	547,956	1,816,713	1,966,291	2,320,478	2,327,978
Total Programs	**547,956**	**$1,816,713**	**$1,966,291**	**$2,320,478**	**$2,327,978**

		Salary Range		Revised FY 2014-15		Proposed FY 2015-16		Adopted FY 2015-16	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	48,256	74,339	1.00	61,608	1.00	64,131	1.00	64,131
30002040	Budget Director, Assistant	86,466	115,149	1.00	114,954	1.00	115,152	1.00	115,152
30000570	Budget Director, City	99,861	139,464	1.00	139,464	1.00	139,464	1.00	139,464
30000578	Economist, City	86,466	115,149	1.00	111,264	1.00	114,504	1.00	114,504
30000569	Financial Analyst, Principal	80,413	107,099	2.00	196,950	3.00	312,012	3.00	312,012
30000568	Financial Analyst, Sr	67,850	90,605	6.00	485,444	6.00	492,830	6.00	492,830
30000452	Management Analyst, Sr	67,850	90,605	0.00	0	1.00	90,600	1.00	90,600
TOTAL FULL-TIME POSITIONS				12.00	1,109,684	14.00	1,328,693	14.00	1,328,693
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000566	Financial Analyst, Assistant	48,256	74,339	1.00	59,252	1.00	64,752	1.00	64,752
TOTAL LIMITED TERM POSITIONS				1.00	59,252	1.00	64,752	1.00	64,752
GRAND TOTAL				13.00	1,168,936	15.00	1,393,445	15.00	1,393,445

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				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2015-16	1,988,502	0	1,988,502	13.00	FY 2015-16 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	131,558	0	131,558	1.00	Performance management position
	200,418	0	200,418	1.00	PUB support position
Approved Budget Additions and Reductions					
	0	7,500	7,500	0.00	Carryover: Kaizen event
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	331,976	**7,500**	**339,476**	**2.00**	**Total FY 2015-16 Decision Packages**
			2,327,978	**15.00**	**Total Adopted Budget**

Acronyms

The following are acronyms and terms commonly used by the City of Portland.

AP ..... Accounting period

BAC..... Budget Advisory Committee

BDS..... Bureau of Development Services

BES..... Bureau of Environmental Services

BHR ..... Bureau of Human Resources (within OMF)

BMA..... Black Male Achievement (initiative)

BOD ..... Biochemical oxygen demand (a strength measure of sewage)

BOEC..... Bureau of Emergency Communications

BRASS ..... Budget Reporting and Analysis Support System (the City's budgeting software)

BPS ..... Bureau of Planning and Sustainability

BTS ..... Bureau of Technology Services (within OMF)

BMP..... Budget Monitoring Process

CAFR..... Comprehensive Annual Financial Report

CAD ..... Computer-Aided Dispatch system, used by BOEC, Police, Fire, and Multnomah County partners

CAL..... Current Appropriation Level

CAO ..... Chief Administrative Officer (in OMF)

CBO ..... City Budget Office

CIP..... Capital Improvement Plan

COAB..... Community Advisory Board

COCL..... Compliance Office / Community Liaison

COPPEA..... City of Portland Professional Employees Association

CPI..... Consumer Price Index

CRC..... Capital Review Committee

CSL ..... Current Service Level

CSO..... Combined sewer overflow

DCTU..... District Council of Trade Unions

DEQ ..... (State) Department of Environmental Quality

DOJ..... (U.S.) Department of Justice

EBS..... Enterprise Business System

ECC..... Emergency Coordination Center

EPA .....(U.S.) Environmental Protection Agency

ESA.....Endangered Species Act

ESB.....Emerging small business

FEMA.....(U.S.) Federal Emergency Management Administration

FPDR .....Fire & Police Disability & Retirement

FTE .....Full-time equivalent employee

FY.....Fiscal year

GAAP .....Generally Accepted Accounting Principles

GASB.....Governmental Accounting Standards Board

GFOA .....Government Finance Officers Association

GIS .....Geographic Information System

GO Bond .....General obligation bond

GTR .....General transportation revenues

HR .....Human Resources

IA.....Interagency agreement

IGA .....Intergovernmental agreement

KPM .....Key Performance Measure

LCDC .....(State) Land Conservation and Development Commission

LID .....Local Improvement District

LT2 .....Long-Term 2 Surface Water Treatment Rule

LUBA .....Land Use Board of Appeals

M&S .....Materials and services

M/W/ESB .....Minority/Women-owned/Emerging small business

Metro .....Portland metropolitan regional government

MDCs .....Mobile Data Computers, in police patrol cars

MOU.....Memorandum of Understanding

NOAA Fisheries.....(U.S.) National Oceanic & Atmospheric Administration—National Marine Fisheries Service

NPDES.....National Pollutant Discharge Elimination System

O&M.....Operation and maintenance

OAR.....Oregon Administrative Rules

ODOT.....Oregon Department of Transportation

OEHR.....Office of Equity & Human Rights

OMF.....Office of Management & Finance

ONI.....Office of Neighborhood Involvement

OPSRP ..... Oregon Public Services Retirement Plan, successor to PERS

OPUC or ***PUC*** ..... Oregon Public Utility Commission

ORS ..... Oregon Revised Statutes

OYVP ..... Office of Youth Violence Prevention

P&D ..... Printing & Distribution (within OMF)

PBEM ..... Portland Bureau of Emergency Management

PBOT ..... Portland Bureau of Transportation

PDC ..... Portland Development Commission

PERS ..... Public Employees Retirement System, succeeded by OPSRP for newer public employees

PF&R ..... Portland Fire & Rescue

PFFA ..... Portland Fire Fighters Association

PHB .....Portland Housing Bureau

PP&R ..... Portland Parks & Recreation

PPA ..... Portland Police Association

PPB ..... Portland Police Bureau

PPCOA ..... Portland Police Commanding Officers Association

PPDS ..... Portland Police Data System

PPI ..... Producer Price Index

PSSRP ..... Public Safety Systems Revitalization Project

PTE ..... Professional, technical, and expert services

PUB ..... Portland Utility Board

RACC ..... Regional Arts & Culture Council

RFP ..... Request for proposal

ROW ..... Right-of-way

SAFE ..... Street Access for Everyone

SAP ..... City's financial and human resource system

SCT ..... Service Coordination Team

SDC ..... System development charge

SEA ..... Service Efforts and Accomplishments Report

SMF ..... Street Maintenance Fee

TAN ..... Tax anticipation note

TIF ..... Tax increment financing

TMDL ..... Total maximum daily load

TSCC ..... Tax Supervising & Conservation Commission

UGB.....Urban Growth Boundary

URA.....Urban Renewal Area

Glossary

2040 PLAN: A planning guide for regional growth in the Portland metropolitan area over the next 35 to 50 years. The plan was produced by Metro, the regional governing body for the Portland metropolitan area.

ACCOUNT: The classification of appropriation by type of expenditure or revenue (see Line Item).

ACCOUNTING PERIOD: The City's fiscal year is divided into 12 accounting periods. Each accounting period is one month long. There are 16 accounting periods in total, with 13-16 being used for small adjustments.

ACCRUAL: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

APPROPRIATION: The legal authority to spend funds designated for a specific purpose.

BALANCED BUDGET: Oregon Administrative Rule 150-294.352(1)-(B), relating to Local Budget Law, states that the City "must construct its budget in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures and all requirements for the district." A budget that meets these specifications is considered balanced.

BALLOT MEASURE 37: A measure approved by Oregon voters in November of 2004. The measure requires state and local governments to reimburse property owners for reduced property values attributable to government regulation, or to waive the applicable regulations. Ballot Measure 49, passed in 2007, overturned and modified many Measure 37 provisions.

BALLOT MEASURE 47: A property tax limitation measure approved by Oregon voters in November 1996.

BALLOT MEASURE 50: A property tax limitation measure referred by the Oregon Legislature to voters as a replacement for Ballot Measure 47. Measure 50 was approved by voters in May 1997.

BEGINNING FUND BALANCE: Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

BRASS: The Budget Reporting and Analysis Support System, the City's budget software system. BRASS is used to develop and track the City's budget and performance measures data.

BRIDGE FUNDING: Temporary funds intended to provide for services during a period of transition or downsizing.

BUDGET: A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

BUDGET CALENDAR: The schedule of major events in the budget process.

BUDGET COMMITTEE: A special committee required under Oregon Local Budget Law. The committee, which in Portland's case is identical in composition to the City Council, reviews the Mayor's Proposed Budget and votes to approve the budget.

BUDGET MESSAGE: A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor. The budget message is a requirement of Oregon Local Budget Law.

BUDGET MONITORING PROCESS (BMP): A report submitted by bureaus two times each year, typically occurring in October and April. The report compares planned and actual expenditures, revenues, and performance measurement data. Bureaus can also request appropriation changes through the BMP processes.

BUDGET NOTES: Directives included in the budget adoption ordinance that instruct a bureau or office to take a specific action, or that convey Council intent with respect to a particular issue.

BUDGET PHASES: The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- **REQUESTED:** A bureau's requested appropriation as submitted to City Council and the City Budget Office.

- **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.

- **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission. The Approved Budget occurs after the release of the Mayor's Proposed Budget and before the final Adopted Budget.

- **ADOPTED:** The budget as adopted by City Council. It is the Adopted Budget from which the City operates during the fiscal year.

- **REVISED:** The budget as amended by ordinances, typically during a Budget Monitoring Process, by City Council throughout the fiscal year.

BUREAU ADVISORY COMMITTEE (BAC): A committee, specific to a particular bureau, consisting of community members appointed to advise the bureau on its budget requests and to make recommendations to Council.

BUREAU GOAL: A specific statement of results that a bureau plans to achieve to meet an identified community need.

CAPITAL BUDGET: The expenditures scheduled for the first year of the five-year Capital Improvement Plan.

CAPITAL EQUIPMENT: Machinery, vehicles, furniture, etc. with a unit cost in excess of $5,000 and an expected life of at least one year.

CAPITAL IMPROVEMENT: An expenditure of at least $10,000 that extends an asset's useful life and/or improves its efficiency, capacity, or usability. The life expectancy of a capital improvement must be at least ten years.

CAPITAL IMPROVEMENT PLAN (CIP): A five-year plan approved by the Council that lists capital improvement projects, costs, and schedules for completion.

CAPITAL OUTLAY: A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction), and equipment and furniture with a unit cost in excess of $5,000.

CAPITAL REVIEW COMMITTEE (CRC): A committee comprised of representatives from the General Fund bureaus submitting capital budget requests.

CITY AND NEIGHBORHOOD PLANNING: The regulation of development patterns through permitting and zoning.

CITY BUDGET OFFICE (CBO): The office that plans and administers the budget process for the City. This includes the issuance of instructions to bureaus, analysis of requests, preparation of the Mayor's Proposed Budget, and preparation of the Adopted Budget.

COMBINED SEWER OVERFLOW (CSO): Flows from a sewer system that contain both sanitary sewage and stormwater and are discharged directly, without treatment, to a receiving waterway during periods of high flows.

DESTINATION FUND: A fund receiving transferred dollars from another fund (the "source fund").

ENDING FUND BALANCE: The amount that remains unspent in a fund after subtracting budgeted expenditures, including contingency.

EXPENSES:

- **BUREAU EXPENSES:** Requirements of the programs or services provided by the City's bureaus. The major bureau expense categories are personal services, internal and external materials and services, and capital outlay.

- **FUND EXPENSES:** Requirements of a fund for supporting programs and services. The major fund expense categories are contingency, debt retirement, and interfund transfers.

EXPENDITURE: The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund-level requirements such as contingency and cash transfers.

FEDERAL FINANCIAL ASSISTANCE: Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals. It includes funding awarded directly from federal agencies, or indirectly through other units of state and local government.

FINANCIAL OUTLOOK: Report on the General Fund's current financial condition. The report is used by Council and produced quarterly, 4 times per year.

FISCAL YEAR (FY): The twelve-month period beginning July 1 and ending June 30.

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary, and fiduciary. Funds are established in accordance with state and local laws, regulations, and other limitations.

- **CAPITAL PROJECT FUNDS:** Funds dedicated to the acquisition, construction, or improvement of capital assets. (Construction funds for the Bureau of Environmental Services and the Water Bureau are considered enterprise funds.)

- **DEBT SERVICE FUNDS:** Funds that account for the payment of debt service on general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds.

- **ENTERPRISE FUNDS:** Funds that are used to account for activities that render services on a user-fee basis and are expected to function without General Fund resources. Enterprise funds include the Hydroelectric Power Operating, Water, Sewer System Operating, Solid Waste Management, Golf, and Parking Facilities Funds.

- **FIDUCIARY FUNDS:** The City has three fiduciary funds, all used to account for the retirement and disability costs of police and fire personnel. Revenues for the main fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.

- **GENERAL FUND:** The General Fund includes resources for all general purpose activities of the City that are supported by property taxes, other discretionary resources, and by General Fund overhead recovery revenue.

- **GOVERNMENTAL FUNDS:** Funds that support the general government activities of the City. The largest and most visible governmental fund is the General Fund, which supports police, fire, parks, and other services. The Transportation Operating Fund is the other major governmental fund. Capital projects, debt service, permanent, and special revenue funds are also governmental funds.

- **INTERNAL SERVICE FUNDS:** Funds that provide central services such as fleet maintenance and printing to other bureaus and agencies. These funds operate almost solely with revenues received from the agencies using their services.

- **PERMANENT FUNDS:** Funds for gifts or bequests that are legally restricted to the extent that only interest earnings on the principal may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

- **PROPRIETARY FUNDS:** A category of funds that includes enterprise funds and internal service funds.

- **RESERVE FUNDS:** Funds established to provide a holding place for emergency and counter-cyclical reserve monies. Dollars must be transferred from reserve funds to operating funds to be expended. Transfers are only permitted under circumstances that are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds. Reserve funds are special revenue funds.

- **SPECIAL REVENUE FUNDS:** Funds established to receive money from specific sources that can be used only for specific purposes. Reserve funds are examples.

GENERAL FUND DISCRETIONARY: General Fund discretionary resources are those that the City Council can allocate to programs and services in any area. Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund. General Fund bureaus receive General Fund discretionary revenue that is an allocation of these discretionary resources.

GENERAL FUND OVERHEAD: General Fund overhead consists of those functions that provide general support to other parts of City government. Overhead functions include the Bureaus of Revenue and Financial Services; Human Resources; and purchases in the Office of Management and Finance; and the Offices of the Mayor, City Commissioners, Auditor, Attorney; Emergency Management; City Budget Office; and the Office of Equity & Human Rights. The budgets for these bureaus and offices are allocated to other bureaus through the General Fund overhead model. Non-General Fund bureaus transfer General Fund overhead to the General Fund, where it supplies General Fund overhead recovery revenue that is to support the overhead functions. General Fund bureaus' share of General Fund overhead is not collected; instead, the overhead functions receive General Fund discretionary revenue to cover what would be the General Fund bureaus' share of General Fund overhead.

GENERAL OBLIGATION (GO) BONDS: Voter-approved bonds backed by the full faith and credit and taxing authority of the City. These bonds are typically paid from a property tax levied upon all taxable property within the City. GO bonds are used to finance a wide range of capital projects.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) DISTINGUISHED BUDGET AWARD: The highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of award recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide, and a communication device.

GRANT: Donated financial assistance received from state, federal, or other third-party sources, or similar assistance to non-city entities from City revenues.

INTERAGENCY AGREEMENT (IA): An agreement for provision and receipt of services between City bureaus or funds. IAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

INTERNAL SERVICE BUREAUS: Bureaus that exist to provide services to other City bureaus. These services include fleet, printing and distribution, facilities management, risk management (insurance), and technology services.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, utilities and local travel are line items within the external materials and services major object category.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personnel services, external and internal materials and services, capital outlay, interfund transfers, contingency, and debt service. (See Account or Line Item.)

MINOR EQUIPMENT: Tools or equipment with a unit cost of less than $5,000.

MISSION: A statement of an organization's overall purpose.

OBJECTIVE: A desired result, established for a group of related activities within a bureau. The achievement of an objective satisfies part or all of a bureau goal.

OFFICE OF MANAGEMENT AND FINANCE (OMF): The organizational unit that includes many of the City's central administrative functions such as human resources, accounting, treasury, and debt management, as well as the internal service bureaus.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either non-recurring (such as certain grant awards, legal settlements etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements but less than the amount required in the fifth year of the financial forecast.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of service (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services though the five years of the financial forecast.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OVERHEAD: An amount assessed, usually at the fund level, to support administrative and general support services budgeted in the General Fund. The collection of overhead charges from all City funds ensures that all bureaus share the cost of necessary central services, such as accounting, legal services, and purchasing.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

- **BENCHMARK:** A measure of system-wide effectiveness or efficiency. For example, the public safety system consists of police, corrections, prosecution, legal defense, adjudication, and other related services. A benchmark is designed to track the performance of an overall system.

- **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative measure of the extent to which the performance of related tasks achieve a desired result or objective.

- **EFFICIENCY MEASURE:** The extent to which the process utilized by an organization to produce goods and/or services minimizes the use of resources.

- **KEY PERFORMANCE MEASURE:** Key performance measures (KPMs) are outcome indicators of core service delivery that provide bureau managers and Council with information to guide decision-making. KPMs should be the most selective of all performance measures, and be clearly understandable, results-oriented, selective, useful, reliable, and comparable.

- **WORKLOAD MEASURE:** A quantity of work performed.

PORTLAND COMMISSION ON DISABILITY: This commission guides Portland to be a more universally accessible city for all. Supported by the Office of Equity & Human Rights, the commission seeks accessibility in the building environment, employment, livability and health, and outreach.

PORTLAND DEVELOPMENT COMMISSION (PDC): The Portland Development Commission is the City of Portland's urban renewal agency. The commission oversees the investment of urban renewal tax increment revenues in specified urban renewal areas.

PORTLAND PLAN: A document, adopted by City Council on April 25, 2012, that guides Portland progress and direction over the next 25 years. The plan is organized into the broad themes of 1) a healthy connected City, 2) thriving, educated youth, and 3) economic prosperity and affordability. Equity is the overarching framework for the plan.

PORTLAND UTILITY BOARD (PUB): The citizen oversight body and Budget Advisory Committee for the Portland Water Bureau and Bureau of Environmental Services. The Board's purpose is to advise City Council, on behalf of and for the benefit of the citizens of Portland, on the financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

PROGRAM: A set of activities and projects that seek to accomplish a common specific objective. Programs are typically considered subdivisions of a bureau.

PUBLIC FACILITIES PLAN: A document that describes significant projects that will support land uses in the City's Comprehensive Plan and other projects, divided into short-term (five years) and long-term (6-20 years) needs. The plan supports the City of Portland's Comprehensive Plan and Capital Improvement Plan. There are two classes of public facilities:

- Significant facilities necessary to support land uses designated in the Comprehensive Plan.
- All other facilities with a projected value of more than $10,000, including buildings, structures, or equipment incidental to the direct operation of the significant facilities listed above.

REGIONAL WATER SUPPLY PLAN: A long-range plan for the water supply of 27 municipal water suppliers in the greater Portland metro area.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, interfund cash transfers, debt service, and ending fund balance.

RESERVES: Resources set aside for emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

RESOURCES: Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUE: Money received into a fund or appropriation unit from outside the fund or appropriation unit.

SAP: The financial software system that replaced the City's Integrated Business Information System and other financial software programs.

SERVICE EFFORTS & ACCOMPLISHMENTS (SEA) REPORT : A City report that was issued by the Office of the City Auditor from 1990 through 2010 that identified workload and performance trends for each of the City's public services.

SOURCE FUND: A fund transferring dollars to another fund (the "destination fund").

SPECIAL APPROPRIATION: Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

SUPPLEMENTAL BUDGET: A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency during the fiscal year.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

UTILITY LICENSE FEE: A percentage of utility revenues that is transferred to the City's General Fund as a payment for the utilities' use of public rights-of-way.