Adopted Budget

City of Portland, Oregon

Fiscal Year 2019-20
Volume One

Citywide Summaries
and Bureau Budgets

Mayor Ted Wheeler

Commissioner Chloe Eudaly

Commissioner Nick Fish

Commissioner Amanda Fritz

Commissioner Jo Ann Hardesty

Auditor Mary Hull Caballero

This document is printed on 100% post-consumer waste recycled paper.

Table of Contents

Budget Award **1**
User's Guide **3**
Mayor's Message **7**
City Overview **13**
Budget Overview **25**
Financial Overview **39**
Budget Notes **67**
Guide to Financial Summaries **73**
Financial Summaries **77**
Public Safety Service Area **117**
Bureau of Emergency Communications 120
Bureau of Fire & Police Disability & Retirement 131
Portland Police Bureau 141
Portland Fire & Rescue 156
Portland Bureau of Emergency Management 170
Parks, Recreation, & Culture Service Area **181**
Portland Parks and Recreation 184
Public Utilities Service Area **217**
Bureau of Environmental Services 219
Portland Water Bureau 243
Community Development Service Area **265**
Bureau of Development Services 269
Portland Housing Bureau 287
Bureau of Planning and Sustainability 303
Office of Community and Civic Life 316
Prosper Portland 329
Office of Equity & Human Rights 340
Portland Children's Levy 349
Office for Community Technology 357
Transportation and Parking Service Area **365**
Portland Bureau of Transportation 367
Elected Officials Service Area **395**
Office of the City Auditor 397
Office of the Mayor 404
Commissioner of Public Affairs 410
Commissioner of Public Safety 415
Commissioner of Public Utilities 420
Commissioner of Public Works 426
City Support Services Service Area **431**
Office of the City Attorney 433
Office of Government Relations 444
Office of Management and Finance 453

Human Resources 470
Bureau of Revenue & Financial Services 475
Bureau of Technology Services 485
Office of the Chief Administrative Officer 497
City Budget Office 509
Special Appropriations 524
Acronyms 535
Glossary 539

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, 2018.

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, 2018

Christopher P. Morrill

Executive Director

CITY OF PORTLAND, OREGON

1851

User's Guide

The budget document consists of three 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. Narrative descriptions of each of the City's programs can be found in Volume Three, as well as budgetary and performance data for these programs.

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 City 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 that require further analysis or action, per City Council's direction. The notes generally direct bureaus to undertake a particular assignment.

Financial Summaries

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

Service Area Information

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

Prosper Portland Adopted Budget

As required by the City's Charter, the Prosper Portland Adopted Budget is incorporated here by reference. See the Prosper Portland website for the Prosper Portland Adopted Budget: http://prosperportland.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			

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	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
Bureau of Planning & Sustainability			
	Community Solar Fund	Community Development	Special Revenue
	Portland Clean Energy Community Benefits 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
	Recreational Cannabis Tax Fund	City Support Services	Special Revenue
Office of Community & Civic Life			
	Cannabis Licensing Special Revenue 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
	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
	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	Special Revenue
	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
	Portland Police Association Health Insurance Fund	City Support Services	Internal Service
	Printing & Distribution Services Operating Fund	City Support Services	Internal Service
	Property Management License Fund	Community Development	Special Revenue
	Public Election Fund	City Support Services	Special Revenue
	Public Safety GO Bond Fund	Public Safety	Capital Projects
	River District URA Debt Redemption Fund	Community Development	Debt Service

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	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
	Workers' Comp Self Insurance Operating Fund	City Support Services	Internal Service
Office of the City Auditor			
	Assessment Collection Fund	Community Development	Special Revenue
	Bancroft Bond Interest & Sinking Fund	Community Development	Debt Service
	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 Children's Levy			
	Children's Investment Fund	Community Development	Special Revenue
Portland Fire & Rescue			
	Fire Capital Fund	Public Safety	Capital Projects
Portland Housing Bureau			
	Affordable Housing Development Fund	Community Development	Capital Projects
	Community Development Block Grant Fund	Community Development	Special Revenue
	HOME Grant Fund	Community Development	Special Revenue
	Housing Capital Fund	Community Development	Capital Projects
	Housing Investment Fund	Community Development	Special Revenue
	Housing Property Fund	Community Development	Special Revenue
	Inclusionary Housing Fund	Community Development	Special Revenue
	Tax Increment Reimbursement Fund	Community Development	Special Revenue
Portland Parks & Recreation			
	Golf 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 Ted Wheeler
City of Portland

Budget Development

This year we made three critical changes to improve the budget process. First, the Council directed a Current Appropriation Level (CAL Target) adjustment of 1% through a budget note in the FY 2018-19 Adopted Budget. Second, under my direction, the City Budget Office (CBO) worked with bureaus to restructure the City's line item budget format to a program offer format. Finally, we worked with CBO and the Office of Community and Civic Life to provide more effective opportunities for the public to meaningfully engage with the Council, Budget Committee members, and bureau staff.

The CAL Target adjustment served a few purposes. By directing the adjustment through the FY 2018-19 Adopted Budget, bureaus had several months to consider how they would absorb or cut programs. It also required bureaus to set their budgets based on their missions and core services. Lastly, it created flexibility in ongoing General Fund dollars for the FY 2019-20 budget. I appreciate the thoughtful consideration that went into bureau decisions as they made these budget changes. Many bureaus took difficult cuts, which they understood would be real cuts, and not "Washington Monument" cut proposals that they knew Council would deem unviable.

The change to Program Offers made bureau budgets more accessible. Now, Portlanders can see how much of their public funds are specifically going toward each program, instead of general allocations without performance measures or indicators. While budget discussions often need to focus on the tough decisions about what gets funded and what doesn't, the bulk of the work is to prioritize base budgets - the core services that each bureau and commissioner-in-charge prioritizes with the first dollars in their budgets.

My colleagues and I share difficult budget decisions, and public input is critical to our process. I am committed to creating a process that is more accessible and meaningful for all Portlanders. This year, in addition to traditional town hall events, we created community work sessions which provided more interactive opportunities for public engagement. We also received several hundred comments through our online budget comment form, in addition to traditional emails and letters. I look forward to trying new ways to engage the public in future budgets, and I will be creating more opportunities for Portlanders to voice their budget priorities earlier in the process as we develop the budget for FY 2020-21.

I am proud to submit my Proposed Budget for FY 2019-20. This Budget reflects my commitment to (1) housing and homelessness, (2) supporting equitable outcomes and fostering equitable prosperity, (3) fiscal sustainability and intergenerational equity, (4) clean and safe communities, and (5) improving and streamlining City processes and constituent response.

Investment Priorities

Housing and Homelessness

We continue to be in a homelessness crisis. Addressing this crisis has consistently been one of my top priorities, and my budget reflects this by allocating over $10 million in one-time and new ongoing resources towards housing and homeless efforts. Highlights in my proposed budget include:

- $1.2 million in new one-time and carryover funding for the Rental Services Office, which will support:
  - Two full-time staff who directly assist tenants and landlords in the Rental Service Office on the phone, in person or by email;
  - Contracted community services for Fair Housing Enforcement through the Urban League; a tenant protections team with the CAT, SEI, APANO, IRCO and Public Defender;
  - Legal Assistance from Legal Aid Services of Oregon and the Fair Housing Council of Oregon; and
  - Expanding the Rental Services Office to include a Manager of the Rental Services Office;
- The expansion of current services with $150,000 for a Mediation Services Pilot to mediate disputes between tenants and landlords;
- A new communications specialist to increase our capacity to keep the public informed about the work of that the City is doing around addressing the homelessness crisis, both in the City and through the Joint Office of Homeless Services;
- $250,000 in new ongoing support, matched by Multnomah County, to augment existing funds being directed in the Joint Office toward operating the new Navigation Center;
- Maintaining $6.9 million in one-time General Fund resources to support the continuation of critical homeless services at the Joint Office;
- And $500,000 for drug and alcohol treatment programs to be provided in tandem with Supportive Housing efforts.

Supporting Equitable Outcomes and Fostering Equitable Prosperity

Portland is experiencing unprecedented growth and prosperity. But this prosperity has not been equally shared and too many people have been left behind. My budget prioritizes fostering equitable prosperity by investing $3.2 million in programs that aim to inject wealth into our community and provide opportunity to communities who have been left behind. Highlights include:

- $300,000 for Portland Means Progress;
- $100,000 for Hill Block and $50,000 for Cully;
- $194,000 for IBRN - Neighborhood Prosperity Network Business Support;
- $100,000 to support entrepreneurs of color through Mercatus My Peoples Market;

- $75,000 for Albina Vision;
- $111,584 to support the new proposed Accessibility Commission, comprised of equal membership between community representatives with a high degree of Americans with Disability Act (ADA) technical expertise and key bureau staff from across the City;
- $350,000 in total funding for 2020 Census Outreach through carryover;
- Creation of a new citywide accommodation and inclusion fund for employees with disabilities; and
- $921,000 in carryover funding to support equitable access to City contracts.

Fiscal Sustainability and Intergenerational Equity

Continuing the trajectory set by my previous Proposed Budgets and with the support of my colleagues on the City Council, who have adopted and supported financial policies that bring us in alignment with best financial practices, my Proposed Budget makes critical investments in achieving fiscal sustainability. Highlights include:

- Investing available one-time resources on an updated Integrated Tax System (ITS). ITS will increase our effectiveness in collecting dollars owed to the City, but by front loading the costs of the new system rather than spreading the costs farther out, the City will save approximately $1 million in ongoing General Fund dollars;
- Investing $7.3 million of General Fund resources in critical capital projects which should not be left to future years;
- $683,311 in ongoing funding to support the operations and maintenance of new parks and assets predominantly coming online in East Portland; and
- A new position in the Bureau of Planning and Sustainability to focus on ensuring that Portland is planning for an Age-Friendly future.

Clean and Safe Communities

All of us should expect to live, work and conduct our daily lives in a community that is safe and clean. Nobody should feel threatened anywhere in our city, and nobody should be exposed to public health or environmental hazards that can be prevented. Everyone should have a place to go to the bathroom and to access basic hygiene needs. This budget ensures that Portland continue to strive to be the most livable City in America. Highlights include:

- Funding in BOEC for mental health and nurse triage programs in support of Portland Street Response;
- $500,000 in contingency earmarked for Portland Street Response, which can be accessed after the Chief Administrative Officer presents recommendations on a program to Council;
- Funding for a new pilot hygiene program, which includes the provision of low-barrier jobs for individuals to work as station attendants;
- Restoration of ongoing funding for the Rapid Response Vehicle that the Fire Bureau cut in its requested budget, to be funded through a combination of General Fund and Cannabis tax dollars because it is a critical part of our safety infrastructure, particularly as we embark on a coordinated Rapid Street Response program;
- Funding for a second year of Keep it Pretty Rose City, a partnership between the City and SOLVE;
- Funding for the Ceasefire program in the Office of Youth Violence Prevention;

- $300,000 in funding to continue the critical work of the Portland United Against Hate initiative, decreasing the impact of hate violence on communities, supporting healing, and promoting hate prevention; and
- Funding for the implementation of the Clean Air Construction Standard, so that Portland can continue to be a leader in this effort.

Improving and Streamlining City Processes and Constituent Response

We at the City are fortunate to have some of the most talented and dedicated employees, working every day to create public value for Portlanders. However, even with this stellar workforce, many of our systems and processes are not set up to respond to the public effectively. I am particularly proud to include in my budget funding for 311, with a budget note that will achieve ongoing funding for the program. Additionally, my budget includes additional funding for increased public records support, making information more accessible and transparent to the public.

Parks Budget

In developing its requested budget for this fiscal year, the Parks Bureau discovered a significant budget shortfall. While in years past, the Bureau was able to cover ongoing shortfalls with one-time funds that they could shift within their budget, this year the difference between their ongoing allocation and the costs of maintaining service levels was too significant to overcome without making big structural changes. Consequently, while I did not ask Parks to make any additional reductions apart from the 1% CAL Target adjustment directed by Council for all General Fund bureaus, the Parks Bureau has shared in this budget process how it will make difficult but strategic changes to put the bureau on more sustainable footing. I support the work that the Bureau is doing under the leadership of new Parks Director Adena Long and Commissioner Nick Fish, and I am confident that, with the community, they will chart a responsible and equitable course forward for the Bureau.

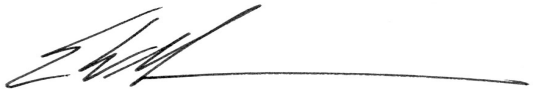
My Proposed Budget fully funds two key Portland Parks & Recreation requests. First, the Bureau proposed a transition plan associated with a number of reductions it proposed to address a $6.3 million shortfall projected in 2019-20. This transition plan will allow the Bureau to continue summer programs at large community centers, Hillside, Sellwood, and Montavilla Community Centers; transition large community centers to a new operating model; extend operations at Multnomah Arts Center and Columbia Pool; and seek new partnership opportunities at Multnomah Arts Center, Laurelhurst Dance Studio, and the Community Music Center. Second, the Bureau requested funds for operations and maintenance (O&M) at a number of parks, including several new parks in East Portland. The Proposed fully funds this request, ensuring that Portland's network of parks will continue to be appropriately maintained.

Conclusion

We have now experienced a decade of economic expansion, and the majority of Portland's economic indicators are stronger than they've ever been. Incomes are rising. Unemployment is near an all-time low. The region continues to attract a highly skilled workforce and add new businesses.

Portland has become a big City, and with this growth comes big City challenges. My budget focuses on preserving the core values that has made Portland great: preserving the clean and safe nature of our City and prioritizing support for the most vulnerable in our community. I am also making smart investments as we grow to ensure that prosperity is shared with those that have been left behind and to ensure that the prosperity and services we enjoy today are preserved for future generations. My proposed budget focuses our resources on the things that make a real difference in the lives of Portlanders. I look forward to this next year together, continuing to serve you and working together towards a compassionate, equitable, and prosperous future.

Sincerely,



Ted Wheeler

Mayor

CITY OF PORTLAND OREGON
1851

City Overview

INTRODUCTION

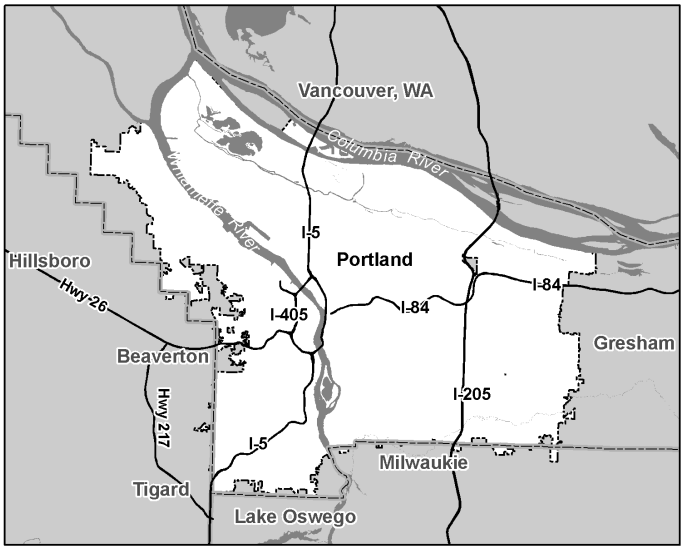
This section of the FY 2019-20 Adopted Budget document provides general information on the city of Portland, its demographics, and its government management systems. This overview intends to provide context for the environment in which decisions are reached during the budget process and make it easier to navigate other sections of the budget document.

Portland's budget reflects City policies, goals, and priorities. In reviewing how revenues are collected and spent, readers of this document 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 community members and leaders alike.

CITY OF PORTLAND CHARACTERISTICS

Introduction

The city of Portland, with a population in 2018 estimated at 648,740 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 more than 2.4 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.



The Native communities in Portland number over 70,000 strong and are descended from over 380 tribes. The Portland Metro area rests on traditional village sites of the Multnomah, Kathlamet, Clackamas, Bands of Chinook, Tualatin Kalapuya, Molalla and many other tribes who made their homes along the Columbia River, creating communities and summer encampments to harvest and use the plentiful natural resources of the area. Today, people from these bands have become part of the Confederated Tribes of Grand Ronde, the Confederated Tribes of Siletz Indians, as well as the Chinook Nation and Cowlitz Nation in Washington State.

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 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. 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 which, at 5,000 acres, is 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 NBA Trail Blazers, 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. The Timbers began to play as a Major League team in 2011, earning the MLS Cup in 2015. Thorns FC, Portland’s professional women's soccer team, are defending NWSL Champions.

The Economy

Overview

A diverse economy is key to Portland’s future.

Portland's economy has 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. The city also boasts a thriving food and restaurant industry, consistently being named in lists of top American food cities.

Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major

facilities in the region. Athletic companies Nike, Adidas, Under Armour; medical establishments Providence Health & Services, Kaiser Permanente, and Legacy; and 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. Most broad economic measures are approaching cyclical highs. Unemployment rates remain at historic lows, with Multnomah County unemployment at 3.6% in May 2019. Meanwhile, the housing market in 2018 and 2019 has showed signs of slowing after unprecedented year-over-year home value and rent increases.

Shipping and Other Port Facilities

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

The Port's four marine cargo terminals handle autos, grain, mineral, and other bulks. The Portland harbor handles more international cargo than any other port on the Columbia River at 12.4 million tons. The Port ranks number one on the U.S. West Coast for auto exports.

The Portland International Airport (PDX) was named best domestic airport by Travel + Leisure for 2019, the seventh consecutive year, and served over 19 million passengers in 2018. The growth at PDX is being driven by a recovering economy and strong domestic demand and growth from Alaska Airlines, American, Southwest and Delta. PDX now offers nonstop passenger service to 65 domestic destinations and 11 international destinations, including Amsterdam, Tokyo, London, Reykjavik, Frankfurt, Vancouver, B.C., Toronto, Calgary, Guadalajara, Puerto Vallarta, and Los Cabos.

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. These industrial parks include Rivergate Industrial District, Swan Island, and Portland International Center.

Citywide Economic Development and Redevelopment Activities

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

The City's financial commitment to downtown and surrounding communities has resulted in one of the nation's most attractive cities for quality of life and healthy, urban living. Prosper Portland, formerly known as the Portland Development Commission, is an independent agency created in 1958 to serve as Portland's economic and urban development agency. The agency partners with the City to create economic growth and opportunity for Portland, supporting both neighborhood and traded sector economic development.

A summary of key activities is provided below.

- River District URA: 1998-2021. The current goals are to support creating a safe, vibrant, and economically healthy Old Town/Chinatown; encourage redevelopment of the Broadway Corridor, which includes Union Station and the 15-acre U.S. Post Office site now owned by Prosper Portland; attract new companies and entrepreneurs via redevelopment of strategic sites; provide funds for a collaborative project with Multnomah County; and complete renovation of the 10th & Yamhill Garage in partnership with the Portland Bureau of Transportation. Selective demolition of the historic Centennial Mills site took place in 2016-17.
- Gateway URA: 2001-2022. The primary goals of the URA are job creation, business development, and transportation improvements with the goal to spur the revitalization of the Gateway Regional Center as envisioned in the Metro 2040 Plan. Current and future efforts focus on implementation of the Gateway Action Plan which includes the Halsey-Weidler Corridor Investment Strategy and mixed use development at NE 106th and Halsey.
- Interstate Corridor URA: 2000-2021. Interstate Corridor is Portland's largest urban renewal area. It includes a diverse collection of historic communities in north and northeast Portland comprising older residential neighborhoods interconnected by commercial corridors, with large-scale industrial centers. Activities include implementation of the North/Northeast Community Development Initiative Action Plan, which focuses on promoting property ownership and redevelopment, supporting business ownership and growth, investing in new and existing homeowners, advancing community livability projects, and catalyzing cultural-business hubs.
- Lents Town Center URA: 1998-2022. Priorities for investment in the Lents Town Center URA are based on the Five-Year Lents Action Plan. Prosper Portland and the Portland Housing Bureau are currently implementing Lents Town Center mixed-use projects associated with the plan including Oliver Station, 9101 Foster, Asian Health Services Center, and the Woody Guthrie housing project with future redevelopment planned at the Prosper Portland owned site at 92nd and Harold. Housing and business development, including an affordable housing project at SE 72nd and Foster, is focused along west Foster concurrent with street improvements on west Foster from SE 52nd east to the town center. Other infrastructure investments include support for the Leach Botanical Garden expansion.
- North Macadam URA: 1999-2025. With completion of the Central District, through projects like the greenway and SW Gibbs pedestrian bridge, current investments focus on leveraging major infrastructure projects, such as the Portland-Milwaukie Light Rail alignment and South Waterfront, and implementing a Development Agreement with Portland State University. New investment will support ongoing growth of the region's major educational institutions, PSU and OHSU, and infrastructure investments via 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 Prosper Portland transitions Burnside Bridgehead redevelopment to the private sector, current investments focus on supporting the Central Eastside's ongoing growth as a high density job center for Portland's industrial businesses, entrepreneurs, and cluster industry firms. Projects include redevelopment of key sites adjacent to and 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.

Transportation and Land Use

Portland's transportation system connects people to the places they want to go. The City's system of roads, sidewalks, bike lanes, transit and trails gets Portlanders from place to place easily, safely and sustainably. Portland's transportation system serves as a foundation for the high quality of life Portlanders enjoy.

TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to approximately 534 square miles of the metropolitan area, including Portland and other cities in Clackamas, Multnomah and Washington counties. TriMet operates 79 bus routes, a 60-mile light rail system, a 15-mile Westside Express Service (WES) Commuter Rail line, and provided 1.0 million trips through LIF paratransit. As of 2018, TriMet is providing nearly 100 million trips, carrying more people than any other U.S. transit system its size. TriMet's rail lines and buses combine to eliminate over 200,000 daily car trips.

Portland Bureau of Transportation

As stewards of Portland's transportation system, the Portland Bureau of Transportation (PBOT) has three fundamental goals: deliver well-maintained transportation assets; protect Portlanders' safety through Vision Zero; and enhance the city by managing for growth. With these and other initiatives, PBOT works to ensure that the City's transportation system contributes to a prosperous economy, equitable neighborhoods and a healthy environment.

Bureau of Planning & Sustainability

The Bureau of Planning & Sustainability (BPS) recently began coordinating a regional effort to develop an equitable housing strategy in the SW Corridor, the site of a proposed 12-mile MAX light rail line from downtown Portland to Tigard and Bridgeport Village in Tualatin. These efforts illustrate an increased City emphasis on coordinating land use, transportation, and housing development.

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. The public's desire for parks and natural areas was demonstrated through passage of a local option levy in the May 2013 special election, which was subsequently renewed in 2016. 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.

As Portland endeavors to manage significant projected population growth and development over the next two decades, the City continues to manage and create new initiatives related to ambitious goals for reducing carbon emissions as part of the 1993 Climate Action Plan and 2015 update. This includes the Home Energy Score Policy to promote energy efficiency in residences, the Deconstruction of Buildings Law to reduce waste from demolition of older dwelling structures, and developing a Mandatory Business Food Scrap Collection policy to increase the recovery rate of solid waste.

Post-Secondary Education

Oregon's urban research university, recognized for excellence in sustainability and community engagement, is located in the heart of downtown Portland. Portland State University's (PSU's) motto is "Let Knowledge Serve the City," and the school 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: the School of Business and the 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.

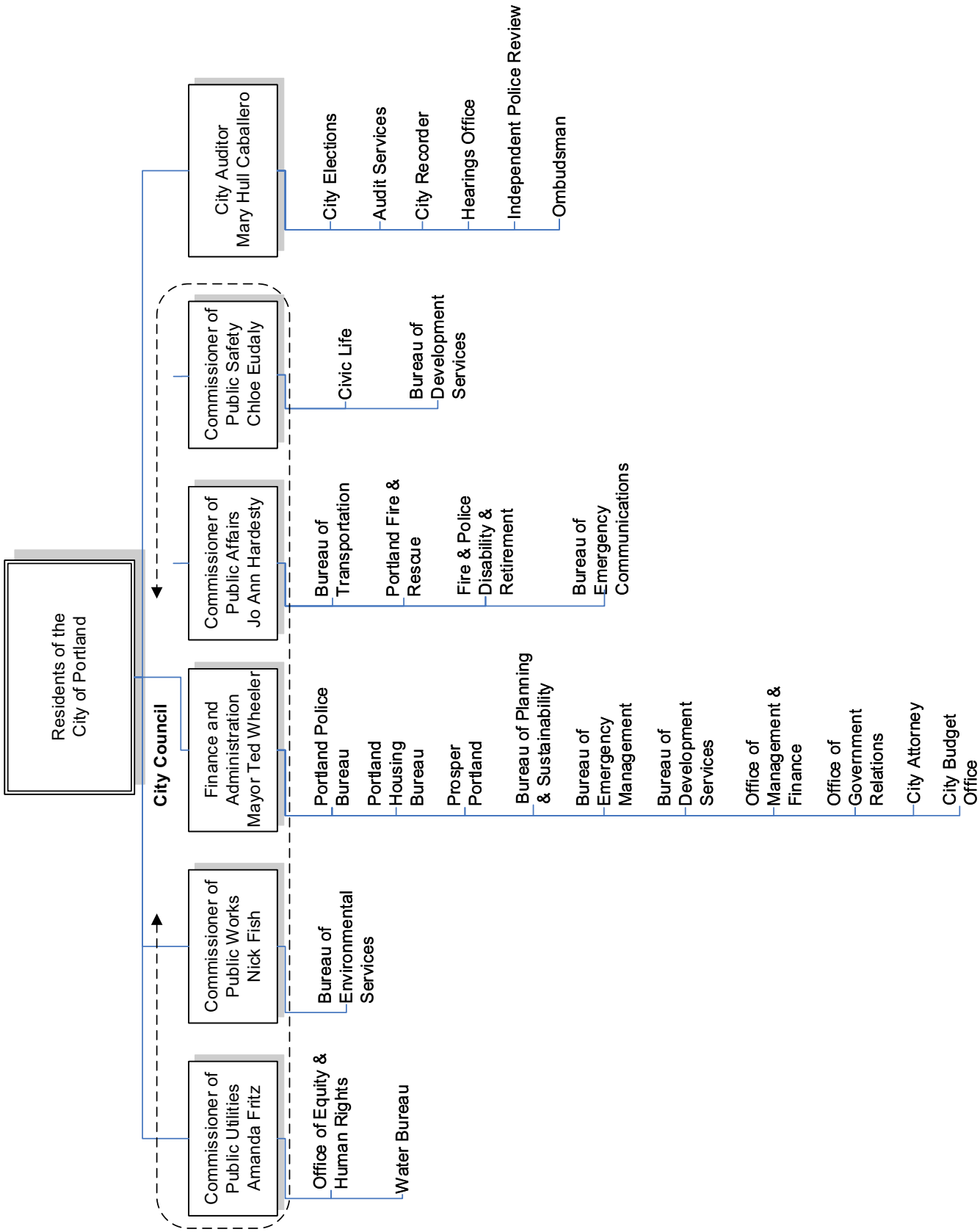
These educational assets, plus clean water and air, cultural diversity, architectural beauty, and the relative ease of getting around, combine to make Portland a popular, livable city. Portland is consistently ranked as one of the best cities in the United States in which to live.

Figure 1: A Profile of Portland's Residents

General Characteristics		2013	2014	2015	2016	2017	Percent of 2017 Population	Percent Change Between 2013 & 2017
City Population		611,134	619,445	632,187	639,635	648,121	100.0%	6.1%
	Male	302,285	304,728	313,516	316,918	321,499	49.6%	6.4%
	Female	308,849	314,717	318,671	322,717	326,622	50.4%	5.8%
Age	Under 18 Years	112,460	114,344	115,861	117,053	119,372	18.3%	6.1%
	18 to 34 Years	174,252	171,156	178,726	179,098	180,979	28.0%	3.9%
	35 to 64 Years	255,059	262,872	262,818	264,169	266,528	41.3%	4.5%
	65 and over	69,363	71,073	74,782	79,315	81,242	12.4%	17.1%
Race/Ethnic Distribution								
One Race		580,088	584,156	597,333	605,351	613,229	94.6%	5.7%
	White	474,549	476,461	491,427	497,999	500,694	77.3%	5.5%
	Black or African American	35,745	34,381	36,199	38,807	35,587	5.5%	-0.4%
	American Indian & Alaska Native	5,639	4,680	4,554	3,558	5,994	0.9%	6.3%
	Asian	45,933	42,807	50,253	49,174	52,428	8.1%	14.1%
	Native Hawaiian & other Pac. Is.	2,386	4,477	3,483	4,329	4,952	0.8%	107.5%
	Some Other Race Alone	15,836	21,350	11,417	11,484	13,574	2.1%	-14.3%
Two or more races		31,046	35,289	34,854	34,284	34,892	5.4%	12.4%
	Hispanic or Latino (of any race)	60,974	63,194	61,064	65,054	67,551	10.4%	10.8%
Household Population								
	Average household size	2.35	2.34	2.43	2.36	2.38	-	1.3%
Social Characteristics								
Population 25 years and over		427,180	434,638	444,840	453,427	476,631	100.0%	11.6%
	High school graduate or higher	386,598	395,521	406,032	415,248	441,851	92.7%	14.3%
	Bachelor's degree or higher	187,105	193,414	202,180	212,887	237,686	53.8%	27.0%
Place of Birth	Native	512,570	518,034	525,998	535,293	559,071	86.3%	9.1%
	Foreign Born	82,117	84,534	86,208	85,296	89,050	13.7%	8.4%
Income and Benefits								
Households								
	Less than $10,000	22,437	22,466	20,736	20,833	19,780	7.4%	-11.8%
	$10,000 to $14,999	13,672	13,568	10,950	12,844	12,636	4.8%	-7.6%
	$15,000 to $24,999	21,412	26,499	21,255	22,768	19,468	7.3%	-9.1%
	$25,000 to $34,999	24,787	23,991	23,130	23,452	21,635	8.1%	-12.7%
	$35,000 to $49,999	34,565	32,982	29,106	32,118	29,257	11.0%	-15.4%
	$50,000 to $ 74,999	40,559	43,890	45,804	43,455	44,341	16.7%	9.3%
	$75,000 to $99,999	34,808	30,578	33,831	32,520	35,062	13.2%	0.7%
	$100,000 to $149,999	33,894	34,779	36,615	37,525	39,688	14.9%	17.1%
	$150,000 to $199,999	11,597	12,583	14,381	13,832	21,851	8.2%	88.4%
	$200,000 or More	15,290	15,931	18,012	17,085	21,982	8.3%	43.8%
Housing in Portland								
Total Occupied Housing Units		250,133	252,185	254,167	256,432	265,700	100.0%	6.2%
	Owner-occupied housing units	133,467	133,065	134,535	136,114	142,543	53.6%	6.8%
	Renter-occupied housing units	116,666	119,120	119,632	120,318	123,157	46.4%	5.6%

All data from the U.S. Census

Figure 2: 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 professionally certified. The Auditor is not part of the Council and has no formal voting authority. A proposal to amend the City Charter was approved by Portland voters on May 16, 2017, which provides the Auditor's office administrative independence from City bureaus and offices. This amendment also added the City Ombudsman as an official responsibility of the Auditor.

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 areas: Finance Management 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.

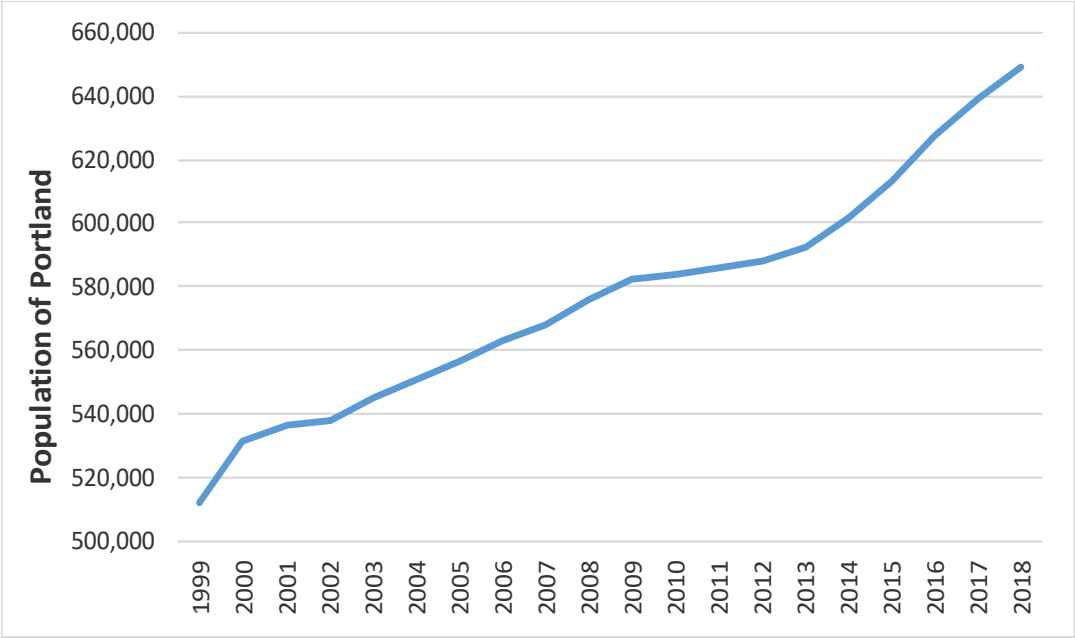
The Auditor provides oversight of the use of public resources, as well as receiving and maintaining all documents relating to the accounts and contracts of the City, including its debts, revenues, and financial affairs. The position is responsible for conducting financial and performance audits of City 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 & Economic Data

Population

Portland has experienced significant growth since 1999, but saw a surge in population as the economy recovered from the Great Recession. 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. Although the growth rate has slowed, Portland is now the 25th largest city in the U.S.

Figure 3: Portland's Population

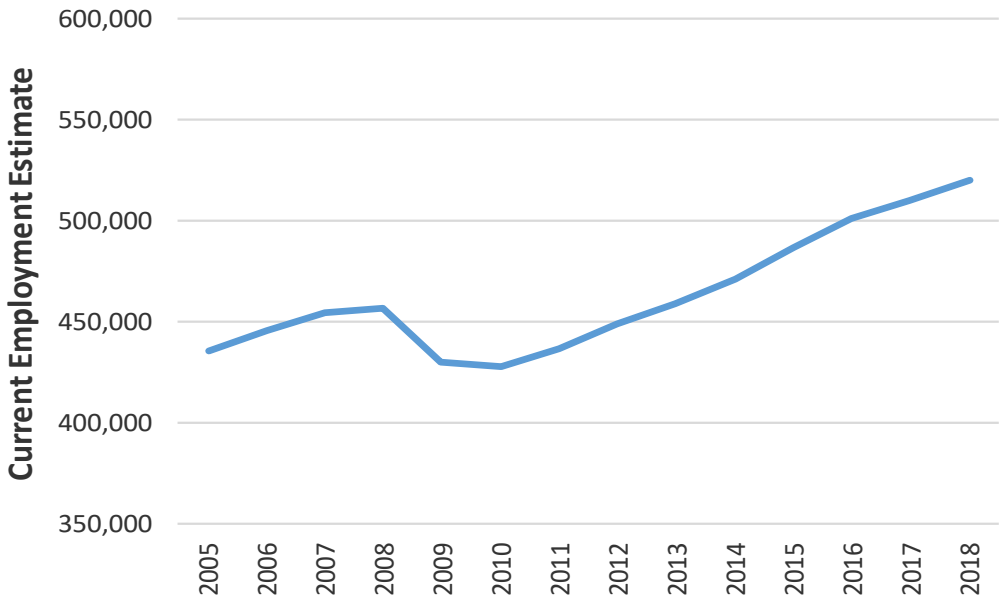


Source: Portland State University Population Research Center

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 growth between 2003 and 2008 failed to return to the peak level of employment achieved in 2000. Since 2010, however, the County has experienced consistent job growth each year, with an average of more than 11,500 jobs added annually. Total non-farm employment in the County is at an all-time high.

Figure 4: Multnomah County Employment

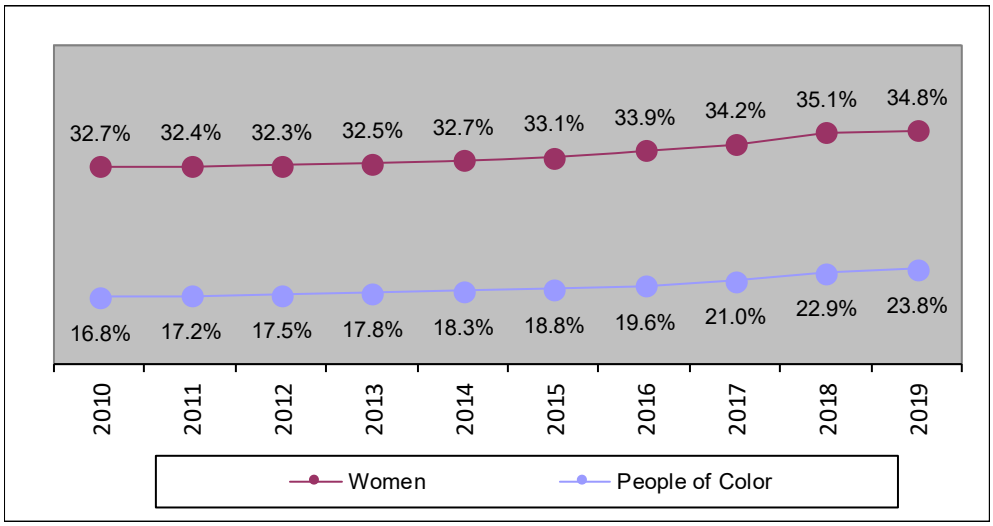


Workforce Diversity

City Council has directed City bureaus to develop a workforce reflecting the diversity of Portland as a community. The Office of Equity & Human Rights maintains a demographics dashboard that allows users to explore data among a variety of dimensions (https://www.portlandoregon.gov/oehr/article/595121).

The chart below highlights a few trends over the last ten years, showing a slight increase in the percentage of employees (excluding casual employees) who identify as women and a larger increase among employees who identify as people of color. The number of employees who self-report as having a disability has increased over time, but has remained at just 1-2% of total employees. Efforts to increase workforce diversity include strategies identified in bureau Racial Equity Roadmaps, increasing support for the Diverse & Empowered Employees of Portland Program, and adding new staff for disability equity work.

Figure 5: Citywide Workforce Diversity Snapshot



Budget Overview

A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2018-19 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 residents 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 the goal of continuously improving the quality of life.

Goals

The current goals of the Mayor and the City Council follow.

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 up by $218.2 million from the FY 2018-19 Revised Budget.

Total City 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 2019-20 is $5.60 billion, which reflects a $218.2 million (0.9%) increase from the FY 2018-19 Revised Budget. As shown in Figure 8 below, the overall increase in the City budget is largely due to capital outlay, personnel services, and contingency.

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.

After eliminating the intracity transfers, the City's net budget in FY 2019-20 is $4.20 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures.

Figure 6: Requirements by Major Object Category

Major Object Category	Revised FY 2018-19	Adopted FY 2019-20	Dollar Change	Percent Change
Personnel Services	$ 855,391,290	$ 901,191,129	$ 45,799,839	5.4%
External Materials & Services	1,101,010,034	1,053,666,792	(47,343,242)	-4.3%
Internal Materials & Services	242,177,018	251,288,496	9,111,478	3.8%
Capital Outlay	511,215,984	596,734,431	85,518,447	16.7%
Total City Bureau Expenses	**2,709,794,326**	**2,802,880,848**	**93,086,522**	**3.4%**
Contingency	1,037,049,171	1,121,274,090	84,224,919	8.1%
Ending Fund Balance	300,073,244	253,293,455	(46,779,789)	-15.6%
Debt Service	595,395,216	607,277,149	11,881,933	2.0%
Cash Transfers	739,845,711	815,654,017	75,808,306	10.2%
Total City Budget	**5,382,157,668**	**5,600,379,559**	**218,221,891**	**4.1%**
Less Intracity Transfers	(982,022,729)	(1,066,942,513)	(84,919,784)	8.6%
Total Net City Expenses	**$ 4,400,134,939**	**$ 4,533,437,046**	**$ 133,302,107**	**3.0%**

Resources for the net City budget are summarized in the figure on the next page.

Figure 7: Resources by Major Object Category

Major Object Category	Revised FY 2018-19	Adopted FY 2019-20	Dollar Change	Percent Change
Beginning Fund Balance	$ 1,646,265,358	$ 1,478,168,963	$ (168,096,395)	-10.2%
Taxes	714,407,322	778,222,704	63,815,382	8.9%
Licenses & Permits	291,936,843	301,774,573	9,837,730	3.4%
Service Charges & Fees	912,212,445	922,494,247	10,281,802	1.1%
Intergovernmental	327,597,182	291,183,839	(36,413,343)	-11.1%
Miscellaneous Sources	59,440,705	137,952,164	78,511,459	132.1%
Bond & Note Proceeds	448,292,084	623,640,556	175,348,472	39.1%
Intracity Transfers	982,005,729	1,066,942,513	84,936,784	8.6%
Total City Budget	**5,382,157,668**	**5,600,379,559**	**218,221,891**	**4.1%**
Less Intracity Transfers	(982,005,729)	(1,066,942,513)	(84,936,784)	8.6%
Total Net City Budget	**$ 4,400,151,939**	**$ 4,533,437,046**	**$ 133,285,107**	**3.0%**

Major Resources

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

- Beginning fund balance is decreasing by $168.1 million (10.2%).
- Tax revenues are increasing by $63.8 million (8.9%).
- Bond and note proceeds are decreasing by $175.3million (39.1%),
- Service charges and fees are up $10.3 million (1.1%).

Figure 8: City Net Budget—Resources

Resource	Budget	Percent
Beginning Fund Balance	$ 1,478,168,963	32.6%
Service Charges & Fees	922,494,247	20.3%
Taxes	778,222,704	17.2%
Bond & Note Proceeds	623,640,556	13.8%
Intergovernmental	291,183,839	6.4%
Licenses & Permits	301,774,573	6.7%
Miscellaneous Sources	137,952,164	3.0%
Total Net Budget	$ 4,533,437,046	100.0%

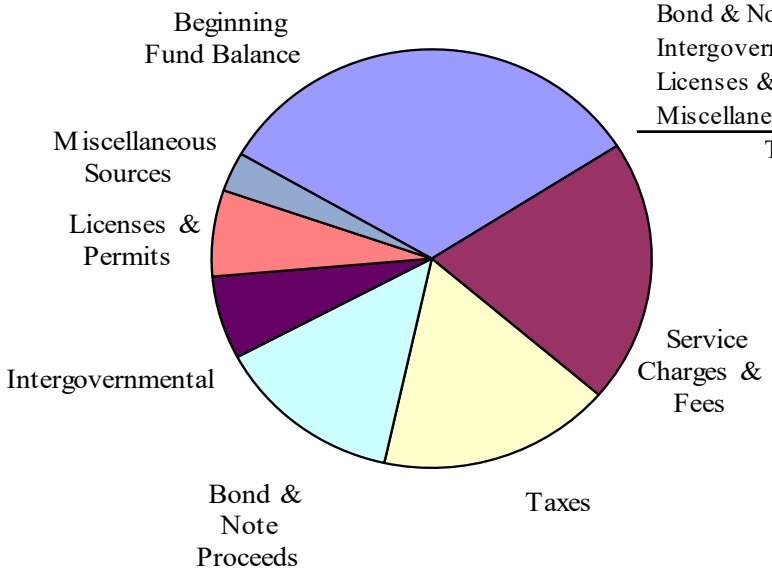
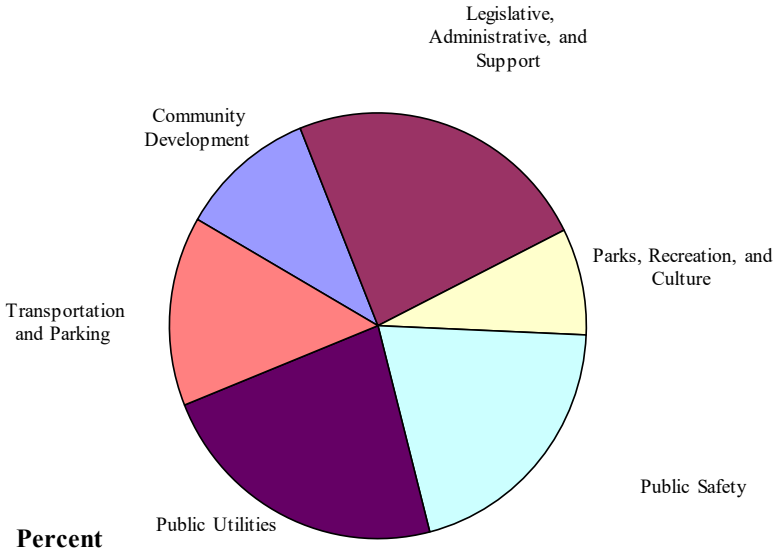


Figure 9: Total City Bureau Expenses—Requirements by Service Area



Service Area		Budget	Percent
Community Development	$	296,992,669	10.6%
Legislative, Administrative, ar		663,042,909	23.7%
Parks, Recreation, and Culture		227,283,335	8.1%
Public Safety		568,992,064	20.3%
Public Utilities		642,607,031	22.9%
Transportation and Parking		403,962,840	14.4%
Total City Bureau Expenses	$	2,802,880,848	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.

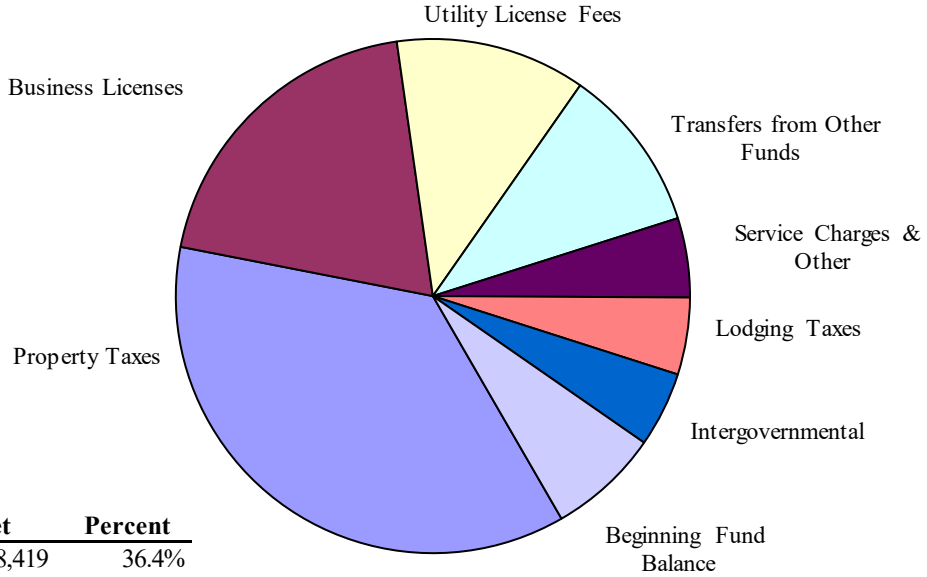
Discretionary resources total $609.3 million, 83.2% of the General Fund.

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.

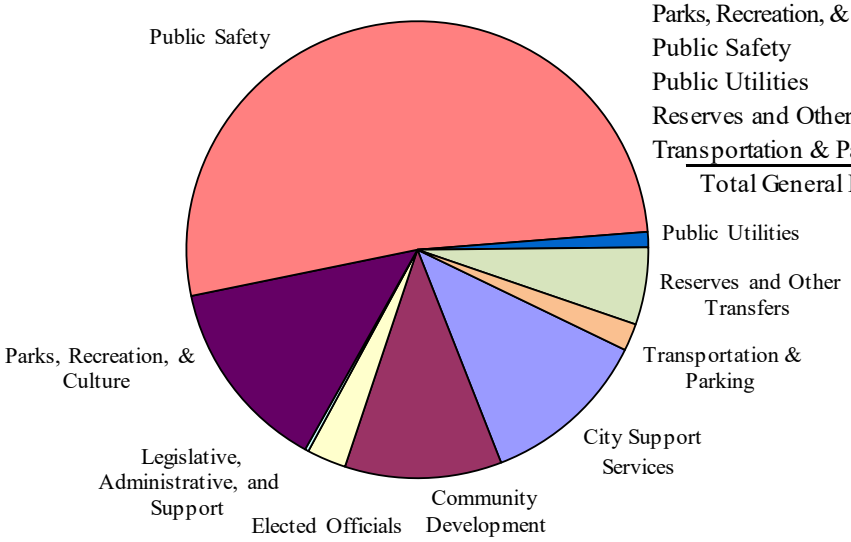
Figure 10: General Fund—Resources by Major Category



Resource		Budget	Percent
Property Taxes	$	266,678,419	36.4%
Business Licenses		144,200,000	19.7%
Utility License Fees		87,625,160	12.0%
Transfers from Other Funds		76,059,189	10.4%
Service Charges & Other		36,599,780	5.0%
Lodging Taxes		35,500,000	4.8%
Intergovernmental		34,609,270	4.7%
Beginning Fund Balance		51,358,053	7.0%
Total General Fund Budget	$	732,629,871	100.0%

Figure 11: General Fund—Requirements by Service Area

Service Area		Budget	Percent
City Support Services	$	87,022,269	11.9%
Community Development		80,414,118	11.0%
Elected Officials		20,108,049	2.7%
Legislative, Administrative, & Support		1,881,473	0.3%
Parks, Recreation, & Culture		100,200,362	13.7%
Public Safety		380,917,972	52.0%
Public Utilities		7,961,943	1.1%
Reserves and Other Transfers		40,028,872	5.5%
Transportation & Parking		14,094,813	1.9%
Total General Fund Budget	$	732,629,871	100.0%



Addressing the Financial Challenges

The General Fund financial forecast for FY 2019-20 assumes that local economic growth has already peaked, but will continue to grow, albeit at slightly slower levels than in recent years. This has already been seen in employment growth figures as the very tight labor market is making it difficult for employers to find workers. We expect these conditions will result in further increases in wages. Though a recession does not appear imminent, there are many modest signs of slowing growth. Additionally, uncertainty around state and federal policy could limit investment, as banks have already begun increasing lending standards.

Overall, the City expects to have significant additional General Fund resources in FY 2019-20: $2.4 million in previously unallocated ongoing General Fund discretionary resources, and $18.4 million in one-time discretionary resources above projected expenditures.

The Mayor asked City bureaus that receive General Fund resources to submit budgets for FY 2019-20 that are 1% less than their Current Appropriation Level (CAL).In building budgets within the target of CAL less 1%, bureaus were asked to seek to identify efficiencies, reduce or eliminate noncore services or services that do not scale well, eliminate City-imposed mandates that have not resulted in demonstrable benefits, and reduce indirect costs and administration that do not harm front-line services. In addition, any request for new resources required that the Commissioner-in-Charge direct the bureau to develop a funding request - called the ‘direction to develop’ process - in contrast to bureaus developing budget requests on their own.

Capital Improvement Plan

Overview

The FY 2019-20 Adopted Capital Improvement Plan (CIP) budget totals $743.8 million, not including Prosper Portland. The Citywide CIP for FY 2019-20 through FY 2023-24 is projected to be $2.1 billion.

FY 2019-20 Major Projects by Service Area

Parks, Recreation, and Culture	
◆ Buildings & Pools	$13,890,507
◆ Acquisitions Program	$10,987,000
◆ Developed Parks Program	$50,089,095
Public Utilities	
◆ Washington Park	$35,611,000
◆ Willamette River Pipe Crossing	$38,675,000
◆ Sewage Treatment Systems	$57,314,000
◆ Sewer Maintenance and Reliability projects	$61,650,000
Transportation	
◆ Asset Management Program	$29,611,945
◆ Powell-Division High Capacity Transit	$15,714,579
◆ ADA Accessible Sidewalks	$10,959,607
City Support Services	
◆ IRNE related projects	$3,704,979
◆ Construct Building at SW 4th and Montgomery	$3,787,211

◆ Portland Building Reconstruction	$61,138,383
◆ CityFleet Replacement and Fuel Stations	$13,912,212
◆ Portland Building Space Optimization	$8,889,321
Community Development	
◆ Housing Acquisitions and Buildings	$1,180,000
◆ Portland Online Permitting System (POPS)	$5,102,648

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 $4.3 million of General Fund dollars awarded to RACC in Special Appropriations. The following chart summarizes the total contribution to RACC from eligible capital projects.

Figure 12: Dedicated Dollars for Art by Capital Project

Project	Amount for Art
Office of Management & Finance	
Portland Building Reconstruction Project	$1,740,523
Jasmine Block	$231,665
Office of Management & Finance subtotal	**$1,972,188**
Portland Parks & Recreation	
Columbia Children's Arboretum	$2,700
Couch Park Loo	$8,239
Couch Park Playground	$23,310
Creston Park Playground	$11,506
Errol Heights Park Development	$118,706
Forestry HQ Replacement	$5,348
Gateway Green Development	$40,000
Kenton Park Playground	$13,827
Leach Botanical Garden	$141,072
Lynchview Park Irrigation	$2,565
Lynchview Park Playground	$45,736
Mt Tabor Yard Maintenance Facility	$107,648
North Park Blocks Playground	$22,813
Sellwood Park Kitchen Roof	$18,159
Spring Garden Park Development	$52,660
St Johns CC Roof	$14,909
Urban Forestry Maintenance Facility	$33,736
Whitaker Ponds Access Improvements	$13,597
Portland Parks & Recreation subtotal	**$676,531**
Portland Bureau of Transportation	
42nd Ave: Kilingsworth - Columbia, NE	$94,000
52nd/Woodstock & 52nd/Steele, SE	$12,480
Bond: Gibbs-River Pkwy, SW	$104,000
College St Landslide Abatement, SW	$5,332
Rosa Pkwy: Willamette Blvd-MLK Blvd,N/NE	$5,920
Taylors Ferry Rd. Rockslide Abatement, SW	$6,500
Portland Bureau of Transportation subtotal	**$228,232**
Citywide Total Dollars for Art	**$2,876,951**

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 residents and elected and appointed officials. Residents 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

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 Mayor and Council. 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.

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 bureaus' draft budget requests, 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, an interactive budget dashboard, 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 11 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 on July 1st. 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 2019-20 budget calendar, adopted in January 2019.

Figure 13: FY 2019-20 Budget Schedule

Bureaus/Prosper Portland submit Requested Budgets	February 4
Special Appropriation requests for General Fund support due	February 4
City Budget Office Requested Budget reviews distributed to Council	March 4
City Budget Office meetings with Council Offices on budget reviews	March 4-22
Council work sessions on Requested Budgets	March 4-22
Spring BMP due to City Budget Office	March 26
Townhall forums on Requested Budgets (2 hearings)	April 2 & April 9
Council work session on Spring BMP	April 30
Revised General Fund financial forecast released	April 30
Mayor releases Proposed Budget decisions	May 1
Proposed Budget document available	May 6
Council action to adopt Spring BMP	May 8
Prosper Portland Budget Committee meeting	May 9
Budget Committee: Mayor's Message and hearing on City and Prosper budgets	May 9
Budget Committee: Approved Budget Work Session	May 14
Utility Rate Review - first reading and hearing	May 15
Budget Committee action to approve City and Prosper Portland budgets	May 22
Approved Budget submitted to Tax Supervising & Conservation Commission	May 22
Utility Rate Review – second reading	May 22
Over-expenditure ordinance due to City Budget Office	June 3
Tax Supervising & Conservation Commission hearing on Approved Budget	June 11
Council action to adopt budget	June 12
Council action to adopt over-expenditure ordinance	June 19

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 their 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.

Prosper Portland

Prosper Portland is the City of Portland's urban renewal and economic development agency. Prosper Portland is a semi-autonomous organization that interacts with various City programs. Revenue for Prosper Portland is provided through a combination of tax increment revenues, federal grants, program income, contracts, private funding, and transfers from the General Fund. Prosper Portland's budget is published as a 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 ensure that Council's directives are followed.

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 as revenues are received from eligible expenditures that are incurred. Expenditures are recorded when a liability is incurred, with the following exceptions: claims and judgments; interfund transactions for services that 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 33 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 33 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 Prosper Portland funds 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 Fund, 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 the 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

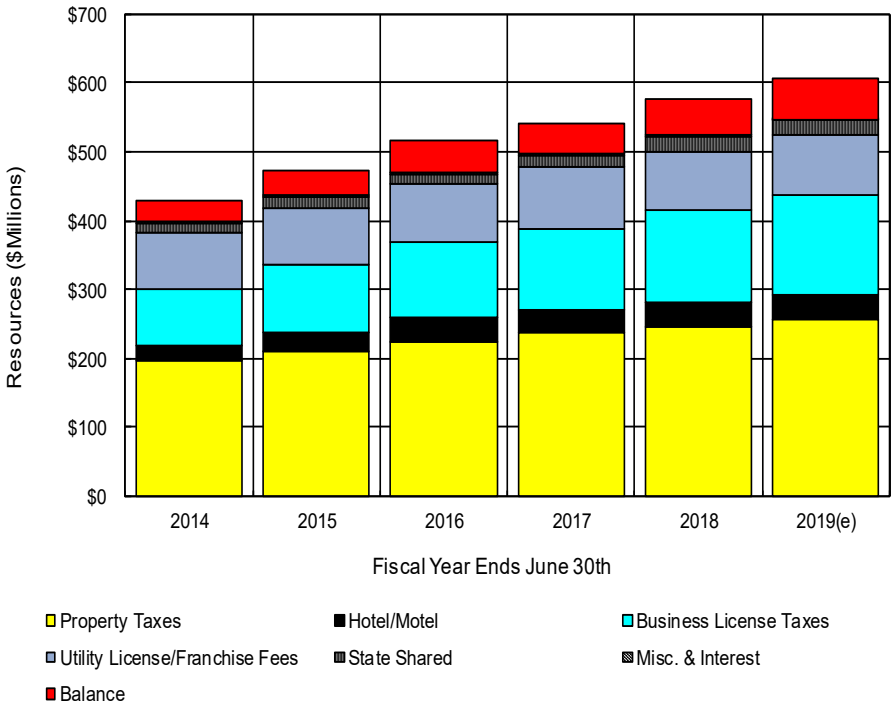
Council's financial planning process starts with the preparation of a five-year revenue forecast, which is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2018 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:

- The revenue and financial forecast was updated in February 2019. 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 2019. 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.

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 14: General Fund Discretionary Resources



General Fund revenue grew rapidly in recent years after a relatively stagnant few years following the Great Recession, with average annual growth of greater than 8%. The General Fund's beginning fund balance has averaged about $44.6 million, though smaller beginning balances are expected in the future. Both business license and transient lodging taxes grew by nearly 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 has experienced 5.4% growth annually over the last five years, 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, and even after factoring in a recently-passed higher tax rate, continued to exceed record levels in FY 2018-19. Overall, these tax collections grew by 12.3% annually over the past five years. Revenues have more than doubled over the course of the current expansion.

Utility license taxes and franchise fees have grown more modestly and are expected to be essentially flat in FY 2019-20, as households move away from traditional cable television and only modest rate increases depress growth. Ultimately, collections will be an estimated $86.6 million in FY 2018-19, reflecting 1.5% annual growth since FY 2013-14. 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 $37.0 million for the first time in FY 2018-19. These revenues fell to $14.2 million in FY 2009-10, but have grown steadily since then, as Portland's prominence in the tourism industry has expanded. There will likely be some downward pressure on room rates as Portland is in the midst of a hotel building boom, with twelve hotel projects recently opened or in some stage of development in the downtown area.

Following the sharing of statewide marijuana taxes, state-shared tax revenues grew at a 5.9% rate over the last five years, with most of this growth occurring in the last three years, as a law change in Washington State drove many consumers to Oregon for liquor purchases. Furthermore, the legalization and subsequent taxation of marijuana began to contribute to this revenue stream in FY 2017-18, comprising nearly 10% of the state-shared revenue. 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 sharply cut General Fund interest income revenue, but rising interest rates are expected to drive modest increases in interest income over the next 12 to 18 months.

Forecast Assumptions

More Modest Near-term Economic Growth

Portland has seen record revenue growth over the last three years, as local economic growth has exceeded both national and state averages. However, the most recent data show slower job growth as companies are finding it difficult to find workers with the local unemployment rate at a record low of about 3%. Still, nearly all broad economic measures remain in positive territory, albeit at slower rates. Most notably, employment growth has slowed from about 3% to around 2% over the last year. The housing market has also slowed, as prices have flattened and inventory has grown to more typical levels.

Specific revenue projections as of the April 2019 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 within Multnomah County is 11.5%. Of the 11.5% tax collected within the City of Portland, 6% goes to the City of Portland: 5% to the General Fund and 1% to Travel Portland. The remaining 5.5% goes to Multnomah County: 2.5% to Convention Center Phase II, 0.275% to hotel and 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 includes FY 2019-20 revenues of about $35.5 million versus an expected FY 2018-19 year-end of about $36 million. Growth has flattened in the last year or so, as there several new hotel projects significantly adding to the supply of rooms, limiting growth in room rates.

Utility License and Franchise Fees

Utilities, cable, and telecom companies that operate in the City of Portland pay 5% of their revenues to the City for use of right-of-ways in conducting business. The seven largest taxpayers are Portland General Electric (PGE), PacificCorp, Northwest Natural Gas, the City's Bureau of Environmental Services, the City's Water Bureau, 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 by 1.3% per year.

Property Taxes

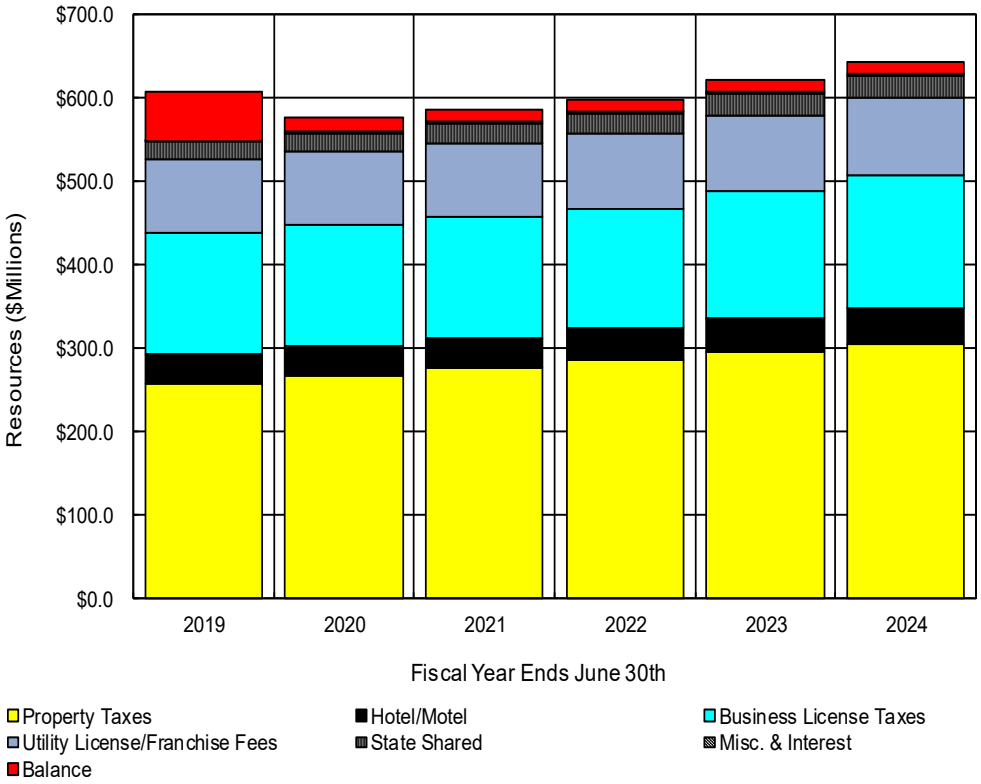
Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay $4.577 per $1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. Property taxes are expected to grow by about 3.4% annually over the life of the forecast. 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 2.6% tax on their income to the City of Portland. This was increased from 2.2% beginning in tax year 2018 as part of the FY 2018-19 Adopted Budget. 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 receipts appear to be in FY 2018-19, with an estimated year-end total of $148.0 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 2019-20 has been set at $144.2 million, as it is expected that the boom in real estate transactions will cool.

The figure below summarizes the current five-year revenue forecast as of April. Average annual revenue growth (not including beginning balance) is projected at 2.7%, with the largest increases in revenue occurring in the near-term of the forecast. The critical resource forecast assumption is the moderation of pro-cyclical growth already seen in business license taxes and transient lodging taxes, along with continued easing of property tax compression in FY 2019-20

Figure 15: Forecast General Fund Discretionary Resources



December and April Financial Forecast Results

The economy largely met expectations during FY 2018-19, resulting in only modest changes from the December to April forecasts. Current conditions are consistent with a mature economic expansion, as even growth in incomes is finally being realized after a prolonged flattening.

Initially, the December resource forecast for FY 2019-20 was about $570.2 million. The December financial forecast was updated in late April using more recent FY 2018-19 revenue and expenditure information. The April revenue forecast update increased estimated revenues by about $7.1 million over December figures, as most revenue streams exhibited positive growth, particularly business license taxes. Expense forecasts also saw modest increases, on net resulting in the City having $2.4 million in unallocated ongoing revenue.

The table below summarizes April financial forecast results, reflecting that resources are projected to exceed current appropriation level expenditures by nearly $20.8 million in FY 2019-20. There are an estimated $18.4 million in one-time resources, buoyed by large amounts of excess revenue collected in FY 2018-19

The April financial forecast is based on an expectation of continued economic growth through at least 2019.

Figure 16: Five-Year Financial Plan

	Fiscal Year					
Budget Category	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**
Total Resources	**$565.6**	**$577.3**	**$584.3**	**$598.1**	**$619.5**	**$640.9**
Total Expenses	**$565.6**	**$556.5**	**$576.2**	**$598.1**	**$617.1**	**$640.9**
Available Ongoing		$2.4	$0.0	$0.0	$0.0	$0.0
Available One-Time		$18.4	$8.1	$0.0	$2.4	$0.0
Total Expenses with Adds & One-Time Spending	**$565.6**	**$577.3**	**$584.3**	**$598.1**	**$619.5**	**$640.9**

Note: Totals may not add due to rounding. FY 2018-19 figures are for the Adopted Budget.

Uncertainties and Forecast Risks

The FFY 2019-20 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:

- Inflation - The City has been fortunate that the record rise in revenues has occurred while inflation has remained relatively low. The opposite conditions may be on the horizon. About three-fourths of General Fund discretionary spending is personnel. As inflation increases, coupled with expected increases in PERS expenses, the City could see rapidly rising costs coupled with mediocre or worse revenue growth.
- Legacy" Obligations - The City has several long-standing obligations that are likely to require significant investments over the next decades. In particular, the superfund site in the Portland Harbor and the Columbia River Levee will require millions of dollars in investments. These investments will compete with existing programmatic expenses and existing major maintenance deficiencies.
- Business License and Transient Lodging taxes - As the City continues to become more dependent on these economically-sensitive revenue sources, it is more exposed in the event of an economic downturn to dramatic revenue decreases.

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, liquor, and recreational

marijuana 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 Portland State University's Northwest Economic Research Center provides 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 2018, 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 2017-18, FY 2018-19, and FY 2019-20.

Sewer System Operating Fund

The five-year financial plan for the Sewer System Operating Fund included in the Requested Budget projected an average effective retail rate increase for the average single-family residence of 3.0% for FY 2019-20, and that is the rate that City Council ended up adopting. The primary factors contributing to the FY 2019-20 retail rate increase include funding capital projects, inflation, and increased costs associated with enhancing and maintaining service levels. Future-year rate increases are estimated to be 3.0% each year from FY 2019-20 through FY 2021-22 and 3.1% annually for the long-term duration of the forecast.

The FY 2019-20 Adopted Budget of $660.1 million is an increase of approximately $41.7 million from the FY 2018-19 Revised Budget. Significant changes include increased staffing of 20.0 FTE budgeted and increased capital expenses. The FY 2019-20 Adopted Budget includes $132.0 million of capital outlay, a $38.8 million increase from the FY 2018-19 Revised Budget, with the $35.6 million payment for the bureau's share of the Portland Building Renovation project making up the largest increase.

With 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 2% reserves in contingency in its operating fund and 8% or more 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 investigation of contaminated sediments is now complete, and the focus has turned to partnering with other government agencies and City bureaus on the next phase of work, including community outreach and working with other potentially responsible parties so that design for in-water work can proceed. The FY 2019-20 Adopted Budget includes $5.5 million of expenditures in the Environmental Remediation Fund, which isolates Portland Harbor costs.

Water Fund

The five-year financial plan for the Water Fund included in the Requested Budget projected an average effective retail rate increase for the average single-family residence of 7.4% for FY 2019-20, and that is the rate that City Council ended up adopting. The primary factors contributing to the FY 2019-20 retail rate increase include funding capital projects, inflation, and increased costs associated with enhancing and maintaining service levels. Future-year rate increases are estimated to be 7.4% each year over the five-year planning horizon. Those forecasted rates and five-year capital improvement plan include projects or funding to comply with the treatment requirement established in the Long Term 2 Enhanced Surface Water Treatment (LT2) Rule without a treatment variance.

The FY 2019-20 Adopted Budget of $509.5 million is an increase of approximately $76.2 million from the FY 2018-19 Revised Budget. Significant changes include increased capital outlay. The FY 2019-20 Adopted Budget includes $145.7 million of capital outlay, a $90.7 million increase from the FY 2018-19 Revised Budget. This increase is driven primarily by the construction cost increase of the Willamette River Crossing project and planned work for the Bull Run Filtration Project that moved into the five-year forecast period.

With regards to fund reserves, the Portland Water Bureau's policy is to keep a minimum of $15.0 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 2019-20 Adopted Budget for the Transportation Operating Fund is $493.4 million, reflecting a $0.6 million decrease from the FY 2018-19 Revised Budget. The Adopted Budget includes $125.3 million of capital expenditures, including funding for: SW Capitol Highway project, NE 42nd Avenue Bridge Replacement, South Rivergate Freight Project, NE 60th & Halsey Area Improvements, Outer Stark Corridor Enhancement, high crash corridors projects, Active Transportation Improvements, safety projects, and road rehabilitation.

The Portland Bureau of Transportation's (PBOT) FY 2019-24 financial forecast shows a surplus and does not require reductions. Revenue projections include scheduled increases to the motor fuels tax, weight-mile tax and DMV fees as prescribed in House Bill 2017. The projected FY 2023-24 balance is $22.5 million.

Even with new funding sources, additional investment is needed to prevent the further long-term deterioration of the City's transportation infrastructure. PBOT and the City have taken steps to address this funding gap through the Fixing Our Streets program, targeted maintenance investments under HB 2017, and the General Fund Capital Set-Aside, but additional funding is required to prevent further deterioration and bring the City's transportation network to a state of good repair. While continuing to proactively address its funding challenges, PBOT has completed its Strategic Plan, a three-year work plan that clearly delineates the bureau's strategic goals and identifies concrete steps for implementation and performance measurement. PBOT's three strategic goals - maintaining the City's existing assets, ensuring the safety of all users in the City's right of way, and managing for future population growth - are central to the bureau's resource-allocation decisions.

Significant changes to PBOT's budget in FY 2019-20 include $5.3 million in one-time General Fund resources from capital set-aside to support various large-scale capital projects, including the replacement and/or upgrade of sidewalks and curb corners to meet ADA compliance.

With regards to fund reserves, PBOT maintains a Transportation Reserve Fund (separate from the operating fund). PBOT has been unable to dedicate the desired 10% level of discretionary revenues. PBOT has been and will continue to contribute $700,000 annually to reach this level.

Figure 17: Summary of Major Funds

	General Fund	Sewer System Operating Fund	Transportation Operating Fund	Water Fund	All Other Funds	Total
FY 2017-18 Actual						
Beginning Balance	52,608,768	66,553,043	165,202,119	93,376,754	989,748,980	1,367,489,664
External Revenues	573,189,155	400,220,643	221,133,110	189,820,338	1,296,878,077	2,681,241,324
Internal Revenues	64,111,427	105,086,420	51,607,998	87,891,169	554,845,855	863,542,868
Total Resources	689,909,350	571,860,106	437,943,227	371,088,261	2,841,472,912	4,912,273,856
Bureau Expenses	564,576,113	223,146,087	185,687,074	158,812,145	893,115,416	2,025,336,836
Fund-level Expenses	58,772,311	89,902,831	216,671,503	104,029,342	1,229,350,634	1,698,726,621
Ending Fund Balance	66,560,923	258,811,192	35,584,650	108,246,774	719,006,859	1,188,210,399
Total Requirements	689,909,348	571,860,110	437,943,227	371,088,261	2,841,472,909	4,912,273,856
FY 2018-19 Revised Budget						
Beginning Balance	58,772,311	89,902,000	196,170,276	104,029,342	1,197,391,429	1,646,265,358
External Revenues	585,107,128	394,753,008	231,392,132	192,583,360	1,350,050,953	2,753,886,581
Internal Revenues	74,662,796	133,748,624	67,029,594	136,662,423	569,902,292	982,005,729
Total Resources	718,542,235	618,403,632	494,592,002	433,275,125	3,117,344,674	5,382,157,668
Bureau Expenses	609,833,730	294,071,158	326,132,411	193,336,768	1,286,420,259	2,709,794,326
Fund-level Expenses	33,453,936	60,688,142	130,587,004	136,992,656	675,327,433	1,037,049,171
Contingency	-	180,000	-	-	299,893,244	300,073,244
Ending Fund Balance	75,254,569	263,464,332	37,872,587	102,945,701	855,703,738	1,335,240,927
Total Requirements	718,542,235	618,403,632	494,592,002	433,275,125	3,117,344,674	5,382,157,668
FY 2019-20 Adopted Budget						
Beginning Balance	51,358,053	87,180,000	197,922,946	97,597,314	1,044,110,650	1,478,168,963
External Revenues	605,212,629	403,221,600	235,593,512	207,124,567	1,604,115,775	3,055,268,083
Internal Revenues	76,059,189	169,713,457	60,137,691	204,787,440	556,244,736	1,066,942,513
Total Resources	732,629,871	660,115,057	493,654,149	509,509,321	3,204,471,161	5,600,379,559
Bureau Expenses	639,973,471	343,377,979	342,224,092	290,560,882	1,186,744,424	2,802,880,848
Fund-level Expenses	21,030,025	76,784,807	120,849,488	107,192,795	795,416,975	1,121,274,090
Contingency	-	180,000	-	-	253,113,455	253,293,455
Ending Fund Balance	71,626,375	239,772,271	30,580,569	111,755,644	969,196,307	1,422,931,166
Total Requirements	732,629,871	660,115,057	493,654,149	509,509,321	3,204,471,161	5,600,379,559

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 18: Changes in Fund Balance

Fund	Beginning Balance	Change in Fund	Ending Balance + Contingency
42nd Avenue NPI Debt Service Fund	-	-	-
82nd Ave/Division NPI Debt Service Fund	-	-	-
Affordable Housing Development Fund			
Airport Way Debt Service Fund	1,632,462	(1,367,462)	265,000
Arts Education & Access Fund	8,134,520	(1,402,951)	6,731,569
Assessment Collection Fund	82,336	1,575	83,911
Bancroft Bond Interest and Sinking Fund	15,500,000	-	15,500,000
BFRES Facilities GO Bond Construction Fund	-	-	-
Bonded Debt Interest and Sinking Fund	1,100,000	(900,000)	200,000
Cannabis Licensing Fund		-	-
Central Eastside Ind. District Debt Service Fund	3,339,000	(933,137)	2,405,863
Children's Investment Fund	9,649,722	(2,582,578)	7,067,144
CityFleet Operating Fund	8,479,729	9,048,826	17,528,555
Closed - Cable Fund			
Community Development Block Grant Fund	-	25,897	25,897
Community Solar Fund	73,332	11,081	84,413
Convention and Tourism Fund	-	-	-
Convention Center Area Debt Service Fund	22,125,300	5,305,067	27,430,367
Cully Blvd. NPI Debt Service Fund	-	-	-
Development Services Fund	80,615,435	(25,608,723)	55,006,712
Division-Midway NPI Debt Service Fund	-	-	-
EBS Services Fund	-	-	-
Emergency Communication Fund	1,933,572	(1,933,572)	-
Environmental Remediation Fund	10,143,500	(6,033,417)	4,110,083
Facilities Services Operating Fund	40,225,775	4,123,708	44,349,483
Fire & Police Disability & Retirement Fund	17,491,801	(5,930,869)	11,560,932
Fire & Police Disability & Retirement Res Fund	750,000	-	750,000
Fire & Police Supplemental Retirement Res Fund	34,000	(9,300)	24,700
Gas Tax Bond Redemption Fund	1,673,047	-	1,673,047
Gateway URA Debt Redemption Fund	686,000	(686,000)	-
General Fund	51,358,053	(30,328,028)	21,030,025
General Reserve Fund	68,854,886	7,722,360	76,577,246
Golf Fund	711,159	38,231	749,390
Governmental Bond Redemption Fund	-	-	-
Grants Fund	11,500,000	(11,500,000)	-
Headwaters Apartment Complex Fund	-	-	-
Health Insurance Operating Fund	19,076,761	(2,052,890)	17,023,871
HOME Grant Fund	-	-	-
Housing Capital Fund	-	-	-
Housing Investment Fund	3,251,312	(3,251,312)	-
Housing Property Fund	7,366	307,052	314,418
Hydroelectric Power Bond Redemption Fund	-	-	-
Hydroelectric Power Operating Fund	1,847,505	(295,308)	1,552,197
Hydroelectric Power Renewal Replacement Fund	111,457	-	111,457
Inclusionary Housing Fund	5,307,182	(5,307,182)	-
Insurance and Claims Operating Fund	33,954,617	650,867	34,605,484
Interstate Corridor Debt Service Fund	15,925,000	(10,213,652)	5,711,348
Lents Town Center URA Debt Redemption Fund	9,078,000	(6,045,408)	3,032,592
Local Improvement District Fund	3,120,070	(508,854)	2,611,216
North Macadam URA Debt Redemption Fund	5,387,000	(421,350)	4,965,650
Parking Facilities Fund	3,822,792	(2,290,587)	1,532,205
Parkrose NPI Debt Service Fund	-	-	-
Parks Capital Improvement Program Fund	84,692,422	(63,468,931)	21,223,491
Parks Endowment Fund	189,523	(25,482)	164,041
Parks Local Option Levy Fund	-	1,838	1,838
PDX Clean Energy Community Benefits Fund		50,000,000	50,000,000
Pension Debt Redemption Fund	690,000	60,000	750,000
Police Special Revenue Fund	4,338,964	(4,338,964)	-
Portland International Raceway Fund	845,987	(240,221)	605,766
Portland Parks Memorial Fund	9,421,209	(8,273,568)	1,147,641
Portland Police Assoc Health Insurnc Fund	12,909,372	1,634,545	14,543,917
Printing & Distribution Services Operating Fund	2,070,830	241,855	2,312,685
Property Management License Fund	40,095	(40,095)	-
Public Election Fund	-	-	-
Public Safety GO Bond Fund	-	-	-
Recreational Marijuana Tax Fund	3,425,744	(2,551,880)	873,864
River District URA Debt Redemption Fund	18,600,000	(10,981,142)	7,618,858
Rosewood NPI Debt Service Fund	-	-	-
Sewer System Construction Fund	123,500,000	96,650,000	220,150,000
Sewer System Debt Redemption Fund	62,150,000	9,103,409	71,253,409
Sewer System Operating Fund	87,180,000	(10,215,193)	76,964,807
Sewer System Rate Stabilization Fund	176,725,000	19,400,000	196,125,000
Solid Waste Management Fund	4,063,534	(3,031,212)	1,032,322
South Park Blocks Redemption Fund	4,488,952	(2,296,722)	2,192,230
Special Finance and Resource Fund	165,000	(165,000)	-
Special Projects Debt Service Fund	-	-	-
Spectator Venues & Visitor Activities Fund	9,000,000	(1,754,655)	7,245,345
Tax Increment Financing Reimbursement Fund	1,382,211	(1,382,211)	-
Technology Services Fund	26,076,795	(6,816,837)	19,259,958
Transportation Operating Fund	197,922,946	(77,073,458)	120,849,488
Transportation Reserve Fund	7,466,526	760,000	8,226,526
Water Bond Sinking Fund	31,351,200	8,591,810	39,943,010
Water Construction Fund	34,526,809	(13,334,112)	21,192,697
Waterfront Renewal Bond Sinking Fund	7,828,635	(678,132)	7,150,503
Water Fund	97,597,314	9,595,481	107,192,795
Workers' Comp. Self Insurance Operating Fund	12,537,204	(604,625)	11,932,579
TOTAL	**1,478,168,963**	**(103,601,418)**	**1,374,567,545**

CITY DEBT MANAGEMENT

Figure 19: 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 various types of bonds to raise capital for construction projects, 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 S&P Global Ratings. 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 Moody's rating, and is based on analysis of four basic factors: economic condition, debt load, financial condition, and overall management of the City.

For over 40 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. In February 2017, Moody's upgraded the rating on the City's limited tax revenue bonds to Aaa. 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. The underlying ratings on the City's urban renewal and redevelopment bonds are between "A1" and "Aa3" by Moody's.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2019.

Unlimited Tax General Obligation Debt

Unlimited Tax 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:

- $140.0 million of voter-approved general obligation bonds for emergency facilities, public safety improvements, affordable housing and park 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:

- $1,452.8 million of sewer system revenue bonds
- $594.0 million of water revenue bonds
- $6.4 million of gas tax revenue bonds

Urban Renewal and Redevelopment Bonds

Urban renewal and redevelopment bonds are secured by, and payable from, pledged tax increment revenues of the urban renewal area for which the bonds are issued. The City currently has $315.9 million of outstanding long-term urban renewal bonds for nine urban renewal areas. Additionally, the City has $48.2 million of principal on urban renewal lines of credit secured solely by tax increment revenues.

General Fund-Backed Debt

General Fund-backed debt is either paid from, or secured by, legally available City resources and includes:

- $134.5 million of limited tax pension obligation bonds, of which approximately $49.9 million is attributed to General Fund bureaus and approximately $84.6 million to non-General Fund bureaus.
- $78.8 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 ($68.3 million) and Civic Stadium (Providence Park) Improvement project ($10.5 million). While 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, also from revenues generated from Spectator Facilities operations.
- $142.3 million of limited tax revenue bonds for building improvements and equipment acquisition.
- $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.
- $28.4 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.
- $65.0 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.
- $7.6 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.
- $18.7 million of limited tax housing revenue bonds.

- $34.5 million of limited tax improvement bonds issued to finance improvements of streets, sidewalks and other City infrastructure. Limited tax improvement bonds are payable from property owner assessment contract payments.
- $9.8 million of principal on a revolving line of credit used to provide short-term and interim financing for local improvement district projects. It is expected that the line of credit will be paid off by a combination of assessment contract repayments and long-term limited tax improvement bond issues.
- $40.7 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.
- $33.8 million of principal on a general fund-secured River District urban renewal area line of credit.
- $9.5 million of principal on a line of credit for the Portland Building Reconstruction project.
- $0.7 million of principal on a Business Oregon line of credit to support the Levee Ready Columbia project (IFA Levee Loan).
- $1.8 million on a State of Oregon loan guarantee obligation.

Debt Limitation

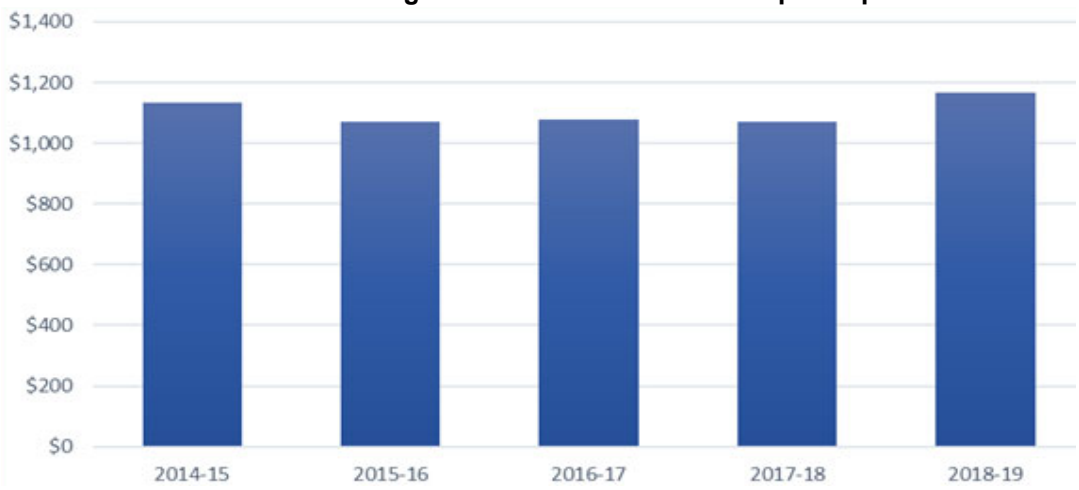
Under Oregon law (ORS 287A.050), the City's unlimited tax general obligation statutory debt limit is $4.5 billion, equal to 3% of the City's total real market value of $149.7 billion as of June 30, 2019. The City's debt policies are more restrictive, specifying that unlimited tax general obligation debt can be no more than 0.75% of real market value, or approximately $1.123 billion as of June 30, 2019. Currently, the City has $140.0 million of outstanding unlimited tax general obligation debt that is subject to this debt limitation. The City also has an additional $14.9 million of voter authority for General Obligation (GO) parks bonds and $205.3 million of voter authority for GO housing bonds that are currently unissued.

Figure 20: Debt Limitation Criteria

FY 2018-19 Real Market Value	$149,692,154,041
3% of Real Market Value	$4,490,764,621
City outstanding debt subject to limit	$139,995,000
Percent of limitation outstanding	3.12%
Debt margin	$4,350,769,621

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 21: Gross Bonded Debt per Capita



Refunding Bonds

The City actively monitors opportunities to refund bonds for economic savings. Additionally, there are times when existing bond covenants or other legal provisions 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 December 2017, changes to federal tax law eliminated the City's ability to issue tax-exempt advance refunding bonds (i.e., bonds for which the call or maturity date of the refunded bonds is more than 90 days from the date of issuance of the refunding bonds). Tax-exempt current refunding bonds are still permitted. 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.

In FY 2018-19, the City issued three series of bonds to currently refund outstanding issues. These include:

- General Obligation Refunding Bonds, 2019 Series A (Public Safety Projects), which refunded the General Obligation Public Safety Bonds, 2011 Series A;
- South Park Blocks Urban Renewal and Redevelopment Bond, 2019 Series A, which refunded the South Park Blocks Urban Renewal and Redevelopment and Refunding Bonds, 2008 Series B; and
- Limited Tax Revenue and Refunding Bonds, 2019 Series A, a portion of which refunded the Limited Tax Revenue Refunding Bonds, 2009 Series A (Central City Streetcar Project). This issue also included $14.2 million to finance City-owned space in a building located at 4th Avenue and SW Montgomery Street.

Additionally, the City issued:

- $102.9 million of limited tax revenue bonds for the Portland Building project;
- $10.8 million of limited tax improvement bonds to finance and refinance the costs of the local improvement projects, system development charge projects and sidewalk repair projects;
- $15.6 million of General Obligation Bonds for affordable housing, the second issue of affordable housing bonds authorized by voters in 2016; and

- $35.7 million of tax anticipation notes to pay for FY 2018-19 expenditures of the Fire & Police Disability & Retirement Fund until receipt of property tax revenues in November.

Also in FY 2018-19, the City borrowed approximately $36.1 million on credit facilities to provide interim finance for projects including levee engineering analysis, local improvement district ("LID") projects, and Portland Building Reconstruction.

Anticipated Debt Issuance in FY 2019-20

The City anticipates issuing the following new debt obligations during FY 2019-20. Amounts are approximate. Refunding debt issuances are contingent on market conditions and are not included in the summary below.

- $144.0 million of water system revenue bonds to finance water system capital improvements;
- $27.0 million of tax anticipation notes for the Fire & Police Disability & Retirement Fund;
- $226.0 million of sewer system revenue bonds to finance sewer system capital improvements;
- $54.9 million of Lents Town Center urban renewal and redevelopment bonds to repay outstanding balances on lines of credit and finance improvements in the Lents Town Center urban renewal area;
- $13.5 million of general obligation bonds for parks capital improvements; and
- $13.1 million of draws on a line of credit for local improvement district projects; and
- $22.3 million of draws on lines of credit secured by the City's full faith and credit for the following projects: the Portland Building reconstruction project, 4th and Montgomery Building project, various projects under the Build Portland infrastructure program, and the Fueling Station project.

The City may incur additional indebtedness during FY 2019-20 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

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 May 2008, with an effective date of July 1, 2008. These policies were reviewed, with amendments adopted in August 2014 and January 2015. A summary of these policies, numbered as part of the Portland Policy Documents, follows.

Comprehensive Financial Management Policies Overview

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

The objectives for comprehensive financial management policies are to:

- Guide City Council and City management policy decisions that have significant fiscal impact;
- Support planning for long-term needs;
- Maintain and protect City assets and infrastructure;
- Set forth operating principles that minimize the financial risk in providing City services;
- Optimize the efficiency and effectiveness of services to reduce costs and improve service quality;
- Employ balanced and fair revenue policies that provide adequate funding for desired programs;
- Maintain financial stability and sufficient financial capacity for present and future needs;
- Promote sound financial management by providing accurate and timely information on the City's financial condition;
- Maintain and enhance the City's credit ratings and prevent default on any municipal financial obligations;
- Ensure the legal use of financial resources through an effective system of internal controls;
- Promote cooperation and coordination within the City, with other governments and with the private sector in the financing and delivery of services; 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 City Budget Office will prepare an annual City financial assessment report. This report will include a comprehensive overview of the City's financial condition. Five-year financial plans will be prepared annually for the General Fund, General Fund bureaus, major enterprise funds, special revenue funds, and internal service funds. General Fund bureaus will forecast and monitor their own revenues and expenditures. Enterprise and special revenue fund forecasts will identify any impact on rates.

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

The City will preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating and maintenance costs associated with new or additional capital improvements or major equipment. The City will annually prepare a Citywide Capital Asset Management Report for Council consideration, and the report will be delivered to Council prior to the annual budget discussions. At least 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, at least 50% of General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement. Funds that had been reserved to pay for General Fund encumbrances but are not needed for this purpose will also be added to General Fund contingency or spent on one-time needs.

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

Financial Reporting

The City shall maintain a system of financial monitoring, control, and reporting for all operations, funds, and agencies to provide effective means of ensuring that overall City goals and objectives 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, bureau overhead, General Fund overhead, loss of interest, and depreciation on capital plant and equipment.

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

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

Bureaus shall conservatively estimate revenue and shall retain all excess bureau-generated revenue. Overall bureau revenue 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 City shall maintain adequate cash reserves in each fund in order to maintain a positive cash position at any time during a fiscal year and at year-end.

The level of the General Reserve Fund shall be 10% 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. 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 Chief Administrative Officer issues procedures for interagency agreements that describe the types of agreements, the required elements, budgeting, rate setting, billing, and dispute resolution.

Treasury

The City Treasurer is the custodian of all public money of the City, and the Treasury Division in the Bureau of Revenue and Financial Services is the central office through which all banking, cash management, ancillary banking, merchant, and investment management services are provided to City bureaus.

Banking Services, Cash Management, and Electronic Payment Processing

The Treasury Division ensures the accurate and timely deposit, 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 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, City Council adopts its Investment Policy annually.

Debt Management

The Debt Management 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

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

City Council adopted a new 2035 Comprehensive Plan in December 2016. This long-range plan helps the City prepare for and manage expected population and employment growth, as Portland expects to welcome approximately 260,000 new residents and 140,000 over the next two decades. The new plan manages how Portland will grow, leveraging new resources to build more complete neighborhoods. This means well-designed development that complements and serves surrounding neighborhoods, improves walkability and safety, expands housing choice, strengthens business districts, protects air and water quality and our natural environment, and supports our investments in transit and active transportation.

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; and 3) 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."

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 came online 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 streetcar 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 negotiating new wholesale water sales agreements between the City and its major wholesale water customers.

Environmental Services Policy

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

Endangered Species Act

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 1993, Portland was the first U.S. city to create a local action plan for cutting carbon. Portland's Climate Action Plan is a strategy to put Portland and Multnomah County on a path to achieve a 40% reduction in carbon emissions by 2030 and an 80%reduction by 2050 (compared to 1990 levels). The plan builds upon a legacy of forward-thinking climate protection initiatives by the City of Portland and Multnomah County that have resulted in significant total and per person reductions in local carbon emissions. The 2015 Climate Action Plan builds on the accomplishments to date with ambitious new policies, fresh research on consumption choices and engagement with community leaders serving low-income households and communities of color to advance equity through the City and County's climate action efforts.

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 commercial tonnage fee is currently $12.90 per ton, and was increased by $3.00 per ton in FY 2018-19 to fund Homeless and Urban Camping Impact Reduction Program.

Economic Development Strategy

Prosper Portland is the City of Portland's economic development agency and is guided by the five-year strategic plan released in 2015. The goal of the plan is to attain widely shared prosperity among all residents of Portland, with an emphasis on communities of color and those who have been historically underserved.

Prosper Portland seeks to empower people, communities and businesses to thrive in the regional and global economies, thereby increasing the percentage of households living at or above self-sufficiency by 2020. In doing so, it strives to ensure that Portland becomes one of the most globally competitive, equitable, and healthy cities in the world.

Prosper Portland focuses on building an equitable economy, based on four cornerstones: growing family-wage jobs, advancing opportunities for prosperity, collaborating with partners for an equitable city, and creating vibrant neighborhoods and communities. To support that work, Prosper Portland seeks to maintain an equitable, innovative, financially sustainable agency. Prosper Portland invests financial and human capital to serve the city and its residents. More detail can be found by visiting the Priorities Page on prosperportland.us.

CITY OF PORTLAND OREGON
1851

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.

City Budget Office

Harbor Restoration Trust Fund

City Council directs the City Budget Office (on behalf of the General Fund), the Portland Bureau of Transportation, and Prosper Portland to identify and budget resources for FY 2020-21 and FY 2021-22 in order to fund their portions of the initial funding for a Harbor Restoration Trust Fund. These funds are in addition to funding provided by the Bureau of Environmental Services as part of the FY 2019-20 Adopted Budget.

Urban Renewal Area Returning Resources

Updated forecast information indicates the expiration of current Urban Renewal Areas (URAs) would result in increased revenue to the City as soon as FY 2021-22. The City Economist is directed to provide an updated forecast of anticipated revenues as a result of expiring URAs over the next ten years, and the City Budget Office, the Chief Administrative Officer, and the Chief Financial Officer are directed to provide options and recommendations to Council that will maximize the fiscal health of the City to protect and preserve the ability of the City to meet service level demands. Further, the City Budget Office is directed to convene a work session by November 2019 to discuss the updated forecast and the potential for and impact of new Urban Renewal Areas.

Auditor's Office Prior Year Underspending

Beginning in FY 2019-20, City Council directs the City Budget Office to create a sub-fund in the General Reserve Fund. Annually, as part of the Fall Supplemental Budget Process, CBO is directed to transfer prior year underspending in the Auditor's Office to the sub-fund for the purpose of funding duties as charter-mandated or agreed to by the City Auditor. The total amount of the sub-fund shall not exceed $500,000. Any excess underspending of the Auditor's Office shall be included in General Fund year-end underspending.

Funding for 311

Council is committed to establishing a 311 program in the City of Portland, but a decision point remains regarding the size and scale of this program. Council directs the Office of Management & Finance and the Office of Community and Civic Life to work with Council Offices on a resolution that confirms the details (including size, scope, additional FTE, funding requirements, and implementation timeline) of the 311 program. The resolution

shall be before Council prior to October 1st, 2019, so that Council agreement on the scale and cost of the program is achieved prior FY 2020-21 budget development. Upon passage of a resolution, Council further directs CBO to increase the current appropriation level of the program to fund the one-time and ongoing costs of the 311 implementation as part of FY 2020-21 budget development.

Office of Community & Civic Life

Policy on Stipends for Advisory Body Members

City Council directs the Office of Community & Civic Life, working with the Office of Equity and Human Rights, Bureau of Human Resources, and City Attorney's Office, to conduct a thorough analysis of current practices and policies for providing stipends to volunteer members of City advisory bodies, looking both at existing practice for City of Portland advisory bodies and examples of stipend policies and practices used by other jurisdictions. The bureaus shall present the findings of this analysis and a recommendation for a Citywide policy on stipends for advisory bodies to Council by January 2020.

Office of Management & Finance

Multnomah County Tax Collection Reimbursement

In accordance with prior year budget notes, Council directs the Office of Management & Finance to renegotiate the intergovernmental agreement with Multnomah County for the collection of business income tax with the goal of achieving full cost recovery. Full cost recovery is defined by the percent split of business income taxes received by the City and County. Cost recovery should be achieved as part of intergovernmental agreement negotiations prior to June 2020, and OMF may include non-remittance of funds as an option for achieving cost recovery. Bridge funding for the County's portion of costs are included in the bureau's FY 2019-20 budget on a one-time basis.

Technology Procurement Review

Council directs the Office of Management and Finance's Bureau of Technology services to improve the process for reviewing and procuring technology projects. This strategic procurement system should ensure that all technology procurements meet the business and technology requirements of the City and that the procured solutions are positioned for success. Moreover, as part of this review process, the City Attorney's Office shall review any technology procurement contracts for risks associated with terminating the contract and shall ensure that all contracts can be exited with minimal harm to the City. This work may be supported by grant-funded technical assistance from the What Works Cities initiative. The revised system for technology procurements shall be presented to and adopted by Council via resolution no later than January 1, 2020.

Coordinated Emergency Response

Council directs the Chief Administrative Officer (CAO) to organize a public safety working group and make recommendations to reduce response times for first responders, triage calls more effectively to appropriate service providers, identify resources in multiple bureaus for Rapid Street Response, and make recommendations for efficiencies across all bureaus related to day-to-day business operations, technology, administration, communications and outreach, and training. Bureaus shall examine the integration of service and FY 2020-21

Program Offers to achieve efficiencies and recommended improvements. At the discretion of the CAO, the work group shall include but not be limited to representatives from: the City Budget Office; the Bureau of Revenue and Financial Services; the Bureau of Human Resources; the Bureau of Emergency Management; the Bureau of Emergency Communications; Portland Fire and Rescue, and; Portland Police Bureau. The CAO shall present recommendations to Council no later than November, 15 2019.

Program Support for Build Portland

Council direct the City Budget Office to reallocate $100,000 from Build Portland resources on an ongoing basis to fund Build Portland program administration and service costs within the Office of Management & Finance. These costs include internal and external costs related to branding, outreach, coordination and costs related to the administration of the program.

Funding Plan for Integrated Tax System

Council directs the Office of Management & Finance (OMF) and the City Budget Office to develop a funding plan for the Integrated Tax System project. The one-time and ongoing costs included in the plan shall be optimized to lessen the total life-cycle costs of the system. This plan shall also maximize cost-recovery from City-managed funds and from the County, up to and including non-remittance of funds. The funding plan will be finalized and shared with Council Offices prior to September 15th, 2019, in order to inform Fall BMP actions.

Additionally, based upon the conclusions of the ITS funding plan, Council directs the City Budget Office to increase OMF's Current Appropriation Level to fund both the financing of project costs and ongoing system costs beginning in FY 2020-21.

To achieve ITS cost recovery from impacted funds, Council directs the Revenue Division of the Bureau of Revenue and Financial Services to negotiate amendments to contracts or intergovernmental agreements to achieve cost recovery from the following stakeholders:

1. Regional Arts and Culture Council (Arts Tax).
2. Portland Clean Energy Fund (Clean Energy Surcharge).
3. Multnomah County (Business Income Tax and Transient Lodgings Tax); County TLT stakeholders include Metro, PCPA, Regional Arts and Culture Council, Oregon Convention Center, PGE Park, Tri-Met and Visitor Development Fund).
4. Portland Housing Bureau (TLT on Short-Term Rental HIF transfer, Rental Registration and Short-Term Rental Per-Night fees).
5. PBOT (Heavy Vehicle Use Tax).
6. Travel Portland (Convention and Tourism Lodging Taxes and Tourism Improvement District).

Phase-in Major Maintenance Rate Increase

Council directs OMF to work with CBO and customer bureaus to develop a plan to phase-in increases to the major maintenance component of rental rates for Facilities Services-owned buildings. OMF will present the phase-in plan to customer bureaus in the Business Operations Leadership Team for vetting. Based on the outcome of that discussion, a plan to increase the major maintenance component of the rental rate should be submitted with OMF's FY 2020-21 Requested Budget. The plan should include recommendations and supporting analysis for a phase-in timeline, analysis of the major maintenance backlog, and analysis of rental rate and tenant impacts.

Central Accommodations Fund Tracking

Council directs the Bureau of Human Resources to develop a system by which funds being used out of the central ADA Title I Accommodation Fund can be tracked in order to determine the appropriate level of General Fund support for this fund on an annual basis. The bureau shall also develop a process for how bureaus should access the resources in order to best achieve the City's accommodation goals. The bureau will annually true-up expenses to resources in the Over Expenditure Ordinance, and excess funds will fall to the General Fund balance.

Recession Planning

Council directs the Chief Financial Officer, the Chief Administrative Officer and the City Budget Office to develop plan for mitigating the impacts of future economic recessions. Options for this plan may include changes to services, cost-saving measures, and implementation financial practices and policies. This plan shall be presented to Council for approval by February 1, 2020.

Clean Air Construction Standard

City Council directs the Office of Management & Finance's Procurement Services division to continue its work on the Clean Air Construction standard, as passed by Council in Resolution 37403 in December 2018. However, prior to expending any resources for this program that are allocated in the FY 2019-20 Adopted Budget, OMF shall first determine that the State of Oregon and partner jurisdictions have also committed resources to funding the goals of the program. State resources will provide equipment upgrade support to businesses certified by the Office for Business Inclusion & Diversity.

Portland Bureau of Transportation

Adaptive BIKETOWN

Council directs the Portland Bureau of Transportation (PBOT) to continue its Adaptive BIKETOWN program pilot; this program shall be funded within the bureau's current resources. PBOT launched a pilot for Adaptive BIKETOWN in 2017 in response to the public's request for equitable access to services within the BIKETOWN program for individuals with mobility needs. The program partners with Nike and Kerr Bikes to provide accessible bikes, mobility device storage, and assistance to riders with mobility needs. Council directs PBOT to establish a permanent program within the bureau's base budget going forward.

Transportation Resiliency Plan

Council directs the Portland Bureau of Transportation (PBOT) to develop a Transportation Resiliency Plan; this plan shall be funded within the bureau's current resources. This plan will build off the 2016 Mitigation Action Plan and the Comprehensive Plan 2035, update the City's emergency transportation routes to reflect current policies and plans, establish a process for emergency transportation routes to be regularly updated, and conduct a seismic study of PBOT-owned bridges. The bureau shall present the findings of the plan to Council for approval within two years (by June 30, 2021).

Portland Housing Bureau

Fee Schedule for Rental Registration Program

Council directs the Portland Housing Bureau and the Office of Management's Revenue Division to develop a fee schedule for the Rental Registration Program. This fee schedule shall be based upon recovering sufficient resources to fully fund the program. The program scope and goals, and accompanying fee schedule shall be presented to City Council no later than July 15th, 2019.

Portland Parks & Recreation

Funding for Multnomah Arts Center

Council directs the City Budget Office to increase the Portland Parks & Recreation Current Appropriation Level by $265,629 on a one-time basis in FY 2020-21 to fund the expected revenue shortfall of the Multnomah Arts Center.

Additionally, Council directs Portland Parks & Recreation to complete and present to Council a plan for the long-term sustainability of the Multnomah Arts Center prior to appropriating this bridge funding. The plan should detail the cost-recovery plan, and the level of service plans for the arts centers. These efforts should define any financial and service constraints.

Completion of Critical Planning Efforts and Preparation for Vision Plan

Council directs Portland Parks & Recreation to complete and present to Council three key planning processes prior to moving forward with the Vision Plan planning process: the financial sustainability plan, the cost-recovery plan, and the level of service plans for parks and community centers. These efforts should define any financial and service constraints and opportunities prior to engaging the community in the vision planning process.

As part of these primary planning efforts, Portland Parks & Recreation should explicitly identify strategies for addressing the bureau's major maintenance gap and park expansion due to the increase in system development charge revenues. Additionally, the level of service study should include a preliminary plan that addresses the City's goals around neighborhood and full-service community centers and recreation programming within the financial constraints defined in the financial plan.

Operations and Maintenance Funding Sustainability

Council directs Portland Parks & Recreation and the City Budget Office to work together to develop, as part of Parks & Recreation's upcoming Financial Sustainability Plan, a mechanism that allows the bureau to better plan for the amount of General Fund available for O&M over the next five years. That mechanism should increase the transparency, accountability, and predictability of the bureau's O&M planning and needs. Council could then direct new parks and amenities to be designed to meet funding constraints. This mechanism should be developed in advance of the FY 2019-20 Fall BMP for consideration and potential implementation as part of that process.

This approach would better align the bureau's capital planning and budgeting processes and more effectively achieve the goals stated in the City's Operations and Maintenance policy. That policy is intended to ensure that:

- A funding plan is in place for the maintenance and lifecycle replacement of new capital assets and equipment.
- Bureaus that require additional resources - particularly General Fund - for the maintenance and lifecycle replacement of new capital assets and equipment have a degree of certainty during the planning stage that such resources will be allocated when assets come into service.
- City Council is aware of the cumulative out-year maintenance and lifecycle replacement cost impact of capital plans during the budget process.
- City Council, to the greatest degree possible, prospectively approves increases to General Fund appropriation levels in the context of the budget process.

Guide to Financial Summaries

Introduction

The Financial Summaries section 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 Prosper Portland, 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 2016-17 Actuals, FY 2017-18 Actuals, the FY 2018-19 Revised Budget reflecting through accounting period 11 (May 31, 2019), and the FY 2019-20 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 adjusted 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 2019-20 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 2018-19 Revised Budget to the FY 2019-20 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 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 2018-19 Revised Budget and FY 2019-20 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 2019-20 Adopted Budget document, and not the Proposed Budget document:

- Table 14a, *Summary of Indebtedness - Debt Outstanding*, compares the change in total outstanding debt from FY 2018-19 to FY 2019-20.
- Table 14b, *Summary of Indebtedness - Actual Debt Outstanding*, compares the City's total outstanding debt for FY 2017-18, FY 2018-19, and the projected debt outstanding for FY 2019-20.
- Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2019-20.
- 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.

CITY OF PORTLAND OREGON
1851

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 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	608,862,911	677,836,001	714,407,322	727,222,704	778,222,704
Licenses & Permits	282,322,250	302,852,695	291,936,843	300,424,573	301,774,573
Charges for Services	811,106,219	917,094,239	912,212,445	922,460,321	922,494,247
Intergovernmental	206,262,874	212,377,970	327,597,182	291,635,645	291,183,839
Bond & Note	941,436,241	489,972,676	448,292,084	626,237,481	623,640,556
Miscellaneous	71,978,562	81,107,744	59,440,705	134,942,713	137,952,164
Total External Revenues	**2,921,969,057**	**2,681,241,324**	**2,753,886,581**	**3,002,923,437**	**3,055,268,083**
Internal Revenues					
General Fund Overhead	0	0	0	0	0
Fund Transfers - Revenue	610,303,282	634,327,072	739,845,711	813,124,036	815,654,017
Interagency Revenue	204,921,320	229,215,796	242,160,018	250,843,292	251,288,496
Total Internal Revenues	**815,224,602**	**863,542,868**	**982,005,729**	**1,063,967,328**	**1,066,942,513**
Beginning Fund Balance	1,219,798,057	1,367,489,664	1,646,265,358	1,481,002,726	1,478,168,963
Total Resources	**4,956,991,716**	**4,912,273,856**	**5,382,157,668**	**5,547,893,491**	**5,600,379,559**
Less Intracity Transfers	(815,279,602)	(865,326,051)	(982,022,729)	(1,064,008,528)	(1,066,933,713)
Total NET Budget	**4,141,712,114**	**4,046,947,805**	**4,400,134,939**	**4,483,884,963**	**4,533,445,846**
Requirements					
Bureau Expenditures					
Personnel Services	700,723,661	754,463,531	855,391,290	898,010,991	901,191,129
External Materials and Services	733,596,891	861,895,837	1,101,010,034	1,076,684,707	1,053,666,792
Internal Materials and Services	204,976,320	230,998,979	242,177,018	250,884,492	251,288,496
Capital Outlay	223,499,818	177,978,489	511,215,984	586,298,269	596,734,431
Total Bureau Expenditures	**1,862,796,690**	**2,025,336,836**	**2,709,794,326**	**2,811,878,459**	**2,802,880,848**
Fund Expenditures					
Debt Service	1,116,402,080	553,883,327	595,395,216	593,524,074	607,277,149
Contingency	0	0	1,037,049,171	1,113,820,392	1,121,274,090
Fund Transfers - Expense	610,303,282	634,327,072	739,845,711	813,124,036	815,654,017
Debt Service Reserves	0	0	179,901,569	163,888,298	163,888,298
Total Fund Expenditures	**1,726,705,362**	**1,188,210,399**	**2,552,191,667**	**2,684,356,800**	**2,708,093,554**
Ending Fund Balance	1,367,489,664	1,698,726,621	120,171,675	51,658,232	89,405,157
Total Requirements	**4,956,991,716**	**4,912,273,856**	**5,382,157,668**	**5,547,893,491**	**5,600,379,559**
Less Intracity Transfers	(815,279,602)	(865,326,051)	(982,022,729)	(1,064,008,528)	(1,066,933,713)
Total NET Budget	**4,141,712,114**	**4,046,947,804**	**4,400,134,939**	**4,483,884,963**	**4,533,445,846**

Appropriation Schedule – FY 2019-20

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	77,328,985	55,006,712	2,536,838	1,443,126	136,315,661
Total Bureau of Development Services	**77,328,985**	**55,006,712**	**2,536,838**	**1,443,126**	**136,315,661**
Bureau of Emergency Communications					
Emergency Communication Fund	25,991,516	0	959,138	287,549	27,238,203
Total Bureau of Emergency Communications	**25,991,516**	**0**	**959,138**	**287,549**	**27,238,203**
Bureau of Environmental Services					
Environmental Remediation Fund	5,989,665	4,110,083	6,060,582	1,774	16,162,104
Sewer System Construction Fund	0	220,150,000	161,000,000	2,000,000	383,150,000
Sewer System Debt Redemption Fund	0	0	0	180,746,591	180,746,591
Sewer System Operating Fund	343,377,979	76,784,807	235,770,331	4,001,940	659,935,057
Sewer System Rate Stabilization Fund	0	196,125,000	5,000,000	0	201,125,000
Total Bureau of Environmental Services	**349,367,644**	**497,169,890**	**407,830,913**	**186,750,305**	**1,441,118,752**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	164,369,608	11,560,932	901,251	54,206,581	231,038,372
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
Total Bureau of Fire & Police Disability & Retirement	**164,369,608**	**11,560,932**	**1,651,251**	**54,206,581**	**231,788,372**
Bureau of Planning & Sustainability					
General Fund	10,324,940	0	0	0	10,324,940
Grants Fund	1,812,164	0	0	0	1,812,164
PDX Clean Energy Fund	2,253,075	10,000,000	0	0	12,253,075
Solid Waste Management Fund	7,087,542	226,595	1,180,283	2,329,893	10,824,313
Total Bureau of Planning & Sustainability	**21,477,721**	**10,226,595**	**1,180,283**	**2,329,893**	**35,214,492**
City Budget Office					
General Fund	3,277,552	0	0	0	3,277,552
Recreational Marijuana Tax Fund	10,000	0	0	0	10,000
Total City Budget Office	**3,287,552**	**0**	**0**	**0**	**3,287,552**
Commissioner of Public Affairs					
General Fund	1,304,274	0	0	0	1,304,274
Total Commissioner of Public Affairs	**1,304,274**	**0**	**0**	**0**	**1,304,274**
Commissioner of Public Safety					
General Fund	1,229,274	0	0	0	1,229,274
Total Commissioner of Public Safety	**1,229,274**	**0**	**0**	**0**	**1,229,274**
Commissioner of Public Utilities					
General Fund	1,249,275	0	0	0	1,249,275
Total Commissioner of Public Utilities	**1,249,275**	**0**	**0**	**0**	**1,249,275**
Commissioner of Public Works					
General Fund	1,229,274	0	0	0	1,229,274
Total Commissioner of Public Works	**1,229,274**	**0**	**0**	**0**	**1,229,274**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	94,115	0	0	0	94,115
82nd Ave/Division NPI Debt Service Fund	94,115	0	0	0	94,115
Airport Way Debt Service Fund	0	0	0	5,189,541	5,189,541
Bonded Debt Interest and Sinking Fund	0	0	0	15,265,727	15,265,727
Central Eastside Ind. District Debt Service Fund	0	0	0	10,466,762	10,466,762

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
Convention Center Area Debt Service Fund	0	0	0	8,311,918	8,311,918
Cully Blvd. NPI Debt Service Fund	94,115	0	0	0	94,115
Division-Midway NPI Debt Service Fund	94,470	0	0	0	94,470
Fire & Police Supplemental Retirement Res Fund	10,000	0	0	0	10,000
Gateway URA Debt Redemption Fund	0	0	0	6,683,767	6,683,767
General Fund	0	21,030,025	59,811,758	11,378,702	92,220,485
General Reserve Fund	2,000,000	76,577,246	799,000	0	79,376,246
Governmental Bond Redemption Fund	0	0	0	3,473,619	3,473,619
Grants Fund	0	0	0	11,500,000	11,500,000
Interstate Corridor Debt Service Fund	0	0	0	47,906,652	47,906,652
Lents Town Center URA Debt Redemption Fund	0	0	0	24,562,252	24,562,252
North Macadam URA Debt Redemption Fund	0	0	0	19,339,162	19,339,162
Parkrose NPI Debt Service Fund	94,118	0	0	0	94,118
Pension Debt Redemption Fund	0	0	0	5,858,664	5,858,664
Recreational Marijuana Tax Fund	0	873,864	0	0	873,864
River District URA Debt Redemption Fund	0	0	0	54,950,142	54,950,142
Rosewood NPI Debt Service Fund	93,965	0	0	0	93,965
South Park Blocks Redemption Fund	2,000,000	0	0	7,179,500	9,179,500
Special Finance and Resource Fund	120,957,796	0	0	847,204	121,805,000
Special Projects Debt Service Fund	0	0	0	8,297,550	8,297,550
Waterfront Renewal Bond Sinking Fund	0	0	0	9,491,925	9,491,925
Total Fund & Debt Management	**125,532,694**	**98,481,135**	**60,610,758**	**250,703,087**	**535,327,674**
Office for Community Technology					
General Fund	3,835,366	0	0	0	3,835,366
Total Office for Community Technology	**3,835,366**	**0**	**0**	**0**	**3,835,366**
Office of Community and Civic Life					
Cannabis Licensing Fund	1,294,535	0	0	0	1,294,535
General Fund	11,886,087	0	0	0	11,886,087
Recreational Marijuana Tax Fund	1,390,000	0	0	0	1,390,000
Total Office of Community and Civic Life	**14,570,622**	**0**	**0**	**0**	**14,570,622**
Office of Equity & Human Rights					
General Fund	2,069,776	0	0	0	2,069,776
Total Office of Equity & Human Rights	**2,069,776**	**0**	**0**	**0**	**2,069,776**
Office of Government Relations					
General Fund	2,048,400	0	0	0	2,048,400
Total Office of Government Relations	**2,048,400**	**0**	**0**	**0**	**2,048,400**
Office of Management & Finance					
Arts Education & Access Fund	15,457,951	6,731,569	25,000	0	22,214,520
Assessment Collection Fund	0	83,911	0	0	83,911
Bancroft Bond Interest and Sinking Fund	0	0	0	5,700,000	5,700,000
BFRES Facilities GO Bond Construction Fund	586	0	2,224	0	2,810
CityFleet Operating Fund	37,135,813	17,528,555	1,184,428	764,246	56,613,042
Convention and Tourism Fund	22,211,000	0	25,000	0	22,236,000
Facilities Services Operating Fund	119,078,670	44,349,483	1,310,320	9,261,939	174,000,412
General Fund	56,679,184	0	0	265,575	56,944,759

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
Health Insurance Operating Fund	113,529,884	17,023,871	286,954	45,660	130,886,369
Insurance and Claims Operating Fund	11,262,363	34,605,484	219,359	107,906	46,195,112
Local Improvement District Fund	1,760,475	2,611,216	12,877,744	862,935	18,112,370
Portland Police Assoc Health Insurnc Fund	17,420,895	14,543,917	0	0	31,964,812
Printing & Distribution Services Operating Fund	7,234,740	2,312,685	278,932	195,826	10,022,183
Property Management License Fund	7,410,761	0	25,000	0	7,435,761
Spectator Venues & Visitor Activities Fund	6,512,873	7,245,345	230,848	3,442,375	17,431,441
Technology Services Fund	74,213,733	19,259,958	3,266,440	686,801	97,426,932
Workers' Comp. Self Insurance Operating Fund	5,722,357	11,932,579	126,785	100,933	17,882,654
Total Office of Management & Finance	**495,631,285**	**178,228,573**	**19,859,034**	**21,434,196**	**715,153,088**
Office of the City Attorney					
General Fund	14,553,456	0	0	0	14,553,456
Total Office of the City Attorney	**14,553,456**	**0**	**0**	**0**	**14,553,456**
Office of the City Auditor					
General Fund	11,467,441	0	0	0	11,467,441
Total Office of the City Auditor	**11,467,441**	**0**	**0**	**0**	**11,467,441**
Office of the Mayor					
General Fund	3,628,511	0	0	0	3,628,511
Total Office of the Mayor	**3,628,511**	**0**	**0**	**0**	**3,628,511**
Portland Bureau of Emergency Management					
General Fund	3,915,245	0	0	0	3,915,245
Grants Fund	3,807,156	0	0	0	3,807,156
Total Portland Bureau of Emergency Management	**7,722,401**	**0**	**0**	**0**	**7,722,401**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	0	0	0	1,743,750	1,743,750
Grants Fund	44,588,506	0	0	0	44,588,506
Parking Facilities Fund	15,147,629	1,532,205	524,508	1,768,061	18,972,403
Recreational Marijuana Tax Fund	2,002,613	0	0	0	2,002,613
Transportation Operating Fund	342,224,092	120,849,488	13,315,147	17,265,422	493,654,149
Transportation Reserve Fund	0	8,226,526	0	0	8,226,526
Total Portland Bureau of Transportation	**403,962,840**	**130,608,219**	**13,839,655**	**20,777,233**	**569,187,947**
Portland Children's Levy					
Children's Investment Fund	24,559,138	7,067,144	25,000	0	31,651,282
Total Portland Children's Levy	**24,559,138**	**7,067,144**	**25,000**	**0**	**31,651,282**
Portland Fire & Rescue					
General Fund	129,827,128	0	0	0	129,827,128
Total Portland Fire & Rescue	**129,827,128**	**0**	**0**	**0**	**129,827,128**
Portland Housing Bureau					
Affordable Housing Fund	2,464,639	0	0	0	2,464,639
Community Development Block Grant Fund	12,215,262	25,897	0	756,000	12,997,159
General Fund	37,135,200	0	170,340	0	37,305,540
Grants Fund	4,327,114	0	0	0	4,327,114
HOME Grant Fund	8,557,938	0	0	0	8,557,938
Housing Investment Fund	1,410,070	0	3,114,165	0	4,524,235
Housing Property Fund	4,396,011	314,418	0	712,750	5,423,179

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
Inclusionary Housing Fund	11,442,547	0	0	0	11,442,547
Recreational Marijuana Tax Fund	600,000	0	0	0	600,000
Tax Increment Financing Reimbursement Fund	54,163,088	0	749,693	0	54,912,781
Total Portland Housing Bureau	**136,711,869**	**340,315**	**4,034,198**	**1,468,750**	**142,555,132**
Portland Parks & Recreation					
General Fund	95,467,700	0	0	0	95,467,700
Golf Fund	8,154,528	749,390	407,126	437,377	9,748,421
Grants Fund	8,135,436	0	0	0	8,135,436
Parks Capital Improvement Program Fund	100,747,451	21,223,491	632,367	281,337	122,884,646
Parks Endowment Fund	28,544	0	0	0	28,544
Parks Local Option Levy Fund	0	1,838	0	0	1,838
Portland International Raceway Fund	1,817,415	605,766	82,136	331,371	2,836,688
Portland Parks Memorial Fund	12,932,261	1,147,641	681,600	0	14,761,502
Total Portland Parks & Recreation	**227,283,335**	**23,728,126**	**1,803,229**	**1,050,085**	**253,864,775**
Portland Police Bureau					
General Fund	229,626,408	0	0	0	229,626,408
Grants Fund	1,484,431	0	0	0	1,484,431
Police Special Revenue Fund	4,852,346	0	0	0	4,852,346
Recreational Marijuana Tax Fund	2,227,141	0	0	0	2,227,141
Total Portland Police Bureau	**238,190,326**	**0**	**0**	**0**	**238,190,326**
Portland Water Bureau					
Hydroelectric Power Operating Fund	2,667,677	1,552,197	56,452	30,276	4,306,602
Hydroelectric Power Renewal Replacement Fund	0	111,457	0	0	111,457
Water Bond Sinking Fund	0	0	0	61,778,337	61,778,337
Water Construction Fund	0	0	194,529,355	0	194,529,355
Water Fund	290,560,882	107,192,795	106,737,913	5,017,731	509,509,321
Total Portland Water Bureau	**293,228,559**	**108,856,449**	**301,323,720**	**66,826,344**	**770,235,072**
Prosper Portland					
General Fund	6,871,994	0	0	0	6,871,994
Recreational Marijuana Tax Fund	737,126	0	0	0	737,126
Total Prosper Portland	**7,609,120**	**0**	**0**	**0**	**7,609,120**
Special Appropriations					
General Fund	12,346,986	0	0	0	12,346,986
Public Election Fund	1,266,472	0	0	0	1,266,472
Total Special Appropriations	**13,613,458**	**0**	**0**	**0**	**13,613,458**
Total Citywide Appropriation	**2,802,880,848**	**1,121,274,090**	**815,654,017**	**607,277,149**	**5,347,086,104**

Summary of Bureau Expenses by Fund – FY 2019-20

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	57,426,597	9,014,476	10,887,912	0	77,328,985
Total Bureau of Development Services	**57,426,597**	**9,014,476**	**10,887,912**	**0**	**77,328,985**
Bureau of Emergency Communications					
Emergency Communication Fund	18,259,960	1,208,583	4,922,973	1,600,000	25,991,516
Total Bureau of Emergency Communications	**18,259,960**	**1,208,583**	**4,922,973**	**1,600,000**	**25,991,516**
Bureau of Environmental Services					
Environmental Remediation Fund	605,598	4,256,893	1,127,174	0	5,989,665
Sewer System Operating Fund	84,870,241	76,913,798	49,611,770	131,982,170	343,377,979
Total Bureau of Environmental Services	**85,475,839**	**81,170,691**	**50,738,944**	**131,982,170**	**349,367,644**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	2,494,800	139,215,707	22,584,101	75,000	164,369,608
Total Bureau of Fire & Police Disability & Retirement	**2,494,800**	**139,215,707**	**22,584,101**	**75,000**	**164,369,608**
Bureau of Planning & Sustainability					
General Fund	9,382,340	748,034	194,566	0	10,324,940
Grants Fund	1,128,872	667,292	16,000	0	1,812,164
PDX Clean Energy Fund	1,228,615	825,000	199,460	0	2,253,075
Solid Waste Management Fund	2,724,482	2,659,714	1,703,346	0	7,087,542
Total Bureau of Planning & Sustainability	**14,464,309**	**4,900,040**	**2,113,372**	**0**	**21,477,721**
City Budget Office					
General Fund	2,589,030	252,342	229,793	206,387	3,277,552
Recreational Marijuana Tax Fund	10,000	0	0	0	10,000
Total City Budget Office	**2,599,030**	**252,342**	**229,793**	**206,387**	**3,287,552**
Commissioner of Public Affairs					
General Fund	1,015,954	8,724	279,596	0	1,304,274
Total Commissioner of Public Affairs	**1,015,954**	**8,724**	**279,596**	**0**	**1,304,274**
Commissioner of Public Safety					
General Fund	994,839	25,309	209,126	0	1,229,274
Total Commissioner of Public Safety	**994,839**	**25,309**	**209,126**	**0**	**1,229,274**
Commissioner of Public Utilities					
General Fund	981,856	69,045	198,374	0	1,249,275
Total Commissioner of Public Utilities	**981,856**	**69,045**	**198,374**	**0**	**1,249,275**
Commissioner of Public Works					
General Fund	984,197	49,327	195,750	0	1,229,274
Total Commissioner of Public Works	**984,197**	**49,327**	**195,750**	**0**	**1,229,274**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	0	94,115	0	0	94,115
82nd Ave/Division NPI Debt Service Fund	0	94,115	0	0	94,115
Cully Blvd. NPI Debt Service Fund	0	94,115	0	0	94,115
Division-Midway NPI Debt Service Fund	0	94,470	0	0	94,470
Fire & Police Supplemental Retirement Res Fund	0	10,000	0	0	10,000
General Reserve Fund	0	0	0	2,000,000	2,000,000
Parkrose NPI Debt Service Fund	0	94,118	0	0	94,118
Rosewood NPI Debt Service Fund	0	93,965	0	0	93,965

Summary of Bureau Expenses by Fund – FY 2019-20

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
South Park Blocks Redemption Fund	0	2,000,000	0	0	2,000,000
Special Finance and Resource Fund	0	120,957,796	0	0	120,957,796
Total Fund & Debt Management	**0**	**123,532,694**	**0**	**2,000,000**	**125,532,694**
Office for Community Technology					
General Fund	1,650,490	1,647,133	537,743	0	3,835,366
Total Office for Community Technology	**1,650,490**	**1,647,133**	**537,743**	**0**	**3,835,366**
Office of Community and Civic Life					
Cannabis Licensing Fund	1,093,182	58,350	143,003	0	1,294,535
General Fund	6,408,595	4,771,545	705,947	0	11,886,087
Recreational Marijuana Tax Fund	0	1,390,000	0	0	1,390,000
Total Office of Community and Civic Life	**7,501,777**	**6,219,895**	**848,950**	**0**	**14,570,622**
Office of Equity & Human Rights					
General Fund	1,654,777	189,884	225,115	0	2,069,776
Total Office of Equity & Human Rights	**1,654,777**	**189,884**	**225,115**	**0**	**2,069,776**
Office of Government Relations					
General Fund	1,547,976	297,221	203,203	0	2,048,400
Total Office of Government Relations	**1,547,976**	**297,221**	**203,203**	**0**	**2,048,400**
Office of Management & Finance					
Arts Education & Access Fund	0	14,150,000	1,307,951	0	15,457,951
BFRES Facilities GO Bond Construction Fund	0	0	586	0	586
CityFleet Operating Fund	8,995,563	14,502,887	2,359,699	11,277,664	37,135,813
Convention and Tourism Fund	0	21,749,598	461,402	0	22,211,000
Facilities Services Operating Fund	7,065,677	44,675,165	5,459,582	61,878,246	119,078,670
General Fund	38,856,842	12,661,297	5,161,045	0	56,679,184
Health Insurance Operating Fund	2,134,186	110,854,592	541,106	0	113,529,884
Insurance and Claims Operating Fund	1,498,892	6,723,073	3,040,398	0	11,262,363
Local Improvement District Fund	0	4,500	1,755,975	0	1,760,475
Portland Police Assoc Health Insurnc Fund	0	17,420,895	0	0	17,420,895
Printing & Distribution Services Operating Fund	1,982,125	3,629,415	917,956	705,244	7,234,740
Property Management License Fund	0	7,249,519	161,242	0	7,410,761
Spectator Venues & Visitor Activities Fund	501,867	3,924,250	386,756	1,700,000	6,512,873
Technology Services Fund	37,486,017	27,601,813	4,090,070	5,035,833	74,213,733
Workers' Comp. Self Insurance Operating Fund	1,363,218	3,742,442	616,697	0	5,722,357
Total Office of Management & Finance	**99,884,387**	**288,889,446**	**26,260,465**	**80,596,987**	**495,631,285**
Office of the City Attorney					
General Fund	12,611,564	816,797	1,125,095	0	14,553,456
Total Office of the City Attorney	**12,611,564**	**816,797**	**1,125,095**	**0**	**14,553,456**
Office of the City Auditor					
General Fund	7,210,421	1,598,072	2,658,948	0	11,467,441
Total Office of the City Auditor	**7,210,421**	**1,598,072**	**2,658,948**	**0**	**11,467,441**
Office of the Mayor					
General Fund	2,595,292	213,914	819,305	0	3,628,511
Total Office of the Mayor	**2,595,292**	**213,914**	**819,305**	**0**	**3,628,511**

Summary of Bureau Expenses by Fund – FY 2019-20

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 Emergency Management					
General Fund	2,173,872	841,918	899,455	0	3,915,245
Grants Fund	771,243	3,022,014	13,899	0	3,807,156
Total Portland Bureau of Emergency Management	**2,945,115**	**3,863,932**	**913,354**	**0**	**7,722,401**
Portland Bureau of Transportation					
Grants Fund	6,633,975	4,591,454	4,997,974	28,365,103	44,588,506
Parking Facilities Fund	835,600	6,779,116	5,032,913	2,500,000	15,147,629
Recreational Marijuana Tax Fund	1,036,200	815,666	0	150,747	2,002,613
Transportation Operating Fund	119,682,513	66,594,188	30,621,623	125,325,768	342,224,092
Total Portland Bureau of Transportation	**128,188,288**	**78,780,424**	**40,652,510**	**156,341,618**	**403,962,840**
Portland Children's Levy					
Children's Investment Fund	902,324	23,603,572	53,242	0	24,559,138
Total Portland Children's Levy	**902,324**	**23,603,572**	**53,242**	**0**	**24,559,138**
Portland Fire & Rescue					
General Fund	108,806,508	8,083,520	7,626,100	5,311,000	129,827,128
Total Portland Fire & Rescue	**108,806,508**	**8,083,520**	**7,626,100**	**5,311,000**	**129,827,128**
Portland Housing Bureau					
Affordable Housing Fund	1,183,326	800,000	481,313	0	2,464,639
Community Development Block Grant Fund	1,349,576	10,353,619	512,067	0	12,215,262
General Fund	1,450,534	36,128,332	(443,666)	0	37,135,200
Grants Fund	483,113	3,784,201	59,800	0	4,327,114
HOME Grant Fund	445,818	8,112,120	0	0	8,557,938
Housing Investment Fund	990,485	419,585	0	0	1,410,070
Housing Property Fund	49,839	4,221,095	125,077	0	4,396,011
Inclusionary Housing Fund	805,406	10,637,141	0	0	11,442,547
Recreational Marijuana Tax Fund	0	600,000	0	0	600,000
Tax Increment Financing Reimbursement Fund	3,697,880	42,189,078	1,421,130	6,855,000	54,163,088
Total Portland Housing Bureau	**10,455,977**	**117,245,171**	**2,155,721**	**6,855,000**	**136,711,869**
Portland Parks & Recreation					
General Fund	63,740,503	22,032,924	9,675,913	18,360	95,467,700
Golf Fund	3,137,179	4,443,869	573,480	0	8,154,528
Grants Fund	387,027	5,635,307	139,906	1,973,196	8,135,436
Parks Capital Improvement Program Fund	4,136,066	31,737,784	816,154	64,057,447	100,747,451
Parks Endowment Fund	0	28,544	0	0	28,544
Portland International Raceway Fund	912,880	733,442	147,630	23,463	1,817,415
Portland Parks Memorial Fund	1,768,810	8,845,184	2,318,267	0	12,932,261
Total Portland Parks & Recreation	**74,082,465**	**73,457,054**	**13,671,350**	**66,072,466**	**227,283,335**
Portland Police Bureau					
General Fund	169,567,499	21,413,858	38,645,051	0	229,626,408
Grants Fund	601,731	877,200	5,500	0	1,484,431
Police Special Revenue Fund	199,038	4,653,308	0	0	4,852,346
Recreational Marijuana Tax Fund	2,227,141	0	0	0	2,227,141
Total Portland Police Bureau	**172,595,409**	**26,944,366**	**38,650,551**	**0**	**238,190,326**
Portland Water Bureau					
Hydroelectric Power Operating Fund	367,694	2,088,592	211,391	0	2,667,677

Summary of Bureau Expenses by Fund – FY 2019-20

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
Water Fund	82,380,478	40,444,392	22,042,209	145,693,803	290,560,882
Total Portland Water Bureau	**82,748,172**	**42,532,984**	**22,253,600**	**145,693,803**	**293,228,559**
Prosper Portland					
General Fund	0	6,871,994	0	0	6,871,994
Recreational Marijuana Tax Fund	0	737,126	0	0	737,126
Total Prosper Portland	**0**	**7,609,120**	**0**	**0**	**7,609,120**
Special Appropriations					
General Fund	872,608	11,242,082	232,296	0	12,346,986
Public Election Fund	240,198	985,267	41,007	0	1,266,472
Total Special Appropriations	**1,112,806**	**12,227,349**	**273,303**	**0**	**13,613,458**
Total Citywide Bureau Expenses	**901,191,129**	**1,053,666,792**	**251,288,496**	**596,734,431**	**2,802,880,848**

Summary of Resources by Fund – FY 2019-20

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Bureau of Development Services						
Development Services Fund	0	49,175,082	4,216,041	2,309,103	80,615,435	136,315,661
Total Bureau of Development Services	**0**	**49,175,082**	**4,216,041**	**2,309,103**	**80,615,435**	**136,315,661**
Bureau of Emergency Communications						
Emergency Communication Fund	0	407,000	8,537,798	16,359,833	1,933,572	27,238,203
Total Bureau of Emergency Communications	**0**	**407,000**	**8,537,798**	**16,359,833**	**1,933,572**	**27,238,203**
Bureau of Environmental Services						
Environmental Remediation Fund	0	5,414,200	188,800	415,604	10,143,500	16,162,104
Sewer System Construction Fund	0	550,000	229,100,000	30,000,000	123,500,000	383,150,000
Sewer System Debt Redemption Fund	0	0	10,600,000	179,250,000	62,150,000	252,000,000
Sewer System Operating Fund	0	398,303,600	4,918,000	169,713,457	87,180,000	660,115,057
Sewer System Rate Stabilization Fund	0	0	4,400,000	20,000,000	176,725,000	201,125,000
Total Bureau of Environmental Services	**0**	**404,267,800**	**249,206,800**	**399,379,061**	**459,698,500**	**1,512,552,161**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	156,343,417	0	54,858,200	2,344,954	17,491,801	231,038,372
Fire & Police Disability & Retirement Res Fund	0	0	0	750,000	750,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**156,343,417**	**0**	**54,858,200**	**3,094,954**	**18,241,801**	**232,538,372**
Bureau of Planning & Sustainability						
Community Solar Fund	0	0	11,072	9	73,332	84,413
General Fund	0	0	0	10,324,940	0	10,324,940
Grants Fund	0	0	1,812,164	0	0	1,812,164
PDX Clean Energy Fund	50,000,000	0	2,253,075	0	0	52,253,075
Solid Waste Management Fund	0	7,445,053	116,453	5,000	4,063,534	11,630,040
Total Bureau of Planning & Sustainability	**50,000,000**	**7,445,053**	**4,192,764**	**10,329,949**	**4,136,866**	**76,104,632**
City Budget Office						
General Fund	0	0	0	3,277,552	0	3,277,552
Recreational Marijuana Tax Fund	0	0	10,000	0	0	10,000
Total City Budget Office	**0**	**0**	**10,000**	**3,277,552**	**0**	**3,287,552**
Commissioner of Public Affairs						
General Fund	0	0	0	1,304,274	0	1,304,274
Total Commissioner of Public Affairs	**0**	**0**	**0**	**1,304,274**	**0**	**1,304,274**
Commissioner of Public Safety						
General Fund	0	0	0	1,229,274	0	1,229,274
Total Commissioner of Public Safety	**0**	**0**	**0**	**1,229,274**	**0**	**1,229,274**
Commissioner of Public Utilities						
General Fund	0	0	0	1,249,275	0	1,249,275
Total Commissioner of Public Utilities	**0**	**0**	**0**	**1,249,275**	**0**	**1,249,275**
Commissioner of Public Works						
General Fund	0	0	0	1,229,274	0	1,229,274
Total Commissioner of Public Works	**0**	**0**	**0**	**1,229,274**	**0**	**1,229,274**
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	94,115	0	0	0	0	94,115
82nd Ave/Division NPI Debt Service Fund	94,115	0	0	0	0	94,115
Airport Way Debt Service Fund	3,792,079	0	30,000	0	1,632,462	5,454,541

Summary of Resources by Fund – FY 2019-20

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Bonded Debt Interest and Sinking Fund	14,345,727	0	20,000	0	1,100,000	15,465,727
Central Eastside Ind. District Debt Service Fund	9,409,625	0	124,000	0	3,339,000	12,872,625
Convention Center Area Debt Service Fund	13,416,985	0	200,000	0	22,125,300	35,742,285
Cully Blvd. NPI Debt Service Fund	94,115	0	0	0	0	94,115
Division-Midway NPI Debt Service Fund	94,470	0	0	0	0	94,470
Fire & Police Supplemental Retirement Res Fund	0	0	700	0	34,000	34,700
Gateway URA Debt Redemption Fund	5,953,767	0	44,000	0	686,000	6,683,767
General Fund	302,178,419	231,825,160	23,972,694	(517,013,841)	51,258,053	92,220,485
General Reserve Fund	0	0	948,359	9,573,001	68,854,886	79,376,246
Governmental Bond Redemption Fund	0	0	1,020,000	2,453,619	0	3,473,619
Grants Fund	0	0	0	0	11,500,000	11,500,000
Interstate Corridor Debt Service Fund	37,140,000	0	553,000	0	15,925,000	53,618,000
Lents Town Center URA Debt Redemption Fund	18,211,844	0	305,000	0	9,078,000	27,594,844
North Macadam URA Debt Redemption Fund	18,701,812	0	216,000	0	5,387,000	24,304,812
Parkrose NPI Debt Service Fund	94,118	0	0	0	0	94,118
Pension Debt Redemption Fund	0	0	1,028,015	4,890,649	690,000	6,608,664
Recreational Marijuana Tax Fund	4,400,000	0	(6,951,880)	0	3,425,744	873,864
River District URA Debt Redemption Fund	43,650,000	0	319,000	0	18,600,000	62,569,000
Rosewood NPI Debt Service Fund	93,965	0	0	0	0	93,965
South Park Blocks Redemption Fund	6,757,778	0	125,000	0	4,488,952	11,371,730
Special Finance and Resource Fund	0	0	121,640,000	0	165,000	121,805,000
Special Projects Debt Service Fund	0	0	8,194,550	103,000	0	8,297,550
Waterfront Renewal Bond Sinking Fund	8,688,793	0	125,000	0	7,828,635	16,642,428
Total Fund & Debt Management	**487,211,727**	**231,825,160**	**151,913,438**	**(499,993,572)**	**226,118,032**	**597,074,785**
Office for Community Technology						
General Fund	0	0	1,109,546	2,725,820	0	3,835,366
Total Office for Community Technology	**0**	**0**	**1,109,546**	**2,725,820**	**0**	**3,835,366**
Office of Community and Civic Life						
Cannabis Licensing Fund	0	1,294,535	0	0	0	1,294,535
General Fund	0	395,377	352,498	11,138,212	0	11,886,087
Recreational Marijuana Tax Fund	0	0	1,390,000	0	0	1,390,000
Total Office of Community and Civic Life	**0**	**1,689,912**	**1,742,498**	**11,138,212**	**0**	**14,570,622**
Office of Equity & Human Rights						
General Fund	0	0	0	2,069,776	0	2,069,776
Total Office of Equity & Human Rights	**0**	**0**	**0**	**2,069,776**	**0**	**2,069,776**
Office of Government Relations						
General Fund	0	0	35,000	2,013,400	0	2,048,400
Total Office of Government Relations	**0**	**0**	**35,000**	**2,013,400**	**0**	**2,048,400**
Office of Management & Finance						
Arts Education & Access Fund	13,960,000	0	120,000	0	8,134,520	22,214,520
Assessment Collection Fund	0	0	1,575	0	82,336	83,911
Bancroft Bond Interest and Sinking Fund	0	0	5,700,000	0	15,500,000	21,200,000
BFRES Facilities GO Bond Construction Fund	0	0	2,810	0	0	2,810
CityFleet Operating Fund	0	0	8,728,698	39,404,615	8,479,729	56,613,042

Summary of Resources by Fund – FY 2019-20

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Convention and Tourism Fund	22,206,000	0	30,000	0	0	22,236,000
Facilities Services Operating Fund	0	1,522,357	87,047,167	45,205,113	40,225,775	174,000,412
General Fund	0	561,000	6,035,522	50,248,237	100,000	56,944,759
Health Insurance Operating Fund	0	110,638,843	661,029	509,736	19,076,761	130,886,369
Insurance and Claims Operating Fund	0	0	945,467	11,295,028	33,954,617	46,195,112
Local Improvement District Fund	0	1,299,800	13,692,500	0	3,120,070	18,112,370
Portland Police Assoc Health Insurnc Fund	0	18,797,252	258,188	0	12,909,372	31,964,812
Printing & Distribution Services Operating Fund	0	194,993	1,231,624	6,524,736	2,070,830	10,022,183
Property Management License Fund	0	7,386,066	9,600	0	40,095	7,435,761
Spectator Venues & Visitor Activities Fund	0	6,441,935	1,989,506	0	9,000,000	17,431,441
Technology Services Fund	0	296,840	6,374,951	64,678,346	26,076,795	97,426,932
Workers' Comp. Self Insurance Operating Fund	0	0	316,458	5,028,992	12,537,204	17,882,654
Total Office of Management & Finance	**36,166,000**	**147,139,086**	**133,145,095**	**222,894,803**	**191,308,104**	**730,653,088**
Office of the City Attorney						
General Fund	0	30,000	0	14,523,456	0	14,553,456
Total Office of the City Attorney	**0**	**30,000**	**0**	**14,523,456**	**0**	**14,553,456**
Office of the City Auditor						
General Fund	0	100,665	6,500	11,360,276	0	11,467,441
Total Office of the City Auditor	**0**	**100,665**	**6,500**	**11,360,276**	**0**	**11,467,441**
Office of the Mayor						
General Fund	0	0	0	3,628,511	0	3,628,511
Total Office of the Mayor	**0**	**0**	**0**	**3,628,511**	**0**	**3,628,511**
Portland Bureau of Emergency Management						
General Fund	0	0	26,013	3,889,232	0	3,915,245
Grants Fund	0	0	3,807,156	0	0	3,807,156
Total Portland Bureau of Emergency Management	**0**	**0**	**3,833,169**	**3,889,232**	**0**	**7,722,401**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	0	0	0	1,743,750	1,673,047	3,416,797
Grants Fund	0	0	44,588,506	0	0	44,588,506
Parking Facilities Fund	0	13,954,330	100,000	1,095,281	3,822,792	18,972,403
Recreational Marijuana Tax Fund	0	0	2,002,613	0	0	2,002,613
Transportation Operating Fund	21,400,000	93,952,785	120,240,727	60,137,691	197,922,946	493,654,149
Transportation Reserve Fund	0	0	60,000	700,000	7,466,526	8,226,526
Total Portland Bureau of Transportation	**21,400,000**	**107,907,115**	**166,991,846**	**63,676,722**	**210,885,311**	**570,860,994**
Portland Children's Levy						
Children's Investment Fund	22,001,560	0	0	0	9,649,722	31,651,282
Total Portland Children's Levy	**22,001,560**	**0**	**0**	**0**	**9,649,722**	**31,651,282**
Portland Fire & Rescue						
General Fund	0	4,701,800	873,500	124,251,828	0	129,827,128
Total Portland Fire & Rescue	**0**	**4,701,800**	**873,500**	**124,251,828**	**0**	**129,827,128**
Portland Housing Bureau						
Affordable Housing Fund	0	0	0	2,464,639	0	2,464,639
Community Development Block Grant Fund	0	0	12,997,159	0	0	12,997,159
General Fund	0	0	0	37,305,540	0	37,305,540

Summary of Resources by Fund – FY 2019-20

This table summarizes the major categories of estimated resources, including beginning fund balance and transfers from other funds, in total appropriation budgets by fund.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Grants Fund	0	0	4,327,114	0	0	4,327,114
HOME Grant Fund	0	0	8,557,938	0	0	8,557,938
Housing Investment Fund	0	30,000	726,223	516,700	3,251,312	4,524,235
Housing Property Fund	0	5,333,629	40,000	42,184	7,366	5,423,179
Inclusionary Housing Fund	5,100,000	469,435	231,413	334,517	5,307,182	11,442,547
Recreational Marijuana Tax Fund	0	0	600,000	0	0	600,000
Tax Increment Financing Reimbursement Fund	0	750,923	52,609,307	170,340	1,382,211	54,912,781
Total Portland Housing Bureau	**5,100,000**	**6,583,987**	**80,089,154**	**40,833,920**	**9,948,071**	**142,555,132**
Portland Parks & Recreation						
General Fund	0	19,030,947	899,136	75,537,617	0	95,467,700
Golf Fund	0	9,037,262	0	0	711,159	9,748,421
Grants Fund	0	0	8,135,436	0	0	8,135,436
Parks Capital Improvement Program Fund	0	16,000,000	16,847,607	5,344,617	84,692,422	122,884,646
Parks Endowment Fund	0	0	3,062	0	189,523	192,585
Parks Local Option Levy Fund	0	0	0	1,838	0	1,838
Portland International Raceway Fund	0	1,861,021	129,680	0	845,987	2,836,688
Portland Parks Memorial Fund	0	4,616,757	653,891	69,645	9,421,209	14,761,502
Total Portland Parks & Recreation	**0**	**50,545,987**	**26,668,812**	**80,953,717**	**95,860,300**	**254,028,816**
Portland Police Bureau						
General Fund	0	5,372,680	7,706,172	216,547,556	0	229,626,408
Grants Fund	0	0	1,484,431	0	0	1,484,431
Police Special Revenue Fund	0	0	513,382	0	4,338,964	4,852,346
Recreational Marijuana Tax Fund	0	0	2,227,141	0	0	2,227,141
Total Portland Police Bureau	**0**	**5,372,680**	**11,931,126**	**216,547,556**	**4,338,964**	**238,190,326**
Portland Water Bureau						
Hydroelectric Power Operating Fund	0	0	2,384,097	75,000	1,847,505	4,306,602
Hydroelectric Power Renewal Replacement Fund	0	0	0	0	111,457	111,457
Water Bond Sinking Fund	0	0	10,998,104	59,372,043	31,351,200	101,721,347
Water Construction Fund	0	3,500,000	135,748,871	41,946,372	34,526,809	215,722,052
Water Fund	0	203,577,493	3,547,074	204,787,440	97,597,314	509,509,321
Total Portland Water Bureau	**0**	**207,077,493**	**152,678,146**	**306,180,855**	**165,434,285**	**831,370,779**
Prosper Portland						
General Fund	0	0	0	6,871,994	0	6,871,994
Recreational Marijuana Tax Fund	0	0	737,126	0	0	737,126
Total Prosper Portland	**0**	**0**	**737,126**	**6,871,994**	**0**	**7,609,120**
Special Appropriations						
General Fund	0	0	0	12,346,986	0	12,346,986
Public Election Fund	0	0	0	1,266,472	0	1,266,472
Total Special Appropriations	**0**	**0**	**0**	**13,613,458**	**0**	**13,613,458**
Total Citywide Resources	**778,222,704**	**1,224,268,820**	**1,052,776,559**	**1,066,942,513**	**1,478,168,963**	**5,600,379,559**

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Bureau of Development Services					
Development Services Fund	181,744,414	159,677,651	162,159,458	136,315,661	136,315,661
Grants Fund	(3,766)	0	0	0	0
Total Bureau of Development Services	**181,740,648**	**159,677,651**	**162,159,458**	**136,315,661**	**136,315,661**
Bureau of Emergency Communications					
Emergency Communication Fund	25,606,171	25,251,546	27,056,111	27,238,203	27,238,203
Total Bureau of Emergency Communications	**25,606,171**	**25,251,546**	**27,056,111**	**27,238,203**	**27,238,203**
Bureau of Environmental Services					
Environmental Remediation Fund	8,407,860	11,610,165	14,663,400	16,162,104	16,162,104
Grants Fund	(2,126,438)	(2,179,743)	609,580	0	0
Sewer System Construction Fund	136,772,711	297,892,822	251,646,911	383,150,000	383,150,000
Sewer System Debt Redemption Fund	604,712,410	232,354,362	244,675,000	252,000,000	252,000,000
Sewer System Operating Fund	534,628,118	571,860,110	618,403,632	660,115,057	660,115,057
Sewer System Rate Stabilization Fund	107,968,317	143,446,143	164,550,000	201,125,000	201,125,000
Total Bureau of Environmental Services	**1,390,362,978**	**1,254,983,858**	**1,294,548,523**	**1,512,552,161**	**1,512,552,161**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	172,848,229	191,198,899	224,505,643	231,038,372	231,038,372
Fire & Police Disability & Retirement Res Fund	750,000	750,000	1,500,000	1,500,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**173,598,229**	**191,948,899**	**226,005,643**	**232,538,372**	**232,538,372**
Bureau of Planning & Sustainability					
Community Solar Fund	53,329	62,429	72,018	84,413	84,413
General Fund	9,151,951	9,857,492	10,466,458	9,954,940	10,324,940
Grants Fund	643,471	765,356	1,940,252	1,812,164	1,812,164
PDX Clean Energy Fund	0	0	297,790	0	52,253,075
Solid Waste Management Fund	9,454,686	10,462,275	12,591,854	11,630,040	11,630,040
Total Bureau of Planning & Sustainability	**19,303,437**	**21,147,552**	**25,368,372**	**23,481,557**	**76,104,632**
City Budget Office					
General Fund	2,378,436	2,461,352	3,481,803	3,277,552	3,277,552
Recreational Marijuana Tax Fund	0	0	0	10,000	10,000
Total City Budget Office	**2,378,436**	**2,461,352**	**3,481,803**	**3,287,552**	**3,287,552**
Commissioner of Public Affairs					
Children's Investment Fund	22,309,887	26,690,453	3,226,620	0	0
General Fund	1,988,055	2,077,600	2,112,785	1,304,274	1,304,274
Total Commissioner of Public Affairs	**24,297,942**	**28,768,053**	**5,339,405**	**1,304,274**	**1,304,274**
Commissioner of Public Safety					
General Fund	993,283	1,169,227	1,221,023	1,229,274	1,229,274
Total Commissioner of Public Safety	**993,283**	**1,169,227**	**1,221,023**	**1,229,274**	**1,229,274**
Commissioner of Public Utilities					
General Fund	935,732	1,134,853	1,167,622	1,249,275	1,249,275
Total Commissioner of Public Utilities	**935,732**	**1,134,853**	**1,167,622**	**1,249,275**	**1,249,275**
Commissioner of Public Works					
General Fund	961,175	1,178,789	1,186,058	1,229,274	1,229,274
Total Commissioner of Public Works	**961,175**	**1,178,789**	**1,186,058**	**1,229,274**	**1,229,274**

Total Resources and Requirements by Fiscal Year

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	94,115	95,428	95,910	94,115	94,115
82nd Ave/Division NPI Debt Service Fund	89,135	126,081	95,777	94,115	94,115
Airport Way Debt Service Fund	6,864,598	7,073,641	6,531,282	5,454,541	5,454,541
Bonded Debt Interest and Sinking Fund	15,082,038	24,725,147	17,250,977	15,465,727	15,465,727
Central Eastside Ind. District Debt Service Fund	16,384,809	11,606,844	12,030,337	12,872,625	12,872,625
Convention Center Area Debt Service Fund	22,486,226	24,657,332	29,423,342	35,742,285	35,742,285
Cully Blvd. NPI Debt Service Fund	95,427	95,408	96,535	94,115	94,115
Division-Midway NPI Debt Service Fund	100,022	108,300	106,095	94,470	94,470
Fire & Police Supplemental Retirement Res Fund	9,450	54,854	44,600	34,700	34,700
Gateway URA Debt Redemption Fund	17,861,274	5,514,960	5,785,794	6,683,767	6,683,767
General Fund	120,318,387	125,333,234	105,505,508	92,122,487	92,220,485
General Reserve Fund	60,096,935	60,757,082	68,322,465	77,376,246	79,376,246
Governmental Bond Redemption Fund	2,628,220	2,332,433	3,154,744	3,473,619	3,473,619
Grants Fund	10,273,550	5,773,550	0	0	11,500,000
Interstate Corridor Debt Service Fund	43,747,936	44,780,635	48,127,551	53,618,000	53,618,000
Lents Town Center URA Debt Redemption Fund	18,682,074	21,900,212	24,159,509	27,594,844	27,594,844
North Macadam URA Debt Redemption Fund	29,661,432	27,313,712	25,325,251	24,304,812	24,304,812
Parkrose NPI Debt Service Fund	96,642	172,510	99,122	94,118	94,118
Pension Debt Redemption Fund	6,953,672	7,496,837	6,396,245	6,608,664	6,608,664
Recreational Marijuana Tax Fund	0	0	0	1,873,864	873,864
River District URA Debt Redemption Fund	46,944,010	49,546,604	54,356,116	62,569,000	62,569,000
Rosewood NPI Debt Service Fund	133,201	105,819	103,629	93,965	93,965
South Park Blocks Redemption Fund	16,680,935	17,154,536	16,152,778	11,371,730	11,371,730
Special Finance and Resource Fund	107,555,769	115,875,757	103,206,755	121,805,000	121,805,000
Special Projects Debt Service Fund	9,953,230	7,520,506	7,763,250	8,297,550	8,297,550
Waterfront Renewal Bond Sinking Fund	17,715,895	18,285,165	17,033,793	16,642,428	16,642,428
Total Fund & Debt Management	**570,508,982**	**578,406,587**	**551,167,365**	**584,476,787**	**597,074,785**
Office for Community Technology					
General Fund	0	0	2,596,247	3,890,366	3,835,366
Total Office for Community Technology	**0**	**0**	**2,596,247**	**3,890,366**	**3,835,366**
Office of Community and Civic Life					
Cannabis Licensing Fund	0	0	2,170,625	1,294,535	1,294,535
General Fund	10,016,841	10,642,965	10,516,074	11,636,087	11,886,087
Grants Fund	(22,310)	(22,310)	0	0	0
Recreational Marijuana Tax Fund	0	0	0	700,000	1,390,000
Total Office of Community and Civic Life	**9,994,531**	**10,620,655**	**12,686,699**	**13,630,622**	**14,570,622**
Office of Equity & Human Rights					
General Fund	1,603,284	1,512,596	1,968,765	2,069,776	2,069,776
Total Office of Equity & Human Rights	**1,603,284**	**1,512,596**	**1,968,765**	**2,069,776**	**2,069,776**
Office of Government Relations					
General Fund	1,534,975	1,575,903	1,964,674	2,048,400	2,048,400
Total Office of Government Relations	**1,534,975**	**1,575,903**	**1,964,674**	**2,048,400**	**2,048,400**

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Office of Management & Finance					
Arts Education & Access Fund	20,075,454	21,310,113	21,568,921	22,214,520	22,214,520
Assessment Collection Fund	0	0	0	83,911	83,911
Bancroft Bond Interest and Sinking Fund	0	0	0	21,200,000	21,200,000
BFRES Facilities GO Bond Construction Fund	880,911	646,382	13,412	2,810	2,810
CityFleet Operating Fund	51,592,826	54,374,483	59,408,926	56,577,542	56,613,042
Convention and Tourism Fund	18,085,288	18,556,121	21,958,765	22,236,000	22,236,000
EBS Services Fund	15,244,940	14,121,037	14,813,839	0	0
Facilities Services Operating Fund	91,395,855	114,415,076	194,419,474	173,925,412	174,000,412
General Fund	37,924,872	40,660,585	40,129,881	56,669,299	56,944,759
Grants Fund	7,940,110	17,940,110	10,000,000	0	0
Health Insurance Operating Fund	85,992,684	121,477,795	131,047,522	130,886,369	130,886,369
Insurance and Claims Operating Fund	40,006,291	42,691,693	45,150,909	46,195,112	46,195,112
Local Improvement District Fund	0	0	0	18,112,370	18,112,370
Portland Police Assoc Health Insurnc Fund	7,177,051	27,854,976	27,277,686	31,964,812	31,964,812
Printing & Distribution Services Operating Fund	8,147,159	8,697,939	10,235,309	10,022,183	10,022,183
Property Management License Fund	5,315,235	5,539,883	6,342,014	6,134,761	7,435,761
Public Safety GO Bond Fund	14,734,835	1,710,282	159,887	0	0
Recreational Marijuana Tax Fund	406,272	3,912,797	2,377,332	0	0
Spectator Venues & Visitor Activities Fund	19,390,770	19,397,449	18,183,154	17,431,441	17,431,441
Technology Services Fund	79,988,980	86,531,929	96,998,636	96,786,188	97,426,932
Workers' Comp. Self Insurance Operating Fund	19,014,468	18,943,302	18,483,354	17,882,654	17,882,654
Total Office of Management & Finance	**523,314,001**	**618,781,953**	**718,569,021**	**728,325,384**	**730,653,088**
Office of the City Attorney					
General Fund	11,860,950	12,236,609	13,213,063	14,553,456	14,553,456
Total Office of the City Attorney	**11,860,950**	**12,236,609**	**13,213,063**	**14,553,456**	**14,553,456**
Office of the City Auditor					
Assessment Collection Fund	79,660	80,793	82,100	0	0
Bancroft Bond Interest and Sinking Fund	22,139,690	20,878,694	20,532,073	0	0
General Fund	9,238,008	10,206,769	11,130,750	11,467,441	11,467,441
Local Improvement District Fund	9,324,226	7,467,651	29,109,349	0	0
Total Office of the City Auditor	**40,781,584**	**38,633,907**	**60,854,272**	**11,467,441**	**11,467,441**
Office of the Mayor					
General Fund	2,880,967	3,800,286	4,083,797	3,628,511	3,628,511
Grants Fund	11,798	11,798	0	0	0
Total Office of the Mayor	**2,892,765**	**3,812,084**	**4,083,797**	**3,628,511**	**3,628,511**
Portland Bureau of Emergency Management					
General Fund	2,480,085	2,717,264	4,039,530	3,915,245	3,915,245
Grants Fund	(2,867,010)	(2,078,518)	5,246,136	3,807,156	3,807,156
Total Portland Bureau of Emergency Management	**(386,925)**	**638,746**	**9,285,666**	**7,722,401**	**7,722,401**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	3,642,792	3,677,234	3,414,047	3,416,797	3,416,797

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Grants Fund	3,987,034	4,802,505	50,505,509	44,588,506	44,588,506
Parking Facilities Fund	27,187,697	29,171,057	25,791,601	18,972,403	18,972,403
Recreational Marijuana Tax Fund	0	0	2,496,362	2,152,613	2,002,613
Transportation Operating Fund	405,246,610	437,943,227	494,592,002	493,654,149	493,654,149
Transportation Reserve Fund	5,946,526	6,732,030	7,466,526	8,226,526	8,226,526
Total Portland Bureau of Transportation	**446,010,659**	**482,326,053**	**584,266,047**	**571,010,994**	**570,860,994**
Portland Children's Levy					
Children's Investment Fund	0	0	25,171,691	31,651,282	31,651,282
Total Portland Children's Levy	**0**	**0**	**25,171,691**	**31,651,282**	**31,651,282**
Portland Fire & Rescue					
BFRES Facilities GO Bond Construction Fund	3,832	234,196	621,167	0	0
General Fund	113,670,342	121,484,466	128,640,950	129,950,429	129,827,128
Grants Fund	(337,322)	(312,547)	2,124,914	0	0
Public Safety GO Bond Fund	4,604,575	3,266,700	1,053,738	0	0
Recreational Marijuana Tax Fund	0	0	0	377,126	0
Total Portland Fire & Rescue	**117,941,427**	**124,672,814**	**132,440,769**	**130,327,555**	**129,827,128**
Portland Housing Bureau					
Affordable Housing Fund	0	0	750,000	0	2,464,639
Community Development Block Grant Fund	9,293,860	11,424,937	13,470,219	13,026,870	12,997,159
General Fund	26,246,660	28,914,253	36,251,008	37,072,540	37,305,540
Grants Fund	3,649,993	3,223,089	3,409,718	4,116,552	4,327,114
HOME Grant Fund	4,491,352	6,432,518	6,053,351	7,308,904	8,557,938
Housing Capital Fund	85,226,935	29,272,632	19,063,467	16,350,000	0
Housing Investment Fund	17,898,233	17,762,781	10,911,682	3,140,711	4,524,235
Housing Property Fund	4,908,901	7,075,816	7,902,661	5,320,009	5,423,179
Inclusionary Housing Fund	2,027,294	11,665,799	6,642,700	10,196,015	11,442,547
Recreational Marijuana Tax Fund	0	0	0	500,000	600,000
Tax Increment Financing Reimbursement Fund	72,803,851	67,903,493	92,566,450	61,695,998	54,912,781
Total Portland Housing Bureau	**226,547,079**	**183,675,317**	**197,021,256**	**158,727,599**	**142,555,132**
Portland Parks & Recreation					
General Fund	82,609,345	87,631,349	94,181,022	95,317,144	95,467,700
Golf Fund	8,789,677	9,650,027	10,180,452	9,748,421	9,748,421
Grants Fund	730,760	242,214	9,141,200	8,135,436	8,135,436
Parks Capital Improvement Program Fund	135,838,517	171,158,211	170,412,498	122,884,646	122,884,646
Parks Endowment Fund	184,758	187,387	189,496	192,585	192,585
Parks Local Option Levy Fund	681,667	669,187	563,443	1,838	1,838
Portland International Raceway Fund	2,176,240	2,446,918	4,471,560	2,836,688	2,836,688
Portland Parks Memorial Fund	12,032,507	13,758,321	14,935,881	14,761,502	14,761,502
Total Portland Parks & Recreation	**243,043,471**	**285,743,615**	**304,075,552**	**253,878,260**	**254,028,816**
Portland Police Bureau					
General Fund	191,654,630	207,597,065	224,654,226	229,062,208	229,626,408
Grants Fund	1,920,338	495,343	2,964,150	1,484,431	1,484,431
Police Special Revenue Fund	6,620,143	6,810,180	6,103,812	4,852,346	4,852,346

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

In each fund total revenues, including beginning fund balances, must equal total expenses, including ending fund balances. This table states the total revenues and expenses for each City fund.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Recreational Marijuana Tax Fund	0	913,820	2,149,750	2,227,141	2,227,141
Total Portland Police Bureau	**200,195,111**	**215,816,409**	**235,871,938**	**237,626,126**	**238,190,326**
Portland Water Bureau					
Grants Fund	(671,002)	(695,917)	85,244	0	0
Hydroelectric Power Bond Redemption Fund	1,824,688	15,117	0	0	0
Hydroelectric Power Operating Fund	1,087,687	5,236,369	5,279,104	4,306,602	4,306,602
Hydroelectric Power Renewal Replacement Fund	11,441,711	11,456,494	111,457	111,457	111,457
Water Bond Sinking Fund	180,616,173	87,262,721	94,424,611	101,721,347	101,721,347
Water Construction Fund	196,869,386	173,769,092	224,200,655	215,722,052	215,722,052
Water Fund	333,287,622	371,088,261	433,275,125	509,509,321	509,509,321
Total Portland Water Bureau	**724,456,265**	**648,132,138**	**757,376,196**	**831,370,779**	**831,370,779**
Prosper Portland					
General Fund	5,730,106	5,815,282	6,777,103	7,333,691	6,871,994
Recreational Marijuana Tax Fund	0	0	150,000	0	737,126
Total Prosper Portland	**5,730,106**	**5,815,282**	**6,927,103**	**7,333,691**	**7,609,120**
Special Appropriations					
General Fund	10,785,420	11,901,409	13,253,888	12,461,986	12,346,986
Public Election Fund	0	250,000	1,479,641	1,266,472	1,266,472
Recreational Marijuana Tax Fund	0	0	350,000	0	0
Total Special Appropriations	**10,785,420**	**12,151,409**	**15,083,529**	**13,728,458**	**13,613,458**
Total Citywide	**4,956,991,716**	**4,912,273,856**	**5,382,157,668**	**5,547,893,491**	**5,600,379,559**

Tax Levy Computation

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 2019-20						
Total Budget Requirements	1,010,787,090	732,629,871	15,465,727	231,038,372	1,838	31,651,282
Less: Budgeted Resources, Except Taxes to Be Levied	(558,868,647)	(471,034,967)	(1,100,000)	(76,794,955)	(1,838)	(9,936,887)
Equals: Taxes Necessary To Balance	451,918,443	261,594,904	14,365,727	154,243,417	0	21,714,395
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	21,294,586	12,326,461	676,919	7,268,014	0	1,023,191
Equals: Estimated (Measure 50) Levy Receivable	473,213,029	273,921,365	15,042,646	161,511,431	0	22,737,586
Add: Estimated Measure 50 Levy Compression	20,586,548	12,307,857	0	7,257,044	0	1,021,647
Taxes to Be Levied	**493,799,577**	**286,229,222**	**15,042,646**	**168,768,476**	**0**	**23,759,233**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	309,988,455	286,229,222	0	0	0	23,759,233
Levy for Pension & Disability Obligations	168,768,476	0	0	168,768,476	0	0
Levy for Bonded Indebtedness	15,042,646	0	15,042,646	0	0	0
Taxes To Be Levied	**493,799,577**	**286,229,222**	**15,042,646**	**168,768,476**	**0**	**23,759,233**
Fiscal Year 2018-19						
Total Budget Requirements	946,482,698	674,443,969	17,383,775	226,005,643	251,000	28,398,311
Less: Budgeted Resources, Except Taxes to Be Levied	(505,398,610)	(420,579,851)	(270,000)	(76,662,804)	(251,000)	(7,634,955)
Equals: Taxes Necessary to Balance	441,084,088	253,864,118	17,113,775	149,342,839	0	20,763,356
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	20,784,067	11,962,184	806,408	7,037,097	0	978,378
Equals: Estimated (Measure 50) Levy Receivable	461,868,155	265,826,302	17,920,183	156,379,936	0	21,741,734
Add: Estimated Measure 5 Levy Compression	25,673,983	12,525,847	0	7,368,688	0	5,779,448
Taxes to Be Levied	**487,542,138**	**278,352,148**	**17,920,183**	**163,748,624**	**0**	**27,521,182**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	305,873,331	278,352,148	0	0	0	27,521,182
Levy for Pension & Disability Obligations	163,748,624	0	0	163,748,624	0	0
Levy for Bonded Indebtedness	17,920,183	0	17,920,183	0	0	0
Taxes to Be Levied	**487,542,138**	**278,352,148**	**17,920,183**	**163,748,624**	**0**	**27,521,182**

Urban Renewal Certification

Table 7

Financial Summaries

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	$1,752,063
Oregon Convention Center			$5,740,000	$9,307,827
Downtown Waterfront			$7,710,000	$2,026,342
South Park Blocks			$5,660,000	$1,913,768
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	$20,429,883
Gateway Regional Center			Yes	$6,674,660
River District	**$2,171,530,985**			$48,950,000
North Macadam			Yes	$20,975,865
Interstate Corridor			Yes	$41,694,526
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	**$561,016,722**			$10,482,843
42nd Avenue	**$6,680,697**			$124,832
82nd & Division	**$6,680,697**			$124,832
Cully Boulevard	**$6,680,697**			$124,832
Division-Midway	**$6,276,587**			$125,230
Parkrose	**$6,566,574**			$124,835
Rosewood	**$6,373,833**			$124,664
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

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.

Bureau Positions	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Adopted FY 2019-20	Change
Office of Equity & Human Rights	10.90	11.90	12.00	13.00	1.00
Commissioner of Public Affairs	14.88	15.90	8.00	8.00	0.00
Bureau of Fire & Police Disability & Retirement	17.00	17.00	17.00	17.00	0.00
Office of Government Relations	9.00	10.00	10.00	10.00	0.00
Portland Children's Levy	0.00	0.00	5.60	6.15	0.55
Office for Community Technology	0.00	0.00	10.00	11.00	1.00
Commissioner of Public Works	8.90	9.00	9.00	9.00	0.00
Portland Police Bureau	1,234.17	1,232.25	1,317.00	1,301.00	(16.00)
Bureau of Emergency Communications	169.25	186.75	188.00	155.00	(33.00)
Office of the City Auditor	52.20	55.20	56.80	53.80	(3.00)
Portland Fire & Rescue	719.80	724.80	729.80	726.55	(3.25)
Office of the Mayor	17.00	20.00	19.00	19.00	0.00
Bureau of Planning & Sustainability	99.42	104.62	98.72	107.73	9.01
Commissioner of Public Safety	8.00	8.00	8.00	9.00	1.00
Portland Bureau of Emergency Management	19.75	21.90	22.90	23.00	0.10
Portland Bureau of Transportation	866.12	911.02	996.30	1,021.30	25.00
Special Appropriations	3.00	3.00	8.00	8.10	0.10
City Budget Office	15.00	15.00	16.00	16.50	0.50
Portland Housing Bureau	61.92	69.92	71.00	81.00	10.00
Portland Water Bureau	586.85	592.93	614.85	616.25	1.40
Commissioner of Public Utilities	7.90	8.00	8.00	8.00	0.00
Bureau of Development Services	382.70	434.87	461.70	456.70	(5.00)
Office of the City Attorney	66.30	67.60	70.60	71.60	1.00
Portland Parks & Recreation	666.33	694.83	626.23	565.41	(60.82)
Office of Community and Civic Life	55.45	58.34	60.77	65.10	4.33
Office of Management & Finance	650.30	663.78	668.70	704.60	35.90
Bureau of Environmental Services	560.80	572.90	593.80	611.80	18.00
Total Full-Time Equivalents	**6,302.93**	**6,509.52**	**6,707.78**	**6,695.59**	**(12.19)**

General Fund Resources and Requirements

Table 9

Financial Summaries

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

	Total Budget	
	Revised FY 2018-19	**Adopted FY 2019-20**
Resources		
Property Taxes	264,689,118	266,678,419
Lodging Taxes	34,000,000	35,500,000
Business Licenses	129,767,436	144,200,000
Utility License Fees	87,389,377	87,625,160
Interagency Revenue	38,751,226	46,838,876
Overhead Recovery	30,883,542	28,644,115
Service Charges, Permits & Fees	31,530,375	30,348,929
Other Intergovernmental Revenues	12,583,667	11,720,608
State Shared Cigarette, Liquor, & Cannabis	20,031,436	22,466,522
Interest Income	1,660,173	1,696,890
Cash Transfers	4,197,017	841,878
Miscellaneous Revenues	2,244,251	3,129,296
Bond and Note Proceeds	0	1,581,125
Beginning Fund Balance	58,772,311	51,358,053
General Fund Resources	**716,499,929**	**732,629,871**
Requirements		
Bureau of Planning & Sustainability	10,508,234	10,324,940
City Budget Office	3,942,140	3,277,552
Commissioner of Public Affairs	2,187,785	1,304,274
Commissioner of Public Safety	1,221,023	1,229,274
Commissioner of Public Utilities	1,187,622	1,249,275
Commissioner of Public Works	1,186,058	1,229,274
Office of Equity & Human Rights	1,950,016	2,069,776
Office of Government Relations	1,964,694	2,048,400
Office of Management & Finance	42,157,457	56,679,184
Office of Community and Civic Life	11,226,617	11,886,087
Office for Community Technology	2,173,022	3,835,366
Office of the City Attorney	13,621,064	14,553,456
Office of the City Auditor	11,110,750	11,467,441
Office of the Mayor	4,183,841	3,628,511
Portland Bureau of Emergency Management	4,187,175	3,915,245
Prosper Portland	6,900,103	6,871,994
Portland Fire & Rescue	127,093,005	129,827,128
Portland Housing Bureau	36,610,008	37,135,200
Portland Parks & Recreation	92,018,461	95,467,700
Portland Police Bureau	223,734,084	229,626,408
Special Appropriations	14,475,659	12,346,986
Bureau Expenditures	**613,638,818**	**639,973,471**
Total Bureau Expenses	613,638,818	639,973,471
Contingency	35,098,764	21,030,025
Overhead Recovery True-Up	0	2,939,766
Debt Service	10,727,715	11,644,277
Transfers to Other Funds	57,034,632	57,042,332
General Fund Requirements	**716,499,929**	**732,629,871**

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

	Revised FY 2018-19			Adopted FY 2019-20		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Bureau of Development Services						
Development Services Fund	150,162,227	11,997,231	162,159,458	131,213,013	5,102,648	136,315,661
Total Bureau of Development Services	**150,162,227**	**11,997,231**	**162,159,458**	**131,213,013**	**5,102,648**	**136,315,661**
Bureau of Emergency Communications						
Emergency Communication Fund	25,456,111	1,600,000	27,056,111	25,638,203	1,600,000	27,238,203
Total Bureau of Emergency Communications	**25,456,111**	**1,600,000**	**27,056,111**	**25,638,203**	**1,600,000**	**27,238,203**
Bureau of Environmental Services						
Environmental Remediation Fund	14,663,400	0	14,663,400	16,162,104	0	16,162,104
Grants Fund	372,880	236,700	609,580	0	0	0
Sewer System Construction Fund	251,646,911	0	251,646,911	383,150,000	0	383,150,000
Sewer System Debt Redemption Fund	244,675,000	0	244,675,000	252,000,000	0	252,000,000
Sewer System Operating Fund	485,289,332	133,114,300	618,403,632	482,517,077	177,597,980	660,115,057
Sewer System Rate Stabilization Fund	164,550,000	0	164,550,000	201,125,000	0	201,125,000
Total Bureau of Environmental Services	**1,161,197,523**	**133,351,000**	**1,294,548,523**	**1,334,954,181**	**177,597,980**	**1,512,552,161**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	224,452,793	52,850	224,505,643	230,963,372	75,000	231,038,372
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	**225,952,793**	**52,850**	**226,005,643**	**232,463,372**	**75,000**	**232,538,372**
Bureau of Planning & Sustainability						
Community Solar Fund	72,018	0	72,018	84,413	0	84,413
General Fund	10,389,458	77,000	10,466,458	10,324,940	0	10,324,940
Grants Fund	1,940,252	0	1,940,252	1,812,164	0	1,812,164
PDX Clean Energy Fund	297,790	0	297,790	52,253,075	0	52,253,075
Solid Waste Management Fund	12,591,854	0	12,591,854	11,630,040	0	11,630,040
Total Bureau of Planning & Sustainability	**25,291,372**	**77,000**	**25,368,372**	**76,104,632**	**0**	**76,104,632**
City Budget Office						
General Fund	2,760,175	721,628	3,481,803	3,277,552	0	3,277,552
Recreational Marijuana Tax Fund	0	0	0	10,000	0	10,000
Total City Budget Office	**2,760,175**	**721,628**	**3,481,803**	**3,287,552**	**0**	**3,287,552**
Commissioner of Public Affairs						
Children's Investment Fund	3,226,620	0	3,226,620	0	0	0
General Fund	2,112,785	0	2,112,785	1,304,274	0	1,304,274
Total Commissioner of Public Affairs	**5,339,405**	**0**	**5,339,405**	**1,304,274**	**0**	**1,304,274**
Commissioner of Public Safety						
General Fund	1,221,023	0	1,221,023	1,229,274	0	1,229,274
Total Commissioner of Public Safety	**1,221,023**	**0**	**1,221,023**	**1,229,274**	**0**	**1,229,274**
Commissioner of Public Utilities						
General Fund	1,167,622	0	1,167,622	1,249,275	0	1,249,275
Total Commissioner of Public Utilities	**1,167,622**	**0**	**1,167,622**	**1,249,275**	**0**	**1,249,275**
Commissioner of Public Works						
General Fund	1,186,058	0	1,186,058	1,229,274	0	1,229,274
Total Commissioner of Public Works	**1,186,058**	**0**	**1,186,058**	**1,229,274**	**0**	**1,229,274**

Table 10

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

	Revised FY 2018-19			Adopted FY 2019-20		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	95,910	0	95,910	94,115	0	94,115
82nd Ave/Division NPI Debt Service Fund	95,777	0	95,777	94,115	0	94,115
Airport Way Debt Service Fund	6,531,282	0	6,531,282	5,454,541	0	5,454,541
Bonded Debt Interest and Sinking Fund	17,250,977	0	17,250,977	15,465,727	0	15,465,727
Central Eastside Ind. District Debt Service Fund	12,030,337	0	12,030,337	12,872,625	0	12,872,625
Convention Center Area Debt Service Fund	29,423,342	0	29,423,342	35,742,285	0	35,742,285
Cully Blvd. NPI Debt Service Fund	96,535	0	96,535	94,115	0	94,115
Division-Midway NPI Debt Service Fund	106,095	0	106,095	94,470	0	94,470
Fire & Police Supplemental Retirement Res Fund	44,600	0	44,600	34,700	0	34,700
Gateway URA Debt Redemption Fund	5,785,794	0	5,785,794	6,683,767	0	6,683,767
General Fund	105,505,508	0	105,505,508	92,220,485	0	92,220,485
General Reserve Fund	68,322,465	0	68,322,465	79,376,246	0	79,376,246
Governmental Bond Redemption Fund	3,154,744	0	3,154,744	3,473,619	0	3,473,619
Grants Fund	0	0	0	11,500,000	0	11,500,000
Interstate Corridor Debt Service Fund	48,127,551	0	48,127,551	53,618,000	0	53,618,000
Lents Town Center URA Debt Redemption Fund	24,159,509	0	24,159,509	27,594,844	0	27,594,844
North Macadam URA Debt Redemption Fund	25,325,251	0	25,325,251	24,304,812	0	24,304,812
Parkrose NPI Debt Service Fund	99,122	0	99,122	94,118	0	94,118
Pension Debt Redemption Fund	6,396,245	0	6,396,245	6,608,664	0	6,608,664
Recreational Marijuana Tax Fund	0	0	0	873,864	0	873,864
River District URA Debt Redemption Fund	54,356,116	0	54,356,116	62,569,000	0	62,569,000
Rosewood NPI Debt Service Fund	103,629	0	103,629	93,965	0	93,965
South Park Blocks Redemption Fund	16,152,778	0	16,152,778	11,371,730	0	11,371,730
Special Finance and Resource Fund	103,206,755	0	103,206,755	121,805,000	0	121,805,000
Special Projects Debt Service Fund	7,763,250	0	7,763,250	8,297,550	0	8,297,550
Waterfront Renewal Bond Sinking Fund	17,033,793	0	17,033,793	16,642,428	0	16,642,428
Total Fund & Debt Management	**551,167,365**	**0**	**551,167,365**	**597,074,785**	**0**	**597,074,785**
Office for Community Technology						
General Fund	2,596,247	0	2,596,247	3,835,366	0	3,835,366
Total Office for Community Technology	**2,596,247**	**0**	**2,596,247**	**3,835,366**	**0**	**3,835,366**
Office of Community and Civic Life						
Cannabis Licensing Fund	2,170,625	0	2,170,625	1,294,535	0	1,294,535
General Fund	10,516,074	0	10,516,074	11,886,087	0	11,886,087
Recreational Marijuana Tax Fund	0	0	0	1,390,000	0	1,390,000
Total Office of Community and Civic Life	**12,686,699**	**0**	**12,686,699**	**14,570,622**	**0**	**14,570,622**
Office of Equity & Human Rights						
General Fund	1,968,765	0	1,968,765	2,069,776	0	2,069,776
Total Office of Equity & Human Rights	**1,968,765**	**0**	**1,968,765**	**2,069,776**	**0**	**2,069,776**
Office of Government Relations						

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

	Revised FY 2018-19			Adopted FY 2019-20		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
General Fund	1,964,674	0	1,964,674	2,048,400	0	2,048,400
Total Office of Government Relations	**1,964,674**	**0**	**1,964,674**	**2,048,400**	**0**	**2,048,400**
Office of Management & Finance						
Arts Education & Access Fund	21,568,921	0	21,568,921	22,214,520	0	22,214,520
Assessment Collection Fund	0	0	0	83,911	0	83,911
Bancroft Bond Interest and Sinking Fund	0	0	0	21,200,000	0	21,200,000
BFRES Facilities GO Bond Construction Fund	13,412	0	13,412	2,810	0	2,810
CityFleet Operating Fund	36,294,170	23,114,756	59,408,926	42,700,830	13,912,212	56,613,042
Convention and Tourism Fund	21,958,765	0	21,958,765	22,236,000	0	22,236,000
EBS Services Fund	14,184,504	629,335	14,813,839	0	0	0
Facilities Services Operating Fund	72,985,262	121,434,212	194,419,474	97,625,324	76,375,088	174,000,412
General Fund	39,965,958	163,923	40,129,881	45,914,886	11,029,873	56,944,759
Grants Fund	10,000,000	0	10,000,000	0	0	0
Health Insurance Operating Fund	131,047,522	0	131,047,522	130,886,369	0	130,886,369
Insurance and Claims Operating Fund	45,150,909	0	45,150,909	46,195,112	0	46,195,112
Local Improvement District Fund	0	0	0	18,112,370	0	18,112,370
Portland Police Assoc Health Insurnc Fund	27,277,686	0	27,277,686	31,964,812	0	31,964,812
Printing & Distribution Services Operating Fund	9,848,085	387,224	10,235,309	9,786,939	235,244	10,022,183
Property Management License Fund	6,342,014	0	6,342,014	7,435,761	0	7,435,761
Public Safety GO Bond Fund	159,887	0	159,887	0	0	0
Recreational Marijuana Tax Fund	2,377,332	0	2,377,332	0	0	0
Spectator Venues & Visitor Activities Fund	18,183,154	0	18,183,154	17,431,441	0	17,431,441
Technology Services Fund	84,854,679	12,143,957	96,998,636	86,540,406	10,886,526	97,426,932
Workers' Comp. Self Insurance Operating Fund	18,483,354	0	18,483,354	17,882,654	0	17,882,654
Total Office of Management & Finance	**560,695,614**	**157,873,407**	**718,569,021**	**618,214,145**	**112,438,943**	**730,653,088**
Office of the City Attorney						
General Fund	13,213,063	0	13,213,063	14,553,456	0	14,553,456
Total Office of the City Attorney	**13,213,063**	**0**	**13,213,063**	**14,553,456**	**0**	**14,553,456**
Office of the City Auditor						
Assessment Collection Fund	82,100	0	82,100	0	0	0
Bancroft Bond Interest and Sinking Fund	20,532,073	0	20,532,073	0	0	0
General Fund	11,130,750	0	11,130,750	11,467,441	0	11,467,441
Local Improvement District Fund	29,109,349	0	29,109,349	0	0	0
Total Office of the City Auditor	**60,854,272**	**0**	**60,854,272**	**11,467,441**	**0**	**11,467,441**
Office of the Mayor						
General Fund	4,083,797	0	4,083,797	3,628,511	0	3,628,511
Total Office of the Mayor	**4,083,797**	**0**	**4,083,797**	**3,628,511**	**0**	**3,628,511**
Portland Bureau of Emergency Management						
General Fund	4,039,530	0	4,039,530	3,915,245	0	3,915,245
Grants Fund	5,246,136	0	5,246,136	3,807,156	0	3,807,156
Total Portland Bureau of Emergency Management	**9,285,666**	**0**	**9,285,666**	**7,722,401**	**0**	**7,722,401**

Table 10

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

	Revised FY 2018-19			Adopted FY 2019-20		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	3,414,047	0	3,414,047	3,416,797	0	3,416,797
Grants Fund	622,700	49,882,809	50,505,509	0	44,588,506	44,588,506
Parking Facilities Fund	12,533,185	13,258,416	25,791,601	17,472,403	1,500,000	18,972,403
Recreational Marijuana Tax Fund	2,196,362	300,000	2,496,362	1,762,666	239,947	2,002,613
Transportation Operating Fund	346,221,248	148,370,754	494,592,002	327,600,416	166,053,733	493,654,149
Transportation Reserve Fund	7,466,526	0	7,466,526	8,226,526	0	8,226,526
Total Portland Bureau of Transportation	**372,454,068**	**211,811,979**	**584,266,047**	**358,478,808**	**212,382,186**	**570,860,994**
Portland Children's Levy						
Children's Investment Fund	25,171,691	0	25,171,691	31,651,282	0	31,651,282
Total Portland Children's Levy	**25,171,691**	**0**	**25,171,691**	**31,651,282**	**0**	**31,651,282**
Portland Fire & Rescue						
BFRES Facilities GO Bond Construction Fund	621,167	0	621,167	0	0	0
General Fund	128,090,950	550,000	128,640,950	128,020,128	1,807,000	129,827,128
Grants Fund	2,069,228	55,686	2,124,914	0	0	0
Public Safety GO Bond Fund	1,053,738	0	1,053,738	0	0	0
Total Portland Fire & Rescue	**131,835,083**	**605,686**	**132,440,769**	**128,020,128**	**1,807,000**	**129,827,128**
Portland Housing Bureau						
Affordable Housing Fund	750,000	0	750,000	2,464,639	0	2,464,639
Community Development Block Grant Fund	10,625,103	2,845,116	13,470,219	11,252,188	1,744,971	12,997,159
General Fund	36,251,008	0	36,251,008	37,305,540	0	37,305,540
Grants Fund	3,409,718	0	3,409,718	4,327,114	0	4,327,114
HOME Grant Fund	6,053,351	0	6,053,351	8,557,938	0	8,557,938
Housing Capital Fund	17,928,975	1,134,492	19,063,467	0	0	0
Housing Investment Fund	10,911,682	0	10,911,682	4,524,235	0	4,524,235
Housing Property Fund	7,902,661	0	7,902,661	5,423,179	0	5,423,179
Inclusionary Housing Fund	6,642,700	0	6,642,700	11,442,547	0	11,442,547
Recreational Marijuana Tax Fund	0	0	0	600,000	0	600,000
Tax Increment Financing Reimbursement Fund	78,733,281	13,833,169	92,566,450	42,439,781	12,473,000	54,912,781
Total Portland Housing Bureau	**179,208,479**	**17,812,777**	**197,021,256**	**128,337,161**	**14,217,971**	**142,555,132**
Portland Parks & Recreation						
General Fund	94,181,022	0	94,181,022	95,467,700	0	95,467,700
Golf Fund	10,180,452	0	10,180,452	9,748,421	0	9,748,421
Grants Fund	322,214	8,818,986	9,141,200	304,450	7,830,986	8,135,436
Parks Capital Improvement Program Fund	51,531,836	118,880,662	170,412,498	23,816,044	99,068,602	122,884,646
Parks Endowment Fund	189,496	0	189,496	192,585	0	192,585
Parks Local Option Levy Fund	563,443	0	563,443	1,838	0	1,838
Portland International Raceway Fund	2,721,560	1,750,000	4,471,560	2,786,688	50,000	2,836,688
Portland Parks Memorial Fund	14,935,881	0	14,935,881	14,761,502	0	14,761,502
Total Portland Parks & Recreation	**174,625,904**	**129,449,648**	**304,075,552**	**147,079,228**	**106,949,588**	**254,028,816**
Portland Police Bureau						
General Fund	222,512,203	2,142,023	224,654,226	229,626,408	0	229,626,408
Grants Fund	2,804,150	160,000	2,964,150	1,324,431	160,000	1,484,431

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

	Revised FY 2018-19			Adopted FY 2019-20		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Police Special Revenue Fund	6,103,812	0	6,103,812	4,852,346	0	4,852,346
Recreational Marijuana Tax Fund	2,149,750	0	2,149,750	2,227,141	0	2,227,141
Total Portland Police Bureau	**233,569,915**	**2,302,023**	**235,871,938**	**238,030,326**	**160,000**	**238,190,326**
Portland Water Bureau						
Grants Fund	0	85,244	85,244	0	0	0
Hydroelectric Power Operating Fund	5,279,104	0	5,279,104	4,306,602	0	4,306,602
Hydroelectric Power Renewal Replacement Fund	111,457	0	111,457	111,457	0	111,457
Water Bond Sinking Fund	94,424,611	0	94,424,611	101,721,347	0	101,721,347
Water Construction Fund	224,200,655	0	224,200,655	215,722,052	0	215,722,052
Water Fund	341,608,704	91,666,421	433,275,125	366,472,631	143,036,690	509,509,321
Total Portland Water Bureau	**665,624,531**	**91,751,665**	**757,376,196**	**688,334,089**	**143,036,690**	**831,370,779**
Prosper Portland						
General Fund	6,777,103	0	6,777,103	6,871,994	0	6,871,994
Recreational Marijuana Tax Fund	150,000	0	150,000	737,126	0	737,126
Total Prosper Portland	**6,927,103**	**0**	**6,927,103**	**7,609,120**	**0**	**7,609,120**
Special Appropriations						
General Fund	13,253,888	0	13,253,888	12,346,986	0	12,346,986
Public Election Fund	1,479,641	0	1,479,641	1,266,472	0	1,266,472
Recreational Marijuana Tax Fund	350,000	0	350,000	0	0	0
Total Special Appropriations	**15,083,529**	**0**	**15,083,529**	**13,613,458**	**0**	**13,613,458**
Total Citywide	**4,622,750,774**	**759,406,894**	**5,382,157,668**	**4,825,011,553**	**775,368,006**	**5,600,379,559**

Capital Budget by Bureau

Table 11

Financial Summaries

This table summarizes Capital Improvement Plan project costs by the responsible bureau.

		Revised	Adopted	Capital Plan				
Bureau	**Prior Years**	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**	**FY 2022-23**	**FY 2023-24**	**5-Year Total**
Bureau of Development Services	0	11,997,231	5,102,648	0	0	0	0	5,102,648
Bureau of Emergency Communications	0	1,600,000	1,600,000	0	0	0	0	1,600,000
Bureau of Environmental Services	326,162,730	128,884,000	177,597,980	142,676,649	150,214,000	155,204,000	157,104,000	782,796,629
City Budget Office	0	721,628	0	0	0	0	0	0
Office of Management & Finance	162,470,702	132,038,631	101,007,818	6,963,013	6,925,451	4,695,102	8,272,295	127,863,679
Portland Bureau of Transportation	52,359,415	168,836,970	205,422,186	131,066,960	55,532,465	17,338,717	17,257,818	426,618,146
Portland Fire & Rescue	0	605,686	1,807,000	0	0	0	0	1,807,000
Portland Housing Bureau	31,822,229	6,421,313	1,180,000	0	0	0	0	1,180,000
Portland Parks & Recreation	58,890,693	113,830,033	106,909,588	36,654,905	15,388,000	1,047,000	0	159,999,493
Portland Police Bureau	0	2,302,023	160,000	0	2,500,000	2,500,000	0	5,160,000
Portland Water Bureau	78,076,542	89,327,421	143,036,690	154,562,675	109,585,160	108,273,375	116,926,525	632,384,425
Total City Capital Plan	**709,782,311**	**656,564,936**	**743,823,910**	**471,924,202**	**340,145,076**	**289,058,194**	**299,560,638**	**2,144,512,020**

Capital Budget by Geographic Area

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

Bureau Geographic Area	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Bureau of Development Services								
Citywide	0	11,997,231	5,102,648	0	0	0	0	5,102,648
Total Bureau of Development Services	**0**	**11,997,231**	**5,102,648**	**0**	**0**	**0**	**0**	**5,102,648**
Bureau of Emergency Communications								
Southeast	0	1,600,000	1,600,000	0	0	0	0	1,600,000
Total Bureau of Emergency Communications	**0**	**1,600,000**	**1,600,000**	**0**	**0**	**0**	**0**	**1,600,000**
Bureau of Environmental Services								
Central City	0	0	37,000,000	0	0	0	0	37,000,000
Citywide	268,516,780	77,685,000	78,827,980	74,519,649	89,260,000	98,145,000	90,190,000	430,942,629
East	5,022,011	2,162,000	1,120,000	1,000,000	0	0	0	2,120,000
North	825,460	291,000	3,565,000	3,807,000	541,000	500,000	800,000	9,213,000
Northeast	11,000,531	5,550,000	9,210,000	9,825,000	13,330,000	8,713,000	13,606,000	54,684,000
Northwest	5,653,247	6,567,000	9,703,000	2,891,000	1,082,000	1,703,000	500,000	15,879,000
Southeast	13,730,238	16,981,000	16,315,000	16,075,000	10,956,000	10,879,000	13,945,000	68,170,000
Southwest	21,414,463	19,648,000	21,857,000	34,559,000	35,045,000	35,189,000	37,963,000	164,613,000
West	0	0	0	0	0	75,000	100,000	175,000
Total Bureau of Environmental Services	**326,162,730**	**128,884,000**	**177,597,980**	**142,676,649**	**150,214,000**	**155,204,000**	**157,104,000**	**782,796,629**
City Budget Office								
Citywide	0	721,628	0	0	0	0	0	0
Total City Budget Office	**0**	**721,628**	**0**	**0**	**0**	**0**	**0**	**0**
Office of Management & Finance								
Central City	1,907,033	4,866,871	13,946,460	0	0	0	5,952,295	19,898,755
Citywide	18,207,325	5,977,370	10,011,270	6,285,470	6,868,551	4,638,202	2,263,100	30,066,593
Southeast	175,710	959,006	675,000	206,900	56,900	56,900	56,900	1,052,600
Southwest	142,180,634	120,235,384	76,375,088	470,643	0	0	0	76,845,731
Total Office of Management & Finance	**162,470,702**	**132,038,631**	**101,007,818**	**6,963,013**	**6,925,451**	**4,695,102**	**8,272,295**	**127,863,679**
Portland Bureau of Transportation								
Central City	877,871	1,302,432	2,235,379	5,311,259	0	0	0	7,546,638
Citywide	21,122,373	42,371,257	39,635,386	29,114,653	20,744,856	17,257,818	17,257,818	124,010,531
East	1,824,890	6,131,207	5,152,773	416,518	0	0	0	5,569,291
North	1,867,582	11,207,908	22,895,968	19,502,629	232,445	32,445	0	42,663,487
Northeast	5,196,531	26,590,846	46,829,922	35,163,679	15,182,695	9,767	0	97,186,063
Northeast/Southeast	385,196	2,534,655	8,417,532	0	0	0	0	8,417,532
Northwest	4,026,701	7,644,840	6,871,268	6,678,190	0	0	0	13,549,458
Southeast	3,042,786	16,502,361	39,461,167	18,625,092	17,878,137	38,687	0	76,003,083
Southwest	14,015,485	54,551,464	33,922,791	16,254,940	1,494,332	0	0	51,672,063
Total Portland Bureau of Transportation	**52,359,415**	**168,836,970**	**205,422,186**	**131,066,960**	**55,532,465**	**17,338,717**	**17,257,818**	**426,618,146**
Portland Fire & Rescue								
Citywide	0	550,000	1,807,000	0	0	0	0	1,807,000
Southwest	0	55,686	0	0	0	0	0	0
Total Portland Fire & Rescue	**0**	**605,686**	**1,807,000**	**0**	**0**	**0**	**0**	**1,807,000**

Capital Budget by Geographic Area

Table 12

Financial Summaries

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

Bureau Geographic Area	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Portland Housing Bureau								
Central City	10,808,332	1,850,000	500,000	0	0	0	0	500,000
Northwest	3,001,401	3,800,000	680,000	0	0	0	0	680,000
Southeast	18,012,496	771,313	0	0	0	0	0	0
Total Portland Housing Bureau	**31,822,229**	**6,421,313**	**1,180,000**	**0**	**0**	**0**	**0**	**1,180,000**
Portland Parks & Recreation								
Central City	14,465,564	23,126,000	24,125,000	989,000	0	0	0	25,114,000
Citywide	1,000,649	19,596,036	20,474,507	1,190,000	0	0	0	21,664,507
East	23,143,667	32,218,986	23,303,986	15,100,000	8,088,000	247,000	0	46,738,986
North	4,824,690	7,220,000	4,092,000	2,621,000	0	0	0	6,713,000
Northeast	4,375,198	8,252,500	6,405,000	640,000	0	0	0	7,045,000
Northwest	2,404,427	5,956,511	11,517,000	2,012,000	200,000	0	0	13,729,000
Southeast	3,631,839	11,160,000	9,802,095	13,062,905	7,000,000	800,000	0	30,665,000
Southwest	5,044,659	6,300,000	7,190,000	1,040,000	100,000	0	0	8,330,000
Total Portland Parks & Recreation	**58,890,693**	**113,830,033**	**106,909,588**	**36,654,905**	**15,388,000**	**1,047,000**	**0**	**159,999,493**
Portland Police Bureau								
North	0	160,000	160,000	0	2,500,000	2,500,000	0	5,160,000
Undetermined	0	2,142,023	0	0	0	0	0	0
Total Portland Police Bureau	**0**	**2,302,023**	**160,000**	**0**	**2,500,000**	**2,500,000**	**0**	**5,160,000**
Portland Water Bureau								
Central City	3,469,175	5,600,000	38,775,000	33,735,000	6,510,000	100,000	100,000	79,220,000
Citywide	383,200	25,763,000	29,970,675	29,922,675	32,408,160	38,064,375	39,586,525	169,952,410
East	141,961	10,000	245,000	185,000	0	0	0	430,000
North	358,683	795,000	2,195,000	2,553,000	462,000	0	0	5,210,000
Northeast	134,824	1,110,000	2,165,000	1,889,000	600,000	600,000	600,000	5,854,000
Northwest	164,385	260,400	1,660,000	524,000	320,000	345,000	555,000	3,404,000
Southeast	436,099	2,924,000	2,955,000	7,234,000	3,535,000	120,000	100,000	13,944,000
Southwest	653,761	3,398,000	3,470,500	1,470,000	3,540,000	105,000	0	8,585,500
Undetermined	2,335,516	15,912,000	25,989,515	45,255,000	52,910,000	56,189,000	64,165,000	244,508,515
West	69,998,938	33,555,021	35,611,000	31,795,000	9,300,000	12,750,000	11,820,000	101,276,000
Total Portland Water Bureau	**78,076,542**	**89,327,421**	**143,036,690**	**154,562,675**	**109,585,160**	**108,273,375**	**116,926,525**	**632,384,425**
Total City Capital Plan	**709,782,311**	**656,564,936**	**743,823,910**	**471,924,202**	**340,145,076**	**289,058,194**	**299,560,638**	**2,144,512,020**

Historical Funds and Appropriations

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

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested FY 2019-20 Adopted FY 2019-20
HISTORICAL FUNDS				
Education URA Debt Service Fund	0	0	0	0
Willamette Industrial URA Debt Service Fund	0	0	0	0
Headwaters Apartment Complex Fund	0	0	0	0
Total Historical Funds	**0**	**0**	**0**	**0**
HISTORICAL SPECIAL APPROPRIATIONS				
Innovation Fund	0	0	0	0
3 to PhD	0	0	0	0
PPS/Concordia Early Childhood	0	0	0	0
Indoor Track & Field Events	0	0	0	0
Emergency Psychiatric Facility	0	0	0	0
Oregon Rail Heritage Foundation	0	0	0	0
PSU Institute on Aging	0	0	0	0
Oregon Nikkei Endowment	0	0	0	0
Springwater Corridor	0	0	0	0
Air Toxics Monitoring	0	0	0	0
Black Citizen Coalition	0	0	0	0
Legacy Health	0	0	0	0
Lents Stabilization	460,000	0	0	0
James Beard Public Market	200,000	0	0	100,000
Competitive Grants Fund	1,000,000	1,000,000	765,000	0
Youth Bus Pass	0	967,000	0	0
Total Historical Special Appropriations	**1,660,000**	**1,967,000**	**765,000**	**100,000**
Total Historical Funds and Appropriations	**$1,660,000**	**$1,967,000**	**$765,000**	**$100,000**

Summary of Indebtedness – Debt Outstanding

Table 14a

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	7/1/2018	7/1/2019	Change
DEBT OUTSTANDING BY SERVICE AREA				
Parks, Recreation, & Culture				
Providence Park	Limited Tax Revenue Bonds	$12,000,000	$12,000,000	$0
Stadium Project	Limited Tax Revenue Bonds	13,153,000	10,547,000	(2,606,000)
		25,153,000	**22,547,000**	**(2,606,000)**
Public Utilities				
Sewer System	1st Lien Revenue Bonds	452,050,000	384,235,000	(67,815,000)
	2nd Lien Revenue Bonds	1,098,915,000	1,057,785,000	(41,130,000)
	3rd Lien State Loans	12,174,625	10,780,833	(1,393,792)
Water System	1st Lien Revenue Bonds	421,915,000	401,345,000	(20,570,000)
	2nd Lien Revenue Bonds	201,690,000	192,690,000	(9,000,000)
		2,186,744,625	**2,046,835,833**	**(139,908,792)**
Community Development				
Public Infrastructure	Limited Tax Improvement Bonds	28,660,000	34,465,000	5,805,000
Local Improvement line of credit	Limited Tax Revenue (secured)	5,971,400	6,282,860	311,460
Headwaters Apartments	Limited Tax Revenue (Housing)	8,830,000	7,555,000	(1,275,000)
Economic development	State Loan Guarantee	3,215,000	1,787,000	(1,428,000)
		46,676,400	**50,089,860**	**3,413,460**
Urban Renewal & Redev.	Airport Way Tax Increment	10,166,200	5,118,900	(5,047,300)
	Central Eastside Tax Increment	28,715,298	27,445,298	(1,270,000)
	Convention Center Tax Increment	79,090,000	74,540,000	(4,550,000)
	Lents Tax Increment	42,463,672	40,868,672	(1,595,000)
	River District Tax Increment	84,287,166	79,004,166	(5,283,000)
	Interstate Corridor Tax Increment	55,223,221	51,793,221	(3,430,000)
	North Macadam Tax Increment	59,149,942	56,264,942	(2,885,000)
	Gateway Tax Increment	12,660,988	12,660,988	-
	South Park Blocks Tax Increment	35,380,000	25,280,480	(10,099,520)
	Downtown Waterfront Tax Increment	39,020,000	31,855,000	(7,165,000)
		446,156,487	**404,831,667**	**(41,324,820)**
Transportation & Parking				
Streetcar	Limited Tax Revenue Bonds	9,855,000	7,640,000	(2,215,000)
Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	29,930,000	28,410,000	(1,520,000)
Sellwood Bridge	Limited Tax Revenue Bonds	38,340,000	36,705,000	(1,635,000)
Sellwood Bridge Bonds II	Limited Tax Revenue (secured)	29,165,000	29,165,000	-
Street Lighting Bonds	Limited Tax Revenue (secured)	13,150,000	11,775,000	(1,375,000)
Parking Paystations	Gas Tax Revenue Bonds	86,752	0	(86,752)
Street Improvements	Gas Tax Revenue Bonds	7,890,000	6,445,000	(1,445,000)
		128,416,752	**120,140,000**	**(8,276,752)**
City Support Services				
Equipment and Facilities	Limited Tax Revenue Bonds	16,190,000	13,505,000	(2,685,000)
Pension	Limited Tax Pension Obligations	159,578,346	134,503,346	(25,075,000)
Convention Ctr Expan.	Limited Tax Revenue Bonds	70,305,382	68,265,902	(2,039,480)
Levee Evaluation	State Loan	665,644	707,087	41,443
Housing	Limited Tax Revenue (Housing)	12,395,000	11,155,000	(1,240,000)
Parks System	Voter Approved General Obligation Bonds	40,635,000	37,315,000	(3,320,000)
Public Safety	Voter Approved General Obligation Bonds	47,450,000	42,010,000	(5,440,000)
Emergency Facilities	Voter Approved General Obligation Bonds	15,195,000	12,195,000	(3,000,000)

Summary of Indebtedness – Debt Outstanding

Service Area/Facility/Function	Type of indebtedness	7/1/2018	7/1/2019	Change
Affordable Housing	Voter Approved General Obligation Bonds	34,050,000	48,475,000	14,425,000
River District line of credit	Limited Tax Revenue (secured)	24,270,957	33,770,366	9,499,409
Portland Building/Jasmine Blocks	Limited Tax Revenue Bonds	34,546,842	126,568,599	92,021,757
		455,282,171	**528,470,300**	**73,188,129**
TOTAL DEBT OUTSTANDING BY SERVICE AREA		**$3,288,429,435**	**$3,172,914,660**	**($115,514,775)**
TYPE OF INDEBTEDNESS				
	Limited Tax Pension Bonds	$159,578,346	$134,503,346	($25,075,000.00)
	Limited Tax Improvement Bonds	28,660,000	34,465,000	5,805,000.00
	Voter Approved General Obligation Bonds	137,330,000	139,995,000	2,665,000.00
	Gas Tax Revenue Bonds	7,976,752	6,445,000	(1,531,752.06)
	Revenue Bonds	2,174,570,000	2,036,055,000	(138,515,000.00)
	Limited Tax Revenue Bonds	318,102,581	403,344,727	85,242,146.61
	State Loans	16,055,269	13,274,920	(2,780,349.00)
	Tax Increment	446,156,487	404,831,667	(41,324,820.36)
TOTAL DEBT OUTSTANDING BY TYPE		**$3,288,429,435**	**$3,172,914,660**	**($115,514,775)**

Summary of Indebtedness – Actual Debt Outstanding

Table 14b

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	FY 2017-18	FY 2018-19	FY 2019-20
Actual Debt Outstanding June 30, 2018		$3,288,429,435		
Affordable Housing	GO Housing Bonds		$15,610,000	
City Support Services (Public Safety)	GO Public Safety Refunding Bonds		12,085,000	
Transportation & Parking	Limited Tax Revenue Bonds		7,640,000	
City Support Services (Facilities)	Limited Tax Revenue Bonds		117,065,000	
Public Infrastructure	Limited Tax Improvement Bonds		10,800,000	
South Park Blocks Urban Renewal	Tax Increment		25,280,480	
Public Safety (FPD&R)	Tax Anticipation Notes		35,725,000	
Various	Lines of Credit / State Loans		32,533,931	
			256,739,411	
Debt Redeemed FY 2018-19			(275,986,324)	
Debt Redeemed From Debt Issued FY 2018-19			(96,267,861)	
TOTAL Debt Redeemed Fiscal Year 2018-19			**(372,254,185)**	
Projected Debt Outstanding July 1, 2019			**$3,172,914,661**	
Estimated Debt to be Issued Fiscal Year 2019-20				
Public Safety (FPD&R)	Tax Anticipation Notes			$52,900,000
Public Utilities (Water)	1st Lien Water System Revenue Bonds			144,185,000
Public Utilities (Sewer)	2nd Lien Sewer System Revenue Bonds			226,000,000
Community Development (Urban Renewal)	Lents Town Center Urban Renewal Bonds			54,940,000
City Support Services (Parks)	GO Parks			13,480,000
Other City Support Services	Limited Tax Revenue Bonds/Lines of Credit			22,340,000
				460,945,000
Projected Debt Redeemed Fiscal Year 2019-20				
Scheduled Debt Redemption				(364,070,086)
Projected Debt Outstanding July 1, 2020				**$3,633,859,661**

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
FY 2019-20 PROJECTED DEBT SERVICE BY SERVICE AREA					
Parks, Recreation & Culture					
	Spectator Facilities	Limited Tax Revenue Bonds	$0	$405,488	$405,488
	Stadium Project 2013	Limited Tax Revenue Bonds	2,692,000	344,887	3,036,887
			2,692,000	**750,374**	**3,442,374**
Public Utilities					
	Sewer System	First Lien Revenue Bonds	71,215,000	16,752,575	87,967,575
		Second Lien Revenue Bonds	42,275,000	48,990,981	91,265,981
		Third Lien Debt	1,407,852	105,182	1,513,034
			114,897,852	**65,848,738**	**180,746,590**
	Water System	First Lien Revenue Bonds	21,590,000	22,523,486	44,113,486
		Second Lien Revenue Bonds	9,410,000	8,254,850	17,664,850
			31,000,000	**30,778,336**	**61,778,336**
			145,897,852	**96,627,074**	**242,524,926**
Community Development					
	Public Infrastructure	Limited Tax Improvement Bonds	800,000	1,522,908	2,322,908
	Housing (Headwaters)	Limited Tax Housing Revenue Bonds	335,000	377,750	712,750
	Economic Development	State Loan Guarantee (PBOT)	1,428,000	0	1,428,000
			2,563,000	**1,900,658**	**4,463,658**
	Urban Renewal & Redev.	Airport Way Tax Increment	5,118,900	70,641	5,189,541
		Central Eastside Tax Increment	8,045,000	2,422,091	10,467,091
		Convention Center Tax Increment	5,280,000	3,031,917	8,311,917
		South Park Blocks Tax Increment	6,465,466	714,033	7,179,499
		Waterfront Tax Increment	7,560,000	1,931,925	9,491,925
		River District Tax Increment	43,490,000	11,460,142	54,950,142
		Gateway Tax Increment	6,000,000	683,767	6,683,767
		Lents Tax Increment	21,690,000	2,982,466	24,672,466
		North Macadam Tax Increment	16,752,290	2,599,161	19,351,451
		Interstate Tax Increment	39,595,000	8,312,501	47,907,501
			159,996,656	**34,208,644**	**194,205,300**
			162,559,656	**36,109,302**	**198,668,958**
Transportation & Parking					
	Streetcar Improvements	Limited Tax Revenue Bonds	1,385,000	383,061	1,768,061
	Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	1,585,000	923,600	2,508,600
	Sellwood Bridge (I & II)	Limited Tax Revenue Bonds	2,795,000	2,941,900	5,736,900
	Street Lighting	Limited Tax Revenue Bonds	1,445,000	588,750	2,033,750
	Street Improvements	Gas Tax Revenue Bonds	1,520,000	223,750	1,743,750
			8,730,000	**5,061,061**	**13,791,061**
City Support Services					
	Pension Bonds	Limited Tax Pension Bonds	27,935,000	7,302,088	35,237,088
	Convention Center Expansion	Limited Tax Revenue Bonds	2,317,480	5,791,270	8,108,750
	Housing (HOB/Misc. Affordable)	Limited Tax Revenue Bonds	1,165,000	519,400	1,684,400
	Public Infrastructure	Limited Tax Revenue Lines of Credit	88,098	1,419,156	1,507,254
	Parks / Fire / Public Safety/Housing	Voter Approved General Obligation Bonds	9,895,000	5,368,973	15,263,973
	Equipment and Facilities	Limited Tax Revenue Bonds	2,790,000	7,113,961	9,903,961

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
			44,190,578	**27,514,848**	**71,705,426**
TOTAL DEBT SERVICE BY SERVICE AREA			**$364,070,086**	**$166,062,660**	**$530,132,746**
FY 2019-20 PROJECTED DEBT SERVICE BY TYPE					
		Limited Tax Pension Bonds	$27,935,000	$7,302,088	$35,237,088
		Limited Tax Improvement Bonds	800,000	1,522,908	2,322,908
		Voter Approved General Obligation Bonds	9,895,000	5,368,973	15,263,973
		Gas Tax Revenue Bonds	1,520,000	223,750	1,743,750
		Revenue Bonds	144,490,000	96,521,892	241,011,892
		Limited Tax Revenue Bonds	14,208,098	14,120,803	28,328,901
		Limited Tax Housing Revenue Bonds	1,500,000	897,150	2,397,150
		State Loans	3,725,332	5,896,452	9,621,784
		Tax Increment	159,996,656	34,208,644	194,205,300
TOTAL DEBT SERVICE BY TYPE			**$364,070,086**	**$166,062,660**	**$530,132,746**

Table 16

Principal Over the Life of the Debt

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	Sewer System	Water System	Public Improvements	Urban Renewal	Public Street Improvements	Parking System	Pension	Parks/Fire/ Housing Gen. Oblig.	Convention Center & Other Public Improvements	Facilities, Equipment
2019/20	$2,692,000	$114,897,852	$31,000,000	$2,563,000	$159,996,656	$7,345,000	$1,385,000	$27,935,000	$9,895,000	$4,025,578	$2,335,000
2020/21	2,780,000	109,632,058	32,495,000	1,309,000	40,050,637	7,680,000	1,445,000	31,495,000	10,415,000	4,661,047	6,000,000
2021/22	2,873,000	115,856,405	27,700,000	980,000	41,820,601	8,030,000	1,530,000	35,390,000	10,895,000	5,242,178	6,280,000
2022/23	2,202,000	121,460,902	28,975,000	985,000	43,688,416	8,395,000	1,600,000	6,345,175	11,375,000	7,635,294	4,955,000
2023/24	2,855,000	78,300,547	30,320,000	950,000	41,365,360	7,025,000	1,680,000	6,105,423	11,905,000	8,010,757	5,190,000
2024/25	2,950,000	74,365,340	27,390,000	415,000	24,410,000	7,340,000		5,874,733	11,495,000	8,396,369	5,445,000
2025/26	3,045,000	66,690,300	28,580,000	430,000	13,295,000	7,670,000		5,652,228	11,965,000	8,067,231	5,705,000
2026/27	3,150,000	68,816,245	29,830,000	14,285,000	13,925,000	5,980,000		5,438,274	10,350,000	8,275,000	5,510,000
2027/28		71,624,297	31,140,000	475,000	14,560,000	6,240,000		5,232,955	10,695,000	8,690,000	5,785,000
2028/29		74,613,369	32,360,000	2,265,000	15,245,000	6,490,000		5,034,559	10,370,000	9,220,000	5,280,000
2029/30		77,528,953	33,550,000	8,510,000	16,000,000	6,760,000			7,080,000	8,750,000	5,545,000
2030/31		80,764,565	34,870,000	545,000	8,825,000	7,005,000			2,790,000		5,830,000
2031/32		66,700,000	36,280,000	1,335,000	3,130,000	7,260,000			2,875,000		6,115,000
2032/33		69,585,000	33,040,000	595,000		7,530,000			2,965,000		6,420,000
2033/34		56,820,000	34,415,000	3,035,000		5,270,000			3,055,000		6,740,000
2034/35		59,530,000	31,145,000	610,000		2,075,000			3,155,000		7,080,000
2035/36		34,495,000	27,610,000	0		2,160,000			3,255,000		7,435,000
2036/37		36,060,000	23,085,000	0		2,245,000			3,365,000		7,805,000
2037/38		37,710,000	19,510,000	0					1,005,000		8,195,000
2038/39		24,535,000	10,140,000	4,520,000					1,040,000		8,605,000
2039/40		12,815,000	5,195,000								7,860,000
2040/41			5,405,000								
	$22,547,000	**$1,452,800,833**	**$594,035,000**	**$43,807,000**	**$436,311,670**	**$112,500,000**	**$7,640,000**	**$134,503,346**	**$139,945,000**	**$80,973,454**	**$130,115,000**

Interest Over the Life of the Debt

Table 17

Financial Summaries

Schedule of Projected Bond Interest Transactions

	Parks, Recreation, & Culture	Public Utilities		Community Development		Transportation & Parking		City Support Services and Public Safety			
Fiscal Year	Spectator Facilities	Sewer System	Water System	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Pension	Parks/Fire/ Housing Gen. Oblig.	Convention Center & Other Public Improvements	Facilities, Equipment
2019/20	$750,374	$65,848,738	$30,778,336	$1,900,658	$34,208,645	$4,678,000	$383,061	$7,302,088	$5,368,973	$7,744,045	$7,099,742
2020/21	662,346	60,132,657.26	23,280,376	1,843,908	12,776,634	4,336,200	312,750	5,150,814	4,846,172	5,675,007	6,292,556
2021/22	571,440	54,819,210.26	21,700,376	1,796,408	11,019,522	3,990,325	240,500	2,725,384	4,366,347	5,206,277	6,018,088
2022/23	477,493	49,198,963.26	20,428,376	1,747,408	9,148,440	3,619,500	164,000	33,294,825	3,883,687	3,320,560	5,729,963
2023/24	405,488	43,200,843.26	19,095,951	1,698,158	7,174,474	3,250,525	84,000	35,119,578	3,382,804	2,948,247	5,492,306
2024/25	312,700	39,617,100.26	17,807,751	1,650,658	5,230,615	2,936,150		37,000,268	2,846,974	2,557,585	5,242,050
2025/26	216,825	36,348,006.26	16,612,401	1,629,908	4,100,460	2,607,050		38,937,772	2,376,169	2,147,023	4,978,800
2026/27	110,250	33,075,027.26	15,363,201	1,608,408	3,465,688	2,262,650		40,931,726	1,924,519	1,746,750	4,702,750
2027/28		29,959,116.26	14,058,151	894,158	2,823,438	2,003,875		42,997,045	1,584,244	1,333,000	4,427,250
2028/29		26,950,029.26	12,839,251	870,408	2,139,175	1,749,200		45,120,441	1,277,944	898,500	4,145,500
2029/30		24,040,395.26	11,650,788	792,558	1,378,663	1,483,925			971,556	437,500	3,881,500
2030/31		20,801,915.76	10,314,538	436,970	573,250	1,235,025			758,769		3,604,250
2031/32		17,389,368.76	8,914,738	409,720	125,200	977,025			673,876		3,312,750
2032/33		14,494,925.00	7,510,576	350,620		709,450			585,576		3,007,000
2033/34		11,533,675.00	6,137,676	320,870		470,000			494,076		2,686,000
2034/35		8,832,775.00	4,708,226	193,220		259,200			396,639		2,349,000
2035/36		6,002,150.00	3,423,088	162,720		176,200			295,556		1,995,000
2036/37		4,429,575.00	2,289,075	162,720		89,800			187,899		1,623,250
2037/38		2,784,850.00	1,390,525	162,720					73,118		1,233,000
2038/39		1,064,425.00	829,600	162,720					37,440		823,250
2039/40		256,300.00	424,000								393,000
2040/41			216,200								
	$3,506,916	**$550,780,046**	**$249,773,200**	**$18,794,913**	**$94,164,202**	**$36,834,100**	**$1,184,311**	**$288,579,940**	**$36,332,336**	**$34,014,493**	**$79,037,005**

Summary of Defeased Indebtedness

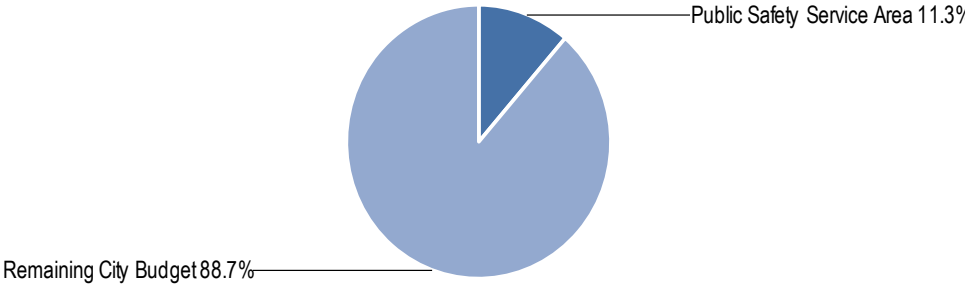
Type of Debt	Outstanding 07/01/18	Defeased FY 2018-19	Matured FY 2018-19
The City had $60,700,000 of defeased water revenue bonds outstanding as of July 1, 2018, which were fully paid from escrow during the fiscal year. The City also refunded certain maturities of the South Park Blocks Urban Renewal & Redevelopment Bonds, 2008 Series B and the General Obligation Public Safety Bonds, 2011 Series A, which were paid prior to June 30, 2019. **As of July 1, 2019, there were no defeased bonds that are outstanding.** 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 2008 A	$60,700,000	$0	($60,700,000)
	$60,700,000	**$0**	**($60,700,000)**
South Park Blocks Urban Renewal & Redevelopment Bonds			
Series 2008 B	$0	$32,020,000	($32,020,000)
	$0	**$32,020,000**	**($32,020,000)**
Limited Tax Revenue Bonds:			
Series 2009A	$0	$8,370,000	($8,370,000)
	$0	**$8,370,000**	**($8,370,000)**
General Obligation Bonds (Public Safety):			
Series 2011 A	$0	$13,490,000	($13,490,000)
	$0	**$13,490,000**	**($13,490,000)**
TOTAL DEFEASED BONDS OUTSTANDING	**$60,700,000**	**$53,880,000**	**($114,580,000)**

CITY OF PORTLAND OREGON
1851

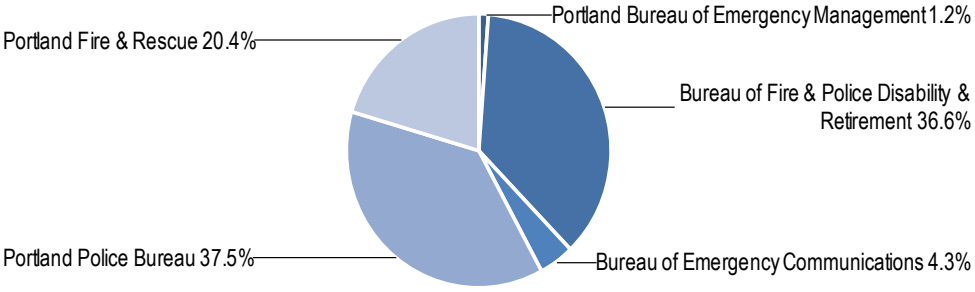
Public Safety Service Area

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

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	626,099,568	631,874,430	5,774,862	0.92
Capital	4,560,559	3,642,000	(918,559)	(20.14)
Total Requirements	**630,660,127**	**635,516,430**	**4,856,303**	**0.77**
Authorized Positions	2,274.70	2,222.55	(52.15)	(2.29)

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.

Portland Police Bureau

The Portland Police Bureau's FY 2019-20 Adopted Budget is $238.2 million with 1,301 FTE. This represents a 1% increase in total resources over the FY 2018-19 Revised Budget. Significant changes to the FY 2019-20 Adopted Budget include:

- The bureau made a one-time General Fund reduction of $2,000,000. Based on the Police Bureau's current number of vacancies and the anticipated hiring rate, this reduction in resources is not expected to affect service levels in FY 2019-20.
- The bureau was allocated $120,000 in General Fund one-time resources as bridge funding for reduced revenues in the Records Division. As of January 2019, the bureau stopped charging victims for Police records requests.
- The bureau carried over $2,261,119 in General Fund resources to fund a variety of projects that were planned but not completed in FY 2018-19.
- The bureau absorbed the cost of an interagency agreement with the City Attorney's Office ($215,000) for policy directive review, as well as the cost of retaining 3.0 FTE that manage the Strength Programs ($294,786).

Portland Fire & Rescue

The Portland Fire & Rescue FY 2019-20 Adopted Budget is $129.8 million with 726.55 FTE. This is 1.97% less than the bureau's FY 2018-19 Revised Budget. Significant changes in the Portland Fire & Rescue FY 2019-20 Adopted Budget include:

- $798,468 in ongoing funding to restore a Rapid Response Vehicle (RRV) that was planned to be cut in FY 2019-20. Of this amount, $679,958 is General Fund discretionary resources.
- $500,000 transferred from the Fire Apparatus Reserve Fund to build a boathouse for Fireboat 17, which patrols the Columbia River.
- $142,084 in one-time General Fund discretionary resources to fund the creation of a firefighter health and wellness coordinator to organize, coordinate, and lead the bureau's medical, fitness, and rehabilitation program for firefighters.
- A reduction of $302,833 that reduces Station 23's staffing level to an RRV on all three shifts. Previously, the bureau operated a four-person engine out of Station 23 on one shift and a two-person RRV on the other two shifts.
- Carryover funding of $1,807,000 to fund the purchase of self-contained breathing apparatus.

Bureau of Emergency Communications

The FY 2019-20 Adopted Budget for the Bureau of Emergency Communications (BOEC) is $27.2 million with 155 FTE. This represents a 0.67% increase compared to the bureau's FY 2018-19 Revised Budget. The FY 2019-20 Adopted Budget includes $182,727 in one-time resources for research and a feasibility analysis for launching a Nurse Triage program and a mental health crisis response team, referred to as "Portland Street Response."

Portland Bureau of Emergency Management

The FY 2019-20 Adopted Budget for the Portland Bureau of Emergency Management (PBEM) is $7.7 million and includes 23.0 FTE. There were no significant funding changes for the bureau in FY 2019-20. The bureau carried over $200,000 in General Fund resources from FY 2018-19 for the replacement of its crisis management system and additional work for the unreinforced masonry (URM) project.

Bureau of Fire & Police Disability & Retirement

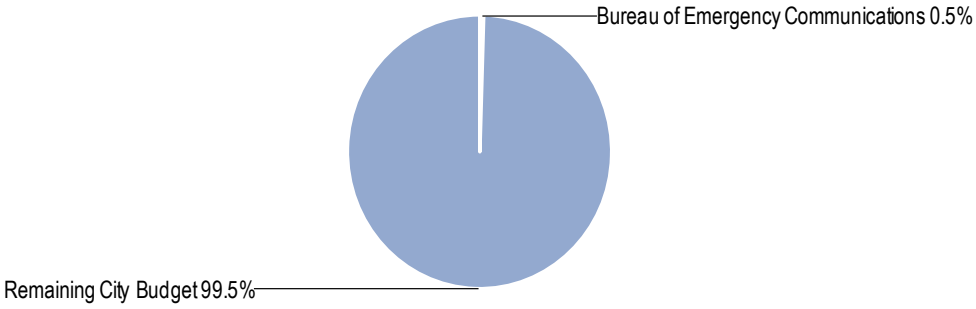
The FY 2019-20 Adopted Budget for Fire & Police Diability & Retirement (FPD&R) is $232.5 million with 17 FTE. This represents a 2.9% increase in total resources over the FY 2018-19 Revised Budget. It is estimated that there will be 2,132 pension recipients in FY 2019-20. Estimated expenditures for disability and death benefits in FY 2019-20 total $8.4 million, nearly the same as the FY 2018-19 Revised Budget. The budget for Oregon PERS contributions is $22.0 million for FY 2019-20, an increase of $5.7 million or 34.8% over the FY 2018-19 Revised Budget. The growth is due to the rising proportion of the sworn workforce hired after 2006, as well as increasing wages included in the most recent Portland Police Association and Portland Fire Fighters Association contracts.

Bureau of Emergency Communications

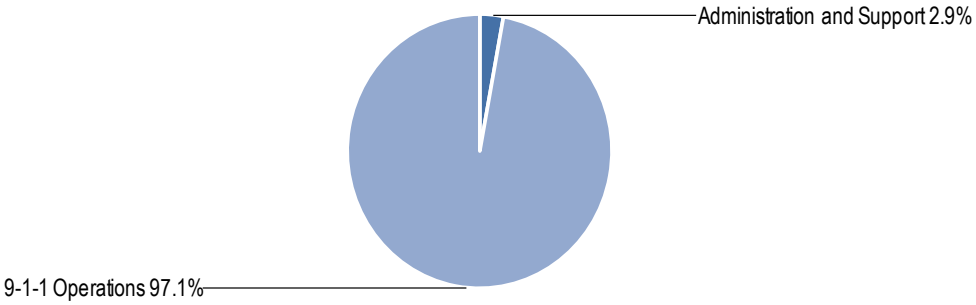
Public Safety Service Area

Jo Ann Hardesty, Commissioner-in-Charge
Bob Cozzie, Director

Percent of City Budget

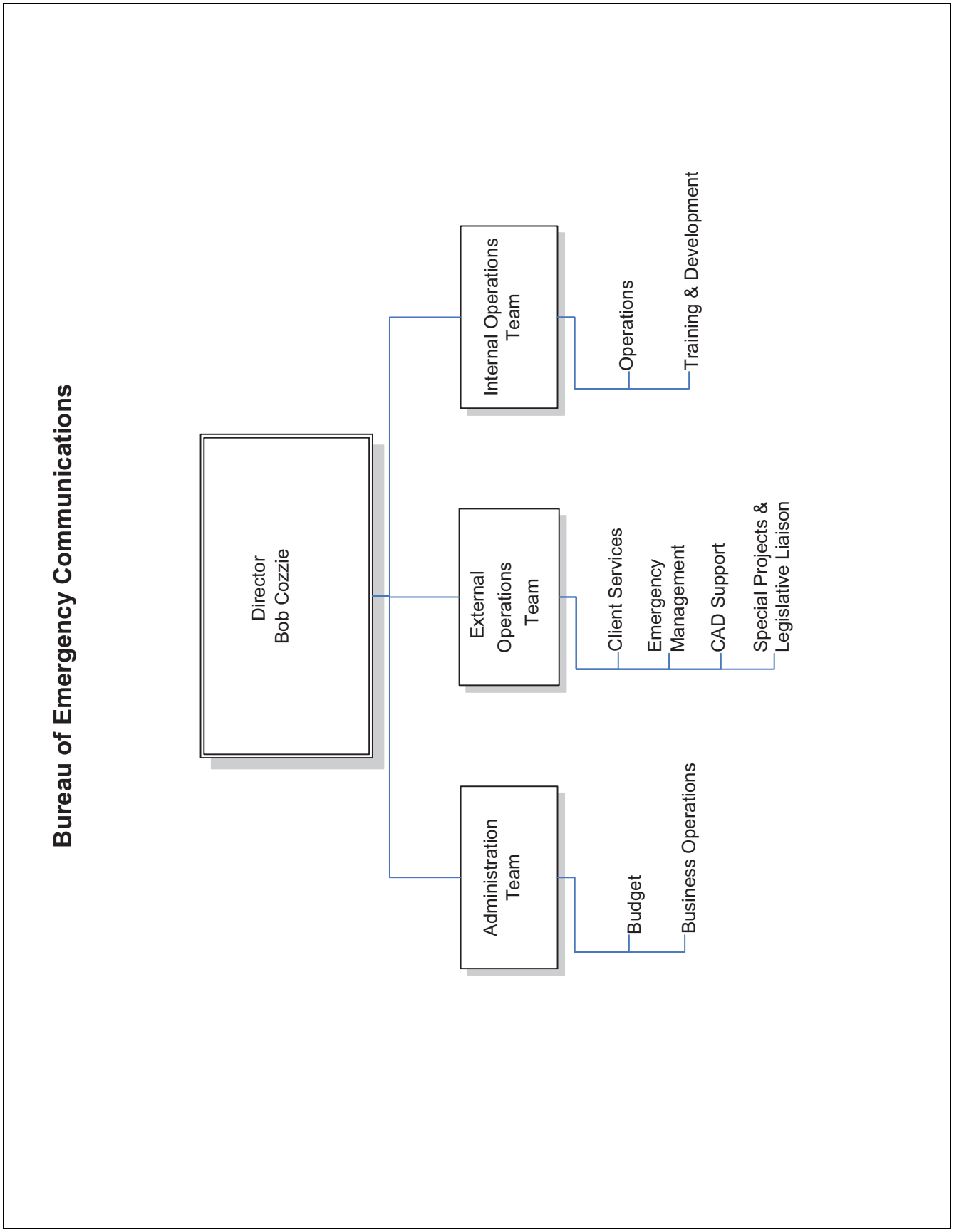


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	25,456,111	25,638,203	182,092	0.72
Capital	1,600,000	1,600,000	0	0.00
Total Requirements	**27,056,111**	**27,238,203**	**182,092**	**0.67**
Authorized Positions	188.00	155.00	(33.00)	(17.55)


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

Bureau Summary

Bureau Mission

The mission of the Bureau of Emergency Communications (BOEC) is to work collaboratively with community and public safety partners to ensure effective and timely 9-1-1 call answering and dispatching.

Bureau Overview

Emergency Communications provides service to the residents, visitors, and emergency response agencies throughout Multnomah County. The bureau's 9-1-1 and public safety dispatch operation is supported by several program areas: Technology Systems Support, Analytics, Training and Development, Quality Assurance and Accountability, Emergency Management and Business Operations.

Strategic Direction

Emergency Communications strives to ensure all data and performance measures are clearly defined, understood, and accurately reported. The bureau strategic plan includes initiatives that focus on adequate staffing to meet national performance standards, ensuring timely and accurate call triage, leveraging technology, and developing employee skills. Emergency Communications maintains the drive to meet and exceed national performance standards. The bureau continues to train dispatchers at a record pace, and after more than a decade of understaffing, nearly all budgeted positions are filled. This is a significant accomplishment considering that 9-1-1 centers across the nation are struggling to find 9-1-1 operators. While improved staffing benefits Emergency Communications and the community, there has been a direct impact on facility overcrowding.

Emergency Communications key performance measures are focused on core activities. Performance is based on metrics, including meeting national call answering standards. Procedural adjustments have been made to answer calls more quickly. To maintain transparency, statistical reports are posted monthly and have shown steady performance improvement over the past year. Emergency Communications continues progress with a highly customized Operations Staff Scheduling and Performance Analysis system, which aids in efficient staffing of the bureau as well as in identifying staffing gaps.

Summary of Key budget decisions

Additions

Mental Health and Nurse Triage Program

The Adopted Budget includes an increase of $182,727, including $145,030 in one-time General Fund discretionary resources to pay for the City of Portland to develop a plan for a Mental Health and Nurse Triage Program. The funding will pay for a consultant to conduct scoping and feasibility research of nurse triage that will interface with the bureau's Integrated Priority Dispatch System (IPDS) — a new call answering and triaging protocol that will be implemented in FY 2019-20. The nurse triage program, which will require two

years of scoping before being piloted in FY 2021-22, will allow the bureau to divert low-acuity medical and mental health 9-1-1 calls to a nurse who can conduct patient assessment and provide alternate care options. This technology will decrease the response workload for Portland Fire & Rescue and could lead to better healthcare outcomes for patients who call 9-1-1.

Portland Street Response

The FY 2019-20 Adopted Budget includes $500,000 in one-time General Fund discretionary resources in a centrally budgeted set aside account to fund future needs associated with the Portland Street Response initiative. This is included in the Fund & Debt Management budget and therefore not reflected in BOEC's FY 2019-20 Adopted Budget total.

Budget Notes

Coordinated Emergency Response

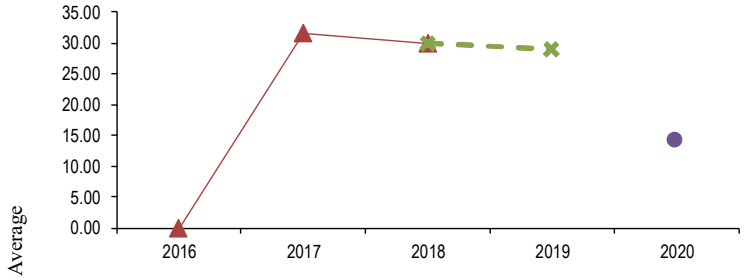
Council directs the Chief Administrative Officer (CAO) to organize a public safety working group and make recommendations to reduce response times for first responders, triage calls more effectively to appropriate service providers, identify resources in multiple bureaus for Rapid Street Response, and make recommendations for efficiencies across all bureaus related to day-to-day business operations, technology, administration, communications and outreach, and training. Bureaus shall examine the integration of service and FY 2020-21 Program Offers to achieve efficiencies and recommended improvements. At the discretion of the CAO, the work group shall include but not be limited to representatives from: the City Budget Office; the Bureau of Revenue and Financial Services; the Bureau of Human Resources; the Bureau of Emergency Management; the Bureau of Emergency Communications; Portland Fire and Rescue, and; Portland Police Bureau. The CAO shall present recommendations to Council no later than November, 15 2019.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Number of overtime hours	24,650	17,627	21,000	19,750	0
Total operational sick leave hours taken	14,070	14,517	12,850	14,955	0
Total number of forced overtime hours	3,302	2,296	2,800	2,432	0
Percent of new hires who graduated from academy	100%	86%	90%	0%	0%
Percentage of overtime hours attributed to emergency communications operations	90%	90%	85%	90%	0%
OUTCOME					
Average time to answer emergency 9-1-1 calls (in seconds)	25	25	21	14	0
Average time to answer emegency 9-1-1 cell phone calls (in seconds)	31.50	29.96	29.00	14.00	0.00
Average time to answer emergency 9-1-1 landline calls (in seconds)	10.65	11.95	10.00	14.00	0.00
Percentage of emergency 9-1-1 calls answered within 20 seconds	0%	64%	69%	70%	95%
Percentage of emergency 9-1-1 calls answered within 10 seconds in the busy hour	22%	16%	26%	53%	90%
OUTPUT					
Number of operations employees hired in academy	0	22	0	9	0
Total number of Certified Call Takers by Fiscal Year to take 9-1-1/ Non-Emergency calls	0	101	0	118	0
Number of operations employees graduating from academy	0	26	0	18	0
Total number of Certified Police Dispatchers by Fiscal Year to take 9-1-1/Non-Emergency calls and dispatch police responders	0	84	0	118	0
Total number of Sr. Dispatchers by Fiscal Year to take 9-1-1/Non-Emergency calls and dispatch police, fire and medical responders	0	75	0	100	0
WORKLOAD					
Total number of nonemergency telephone calls	315,022	337,773	337,000	357,928	0
Total number of emergency 9-1-1 telephone calls	522,947	527,027	529,000	530,513	0
Total number of text sessions	1,817	1,526	1,100	1,672	0
Total number of calls for service (Police, Fire, and Medical for all partner agencies)	0	602,474	0	621,221	0

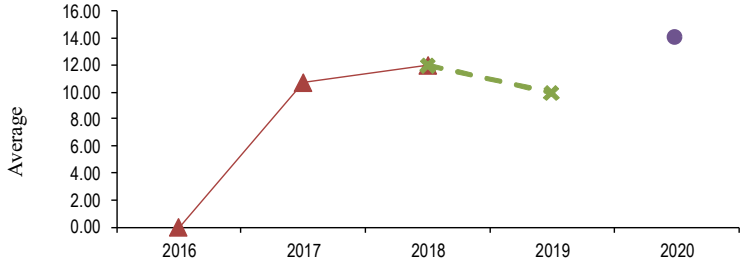
Average Time to Answer Emergency 9-1-1 Cell Phone Call

In an effort to provide full transparency and understanding related to placing a call to 9-1-1 via cell phone and via landline, we have added this performance measure. This documents the average time a caller must wait, in seconds, before being connected to a call taker when dialing 9-1-1. The difference between the two data sets can be primarily attributed to the time it takes to move through the call filter when dialing from a cell phone. Historical data in this measure, as well as in the measure directly below, were collected without the benefit of current systems which are able to extract data at a much more in depth level and therefore are not comparable.



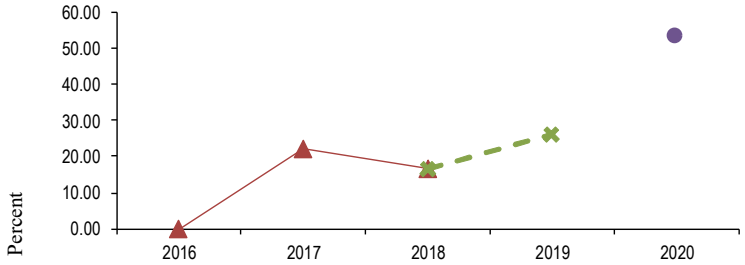
Average Time to Answer Emergency 9-1-1 Landline Call

As stated above, this is the comparative statistic related to the average time a caller must wait for a call taker to report a 9-1-1 emergency.



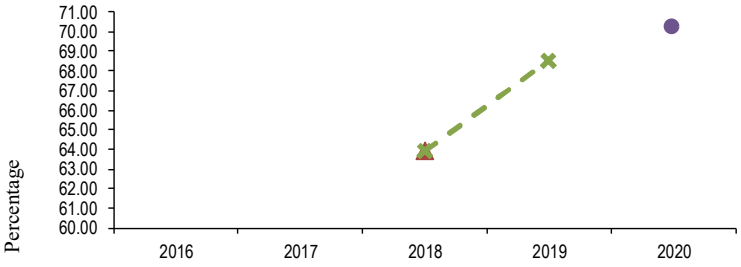
% of Emergency 9-1-1 Calls Answered Within 10 Seconds in Busy Hour

CY 2017 is the first year the bureau has collected this data related to the NENA national call taking standard. For 2017, based on call count, 1700 was the bureauís ìbusy hourî in which the bureau met a 25% compliance for answer within 10 seconds. As stated in the above graph, statistics shown prior to 2017 are not inclusive of the call filter and there is further question regarding that past data that has not yet been fully understood but which is still under review. The bureau believes the data provided for 2017 is accurate. We will continue to work towards a compliance rate of 90%.



% of Emergency 9-1-1 Calls Answered Within 20 Seconds

The apparent decrease in efficiency in this measure is due to a change in the manner in which data is collected. Prior to 2017, the bureau was not able to measure the time a caller utilizing a cell phone spent in the call filter before being validated forward. As a result, measures prior to 2017 are showing success at a far higher rate. All 9-1-1 calls measured during and after 2017 are calculated from the moment they enter the 9-1-1 system including the call filter time. The bureau continues to work toward meeting our goal of 95%.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	387,912	333,301	592,000	407,000	407,000
Intergovernmental	7,520,869	8,009,843	8,335,849	8,517,798	8,517,798
Miscellaneous	41,849	15,374	20,000	20,000	20,000
Total External Revenues	**7,950,630**	**8,358,518**	**8,947,849**	**8,944,798**	**8,944,798**
Internal Revenues					
Fund Transfers - Revenue	15,681,759	15,305,982	16,981,355	16,359,833	16,359,833
Total Internal Revenues	**15,681,759**	**15,305,982**	**16,981,355**	**16,359,833**	**16,359,833**
Beginning Fund Balance	1,973,782	1,587,046	1,126,907	1,933,572	1,933,572
Total Resources	**$25,606,171**	**$25,251,546**	**$27,056,111**	**$27,238,203**	**$27,238,203**
Requirements					
Bureau Expenditures					
Personnel Services	15,288,365	16,401,473	17,636,849	18,259,960	18,259,960
External Materials and Services	1,231,260	1,055,370	1,554,457	1,208,583	1,208,583
Internal Materials and Services	5,071,878	4,886,632	4,633,497	4,922,973	4,922,973
Capital Outlay	0	0	1,600,000	1,600,000	1,600,000
Total Bureau Expenditures	**21,591,503**	**22,343,475**	**25,424,803**	**25,991,516**	**25,991,516**
Fund Expenditures					
Debt Service	1,407,693	249,221	271,083	287,549	287,549
Contingency	0	0	333,572	0	0
Fund Transfers - Expense	1,019,929	1,536,019	1,026,653	959,138	959,138
Total Fund Expenditures	**2,427,622**	**1,785,240**	**1,631,308**	**1,246,687**	**1,246,687**
Ending Fund Balance	1,587,046	1,122,832	0	0	0
Total Requirements	**$25,606,171**	**$25,251,546**	**$27,056,111**	**$27,238,203**	**$27,238,203**
Programs					
9-1-1 Operations	21,591,503	22,338,463	25,424,803	25,241,502	25,241,502
Administration & Support	0	5,012	0	750,014	750,014
Total Programs	**$21,591,503**	**$22,343,475**	**$25,424,803**	**$25,991,516**	**$25,991,516**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Safety								
Integrated Priority Dispatch System	0	950,000	950,000	0	0	0	0	950,000
Next Generation 911 Recording System	0	650,000	650,000	0	0	0	0	650,000
Total Safety	**0**	**1,600,000**	**1,600,000**	**0**	**0**	**0**	**0**	**1,600,000**
Total Requirements	**0**	**1,600,000**	**1,600,000**	**0**	**0**	**0**	**0**	**1,600,000**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003003	Administrative Specialist II	48,277	89,523	0.00	0	1.00	68,900	1.00	68,900
30003004	Administrative Specialist III	53,290	98,800	1.00	63,898	1.00	63,898	1.00	63,898
30003007	Analyst II	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003008	Analyst III	69,805	126,318	2.00	203,050	2.00	203,050	2.00	203,050
30003012	Business Systems Analyst III	69,805	126,318	2.00	192,899	2.00	192,899	2.00	192,899
30003029	Coordinator III	63,336	105,373	2.00	178,349	2.00	191,381	2.00	191,381
30003037	Director I	111,696	189,842	1.00	170,227	1.00	170,227	1.00	170,227
30000031	Emerg Commun Call Taker	46,673	60,742	10.00	515,716	9.00	474,466	9.00	474,466
30000034	Emerg Commun Dispatcher, Sr	59,794	77,815	106.00	7,253,988	107.00	7,535,004	107.00	7,535,004
30000035	Emerg Commun Police Dispatcher	57,561	74,851	2.00	121,988	2.00	136,308	2.00	136,308
30000835	Emerg Commun Support Specialist	37,461	53,789	2.00	107,578	2.00	107,578	2.00	107,578
30003041	Emergency Communications Ops Mgr	91,728	152,277	1.00	129,542	1.00	129,542	1.00	129,542
30003042	Emergency Communications Ops Sup I	63,336	105,373	14.00	1,384,656	14.00	1,384,656	14.00	1,384,656
30003043	Emergency Communications Ops Sup II	69,805	126,318	2.00	209,228	2.00	209,228	2.00	209,228
30003044	Emergency Communications Systems Admin	69,805	126,318	1.00	109,658	1.00	109,658	1.00	109,658
30003055	Financial Analyst II	63,336	105,373	1.00	73,054	1.00	98,904	1.00	98,904
30003081	Manager I	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30000013	Office Support Specialist III	47,902	63,482	3.00	174,866	2.00	126,963	2.00	126,963
TOTAL FULL-TIME POSITIONS				152.00	11,095,158	152.00	11,409,122	152.00	11,409,122
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30003007	Analyst II	63,336	105,373	1.00	84,354	1.00	17,574	1.00	17,574
30003012	Business Systems Analyst III	69,805	126,318	1.00	74,090	0.00	0	0.00	0
30000031	Emerg Commun Call Taker	46,673	60,742	20.00	926,932	0.00	0	0.00	0
30000032	Emerg Commun Dispatcher, Trainee	46,673	54,063	11.00	506,943	0.00	0	0.00	0
30001028	Emerg Commun Lateral Police Disp, Trnee	51,475	66,967	2.00	103,523	1.00	52,779	1.00	52,779
30003042	Emergency Communications Ops Sup I	63,336	105,373	1.00	98,904	1.00	22,478	1.00	22,478
TOTAL LIMITED TERM POSITIONS				36.00	1,794,745	3.00	92,831	3.00	92,831
GRAND TOTAL				188.00	12,889,903	155.00	11,501,953	155.00	11,501,953

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.

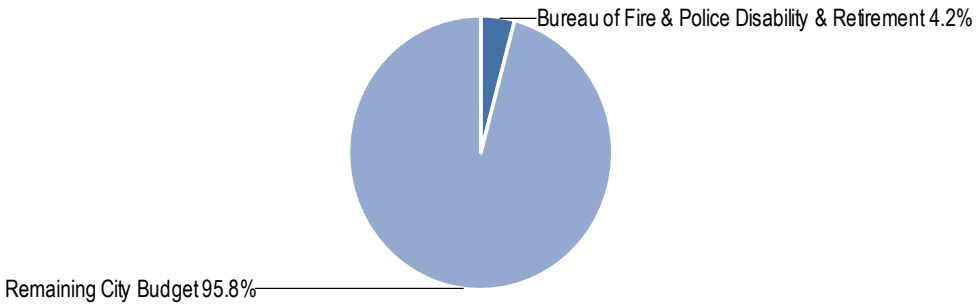
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	25,295,296	0	25,295,296	155.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	182,727	182,727	0.00	Mental Health and Nurse Triage Program research
	0	513,493	513,493	0.00	Contingency Transfer and Revenue Adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**696,220**	**696,220**	**0.00**	**Total FY 2019-20 Decision Packages**
			25,991,516	**155.00**	**Total Adopted Budget**

Bureau of Fire & Police Disability & Retirement

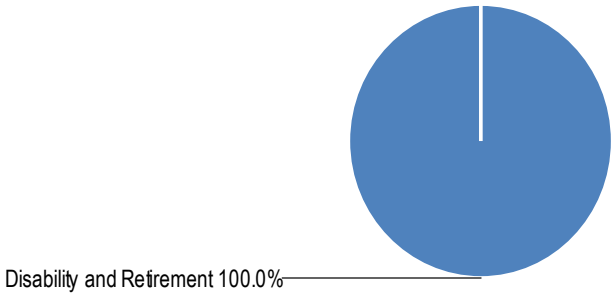
Public Safety Service Area

Jo Ann Hardesty, Commissioner-in-Charge
Samuel Hutchison, Director

Percent of City Budget

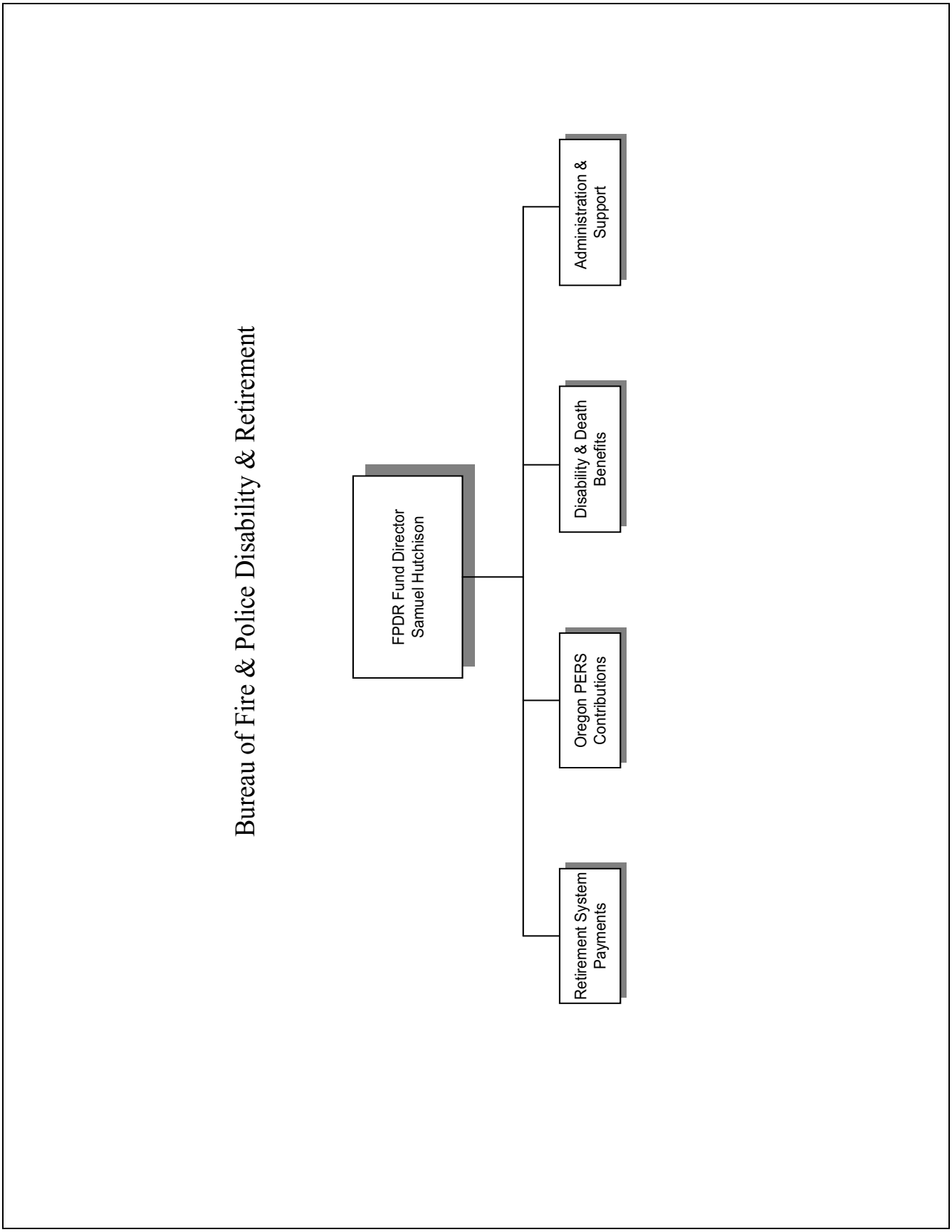


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	225,952,793	232,463,372	6,510,579	2.88
Capital	52,850	75,000	22,150	41.91
Total Requirements	**226,005,643**	**232,538,372**	**6,532,729**	**2.89**
Authorized Positions	17.00	17.00	0.00	0.00


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 and Police Disability and Retirement (FPDR) consists of four sub-programs: two retirement programs — FPDR Pension Benefits and Sworn PERS Contributions — plus the Disability and Death Benefits program, and the Administration and Support program. FPDR serves plan members in three distinct tiers: FPDR One members are those who were retired or on long-term disability before January 1, 1990; FPDR Two members are those who were working or hired between December 31, 1989 and December 31, 2006; and FPDR Three members who were hired after December 31, 2006. The FPDR Plan provides pension and disability benefits for FPDR One and Two members, but only disability benefits for FPDR Three members. In addition, the FPDR Fund finances contributions to the Oregon Public Employees Retirement System (PERS) for FPDR Three members. FPDR benefits and administrative expenses are funded by a dedicated FPDR property tax levy, separate from the City's general government levy. The FPDR levy is capped at $2.80 per $1,000 of real market value by City Charter.

FPDR Pension Benefits

The FPDR Pension Benefit sub-program governs direct pension benefits to members hired before January 1, 2007 and their survivors and alternate payees (former spouses). The FY 2019-20 Adopted Budget is $131.7 million, including $135,088 in direct program delivery costs. This is an increase of $4.4 million or 3.4% over the FY 2018-19 Revised Budget. Costs are growing for a variety of reasons, but the primary cause is the growing number of FPDR Two retirees. FPDR Two members have a more generous pension benefit than FPDR One members. It is estimated that there will be 2,132 pension recipients in FY 2019-20, of whom only 400 or so will be FPDR One beneficiaries.

Disability and Death Benefits

The Disability and Death Benefits program administers all service-connected and nonservice disability benefits, including wage replacement for lost time from work, medical care expenses, vocational rehabilitation, and funeral benefits. The budget for FY 2019-20 totals $8.4 million, essentially the same as the FY 2018-19 Revised Budget. The program budget includes $1.0 million of costs related directly to program delivery.

Sworn PERS Contributions

The Sworn PERS Contributions sub-program manages reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of sworn employees hired after 2006. Program expenditures are budgeted at $21.5 million for FY 2019-20, an increase of $5.2 million or 31.7% over the FY 2018-19 Revised Budget. Growth is due to the rising proportion of the sworn workforce hired after 2006; a 19% increase in public safety contribution rates for the Oregon Public Service Retirement Plan

tier; and wage increases for sworn employees, including a 3.9% cost of living adjustment scheduled for July 1, 2019. This program will experience exponential cost growth through the early- to mid-2030s, when the entire sworn workforce will likely be comprised of FPDR Three members. At that point, cost growth will be limited to increases in wages and PERS contribution rates.

Administration and Support

The Administration and Support sub-program includes all other costs of operating the bureau. Bureau expenditures in the Administration and Support program for FY 2019-20 total $2.7 million, an increase of $0.20 million or 8.1% from the FY 2018-19 Revised Budget. The increase is mostly related to rising personnel costs, caused by increases in PERS contribution rates, a 3.9% cost-of-living adjustment on July 1, 2019, and potential merit pay increases for nonrepresented employees under new City compensation and pay equity plans. The Administration and Support budget represents 1.7% of total bureau requirements for FY 2019-20.

Strategic Direction

Connection to City Goals

As a provider of pension and disability benefits for the City's public safety workforce, FPDR's work contributes to Portland Plan Measure 11, to have a safer city. Benefits play an important role in recruiting and retaining the most qualified police officers and fire fighters.

Bureau Objectives

FPDR's strategic goals are to fairly and compassionately administer pension and disability benefits for the City's sworn employees and to be a good steward of the property taxes that underwrite those benefits. The bureau is dedicated to a smooth transition from the pay-as-you-go pension plans of the FPDR One and FPDR Two tiers, now closed, to the prefunded PERS pension plan of the FPDR Three tier added in 2007.

Performance

Several of FPDR's performance measures gauge the bureau's success in delivering benefits accurately and efficiently. The percent of disability decisions reached within 60 days dipped in 2016, but climbed above 90% in each of the last two years. The percent of members whose pensions are very close to the estimates they received (those with a negative variation of less than 1%) has fluctuated between 90% and 100% for the last five years, with no consistent upward or downward trajectory. Other performance measures track financial performance. Administrative costs have comprised between 1% and 2% of the bureau budget for the last several years, but may decline to even lower levels as the bureau budget grows. FPDR has introduced a more stable measure for FY 2019-20, administrative cost per plan participant; this is expected to rise to $723 in FY 2019-20, from a projected $713 in FY 2018-19—a 1.5% increase. The FPDR tax levy rate remains well under the $2.80 cap, at a projected $1.08 for FY 2019-20. Continued increases in RMV have kept the RMV tax rate low even as FPDR benefit costs grow.

Strategic Plan

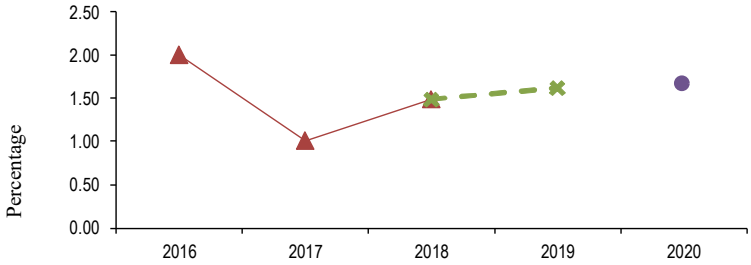
FPDR recently completed a three-year strategic plan focused on member service improvement, disability program development, technology and staff investment, and FPDR Board development. The next strategic plan is not yet finalized, but the overarching focus is for FPDR to become an "organization of the future." Goals will include providing seamless member and beneficiary service in the digital age; recruiting and retaining top talent as employees retire; creating a supportive, efficient and modern work environment; and implementing next-generation claims processing.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Median Days to Prepare a Pension Estimate	0	NA	0	6	6
Administrative Spending Per Participant	$594	$601	$0	$723	$833
Percentage of disability claims decisions in 60 days	93%	91%	94%	92%	92%
Percent of Pension Recipients Who are Paperless	0%	36%	0%	39%	48%
OUTCOME					
Percentage of members whose final pay was 99% or more of last estimate	100%	95%	95%	95%	95%
Administrative cost as a percentage of bureau budget	1.00%	1.49%	1.62%	1.65%	1.52%
OUTPUT					
FPDR tax levy rate (per $1,000 of Real Market Value)	$1.14	$1.13	$1.10	$1.08	$1.24
Percentage of FPDR 2 members now or soon-to-be retirement eligible who received a pension estimate in the last two years	62%	73%	65%	73%	73%
WORKLOAD					
Number of members on short-term disability	244	282	244	282	282
Number of long-term disability recipients	37	35	37	37	38
Number of pension estimates	397	331	376	397	397
Number of Fire & Police Disability & Retirement 1 and 2 pension recipients	2,018	2,059	2,104	2,132	2,276
Number of pre-retirement workshop participants	126	110	132	156	156
Number of active employees in FPDR 3	535	603	0	760	1,020
Number of medical bills	3,996	3,704	3,855	3,724	3,724
Number of disability claims filed	342	327	327	335	335
Number of FPDR 2 retirements from active service	57	52	50	50	64
Percent of workforce who are FPDR 3	35%	39%	47%	48%	63%
Percentage of workforce on disability at June 30	3%	4%	4%	4%	4%

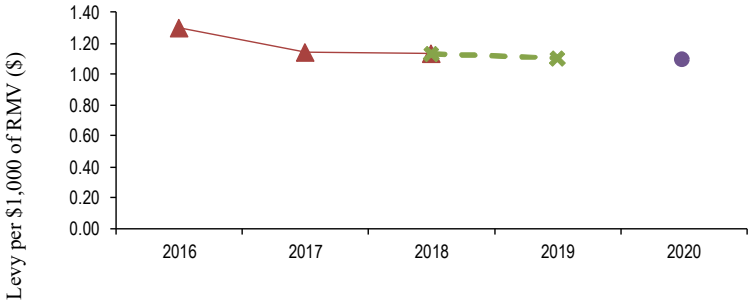
Administrative Cost as a Percentage of Bureau Budget

Administrative cost as a percent of bureau spending has hovered around 1.5% in recent years, with a brief spike in FY 2013-14, when the bureau had significant one-time legal expenses. Administrative costs are projected to increase to about 1.6% of bureau requirements in FY 2018-19. If program delivery costs allocated to the retirement and disability programs are included, administrative costs in FY 2018-19 would be approximately 2.4% of the bureau budget.



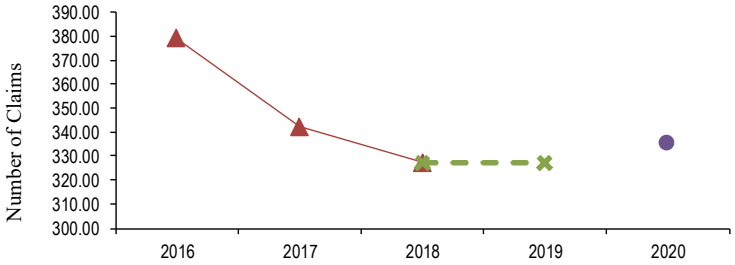
FPDR Tax Rate Per $1,000 of RMV ($)

FPDR's primary source of revenue is a dedicated property tax levy, authorized and capped at $2.80 per $1,000 of real market value (RMV) by the Portland City Charter. Despite increasing FPDR expenses, the rate has fallen each year for the last four years because of historic RMV growth. It is projected to drop again in FY 2019-20, to $1.08. The most recent tax levy adequacy analysis estimates a 2.6% probability that FPDR will not be able to fund its requirements within the $2.80 limit at some point over the next 20 years.



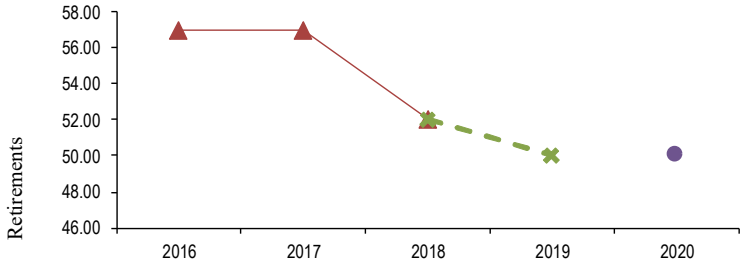
Disability Claims Filed

The number of disability claims have hovered in the mid-300s since FY 2012-13. FPDR predicts the number of claims will level off at about 325 claims per year going forward.



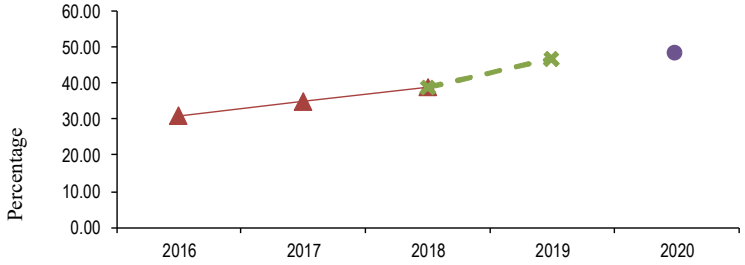
Number of FPDR 2 Retirements from Active Service

There were 58 service retirements in both FY 2015-16 and in FY 2016-17, along with 52 service retirements in FY 2017-18, and a similar number is expected this year. However, an unusually large number of members are retirement eligible and there will be two 27 pay date retirement opportunities during FY 2018-19, which explains why service retirements have already reached 62, for the year. For FY 2019-20 and beyond, 50 annual retirements are expected based on actuarial assumptions.



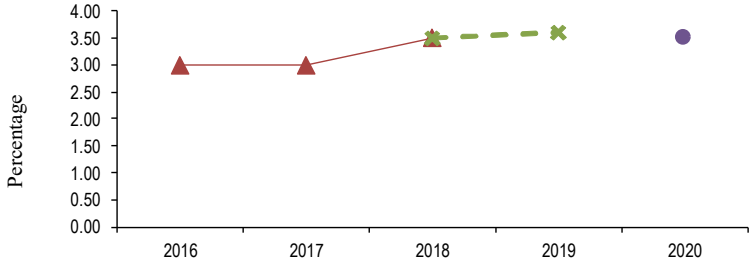
Percentage of Workforce Who are FPDR 3

FPDR 3 members are those hired in 2007 or later and are members of the Oregon 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. About 40% of the sworn workforce is currently comprised of FPDR 3 members; the percentage is expected to grow to 48% in FY 2019-20. Over the next 15 - 20 years, the proportion will grow annually until it reaches 100%.



Percentage of Workforce on Disability at June 30

The percent of the sworn workforce on disability declined after the 2006 Charter reforms and is now holding remarkably steady at about 3.5%. The percentage shown includes those on both short and long-term disability. The number of members on long-term disability is relatively stable throughout the year, but the number on short-term disability fluctuates widely from pay period to pay period.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	128,197,553	142,490,223	151,442,839	156,343,417	156,343,417
Charges for Services	44	52	0	0	0
Bond & Note	29,129,050	36,231,649	57,700,000	52,900,000	52,900,000
Miscellaneous	694,664	1,520,457	1,143,400	1,958,200	1,958,200
Total External Revenues	**158,021,311**	**180,242,380**	**210,286,239**	**211,201,617**	**211,201,617**
Internal Revenues					
Fund Transfers - Revenue	0	0	1,500,000	1,500,000	1,500,000
Interagency Revenue	1,193,483	1,167,132	1,290,000	1,594,954	1,594,954
Total Internal Revenues	**1,193,483**	**1,167,132**	**2,790,000**	**3,094,954**	**3,094,954**
Beginning Fund Balance	14,383,435	10,539,387	12,929,404	18,241,801	18,241,801
Total Resources	**$173,598,229**	**$191,948,898**	**$226,005,643**	**$232,538,372**	**$232,538,372**
Requirements					
Bureau Expenditures					
Personnel Services	1,973,764	2,114,363	2,250,600	2,494,800	2,494,800
External Materials and Services	120,536,788	126,014,677	134,712,872	139,215,707	139,215,707
Internal Materials and Services	10,812,495	14,327,749	17,202,965	22,584,101	22,584,101
Capital Outlay	54,760	98,456	52,850	75,000	75,000
Total Bureau Expenditures	**133,377,807**	**142,555,244**	**154,219,287**	**164,369,608**	**164,369,608**
Fund Expenditures					
Debt Service	29,371,007	36,620,708	58,593,081	54,206,581	54,206,581
Contingency	0	0	10,774,125	11,560,932	11,560,932
Fund Transfers - Expense	310,028	170,378	1,669,150	1,651,251	1,651,251
Total Fund Expenditures	**29,681,035**	**36,791,086**	**71,036,356**	**67,418,764**	**67,418,764**
Ending Fund Balance	10,539,387	12,602,569	750,000	750,000	750,000
Total Requirements	**$173,598,229**	**$191,948,899**	**$226,005,643**	**$232,538,372**	**$232,538,372**
Programs					
Administration & Support	2,086,985	2,118,872	2,521,223	0	0
Disability & Death Benefits	7,662,903	7,320,192	8,389,973	0	0
Disability and Retirement	0	0	0	164,369,608	164,369,608
Oregon PERS Contributions	9,672,695	13,318,516	16,037,257	0	0
Retirement System Payments	113,955,224	119,797,665	127,270,834	0	0
Total Programs	**$133,377,807**	**$142,555,244**	**$154,219,287**	**$164,369,608**	**$164,369,608**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	1.00	74,402	1.00	74,402	1.00	74,402
30003003	Administrative Specialist II	48,277	89,523	1.00	81,162	1.00	81,162	1.00	81,162
30003006	Analyst I	53,290	98,800	2.00	174,761	2.00	174,761	2.00	174,761
30003007	Analyst II	63,336	105,373	3.00	264,087	3.00	264,087	3.00	264,087
30003012	Business Systems Analyst III	69,805	126,318	1.00	103,854	1.00	103,854	1.00	103,854
30000066	Claims Technician	49,358	65,437	1.00	65,437	1.00	65,437	1.00	65,437
30000065	Claims Technician, Assistant	38,314	55,245	1.00	55,245	1.00	55,245	1.00	55,245
30003037	Director I	111,696	189,842	1.00	152,256	1.00	152,256	1.00	152,256
30003055	Financial Analyst II	63,336	105,373	2.00	188,427	2.00	188,427	2.00	188,427
30003077	Legal Assistant	53,290	98,800	1.00	85,238	1.00	85,238	1.00	85,238
30003081	Manager I	80,205	140,338	2.00	206,977	2.00	206,977	2.00	206,977
30000012	Office Support Specialist II	37,461	53,789	1.00	49,993	1.00	52,939	1.00	52,939
TOTAL FULL-TIME POSITIONS				17.00	1,501,838	17.00	1,504,784	17.00	1,504,784
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	1,501,838	17.00	1,504,784	17.00	1,504,784

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.

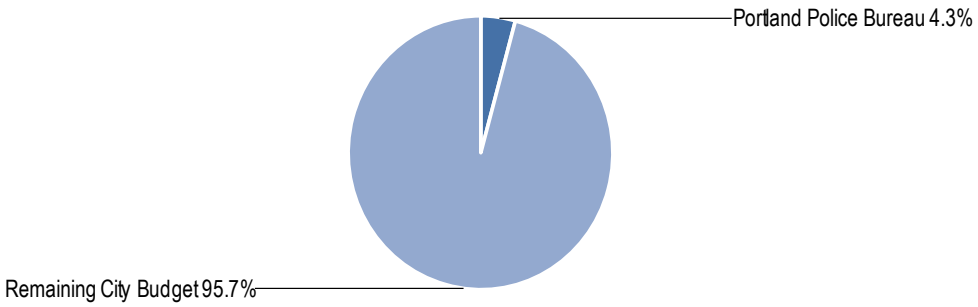
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	164,426,898	0	164,426,898	17.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(57,290)	0	(57,290)	0.00	Interagency Adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(57,290)	**0**	**(57,290)**	**0.00**	**Total FY 2019-20 Decision Packages**
			164,369,608	**17.00**	**Total Adopted Budget**

Portland Police Bureau

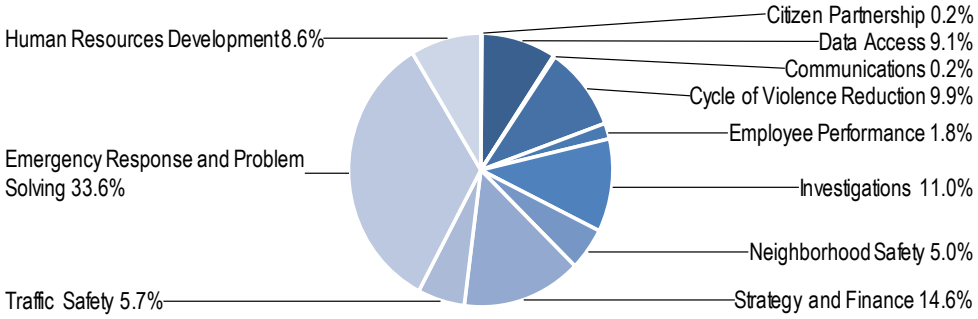
Public Safety Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Danielle M. Outlaw, Chief of Police

Percent of City Budget

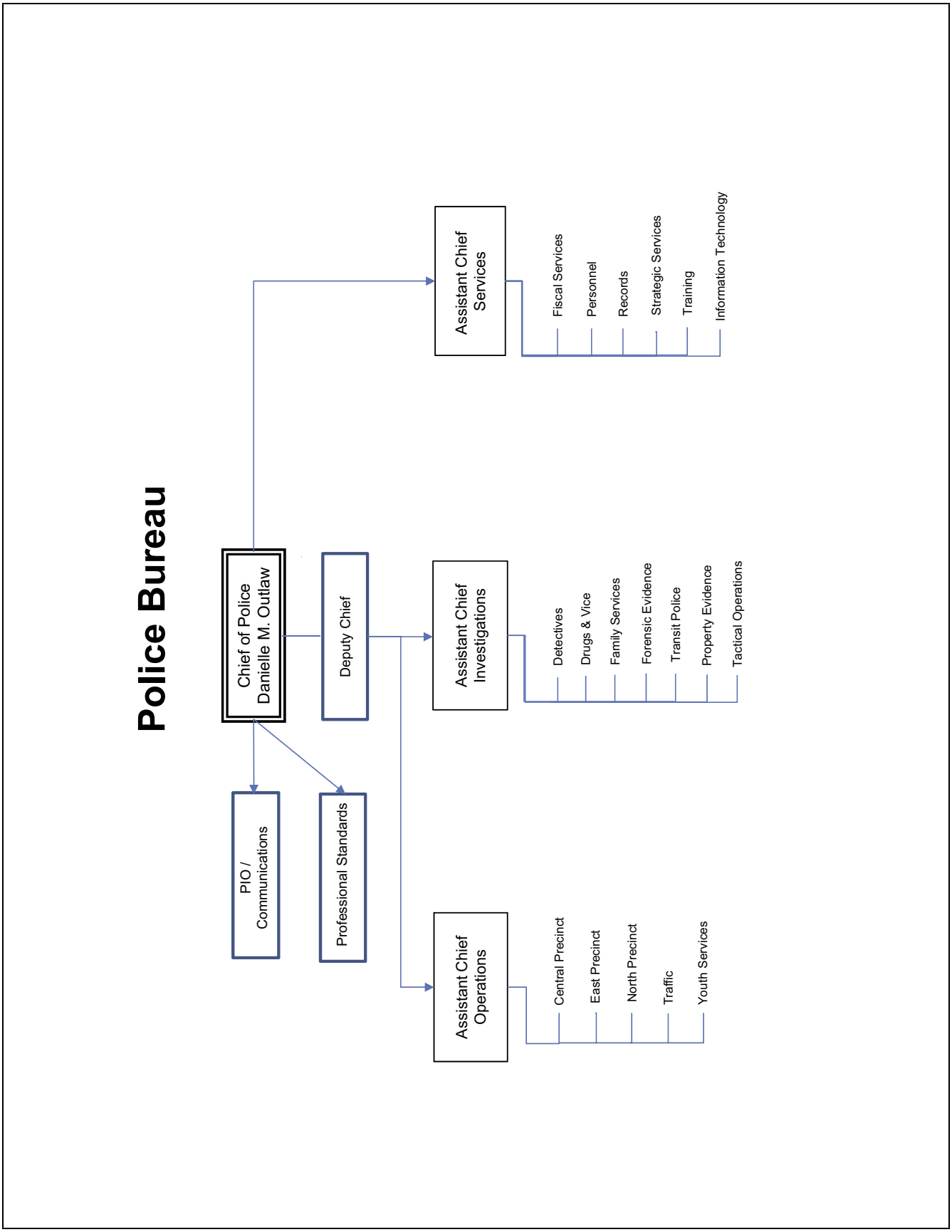


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	233,569,915	238,030,326	4,460,411	1.91
Capital	2,302,023	160,000	(2,142,023)	(93.05)
Total Requirements	**235,871,938**	**238,190,326**	**2,318,388**	**0.98**
Authorized Positions	1,317.00	1,301.00	(16.00)	(1.21)


Police Bureau
Chief of Police
Danielle M. Outlaw
PIO / Communications
Professional Standards
Deputy Chief
Assistant Chief Operations
Central Precinct
East Precinct
North Precinct
Traffic
Youth Services
Assistant Chief Investigations
Detectives
Drugs & Vice
Family Services
Forensic Evidence
Transit Police
Property Evidence
Tactical Operations
Assistant Chief Services
Fiscal Services
Personnel
Records
Strategic Services
Training
Information Technology

Bureau Summary

Bureau Mission

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

Bureau Overview

The Police Bureau is managed and directed by the Chief of Police with a Deputy Chief and three Assistant Chiefs. The bureau is composed of the Chief's Office and the three branches of Investigations, Operations, and Services.

Chief's Office: The Chief's Office includes the Chief's staff, the Communications Unit including the Public Information Officer, oversight of the Services Branch, the Professional Standards Division, the Criminal Intelligence Unit, and the bureau's Advisory Committees. The Deputy Chief has oversight of the Investigations and Operations Branches.

Investigations Branch: The Investigations Branch includes the Critical Incident Command, the Detective Division, the Family Services Division, the Forensic Evidence Division, the Property Evidence Division, Tactical Operations Division, and the Transit Police Division.

Operations Branch: The Operations Branch includes the Central (including the Service Coordination Team and the Behavioral Health Unit), East, and North precincts, the Traffic Division, the Youth Services Division, the Crowd Management Incident Command, and the Honor and Highland Guards.

Services Branch: The Services Branch includes the Fiscal Services Division, the Information Technology Division, the Personnel Division, the Records Division, the Strategic Services Division, the Training Division, and oversight of the Regional Justice Information Network (RegJIN).

Strategic Direction

The Police Bureau is in the process of developing a five-year strategic plan. As a part of that process, the bureau will seek input from the communities within Portland in order to create a plan that meets the evolving needs of the city. The bureau will follow the tenets of 21st Century Policing to promote positive interaction between police and the community to build trust. The bureau will use technology to both enhance accountability and foster data-driven decision making to effectively reduce crime and the fear of crime. Bureau members will be held accountable when carrying out bureau policies and directives; training will be monitored and adjusted as necessary to meet the standards that are established with assistance from the community. The goal is to enable every bureau employee to perform to those standards at their optimal level.

Bureau Goals

The three goals for the Police Bureau reflect the bureau's commitment to developing, in conjunction with the community, long-term solutions to serious crime issues while holding ourselves accountable to bureau policies and directives:

1. Crime reduction and prevention
2. Organizational excellence
3. Community engagement and inclusion

Significant Issues

Accountability

The City entered into a Settlement Agreement with the U.S. Department of Justice and the U.S. Attorney for the District of Oregon in October 2014. Since then, the City and the Police Bureau have been engaged in focused efforts to comply with the terms of the Agreement, and have attained substantial compliance with the majority of provisions in the Agreement. The FY 2019-20 Adopted Budget includes a one-time and ongoing resources to continue to move forward with compliance and to enhance accountability and training.

Records Management System Replacement and Public Records Accessibility

The Police Bureau owns and operates a records management system (RMS) for police incident reports and related law enforcement information. This system is critical to the operation of the bureau, processing police reports, and related mandatory functions. The Regional Justice Information Network (RegJIN) established a body of more than 40 partner agencies in the five-county metropolitan region that are signatories to an intergovernmental agreement that governs shared use and cost recovery associated with participation and use of the RegJIN system.

The number of participants has dropped precipitously and, as a result, a disproportionate share of the fixed cost of operating the system has been placed on the Police Bureau and the City. The bureau's share of the total annual cost of RegJIN has increased from 32% to 83% in three years. In addition, the current RMS has a user interface that is cumbersome and time consuming, and upgrades or changes to the system are not easily implemented. Technological advancement in records management systems provide additional options that the bureau should consider. A more robust system that is easier to use can save the bureau time. The bureau has set aside an equipment replacement reserve of $2.0 million in one-time resources to implement a new RMS with a target date in FY 2021-22. Actual cost may be more than twice the amount now in reserve. The bureau will continue to work to identify additional resources to fund this project.

Physical Space

The bureau has identified a substantial number of constraints in both the suitability and the amount of space available for ongoing operations. In 2004, the bureau updated a 20-year master facilities plan which, due to budget issues in subsequent years, was never implemented. The bureau has resurrected the plan and is currently working with a consultant to update it. The age of the bureau's current facilities, the need to accommodate projected growth of the bureau, the need for strategic precinct placement with adequate parking, and the need to provide facilities that are welcoming to the community are now urgent and require attention. The updated facilities master plan with an estimated completion date of fall, 2019 will guide the bureau's budget decisions over the next several years.

Summary of Budget Decisions

Adds

Public Records Accessibility

In FY 2018-19, a commitment was made to provide crime victims their police reports at no charge. This decision results in a loss of fees that were collected under the previous policies. The revenue generated by records request fees is an integral part of the bureau's program-supporting revenue. The FY 2019-20 Adopted Budget includes $120,000 in one-time General Fund discretionary funding to bridge the bureau to meeting the ongoing provision of this service with the loss of revenue.

FY 2018-19 Program Carryover

The Adopted budget includes $2.3 million in one-time General Fund resources to fund various facilities improvements, bicycle replacement, an analysis of stops data, an external analysis of crowd control policies, support for the bureau's recruitment function, and purchase of body worn camera hardware. These purchases are funded on a one-time basis with program carryover from the FY 2018-19 Police Bureau budget.

Reductions

The Police Bureau's FY 2019-20 Adopted Budget includes a $2,052,871 reduction in General Fund discretionary resources. At the time of adoption, the bureau has not put into place any cost saving strategies to correspond to this reduction in resources. Absent cost-saving strategies, the bureau will be faced with reduced flexibility in its materials & services budget.

There is a one-time reduction of $2.0 million from the Police Bureau's operating budget due to the anticipated salary savings associated with the number of current vacant positions and the projected ability to fill these positions over the course of the next fiscal year.

Realignments

Maintain Strength Programs Staffing

The FY 2019-20 Adopted Budget retains 3.0 non-sworn staff that manage the bureau's Strength Programs. These positions were eliminated as part of the bureau's Requested Budget, but these positions were added back and funded within existing bureau resources as part of the Adopted Budget.

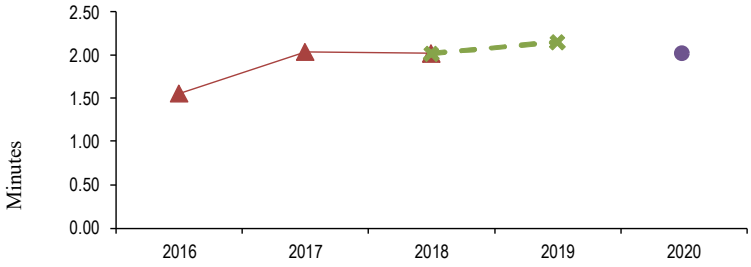
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Average call queue time until a responding officer is available (high priority calls)	2.03	2.02	2.15	2.00	1.50
Percent of newly hired officers that complete initial probation	84%	87%	83%	85%	85%
OUTCOME					
Number of DUII arrests per on-shift traffic officer	160	113	160	113	125
Number of community commendations of officer conduct	110	110	105	95	120
Number of community complaints of officer misconduct	396	396	403	409	400
Number of Crime Against Society offenses per 1,000 residents	3.80	4.10	3.70	4.00	4.00
Number of Crime Against Persons offenses per 1,000 residents	13.30	14.40	14.62	15.20	12.40
Number of Crime Against Property offenses per 1,000 residents	79.07	78.50	81.54	75.90	75.00
Average travel time to high priority dispatched calls in minutes	6.55	6.59	6.75	6.69	5.50
Percentage of investigated complaints that are sustained (excluding use of force complaints)	50%	37%	38%	45%	60%
Percentage of Crimes Against Persons Offenses Cleared	37%	36%	35%	35%	40%
Percentage of Individuals Connected to Services by the Service Coordination Team Program	83%	84%	85%	85%	85%
Percentage of Crime Against Property Offenses Cleared	10%	10%	10%	10%	12%
Recovery Rate for Motor Vehicle Theft	81%	82%	80%	80%	85%
Percent of time public records requests are complete within 21 days	14%	11%	35%	16%	95%
Percentage of gang violence cases cleared	24%	20%	25%	25%	27%
Percentage of sworn members who identify as a female and/or a person of color	29%	29%	29%	30%	35%
Percentage of new sworn hires who are female	16%	19%	22%	20%	25%
Percentage of Behavioral Health Response Team Referrals Assigned	44%	55%	60%	55%	55%
Percentage of the DOJ Agreement Tasks assigned to PPB that are actively in progress or completed	96%	97%	100%	97%	100%
Percentage of new sworn hires comprised of people from communities of color	24%	25%	28%	25%	30%
Percentage of Behavioral Health Response Team Outcomes Facilitated Through Behavioral Health System Coordination (Coordinated Services, Systems Coordination, Civil Commitment)	46%	42%	50%	49%	50%
Percentage of total PPB custodies in which there was no FDCR-level force event	97.68%	95.77%	95.00%	96.16%	97.00%
Percentage of calls for service without an Force Data Collection Report (FDCR) level force event	99.84%	99.72%	99.00%	99.74%	99.80%
OUTPUT					
Sunshine Division- number of 24/7 Emergency Food Boxes & Holiday Boxes distributed at three precincts annually	530	508	570	515	525
Number of individual doses removed from circulation	26,766,887	26,766,887	27,500,000	30,167,495	31,675,870
Number of children served with Sunshine Divisions Shop with a Cop program	490	457	550	470	500
Percent of traffic enforcement encounters resulting in a written warning	89%	13%	85%	87%	85%

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
Percent of traffic enforcement encounters resulting in an issued citation	11%	87%	15%	13%	15%
WORKLOAD					
Number of incidents dispatched	248,225	262,131	282,000	269,000	282,450
Number of telephone reports	11,544	12,183	11,000	10,000	12,302
Number of Crime Against Property offenses (NIBRS data)	49,611	50,140	53,000	50,000	49,137
Number of Service Coordination Team Graduates	32	25	30	30	30
Total Reported Offenses	60,355	61,997	64,900	62,500	66,957
Number of dispatched calls per 1,000 residents	396	410	434	408	412
Number of Citizen Online Reports	20,271	21,516	25,000	26,000	22,592
Number of Directed Patrol Calls for Service	2,303	2,168	3,000	500	1,500
Number of Behavioral Health Response Team Referrals For Service	1,012	999	1,000	1,250	1,300
Number of Major Crash Team Call Outs	50	74	80	75	52
Average daily reported motor vehicle theft	18	20	25	20	18
Number of officer-initiated calls for service	83,861	94,790	83,000	100,000	104,269
Number of traffic collision fatalities annually	42	52	70	40	35
Number of Crime Against Persons offenses (NIBRS data)	8,344	9,213	9,500	10,000	9,029
Total Reported Incidents	55,407	56,937	58,500	59,000	60,353
Number of Crime Against Society offenses (NIBRS data)	2,400	2,644	2,400	2,500	2,200
Number of public records requests	21,655	25,297	26,300	22,271	23,385

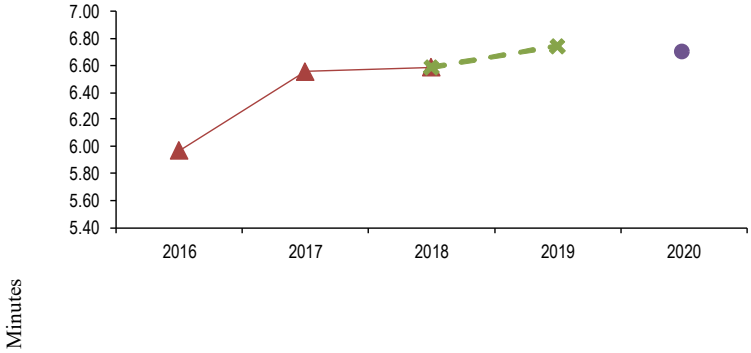
Average call queue time for high priority calls

When a call is made to BOEC, it is placed in a call queue until an officer is available to be dispatched. The average time that a high priority call waits in that queue has increased by 30% since FY 2015-16, increasing from 1.55 minutes to 2.02 minutes. Adding more officers to patrol is anticipated to decrease that queue however the anticipated changes will likely take 1.5-2 years to have an effect as the recently approved new Police Officer positions will need to complete their hiring, training, and probation.



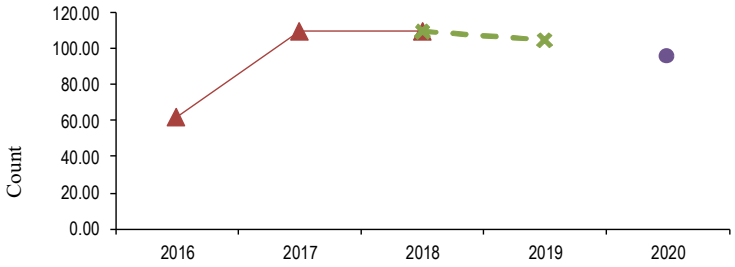
Average Travel Time to High Priority Calls

This efficiency measure is the average time from when a patrol officer is dispatched to their arrival on scene for high-priority calls for service. This measure has risen from 4.99 minutes in FY 2011-12 to 6.59 minutes in FY 2017-18. It is expected to reach 6.64 minutes by the end of FY 2018-19. The contributing factors to this increase include increasing calls for service, increasing traffic congestion, and farther travel distances for officers as less units are deployed on the streets. The FY 2018-19 Budget includes 49.0 FTE Police Officer positions, however it is still too early for these added resources to have measurable impact. This is due to the amount of time to hire, train, and complete probation. Once more officers are on the street, however, it is assumed that officers will be generally closer to high-priority calls for service, reducing the overall travel time for high priority calls.



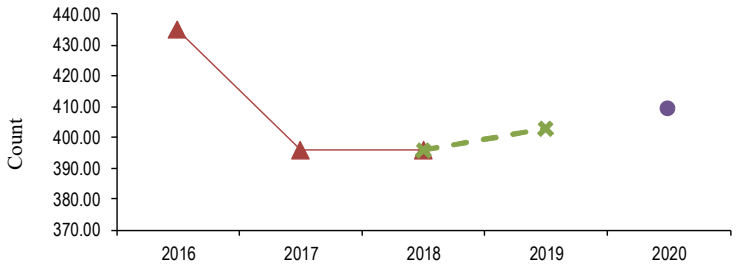
Annual Number of Community Commendations of Officer Conduct

Community commendations, along with community complaints, proxy general community perception of the Police Bureau. The annual number of community commendations of officer conduct has increased back to levels similar to FY 2013-14 and FY 2014-15 of approximately 100 commendations per year. FY 2015-16 saw a substantial decrease to 62 commendations, largely due to complaints specific to police response to demonstrations and strikes.



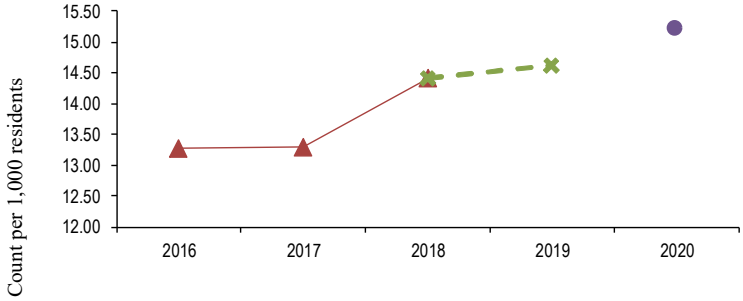
Annual Number of Community Complaints of Officer Misconduct

The annual number of community complaints of officer misconduct has remained consistent over the last three years. This metric, along with community commendations, is used to proxy general community perception of the Police Bureau.



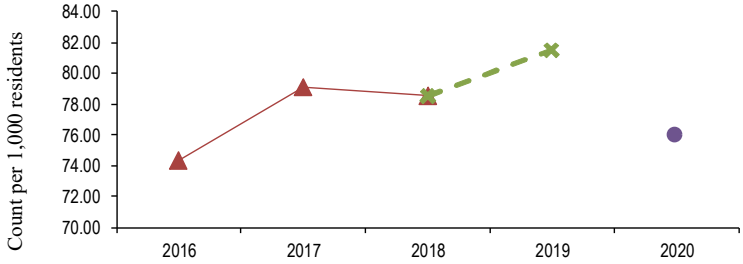
Number of Crime Against Persons Offenses per 1,000 Residents

The number of Crime Against Persons Offenses per 1,000 residents is projected to increase by 5% in FY 2019-20. Over the last few years, the Police Bureau has had fewer resources to proactively address issues, attributing to person-crime growing at a faster rate than our population growth. This trend is expected to continue as the additional 49 FTE police officers approved in the FY 2018-19 Adopted Budget will need 1.5-2 years to complete their hiring, training, and probation.



Number of Crime Against Property offenses per 1,000 residents

The number of Crime Against Persons Offenses per 1,000 residents is projected to decrease by 2% in FY 2019-20. It is the goal for the police bureau to reduce the number of Crimes Against Property offenses in the long term.

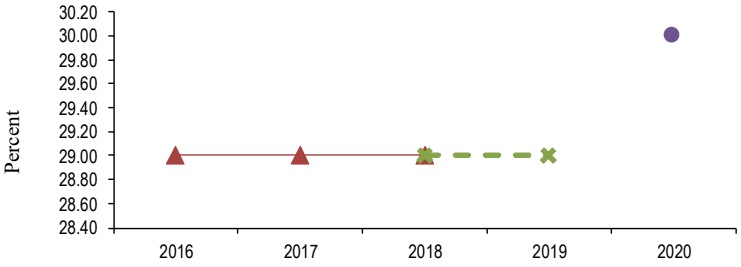


Percentage of Investigated Complaints that are Sustained

After remaining consistent for the past two years, the annual proportion of investigated complaints (excluding use of force complaints) has increased to 50% in 2018 per the Independent Police Review. It is too soon to determine if the changes have been due to the changes in accountability systems, however there is the potential that the revisions in policies and directives have provided additional guidance for accountability review.

Percentage of sworn members identifying as female and/or person of color

Over the last four years, the bureau has consistently had approximately 29% of their sworn members identify as female and/or a person of color. This consistency persists despite the bureau continually hiring new officers who identify as a female and/or a person of color at proportions greater than the current make-up of the force.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	2,149,750	2,227,141	2,227,141
Licenses & Permits	1,329,319	1,503,032	1,381,000	1,481,000	1,481,000
Charges for Services	4,513,668	4,084,693	3,734,428	3,697,480	3,891,680
Intergovernmental	11,155,747	9,089,519	10,642,748	8,537,028	8,827,028
Miscellaneous	1,173,407	1,149,479	876,853	796,957	876,957
Total External Revenues	**18,172,141**	**15,826,723**	**18,784,779**	**16,739,606**	**17,303,806**
Internal Revenues					
General Fund Discretionary	172,689,252	186,701,813	202,207,649	203,820,001	203,820,001
Fund Transfers - Revenue	0	0	300,000	0	0
Interagency Revenue	5,356,377	7,545,697	9,630,401	12,727,555	12,727,555
Total Internal Revenues	**178,045,629**	**194,247,510**	**212,138,050**	**216,547,556**	**216,547,556**
Beginning Fund Balance	3,977,341	4,828,356	4,949,109	4,338,964	4,338,964
Total Resources	**$200,195,111**	**$214,902,589**	**$235,871,938**	**$237,626,126**	**$238,190,326**
Requirements					
Bureau Expenditures					
Personnel Services	146,319,612	160,347,029	167,577,249	172,111,209	172,595,409
External Materials and Services	16,136,987	16,545,741	27,852,521	26,864,366	26,944,366
Internal Materials and Services	32,260,052	34,323,254	35,584,851	38,650,551	38,650,551
Capital Outlay	650,104	626,410	2,005,300	0	0
Total Bureau Expenditures	**195,366,755**	**211,842,435**	**233,019,921**	**237,626,126**	**238,190,326**
Fund Expenditures					
Fund Transfers - Expense	0	0	2,852,017	0	0
Total Fund Expenditures	**0**	**0**	**2,852,017**	**0**	**0**
Ending Fund Balance	4,828,356	3,973,974	0	0	0
Total Requirements	**$200,195,111**	**$215,816,409**	**$235,871,938**	**$237,626,126**	**$238,190,326**
Programs					
Administration & Support	290	0	0	0	0
Citizen Partnership	295,495	511,454	610,006	467,784	467,784
Communications	387,262	439,019	360,113	543,107	543,107
Cycle of Violence Reduction	16,171,390	18,232,798	21,920,406	23,365,789	23,656,043
Data Access	16,221,015	17,179,106	21,033,594	21,629,741	21,629,741
Emergency Response & Problem Solving	76,010,778	82,320,250	77,362,909	80,103,906	80,103,906
Employee Performance	2,361,986	2,448,368	3,117,796	4,388,088	4,388,088
Human Resources Development	17,740,594	19,356,111	26,523,765	20,809,931	20,599,677
Investigations	23,499,028	26,550,930	26,099,944	26,306,008	26,306,008
Neighborhood Safety	6,918,557	7,767,507	10,117,376	12,027,209	12,027,209
Strategy & Finance	22,304,034	22,917,466	31,900,318	34,307,115	34,791,315
Traffic Safety	13,456,326	14,119,425	13,973,694	13,677,448	13,677,448
Total Programs	**$195,366,755**	**$211,842,435**	**$233,019,921**	**$237,626,126**	**$238,190,326**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Special Projects								
NEW - Police Asset Capitalization	0	160,000	160,000	0	0	0	0	160,000
Police MDC Replacement	0	2,142,023	0	0	0	0	0	0
Police RMS Replacement	0	0	0	0	2,500,000	2,500,000	0	5,000,000
Total Special Projects	**0**	**2,302,023**	**160,000**	**0**	**2,500,000**	**2,500,000**	**0**	**5,160,000**
Total Requirements	**0**	**2,302,023**	**160,000**	**0**	**2,500,000**	**2,500,000**	**0**	**5,160,000**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	52,395	68,827	6.00	381,024	6.00	388,548	6.00	388,548
30000063	Accountant II	59,114	74,402	1.00	49,239	1.00	74,269	1.00	74,269
30003001	Accounting Supervisor	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003002	Administrative Specialist I	44,075	66,102	1.00	66,102	1.00	66,102	1.00	66,102
30003003	Administrative Specialist II	48,277	89,523	8.00	576,930	8.00	576,930	8.00	576,930
30003004	Administrative Specialist III	53,290	98,800	17.00	1,275,800	17.00	1,286,734	17.00	1,286,734
30003005	Administrative Specialist IV	63,336	105,373	7.00	583,647	7.00	583,647	7.00	583,647
30000433	Administrative Specialist, Sr	49,067	75,525	1.00	49,268	1.00	62,296	1.00	62,296
30003006	Analyst I	53,290	98,800	7.00	548,038	7.00	548,038	7.00	548,038
30003007	Analyst II	63,336	105,373	30.00	2,453,712	30.00	2,514,175	30.00	2,514,175
30003008	Analyst III	69,805	126,318	1.00	126,318	1.00	126,318	1.00	126,318
30000096	Auto Servicer	44,928	55,078	5.00	265,242	5.00	268,372	5.00	268,372
30003010	Business Systems Analyst I	53,290	98,800	1.00	94,058	1.00	94,058	1.00	94,058
30003027	Coordinator I - NE	48,277	89,523	15.00	1,059,376	15.00	1,059,376	15.00	1,059,376
30003028	Coordinator II	53,290	98,800	4.00	358,219	4.00	358,219	4.00	358,219
30003029	Coordinator III	63,336	105,373	5.00	472,253	5.00	472,253	5.00	472,253
30003030	Coordinator IV	69,805	126,318	3.00	323,784	3.00	323,784	3.00	323,784
30000309	Crime Prevention Program Administrator	52,686	70,658	2.00	128,066	0.00	0	2.00	129,761
30003033	Deputy Chief of Police	130,478	208,770	1.00	174,720	1.00	174,720	1.00	174,720
30000050	Evidence Control Specialist	51,251	62,670	10.00	588,935	10.00	620,432	10.00	620,432
30003055	Financial Analyst II	63,336	105,373	1.00	81,162	1.00	81,162	1.00	81,162
30003056	Financial Analyst III	69,805	126,318	1.00	108,139	1.00	108,139	1.00	108,139
30003081	Manager I	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30003082	Manager II	92,851	162,490	1.00	97,178	1.00	97,178	1.00	97,178
30003083	Manager III	111,696	189,842	1.00	152,256	1.00	152,256	1.00	152,256
30003085	Multimedia Specialist	53,290	98,800	2.00	164,611	2.00	164,611	2.00	164,611
30000025	Police Administrative Support Spec, Sr	47,902	63,482	16.00	997,555	16.00	1,008,168	16.00	1,008,168
30000024	Police Administrative Support Specialist	37,461	53,789	27.00	1,402,131	27.00	1,466,773	27.00	1,466,773
30003091	Police Captain	92,851	162,490	12.00	1,789,486	12.00	1,789,486	12.00	1,789,486
30003092	Police Chief	147,035	235,227	1.00	222,747	1.00	222,747	1.00	222,747
30003093	Police Chief, Assistant	111,696	189,842	3.00	494,021	3.00	494,021	3.00	494,021
30003094	Police Commander	111,696	189,842	6.00	947,616	6.00	947,616	6.00	947,616
30000307	Police Criminalist	87,963	108,638	15.00	1,448,501	15.00	1,524,337	15.00	1,524,337
30000022	Police Desk Clerk	37,586	51,230	9.00	364,475	9.00	387,025	9.00	387,025
30000302	Police Detective	87,963	108,638	90.00	9,094,391	90.00	9,283,786	90.00	9,283,786
30000304	Police Identification Technician	61,963	79,123	18.00	1,375,188	18.00	1,391,359	18.00	1,391,359
30003095	Police Internal Affairs Investigator	63,336	105,373	9.00	753,923	9.00	757,474	9.00	757,474
30000310	Police Investigative Accountant	89,710	104,354	1.00	104,354	1.00	104,354	1.00	104,354
30000299	Police Lieutenant	126,339	136,656	31.00	4,127,777	31.00	4,178,800	31.00	4,178,800
30000297	Police Officer	60,840	94,453	701.00	58,716,414	701.00	59,801,858	701.00	59,801,858
30000306	Police Photographic Reproduction Spec	71,760	86,050	2.00	167,856	2.00	172,099	2.00	172,099
30000020	Police Records Specialist	37,461	53,789	48.00	2,371,437	48.00	2,507,787	48.00	2,507,787
30000021	Police Records Training Coordinator	47,902	63,482	9.00	576,236	9.00	582,429	9.00	582,429
30000298	Police Sergeant	87,963	108,638	135.00	13,538,913	135.00	13,677,498	135.00	13,677,498
30003097	Public Information Officer	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30002611	Public Support Support Specialist	49,816	58,302	12.00	597,792	12.00	298,896	12.00	298,896
30003103	Supervisor I - E	63,336	105,373	6.00	507,228	6.00	507,228	6.00	507,228
30003104	Supervisor II	69,805	126,318	3.00	306,301	3.00	306,301	3.00	306,301
TOTAL FULL-TIME POSITIONS				1,288.00	110,397,161	1,286.00	111,926,403	1,288.00	112,056,164
30000020	Police Records Specialist	37,461	53,789	1.00	57,200	1.00	57,200	1.00	57,200

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
TOTAL PART-TIME POSITIONS				1.00	57,200	1.00	57,200	1.00	57,200
30003006	Analyst I	53,290	98,800	1.00	82,243	1.00	13,707	1.00	13,707
30003011	Business Systems Analyst II	63,336	105,373	1.00	77,230	1.00	77,230	1.00	77,230
30003027	Coordinator I - NE	48,277	89,523	1.00	64,854	0.00	0	0.00	0
30003028	Coordinator II	53,290	98,800	3.00	172,327	1.00	52,940	1.00	52,940
30000309	Crime Prevention Program Administrator	52,686	70,658	1.00	65,245	0.00	0	1.00	69,214
30000307	Police Criminalist	87,963	108,638	4.00	386,880	0.00	0	0.00	0
30000302	Police Detective	87,963	108,638	3.00	298,917	1.00	48,344	1.00	48,344
30000297	Police Officer	60,840	94,453	7.00	641,950	6.00	412,682	6.00	412,682
30000298	Police Sergeant	87,963	108,638	6.00	597,834	0.00	0	0.00	0
30003103	Supervisor I - E	63,336	105,373	1.00	84,354	1.00	3,515	1.00	3,515
TOTAL LIMITED TERM POSITIONS				28.00	2,471,834	11.00	608,418	12.00	677,631
GRAND TOTAL				1,317.00	112,926,195	1,298.00	112,592,021	1,301.00	112,790,995

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.

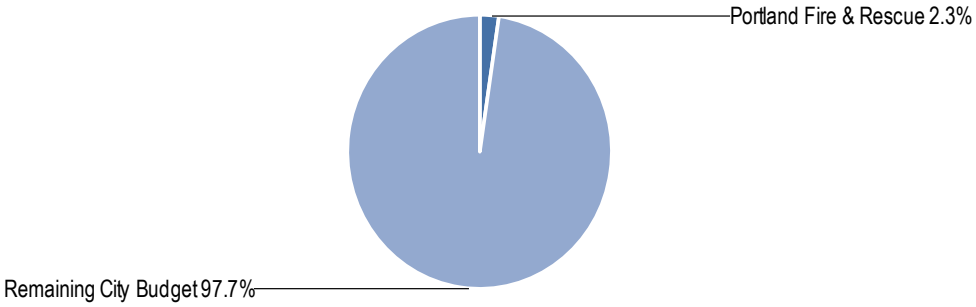
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	236,610,076	0	236,610,076	1,298.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	2,261,119	2,261,119	0.00	FY19 program carryover
	0	(2,000,000)	(2,000,000)	0.00	Vacancy savings reduction
	0	120,000	120,000	0.00	Offset victim record requests revenue
	0	(500,000)	(500,000)	0.00	Technical adjustment to reduce FPDR revenue
	0	1,134,931	1,134,931	0.00	Technical adjustment to reflect grant revenue
Approved Budget Additions and Reductions					
	0	80,000	80,000	0.00	Technical adjustment to increase subrogration revenue
	0	290,000	290,000	0.00	Technical adjustment for revenue from Sheriff's Office
	0	194,200	194,200	0.00	Technical adjustment to show PPA contractual revenue
	0	0	0	0.00	Add back of Strength Program position authority
Adopted Budget Additions and Reductions					
	0	0	0	3.00	Add back of Strength Program position authority
	0	**1,580,250**	**1,580,250**	**3.00**	**Total FY 2019-20 Decision Packages**
			238,190,326	**1,301.00**	**Total Adopted Budget**

Portland Fire & Rescue

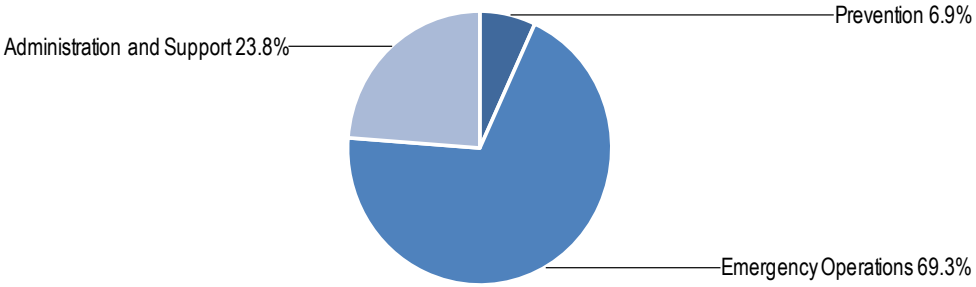
Public Safety Service Area

Jo Ann Hardesty, Commissioner-in-Charge
Sara Boone, Fire Chief

Percent of City Budget

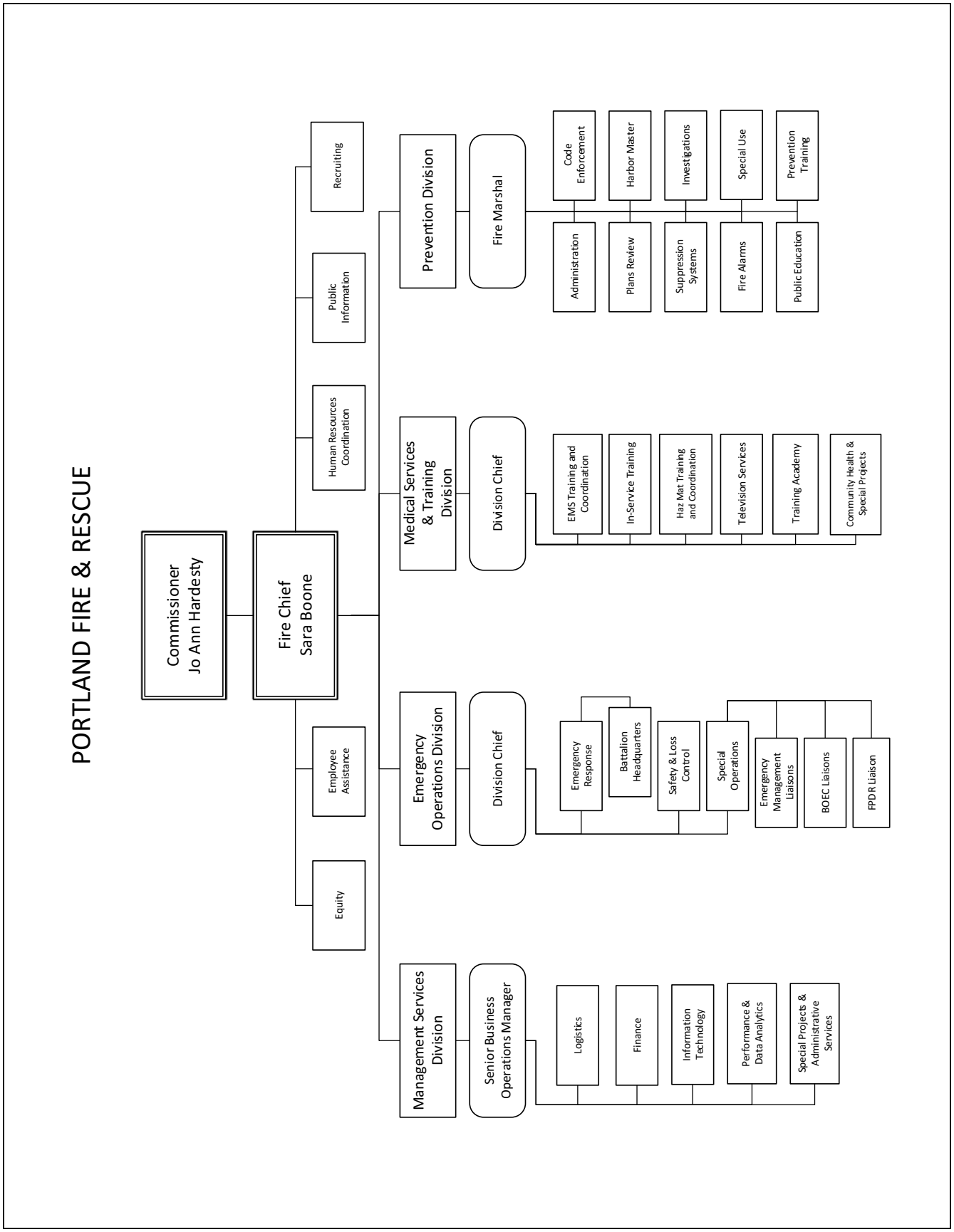


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	131,835,083	128,020,128	(3,814,955)	(2.89)
Capital	605,686	1,807,000	1,201,314	198.34
Total Requirements	**132,440,769**	**129,827,128**	**(2,613,641)**	**(1.97)**
Authorized Positions	729.80	726.55	(3.25)	(0.45)


PORTLAND FIRE & RESCUE
Commissioner Jo Ann Hardesty
Fire Chief Sara Boone
Recruiting
Public Information
Human Resources Coordination
Employee Assistance
Equity
Prevention Division
Fire Marshal
Code Enforcement
Administration
Harbor Master
Plans Review
Investigations
Suppression Systems
Special Use
Fire Alarms
Prevention Training
Public Education
Medical Services & Training Division
Division Chief
EMS Training and Coordination
In-Service Training
Haz Mat Training and Coordination
Television Services
Training Academy
Community Health & Special Projects
Emergency Operations Division
Division Chief
Emergency Response
Battalion Headquarters
Safety & Loss Control
Special Operations
Emergency Management Liaisons
BOEC Liaisons
FPDR Liaison
Management Services Division
Senior Business Operations Manager
Logistics
Finance
Information Technology
Performance & Data Analytics
Special Projects & Administrative Services

Bureau Summary

Bureau Mission

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

Bureau Vision

Our community is safe and protected from fire, medical, and other emergencies.

Bureau Principles

We are an integral, engaged, and approachable part of our neighborhoods.

We are experts in prevention and emergency response.

We are dedicated to diversity, equity, and inclusion in our workplace and the communities we serve.

We are fiscally accountable and environmentally responsible.

We are committed and accountable to each other because everyone's safety depends on it.

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. PF&R is usually first on scene for all emergencies. In addition to responding to fire, medical, and other emergency incidents, PF&R is the lead responder for all natural and human caused disasters, including earthquake, flood, and terrorism. In addition, PF&R acts as an important safety net for those experiencing homelessness or without support systems. PF&R also provides critical public safety services including fire prevention and public education.

PF&R is managed and directed by the Fire Chief. The bureau consists of the Chief's Office and four divisions: Emergency Operations; Prevention; Medical Services and Training; and Management Services. Training, facilities, apparatus maintenance, technology, finance, data analysis, and other functions are tightly integrated into bureau operations to provide mission-critical support to frontline firefighters and inspectors providing essential services to our community.

It should be noted that Fiscal Year 2017-18 Actual numbers do not balance. This is due to the Bureau of Fire, Rescue, and Emergency Services (BRFES) Facilities General Obligation Bond Fund being balanced at the fund level across two different bureaus (Portland Fire & Rescue and the Office of Management & Finance). Revenues generated in this bond fund are accounted for in the OMF business area, while expenses are accounted for across OMF and PF&R. The fund itself is in balance at the revenue and expenditure level in the Comprehensive Annual Fianancial Report (CAFR).

All-Hazards Emergency Response

In FY 2017-18, PF&R responded to over 87,000 calls for emergency services, requiring over 108,000 unit responses. 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 to maximize response availability, and to minimize response time and, therefore, community risk. PF&R's fire and 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 (such as earthquake, pandemics, floods, and landslides) and other catastrophic events (such as explosions, building collapse, and terrorist events). In addition, PF&R's core services prevent 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 31 fire and rescue stations. Additional support is provided by other specialty units that are cross staffed with on-duty resources. Specialty 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.

Strategic Direction

PF&R's 2017-2020 Strategic Plan is referred to as the Coggle.Each division has its own section of the Strategic Plan. The plan is organized around specific tasks and goals that have been individually assigned to a staff member to ensure accountability in reaching that goal or completing that task by 2020. There are goals for every aspect of PF&R, including emergency response, prevention, information technology, firefighter health and safety, finance, labor relations, equity, and outside partnerships. Significant goals in the Strategic Plan align with PF&R's budget performance measures, including PF&R's key performance measures of zero fire deaths, reducing response time, containing fires to the room of origin, and reducing firefighter injuries. Other significant goals of the Coggle are firefighter health and wellness and effective asset management.

Many of the goals and tasks in the Strategic Plan support the City's goals of enhancing livability, increasing public safety, and pursuing innovation and resiliency. PF&R is looking for long-term innovations to manage call volume and workload so that it can continue to meet service levels without additional city resources. The bureau also is looking to develop mobile technology to improve the efficiency of its operations. Most importantly, however, PF&R believes that its core mission of providing timely, professional, and caring emergency services is a major factor in the city's livability and public safety.

MAJOR ISSUES

Managing Call Volume

Recognizing the fiscal constraints of the City's General Fund, PF&R has focused on finding efficiencies to manage call volume and firefighter workload. For example, PF&R was able to reopen Station 23 in 2017 through an internal realignment of resources that did not result in additional costs to the City. PF&R also implemented Automatic Vehicle Locator (AVL), which utilizes GPS to dispatch the closest available apparatus to each incident. The bureau, through consultation with Multnomah County, initiated a pilot project in 2018 to reduce its responses to AB3 calls (medium-to-low acuity abdominal pain) and BK3 calls (medium-to-low acuity back pain). These calls, which rarely result in an emergency trip to the hospital, are now responded to with only an ambulance rather than the traditional dual response of a PF&R apparatus and ambulance.

The bureau is also making efficiency improvements to reduce firefighter workload and increase the time available for emergency response. For example, through participation in the negotiations for the ambulance service agreement between Multnomah County and American Medical Response (the county's ambulance provider), PF&R is implementing a mobile, electronic patient care reporting system. The bureau has also implemented Target Solutions, as online training platform that allows units to remotely view trainings while staying in service.

Given the expected population growth for Portland, however, PF&R will be limited in its ability to stay ahead of the growing demand without partnerships and innovative solutions. The bureau fully supports the Bureau of Emergency Communications' efforts to implement Medical Priority Dispatch and a nurse triage system, which is a key long-term strategy for managing call volume.

Firefighter Health and Wellness

Over the last two years, City Council has provided one-time funding for health and wellness initiatives: the purchase of a second set of turnouts for PF&R firefighters and funds to replace the firefighter's self-contained breathing apparatus (SCBA). PF&R also applied for and is receiving grant funds for the SCBA purchase. The next step in PF&R's health and wellness initiative is to focus on employee engagement, self-care, and coordination through establishing a Health and Wellness Coordinator position. The Health and Wellness Coordinator position is another investment to demonstrate the City's commitment to this effort. The position was funded on with one-time resources in FY 2019-20, but it is not clear how the position will be sustained after that.

Logistics and Prevention Relocation

The Logistics and Prevention facilities are located directly adjacent to the Clinton Station on the MAX Orange Line. The buildings are not structurally sound and do not meet seismic codes. They are overcrowded and deteriorating. The Clinton Triangle is identified as a significant opportunity for redevelopment to meet the Central City 2035 Plan objectives for affordable housing and job creation. The relocation of the Logistics and Prevention facilities would support these Ccitywide objectives.

Training Center Upgrade

The PF&R Training Center is a combination of repurposed facilities and portable buildings with safety, sanitary, and operational issues. For example, the Training Academy for new firefighter recruits does not have running water, bathrooms, or adequate changing facilities. PF&R envisions a modern training facility that meets the needs of the bureau and adequately represents the professionalism and quality of PF&R's firefighters.

Facility and Equipment Replacement

PF&R does not have a major maintenance and replacement reserve for future costs associated with its facilities and personal protective equipment. Based on current assets and approximate scheduled life-cycle replacement, there is an estimated $1 million in unfunded annual major maintenance and replacement expenses. The funds PF&R currently budgets for facility maintenance and equipment replacement only covers the most urgent projects, and in the long term will result in a growing funding gap. PF&R's goal is to create a reserve fund and build up sufficient funds over time to support the replacement of its assets.

PFFA Contract

The City's current contract with PFFA expires on June 20, 2019. At this time, PF&R's budget for FY 2019-20 does not include potential cost increases that may result from the new contract agreement. Any cost increases would need to be offset by additional General Fund discretionary resources for PF&R to maintain its current service levels.

Summary of Budget Decisions

Additions

Restore Rapid Response Vehicle

The Adopted Budget restores $798,468 in ongoing General Fund discretionary resources to restore six firefighter positions necessary to keep one of PF&R's RRVs operating in FY 2019-20. PF&R's Requested Budget originally proposed eliminating one RRV starting July 1, 2019 to meet the 1% budget constraint reduction for FY 2019-20.

Add Health and Wellness Coordinator (Limited Term)

The Adopted Budget increases one-time General Fund discretionary resources by $142,084 to fund PF&R a non-sworn Health and Wellness Coordinator position for FY 2019-20. The position will plan, organize, coordinate, and direct the bureau's health and wellness program including medical, fitness, and rehabilitation. Additional responsibilities include maintaining a database for all occupational health activities and providing annual occupational health testing for firefighters.

Acquire and Install Boathouse at Station 17

The Adopted Budget transfers $500,000 from the bureau's apparatus reserve fund to purchase and outfit a boathouse to protect the new $2.7 million fireboat put into service at Station 17 in 2015. The fireboat is the critical marine response unit for incidents on the Columbia River. Unlike PF&R's other fireboats and rescue boats, Fireboat 17 does not have a boathouse to protect it from the weather, leading to greater wear and tear on the apparatus and higher maintenance costs.

FY 2018-19 Program Carryover: Self-Contained Breathing Apparatus

The Adopted Budget includes $1,807,000 in one-time General Fund resources to fund the procurement of new self-contained breathing apparatus (SCBAs). The funding for this package was appropriated in FY 2018-19 but requires carryover into FY 2019-20 as the bureau does not expect procurement to be finalized until after June 30th of FY 2018-19. SCBAs are a required piece of personal protective equipment which provide breathable air in any dangerous atmosphere. Portland Fire & Rescue last purchased SCBAs in 2002, and some parts have recently been experiencing up to a 30% failure rate. Replacing this equipment is essential to ensuring firefighter wellness and responsiveness.

Reductions

Station 23 Engine

The Adopted Budget reduces ongoing General Fund discretionary resources by $302,832 and eliminates two firefighter positions. This reduction reduces Station 23's service level to an RRV on all three shifts. Currently, PF&R operates a four-person engine out of Station 23 on one shift and a two-person RRV on the other two shifts.

Budget Notes

Coordinated Emergency Response

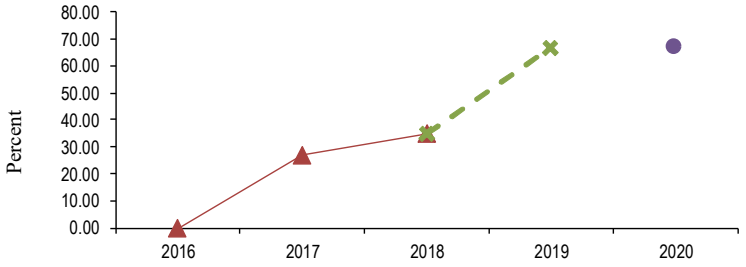
Council directs the Chief Administrative Officer (CAO) to organize a public safety working group and make recommendations to reduce response times for first responders, triage calls more effectively to appropriate service providers, identify resources in multiple bureaus for Rapid Street Response, and make recommendations for efficiencies across all bureaus related to day-to-day business operations, technology, administration, communications and outreach, and training. Bureaus shall examine the integration of service and FY 2020-21 Program Offers to achieve efficiencies and recommended improvements. At the discretion of the CAO, the work group shall include but not be limited to representatives from: the City Budget Office; the Bureau of Revenue and Financial Services; the Bureau of Human Resources; the Bureau of Emergency Management; the Bureau of Emergency Communications; Portland Fire and Rescue, and; Portland Police Bureau. The CAO shall present recommendations to Council no later than November, 15 2019.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Hours of in-service training per sworn employee	93	154	105	105	120
Percentage of responses (turnout and travel) to Code 3 incidents within 5:20	57%	61%	62%	62%	90%
Percentage of total spending on station supplies that is spent on green products.	0%	NA	0%	50%	100%
Percentage of high-hazard inspections completed within 27 months	67.00%	65.00%	85.00%	85.00%	100.00%
OUTCOME					
Response time to high-priority incidents at 90th percentile	7.39	7.19	7.15	7.15	7.15
Time lost to on-duty injury (in full-time equivalent employees)	8.80	7.70	7.00	7.00	6.00
Amount of outside grants received.	$0	NA	$0	$429,000	$0
Percentage of new sworn hires who are women	0%	13%	15%	15%	20%
Percentage of Strategic Plan Objectives Completed	27%	35%	67%	67%	100%
Percentage of high-priority responses with a turnout time of less than 80 seconds	61%	61%	65%	65%	100%
Percent of contracts awarded to vendors with Oregon's Certification Office for Business Inclusion and Diversity (COBID).	0%	NA	0%	30%	50%
Percentage of structural fires where flamespread was confined to room of origin	70%	73%	75%	75%	90%
Percentage of new sworn hires from communities of color	16%	13%	20%	20%	30%
Percentage of plan reviews completed within turnaround goals	80%	92%	95%	95%	100%
Percentage of new recruits who complete Academy training and probation	84%	80%	100%	100%	100%
OUTPUT					
Number of ADA barriers removed.	0	NA	0	60	0
Percentage of frontline apparatus at or near end of useful life	33%	5%	18%	0%	0%
Percent of City Fleet vehicles allocated to FIre that are electric or hybrid.	0%	NA	0%	25%	100%
WORKLOAD					
Number of plan review and permits	8,690	9,001	8,850	8,850	9,000
Number of civilian deaths due to fires	4	8	0	0	0
Total number of incidents	85,698	87,166	90,500	91,000	80,000
Number of code enforcement inspections	21,277	23,386	23,000	18,000	18,000
Number of code enforcement reinspections	5,145	6,331	6,500	6,500	5,000

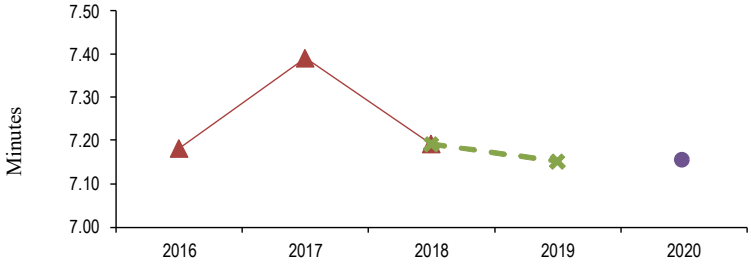
Percentage of Strategic Plan Objectives Complete

The Bureau's 2017-2020 Strategic Plan is organized around specific tasks and goals that have been individually assigned to a staff member to ensure accountability. PF&R plans to have 100% of the objectives complete by the end of FY 2019-20.



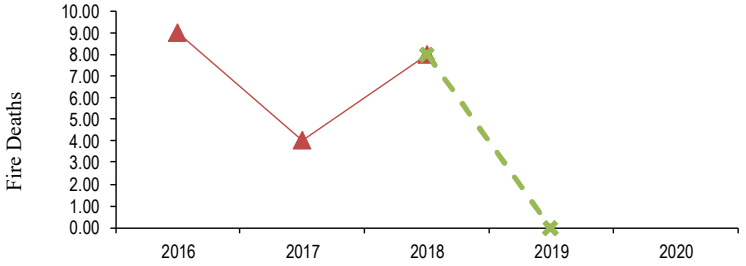
90th Percentile Response Time to High-Priority Calls

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 high-priority calls is 7 minutes and 18 seconds.



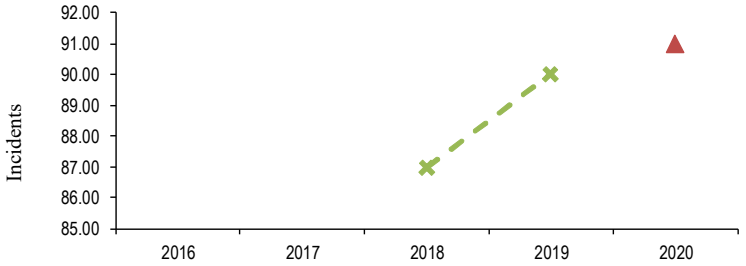
Fire Deaths in Portland

The City of Portland had seven fire deaths in FY 2017-18. PF&R continues to work towards its goal of zero fire deaths. The Fire Chief has convened a Zero Fire Deaths Task Force and PF&R is researching innovative ways to identify fire risks in commercial and residential properties.



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 2013-14, the number of emergency response calls has increased by 19% to over 85,000 incidents annually.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	0	377,126	0
Licenses & Permits	3,455,711	3,284,661	3,232,000	2,963,000	2,963,000
Charges for Services	1,235,053	1,391,067	1,515,000	1,738,800	1,738,800
Intergovernmental	710,122	2,441,474	4,031,982	638,500	638,500
Miscellaneous	335,647	338,858	236,000	235,000	235,000
Total External Revenues	**5,736,533**	**7,456,061**	**9,014,982**	**5,952,426**	**5,575,300**
Internal Revenues					
General Fund Discretionary	102,669,544	107,583,813	113,584,632	114,314,383	114,191,082
General Fund Overhead	77,098	76,137	77,563	73,068	73,068
Fund Transfers - Revenue	0	0	919,210	500,000	500,000
Interagency Revenue	5,308,494	6,387,675	7,169,477	9,487,678	9,487,678
Total Internal Revenues	**108,055,136**	**114,047,625**	**121,750,882**	**124,375,129**	**124,251,828**
Beginning Fund Balance	4,149,758	2,934,933	1,674,905	0	0
Total Resources	**$117,941,427**	**$124,438,619**	**$132,440,769**	**$130,327,555**	**$129,827,128**
Requirements					
Bureau Expenditures					
Personnel Services	97,874,938	103,172,643	107,596,215	108,699,924	108,806,508
External Materials and Services	6,222,099	7,460,680	9,019,418	8,083,520	8,083,520
Internal Materials and Services	6,494,496	7,342,215	7,599,488	7,590,600	7,626,100
Capital Outlay	7,681,661	5,870,325	8,225,648	5,953,511	5,311,000
Total Bureau Expenditures	**118,273,194**	**123,845,862**	**132,440,769**	**130,327,555**	**129,827,128**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(331,767)	826,952	0	0	0
Total Requirements	**$117,941,427**	**$124,672,814**	**$132,440,769**	**$130,327,555**	**$129,827,128**
Programs					
Administration & Support	30,336,870	30,145,897	33,516,563	31,396,807	30,896,380
Emergency Operations	79,647,785	84,623,630	90,352,567	90,003,543	90,003,543
Prevention	8,286,539	9,076,336	8,571,639	8,927,205	8,927,205
Strategy & Finance	2,000	0	0	0	0
Total Programs	**$118,273,194**	**$123,845,862**	**$132,440,769**	**$130,327,555**	**$129,827,128**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Acquisitions								
Mobile Technology Improvements	0	550,000	0	0	0	0	0	0
Total Acquisitions	**0**	**550,000**	**0**	**0**	**0**	**0**	**0**	**0**
Facilities								
Station 1 Solar Power Installation	0	55,686	0	0	0	0	0	0
Total Facilities	**0**	**55,686**	**0**	**0**	**0**	**0**	**0**	**0**
Safety								
Self-Contained Breathing Apparatus Replacement	0	0	1,807,000	0	0	0	0	1,807,000
Total Safety	**0**	**0**	**1,807,000**	**0**	**0**	**0**	**0**	**1,807,000**
Total Requirements	**0**	**605,686**	**1,807,000**	**0**	**0**	**0**	**0**	**1,807,000**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	52,395	68,827	1.00	68,827	1.00	68,827	1.00	68,827
30000063	Accountant II	59,114	74,402	1.00	65,013	1.00	67,733	1.00	67,733
30000064	Accountant III	65,083	81,848	1.00	76,814	1.00	78,136	1.00	78,136
30000061	Accounting Technician	37,461	53,789	1.00	53,789	1.00	53,789	1.00	53,789
30003003	Administrative Specialist II	48,277	89,523	7.00	501,092	7.00	501,092	7.00	501,092
30003004	Administrative Specialist III	53,290	98,800	1.00	85,238	1.00	85,238	1.00	85,238
30003005	Administrative Specialist IV	63,336	105,373	1.00	85,238	1.00	85,238	1.00	85,238
30003006	Analyst I	53,290	98,800	2.00	160,972	2.00	160,972	2.00	160,972
30003007	Analyst II	63,336	105,373	1.00	93,995	1.00	93,995	1.00	93,995
30003008	Analyst III	69,805	126,318	1.90	180,869	1.00	109,658	1.00	109,658
30003012	Business Systems Analyst III	69,805	126,318	1.00	103,854	1.00	103,854	1.00	103,854
30002499	Carpenter-CL	61,048	68,286	1.00	61,048	1.00	63,669	1.00	63,669
30003028	Coordinator II	53,290	98,800	1.90	132,415	1.00	94,058	1.00	94,058
30003029	Coordinator III	63,336	105,373	2.00	163,079	2.00	206,503	2.00	206,503
30000333	Development Services Technician II	59,259	75,608	2.00	147,576	2.00	150,003	2.00	150,003
30000116	Electrician	77,501	83,678	1.00	52,254	1.00	81,666	1.00	81,666
30003045	Emergency Medical Services Coordinator	69,805	126,318	1.00	109,658	1.00	109,658	1.00	109,658
30000819	EMS Specialist	102,218	114,120	3.00	315,623	3.00	324,000	3.00	324,000
30003047	Engineer III	80,205	140,338	1.00	84,394	1.00	120,432	1.00	120,432
30000071	Facilities Maintenance Technician	66,768	74,277	3.00	215,322	3.00	221,625	3.00	221,625
30003054	Financial Analyst I	53,290	98,800	1.00	76,045	1.00	76,045	1.00	76,045
30000806	Fire Battalion Chief	124,814	130,495	15.00	1,948,453	15.00	1,956,178	15.00	1,956,178
30000803	Fire Captain	100,489	113,479	33.00	3,710,275	33.00	3,738,323	33.00	3,738,323
30000817	Fire Captain, Staff	120,288	120,288	2.00	240,576	2.00	240,576	2.00	240,576
30003057	Fire Chief	130,478	208,770	1.00	193,294	1.00	193,294	1.00	193,294
30003058	Fire Chief, Deputy	92,851	162,490	8.00	1,200,184	8.00	1,200,184	8.00	1,200,184
30003059	Fire Division Chief	111,696	189,842	2.00	328,574	2.00	328,574	2.00	328,574
30000793	Fire Fighter	47,540	85,884	430.00	34,810,664	428.00	35,341,857	428.00	35,341,857
30000795	Fire Fighter Specialist	50,392	91,037	5.00	333,796	5.00	374,162	5.00	374,162
30000808	Fire Inspector	87,520	98,747	24.00	2,168,992	24.00	2,257,299	24.00	2,257,299
30000811	Fire Inspector, Sr	100,489	113,479	7.00	771,130	7.00	793,224	7.00	793,224
30000812	Fire Inspector/Specialist	92,771	104,672	10.00	1,023,204	10.00	1,033,665	10.00	1,033,665
30000815	Fire Investigator	92,771	104,672	5.00	520,042	5.00	521,978	5.00	521,978
30000336	Fire Land Use Review Technician	63,690	81,245	1.00	81,245	1.00	81,245	1.00	81,245
30000798	Fire Lieutenant	87,520	98,747	108.00	10,290,501	108.00	10,470,192	108.00	10,470,192
30000801	Fire Lieutenant, Staff	92,771	104,672	5.00	488,784	5.00	495,609	5.00	495,609
30003060	Fire Marshal	111,696	189,842	1.00	164,287	1.00	164,287	1.00	164,287
30000800	Fire Training Officer	92,771	104,672	3.00	295,732	3.00	300,455	3.00	300,455
30000822	Harbor Pilot	87,520	98,747	10.00	971,502	10.00	978,719	10.00	978,719
30003079	Maintenance Supervisor I - E	63,336	105,373	1.00	89,773	1.00	89,773	1.00	89,773
30003081	Manager I	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30003083	Manager III	111,696	189,842	1.00	152,256	1.00	152,256	1.00	152,256
30003085	Multimedia Specialist	53,290	98,800	2.00	159,390	2.00	159,390	2.00	159,390
30000012	Office Support Specialist II	37,461	53,789	1.00	52,208	1.00	53,723	1.00	53,723
30000013	Office Support Specialist III	47,902	63,482	1.00	47,721	1.00	53,502	1.00	53,502
30000112	Painter	61,131	68,370	1.00	68,370	1.00	68,370	1.00	68,370
30003096	Public Information Manager	80,205	140,338	1.00	109,658	1.00	109,658	1.00	109,658
30003103	Supervisor I - E	63,336	105,373	1.00	81,536	1.00	81,536	1.00	81,536
30003104	Supervisor II	69,805	126,318	1.00	98,904	1.00	98,904	1.00	98,904
30001558	Timekeeping Specialist	40,789	58,635	1.00	58,635	0.00	0	0.00	0

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30002490	Utility Worker II-CL	51,230	55,078	2.00	106,309	2.00	107,266	2.00	107,266
30000131	Vehicle & Equipment Mechanic	61,714	69,118	8.00	546,498	8.00	552,291	8.00	552,291
TOTAL FULL-TIME POSITIONS				727.80	64,062,544	723.00	64,969,617	723.00	64,969,617
30003008	Analyst III	69,805	126,318	0.00	0	0.90	71,211	0.90	71,211
30003028	Coordinator II	53,290	98,800	0.00	0	0.90	38,357	0.90	38,357
30000808	Fire Inspector	87,520	98,747	1.00	93,134	1.00	94,272	1.00	94,272
30001558	Timekeeping Specialist	40,789	58,635	0.00	0	0.75	43,976	0.75	43,976
TOTAL PART-TIME POSITIONS				1.00	93,134	3.55	247,816	3.55	247,816
30000820	EMS Coordinator	129,736	129,736	1.00	89,930	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				1.00	89,930	0.00	0	0.00	0
GRAND TOTAL				729.80	64,245,608	726.55	65,217,433	726.55	65,217,433

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.

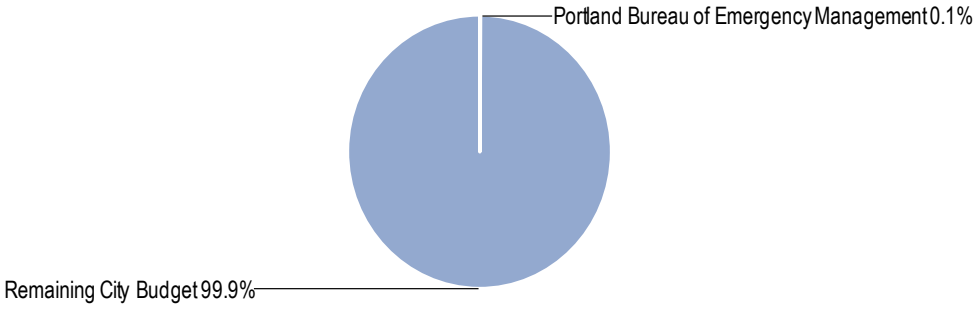
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	127,000,918	0	127,000,918	722.55	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	500,000	500,000	0.00	Boathouse for Fireboat 17
	(302,832)	0	(302,832)	(2.00)	Fire Alternative Reduction
	0	2,449,511	2,449,511	0.00	FY19 Carryover: Self-Contained Breathing Apparatus (SCBA)
	798,468	0	798,468	6.00	Restore Rapid Response Vehicle (RRV)
	(118,510)	0	(118,510)	0.00	FPD&R IA Balancing
Approved Budget Additions and Reductions					
	0	142,084	142,084	0.00	Add Health & Wellness Coordinator
	0	(642,511)	(642,511)	0.00	Reduce SCBA carryover funding
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	377,126	**2,449,084**	**2,826,210**	**4.00**	**Total FY 2019-20 Decision Packages**
			129,827,128	**726.55**	**Total Adopted Budget**

Portland Bureau of Emergency Management

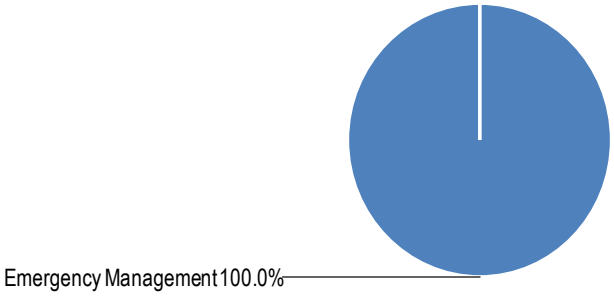
Public Safety Service Area

Jo Ann Hardesty, Commissioner-in-Charge
Mike Myers, Director

Percent of City Budget

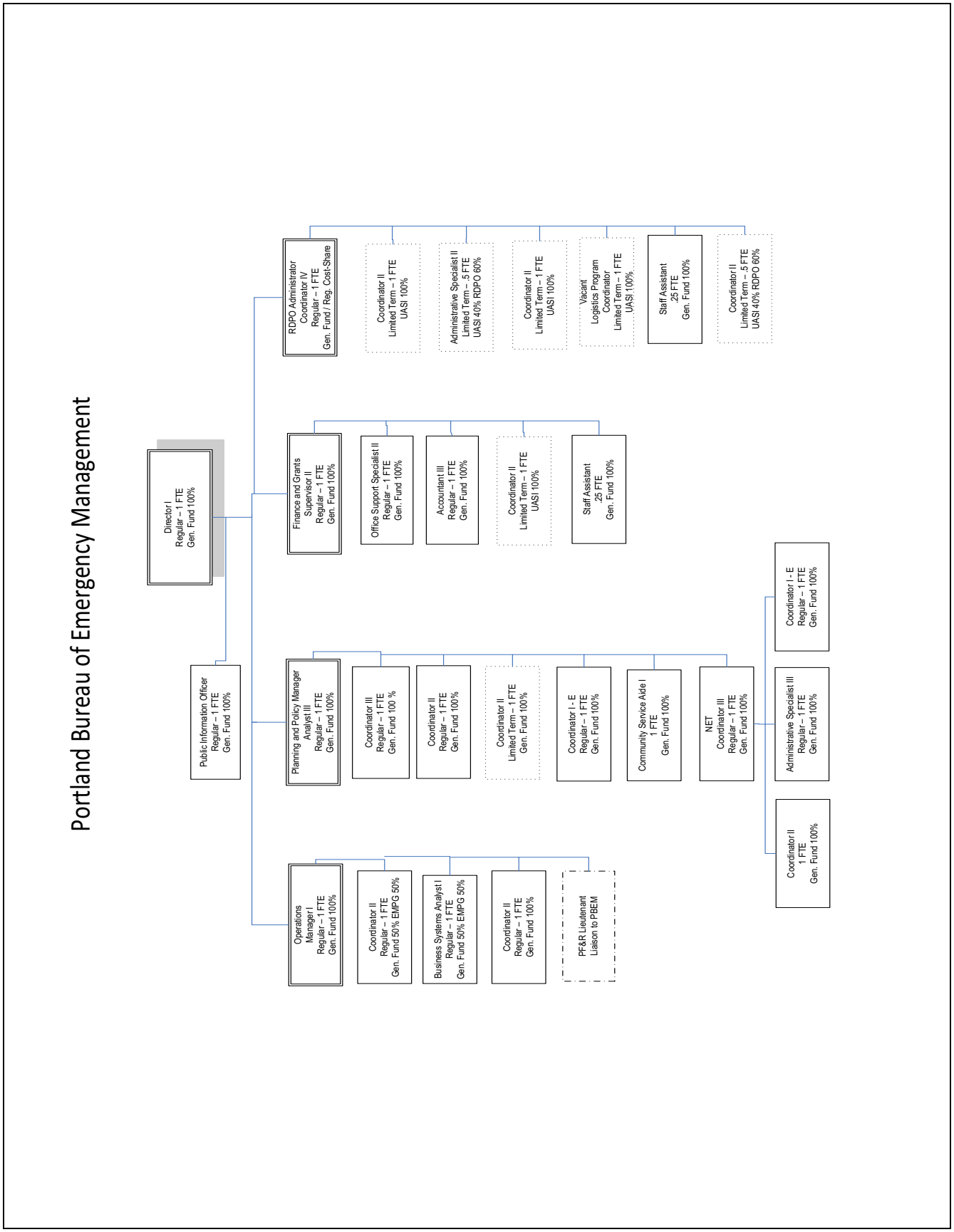


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	9,285,666	7,722,401	(1,563,265)	(16.84)
Capital	0	0	0	0.00
Total Requirements	**9,285,666**	**7,722,401**	**(1,563,265)**	**(16.84)**
Authorized Positions	22.90	23.00	0.10	0.44


Portland Bureau of Emergency Management
Director I
Regular – 1 FTE
Gen. Fund 100%
Public Information Officer
Regular – 1 FTE
Gen. Fund 100%
RDPO Administrator
Coordinator IV
Regular – 1 FTE
Gen. Fund / Reg. Cost-Share
Coordinator II
Limited Term – 1 FTE
UASI 100%
Administrative Specialist II
Limited Term – .5 FTE
UASI 40% RDPO 60%
Coordinator II
Limited Term – 1 FTE
UASI 100%
Vacant
Logistics Program
Coordinator
Limited Term – 1 FTE
UASI 100%
Staff Assistant
.25 FTE
Gen. Fund 100%
Coordinator II
Limited Term – .5 FTE
UASI 40% RDPO 60%
Finance and Grants
Supervisor II
Regular – 1 FTE
Gen. Fund 100%
Office Support Specialist II
Regular – 1 FTE
Gen. Fund 100%
Accountant III
Regular – 1 FTE
Gen. Fund 100%
Coordinator II
Limited Term – 1 FTE
UASI 100%
Staff Assistant
.25 FTE
Gen. Fund 100%
Planning and Policy Manager
Analyst III
Regular – 1 FTE
Gen. Fund 100%
Coordinator III
Regular – 1 FTE
Gen. Fund 100 %
Coordinator II
Regular – 1 FTE
Gen. Fund 100%
Coordinator II
Limited Term – 1 FTE
Gen. Fund 100%
Coordinator I - E
Regular – 1 FTE
Gen. Fund 100%
Community Service Aide I
1 FTE
Gen. Fund 100%
NET
Coordinator III
Regular – 1 FTE
Gen. Fund 100%
Coordinator I - E
Regular – 1 FTE
Gen. Fund 100%
Administrative Specialist III
Regular – 1 FTE
Gen. Fund 100%
Coordinator II
1 FTE
Gen. Fund 100%
Operations
Manager I
Regular – 1 FTE
Gen. Fund 100%
Coordinator II
Regular – 1 FTE
Gen. Fund 50% EMPG 50%
Business Systems Analyst I
Regular – 1 FTE
Gen. Fund 50% EMPG 50%
Coordinator II
Regular – 1 FTE
Gen. Fund 100%
PF&R Lieutenant
Liaison to PBEM

Bureau Summary

Bureau Mission

The mission of the Portland Bureau of Emergency Management (PBEM) is to promote readiness, coordinate response, and build resilience for the City of Portland. PBEM develops and implements strategic planning, programs, and policies to continually advance 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 is the community's ability to anticipate, absorb, adapt to, and recover from environmental threats, and social or economic disruption.

Emergency Management's services are separated into five programs. Please see Program Offers for more information about these programs.

Strategic Direction

The unifying theme woven throughout the bureau's 2017-2020 Strategic Plan is a focus on our essential mission: to develop robust systems for the City's Emergency Coordination Center, to enhance the resilience of the City as an organization, and to promote community-led resilience efforts throughout the city.

Strategic Goals

Goal 1: Continue to develop the City's suite of response and recovery plans.

Through this goal, the bureau will focus on collaborative planning, participate in regional efforts, and use an equity framework to inform resilience planning and prepare historically underserved communities more effectively for disasters through community-led efforts. Priorities are to ensure all plans are kept up to date, concise and actionable.

Goal 2: Advance Emergency Coordination Center (ECC) readiness.

Priorities for this goal include: 1) investing in training and exercises that strengthen skills for ECC responders, 2) developing and documenting procedures for all critical functions, and 3) working towards regional and statewide processes that allow for seamless post-disaster mutual aid.

Goal 3: Foster connected and resilient neighborhoods.

PBEM will build capacity for leadership at the most local level by engaging communities in culturally appropriate ways and through the consistent use of effective, research-backed messages and best practices. The Neighborhood Emergency Team (NET) program promotes community preparedness and is the bureau's most public-facing program. NET volunteers are actively used to supplement the City's emergency response efforts.

PBEM's Basic Earthquake Emergency Communication Node (BEECN) program has equipment for 50 locations to serve as initial gathering and communication points after a large-scale emergency.

Goal 4: Spur innovation and workplace excellence to build a more resilient organization.

PBEM will promote policies and practices that enable the City to serve Portlanders during disasters by meeting preparedness challenges creatively, supporting employees to be resilient in their households and planning to increase infrastructure resilience through systematic investments over time.

In FY 2018-19, PBEM continued working with the Bureau of Development Services and Prosper Portland on policies to mandate the retrofit of unreinforced masonry buildings. Portland has a large concentration of these buildings, particularly in the dense Central Business District, Old Town Chinatown, and along commercial corridors. These buildings were never designed to withstand shaking from earthquakes and pose a life safety risk to occupants and bystanders.

MAJOR ISSUES

PBEM develops and updates the City's emergency response plans. These plans guide the City's actions related to food and water distribution, post-earthquake safety inspections, sewage, firefighting, law enforcement, and many other functions vital for the health, safety, and livelihoods of Portland's residents. Due to growing staff managed by the Planning Manager and new Council policy priorities; such as upgrades to Unreinforced Masonry buildings, resilience considerations in capital asset management, and vulnerabilities at the Critical Energy Infrastructure (CEI) hub in Linnton, several critical response plans are very outdated.

SUMMARY OF BUDGET DECISIONS

Adds

For FY 2019-20, PBEM carried-over $200,000 of FY 2018-19 General Fund resources to fund two distinct projects; the replacement of its crisis management system, and the unreinforced (URM) masonry project - per City Council direction. There were no other changes to the bureau's FY 2019-20 Adopted Budget.

Budget Notes

Coordinated Emergency Response

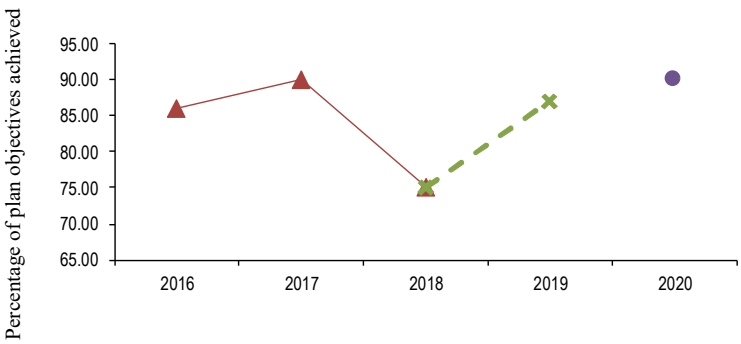
Council directs the Chief Administrative Officer (CAO) to organize a public safety working group and make recommendations to reduce response times for first responders, triage calls more effectively to appropriate service providers, identify resources in multiple bureaus for Rapid Street Response, and make recommendations for efficiencies across all bureaus related to day-to-day business operations, technology, administration, communications and outreach, and training. Bureaus shall examine the integration of service and FY 2020-21 Program Offers to achieve efficiencies and recommended improvements. At the discretion of the CAO, the work group shall include but not be limited to representatives from: the City Budget Office; the Bureau of Revenue and Financial Services; the Bureau of Human Resources; the Bureau of Emergency Management; the Bureau of Emergency Communications; Portland Fire and Rescue, and; Portland Police Bureau. The CAO shall present recommendations to Council no later than November, 15 2019.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
OUTCOME					
Number of participants in a Portland Bureau of Emergency Management class and exercise annually	NA	NA	0	300	300
Percentage of participants who rate PBEM classes and exercises as "good" or "excellent"	85%	94%	80%	80%	95%
Percentage of bureau strategic plan objectives achieved or in progress	90%	75%	87%	90%	90%
Percentage of bureaus with updated COOP plan that meet established standard	100%	81%	75%	75%	95%
Percentage of neighborhoods with active NET teams.	71%	82%	82%	85%	90%
% of NET volunteers that remain active in the program annually	NA	96%	95%	95%	90%
Percentage of the Regional Disaster Preparedness Organization's strategic plan objectives achieved or in progress	NA	NA	0%	95%	95%
Percentage of completed improvement plan tasks completed within agreed upon timeframe	94%	72%	20%	75%	75%
OUTPUT					
Number of new PublicAlerts registrations	3,678	6,228	5,000	5,000	5,000
NET Program Diversity	NA	NA	0%	33%	30%
BEECN Program Deployment Readiness Index	NA	NA	0%	22%	80%
Outreach to historically underserved communities	NA	NA	0%	45%	65%
WORKLOAD					
Number of hours completed by participants in a Portland Bureau of Emergency Management class and exercise annually	NA	NA	0	2,000	2,000
Number of new Neighborhood Emergency Team volunteers trained per year	511	501	900	500	350
Number of active NET Teams	70	80	80	80	86
Percentage of PBEM plans that are up-to-date according to their published standards	79%	62%	70%	70%	90%

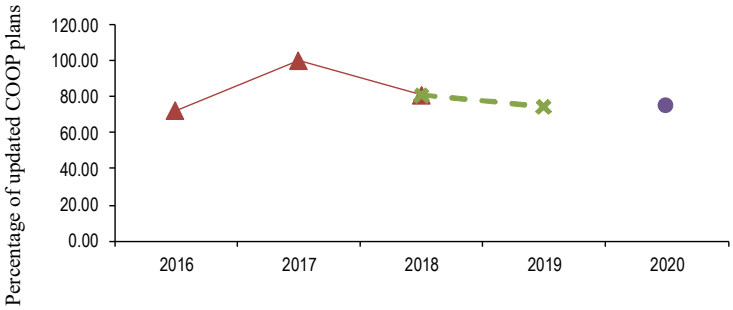
% bureau strategic plan objectives achieved

The measure tracks our progress executing the bureau strategic plan.



Percentage of Bureaus with Updated COOP Plans that Meet Established Standard

As part of City resiliency, PBEM is striving to ensure all bureaus have quality and coordinated Continuity Of Operations Plans. Plan updates are solicited and scored quarterly, using a standardized methodology with two raters.

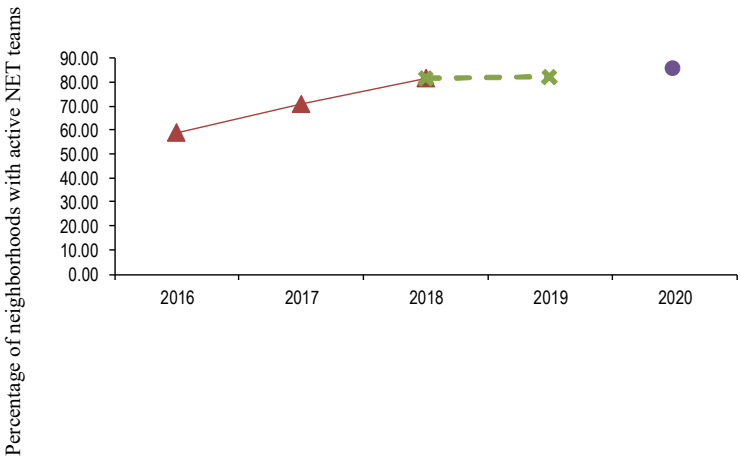


Percentage of completed improvement plan tasks completed within agreed upon timeframe

Improvement tasks are identified through incidents and exercises. A shift in focus to more complex tasks has led to a decrease in the percentage complete.

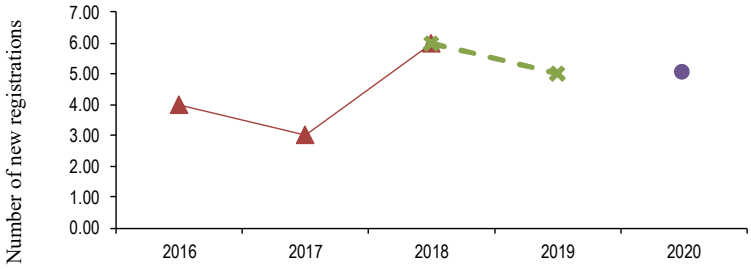
Percentage of Neighborhoods with Active NET Teams

Neighborhood Emergency Teams are a critical component of ensuring community resiliency. Active NET teams maintain regular contact with NET program coordinator and a minimum number of trained team members.



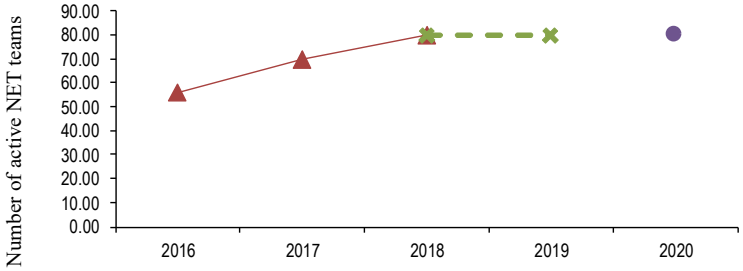
Number of New PublicAlerts Registrations

This measure is an annual count and indicates the number of Portlanders who take action to be informed in the event of a disaster. Registrations are tracked continuously in the online registration database.



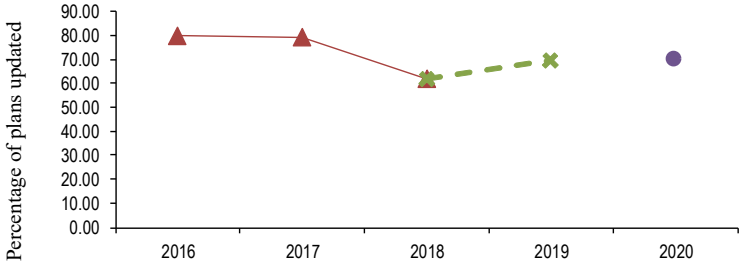
Number of active NET teams

Increases in recent years, are attributed to increased staff and varying the locations trainings are offered.



Percentage of PBEM plans that are up-to-date according to their published standards

This shows whether the bureau's emergency plans are up-to-date. A drop occurred in FY 2017-18, due to other priorities and not being fully staffed. FY 2018-19 saw a slight increase.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	0	221	0	0	0
Intergovernmental	1,436,791	2,555,871	5,272,149	3,833,169	3,833,169
Miscellaneous	750	330	0	0	0
Total External Revenues	**1,437,541**	**2,556,422**	**5,272,149**	**3,833,169**	**3,833,169**
Internal Revenues					
General Fund Discretionary	1,027,723	831,234	1,974,675	1,779,437	1,779,437
General Fund Overhead	1,415,600	1,849,466	1,975,842	2,023,795	2,023,795
Interagency Revenue	10,000	10,000	63,000	86,000	86,000
Total Internal Revenues	**2,453,323**	**2,690,700**	**4,013,517**	**3,889,232**	**3,889,232**
Beginning Fund Balance	(4,277,789)	(4,608,377)	0	0	0
Total Resources	**$(386,925)**	**$638,745**	**$9,285,666**	**$7,722,401**	**$7,722,401**
Requirements					
Bureau Expenditures					
Personnel Services	1,938,844	2,207,102	3,201,642	2,945,115	2,945,115
External Materials and Services	1,332,212	2,974,284	5,056,197	3,863,932	3,863,932
Internal Materials and Services	807,121	895,622	960,349	913,354	913,354
Capital Outlay	143,275	0	67,478	0	0
Total Bureau Expenditures	**4,221,452**	**6,077,009**	**9,285,666**	**7,722,401**	**7,722,401**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(4,608,377)	(5,438,263)	0	0	0
Total Requirements	**$(386,925)**	**$638,746**	**$9,285,666**	**$7,722,401**	**$7,722,401**
Programs					
Emergency Management	4,221,445	6,077,009	9,285,666	7,722,401	7,722,401
Specialized Planning	7	0	0	0	0
Total Programs	**$4,221,452**	**$6,077,009**	**$9,285,666**	**$7,722,401**	**$7,722,401**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000064	Accountant III	65,083	81,848	1.00	61,393	1.00	78,257	1.00	78,257
30003004	Administrative Specialist III	53,290	98,800	1.00	71,469	1.00	71,469	1.00	71,469
30003008	Analyst III	69,805	126,318	1.00	69,805	1.00	69,805	1.00	69,805
30003010	Business Systems Analyst I	53,290	98,800	1.00	75,629	1.00	75,629	1.00	75,629
30003235	Coordinator I - E	48,277	89,523	2.00	144,529	2.00	144,529	2.00	144,529
30003028	Coordinator II	53,290	98,800	4.00	279,185	4.00	308,912	4.00	308,912
30003029	Coordinator III	63,336	105,373	2.00	181,771	2.00	181,771	2.00	181,771
30003030	Coordinator IV	69,805	126,318	1.00	114,254	1.00	114,254	1.00	114,254
30003037	Director I	111,696	189,842	1.00	111,696	1.00	111,696	1.00	111,696
30003081	Manager I	80,205	140,338	1.00	94,390	1.00	94,390	1.00	94,390
30000012	Office Support Specialist II	37,461	53,789	1.00	53,789	1.00	53,789	1.00	53,789
30003097	Public Information Officer	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003104	Supervisor II	69,805	126,318	1.00	104,146	1.00	104,146	1.00	104,146
TOTAL FULL-TIME POSITIONS				18.00	1,460,960	18.00	1,507,550	18.00	1,507,550
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30003003	Administrative Specialist II	48,277	89,523	0.90	29,091	0.00	0	0.00	0
30003028	Coordinator II	53,290	98,800	4.00	330,596	5.00	408,133	5.00	408,133
TOTAL LIMITED TERM POSITIONS				4.90	359,687	5.00	408,133	5.00	408,133
GRAND TOTAL				22.90	1,820,646	23.00	1,915,683	23.00	1,915,683

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.

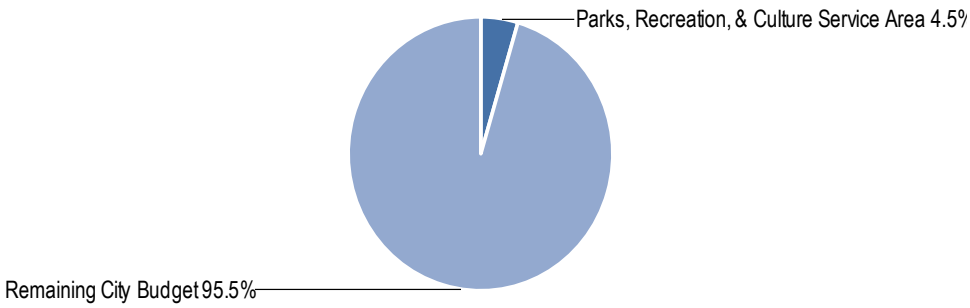
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	7,522,401	0	7,522,401	23.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	120,000	120,000	0.00	FY19 Carryover: Crisis Management System
	0	80,000	80,000	0.00	FY19 Carryover: Unreinforced Masonary Project
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**200,000**	**200,000**	**0.00**	**Total FY 2019-20 Decision Packages**
			7,722,401	**23.00**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

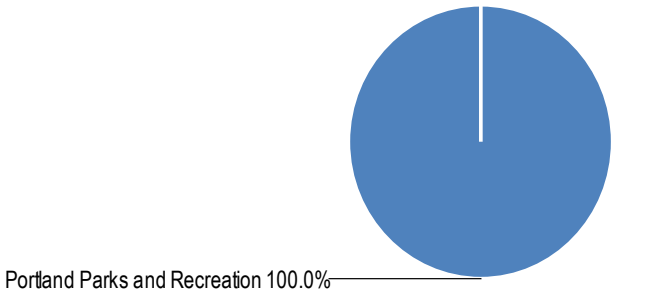
Parks, Recreation, & Culture Service Area

- Portland Parks and Recreation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	174,625,904	147,079,228	(27,546,676)	(15.77)
Capital	129,449,648	106,949,588	(22,500,060)	(17.38)
Total Requirements	**304,075,552**	**254,028,816**	**(50,046,736)**	**(16.46)**
Authorized Positions	626.23	565.41	(60.82)	(9.71)

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 2019-20 Adopted Budget for PP&R includes $2.5 million in one-time resources to fund transition planning efforts as the bureau moves to a fiscally sustainable recreation program model, maintain summer programs, and support revenue stabilization through programming model transitions. During Budget Development for FY 2019-20 PP&R projected a $6.3 million gap in the General Fund between the cost to provide the current level of service and projected revenues. PP&R had previously handled structural deficit issues with one-time strategies, but in December 2018 building the FY 2019-20 budget—it became clear that the budget gap was too large to handle with one-time strategies. PP&R developed a FY 2019-20 Budget Balancing proposal to bring costs in line with revenues but required $2.5 million in General Fund one-time resources.

The FY 2019-20 Adopted Budget in the General Fund is funded with $65.8 million in discretionary resources and an additional $91.8 million in non-discretionary revenue. Of a total of 565.4 FTE, 503.5 FTE are funded in the General Fund. Changes from FY 2018-19 include the addition of $687,041 in ongoing resources to fund the operations and maintenance of new parks and amenities ($171,060 reduced one-time for projects coming online FY 2020-21), the capital costs of which will be funded with the system development charge revenues.

The Adopted Budget also includes $900,000 in capital set-aside funding to repair failing culverts and other critical Forest Park infrastructure. Funding of $85,000 is included for Downtown Transit Mall Planter upkeep and maintenance. The FY 2019-20 Adopted Budget includes $14,000 in one-time resources for Poet's Beach program administration. The Adopted Budget includes $100,000 for the Portland Parks Foundation which will be used to leverage further resources through Foundation fundraising efforts. Program carryover of $551,970 is included for Parks' strategic planning efforts which include the Long Range Vision Plan, the Cost Recovery plan and the bureau's Financial Sustainability Plan.

Parks Construction and Maintenance Program

The FY 2019-20 Capital Improvement Plan budget is $106.9 million, supported by the City's General Fund, grants, system development charges, tax increment financing in urban renewal areas, Metro, the 2014 Parks Bond, and other sources.

Portland International Raceway

The FY 2019-20 Adopted Budget for the Portland International Raceway includes $2.8 million in program fee revenues, $1.8 million in bureau level expenditures, and $1.0 million in fund level expenditures that include contingency, fund transfers, and debt service. The Adopted Budget includes 6.0 FTE.

Golf Program

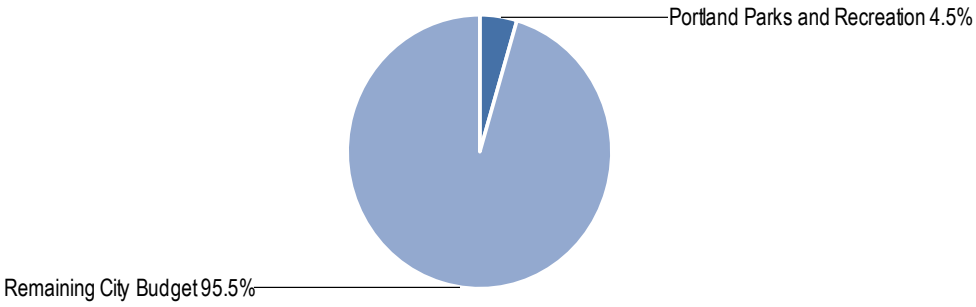
The FY 2019-20 Adopted Budget for the Golf Program includes $9.7 million in program revenues, which funds $8.1 million in bureau level expenditures. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The Adopted Budget includes 24.5 FTE.

Portland Parks and Recreation

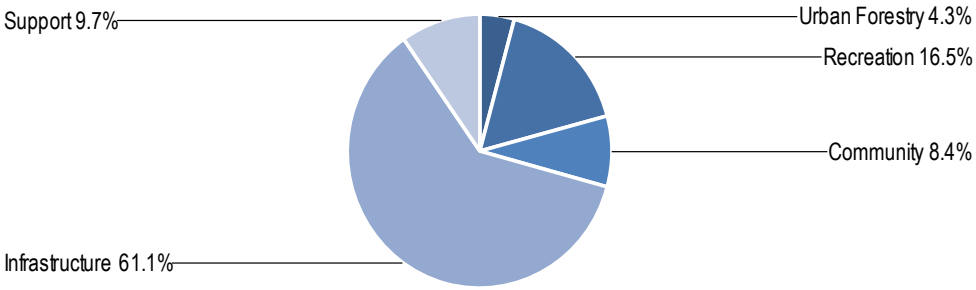
Parks, Recreation, & Culture Service Area

Nick Fish, Commissioner-in-Charge
Adena Long, Director

Percent of City Budget

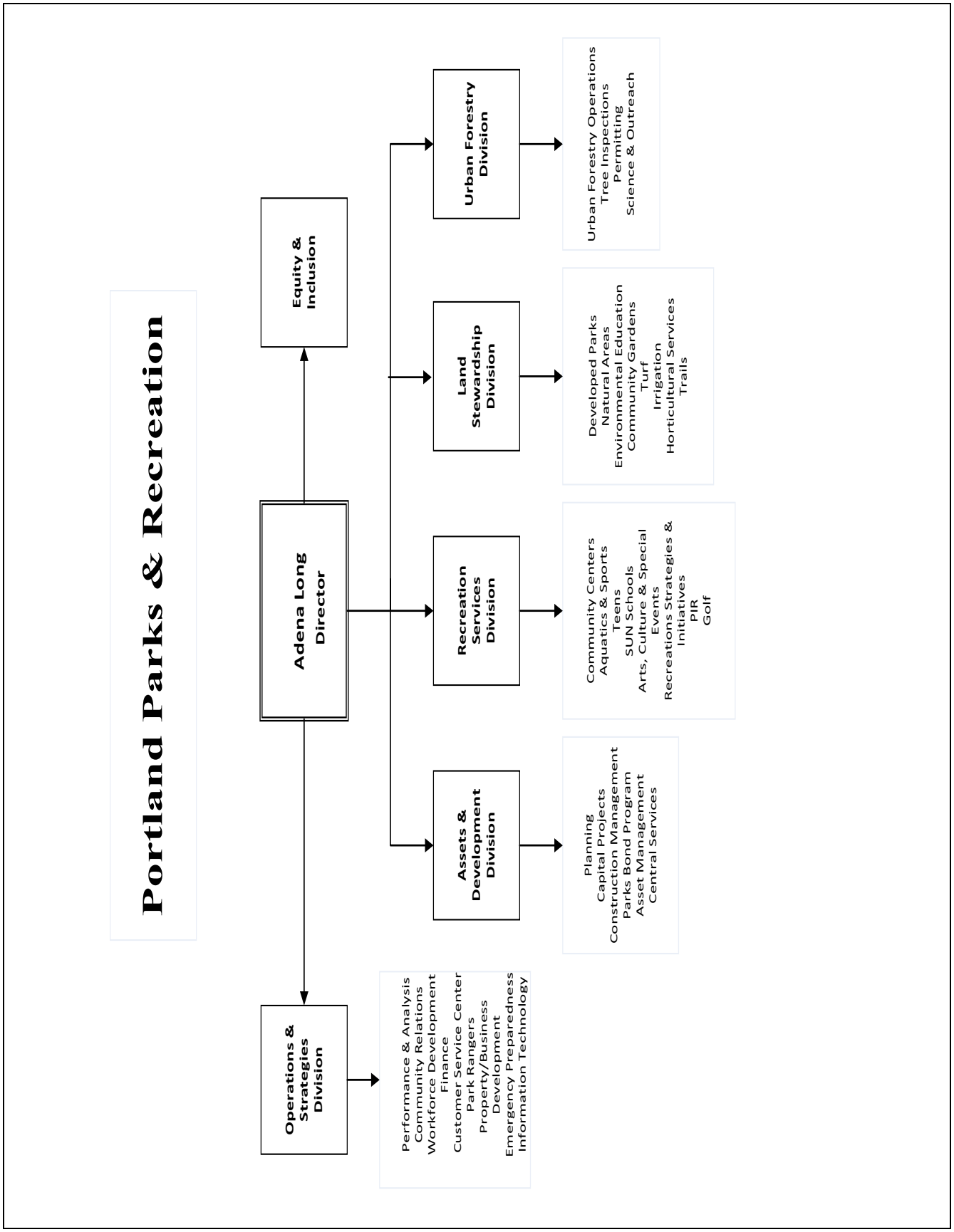


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	174,625,904	147,079,228	(27,546,676)	(15.77)
Capital	129,449,648	106,949,588	(22,500,060)	(17.38)
Total Requirements	**304,075,552**	**254,028,816**	**(50,046,736)**	**(16.46)**
Authorized Positions	626.23	565.41	(60.82)	(9.71)


Portland Parks & Recreation
Adena Long
Director
Equity & Inclusion
Operations & Strategies Division
Performance & Analysis
Community Relations
Workforce Development
Finance
Customer Service Center
Park Rangers
Property/Business Development
Emergency Preparedness
Information Technology
Assets & Development Division
Planning
Capital Projects
Construction Management
Parks Bond Program
Asset Management
Central Services
Recreation Services Division
Community Centers
Aquatics & Sports
Teens
SUN Schools
Arts, Culture & Special Events
Recreations Strategies & Initiatives
PIR
Golf
Land Stewardship Division
Developed Parks
Natural Areas
Environmental Education
Community Gardens
Turf
Irrigation
Horticultural Services
Trails
Urban Forestry Division
Urban Forestry Operations
Tree Inspections
Permitting
Science & Outreach

Bureau Summary

Bureau Mission

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 children, 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 in the following ways:

- 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; and
- Partnering with the community we serve.

Bureau Overview

Portland's Park & Recreation System

PP&R is the steward of a diverse portfolio of parks, natural areas, urban forest, and recreation facilities used extensively by the city's residents and visitors. The total parkland managed by the bureau is 11,712 acres and represents about 14% of the geographical area within the City of Portland. Additionally, PP&R staff care for 238,000 street trees. The bureau operates swimming pools, community centers, music/dance centers, golf courses, a motor raceway, and owns steam locomotives.

The Organization

PP&R manages one of the nation's most comprehensive park and recreation systems. In 2011, PP&R won the gold medal as the best-managed park system in the nation. The bureau employs 565.41 FTE and more than 2,900 seasonal staff in a variety of roles.

Bureau services are delivered through five divisions, plus an equity and inclusion department, as follows:

Land Stewardship

The Land Stewardship Division includes all land management activities at developed parks and natural areas. Land management is divided into three units: a Westside group to manage lands west of the Willamette River, an Eastside group to manage lands east of the Willamette River, and a central Land Services group to oversee Environmental Education, Community Gardens, Turf, Irrigation, and Horticultural Services.

Recreation Services

The Recreation Services Division is responsible for all recreation activities including community centers, art centers, programming at urban plazas, the Summer Free for All program, aquatics, sports, and teen programming, as well as specialized recreation services for seniors, people with disabilities, and through the Schools Uniting Neighborhoods (SUN) program. This department also includes the Golf Program and Portland International Raceway.

Assets & Development

The Assets & Development Division is responsible for planning, new park design and construction, the Park Replacement Bond program, asset management, and centralized maintenance and repairs. It is also responsible for oversight, preparation, and administration of the bureau's Capital Improvement Plan; bureau-wide training; emergency management; performance and analysis; property acquisition; and business development.

Operations & Strategies

The Operations & Strategies Division collaborates and coordinates with local and regional partners, provides policy direction to the bureau, engages the public in volunteerism, coordinates marketing and communications, and provides customer service and park security. This division also manages the internal and external bureau finances including budget development, system development charges, and financial reporting and oversight; fundraising, grants, and partnerships; workforce development and bureau-wide training; emergency management; health, safety, and environmental oversight; technology; performance and analysis; and property acquisition and business development.

Urban Forestry

The Urban Forestry Division is responsible for the planning and management of the City's urban forest and tree assets. It is overseen by the City Forester. The division's responsibilities include tree maintenance operations and around-the-clock emergency service for fallen trees in public rights-of-way. Responsibilities of Urban Forestry also include education and enforcement of applicable City regulations covering public and private trees such as Title 11. Urban Forestry is also responsible for developing and promoting forest stewardship among city residents, as well as the long-term planning of the City's forest resources.

Equity & Inclusion

In addition to the five divisions noted above, PP&R also has an Equity & Inclusion department. The Equity & Inclusion Manager advises the bureau Director and works collaboratively with the entire PP&R organization, as well as with internal and external advisory committees, to ensure policies, programs, and services are culturally responsive and meet the City's racial equity goals. The Equity & Inclusion department developed the bureau's Five-Year Racial Equity Plan, engages the public in decision-making processes, and coordinates extensively with the City's Office of Equity & Human Rights and the Bureau of Human Resources.

Strategic Direction

As the close of this decade draws near, PP&R must lay the groundwork required for the next long-range vision plan and deliver on the following foundational work:

Address major maintenance needs and investing in existing parks' infrastructure

The major maintenance funding need over the next ten years is estimated at $450.0 million. The Parks Replacement Bond provides $68 million and the General Fund currently provides $1.8 million annually, leaving a substantial structural funding gap.

Balance long-term financial sustainability of programs and services while ensuring equitable access for all Portlanders

PP&R is currently developing a financial plan and completing an update to the bureau's cost recovery policy. These tools together will provide PP&R with a roadmap towards achieving financial sustainability. The bureau's financial plan will address how to resource service-level gaps, including building and maintaining parks in underserved areas, improving the playability of existing parks to address increased density, increasing the availability of access to trails and natural areas, improving and enhancing recreation programs so that they are meeting the needs of a changing community, and continuing to grow usage of facilities and programs. An important component of an updated cost recovery policy will be clear guidance on balancing City Council direction to increase revenues while providing equitable access to the city's most vulnerable populations, specifically through implementation of an updated and funded scholarship program and the future funding for and creation of a marketing plan.

Improve communications, outreach, and customer service strategies to continue to increase participation in PP&R programs

This includes creating more inclusive communications and graphics standards, strengthening partnerships with community-based organizations to develop consistent standards and best practices for outreach to communities of color, developing a language access plan, and expanding inclusive customer service strategies across the bureau in support of the goals of PP&R's Five-Year Racial Equity Plan.

Focus areas and desired outcomes from the 2017-20 PP&R Strategic Plan include the following:

Provide Stewardship of Park Land, Natural Resources and the Urban Forest

- Implementation of new management practices and systems to improve the maintenance, ecological health, and overall quality of park lands.
- Increased capacity to improve and sustain services provided by the City's urban forest.

Ensure Access to Recreation Programs

- Increased access to recreation programs for all Portlanders, with a special focus on teens, culturally diverse, and low-income populations.

Develop and Sustain Quality Built Assets

- Development of new recreation assets that achieve an equitable level of service.
- Safe, functional, and reliable recreation experiences through effective management and maintenance of park facilities.

Enhance Organizational Effectiveness

- Increased diversity and training of our existing workforce.
- A safe environment for all PP&R employees and customers.
- Marketing, outreach, and customer service strategies in place to increase participation in PP&R programs among diverse populations.
- Completion of a long-term vision plan that ensures a legacy of access to park, recreation, and tree-related services for future generations.

Major Issues

Portland Parks & Recreation has grown significantly in the last decade, introducing new programs, new facilities, new services, and additional staff to meet community and City Council expectations.

PP&R has long relied on revenue to fund programming beyond what General Fund discretionary resources alone could provide. While this has allowed PP&R to extend its reach and provide greater service to the community, it comes with a caveat – bureau-generated revenue needs to grow at the same pace as costs or the bureau's budget is out of balance.

Each year, PP&R's costs have grown while fee revenue has remained relatively flat. The dynamic increases in FY 2019-20, as costs – particularly personnel costs – increase dramatically, including a 3.9% increase for cost of living, a 4.8 percentage point increase in PERS rates for Tier 3 (OPSRP), and a 4% projected increase in health benefits.

In recent years, PP&R has implemented one-time strategies such as not filling vacant positions and limiting spending to manage budget shortfalls. However, the bureau's budget deficit is structural and has grown too large to be solved with one-time strategies. For FY 2019-20, PP&R projected a $6.3 million gap between the cost to provide the current level of service and projected revenues.

To give PP&R time to understand this large, complex challenge and develop thoughtful solutions, the City Budget Office worked with the bureau to create a modified budget timeline. On February 4th, as required, the bureau submitted a FY 2019-20 Requested Budget that identified the $6.3 million budget gap, but the budget was unbalanced.

PP&R then developed a FY 2019-20 Requested Budget Balancing Proposal to bring costs in line with revenues. PP&R's Balancing Proposal was created using level of service and cost of service data collected over the last several years, the City's budget equity tool, and priorities from the bureau's Budget Advisory Committee. The Budget Advisory Committee reviewed PP&R's Balancing Proposal based on its identified values of equity, safety, maintenance, and long-term financial sustainability.

PP&R's goal is to be on solid financial footing while continuing to deliver high-quality services the community expects. Balancing the bureau's FY 2019-20 budget and setting a strong foundation for future sustainability requires changes that impact programs, services, and staff.

SUMMARY OF BUDGET DECISIONS

The City of Portland's FY 2019-20 Adopted Budget allocates $254.0 million for Portland Parks & Recreation (PP&R), including $3.4 million in one-time General Fund discretionary resources to ensure a smooth transition to new operating models and repair Forest Park infrastructure, and $687,311 in ongoing General Fund discretionary resources for the operations and maintenance of new and enhanced parks assets. The majority of the one-time funding is dedicated to transitioning the Recreation Services Division as it implements new business strategies.

Transitions

Columbia Pool

The FY 2019-20 Adopted Budget includes one-time funding of $453,428 to keep Columbia Pool open through June 30, 2020. This funding offers PP&R time to identify alternate approaches for meeting high priority needs.

Multnomah Arts Center (MAC)

The FY 2019-20 Adopted Budget includes one-time funding of $365,000 to keep MAC open through January 2021 while a new business model is developed.

Large Community Center Transition

The FY 2019-20 Adopted Budget includes one-time funding of $650,000 to support summer programming and address the transition to the new operating models at PP&R's five large community centers: Matt Dishman, East Portland, Charles Jordan, Mt. Scott, and Southwest. PP&R will realign the operating models to create access, programming, and staffing consistency that supports the delivery of core recreation services in a financially sustainable manner.

Summer Programing at Hillside, Sellwood, and Montavilla Community Centers

The FY 2019-20 Adopted Budget includes one-time funding of $140,000 to maintain 2019 summer programming at Hillside, Sellwood, and Montavilla Community Centers.

Transition Planning

The FY 2019-20 Adopted Budget includes one-time funding of $365,000 for project management and community engagement for various sites transitioning to new models.

Revenue Stabilization

The FY 2019-20 Adopted Budget includes one-time funding of $150,000 to continue supporting a staff position that will manage and monitor bureau-wide revenue generation during this period of transition.

Operational Contingency

The FY 2019-20 Adopted Budget includes one-time funding of $250,000 to address the operational uncertainty associated with the significant service level transitions that are included in this budget.

Revenue Package: One-Time Use of Innovation Trust Fund

The FY 2019-20 Adopted Budget includes the one-time use of PP&R's Innovation Trust Fund in the amount of $128,000 to bridge a gap in revenue for a parking lot that is expected to be out of service for FY 2019-20.

Additions

Forest Park Infrastructure

The FY 2019-20 Adopted Budget includes $900,000 in one-time General Fund discretionary resources, allocated from Capital Set-Aside to fund improvements to failing culverts and other critical infrastructure in Forest Park.

Portland Parks Foundation

The FY 2019-20 Adopted Budget includes $100,000 in one-time General Fund discretionary resources that will be transferred to the Portland Parks Foundation.

Poet's Beach

The FY 2019-20 Adopted Budget also includes $14,000 in one-time General Fund resources to continue providing access to the Willamette River during the summer months.

Transit Mall Planters

The FY 2019-20 Adopted Budget also includes $85,000 in one-time General Fund resources to continue maintenance of the planters owned by TriMet and managed under an agreement with the Portland Bureau of Transportation (PBOT). Interagency funding totaling $50,000 from PBOT is also included to support this work.

Operations & Maintenance of New Assets

The FY 2019-20 Adopted Budget includes $687,311 in ongoing General Fund discretionary to fund the operations and maintenance costs of over 25 parks and amenity enhancements. The capital costs of the projects will be funded primarily with system development charge (SDC) resources. This amount is reduced on a one-time basis by $171,060 to account for assets that do not come on line until later in the fiscal year.

Revenue Package: New Interagency Agreement for Natural Area Maintenance

The FY 2019-20 Adopted Budget includes ongoing revenue of $367,500 from an Interagency Agreement with the Bureau of Environmental Services to fund natural area maintenance.

Revenue Package: Increase Revenue Projection for Parking Fees

The FY 2019-20 Adopted Budget includes an increase in new parking revenue totaling $35,000.

Carryovers

Strategic Parking Assessment

The FY 2019-20 Adopted Budget includes $15,000 in one-time General Fund discretionary resources to fund a parking feasibility study. This study is funded on a one-time basis with program carryover from the FY 2018-19 Portland Parks & Recreation budget.

Cost-Recovery and Financial Sustainability Plans

The FY 2019-20 Adopted Budget includes $150,000 in one-time General Fund discretionary resources to fund the additional analysis and implementation costs of two critical, current planning efforts: PP&R's cost-recovery plan and the bureau's long-term financial sustainability plan. These plans are funded on a one-time basis with program carryover from the FY 2018-19 Portland Parks & Recreation budget.

PP&R Long Range Vision Plan

The FY 2019-20 Adopted Budget includes $261,970 in one-time General Fund discretionary resources to fund additional work related to vision plan updates that will allow the bureau to be responsive to a changing and more diverse population. These efforts are funded on a one-time basis with program carryover from the FY 2018-19 Portland Parks & Recreation budget.

Street Trees Task Force

The FY 2019-20 Adopted Budget includes $100,000 in one-time General Fund resources to fund the Street Trees Task Force. This task force will research and provide options for Council consideration on how the City could manage and maintain street trees. This program is funded on a one-time basis with program carryover from the FY 2018-19 Portland Parks & Recreation budget.

Interstate Firehouse Cultural Center (IFCC)

The FY 2019-20 Adopted Budget also includes $25,000 in one-time General Fund resources to continue the community engagement process at the IFCC. This program is funded on a one-time basis with program carryover from the FY 2018-19 Portland Parks & Recreation budget.

Reductions and Realignments

Reduced Support for Peninsula Park Community Center

The FY 2019-20 Adopted Budget includes an ongoing reduction of $35,351 through the elimination of 1.0 FTE Recreation Leader-Generalist position at Peninsula Park Community Center.

Realign Large Community Centers

The FY 2019-20 Adopted Budget includes an ongoing reduction of $2.1 million, achieved by PP&R realigning the operating models of its five large community centers: Matt Dishman, East Portland, Charles Jordan, Mt. Scott, and Southwest. A new business model will streamline staffing and programming to create consistency that supports the delivery of core recreation services in a financially sustainable manner.

Realign Teen Services and Montavilla Community Center

The FY 2019-20 Adopted Budget includes an ongoing reduction of $649,467 in the Teen Services Program. The budget reduces staffing and aligns the hours of programming with peak attendance times, Monday through Friday. Gang Outreach services are reduced to FY 2017-18 levels. Funding for grants to other youth-serving organizations is reduced. The Park Squad summer interns program will be eliminated. In addition, Montavilla Community Center staff will be reduced/restructured, and programs will be reduced to focus on educational pre-school and teen programming.

Realign Urban Parks Programming

The FY 2019-20 Adopted Budget includes an ongoing reduction of $150,797 in Urban Parks Programming. Specifically, PP&R will eliminate dedicated staffing and free public programming at Director Park and Holladay Park.

Consolidate Citywide Recreation and Recreation Support Systems

The FY 2019-20 Adopted Budget includes a reduction of $640,756 to restructure Citywide Recreation and moves a portion of its functions and staff into the department of Recreation Support Systems. Both work groups provide system support across the Recreation Division.

Reduce Relay Resources (Janitorial) Contract

The FY 2019-20 Adopted Budget includes an ongoing reduction of $158,396 through the restructuring of PP&R's janitorial contract with Relay Resources. Priority will remain on services most directly related to safety, hygiene, and positive customer experiences. No service impacts are expected.

Partnership Transition at Community Music Center (CMC)

The FY 2019-20 Adopted Budget includes an ongoing reduction of $18,978, as well as a new partnership model with CMC's supporting nonprofit, CMC, Inc., that increases giving to bridge a larger budget gap. No service impacts are expected.

Model Change for Small Community Centers

The FY 2019-20 Adopted Budget includes an ongoing reduction of $1.4 million to eliminate operational funding support at Hillside and Sellwood Comunity Centers. Partial year support will be available to continue operations at Hillside and Sellwood through August of 2019.

Transition Laurelhurst Dance Studio

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $137,646 by eliminating the dance programing at Laurelhurst Dance Studio and moving to a rental model.

Reduce Mowing of Non-Athletic Fields

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $99,676 for the reduction of mowing, turf repair, and leaf collection of PP&R non-athletic fields.

Reduce Support for Training, Sustainable Landscapes, Materials & Services

The FY 2019-20 Adopted Budget reduces the Land Stewardship Division's discretionary spending by $81,450.

Eliminate Planner Position

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $125,696 by eliminating one Planner position from the Assets & Development Division. Reduced staffing capacity may impact current planning project efforts and timelines.

Eliminate Engineering Position

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $57,629 by eliminating one Engineering Associate position from the Assets & Development Division. Reduced staffing capacity may impact future project management for regular and emergency major maintenance capital projects in a timely manner. It may also impact the division's ability to provide engineering and project support to our Central Services Maintenance staff.

Eliminate Customer Service Representative Position

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $63,835 by eliminating 1.0 FTE Customer Service Representative position from the Operations & Strategies Division.

Eliminate Financial Analyst Position & Realign Analyst Position

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $247,484 by eliminating 1.0 FTE Financial Analyst position and 1.0 FTE Coordinator II position from the Operations & Strategies Division. The budget also realigns one Analyst position to cover workplan needs in the Marketing & Communications Group.

Reduce Ranger Program Staffing

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $315,943 by eliminating a Ranger Supervisor position, a Ranger Position, and $100,000 in funding for seasonal Rangers.

Eliminate Equity & Inclusion Coordinator Position

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $118,291, eliminating one Equity and Inclusion Coordinator position.

Reduce Partner Pass-throughs by 5%

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $69,149 by reducing pass-through funding for Leach Botanical Garden, Linnton Community Center, Pioneer Courthouse Square, SUN Schools, and the Rosewood Initiative.

Reduce Property Group External Materials & Services

The FY 2019-20 Adopted Budget includes an ongoing budget reduction of $14,361 in external materials and services in the Property group.

Budget Notes

Completion of Critical Planning Efforts and Preparation for Vision Plan

Council directs Portland Parks & Recreation to complete and present to Council three key planning processes prior to moving forward with the Vision Plan planning process: the financial sustainability plan, the cost-recovery plan, and the level of service plans for parks and community centers. These efforts should define any financial and service constraints and opportunities prior to engaging the community in the vision planning process.

As part of these primary planning efforts, Portland Parks & Recreation should explicitly identify strategies for addressing the bureau's major maintenance gap and park expansion due to the increase in system development charge revenues. Additionally, the level of service study should include a preliminary plan that addresses the City's goals around neighborhood and full-service community centers and recreation programming within the financial constraints defined in the financial plan.

Funding for Multnomah Arts Center

Council directs the City Budget Office to increase the Portland Parks & Recreation Current Appropriation Level by $265,629 on a one-time basis in FY 2020-21 to fund the expected revenue shortfall of the Multnomah Arts Center.

Additionally, Council directs Portland Parks & Recreation to complete and present to Council a plan for the long-term sustainability of the Multnomah Arts Center prior to moving forward with the additional gap backfill funds. The plan should detail the cost-recovery plan, and the level of service plans for the center. These efforts should define any financial and service constraints.

Operations and Maintenance Funding Sustainability

Council directs Portland Parks & Recreation and the City Budget Office to work together to develop, as part of Parks & Recreation's upcoming Financial Sustainability Plan, a mechanism that allows the bureau to better plan for the amount of General Fund available for O&M over the next five years. That mechanism should increase the transparency, accountability, and predictability of the bureau's O&M planning and needs. Council could then direct new parks and amenities to be designed to meet funding constraints. This mechanism should be developed in advance of the FY 2019-20 Fall BMP for consideration and potential implementation as part of that process.

This approach would better align the bureau's capital planning and budgeting processes and more effectively achieve the goals stated in the City's Operations and Maintenance policy. That policy is intended to ensure that:

- A funding plan is in place for the maintenance and lifecycle replacement of new capital assets and equipment.
- Bureaus that require additional resources - particularly General Fund - for the maintenance and lifecycle replacement of new capital assets and equipment have a degree of certainty during the planning stage that such resources will be allocated when assets come into service.
- City Council is aware of the cumulative out-year maintenance and lifecycle replacement cost impact of capital plans during the budget process.
- City Council, to the greatest degree possible, prospectively approves increases to General Fund appropriation levels in the context of the budget process.

Capital Budget

Capital Summary

CIP Highlights

Portland Parks & Recreation has in excess of $1.5 billion (replacement value, not including land value) in assets spread over 11,697 acres of park space. The Capital Improvement Program (CIP) is instrumental in creating and sustaining a healthy, equitable park system that makes Portland a great place to live and visit. The program builds upon City priorities, Parks Planning 2020 Vision, and the Total Asset Management Plan, and has two primary objectives:

- Sustain and modernize existing parks and facilities; and
- Plan, design, and construct new parks and natural areas to provide equal recreation opportunities for all Portlanders.

PP&R strives to:

- Protect and maintain those existing assets that provide community levels of service through maintenance, rehabilitation, and renewal projects;
- Expand capacity to accommodate population growth and deliver equitable levels of park service through providing new parks facilities and services and expanding existing facilities; and
- 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 residents and visitors do not have ready access to parks, recreation facilities, or open spaces. 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 household in Portland. According to the latest report, the bureau met that service-level goal for 80% of Portlanders, but 20% still do not have a local park or natural area within a 15-minute walk (average walking time for a half mile). PP&R is working to ensure that 100% of Portlanders will live within a half-mile of a park or natural area. Acquiring and developing new parks to meet this goal is challenged by finding appropriate, affordable 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 when a new park or facility is constructed.

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) funding and tax increment finance funding in urban renewal areas are effective sources of funding for land acquisition and project development where projects qualify by expanding capacity. 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 population growth and resulting housing and commercial development, they cannot 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 on November 4, 2014, PP&R has had the opportunity to fund some of the most urgent major maintenance improvements for existing park and facility infrastructure. The $68.0 million Parks Replacement Bond targets PP&R's most critical needs by focusing on fixing or improving the following:

- Playgrounds currently closed, at risk of closure, or deficient;
- Trails and bridges in need of replacement or repair;
- Pool mechanical systems and decks;
- Park maintenance buildings to address worker safety and efficiency;
- Pioneer Courthouse Square's waterproofing and infrastructure;
- Americans with Disabilities Act (ADA) barriers to improve park access for all Portlanders; and
- Restrooms and other facilities, including community centers.

Despite executing 52 bond-funded projects, $450.0 million in asset maintenance and replacement needs remain over the next ten years. 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 life-cycle requirements of assets. In March of 2017, City Council approved a pilot Energy Savings Performance Contract. This project will enable repurposing a portion of future utility expenses to invest in modern, efficient equipment such as lighting. Through Build Portland, some of the bureau's most critical, higher-cost major maintenance projects could be funded. PP&R is currently addressing many repair concerns at Mt. Scott Community Center using $15.0 million in Build Portland resources, but many system-wide repair and renovation needs remain. There is unlikely to be a single solution to the funding challenges facing PP&R, but instead, a mix of debt and General Fund investments coupled with implementation of asset management best practices will be needed.

Aging Infrastructure

Although indigenous people have stewarded the land since time immemorial, the City of Portland began its management of its park system in 1860. The park system 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 declining major maintenance funds 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. To best prevent accelerated asset deterioration, PP&R strives to split the limited ongoing major maintenance into three categories: emergency and contingency, asset preservation, and life-cycle replacement. As the funding gap is closed, the proportion expended in asset preservation and life-cycle replacement will increase.

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. Rather than O&M being provided for new parks based upon past maintenance costs, the O&M funding needs to include the true maintenance costs plus the future projected replacement costs.

Changes from Prior Year

The following capital growth projects were completed during the past 2 years:

- Colwood Golf Course
- Duniway Synthetic Turf Field
- Gateway Discovery Park
- Gateway Green Phase 1
- Lents Park Synthetic Field
- Luuwit View Park
- Mt. Tabor Yard Facilities Part 1
- South Waterfront Greenway
- Spring Garden Park
- Thomas Cully Park (in partnership with Verde)
- Westmoreland Park Playground and Natural Area
- Whitaker Ponds
- Willamette Park Entry and Dog Off-leash Area

Bond Repair and Renovation Projects completed to date include:

- Playgrounds: Lents Park, Ventura Park, and Kenton Park
- Trails and Bridges: Forest Park Maple Trail and Lower Macleay Trail
- Pools: Grant Pool and Matt Dishman Pool and Spa
- Pioneer Courthouse Square Renovation
- Accessibility Improvements: Washington Park Rose Garden, Mt. Tabor Park Handrails, and smaller ADA improvements in all sites where other capital projects were completed
- Restrooms and Other Urgent Repairs: Argay Tennis Courts, Bloomington Park Restrooms, Colonel Summers Park Loo (and Splashpad), Ed Benedict Park Restroom, Glenwood Park Restrooms, Mary Rieke Soccer Field, Mt. Tabor Summit Restrooms, Parklane Park Loo, Raymond Park Loo, Sellwood Bathhouse Roof, Ventura Park Loo, Wilkes Park Loo, and Fernhill Water Supply

PP&R continues working on capital projects, including but not limited to the following:

Capital Projects in Process

- Developed Parks: Columbia Childrens' Arboretum, Errol Heights Park, Eastbank Esplanade Renovation, Gateway Green Phase 2, Leach Botanical Garden, Oaks Bottom Nature Restoration, Duniway Park Scoreboard, O'Bryant Square Renovation, Parklane Park, and Washington Park Stormwater Zoo Entry
- Pathways: Mt. Tabor Trail, Springwater Corridor Trail, Washington Park Stearns Canyon Stairway, and Forest Park Entry
- Renovations: Halprin Fountains, Mt. Scott Community Center Roof Repair, Fernhill Park Splash Pad, and Laurelhurst Handrail Installation

Bond Projects in Process

- Playgrounds: Couch Park, Creston Park, Gabriel Park, Gilbert Primary Park, Glenhaven Park, Lynchview Park, North Park Blocks, and Play Pieces Project
- Trails and Bridges: Foley-Balmer Natural Area, Marshall Park, Springwater Trail Bridge #48, and Springwater Trail Bridge #140
- Pools: Peninsula Pool
- Accessibility: East Portland Community Center, and Multnomah Arts Center Cottages
- Maintenance Facilities: Mt. Tabor Yard and Delta Park Urban Forestry Yard
- Restrooms and Other Urgent Repairs: Couch Park Loo, Lynchview Park Irrigation, Matt Dishman Community Center Roof, Matt Dishman Community Center Electrical, Montavilla Community Center Roof, Multnomah Arts Center Seismic, Pier Park Loo, Sellwood Park Kitchen Roof, and St. John's Community Center Roof and HVAC

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 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."

Criteria

PP&R prioritizes its capital growth projects within the bureau's 20-year CIP using a service-area rating, households-served rating, and equity rating based upon the City's Vulnerability Index. PP&R's approach to asset investment decisions has evolved to include more data, with staff utilizing objective data such as those from the census, level of service studies, and condition assessments to help inform a ranked shortlist.

The selection results are then validated by key internal and external stakeholders, considering factors such as alignment with City and bureau plans and mission, legal compliance, funding, ADA compliance, public support, geography, equity, revenue generation potential, human health and safety. The results are then ultimately approved by leadership and elected officials through the public budget process.

Capital Growth Project Selection

The primary funding source for the Capital Growth Program is system development charges (SDC), though sometimes project-specific sources are available. Land acquisition and project scope changes typically proceed opportunistically, consistent with Master Plans. The following ranking criteria use data to answer these questions when prioritizing projects for selection:

- How well is the area served? (level of service/facilities data)
- How many will be served? (demographic data)
- Who will be served by the expansion? (demographic data and vulnerability index)
- What is the cost-effectiveness of the project? (expected project cost)

Capital Maintenance

The primary funding sources for the Capital Major Maintenance Program include bond, major maintenance, capital set-aside, and others. The primary ranking criteria use data to answer the following questions:

- What is the likelihood of asset failure? (based on condition assessment)
- What is the consequence of asset failure? (based on a System Criticality Index)
- What are the equity impacts of asset failure? (based on the Service Area Vulnerability Index)
- What is the cost of the project to implement and operate? (expected project cost)

Within the Capital Major Maintenance Program funding, set-aside funding is reserved for emergency projects.

Capital Planning and 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, system Level of Service, and site-specific plans. Asset management, inventory and condition information, and staff technical knowledge also inform development of capital project requests. PP&R coordinates projects with a variety of Citywide teams because park development is integral to many other City planning efforts.

City Comprehensive Plan

PP&R's Capital Improvement Program is consistent with the existing City Comprehensive Plan (CCP) directives. The City's 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 are based on the lowest total life-cycle costs to provide equitable levels of service and broad community support, and improvements are in deficient areas of the park system. These projects support neighborhood stabilization and community development projects and policies, and are 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, a data driven approach using asset management assessments, 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 inventory, 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 2019-20, the CIP focuses on maintaining equity of public access to existing assets and an expanded emphasis on capital maintenance to address ongoing major maintenance, large individual maintenance projects, and system-wide improvement projects.

PP&R's five-year CIP only presents projects that have anticipated funding; this means 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 ten-year forecast is over $450.0 million. Currently, an estimated $370.0 million of the anticipated major maintenance funding needs are unfunded; these needs are based on multiple assumptions. The internal allocation of discretionary General Fund resources for Major Maintenance is approximately $2.9 million currently, or $14.5 million over the five-year plan, with no additional General Fund allocation. PP&R continues to address its highest priority repair concerns with these funds.

Capital Programs and Projects

Capital Program Descriptions

Capital Program projects 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.

PP&R categorizes projects into six primary 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 $161.0 million, five-year distribution of projects across program areas is as follows:

- Acquisitions - $11.0 million (7%)
- Buildings & Pools - $35.9 million (22%)
- Developed Parks -$73.3 million (46%)
- Green Infrastructure - $7.0 million (4%)
- Park Amenities and Trails - $5.6 million (3%)
- Parks Trails and Fixtures - $267,000 (1%)

- Portland International Raceway - $50,000 (.3%)
- Recreation Features - $7.1 million (4%)
- Utilities, Roads, and Trails - $20.8 million (13%)

Funding Sources

The following Capital Project funding has been received in the last five years:

- Bond funding - $38.8 million (24%)
- Ongoing General Fund resources (including carryover) - $18.4 million (11%)
- System development charges (SDC) - $86.5 million (54%)
- Other outside funding, donations, Prosper Portland, and grants - $11.7 million (7%)
- One-time General Fund resources - $5.6 million (3%)

Major Projects

Major Maintenance Projects receive approximately $2.9 million in ongoing General Fund resources, allocated as follows:

- CJCC Mechanical Room Fire Protection - $150,000
- Ed Benedict Path/train/sidewalk repair - $50,000
- Glenwood Park sidewalk repair - $25,000
- Lincoln Park pathway/trail repair - $25,000
- Berrydale Park teeter replacement - $25,000
- Harney Park play structure replacement - $25,000
- Columbia Pool roof replacement - $500,000
- Peninsula Park Rose Garden brick path restoration - $100,000
- Kelley Point Park backflow preventer upgrade - $75,000
- East Delta Park irrigation pump - $125,000
- Montavilla Community Center Pool HVAC/boiler - $450,000
- Emergencies - $580,000
- Contingencies - $356,507

Buildings & Pools: Parks Replacement Bond funding will address the most critical building and pool major maintenance needs. New maintenance facility buildings at Mt. Tabor Yard and Delta Park Urban Forestry Yard are in process, as is the renovation of Peninsula Pool and re-roofing at Matt Dishman, Montavilla, and St. John's Community Centers, and Sellwood Park Kitchen. ADA improvements will be made at East Portland Community Center, the Multnomah Arts Center Cottages, and wherever possible within each of the bond projects.

Major Maintenance funded projects include repairing the Columbia Pool roof, Montavilla Community Center heating and cooling system upgrades, and repairing the mechanical room fire protection system at Charles Jordan Community Center, among other projects. Build Portland is currently funding $15.0 million in improvements at Mt. Scott Community Center to repair the roof, electrical, plumbing, HVAC, and security infrastructure.

Green Infrastructure: With all of its capital projects, PP&R is working to enhance the green infrastructure of the individual park sites where possible by planting trees, shrubbery, perennials, and grasses. Grants from Prosper Portland, SDCs, and private funding from the Leach Garden Friends are currently funding Capital Growth Project improvements at Leach Botanical Garden. Gateway Green Park will be enhanced with nature plantings in conjunction with the mountain biking trails; Columbia Childrens' Arboretum will see green improvements; and Oaks Bottom Nature Restoration project is wrapping up a natural resource and culvert fish passage improvement in partnership with Bureau of Environmental Services.

Developed Parks: Major new projects in the Capital Growth Program include Errol Heights Parks, the renovation of O'Bryant Square, Parklane Park, Whitaker Ponds, and the Washington Park Zoo entry.

Recreation Features: Capital Major Maintenance funding is repairing the fire protection system at Charles Jordan Community Center and fixing the HVAC system and boiler at Montavilla Community Center. The Bond Program is continuing to renovate and enhance playgrounds at Couch Park, Creston Park, Gabriel Park, Gilbert Primary Park, Glenhaven Park, Lynchview Park, and the North Park Blocks; and playground parts replacements and drainage improvements at 29 parks.

*Utilities, Roads, and Trails:*Capital Major Maintenance projects will repair trails and sidewalks at Ed Benedict Park, Glenwood Park, and Lincoln Park. The Parks Replacement Bond is replacing four bridges in natural areas. General Fund Major Maintenance allocation and SDCs will fund for the following trail projects: Springwater, Red Electric, North Willamette Greenway over Columbia at Chimney Park, and Mt. Tabor South Access. The Parks Replacement Bond is funding trail and bridge replacements in the Foley-Balmer Natural Area, Marshall Park, and two bridges on the Springwater Corridor.

Enterprise: Neither the Golf Program nor Portland International Raceway funds have current plans for future capital improvements.

Net Operating and Maintenance Costs

As new assets such as natural areas, playgrounds, trails, and new parks are placed into service, PP&R will continue to request resources to cover the operating and maintenance costs through the annual budget, per City financial policy, to ensure new assets are maintained and financially sustainable.

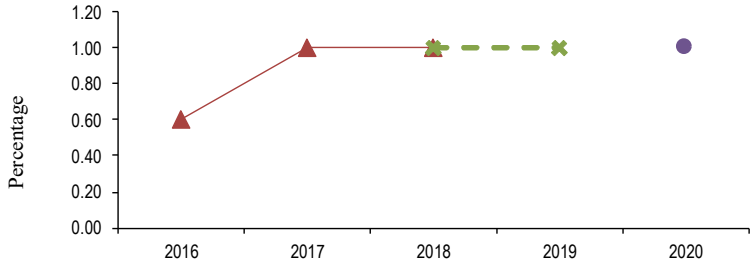
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Number of workers compensation claims per 100 workers	9.30	7.22	8.00	8.00	7.00
Total capital expenditures allocated to growth projects	$19,708,017	$19,174,868	$12,000,000	$12,000,000	$24,000,000
Percent of capital growth expenditures allocated to projects in areas with low income/racially diverse/youth populations above the Portland average	92%	82%	82%	82%	79%
KPM					
Percentage of residents living within one-half mile of a park or natural area	80%	NA	80%	80%	81%
Percentage of residents living within three miles of a full-service community center	70%	NA	70%	70%	70%
Capital major maintenance funding as percentage of assets total replacement value	1%	1%	1%	1%	3%
OUTCOME					
Annual scans for TeenForce passes	43,736	47,684	49,000	49,000	51,500
Total estimated attendance	2,084,404	2,123,192	2,180,000	2,180,000	2,300,000
Percentage of participants who rate their experience as good or very good	NA	NA	NA	0%	96%
Percentage of employees who feel they receive adequate job training and education	58%	NA	58%	58%	65%
Percentage of employees who feel physically and emotionally safe at work	68%	NA	NA	75%	83%
Percentage of households visiting a park	94%	NA	94%	94%	95%
Percentage of residents rating program affordability as good or very good	NA	NA	NA	0%	80%
Percentage of total participants receiving financial assistance	7%	7%	7%	7%	7%
Percentage of employees who feel PP&R is making an effort to diversify its workforce	83%	NA	83%	83%	85%
Percent of residents rating park grounds as well maintained	NA	NA	NA	0%	85%
Percentage of residents rating the quality of park facilities as good or very good	NA	NA	NA	0%	66%
Percentages of households participating in recreation activities	NA	NA	NA	0%	40%
Percentage of employees who feel PP&R provides employees with adequate equity and cultural responsiveness training	59%	NA	59%	59%	65%
Percentage of employees that feel safety is a bureau priority	76%	NA	85%	85%	85%
Percentage of residents who feel safe walking alone in their neighborhood park during the day	NA	NA	NA	0%	83%
Percentage of built assets rated in fair or better condition	NA	50%	53%	53%	50%
Percentage of nature areas in good or very good condition	53%	NA	NA	0%	53%
Percentage of residents rating the closeness of their neighborhood park as good or very good	83%	NA	83%	0%	83%
Employees of color as a percentage of total positions	27%	29%	28%	28%	28%
Percentage of tree canopy coverage within city	NA	NA	NA	0%	31%
OUTPUT					
Annual trees planted in low canopy, low income neighborhoods	NA	969	1,000	1,000	1,100

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
Total number of golf rounds played (9 holes = 1 round)	310,299	335,491	345,000	345,000	350,000
WORKLOAD					
Number of acres of invasive weeds treated annually	1,914	1,551	1,900	1,900	2,450
Total annual training hours completed	1,125	2,226	2,500	2,500	2,500
Number of miles of regional trails	157	158	158	158	160
Percentage of hours of Urban Forest operations dedicated to scheduled maintenance	52%	63%	63%	63%	50%
Percentage of Title 11 permits not closed (by calendar year)	2%	5%	5%	5%	0%
Percentage of work orders that are preventative	45%	47%	47%	47%	47%

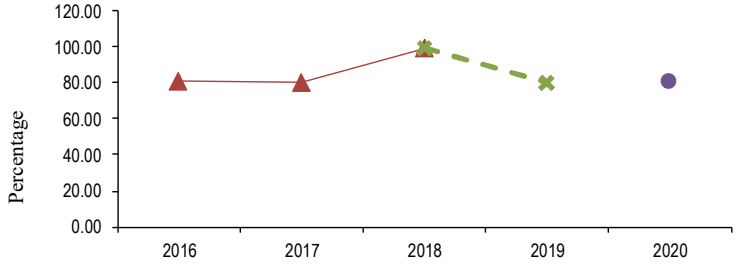
Funding Allocated to Facility Maintenance

The bureau's goal is to allocate 2-4% of facility replacement value towards maintenance as identified in the Parks 2020 Vision.



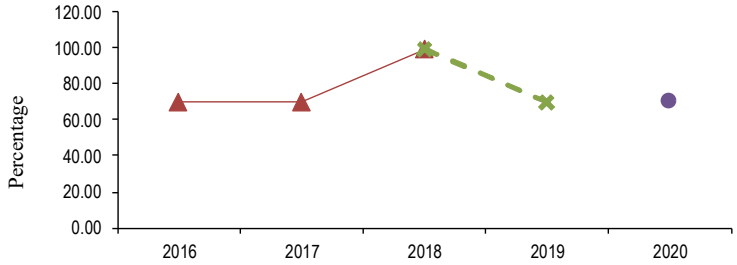
Households Living Within 1/2 Mile of a Park

As of 2017, 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 toward 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.



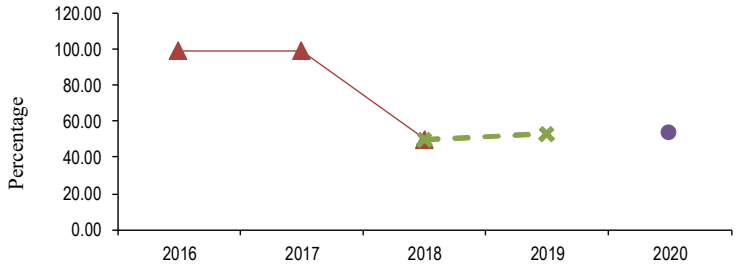
Percentage of Residents Living within 3 Miles of a Full-Service Community Center

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.



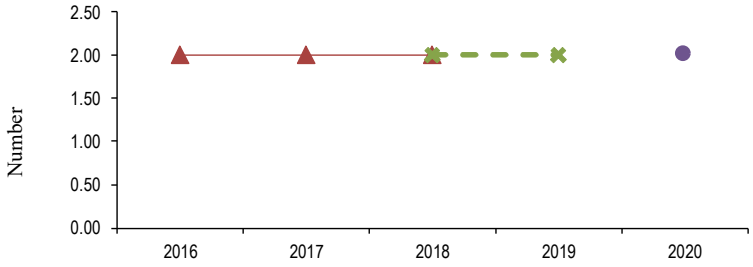
Assets Rated in Fair or Better Condition

This measure identifies, for assets that have been assessed (35% to date), the percentage rated as being in Fair, Good or Excellent condition.



Total Estimated Attendance

The total estimated attendance has remained over two million for the past few years.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	768	977	759	0	0
Licenses & Permits	1,346,654	1,447,965	1,272,386	1,079,460	1,129,460
Charges for Services	60,757,749	70,405,793	54,859,592	49,551,971	49,416,527
Intergovernmental	1,386,533	1,098,404	9,203,923	8,287,159	8,274,159
Bond & Note	0	25,033,337	3,572,850	12,369,000	12,369,000
Miscellaneous	6,695,885	8,418,274	7,820,428	6,025,653	6,025,653
Total External Revenues	**70,187,589**	**106,404,750**	**76,729,938**	**77,313,243**	**77,214,799**
Internal Revenues					
General Fund Discretionary	61,519,710	64,472,606	68,500,063	71,645,639	71,844,639
Fund Transfers - Revenue	12,148,141	3,054,732	6,542,532	5,416,100	5,416,100
Interagency Revenue	2,087,709	2,313,486	3,375,645	3,642,978	3,692,978
Total Internal Revenues	**75,755,560**	**69,840,824**	**78,418,240**	**80,704,717**	**80,953,717**
Beginning Fund Balance	97,100,322	109,498,039	148,927,374	95,860,300	95,860,300
Total Resources	**$243,043,471**	**$285,743,612**	**$304,075,552**	**$253,878,260**	**$254,028,816**
Requirements					
Bureau Expenditures					
Personnel Services	63,723,080	69,724,058	76,397,540	74,064,358	74,082,465
External Materials and Services	31,895,770	42,178,552	82,434,248	73,324,605	73,457,054
Internal Materials and Services	11,452,900	12,513,601	13,014,401	13,671,350	13,671,350
Capital Outlay	22,743,520	12,386,872	65,829,787	66,072,466	66,072,466
Total Bureau Expenditures	**129,815,270**	**136,803,083**	**237,675,976**	**227,132,779**	**227,283,335**
Fund Expenditures					
Debt Service	628,970	862,468	2,680,730	1,050,085	1,050,085
Contingency	0	0	61,361,060	23,728,126	23,728,126
Fund Transfers - Expense	3,101,192	1,928,928	2,192,045	1,803,229	1,803,229
Total Fund Expenditures	**3,730,162**	**2,791,396**	**66,233,835**	**26,581,440**	**26,581,440**
Ending Fund Balance	109,498,039	146,149,136	165,741	164,041	164,041
Total Requirements	**$243,043,471**	**$285,743,615**	**$304,075,552**	**$253,878,260**	**$254,028,816**
Programs					
Community	11,620,818	14,505,082	17,349,086	18,733,192	18,980,394
Infrastructure	65,104,209	65,258,961	159,757,470	138,797,855	138,924,095
Plan Review	0	7,263	0	0	0
Recreation	36,259,360	39,183,008	37,606,040	37,569,068	37,608,963
Support	16,830,883	17,848,769	22,963,380	22,326,269	22,063,488
Urban Forestry	0	0	0	9,706,395	9,706,395
Total Programs	**$129,815,270**	**$136,803,083**	**$237,675,976**	**$227,132,779**	**$227,283,335**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Acquisitions								
Central City Park Acquisition	0	7,000,000	7,012,000	0	0	0	0	7,012,000
Non Central City Park Acquistions Program	0	3,975,000	3,975,000	0	0	0	0	3,975,000
Total Acquisitions	**0**	**10,975,000**	**10,987,000**	**0**	**0**	**0**	**0**	**10,987,000**
Buildings & Pools								
Auto Locking Restrooms	175,000	500,000	450,000	0	0	0	0	450,000
Charles Jordan Mechanical Room Fire Protection	0	0	150,000	0	0	0	0	150,000
Connect MAC Roof Drain	0	0	30,000	0	0	0	0	30,000
Couch Park Loo	377,388	400,000	200,000	0	0	0	0	200,000
Demolish Washington Park Bear House	10,000	0	90,000	0	0	0	0	90,000
EPCC Pool Replaster	215,000	315,000	150,000	0	0	0	0	150,000
Evaluate Lan Su Roof	5,000	0	10,000	0	0	0	0	10,000
Evaluate Peninsula Park CC Roof	5,000	0	10,000	0	0	0	0	10,000
Forestry HQ Replacement	653,858	280,000	46,000	0	0	0	0	46,000
Health, Safety, Environmental Capital Imprvmts	122,053	203,000	80,000	0	0	0	0	80,000
Install ADA Improvements at East Portland CC	0	0	100,000	0	0	0	0	100,000
Major Maintenance	0	687,036	1,836,507	0	0	0	0	1,836,507
Matt Dishman Electrical	30,000	250,000	220,000	0	0	0	0	220,000
Matt Dishman Roof	200,000	490,000	300,000	0	0	0	0	300,000
Montavilla Community Center Roof	120,000	1,000,000	1,000,000	180,000	0	0	0	1,180,000
Mt Scott CC Improvements	449,451	300,000	1,000,000	7,000,000	6,000,000	800,000	0	14,800,000
Mt Tabor Yard Maintenance Facility	1,181,007	4,000,000	2,000,000	4,000,000	1,000,000	0	0	7,000,000
Multnomah Arts Center ADA Upgrades	86,000	450,000	364,000	0	0	0	0	364,000
Multnomah Arts Center Seismic Improvements	300,000	900,000	700,000	0	0	0	0	700,000
Peninsula Pool Improvements	2,200,000	3,000,000	1,000,000	0	0	0	0	1,000,000
Portland Children's Museum Asbestos Abatement	0	250,000	250,000	0	0	0	0	250,000
Preserve EPCC Wet Deck	0	75,000	75,000	0	0	0	0	75,000
Preserve Matt Dishman CC Parking Lot	0	12,500	25,000	0	0	0	0	25,000
Renovate Columbia Restroom A	0	0	0	0	0	0	0	0
Repair/Replace Mt Scott CC Fire Alarm Panel	0	0	50,000	0	0	0	0	50,000
Repair/Replace PittockMansion Egress Lighting	0	0	25,000	0	0	0	0	25,000
Replace Children's Museum Chillers	15,000	100,000	85,000	0	0	0	0	85,000
Replace Columbia Pool Roof	0	0	500,000	0	0	0	0	500,000
Replace Colwood Storage-Phase I	0	0	70,000	0	0	0	0	70,000
Replace Fulton CC Boiler	0	0	45,000	0	0	0	0	45,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Replace Hillside CC Boiler	5,000	45,000	40,000	0	0	0	0	40,000
Replace MAC Boiler	0	0	40,000	0	0	0	0	40,000
Replace Montavilla Pool HVAC/ Boiler	0	0	450,000	0	0	0	0	450,000
Replaster SWCC Pool	0	275,000	275,000	0	0	0	0	275,000
Repoint Interstate FIrehouse Cultural Center Mortar	1,000	50,000	49,000	0	0	0	0	49,000
Seismic Needs Assessments	125,000	325,000	200,000	0	0	0	0	200,000
Sellwood Park Kitchen Roof	400,000	1,000,000	100,000	0	0	0	0	100,000
Southwest Community Center Natatorium	259,117	1,000,000	800,000	40,000	0	0	0	840,000
St Johns CC Roof	1,393,819	400,000	75,000	0	0	0	0	75,000
Urban Forestry Maintenance Facility	742,367	3,000,000	1,000,000	2,621,000	0	0	0	3,621,000
Total Buildings & Pools	**9,071,060**	**19,307,536**	**13,890,507**	**13,841,000**	**7,000,000**	**800,000**	**0**	**35,531,507**
Developed Parks								
Central City Park Development	0	18,500,000	21,970,000	989,000	0	0	0	22,959,000
Demolish Hazardous Structures	0	300,000	300,000	0	0	0	0	300,000
Demolish Leach Abandoned Bldg	20,000	0	30,000	0	0	0	0	30,000
East Holladay Park DOLA Fencing	0	200,000	225,000	0	0	0	0	225,000
Errol Heights Park Development	700,000	8,600,000	8,000,000	3,000,000	1,000,000	0	0	12,000,000
Gabriel Park Playground	100,000	1,500,000	3,000,000	1,000,000	100,000	0	0	4,100,000
Gateway Discovery Park Development	7,049,225	500,000	3,000,000	200,000	0	0	0	3,200,000
Gilbert Primary Park Playground	200,000	1,000,000	900,000	0	0	0	0	900,000
Glenhaven Park Playground	240,000	1,250,000	1,400,000	60,000	0	0	0	1,460,000
Halprin Parks Restoration - LID	3,507,211	765,000	335,000	0	0	0	0	335,000
Improve Stearns Canyon Stairs	43,707	500,000	400,000	60,000	0	0	0	460,000
Khunamokwst Park Play Surface	0	0	20,000	0	0	0	0	20,000
Laurelhurst Park Handrails	120,000	100,000	100,000	0	0	0	0	100,000
Luuwit View Park Development	11,050,347	200,000	700,000	0	0	0	0	700,000
Mt Tabor Park Stairs Handrails	270,000	350,000	137,095	62,905	0	0	0	200,000
Non Central City Park Development Program	0	6,200,000	5,650,000	690,000	0	0	0	6,340,000
Oaks Bottom DEQ Cleanup	0	0	75,000	0	0	0	0	75,000
Parklane Park Development	252,365	12,000,000	500,000	8,000,000	7,000,000	247,000	0	15,747,000
Pier Park Restrooms & Shelter	150,000	600,000	600,000	0	0	0	0	600,000
Pioneer Courthouse Square Improvements	9,236,541	2,500,000	1,400,000	0	0	0	0	1,400,000
Remove Pier Park At-Risk Assets	0	75,000	75,000	0	0	0	0	75,000
Repair Ed Benedict Park Path/Trail/ Sidewalk	0	0	50,000	0	0	0	0	50,000
Repair Glenwood Park Sidewalk	0	0	25,000	0	0	0	0	25,000
Repair Lincoln Park Path/Trail	0	0	25,000	0	0	0	0	25,000
Repair Montavilla Park Shelter	34,003	635,000	600,000	0	0	0	0	600,000
Repair Nike Basketball Courts	0	0	52,000	0	0	0	0	52,000
Replace Berrydale Teeter	0	0	25,000	0	0	0	0	25,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Replace Delta Park Scoreboard	0	0	30,000	0	0	0	0	30,000
Replace East Delta Irrigation Pump	0	0	125,000	0	0	0	0	125,000
Replace Harney Play Structure	0	0	25,000	0	0	0	0	25,000
Replace Peninsula Park Slide	0	0	20,000	0	0	0	0	20,000
Restore Peninsula Rose Garden Brick Path	0	0	100,000	0	0	0	0	100,000
Spring Garden Park Development	3,730,000	500,000	120,000	0	0	0	0	120,000
Upgrade Kelley Point Backflow Preventer	0	0	75,000	0	0	0	0	75,000
Total Developed Parks	**36,703,399**	**56,275,000**	**50,089,095**	**14,061,905**	**8,100,000**	**247,000**	**0**	**72,498,000**
Portland International Raceway								
Repave PDX Int'l Raceway South Paddock	1,700,000	1,750,000	50,000	0	0	0	0	50,000
Total Portland International Raceway	**1,700,000**	**1,750,000**	**50,000**	**0**	**0**	**0**	**0**	**50,000**
Green Infrastructure								
David Douglas Community Garden	10,000	50,000	40,000	0	0	0	0	40,000
Forest Park Restoration-NIN Grant Match	102,000	92,000	10,000	0	0	0	0	10,000
Leach Botanical Garden	2,141,923	5,078,986	5,078,986	1,400,000	88,000	0	0	6,566,986
Riverview Nature Area Restoration	163,295	100,000	86,000	0	0	0	0	86,000
Waterfront Park Bioswale Reconfiguration	18,156	30,000	29,000	0	0	0	0	29,000
Whitaker Ponds Restoration	0	0	40,000	0	0	0	0	40,000
Total Green Infrastructure	**2,435,374**	**5,350,986**	**5,283,986**	**1,400,000**	**88,000**	**0**	**0**	**6,771,986**
Park Amenities & Trails								
Columbia Children's Arboretum	285,000	1,750,000	1,200,000	400,000	0	0	0	1,600,000
Gateway Green Development	1,250,000	2,000,000	2,500,000	500,000	0	0	0	3,000,000
Implement ADA Updgrades	0	0	500,000	500,000	0	0	0	1,000,000
Lents Park Street Improvements	40,000	0	960,000	0	0	0	0	960,000
Total Park Amenities & Trails	**1,575,000**	**3,750,000**	**5,160,000**	**1,400,000**	**0**	**0**	**0**	**6,560,000**
Recreation Features								
Couch Park Playground	1,133,515	1,000,000	1,000,000	0	0	0	0	1,000,000
Creston Park Playground	156,278	700,000	500,000	1,400,000	0	0	0	1,900,000
Kenton Park Playground	68,947	700,000	900,000	0	0	0	0	900,000
Lynchview Park Playground	205,030	2,200,000	1,000,000	2,000,000	0	0	0	3,000,000
North Park Blocks Playground	1,508,656	1,000,000	90,000	0	0	0	0	90,000
Resurface Pier Park Tennis Court	0	50,000	50,000	0	0	0	0	50,000
Salmon Street Fountain Electrical Repair	0	131,000	131,000	0	0	0	0	131,000
Total Recreation Features	**3,072,426**	**5,781,000**	**3,671,000**	**3,400,000**	**0**	**0**	**0**	**7,071,000**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Utilities, Roads & Trails								
Bridge Inventory & Assessment	560,596	406,000	339,000	0	0	0	0	339,000
Columbia Blvd Bridge @ Chimney Park	104,699	200,000	100,000	0	0	0	0	100,000
Foley-Balmer Natural Area Bridge	130,000	750,000	620,000	0	0	0	0	620,000
Leif Erikson Culvert Repairs	0	340,000	347,500	0	0	0	0	347,500
Leif Erikson Culverts & MP 6.8 Roadbed Repairs	0	240,000	247,500	0	0	0	0	247,500
Lynchview Park Irrigation	9,777	175,000	170,000	0	0	0	0	170,000
Marshall Park Trail Bridge	150,000	500,000	600,000	0	0	0	0	600,000
Mt Tabor Park South Access Trail/ Bike Path	250,000	400,000	1,500,000	200,000	0	0	0	1,700,000
NEW-Repair S Waterfront Greenway Environmental Protection Cap	5,000	0	95,000	0	0	0	0	95,000
NEW-Repair Willamette Greenway Trail	65,000	0	20,000	0	0	0	0	20,000
Preserve Creston Pool Parking Lot	0	25,000	25,000	0	0	0	0	25,000
Preserve East Portland CC Parking Lot	0	25,000	25,000	0	0	0	0	25,000
Preserve Multnomah Arts Center Parking Lot	0	25,000	25,000	0	0	0	0	25,000
Red Electric Trail Match	56,247	300,000	320,000	0	0	0	0	320,000
Repair 2015 Winter storm damage	430,307	0	4,852,000	72,000	0	0	0	4,924,000
Repair Critical Forest Park Infrastructure	12,511	2,142,511	2,000,000	130,000	0	0	0	2,130,000
Repair Jenne Rd Bridge Approach	18,000	0	80,000	0	0	0	0	80,000
Repair Leif Erikson Sinkhole	15,000	0	70,000	0	0	0	0	70,000
Restripe Washington Park parking areas.	0	47,000	100,000	0	0	0	0	100,000
Riverplace Sidewalk Renovation	190,000	200,000	160,000	0	0	0	0	160,000
Springwater Bridge #140	75,000	750,000	565,000	0	0	0	0	565,000
Springwater Corridor Bridges	448,830	1,500,000	1,500,000	400,000	0	0	0	1,900,000
Springwater Trail SE Umatilla to 13th	247,270	1,200,000	900,000	0	0	0	0	900,000
Swan Island Boat Ramp Permit Phase	10,000	115,000	267,000	0	0	0	0	267,000
Washington Park Sewer Replacement	60,000	800,000	1,000,000	0	0	0	0	1,000,000
Washington Park Stormwater Phase II	50,000	0	500,000	1,750,000	200,000	0	0	2,450,000
Whitaker Ponds Access Improvements	1,295,198	500,000	1,000,000	0	0	0	0	1,000,000
Wildwood Bridge Project Oversight	149,999	0	300,000	0	0	0	0	300,000
Willamette Park-Shoreline RR Crossing	0	0	50,000	0	0	0	0	50,000
Total Utilities, Roads & Trails	**4,333,434**	**10,640,511**	**17,778,000**	**2,552,000**	**200,000**	**0**	**0**	**20,530,000**
Total Requirements	**58,890,693**	**113,830,033**	**106,909,588**	**36,654,905**	**15,388,000**	**1,047,000**	**0**	**159,999,493**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	52,395	68,827	2.00	126,984	2.00	129,622	2.00	129,622
30000063	Accountant II	59,114	74,402	1.00	70,431	1.00	72,838	1.00	72,838
30000064	Accountant III	65,083	81,848	1.00	81,848	1.00	81,848	1.00	81,848
30003001	Accounting Supervisor	63,336	105,373	1.00	86,882	1.00	86,882	1.00	86,882
30003002	Administrative Specialist I	44,075	66,102	0.00	0	1.00	55,089	1.00	55,089
30003003	Administrative Specialist II	48,277	89,523	9.00	569,270	10.00	597,300	10.00	597,300
30003004	Administrative Specialist III	53,290	98,800	4.00	312,083	4.00	312,083	4.00	312,083
30003005	Administrative Specialist IV	63,336	105,373	1.00	75,525	1.00	75,525	1.00	75,525
30003006	Analyst I	53,290	98,800	6.00	482,843	5.00	406,798	5.00	406,798
30003007	Analyst II	63,336	105,373	6.00	521,345	6.00	541,487	6.00	541,487
30003008	Analyst III	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
30001737	Arborist I	51,230	55,078	2.00	106,309	2.00	107,266	2.00	107,266
30001738	Arborist II	52,021	59,446	4.00	230,360	4.00	233,345	4.00	233,345
30000248	Arborist III	59,010	67,101	7.00	393,690	7.00	465,770	7.00	465,770
30001739	Arborist IV	62,691	70,949	4.00	267,280	4.00	272,709	4.00	272,709
30002493	Automotive Equipment Oper I-CL	47,715	57,845	5.00	218,603	5.00	281,464	5.00	281,464
30001584	Botanic Spec I-Community Gardens	59,966	76,565	1.00	76,565	1.00	76,565	1.00	76,565
30000878	Botanic Spec I-Forestry	59,966	76,565	2.00	145,995	2.00	148,060	2.00	148,060
30001333	Botanic Spec I-Trails	59,966	76,565	1.00	69,430	1.00	72,448	1.00	72,448
30000316	Botanic Spec I-Youth & Comnty Programs	59,966	76,565	4.00	289,016	4.00	295,244	4.00	295,244
30000317	Botanic Spec II-Arboretum Collection	63,128	80,538	1.00	80,538	1.00	80,538	1.00	80,538
30000319	Botanic Spec II-Environmental Education	63,128	80,538	2.00	140,009	2.00	145,890	2.00	145,890
30001005	Botanic Spec II-Forestry	63,128	80,538	3.00	231,381	3.00	234,874	3.00	234,874
30000321	Botanic Spec II-Ntrl Resource Ecologist	63,128	80,538	5.00	383,845	5.00	388,419	5.00	388,419
30000322	Botanic Spec II-Pest Mgmt	63,128	80,538	1.00	69,782	1.00	73,244	1.00	73,244
30000323	Botanic Spec II-Rose Garden	63,128	80,538	1.00	66,269	1.00	66,269	1.00	66,269
30000831	Botanic Technician I	44,221	59,259	8.00	435,219	8.00	443,138	8.00	443,138
30001383	Botanic Technician II	48,651	65,146	2.00	122,377	2.00	125,269	2.00	125,269
30003011	Business Systems Analyst II	63,336	105,373	1.00	80,059	1.00	80,059	1.00	80,059
30003012	Business Systems Analyst III	69,805	126,318	1.00	79,768	1.00	87,381	1.00	87,381
30000329	CAD Technician II	59,259	75,608	1.00	75,608	1.00	75,608	1.00	75,608
30000330	CAD Technician III	71,968	91,915	1.00	71,968	1.00	73,788	1.00	73,788
30003013	Capital Project Manager II	63,336	105,373	5.00	474,771	5.00	474,771	5.00	474,771
30003014	Capital Project Manager III	69,805	126,318	10.00	1,072,076	10.00	1,072,076	10.00	1,072,076
30003015	Capital Project Manager IV	80,205	140,338	4.00	440,995	4.00	458,713	4.00	458,713
30002499	Carpenter-CL	61,048	68,286	7.00	463,528	7.00	468,770	7.00	468,770
30003022	City Forester	80,205	140,338	1.00	109,366	1.00	109,366	1.00	109,366
30002008	Community Garden Technician	48,651	65,146	1.00	51,043	1.00	53,210	1.00	53,210
30002495	Construction Equipment Operator-CL	50,814	64,875	2.00	129,750	2.00	129,750	2.00	129,750
30003235	Coordinator I - E	48,277	89,523	6.00	435,154	6.00	481,312	6.00	481,312
30003027	Coordinator I - NE	48,277	89,523	1.00	60,382	1.00	60,382	1.00	60,382
30003028	Coordinator II	53,290	98,800	11.00	888,555	10.00	839,946	10.00	839,946
30003029	Coordinator III	63,336	105,373	5.00	463,695	4.00	385,861	4.00	385,861
30003030	Coordinator IV	69,805	126,318	2.00	202,842	2.00	202,842	2.00	202,842
30003036	Deputy Director III	111,696	189,842	1.00	189,842	1.00	189,842	1.00	189,842
30000333	Development Services Technician II	59,259	75,608	3.00	191,953	3.00	200,948	3.00	200,948
30000334	Development Services Technician III	71,968	91,915	1.00	71,968	1.00	73,788	1.00	73,788
30003039	Director III	147,035	235,227	1.00	235,227	1.00	235,227	1.00	235,227
30000116	Electrician	77,501	83,678	2.00	167,357	2.00	167,357	2.00	167,357
30000119	Electrician, Supervising	85,446	92,227	1.00	85,446	1.00	88,837	1.00	88,837

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000121	Electrician/Instrument Technician	78,832	85,072	1.00	85,072	1.00	85,072	1.00	85,072
30000365	Engineer-Civil	94,619	114,982	1.00	114,982	1.00	114,982	1.00	114,982
30000361	Engineering Associate, Sr-Mechanical	81,827	104,291	1.00	87,375	1.00	94,482	1.00	94,482
30000324	Engineering Technician I	44,221	59,259	1.00	37,521	1.00	48,068	1.00	48,068
30000325	Engineering Technician II	59,259	75,608	1.00	65,667	1.00	68,902	1.00	68,902
30000070	Facilities Maintenance Tech Apprentice	44,574	70,574	0.00	0	2.00	92,872	2.00	92,872
30002487	Facilities Maintenance Technician-CL	65,686	73,070	7.00	496,725	5.00	365,352	5.00	365,352
30003054	Financial Analyst I	53,290	98,800	3.00	267,966	1.00	88,920	1.00	88,920
30003055	Financial Analyst II	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30000127	General Mechanic	55,474	69,118	2.00	138,237	2.00	138,237	2.00	138,237
30000343	GIS Technician III	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30000372	Graphics Designer II	59,259	75,608	1.00	71,968	1.00	75,608	1.00	75,608
30000085	Greenskeeper I	46,197	56,514	14.00	749,923	10.00	565,136	10.00	565,136
30000086	Greenskeeper II	52,021	59,446	6.00	349,253	6.00	352,238	6.00	352,238
30000087	Greenskeeper III	53,955	65,312	6.00	380,515	5.00	326,560	5.00	326,560
30002503	Horticulturist-CL	51,376	62,067	24.00	1,451,583	23.00	1,425,492	24.00	1,487,559
30000098	Maintenance Mechanic	56,659	63,357	13.00	816,990	13.00	823,288	13.00	823,288
30003079	Maintenance Supervisor I - E	63,336	105,373	16.00	1,370,014	14.00	1,201,305	14.00	1,201,305
30003234	Maintenance Supervisor I - NE	63,336	105,373	1.00	74,589	1.00	74,589	1.00	74,589
30003080	Maintenance Supervisor II	69,805	126,318	1.00	92,872	1.00	92,872	1.00	92,872
30003081	Manager I	80,205	140,338	12.00	1,255,874	12.00	1,272,089	12.00	1,272,089
30003082	Manager II	92,851	162,490	1.00	109,658	1.00	109,658	1.00	109,658
30003083	Manager III	111,696	189,842	4.00	498,963	4.00	543,608	4.00	543,608
30000011	Office Support Specialist I	34,091	48,714	0.00	0	1.00	36,462	1.00	36,462
30000012	Office Support Specialist II	37,461	53,789	1.00	39,928	1.00	44,855	1.00	44,855
30000013	Office Support Specialist III	47,902	63,482	4.00	234,260	4.00	240,066	4.00	240,066
30000112	Painter	61,131	68,370	3.00	205,109	3.00	205,109	3.00	205,109
30001709	Park Ranger	43,118	57,138	23.00	1,087,474	22.00	1,142,692	22.00	1,142,692
30000185	Parking Code Enforcement Officer	48,984	64,314	1.90	107,276	1.00	64,314	1.00	64,314
30000084	Parks Maintenance Crew Leader	53,914	65,125	3.00	189,211	3.00	194,454	3.00	194,454
30002491	Parks Technician-CL	49,754	56,514	33.00	1,732,837	33.00	1,850,232	33.00	1,850,232
30000386	Planner II. City-Parks	79,518	92,040	3.00	254,966	2.00	177,859	2.00	177,859
30000392	Planner, Sr City-Environmental	85,488	98,925	1.00	98,925	1.00	98,925	1.00	98,925
30000394	Planner, Sr City-Parks	85,488	98,925	1.00	98,925	1.00	98,925	1.00	98,925
30003090	Planner, Supervising	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30001159	Plumber	69,805	78,146	3.00	218,164	3.00	232,376	3.00	232,376
30003096	Public Information Manager	80,205	140,338	1.00	120,598	1.00	120,598	1.00	120,598
30003097	Public Information Officer	63,336	105,373	1.00	93,350	1.00	93,350	1.00	93,350
30000273	Recreation Coord I-Adaptive & Inclusive	48,381	59,322	3.00	171,388	3.00	175,306	3.00	175,306
30000268	Recreation Coord I-Aquatics	48,381	59,322	10.00	576,594	9.00	525,761	9.00	525,761
30000278	Recreation Coord I-Arts	48,381	59,322	4.00	237,286	3.00	177,965	3.00	177,965
30000281	Recreation Coord I-Custmr Svc Supp/Trg	48,381	59,322	4.00	226,346	3.00	177,965	3.00	177,965
30000276	Recreation Coord I-Generalist	48,381	59,322	32.50	1,815,863	26.00	1,512,627	26.00	1,512,627
30000272	Recreation Coord I-Music	48,381	59,322	0.00	0	1.00	50,617	1.00	50,617
30000275	Recreation Coord I-Public Events Permit	48,381	59,322	1.00	59,322	1.00	59,322	1.00	59,322
30000280	Recreation Coord I-Senior Recreation	48,381	59,322	1.00	56,944	1.00	58,505	1.00	58,505
30000269	Recreation Coord I-Teen	48,381	59,322	5.00	287,726	5.00	293,332	5.00	293,332
30000282	Recreation Coord I-Tennis	48,381	59,322	1.00	34,090	1.00	54,667	1.00	54,667
30001508	Recreation Coord I-Urban Parks	48,381	59,322	2.00	109,078	1.00	57,806	1.00	57,806
30000286	Recreation Coord II-Adaptive & Inclusive	51,376	63,232	1.00	63,232	0.00	0	0.00	0

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000284	Recreation Coord II-Aquatics	51,376	63,232	4.00	252,928	5.00	315,216	5.00	315,216
30002034	Recreation Coord II-Educ & Enrichment	51,376	63,232	1.00	62,263	1.00	63,232	1.00	63,232
30000288	Recreation Coord II-Fitness	51,376	63,232	2.00	114,608	0.00	0	0.00	0
30000285	Recreation Coord II-Music	51,376	63,232	1.00	51,376	0.00	0	0.00	0
30000292	Recreation Coord II-Senior Recreation	51,376	63,232	1.00	50,107	1.00	63,232	1.00	63,232
30002036	Recreation Coord II-Special Events&Mktg	51,376	63,232	2.00	123,056	3.00	188,802	3.00	188,802
30002033	Recreation Coord II-Sports	51,376	63,232	1.00	61,816	1.00	63,232	1.00	63,232
30002258	Recreation Facility Technician	33,363	37,211	5.00	176,396	6.00	214,920	6.00	214,920
30000256	Recreation Leader-FT-Aquatics	33,405	48,235	14.50	532,248	11.50	467,828	11.50	467,828
30000263	Recreation Leader-FT-Arts	33,405	48,235	2.75	122,122	2.75	127,604	2.75	127,604
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	33,405	48,235	11.00	444,418	10.00	448,173	10.00	448,173
30002409	Recreation Leader-FT-Fitness&Membership	33,405	48,235	5.00	194,567	0.00	0	0.00	0
30000261	Recreation Leader-FT-Generalist	33,405	48,235	29.33	1,244,722	19.33	878,362	19.33	878,362
30002408	Recreation Leader-FT-Instructor	33,405	48,235	13.00	547,356	4.00	180,071	4.00	180,071
30000257	Recreation Leader-FT-Music	33,405	48,235	1.00	41,735	0.00	0	0.00	0
30000262	Recreation Leader-FT-Pre-School	33,405	48,235	14.25	611,730	10.19	462,811	10.43	473,446
30002411	Recreation Leader-FT-Teen	33,405	48,235	5.00	176,384	4.50	192,340	4.50	192,340
30000267	Recreation Leader-FT-Tennis	33,405	48,235	2.00	81,640	2.00	84,427	2.00	84,427
30000350	Right of Way Agent III	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30003099	Risk Specialist I	53,290	98,800	1.00	74,610	1.00	74,610	1.00	74,610
30003100	Risk Specialist II	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30002485	Storekeepr/Acquisition Specialist III-CL	56,950	70,782	2.00	137,237	2.00	140,249	2.00	140,249
30003103	Supervisor I - E	63,336	105,373	20.00	1,638,609	18.00	1,482,300	18.00	1,482,300
30003104	Supervisor II	69,805	126,318	14.00	1,314,380	14.00	1,315,312	14.00	1,315,312
30000250	Tree Inspector	59,634	73,757	10.00	675,206	10.00	726,166	10.00	726,166
30000080	Turf Maintenance Technician	46,197	56,514	16.00	868,185	15.00	845,530	15.00	845,530
30002489	Utility Worker I-CL	47,112	51,230	12.00	591,531	12.00	614,765	12.00	614,765
30002490	Utility Worker II-CL	51,230	55,078	9.00	495,706	9.00	495,706	9.00	495,706
30000123	Welder	60,133	67,267	1.00	67,267	1.00	67,267	1.00	67,267
TOTAL FULL-TIME POSITIONS				617.23	39,697,591	557.27	37,710,906	558.51	37,783,607
30000185	Parking Code Enforcement Officer	48,984	64,314	0.00	0	0.90	45,873	0.90	45,873
TOTAL PART-TIME POSITIONS				0.00	0	0.90	45,873	0.90	45,873
30003003	Administrative Specialist II	48,277	89,523	2.00	129,886	1.00	25,055	1.00	25,055
30003006	Analyst I	53,290	98,800	1.00	53,842	0.00	0	0.00	0
30001584	Botanic Spec I-Community Gardens	59,966	76,565	1.00	69,430	1.00	63,078	1.00	63,078
30003027	Coordinator I - NE	48,277	89,523	1.00	85,238	1.00	14,206	1.00	14,206
30003029	Coordinator III	63,336	105,373	1.00	84,354	1.00	3,515	1.00	3,515
30000353	Engineering Associate-Civil	67,226	90,106	1.00	68,034	1.00	53,898	1.00	53,898
30000011	Office Support Specialist I	34,091	48,714	1.00	36,209	0.00	0	0.00	0
30001709	Park Ranger	43,118	57,138	1.00	57,138	1.00	57,138	1.00	57,138
TOTAL LIMITED TERM POSITIONS				9.00	584,131	6.00	216,889	6.00	216,889
GRAND TOTAL				626.23	40,281,722	564.17	37,973,669	565.41	38,046,370

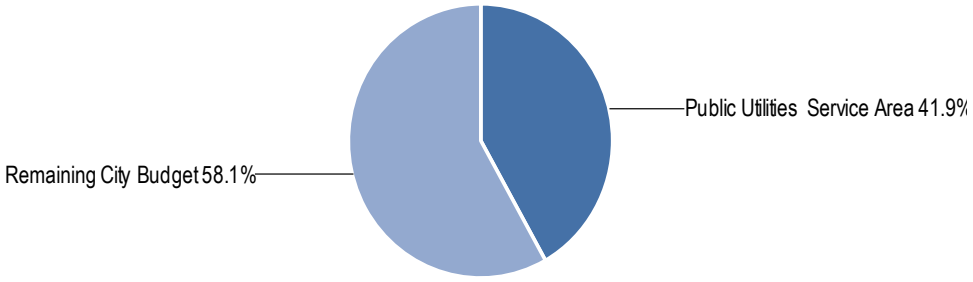
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	230,176,745	0	230,176,745	619.23	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(5,770,899)	(904,197)	(6,675,096)	(56.06)	Balancing package
	0	551,970	551,970	0.00	FY 2018-19 program carryover
	0	0	0	0.00	IA with BDS for Development Review Strategic Plan
	687,041	(171,060)	515,981	0.00	Operations & maintenance of new assets
	0	900,000	900,000	0.00	Forest Park culvert improvements
	0	100,000	100,000	0.00	Portland Parks Foundation
	97,863	1,457,137	1,555,000	1.00	Bridge and contingency funding for FY20 operations
	108,179	0	108,179	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	(16,741)	0	(16,741)	0.00	Technical changes to balancing package
	0	14,000	14,000	0.00	Programming at Poet's Beach
	(81,703)	0	(81,703)	0.24	Technical adjustments
	0	85,000	85,000	0.00	Transit Mall planters
Adopted Budget Additions and Reductions					
	91,121	0	91,121	1.00	Technical changes to balancing package
	43,879	0	43,879	0.00	Technical adjustments
	(4,841,260)	**2,032,850**	**(2,808,410)**	**(53.82)**	**Total FY 2019-20 Decision Packages**
			227,283,335	**565.41**	**Total Adopted Budget**

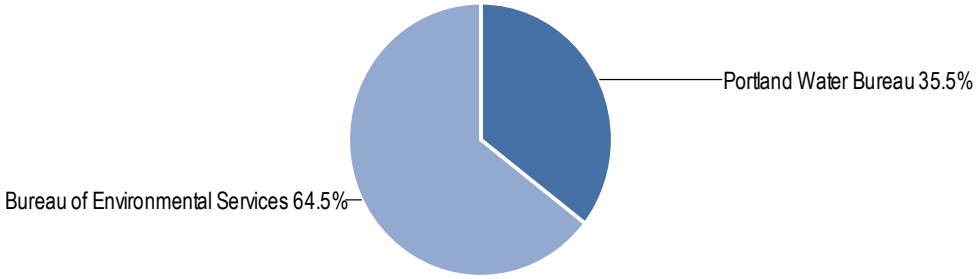
Public Utilities Service Area

- Bureau of Environmental Services
- Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	1,826,822,054	2,023,288,270	196,466,216	10.75
Capital	225,102,665	320,634,670	95,532,005	42.44
Total Requirements	**2,051,924,719**	**2,343,922,940**	**291,998,221**	**14.23**
Authorized Positions	1,208.65	1,228.05	19.40	1.61

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 2019-20 Adopted Budget includes an average monthly effective retail rate increase of 4.5% combined for water, sewer, and stormwater services. The average combined monthly single family sewer and stormwater bill for FY 2019-20 will be approximately $117.86 or $353.58 for the quarterly combined bill.

Portland Water Bureau

City Council adopted a retail rate increase of 7.4% for FY 2019-20. This amounts to an increase of about $2.90 on the monthly bill for the typical single family household, totaling $42.14 for water in FY 2019-20. The total FY 2019-20 Adopted Budget for all funds is $831.4 million. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise $293.2 million of the total budget. The Adopted Budget also includes approximately $301.3 million of internal transfers, $39.9 million in debt service expenses, $108.9 million in contingency, and $21.2 million in unappropriated ending fund balance.

Bureau of Environmental Services

The FY 2019-20 Adopted Budget increases sewer and stormwater rates for the average residential user by 3.0%. This amounts to an increase of about $2.17 on the monthly bill for the typical single family household, totaling $75.72 in FY 2019-20. The total FY 2019-20 Adopted Budget for all funds is $1.51 billion. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise $349.4 million of the total budget. The Adopted Budget also includes $407.8 million of internal transfers, $71.4 million in debt service expenses, and $497.2 million in contingency.

Portland Harbor Superfund

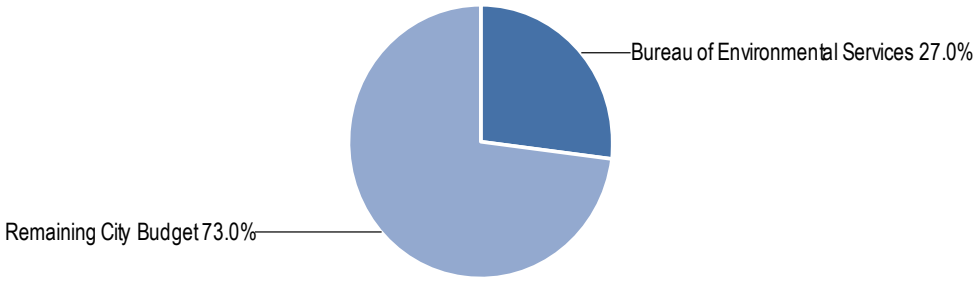
The Bureau of Environmental Services represents the City's involvement with the Portland Harbor Superfund primarily due to the City's potential liability for cleanup costs as a result of the City's sewer and stormwater conveyance system. The Environmental Protection Agency (EPA) issued a cleanup Record of Decision (ROD) in January 2017. With the completion of an investigation of the contaminated sediments and the release of the ROD, focus has turned to partnering with other government agencies and City bureaus on the next phase of work, including community outreach and working with other potentially responsible parties so that design for in-water work can proceed. The FY 2019-20 Adopted Budget includes $11.5 million of funding related to the Portland Harbor Superfund.

Bureau of Environmental Services

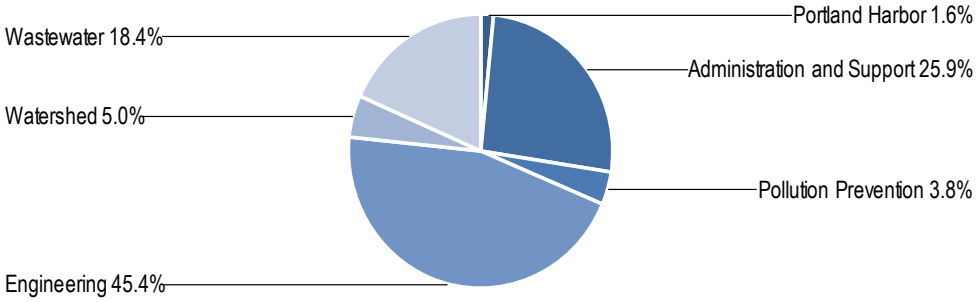
Public Utilities Service Area

Nick Fish, Commissioner-in-Charge
Michael Jordan, Director

Percent of City Budget

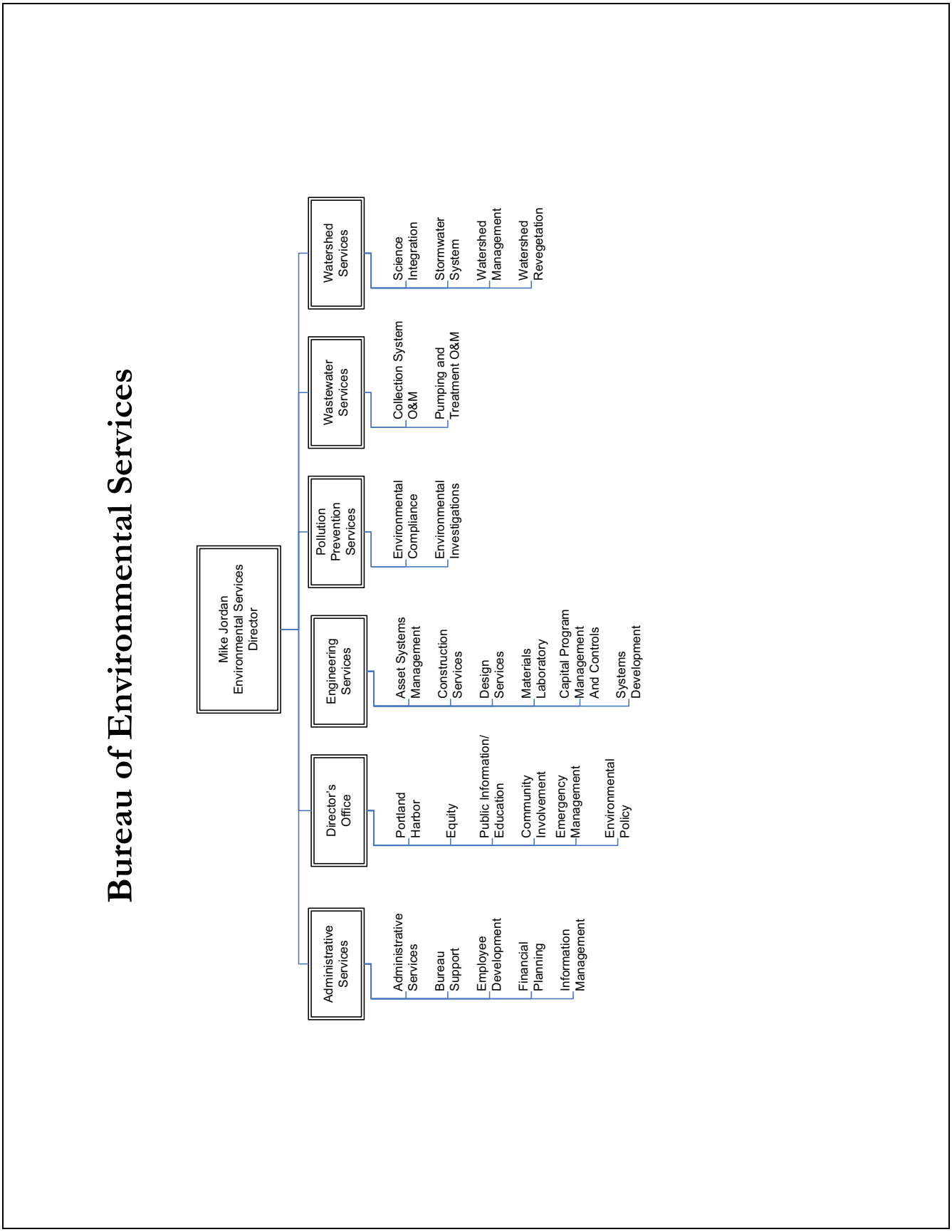


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	1,161,197,523	1,334,954,181	173,756,658	14.96
Capital	133,351,000	177,597,980	44,246,980	33.18
Total Requirements	**1,294,548,523**	**1,512,552,161**	**218,003,638**	**16.84**
Authorized Positions	593.80	611.80	18.00	3.03


Bureau of Environmental Services
Mike Jordan
Environmental Services
Director
Administrative Services
Administrative Services
Bureau Support
Employee Development
Financial Planning
Information Management
Director's Office
Portland Harbor
Equity
Public Information/ Education
Community Involvement
Emergency Management
Environmental Policy
Engineering Services
Asset Systems Management
Construction Services
Design Services
Materials Laboratory
Capital Program Management And Controls
Systems Development
Pollution Prevention Services
Environmental Compliance
Environmental Investigations
Wastewater Services
Collection System O&M
Pumping and Treatment O&M
Watershed Services
Science Integration
Stormwater System
Watershed Management
Watershed Revegetation

Bureau Summary

Bureau Mission

The Bureau of Environmental Services (BES) manages Portland's wastewater and stormwater infrastructure to protect public health and the environment.

BES's strategic vision is to be a mission-driven, high-performance organization, leading the City in preserving and restoring the health of Portland's watersheds.

We Value:

- Our customers and partners
- Portlanders' sense of connection to their waterways
- Conscientious stewardship of our watersheds, wastewater and stormwater infrastructure, and financial resources
- A diverse, collaborative, healthy and engaged workforce
- Leadership among our employees and in our City and community
- Equity in our workplace, business practices, and service delivery
- Clear communication and transparency
- Innovative, sustainable, and resilient solutions

Bureau Overview

The bureau operates and maintains Citywide sanitary sewer and stormwater collection systems and serves a population of approximately 649,000. The bureau is also the City's lead agency for watershed protection and restoration and recovery of threatened salmon and steelhead species. The bureau is funded primarily by retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, system development charges, permit-related fees, and reimbursements for services provided to other bureaus. The bureau's six primary organizational program areas are: Business Services, Engineering Services, the Office of the Director, Pollution Prevention Services, Watershed Services, and Wastewater Services.

The FY 2019-20 Adopted Budget for operating and capital expenditures is $349.4 million. The Adopted Budget is $48.0 million - or 15.9% - higher than the FY 2018-19 Revised Budget and includes 608.0 full-time equivalent positions, 1.9 part-time full-time equivalent positions, and 1.9 limited-term full-time equivalent positions. The major source of the FY 2019-20 increase is a $44.2 million increase in the annual Capital Improvement Plan (CIP), primarily due to the bureau's $37.0 million payment for its share of the Portland Building Renovation project occurring one fiscal year earlier per the request of the Office of Management and Finance. The operating portion of the Adopted Budget, reflecting program costs, is 2.3% or $3.8 million higher than the FY 2018-19 Revised Budget, with the majority ($7.0 million) of that increase driven by non-discretionary increases (including PERS, COLA, Utility License Fees, etc.), as well as $1.7 million for new FTE, and offset by a reduction in vehicle and equipment purchases of $5.1 million. The typical single-family residential sewer and stormwater bill for FY 2019-20 is anticipated to increase by $2.17 per month, or 2.95%, to support this Adopted Budget and the long-term forecast.

The FY 2019-20 Adopted Budget was developed under direction from the Commissioner-in-Charge to submit a budget with a sewer/stormwater utility rate increase at 3.0% or lower. Additionally, the bureau is targeting a stable long-term rate slope consistent with the prior year's projection. The changes described in the Capital Summary and program narratives achieve this goal.

Strategic Direction

During FY 2017-18, the bureau completed a comprehensive update to its Strategic Plan. The bureau is now actively using the Strategic Plan to prioritize operational and capital investments, to identify and utilize performance measures, and to assist with ongoing course correction. The strategic initiatives identified in the Strategic Plan have been used to guide development of this FY 2019-20 Adopted Budget. Fully connecting the circuit between budget development, ongoing performance review and adjustments to strategic prioritization will occur over multiple budget cycles.

The program narratives included in this Adopted Budget – including any proposed budgetary adjustments – describe connections to strategic goals and priorities. The bureau expects that Adopted Budgets in future years will more closely connect program outcomes to robust performance metrics (currently under development) and priorities identified in the bureau's Strategic Plan and Equity Plan.

During FY 2018-19 and continuing into FY 2019-20, BES is comprehensively assessing our organizational alignment and processes to encourage optimal delivery of bureau and community priorities. "Future BES" transition teams are reviewing current resources, process and best practices, and will be identifying potential organizational and process improvements, and recommending implementation strategies for action in FY 2019-20 and beyond.

Additionally – due in large part to strong balances in the Rate Stabilization Fund – the bureau is in a unique position to continue a financial planning strategy that encourages long-term financial stability, while providing ratepayers with predictable and manageable rates over a multi-decade period.

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 and 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 3.0% for the next three years and 3.1% annually for the long-term duration of the forecast. These increases are a combination of factors including inflationary increases, changes to operational costs to meet service expectations, and CIP investments including cash-funded projects and annual debt service on bonds that fund the CIP. Over the life of the forecast, rate increases are expected to be partially offset by transfers from the Sewer System Rate Stabilization Fund and by increases in non-rate revenues.

Additional detail, including revenue and expense projections, key assumptions, and long-term risks is included in the bureau's "Preliminary Five-Year Financial Plan" document submitted as part of the FY 2019-20 Requested Budget.

MAJOR ISSUES

System Operations

The FY 2019-20 Adopted Budget includes $67.2 million to support the operation and maintenance, inspection, cleaning, and repair of two treatment plants, 88 active pumping stations, 10 step systems, 3,074 miles of pipeline, 40,949 sewer access structures (manholes), 9,240 storm access structures, 8,640 stormwater sumps (underground injection control, or UIC), 712 miles of laterals, 96 miles of ditches, 75 miles of culverts, 54,998 stormwater inlets and catch basins, 328 trash racks, 147 manufactured stormwater facilities, and 2,179 green street stormwater facilities. This amount includes operation and maintenance costs on the collection system of $36.2 million and $28.0 million on the treatment plants and pump stations.

Infrastructure Investments

In FY 2018-19, the bureau completed the CIP Process Review and Enhancement Project (CIP-PREP), a multi-year effort to improve CIP planning, prioritization and delivery processes. The CIP-PREP effort resulted in improvements to the bureau's CIP development and management process that were implemented in FY 2018-19 (see "Capital Summary – Capital Planning and Budgeting" below). CIP-PREP work also critically informs ongoing assessment of long-term CIP and project management enhancements that are expected to occur in future years.

A major theme for the FY 2019-20 budget continues to be inventory and condition assessment of all major parts of the sanitary system assets (pipes and pump stations) and stormwater system assets (via the Stormwater System Plan). The goal of this work is to identify the built and natural components of the systems, determine their current condition, predict their remaining useful life, and prioritize an optimal replacement and maintenance schedule. This work ultimately will allow the bureau to determine the level of investment necessary to sustain the acceptable level of service over time. It is anticipated that this effort will identify sustained annual levels of capital investment, with the goal of creating a reliable and sustainable sewer and stormwater system that optimally spreads both risk and cost across multiple generations.

The FY 2019-20 Adopted Budget includes $61.7 million to support capital repair and replacement of sewer system assets to prevent catastrophic failures. More than 24% of the collection system is over 80 years old with an additional 10% of pipe for which no age is known. Future maintenance needs are anticipated to increase significantly until those assets can be replaced. 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.

The FY 2019-20 Adopted Budget includes $16.3 million in 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.

See the section titled "Capital Summary" for more information on the bureau's infrastructure investments and CIP.

Water Quality Compliance

The FY 2019-20 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 two National Pollutant Discharge Elimination System (NPDES) permits for the wastewater treatment plants and the Municipal Separate Storm Sewer System (MS4), along with water quality regulations

requires the bureau to conduct specific actions, including monitoring and analysis, modeling pollutant loads and stormwater runoff volumes, conducting a pretreatment program, conducting an industrial stormwater program, requiring and inspecting stormwater controls on private property, and evaluating the effectiveness of stormwater management actions. The bureau must also comply with the conditions of an Underground Injection Control (UIC) permit issued by the Oregon Department of Environmental Quality (DEQ) for the City's approximately 9,500 stormwater sumps. The bureau will also be engaged in renewal of two of the City's three NPDES permits (Columbia Boulevard Wastewater Treatment Plant (CBWTP) Wastewater permit and MS4 Stormwater permit) during FY 2019-20.

Portland Harbor Superfund

The bureau represents the City's interests on the Portland Harbor Superfund site. Over 10 years ago, the City, the Port of Portland and several Portland businesses entered into an Agreement on Consent with EPA which required that they perform and fund the investigation of the contaminated sediments. That investigation is complete. On January 6, 2017 USEPA issued a Record of Decision (ROD) which outlines how the site will be cleaned up. With the release of the ROD, focus has turned to partnering with other government agencies and City bureaus on the next phase of work, including community outreach and working with other potentially responsible parties so that design for in-water work can proceed. The FY 2019-20 Adopted Budget includes $11.5 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 (NMFS). A number of the recovery plan requirements are necessary for the bureau's compliance with permits under the Clean Water Act. During FY 2019-20 the bureau continues to assess and prepare to implement stormwater and mitigation-related actions associated with a Biological Opinion issued by NMFS regarding the Federal Emergency Management Agency's flood protection program in Oregon.

Capital Summary

CIP Highlights

A significant amount of work is under way at both treatment plants, addressing operational, deferred maintenance and long-term capacity issues, partially in anticipation of new permit requirements. The Sewage Treatment program represents roughly half of the five-year Capital Improvement Plan (CIP), up slightly from last year's five-year plan. Expansion programs at the Columbia Boulevard Wastewater Treatment Plant (CBWTP) will allow wet weather mode 70 MGD daily average (secondary organic treatment) and up to 450 MGD wet mode (chemical treatment). Unlike pipe – which can last 100 years or more under the right conditions – mechanical systems require reinvestment on a more regular cycle, generally every 25 to 50 years.

BES estimates the replacement value of the bureau's assets at approximately $15.2 billion; with over $9.7 billion of that in the 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. The bureau estimates that roughly $1.7 billion of system assets are in poor or very poor condition. Consequently, a third of the five-year CIP is in the Maintenance and Reliability (M&R) program. It is anticipated that maintenance and reliability will require a sizable investment on an ongoing basis well into the future to address the backlog of critical maintenance needs. The use of video technology allows the bureau to focus the rehab program on pipes that are in the worst condition. Also, in the M&R program are a series of projects designed to address the risk of basement sewer backups and street flooding.

The remainder of the CIP includes:

- Surface Water Management (12%) which continues to address high priority regulatory-driven projects that meet multiple watershed health objectives;
- Systems Development (3%), and
- the Portland Building Renovation project (5%), for which the Bureau has elected to self-finance its estimated $37.0 million share of the $195.0 million City project.

Major CIP Priorities

Environmental Services has a regular inspection program to determine pipe condition. The bureau uses capital projects and operational activities to replace or rehabilitate 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 identified an estimated $123.0 million in priority pipe maintenance needs. Updated inspections have identified approximately double that amount to be addressed in the near-term.

The Wastewater Treatment program maintains and upgrades the two wastewater treatment plants and nearly 100 pump stations located throughout the collection system. Operations at the CBWTP continue to be adjusted due to changes in the influent resulting from the combined sewer overflow (CSO) tunnel system. Expansion to secondary treatment capabilities at CBWTP, a long-anticipated project, is now moving into the design phase. Pending the outcome of currently ongoing discussions between BES and the City of Lake Oswego to potentially shift to an alternative treatment approach, the Tryon Creek Wastewater Treatment Plant (TCWTP) is projected for over $70.0 million in capital investment over the next ten years, including improvements to 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 2019-2023 CIP, the four common years (2020-2023) have increased $18.8 million or 3.3% (excluding $37 million for BES's estimated share of the Portland Building renovation). When applying a 2.68% inflationary escalation factor to projects carried forward from the prior plan, there is little change to the four-year period of 2020-2023. While all projects in the five-year CIP are in FY 2018-19 dollars, inflationary assumptions are incorporated into the five-year financial forecast.

Public Involvement

In recent 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 via policy advisory groups for work elements such as the update to the Portland Watershed Management Plan. In addition, standing committees including the Stormwater Advisory Committee, the Watershed Science Advisory Committee, the Columbia Boulevard Wastewater Treatment Plant Citizens Advisory Committee, and the Portland Utility Board are active in helping review and prioritize bureau investments.

Criteria

The CIP development strategy is consistent with the City's goal to improve water quality, sanitary sewer service, 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 and 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. Projects are reviewed by subject matter experts in specific program areas, operations, and engineering to ensure project assessments are accurate and appropriate. 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 for approval of the CIP plan. As a result of the recent Capital Improvement Program Process Review and Enhancement Project (CIP PREP) work, the FY 2019-20 CIP planning process introduced "feasibility projects" that identify projects likely to enter the CIP in the future, but that currently need better definition of outcomes, scale and scope.

City Comprehensive Plan

The City's 2035 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 in the 2035 Comprehensive Plan (Chapter 8) states that "Wastewater and stormwater are managed, conveyed, and/or treated to protect public health, safety, and the environment, and to meet the needs of the community on an equitable, efficient and sustainable basis." Specific policies for the sanitary and stormwater systems and flood management address control of combined and sanitary sewer overflows, sewer connections, operation of treatment plants, stormwater management, green infrastructure, pollution prevention, and flood management. Additional goals and policies for which BES has responsibility are found in Chapter 7 (Environment and Watershed) of the 2035 Comprehensive Plan. The CIP reflects a commitment to improving the water quality in Portland and to meeting the objectives of the City's 2035 Comprehensive Plan.

The Maintenance and Reliability program continues to repair and replace segments of the system 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 Metro's 2040 Plan and the City's 2035 Comprehensive Plan. The bureau uses asset management principles to identify neighborhoods where sewer and/or stormwater service is unavailable or insufficient, and where existing on-site disposal facilities are at risk of failure.

In the last few years, the bureau has improved multi-objective CIP development to address stormwater management, enhance fish and wildlife habitat, and support 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 broader system infrastructure needs and priorities.

Management Direction

BES sees increasing need for reinvestment and expansion of the Bureau's Capital Improvement Program. Driven by a host of factors—aging infrastructure, regulatory requirements, public input, the City's Comprehensive Plan, City Council priorities, evolving operational needs, updated BES system plans and the new BES Strategic Plan (completed in Fall 2017)—the Bureau projects the need to significantly increase delivery of CIP projects over the next ten years.

CIP PREP is a multiphase, multiyear effort to better understand how the Bureau plans and delivers CIP work, and how the CIP process might be improved. CIP PREP Phase 2 completed in July 2018, with the findings and recommendations merging with the Bureau's Strategic Plan implementation efforts and becoming part of the "Future BES" transition project.

Asset Management and Replacement Plan

For the 2015 Citywide Assets Report, the bureau reported an annual funding gap of $21.0 million. The 2015 gap includes rehabilitation and capacity needs in four major systems: combined sewers, sanitary sewers, stormwater conveyance and water quality facilities, and wastewater treatment systems. The estimated gap is based on the following assumptions and analysis:

- Projects to address condition and/or capacity with positive cost-benefit ratios in the Combined and Sanitary Sewer Collection System Plan that are not included in the financial plan are identified as gaps.
- Condition assessment trends indicate that combined and sanitary sewers as well as wastewater treatment system assets are aging and coming to the end of useful lifecycles at a faster rate than the current repair and rehabilitation programs budgeted in the financial plan are able to replace or repair them.
- The extent of stormwater system needs is being identified through the Stormwater System Plan. The current estimated gap is based on broad assumptions from the Stephens Creek pilot for both rehabilitation and capacity needs as well as ongoing analysis of capacity constraints and stormwater system availability in the BES service area. Approximately 70 percent of the stormwater system is in an unknown condition.

- BES is undertaking a BES Resiliency Plan to identify infrastructure vulnerabilities to major risks such as earthquakes and climate change. The results of this project are expected to identify additional CIP project priorities in future years, which may contribute to further growth in the identified funding gap.

Public Facilities Plan Overview

The updated Citywide Systems Plan (CSP) was approved in June 2016. Chapter 6 of the CSP is the Bureau of Environmental Services section of the State-mandated Public Facilities Plan. 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 currently 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 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 optimizes 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 MAJOR PROJECTS

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 sewerage collection and conveyance system includes over 1,900 miles of sanitary and combined sewers ranging in diameter from four inches to 20 feet and nearly 450 miles of stormwater pipes. Much of the sewer pipe system 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 and upsizing pipe or installing surface stormwater management to address hydraulic deficiencies.

Maintenance and Reliability projects include:

- **Pipe Rehabilitation Projects**: This suite of projects addresses failed pipe and pipes with the highest risk of failure. About one-quarter 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-to-cost ratio. Each year, more green street facilities are added to the inventory, creating increased pressure on the operating budget for ongoing maintenance.

Sewage Treatment Systems

This program funds projects located at the treatment plants as well as maintenance and repair or rehabilitation of the nearly 100 active pump stations and associated force mains 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. Other projects address operational needs and condition of assets.

Major categories of Sewage Treatment Systems projects include:

- **Pump Station Improvement Program:** This is an ongoing program to refurbish and upgrade pump stations and their associated force mains 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 the City's NPDES permit.
- **Secondary Treatment Expansion:** Expansion of secondary treatment capacity is required for effective plant operation and to meet permit requirements.
- **TCWTP Headworks Improvements:** Recommended upgrades from the Facilities Plan to meet future demand and continue to meet permit requirements. The improvements are jointly funded with Lake Oswego.

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, green streets), sump retrofits, natural area and drainage protection, and stream restoration including culvert replacement. Projects are located in the Columbia Slough; Fanno, Tryon, and Johnson Creeks, and 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.

Major categories of Surface Water Management projects include:

- **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:** The 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.
- **Capital Highway Stormwater Improvements:** Stormwater improvements along SW Capitol Hwy, local side streets, and within Tryon, Falling, Woods, and Vermont Creek basins to address drainage and conveyance deficiencies along with recurring nuisance flooding issues.
- **Land Acquisition:** This multi-year program targets high priority parcels for habitat and watershed health. Funding often leverages that of 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 address multiple watershed health goals.

Systems Development

The primary focus of this program area is to expand the City's sewer collection system in support of the implementation of Metro's 2040 Plan and the City's 2035 Comprehensive 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. The Party Sewers program addresses 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.

Funding Sources

Planned CIP outlays total $782.8 million (excluding inflation) over the five-year forecast interval FY 2019-20 through FY 2023-24. The majority of resources to fund CIP outlays come from bond proceeds and transfers from the sewer operating fund. 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 cash and in the form of 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 $9.1 million over the five-year forecast.
- **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 mostly results from 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, at least 1.30 on combined first and second lien debt, and an ongoing operating reserve of 270 days' operating expenses for unforeseen financial needs. After making debt service payments, amounts in excess of those required to maintain planned operating reserves are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total $198.0 million over the five-year forecast interval.
- **Bond Proceeds.**Based on current planning assumptions, the bureau's five-year CIP request anticipates $650.0 million (nominal dollars) in additional borrowings over the next five fiscal years. Debt service requirements for future bond sales have been calculated assuming level debt service. Interim short-term financing may be used in lieu of or in combination with long-term financings. The forecast assumes an average annualized coupon rate of 5.0% for the bonds sold in FY 2019-20, and FY 2021-22, with the bureau's planning standard debt service coverage ratios of 1.50 and 1.30, as mentioned previously.

Operating and Maintenance Costs

Each capital project includes estimated operating and maintenance costs or savings, which are considered during project prioritization and CIP development. To the extent possible, these ongoing operating impacts are included in budget decision-making. Historically, bureau operating budgets have generally not kept pace with the growing volume of infrastructure repair and maintenance needs and the increasing inventory of surface stormwater management facilities. As part of ongoing process improvements (and driven by CIP PREP recommendations), the bureau aims to better integrate these estimates into the long-term financial forecast in future budget cycles.

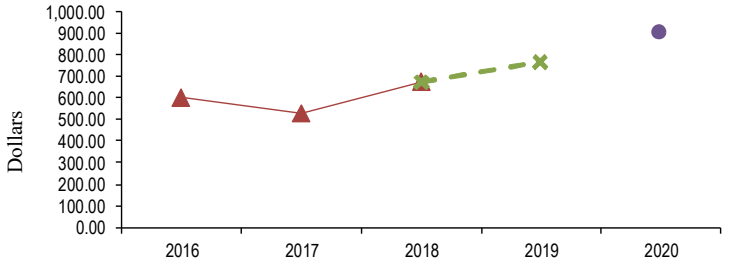
The planned project to capture the remaining waste biogas at Columbia Boulevard Wastewater Treatment Plant is anticipated to provide an additional source of revenue to the bureau after completion.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Amount of time loss, in hours per employee, due to injury	2.80	2.40	2.75	2.00	0.00
Average resources spent in site investigations and cleanup, per site investigated or remediated	$9,386	$10,629	$9,500	$10,000	$0
Cost to operate and maintain the treatment plants per million gallons treated	$529	$677	$770	$900	$0
Construction management costs as a percentage of total construction costs	9%	14%	10%	12%	0%
Average single family household bill as a percent of median income	1.00%	1.43%	1.42%	1.42%	0.00%
OUTCOME					
Watershed Health Index for water quality	5.90	5.50	5.90	5.90	0.00
OUTPUT					
Number of combined sewer overflow events	7	3	4	4	0
Number of sanitary sewer overflows	180	168	131	135	0
Number of stormwater flooding events due to system capacity	111	60	100	100	0
Maintain bureaus combined first and second lien debt service coverage ratio at 1.3 or greater	1.43	1.51	1.30	1.40	0.00
Maintain the bureaus first lien debt service coverage ratio at 1.5 or greater	2.51	2.63	2.68	2.85	0.00
Percentage of urgent public health and safety related service requests responded to within two-hour timeframe	94%	96%	90%	90%	0%
Percentage of industrial enforcement tests in full compliance	99%	99%	100%	99%	0%
Percentage of biochemical oxygen demand removed	96%	96%	85%	85%	0%
WORKLOAD					
Number of lab analyses performed each year	61,243	53,340	55,000	60,000	0
Amount of wastewater processed annually (in million gallons)	36,242	28,901	29,400	29,400	0
Number of bureau education programs delivered	508	431	425	400	0
Feet of streambank restored (not cumulative)	20,274	22,311	12,000	12,000	0
Number of trees planted	10,483	22,795	12,000	12,600	0
Number of participants in community events, workshops, stewardship, and restoration events	12,595	19,140	10,000	10,000	0
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	109,745	93,006	145,000	57,000	0

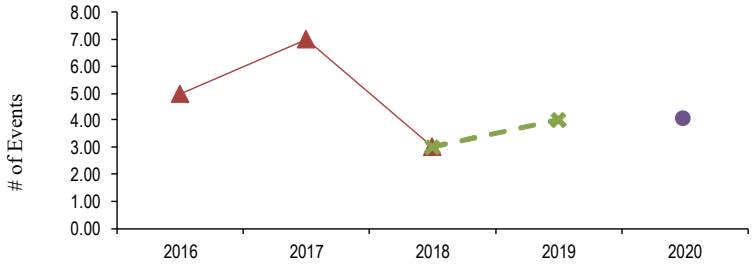
Wastewater Processing Cost per million gallons

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.



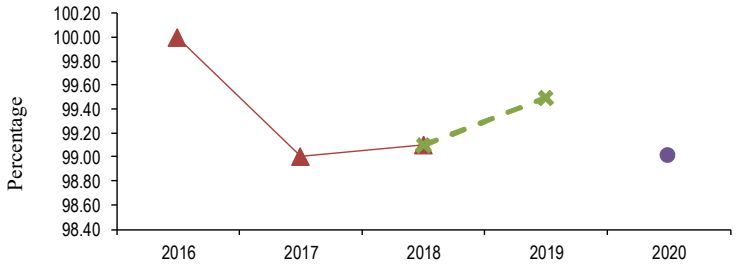
Combined Sewer Overflow (CSO) Events

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.



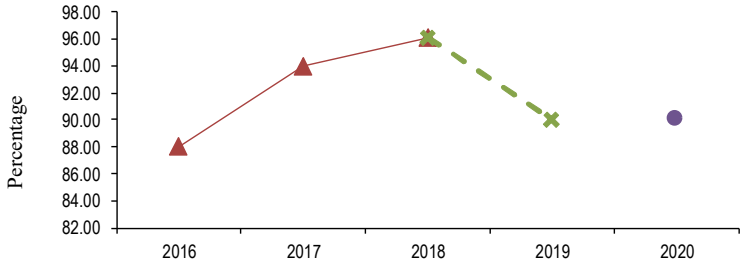
Enforcement Tests

Percentage of industrial enforcement tests in full compliance.



Health and Safety Related Service Requests

Percent of urgent health and safety related service requests responded to within two-hour timeframe.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Licenses & Permits	2,248,626	2,166,745	2,152,000	1,995,000	1,995,000
Charges for Services	370,091,397	391,229,124	393,328,608	402,272,800	402,272,800
Intergovernmental	624,194	474,819	804,580	180,000	180,000
Bond & Note	375,228,433	213,566,279	0	235,100,000	235,100,000
Miscellaneous	3,813,305	15,495,855	10,113,000	13,926,800	13,926,800
Total External Revenues	**752,005,955**	**622,932,823**	**406,398,188**	**653,474,600**	**653,474,600**
Internal Revenues					
Fund Transfers - Revenue	344,201,207	351,855,251	385,910,159	396,908,590	396,908,590
Interagency Revenue	1,813,065	2,189,530	3,464,176	2,470,471	2,470,471
Total Internal Revenues	**346,014,272**	**354,044,781**	**389,374,335**	**399,379,061**	**399,379,061**
Beginning Fund Balance	292,342,751	278,006,251	498,776,000	459,698,500	459,698,500
Total Resources	**$1,390,362,978**	**$1,254,983,856**	**$1,294,548,523**	**$1,512,552,161**	**$1,512,552,161**
Requirements					
Bureau Expenditures					
Personnel Services	64,279,281	68,707,261	75,192,312	85,475,839	85,475,839
External Materials and Services	56,019,130	55,998,532	86,364,937	81,170,691	81,170,691
Internal Materials and Services	38,983,899	41,099,339	46,574,047	50,738,944	50,738,944
Capital Outlay	56,041,573	59,658,418	93,188,650	131,982,170	131,982,170
Total Bureau Expenditures	**215,323,883**	**225,463,551**	**301,319,946**	**349,367,644**	**349,367,644**
Fund Expenditures					
Debt Service	547,224,345	174,456,885	186,409,135	186,750,305	186,750,305
Contingency	0	0	354,304,496	497,169,890	497,169,890
Fund Transfers - Expense	349,808,499	358,545,264	390,284,621	407,830,913	407,830,913
Debt Service Reserves	0	0	62,230,325	71,433,409	71,433,409
Total Fund Expenditures	**897,032,844**	**533,002,149**	**993,228,577**	**1,163,184,517**	**1,163,184,517**
Ending Fund Balance	278,006,251	496,518,158	0	0	0
Total Requirements	**$1,390,362,978**	**$1,254,983,858**	**$1,294,548,523**	**$1,512,552,161**	**$1,512,552,161**
Programs					
Administration & Support	43,305,694	42,145,904	50,780,167	90,564,564	90,564,564
Area Planning	0	50	0	0	0
Engineering	101,671,283	107,617,830	148,563,158	158,439,861	158,439,861
Healthy Working Rivers	0	(518)	0	0	0
Pollution Prevention	9,008,588	9,717,757	13,696,991	13,358,291	13,358,291
Portland Harbor	966,043	1,879,271	6,200,609	5,464,455	5,464,455
Wastewater	48,252,669	49,893,557	67,131,772	64,220,696	64,220,696
Watershed	12,119,606	14,209,699	14,947,249	17,319,777	17,319,777
Total Programs	**$215,323,883**	**$225,463,551**	**$301,319,946**	**$349,367,644**	**$349,367,644**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Maintenance and Reliability								
Alder: Ladd's Addition South Recon/ Green Streets	10,041	700,000	810,000	2,250,000	650,000	380,000	500,000	4,590,000
Alder: Sunnyside North Recon/ Green Streets	1,304,403	3,950,000	3,000,000	2,000,000	3,000,000	1,400,000	0	9,400,000
Beech-Essex CP-J	114,794	300,000	3,300,000	800,000	500,000	0	0	4,600,000
Burlingame Basin Infiltration and Inflow	5,708,331	3,700,000	22,000	66,000	107,000	22,000	0	217,000
Capital Maintenance - Non-Process Facilities - Shell	2,264,410	2,550,000	700,000	700,000	500,000	500,000	500,000	2,900,000
CC Integrated RDII Pre-Design	7,614	0	1,149,000	0	49,000	91,000	0	1,289,000
Central Tanner	0	0	0	0	60,000	1,200,000	500,000	1,760,000
Downtown Old Town (DTOT) Pipe Rehab	4,417,833	0	3,250,000	2,500,000	2,000,000	5,000,000	8,800,000	21,550,000
Fanno Creek Infiltration and Inflow	1,445,519	0	861,000	1,000,000	4,000,000	2,000,000	1,303,000	9,164,000
Hilsdale Crest RDII	463,169	4,000,000	5,400,000	650,000	50,000	0	0	6,100,000
Large Diameter Sewer Rehabilitation	3,753,832	2,000,000	4,000,000	4,000,000	14,000,000	14,000,000	14,000,000	50,000,000
Maintenance Capital - Construction - Shell	2,830,296	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Maintenance Capital - Contract - Shell	9,019,509	4,100,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Northeast Fremont	0	0	0	0	0	528,000	558,000	1,086,000
NW Thurman St Sewer Reconstruction	397,041	960,000	5,165,000	353,000	22,000	3,000	0	5,543,000
Oak A - Collectors	0	0	60,000	625,000	800,000	1,000,000	2,600,000	5,085,000
Oak A - Sandy Trunk	4,716	0	850,000	1,100,000	6,000,000	2,500,000	3,200,000	13,650,000
Owner Controlled Insurance Program Phase V	2,778,780	300,000	300,000	300,000	300,000	300,000	300,000	1,500,000
Phase 2 Pipe Rehabilitation	119,998,028	1,500,000	250,000	0	0	0	0	250,000
Phase 3 Pipe Rehabilitation	34,658,805	24,822,346	16,240,000	18,500,000	2,605,000	2,000,000	1,000,000	40,345,000
Richmond Neighborhood Sewer Rehab/Green Streets	5,408	0	366,000	3,630,000	34,000	24,000	0	4,054,000
Slabtown Sewer Replacement	4,815,638	4,530,000	38,000	38,000	0	0	0	76,000
Small Urgent Capacity Projects - Shell	949,506	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
South Tanner	72,650	800,000	4,000,000	2,000,000	1,000,000	500,000	0	7,500,000
SS Protection & Stream Restoration: Lowell & Ruby Creeks	0	0	0	0	0	75,000	100,000	175,000
Stark HSS-17	379,626	900,000	900,000	1,500,000	2,000,000	3,000,000	3,200,000	10,600,000
Structural Rehab Taggart Outfall 30	2,460,289	2,500,000	5,000,000	1,550,000	0	0	0	6,550,000
Sunnyside East Recon/Green Streets	1,820,759	3,831,000	29,000	5,000	0	0	0	34,000
Sunnyside South Recon/Green Streets	369,478	1,800,000	860,000	1,000,000	1,300,000	1,800,000	2,470,000	7,430,000
SW Terwilliger @ Northgate Pipe Repair	0	0	0	0	820,000	4,000,000	2,020,000	6,840,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Tryon SS Protection 1A TCWTP to Hwy 43	0	0	0	100,000	100,000	0	0	200,000
Wheeler WHE-04	5,475,839	3,600,000	100,000	0	0	0	0	100,000
Total Maintenance and Reliability	**205,526,314**	**68,843,346**	**61,650,000**	**49,667,000**	**44,897,000**	**45,323,000**	**46,051,000**	**247,588,000**
Preservation & Rehabilitation								
Portland Building Rehabilitation - BES floors	0	0	37,000,000	0	0	0	0	37,000,000
Total Preservation & Rehabilitation	**0**	**0**	**37,000,000**	**0**	**0**	**0**	**0**	**37,000,000**
Sewage Treatment Systems								
Alder Pump Station Upgrade	5,022,011	2,112,000	20,000	0	0	0	0	20,000
Automation Network Reliability	411,528	60,000	200,000	50,000	0	0	0	250,000
CBWTP Biogas Controls & WGB Rpl	199,739	0	1,565,000	596,000	0	0	0	2,161,000
CBWTP Biogas Utilization	6,396,256	7,000,000	700,000	0	0	0	0	700,000
CBWTP Blower System/Building Improvements	0	0	80,000	680,000	1,400,000	1,500,000	1,500,000	5,160,000
CBWTP Digesters 1-4 Upgrade	2,076	0	200,000	700,000	1,300,000	1,300,000	3,700,000	7,200,000
CBWTP Fiber System Reliability	137,464	275,000	850,000	100,000	0	0	0	950,000
CBWTP Headworks Screens Improvements	132,753	2,500,000	1,074,000	1,937,000	3,000,000	3,000,000	2,500,000	11,511,000
CBWTP Lagoon Reconstruction	21,469,026	5,100,000	6,700,000	1,500,000	150,000	625,000	25,000	9,000,000
CBWTP New Willamette Building & Property Acquisition	0	0	500,000	500,000	500,000	500,000	500,000	2,500,000
CBWTP Organic Waste Receiving Facility	596,686	675,000	2,981,000	350,000	0	0	0	3,331,000
CBWTP Outfall Diffusers	447,205	700,000	444,000	500,000	1,000,000	1,000,000	3,300,000	6,244,000
CBWTP Residuals Handling Improvements	0	0	0	500,000	800,000	1,000,000	1,700,000	4,000,000
CBWTP Reuse System Replacement	0	0	0	80,000	785,000	1,500,000	1,945,000	4,310,000
CBWTP Secondary Treatment Expansion Program	885,676	2,415,000	14,300,000	19,100,000	36,500,000	40,400,000	25,000,000	135,300,000
CBWTP Substation Replacement	71,780	750,000	3,500,000	804,000	0	0	0	4,304,000
CBWTP Wash/Hypo TNL Piping Replacement	522,624	2,375,000	3,300,000	0	0	0	0	3,300,000
Fiber Expansion for Inverness PS & POSH Fiber Rings	0	50,000	1,100,000	1,000,000	0	0	0	2,100,000
Force Ave Pump Station Remodel	625,721	291,000	1,500,000	2,711,000	41,000	0	0	4,252,000
Inverness Pump Station Force Main Improvements	39,249	1,500,000	800,000	4,300,000	2,530,000	1,000,000	2,548,000	11,178,000
Pump Station Improvement Program - Shell	15,851,427	6,000,000	6,000,000	6,000,000	10,000,000	10,000,000	10,000,000	42,000,000
Repair, Rehabilitation, and Modification - Shell	20,118,199	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	5,000,000	21,000,000
SLRT/Vault Monitoring Install - Shell	283,169	70,000	940,000	970,000	970,000	970,000	970,000	4,820,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
TCWTP Bankside Outfall	0	0	0	30,000	140,000	250,000	1,000,000	1,420,000
TCWTP Disinfection Improvements	0	0	0	70,000	300,000	950,000	3,000,000	4,320,000
TCWTP Headworks Improvements	4,911,569	4,825,000	4,160,000	18,230,000	14,210,000	18,520,000	14,530,000	69,650,000
TCWTP Second Clarifier Addition	0	0	0	0	0	103,000	1,012,000	1,115,000
TCWTP Secondary Process Improvements	272,583	1,500,000	700,000	1,200,000	1,500,000	1,200,000	200,000	4,800,000
Tryon Creek Interceptor Replacement	37,475	2,500,000	1,200,000	1,000,000	5,000,000	1,000,000	5,000,000	13,200,000
Tyron Creek Pump Station Reconstruction	27,474	500,000	500,000	1,300,000	1,300,000	200,000	0	3,300,000
Total Sewage Treatment Systems	**78,461,690**	**45,198,000**	**57,314,000**	**68,208,000**	**85,426,000**	**89,018,000**	**83,430,000**	**383,396,000**
Surface Water Management								
Willamette R. and Columbia Sl. Water Resources Development	0	0	0	0	0	0	300,000	300,000
1% For Green - Shell	1,284,033	450,000	250,000	700,000	700,000	700,000	700,000	3,050,000
Balch Creek Trash Racks Retrofit	367,918	277,000	500,000	500,000	0	0	0	1,000,000
Basin 3/Tryon Headwaters Primary	58,203	0	144,000	20,000	50,000	250,000	250,000	714,000
Citywide Sump Rehab & Replacement	0	0	0	0	0	400,000	400,000	800,000
Columbia Slough Outfalls	5,299,160	150,000	3,500,000	3,000,000	3,500,000	3,500,000	4,500,000	18,000,000
Culverts Phase 3	0	300,000	200,000	1,590,000	250,000	1,000,000	1,000,000	4,040,000
Errol Heights Stormwater LID	8,556	0	1,500,000	540,000	0	0	0	2,040,000
Fanno Beaverton Hillsdale Hwy	1,460,322	300,000	200,000	1,000,000	1,000,000	0	0	2,200,000
Fanno/Tryon Drainage Shoulder Improvements	0	133,000	521,000	681,000	681,000	0	0	1,883,000
Green Infrastructure: Land Acquisition	10,350,355	45,000	366,000	0	0	0	0	366,000
High Priority CMP Culvert Replacement - Shell	0	0	0	0	0	700,000	700,000	1,400,000
Hwy 43 Tryon Creek Culvert	0	150,000	250,000	230,000	0	0	0	480,000
Johnson Creek Oxbow	381,874	200,000	200,000	400,000	500,000	500,000	500,000	2,100,000
Johnson Creek River Mile 9.6 Floodplain Restoration	270,622	600,000	250,000	1,000,000	322,000	0	0	1,572,000
Johnson Creek Springwater Wetland	171,420	100,000	700,000	650,000	650,000	650,000	650,000	3,300,000
Johnson Creek Willing Seller Phase 2	6,136,594	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000	8,500,000
Luther Road Channel Restoration	385,832	500,000	1,300,000	50,000	0	0	0	1,350,000
Reveg Plant Est Umbrella FY19&20 - Shell	26,229	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Rocky Butte Stormwater Plan	0	0	0	0	0	185,000	200,000	385,000
Stephens Creek Ph 1 Improvements	1,277,116	500,000	1,000,000	1,000,000	1,000,000	755,000	0	3,755,000
Stephens Creek Phase 2 Improvements	0	0	0	0	0	500,000	500,000	1,000,000
Stormwater Investments in Inter-bureau Projects - Shell	0	0	0	0	0	500,000	500,000	1,000,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
SW Capitol Hwy Stormwater Improvements	1,149,076	1,540,000	2,000,000	4,982,000	2,385,000	0	0	9,367,000
SW Corridor BES Systems Development Project	178,179	0	500,000	500,000	250,000	250,000	250,000	1,750,000
SW Shattuck Rd Culvert Replacement	0	0	0	0	103,000	98,000	98,000	299,000
Water Quality Feasibility Study for Lents Outfalls	0	0	0	0	0	125,000	125,000	250,000
Watershed Investment Program - Shell	5,966,993	1,500,000	1,000,000	1,000,000	1,000,000	2,000,000	2,500,000	7,500,000
Watershed Land Acquisition Program	5,253	2,000,000	250,000	250,000	250,000	800,000	3,000,000	4,550,000
West Lents Floodplain Restoration	25,336	400,000	400,000	500,000	1,500,000	1,500,000	1,500,000	5,400,000
Total Surface Water Management	**34,803,071**	**10,645,000**	**16,281,000**	**19,843,000**	**15,391,000**	**15,663,000**	**22,423,000**	**89,601,000**
Systems Development								
Drainage Improvement - Shell	43,636	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
ECIMS EnvCompliance Information Management System	863,497	547,654	552,980	558,649	0	0	0	1,111,629
NE 47th Ave: Buffalo - Crystal Sanitary Sewer	66,773	0	600,000	0	0	0	0	600,000
Party Sewers	5,418,183	1,000,000	1,000,000	1,500,000	1,800,000	2,000,000	2,500,000	8,800,000
PBOT Interagency Reimbursement - Shell	326,797	500,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Permit Reimbursement - Shell	366,982	550,000	200,000	200,000	200,000	200,000	200,000	1,000,000
Public Works Permit Projects	0	500,000	850,000	850,000	850,000	850,000	850,000	4,250,000
Sewer Easements on Existing Sewers - Shell	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Sewer Extension & Strmwtr Progs Intgd Sys Imps	0	0	0	0	0	500,000	500,000	1,000,000
Sewer Extensions for High Risk Septic - Shell	285,787	800,000	1,500,000	1,200,000	1,000,000	1,000,000	500,000	5,200,000
Total Systems Development	**7,371,655**	**4,197,654**	**5,352,980**	**4,958,649**	**4,500,000**	**5,200,000**	**5,200,000**	**25,211,629**
Total Requirements	**326,162,730**	**128,884,000**	**177,597,980**	**142,676,649**	**150,214,000**	**155,204,000**	**157,104,000**	**782,796,629**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	3.00	223,205	3.00	223,205	3.00	223,205
30000064	Accountant III	65,083	81,848	2.00	163,696	2.00	163,696	2.00	163,696
30003002	Administrative Specialist I	44,075	66,102	0.00	0	1.00	44,000	1.00	44,000
30003003	Administrative Specialist II	48,277	89,523	8.00	560,902	8.00	560,902	8.00	560,902
30003004	Administrative Specialist III	53,290	98,800	2.00	145,321	2.00	151,154	2.00	151,154
30003005	Administrative Specialist IV	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003006	Analyst I	53,290	98,800	4.00	289,066	4.00	318,385	4.00	318,385
30003007	Analyst II	63,336	105,373	10.00	907,582	11.00	991,937	11.00	991,937
30003008	Analyst III	69,805	126,318	6.00	646,440	7.00	744,501	7.00	744,501
30002494	Auto Equip Oper II: Tractr-Trailr-CL	50,690	61,006	1.00	61,006	1.00	61,006	1.00	61,006
30000320	Botanic Spec II-Generalist	63,128	80,538	3.00	224,203	3.00	227,011	3.00	227,011
30000321	Botanic Spec II-Ntrl Resource Ecologist	63,128	80,538	5.00	402,688	5.00	402,688	5.00	402,688
30000831	Botanic Technician I	44,221	59,259	0.00	0	4.00	185,952	4.00	185,952
30003010	Business Systems Analyst I	53,290	98,800	1.00	81,162	1.00	81,162	1.00	81,162
30003011	Business Systems Analyst II	63,336	105,373	2.00	173,877	3.00	258,231	3.00	258,231
30003012	Business Systems Analyst III	69,805	126,318	6.00	590,968	6.00	590,968	6.00	590,968
30000328	CAD Technician I	44,221	59,259	3.00	143,936	3.00	150,521	3.00	150,521
30000329	CAD Technician II	59,259	75,608	6.00	453,648	6.00	453,648	6.00	453,648
30000330	CAD Technician III	71,968	91,915	4.00	359,029	4.00	362,291	4.00	362,291
30003013	Capital Project Manager II	63,336	105,373	4.00	402,466	4.00	402,466	4.00	402,466
30000700	Communications Engineer	77,854	104,146	1.00	101,026	1.00	101,026	1.00	101,026
30003235	Coordinator I - E	48,277	89,523	8.00	645,090	8.00	645,090	8.00	645,090
30003027	Coordinator I - NE	48,277	89,523	2.00	154,138	2.00	154,138	2.00	154,138
30003028	Coordinator II	53,290	98,800	9.00	737,828	9.00	740,794	9.00	740,794
30003029	Coordinator III	63,336	105,373	16.00	1,544,006	16.00	1,559,721	16.00	1,559,721
30003030	Coordinator IV	69,805	126,318	1.00	97,448	1.00	97,448	1.00	97,448
30003036	Deputy Director III	111,696	189,842	1.00	145,142	1.00	145,142	1.00	145,142
30003039	Director III	147,035	235,227	1.00	217,443	1.00	217,443	1.00	217,443
30000116	Electrician	77,501	83,678	10.00	830,606	10.00	833,695	10.00	833,695
30000121	Electrician/Instrument Technician	78,832	85,072	4.00	340,288	4.00	340,288	4.00	340,288
30000401	Electronic Systems Technician	61,589	78,520	4.00	259,846	4.00	272,320	4.00	272,320
30003047	Engineer III	80,205	140,338	19.00	2,182,683	19.00	2,282,882	19.00	2,282,882
30003048	Engineer, Chief	111,696	189,842	1.00	171,766	1.00	171,766	1.00	171,766
30000365	Engineer-Civil	94,619	114,982	31.00	3,281,269	33.00	3,638,061	33.00	3,638,061
30000366	Engineer-Electrical	94,619	114,982	3.00	344,947	3.00	344,947	3.00	344,947
30000367	Engineer-Geotechnical	94,619	114,982	2.00	219,274	2.00	223,607	2.00	223,607
30000368	Engineer-Mechanical	94,619	114,982	1.00	114,982	1.00	114,982	1.00	114,982
30000369	Engineer-Structural	94,619	114,982	0.00	0	1.00	109,491	1.00	109,491
30000358	Engineering Associate, Sr-Civil	81,827	104,291	17.00	1,535,707	17.00	1,588,421	17.00	1,588,421
30000353	Engineering Associate-Civil	67,226	90,106	11.00	829,005	11.00	854,033	11.00	854,033
30000354	Engineering Associate-Electrical	67,226	90,106	0.00	0	1.00	77,854	1.00	77,854
30003050	Engineering Manager	92,851	162,490	4.00	536,857	4.00	556,360	4.00	556,360
30003051	Engineering Supervisor	91,728	152,277	13.00	1,666,306	13.00	1,672,173	13.00	1,672,173
30000324	Engineering Technician I	44,221	59,259	1.00	45,612	1.00	49,515	1.00	49,515
30000325	Engineering Technician II	59,259	75,608	26.00	1,795,890	28.00	1,975,772	28.00	1,975,772
30000326	Engineering Technician III	71,968	91,915	12.00	991,167	12.00	1,015,653	12.00	1,015,653
30000459	Environmental Policy Analyst	74,090	98,904	1.00	94,619	1.00	98,076	1.00	98,076
30000662	Environmental Program Coordinator	70,533	94,058	8.00	628,644	8.00	680,637	8.00	680,637
30000339	Environmental Specialist-Generalist	71,968	91,915	31.90	2,668,215	31.00	2,715,530	31.00	2,715,530
30003052	Environmental Supervisor	69,805	126,318	9.00	937,396	9.00	937,396	9.00	937,396

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000337	Environmental Technician I	44,221	59,259	7.00	301,070	7.00	343,216	7.00	343,216
30000338	Environmental Technician II	59,259	75,608	30.00	2,018,998	30.00	2,068,757	30.00	2,068,757
30002037	Field Science Specialist	71,968	91,915	6.00	505,445	6.00	519,712	6.00	519,712
30002038	Field Science Technician	59,259	75,608	3.00	196,652	5.00	342,163	5.00	342,163
30003054	Financial Analyst I	53,290	98,800	1.00	42,609	1.00	42,609	1.00	42,609
30003055	Financial Analyst II	63,336	105,373	1.00	53,084	1.00	86,507	1.00	86,507
30003056	Financial Analyst III	69,805	126,318	3.00	336,087	3.00	336,087	3.00	336,087
30000341	GIS Technician I	44,221	59,259	1.00	31,658	1.00	47,467	1.00	47,467
30000342	GIS Technician II	59,259	75,608	2.00	151,216	2.00	151,216	2.00	151,216
30000343	GIS Technician III	71,968	91,915	4.00	351,354	5.00	434,637	5.00	434,637
30000373	Graphics Designer III	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30000340	Hydrogeologist	81,598	104,104	1.00	104,104	1.00	104,104	1.00	104,104
30000126	Industrial Machinist	60,715	71,760	1.00	71,760	1.00	71,760	1.00	71,760
30000157	Industrial Maintenance Millwright	60,715	71,760	29.00	2,057,290	31.00	2,208,189	31.00	2,208,189
30000114	Industrial Painter	61,131	68,370	1.00	70,637	1.00	70,637	1.00	70,637
30000218	Inf Syst Analyst, Principal-Gen	87,797	116,938	1.00	116,938	0.00	0	0.00	0
30000880	Inf Syst Analyst, Principal-GIS,Vertical	87,797	116,938	1.00	116,938	0.00	0	0.00	0
30000239	Instrument Technician	77,501	83,678	12.00	1,004,141	12.00	1,004,141	12.00	1,004,141
30003233	Instrument Technician, Apprentice	53,955	85,426	1.00	53,955	1.00	56,202	1.00	56,202
30002505	Laboratory Analyst II-CL	54,538	72,010	6.00	414,586	6.00	418,413	6.00	418,413
30002506	Laboratory Analytical Specialist-CL	60,965	80,954	6.00	465,733	6.00	469,082	6.00	469,082
30002507	Laboratory Coordinator-CL	63,274	89,274	3.00	233,192	3.00	261,560	3.00	261,560
30003074	Laboratory Manager	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30000313	Landscape Architect	71,968	91,915	4.00	340,812	4.00	351,620	4.00	351,620
30003081	Manager I	80,205	140,338	8.00	909,731	8.00	909,731	8.00	909,731
30003082	Manager II	92,851	162,490	10.00	1,282,673	10.00	1,282,673	10.00	1,282,673
30003083	Manager III	111,696	189,842	4.00	601,078	4.00	601,078	4.00	601,078
30003084	Mapping & GIS Supervisor	69,805	126,318	1.00	89,190	1.00	89,190	1.00	89,190
30000345	Materials Testing Technician II	59,259	75,608	4.00	288,954	4.00	288,954	4.00	288,954
30000346	Materials Testing Technician III	71,968	91,915	2.00	171,652	2.00	175,554	2.00	175,554
30000012	Office Support Specialist II	37,461	53,789	5.00	246,940	5.00	257,940	5.00	257,940
30000013	Office Support Specialist III	47,902	63,482	5.00	307,070	5.00	311,480	5.00	311,480
30000390	Planner II. City-Water Resources	79,518	92,040	3.00	217,779	3.00	263,936	3.00	263,936
30000398	Planner, Sr City-Water Resources	85,488	98,925	2.00	161,791	2.00	191,428	2.00	191,428
30003090	Planner, Supervising	80,205	140,338	1.00	108,139	1.00	108,139	1.00	108,139
30003096	Public Information Manager	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30003097	Public Information Officer	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30000228	Public Works Inspector	67,558	77,210	16.00	1,215,718	16.00	1,227,149	16.00	1,227,149
30000229	Public Works Inspector, Sr	73,278	86,341	13.00	1,122,430	13.00	1,122,430	13.00	1,122,430
30000828	Records Specialist	47,902	63,482	1.00	63,482	1.00	63,482	1.00	63,482
30003099	Risk Specialist I	53,290	98,800	2.00	137,031	2.00	158,321	2.00	158,321
30003100	Risk Specialist II	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003102	Statistician	69,805	126,318	1.00	98,904	1.00	98,904	1.00	98,904
30002484	Storekeeper/Acquisition Specialist II-CL	50,398	61,651	3.00	175,613	3.00	184,954	3.00	184,954
30002485	Storekeepr/Acquisition Specialist III-CL	56,950	70,782	1.00	70,782	1.00	70,782	1.00	70,782
30003103	Supervisor I - E	63,336	105,373	3.00	274,643	4.00	358,997	4.00	358,997
30003104	Supervisor II	69,805	126,318	12.00	1,183,424	12.00	1,210,988	12.00	1,210,988
30000163	Wastewater Operations Specialist	68,952	80,371	4.00	312,544	4.00	319,464	4.00	319,464
30000161	Wastewater Operator II	57,574	71,760	41.00	2,827,678	41.00	2,878,446	41.00	2,878,446
30000159	Wastewater Operator, Trainee	44,470	51,709	0.00	0	1.00	50,835	1.00	50,835

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
TOTAL FULL-TIME POSITIONS				589.90	50,465,022	608.00	52,814,038	608.00	52,814,038
30000339	Environmental Specialist-Generalist	71,968	91,915	1.00	81,942	1.90	165,575	1.90	165,575
TOTAL PART-TIME POSITIONS				1.00	81,942	1.90	165,575	1.90	165,575
30003007	Analyst II	63,336	105,373	1.00	84,354	0.00	0	0.00	0
30003008	Analyst III	69,805	126,318	1.00	90,003	1.00	90,003	1.00	90,003
30000339	Environmental Specialist-Generalist	71,968	91,915	0.90	82,724	0.90	82,724	0.90	82,724
TOTAL LIMITED TERM POSITIONS				2.90	257,081	1.90	172,727	1.90	172,727
GRAND TOTAL				593.80	50,804,045	611.80	53,152,340	611.80	53,152,340

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.

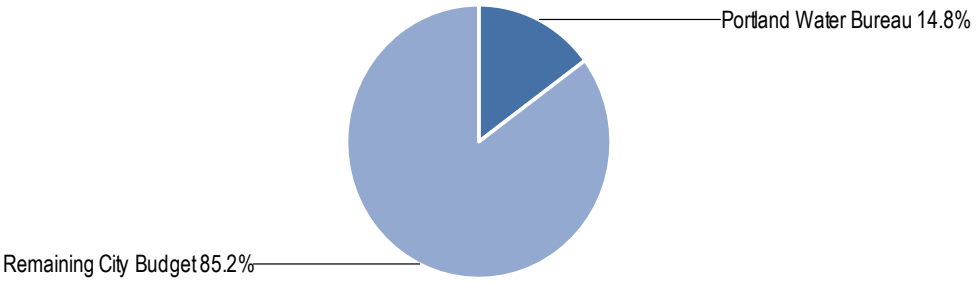
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	348,913,874	0	348,913,874	611.80	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	445,198	0	445,198	0.00	Technical Adjustment
	0	8,572	8,572	0.00	IA with BDS: Development Review Strategic Plan
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	445,198	**8,572**	**453,770**	**0.00**	**Total FY 2019-20 Decision Packages**
			349,367,644	**611.80**	**Total Adopted Budget**

Portland Water Bureau

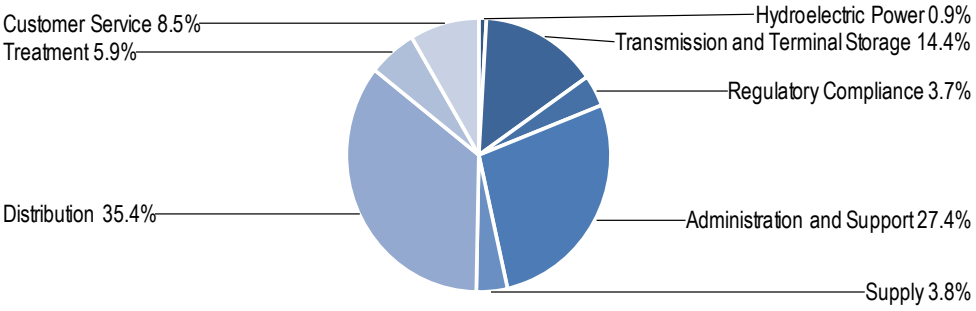
Public Utilities Service Area

Nick Fish, Commissioner-in-Charge
Michael Stuhr, Administrator

Percent of City Budget

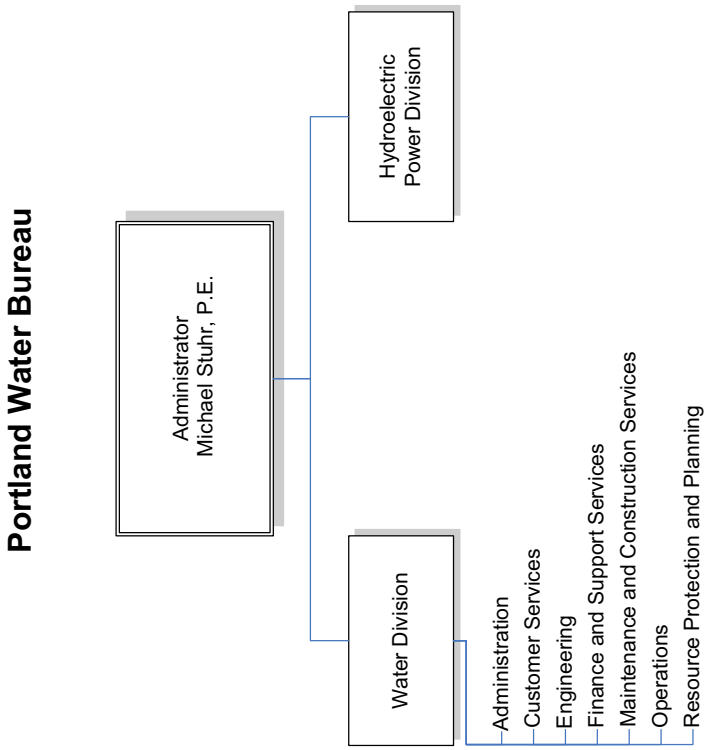


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	665,624,531	688,334,089	22,709,558	3.41
Capital	91,751,665	143,036,690	51,285,025	55.90
Total Requirements	**757,376,196**	**831,370,779**	**73,994,583**	**9.77**
Authorized Positions	614.85	616.25	1.40	0.23


Portland Water Bureau
Administrator
Michael Stuhr, P.E.
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 Guiding Statements of the Portland Water Bureau (Water Bureau or PWB) include:

Mission: We serve excellent water every minute of every day.

Vision: The water our community loves is safe and abundant for generations to come.

Equity: We commit to the difficult and essential work of transforming Water Bureau policies, practices, and culture to better serve people in marginalized communities. We work to reduce systemic inequality and its impacts on our employees and the people we serve.

Values:

- Honor our responsibility;
- Serve our community;
- Work well;
- Use money wisely and;
- Build relationships.

Bureau Overview

The 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. Nearly one million people, almost one-quarter of the state's population, are served from the Bull Run/Columbia South Shore Water Systems. Retail customers use about 60% of the water sold, and wholesale customers use the remaining 40%. Portland has wholesale contracts with 19 water purveyors, including cities, water districts, private water companies, and a people's utility district. Retail water sales account for approximately 90% of water sales revenue; wholesale makes up approximately 10% of revenues.

The Water Division is organized around 22 water programs that encompass all of the division's work. See Program Offers for more information.

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.

Strategic Direction

In August 2017, the bureau began a two-year project to develop a Strategic Business Plan. The primary purpose of the project is to develop a five-year plan that articulates the bureau's current vision, mission, and values; describes critical organizational risks; creates a framework of core strategic areas and risk-mitigation strategies; and provides a road map for turning critical organizational risks into management opportunities through strategies that inform bureau programming, budgeting, and planning.

The plan is currently in the final phase of development, with mitigation strategies being developed to address identified risks. The current timeline anticipates the plan to be finalized in summer of 2019, with the completed plan being used in the FY 2020-21 budget process.

Budget Direction

The FY 2019-20 budget includes a combined water, sewer, and stormwater bill increase of 4.50%, meeting the guidance for a combined bill increase of no greater than 4.53% and a budget that reflects good value at a fair price. The bureau was also directed to continue to look for ways to deliver utility services in a cost-effective manner while prioritizing investments in high-need areas, prioritize outreach about the expanded financial assistance program and ensure resources are dedicated to full implementation of a bureau-wide strategic plan and prioritize equity initiatives.

Forecast Retail Water Demand

Retail water sales for FY 2018-19 and FY 2019-20 are forecast at 25.1 million centum cubic feet (ccf) and are expected to meet the forecast (one ccf is one hundred cubic feet of water; one ccf = 748 gallons). 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 Water Bureau system costs are considered fixed in the short term. This is similar to most water utilities in the United States. The FY 2019-20 retail water rate increase is 7.4%. The rate forecast for the next four years remains at 7.4% each year.

Water Division Budget

The Water Division's operating budget is $147.5 million, including $38.8 million for the Portland Building renovation. The CIP budget is $143.0 million. This budget supports the division's operating expenditures required to maintain, operate, support, and manage the water system, and also supports the expenditures for the bureau's capital work. The division's budget includes 614.0 FTE. The Adopted Budget includes $1.1 million to be provided by the General Fund to fulfill the City's obligations and commitments for Mt. Tabor Preservation.

Hydroelectric Power Division Budget

The Hydroelectric Power Division's operating budget is $2.7 million. 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.

Major Issues

Financial Assistance Program

The bureau offers one of the most extensive financial assistance programs of all water utilities in the United States. The bureau's low-income services include a tiered bill discount, flexible bill pay, interest-free payment plans, crisis vouchers, multi-family emergency rental and crisis assistance, fixture repair and replacement services, the utility safety net program, water rebates and conservation kits and technical assistance for commercial customers wanting to use water efficiently. In FY 2018-19, the low-income program was expanded to include the creation of a low-income services team, increased crisis vouchers from $150 to $500, expanded the bureau's income guidelines to maximize the number of qualifying customers, increased bill discounts for extremely low-income customers, and the provision of crisis assistance to multi-family low income customers.

Equity Plan

In coordination with the Citywide Racial Equity Goals and Strategies, the bureau has adopted a five-year Racial Equity Plan that identifies the bureau's approach to operationalize the City's broader goals and strategies, while also articulating goals and strategies unique to the bureau. The bureau has hired an Equity Manager to support a more expeditious implementation of the bureau's plan. The current equity plan is also a component of the Strategic Business Plan project.

Summary of Budget Decisions

Mount Tabor Preservation

Resolution No. 37146 was adopted by City Council on July 15, 2015 directing the bureau and other City agencies as necessary to work with the Mt. Tabor Neighborhood Association (MTNA) to prioritize maintenance, repair, and preservation work identified in the 2009 Mt. Tabor Reservoirs Historic Structures Report totaling $4.0 million over a four-year period. As part of the Land Use Review approval process to disconnect the Mt. Tabor Reservoirs, the bureau is required to develop and implement an interpretive program that tells the history of the Mt. Tabor Reservoirs and the City's water system. The bureau began work on the project in FY 2016-17, and therefore, FY 2019-20 represents the fourth year of the project.

The bureau's budget includes $1.1 million funded by the General Fund to fulfill the City's obligations and commitments. The interpretive program will be funded by the bureau.

Interagency Agreement for a Citywide Development Review Strategic Plan

Along with funding from six other bureaus, PWB's Adopted Budget includes $8,572 for an interagency agreement with the Bureau of Development to hire a consultant to develop a Citywide Development Review Strategic Plan. The goal of this relatively modest expenditure is to improve coordination, transparency, and decision-making processes between the bureaus involved in development review.

Capital Budget

Capital Summary

CIP Highlights

The Water Bureau's five-year FY 2019-24 Capital Improvement Plan (CIP) includes approximately $632 million in water system investment needs. The CIP budget is $143 million for FY 2019-20. The primary drivers of the bureau's capital work are ensuring the reliable functioning of the drinking water system, achieving compliance with federal and state drinking water regulations, improving the resilience of the water system, replacing assets that are at the end of their useful lives, and supporting the City's renewed growth and development.

The largest investments for the CIP are for the Distribution Program, which makes up about 43% of the total. The single largest project in the Distribution Program is a seismically strengthened pipe to be installed under the Willamette River, reinforcing the vital link between the east side water supply and west side homes and businesses, including some of the bureau's largest wholesale customers.

The Treatment Program makes up 29% of the five-year total, the program includes two major projects to improve water quality and to comply with regulatory requirements. The Portland City Council directed the bureau to comply with the Oregon Health Authority's order to treat drinking water from the Bull Run Watershed for *Cryptosporidium* with a filtration treatment facility. The other major initiative is corrosion control improvements to better comply with the Lead and Copper Rule. The combined total of both projects is currently estimated to be about $520 million. About $185 million is included in this five-year CIP.

The Transmission and Terminal Storage Program represents about 22% of the CIP. The largest project in this program is the Washington Park Reservoir 3 Project to construct a seismically resilient water storage reservoir. This major project is part of the bureau's compliance with the Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule) as well as the bureau's long-term plan for seismic resilience. About $101 million of the $205 million total project cost is reflected in this five-year CIP.

The Support Program is approximately 3% of the total five-year CIP and includes funding for the master planning of capital projects.

The Supply Program makes up approximately 2% of the FY 2019-24 CIP. The program includes approximately $3 million in improvements to roads that transport staff, supplies, and equipment into and out of the Bull Run Watershed. Other projects include improving or replacing equipment such as the Dam 1 needle valves and Howell-Bunger valve improvements.

The Regulatory Compliance and Customer Service Programs make up the remaining approximately 1%, with ongoing program commitments for habitat conservation as part of compliance with federal regulations and citywide emergency management, respectively.

Major Issues

The bureau's focus for the upcoming five-year period continues to be complying with all water quality and environmental regulations, maintaining critical infrastructure, improving system reliability and resilience, and responsiveness to change and growth in the city. Compliance with water-quality regulations is one of the bureau's key commitments. In August 2017, Portland City Council voted to build a water filtration treatment facility to meet the treatment requirements for *Cryptosporidium*. On December 18, 2017, the Portland Water Bureau entered into a Bilateral Compliance Agreement with Oregon Health Authority (OHA) that establishes a schedule to have filtration operational no later than September 30, 2027.

On March 1, 2017, Portland City Council authorized the Portland Water Bureau to begin a Corrosion Control Treatment Pilot. This is the first step to implementation of improved corrosion control treatment to further limit the leaching of lead from household plumbing and fixtures. Treatment improvements are to be implemented by April 30, 2022 and are expected to cost up to $20 million.

Improving system resilience includes improving essential system elements to withstand and recover from natural hazards, such as earthquakes, floods, and landslides. The City of Portland is following the guidance of the statewide Oregon Resilience Plan in strengthening its water and sewer systems against earthquakes.

The bureau also collaborates with other bureaus and developers to accommodate change and growth in the city. The CIP program includes several major and many small mains projects that accommodate other utilities or support development projects.

Changes from Prior Year

The FY 2019-20 Five Year CIP is approximately $632 million, up from about $596 million in FY 2018-19, a difference of $36 million for the five-year period. Part of the increase is the result of the construction cost of the Willamette River Crossing project. Total project cost increased $33 million to a revised total of $90 million. The increase is also due to $57 million of planned work for the Bull Run Filtration Project that moved into the five-year period.

Offsetting some of the increase is a reduction to the amount of rehabilitation work planned for conduits. Detailed conduit condition assessment revealed better overall condition of the pipelines than previously estimated. PWB's contribution for the Portland Building renovation was removed from the capital plan and is now included in the operating budget.

This budget request introduces about $16 million in new major project appropriations:

- Three projects support other City bureau projects with water main relocation work.
- Five PWB sponsored water main distribution projects are also included, most notably the $8.7 million SE 1st Ave water main.
- Design work will begin for a new Greenleaf Tank 3 ($3.1 million).
- Two other projects will replace roofs at groundwater and headworks facilities.

These new projects reduce the bureau's risk exposure, provide emergency backup supply, improve operations, replace aging system elements, and support compliance with water quality regulations.

Council Goals and Priorities

The City's 2035 Comprehensive Plan was finalized in 2018. The plan includes a guiding framework for strategic growth and improvements. Major goals and policies include providing infrastructure to support healthy Portlanders, accessible neighborhoods with transportation options, and public safety. The bureau supports these goals through its mission of "serving excellent water every minute of every day" and its vision of "water our community loves that is safe and abundant for generations to come."

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, or ensuring emergency preparedness. The Water Bureau selects projects for inclusion in the budget based on these criteria as well as the results of a benefit-cost analysis and consideration of rate increases, the opportunities to share costs with interagency partners, opportunities for revenue, 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. The Water Bureau uses industry best 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. Water Bureau 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 a risk assessment, which weighs proposed solutions and identifies benefits, followed by a benefit-cost analysis. The Water Bureau selects and ranks capital projects with consideration for the magnitude and necessity of the project.

Each year, the Water Bureau engages the public in developing its budget. The Portland Utility Board (PUB) meets monthly throughout the year to oversee financial plans, capital improvements, annual budget development, and rate-setting for the City's water, sewer and stormwater services. The PUB also reviews key bureau plans, initiatives, and processes, such as preparations for seismic resilience and efforts to expand the Financial Assistance Expansion Program.

The nonprofit Citizens' Utility Board (CUB), attends the monthly PUB meetings as well. The mission of CUB is to "represent the interests of ...residential utility customers." CUB's Advocacy Director reviews bureau materials, including financial reports, the requested budget, and project planning documents. The CUB provides evaluations and recommendations directed to Portland City Council, Water Bureau leadership, and the City Budget Office.

The City seeks additional input from the public during the Citywide budget process. The budget process includes City Council work sessions on the budget, a rate hearing, and postings on the bureau website and social media channels. Members of the public are invited to provide comments on the bureau's presentations.

City Comprehensive Plan

The 2035 Comprehensive Plan includes standards for maintaining and developing Portland's water system resources to ensure reliability, resilience, adequacy of supply, and water quality. The Comprehensive Plan includes five integrated guidelines for economic prosperity, human health, environmental health, resilience, and equity.

The Water Bureau supports Comprehensive Plan goals and policies in its capital program and operations. The bureau's CIP program supports Comprehensive Plan goals and policies 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 planned and emergency repairs, new services, replacement of aging assets, and improved or backup services to ensure the long-term expansion of neighborhoods and business centers. Serving excellent water is the bureau's mission and a key part of the capital program. The reliable delivery of clean water that exceeds regulatory standards is integral to all bureau programs and projects. Hydrant placement for fighting fires is also evaluated as part of capital project development.

Many of the bureau's capital projects support environmental health. The Water Bureau's Bull Run Habitat Conservation Plan includes habitat improvement projects for endangered species affected by water supply operations. Renovations and new construction projects for occupied work spaces incorporate sustainability goals where feasible. Operational changes made through the bureau's Asset Management Program include reducing the use of energy.

Building in system resilience is a bureau value to make the water system stronger, more flexible, and better prepared for challenges ahead. The Asset Management Program regularly evaluates assets at risk from natural or human-caused events and recommends methods to reduce risk and improve resilience. The Washington Park Reservoir Project includes extensive measures to strengthen the underground tank against movement from earthquakes and landslides. Another major project, the Willamette River Crossing, is being designed to ensure the flow of water to Portland's west side, should other pipes fail in a large earthquake. The projects funded in this budget reduce the bureau's exposure to risks.

Financial Forecast Overview

Bureau staff has calculated the projected water rates for the five-year financial forecast based on the CIP, the operating budgets, and other factors affecting rates, such as projected demand estimates, inflation factors, and other economic factors such as interest rates.

Retail Rate Impact

The forecasted retail water rate increase is 7.4% for each year of the plan. The required revenue is based on total costs that are expected to be recovered from water sales, regardless of source. 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 and after deducting all other revenue sources.

Capital Financing

The CIP is an integral element in the development of the Water Bureau's financial plan because the size of the CIP has a significant effect on water rates. The mix of projects in the CIP is also important. Projects related to supply and transmission enhancements serve wholesale and retail customers alike. 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. Capital investments in the water system are funded through the Water Construction Fund (WCF) which is financed from three major sources: net proceeds from revenue bond sales, transfers from the Water Fund (primarily water sales revenues), and construction fund revenues (system development charges, direct capital reimbursements, and interest earnings). These monies also fund indirect capital cost, such as overhead and interest, as well as direct project costs. Capital revenues provide approximately $63 million across the five years. Cash-financed capital funding from rate revenues provide approximately $190 million across the five years. Approximately 33% of capital requirements for this five-year CIP is funded with current resources; the balance will come from bond proceeds. The balance between debt and cash financing affects the debt service coverage targets, as do bond terms and structures.

Debt Financing

Pursuant to the City Charter, state statutory authority, and City Council approval, the Water Bureau 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. The Water Bureau plans to issue revenue bonds on average every 12 months through FY 2027-28. About $144 million in revenue bonds are next scheduled for sale in August 2019. Proceeds totaling $542 million are to be used to fund capital costs in the five-year period.

Construction Fund Revenues

The Water Bureau'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 ($7.8 million projected for FY 2019-20), system development charges ($3.5 million projected in FY 2019-20), and interagency capital revenues ($1.9 million projected for FY 2019-20).

Cash and Water Sales Financing

The Water Bureau has two debt service coverage planning standards for rate setting. The Water Bureau's target minimum debt service coverage ratio is 1.90 on first-lien bonds. The planned debt service coverage ratio on combined first- and second- lien stabilized bonds is 1.75 stabilized net revenue. In managing the second-lien stabilized test, the Water Bureau employs a Rate Stabilization Account that also serves the dual purpose of a rainy day fund. Managing these two ratios together reflects the Water Bureau's strategy to optimize its capital financing strategies, thus maximizing its existing resources.

Asset Management and Replacement Plan

The Asset Management Program supports the bureau's goals to ensure the longest possible useful asset life as well as the most cost-effective replacement strategies. Using engineering, economics, and business expertise, asset managers identify the most cost-effective way to maintain, repair, and replace assets. The bureau's asset values, updated in 2019, are currently valued at approximately $9.9 billion, with about 93% in fair, good, or very good condition.

The bureau tracks its high risk assets and for FY 2017-18, has addressed 63 percent of them, and has plans to address another 23 percent. The bureau has implemented a monitoring and management program for the remainder of the assets. The bureau's 23 separate asset management plans include strategies for proactively managing asset risk. Strategies currently implemented have improved asset operations and reduced the City's risk exposure.

Capital Programs and Projects

Capital Program Descriptions

The bureau has seven capital programs: Customer Service, Distribution, Regulatory Compliance, Supply, Support, Transmission and Terminal Storage, and Treatment.

Customer Service provides customer contact, billing and collection, water efficiency, low-income assistance, and services for facilities and grounds, including the security function. This program improves security and emergency preparedness for water system assets.

The Distribution Program provides water to customers through 2,260 miles of distribution mains and related facilities, ensuring the reliability and expansion of the piping, pumping, and storage network. This program also provides for the relocation of, and adjustments to, water pipes and facilities to accommodate transportation and other public-agency projects. Projects in this program include repairs, replacement, or rehabilitation of several system elements, from pump stations and tanks to the mains that serve them. Several of the major projects will reduce risks such as pipe failures, which can cause water damage to highways, neighborhoods, railroads, or tank failures that can result in outages. Other projects require water line relocation to accommodate projects such as new or redeveloped properties or the replacement of neighborhood sewer lines.

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 (CSSWF).

The Supply Program focuses on maintaining the reliability of the water supply. The program includes both the Bull Run Watershed and the CSSWF.

The Support Program includes ongoing bureau work such as administration, finance, data management, asset management and project planning, property management, public involvement, and human resources.

The Transmission and Terminal Storage Program provides for the repair, rehabilitation, and replacement of these transmission system assets, including the large conduits, transmission mains, and the large terminal reservoirs at Powell Butte and Kelly Butte, and Washington Park.

The Treatment Program provides for meeting or exceeding federal and state requirements for a public water system utilizing a surface water source and a groundwater source through the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring.

Funding Sources

Capital investments in the water system are funded from three major sources: net proceeds from revenue bond sales, transfers from the Water Fund (primarily water sales revenues), and construction fund revenues (system development charges, direct capital reimbursements, and interest earnings). 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 $5 million for Operations and Maintenance (O&M) and studies in FY 2019-20. The total amount budgeted for O&M and studies over the five years is about $24 million. As an operating cost, these are 100% cash-financed, usually from water sales.

Major Projects

Beginning in FY 2019-20, the five-year CIP includes funding in Customer Service to replace and enhance security technology and complete minor improvements to non-operating facilities.

The major Distribution Program projects address needs to improve system reliability, strengthen elements for a seismic event, and replace aging assets. The largest FY 2019-20 project is to install a seismically resilient pipe crossing of the Willamette River ($90 million). Another significant project is replacement of the Fulton Pump Main ($5.1 million) which will reduce the risk of a pipeline failure that could damage Interstate 5. Planning individual seismic improvements to the distribution backbone system will start in FY 2022-23.

Funding for the Regulatory Compliance Program includes $4.0 million to continue to meet the ongoing environmental regulatory compliance projects described in the Bull Run Watershed Habitat Conservation Plan.

Major Supply Program projects for the Bull Run Watershed include road-repair projects to improve safety for segments of the primary access and primary backup roads to key water supply facilities ($3.8 million) and replacing obsolete equipment like the Dam 1 Needle Valves ($2.0 million). In the Columbia South Shore Well Field, well pump and motor replacements will continue to maintain the reliability of the groundwater supply. The five-year CIP does not include a major expansion of the well field beyond the current capacity.

The Support Program includes funding each year for master planning for capital projects.

The Transmission and Terminal Storage Program has included some of the bureau's largest projects to ensure system reliability and compliance with regulations. The largest, the Washington Park Reservoir Project ($101 million remaining) achieves compliance with the LT2 rule and ensures that the west side of Portland will have seismically reinforced, reliable water storage for future generations. The coming five-year period also includes projects to inspect and restore the largest system pipes - the conduits. Repair of the Powell Butte 1 Roof ($5.9 million) is also planned.

The Treatment Program includes two predominant major projects previously mentioned, the Bull Run Filtration and separate improvements to further inhibit the corrosiveness of the Bull Run supply. The CIP includes over $185 million between the two projects, but most of the filtration expenditures are planned for the five years after FY 2022-23.

Net Operating and Maintenance Costs

Bureau project planners estimate operating and maintenance (O&M) costs 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 typically a greater percentage than labor or efficiency savings.

Much of the CIP is dedicated to repair, replacement, or rehabilitation of pipes and other system elements used to deliver water to customers. These long-life passive assets, typically buried and not visible, do not require much in the way of regular O&M. Due to the large number of these assets, completed renewal projects may result in only a nominal net change in O&M costs because the maintenance cost for these elements 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.

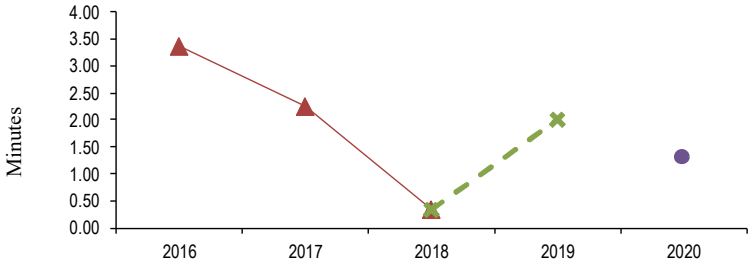
For infrastructure such as pump stations, O&M may increase if additional facilities are constructed or capacity is added. When new facilities are built, like filtration, the O&M cost can affect water rates and would be included in the forecast. Most improvements are to reconstruct existing facilities, and the net change in O&M expense is insignificant. The new treatment process improvements will significantly alter O&M cost starting with the first full year of operation. With operation beginning in spring 2022, the corrosion improvements could add $1.4 million in additional expense. Bull Run Filtration is estimated to add more than $5 million in operating cost and will impact the budget after FY 2026-27.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Average minutes that customers are on hold before speaking to a customer service representative	2.26	0.33	2.00	1.30	2.00
Percentage of identified high risk assets addressed	54%	63%	80%	80%	80%
Percentage of customer inquiries or requests responded to within five business days	99%	98%	95%	99%	100%
Percentage of calls answered within 60 seconds	51%	83%	80%	80%	100%
Percentage of projects forecast to be completed within three months of planned date	66%	78%	80%	80%	80%
Percentage of customer payment transactions made through preferred methods	57%	63%	50%	55%	100%
OUTPUT					
Amount of power sold to Portland General Electric in megawatt hours	103,750	81,512	84,800	66,000	84,800
Number of violations of state and federal environmental regulations	0	0	0	0	0
Capacity of new renewable energy sources, kilowatts	400	400	400	400	400
Number of violations of state and federal drinking water quality regulations	0	0	0	0	0
Bureau's annual carbon emissions in metric tons of CO2	9,900	12,169	14,008	14,000	14,000
Debt service coverage at 1.90 on first lien bonds	3.02	3.22	1.90	1.90	1.90
Debt service coverage at 1.75 on both first and second lien bonds	1.91	1.99	1.75	1.75	1.75
Amount of transfer of hydropower profits to General Fund	$0	$0	$0	$0	$0
Percentage of budgeted Capital Improvement Plan expended	87%	93%	100%	100%	100%
Maintain water revenue bond AAA credit rating	100%	100%	100%	100%	100%
Percentage of city's water supply provided by Bull Run watershed under normal operating conditions	92%	98%	95%	95%	100%

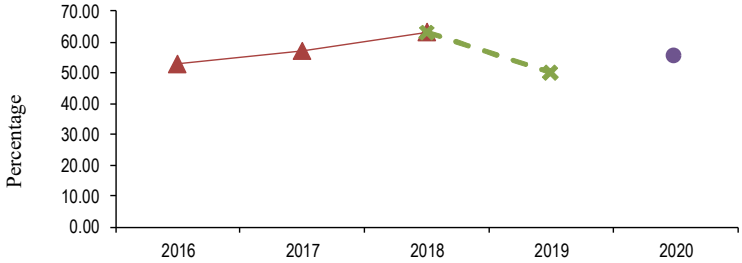
Average Time that Customers are on Hold

In FY 2018-19 the average hold time was 25 seconds based on actuals through April and estimated for May and June compared to a target of less than 2:00 minutes. The goal for FY 2019-20 is 1:30 minutes or less.



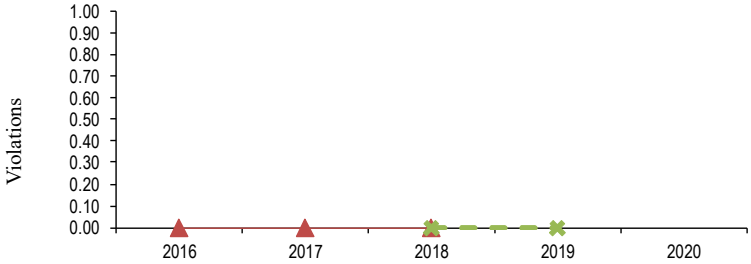
Percentage of Customer Payment Transactions Made Through Preferred Methods

The FY 2018-19 results based on actuals through April and estimated for May and June is 65% for customers that paid through preferred methods, compared to a target of 50%. The goal for FY 2019-20 is 55%.



Number of Violations of State and Federal Drinking Water Quality Regulations

The bureau's goal is to have zero violations per year.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	174,934,870	193,224,222	193,905,167	207,077,493	207,077,493
Intergovernmental	551,743	524,579	611,244	526,000	526,000
Bond & Note	183,389,824	0	91,680,000	144,185,000	144,185,000
Miscellaneous	5,378,188	7,449,248	5,920,767	7,967,146	7,967,146
Total External Revenues	**364,254,625**	**201,198,049**	**292,117,178**	**359,755,639**	**359,755,639**
Internal Revenues					
Fund Transfers - Revenue	160,842,044	185,202,930	229,176,183	302,340,295	302,340,295
Interagency Revenue	3,007,879	4,101,121	3,660,629	3,840,560	3,840,560
Total Internal Revenues	**163,849,923**	**189,304,050**	**232,836,812**	**306,180,855**	**306,180,855**
Beginning Fund Balance	196,351,717	257,630,040	232,422,206	165,434,285	165,434,285
Total Resources	**$724,456,265**	**$648,132,140**	**$757,376,196**	**$831,370,779**	**$831,370,779**
Requirements					
Bureau Expenditures					
Personnel Services	62,689,818	64,345,261	76,484,076	82,748,172	82,748,172
External Materials and Services	29,471,213	46,879,400	41,909,589	44,832,984	42,532,984
Internal Materials and Services	20,216,171	21,573,502	22,797,306	22,253,600	22,253,600
Capital Outlay	33,545,590	37,182,300	55,120,979	143,393,803	145,693,803
Total Bureau Expenditures	**145,922,792**	**169,980,463**	**196,311,950**	**293,228,559**	**293,228,559**
Fund Expenditures					
Debt Service	154,755,847	59,348,307	62,557,700	66,826,344	66,826,344
Contingency	0	0	139,429,309	108,856,449	108,856,449
Fund Transfers - Expense	166,147,586	187,045,590	229,875,874	301,323,720	301,323,720
Debt Service Reserves	0	0	36,218,013	39,943,010	39,943,010
Total Fund Expenditures	**320,903,433**	**246,393,897**	**468,080,896**	**516,949,523**	**516,949,523**
Ending Fund Balance	257,630,040	231,757,778	92,983,350	21,192,697	21,192,697
Total Requirements	**$724,456,265**	**$648,132,138**	**$757,376,196**	**$831,370,779**	**$831,370,779**
Programs					
Administration & Support	15,828,098	17,910,600	38,732,285	80,386,794	80,381,494
Customer Service	19,362,808	21,072,948	23,598,282	24,797,987	24,803,287
Distribution	58,893,747	59,868,887	62,197,839	103,693,329	103,693,329
HR Corporate Services	349	0	0	0	0
Hydroelectric Power	742,289	11,199,807	2,889,938	2,667,677	2,667,677
Regulatory Compliance	8,743,923	8,519,452	10,615,226	10,896,111	10,896,111
Supply	9,661,034	8,709,524	10,029,865	11,147,922	11,147,922
Transmission & Terminal Storage	29,423,669	38,157,671	37,577,761	42,317,448	42,317,448
Treatment	3,266,875	4,541,574	10,670,754	17,321,291	17,321,291
Total Programs	**$145,922,792**	**$169,980,463**	**$196,311,950**	**$293,228,559**	**$293,228,559**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Customer Service								
Security and Emergency Mgt	0	100,000	100,000	100,000	100,000	100,000	100,000	500,000
Total Customer Service	**0**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**
Distribution								
Council Crest Tank Roof	477,780	1,600,000	10,000	0	0	0	0	10,000
Distribution Mains	0	9,811,000	14,428,600	13,235,675	15,990,260	21,672,350	23,411,850	88,738,735
Field Support	0	4,130,000	4,274,550	4,274,550	4,274,550	4,274,550	4,274,550	21,372,750
Fountains	0	0	100,000	100,000	100,000	100,000	100,000	500,000
Fulton Pump Mains Replacement	68,346	570,000	560,000	259,000	3,540,000	105,000	0	4,464,000
Greenleaf Tank 3	0	0	30,000	60,000	320,000	345,000	555,000	1,310,000
Headworks Screenhouse 3 Roof Replacement	0	0	0	0	0	0	0	0
Hydrants	0	1,450,000	1,800,750	1,800,000	1,800,000	1,800,000	1,800,000	9,000,750
IA - N Rivergate Blvd Bridge Transport	6,295	0	490,000	0	0	0	0	490,000
IA - SW Capitol Hwy fr Garden Home Rd S	41,187	0	1,772,500	0	0	0	0	1,772,500
Meters	0	1,030,000	1,066,050	1,066,050	1,066,050	1,066,050	1,066,050	5,330,250
N Jantzen Ave west of Pavilion	210,294	80,000	1,081,000	0	0	0	0	1,081,000
NE 47th Ave and Columbia Blvd LID	77,409	89,000	580,000	0	0	0	0	580,000
NE 49th and Roselawn	44,356	101,000	130,000	646,000	0	0	0	776,000
NE Morris St from 123rd Ave to 127th Ave	6,742	0	365,000	0	0	0	0	365,000
NE Skidmore from 23rd to 27th Aves	6,317	0	410,000	5,000	0	0	0	415,000
Outer Powell Transportation Safety	184,145	1,749,000	569,000	55,000	0	0	0	624,000
Penridge Mains	164,385	260,400	1,630,000	464,000	0	0	0	2,094,000
Pump Stations and Tanks	0	1,710,000	1,123,725	3,146,400	2,877,300	2,851,425	2,634,075	12,632,925
SCADA System Upgrade 2017	0	1,136,000	250,000	0	0	0	0	250,000
SE 1st Ave from Oak to Market	0	0	120,000	761,000	3,435,000	20,000	0	4,336,000
SE Holgate Blvd I-205 Bridge Main Rehab	11,390	0	334,000	127,000	0	0	0	461,000
Services	0	6,200,000	6,400,000	6,400,000	6,400,000	6,400,000	6,400,000	32,000,000
Sunnyside North Reconstruction	132,393	790,000	154,000	0	0	0	0	154,000
SW Boones Ferry Rd at SW Arnold St Bridge	62,490	198,000	232,000	0	0	0	0	232,000
SW Troy St from 25th Ave to 28th Ave	0	42,000	364,000	3,000	0	0	0	367,000
Wash Park PS 2 Transformer Replacement	3,958	800,000	188,000	0	0	0	0	188,000
Willamette Blvd Bridge Main Replacement	142,094	715,000	624,000	2,553,000	462,000	0	0	3,639,000
Willamette River Pipe Crossing	3,469,175	5,600,000	38,675,000	33,635,000	6,410,000	0	0	78,720,000
Total Distribution	**5,108,756**	**38,061,400**	**77,762,175**	**68,590,675**	**46,675,160**	**38,634,375**	**40,241,525**	**271,903,910**
Regulatory Compliance								

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Water Quality and Regulatory	0	2,080,000	2,000,000	500,000	500,000	500,000	500,000	4,000,000
Total Regulatory Compliance	**0**	**2,080,000**	**2,000,000**	**500,000**	**500,000**	**500,000**	**500,000**	**4,000,000**
Supply								
Bull Run Watershed	0	50,000	145,000	705,000	1,000,000	1,000,000	1,000,000	3,850,000
Dam 1 Needle Valve Replacement	372,940	1,147,000	2,034,000	0	0	0	0	2,034,000
FUTURE - Howell-Bunger Valve Improvements	0	0	0	0	0	273,000	1,360,000	1,633,000
Groundwater	0	910,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Groundwater PS Roof Replacement	0	10,000	80,000	638,000	0	0	0	718,000
Microwave Communications System	467,309	700,000	310,000	0	0	0	0	310,000
Road 10E MP 6.2 - 8.2	0	160,000	110,000	1,465,000	0	0	0	1,575,000
Road 10R MP 28.77 to 31.85	239,893	70,000	1,795,000	0	0	0	0	1,795,000
Total Supply	**1,080,142**	**3,047,000**	**5,074,000**	**3,408,000**	**1,600,000**	**1,873,000**	**2,960,000**	**14,915,000**
Support								
Mt. Tabor Interpretive Project	108,171	0	292,000	6,000	0	0	0	298,000
Planning	0	2,900,000	3,074,515	3,118,000	3,105,000	3,105,000	3,105,000	15,507,515
Total Support	**108,171**	**2,900,000**	**3,366,515**	**3,124,000**	**3,105,000**	**3,105,000**	**3,105,000**	**15,805,515**
Transmission/Terminal Storage								
Conduits and Transmission Mains	0	955,000	2,070,000	2,500,000	5,000,000	10,000,000	10,000,000	29,570,000
Gresham Conduit 2 Trestle Upgrades	383,200	296,000	627,000	0	0	0	0	627,000
Powell Butte Reservoir 1 Roof Upgrades	0	125,000	1,211,000	4,720,000	0	0	0	5,931,000
Rockwood PUD Meter	141,961	10,000	245,000	185,000	0	0	0	430,000
Terminal Reservoirs	0	100,000	165,000	100,000	100,000	100,000	100,000	565,000
WA Park Hypochlorite Improvements	0	188,000	344,000	1,208,000	0	0	0	1,552,000
Washington Park	69,998,938	33,555,021	35,611,000	31,795,000	9,300,000	12,750,000	11,820,000	101,276,000
Total Transmission/Terminal Storage	**70,524,099**	**35,229,021**	**40,273,000**	**40,508,000**	**14,400,000**	**22,850,000**	**21,920,000**	**139,951,000**
Treatment								
Corrosion Control Improvements	322,132	1,820,000	1,601,000	7,482,000	8,230,000	461,000	0	17,774,000
Headworks Screenhouse 3 Roof Replacement	0	0	125,000	0	0	0	0	125,000
Treatment	0	0	0	100,000	100,000	100,000	100,000	400,000
Water System Filtration	933,242	6,090,000	12,735,000	30,750,000	34,875,000	40,650,000	48,000,000	167,010,000
Total Treatment	**1,255,374**	**7,910,000**	**14,461,000**	**38,332,000**	**43,205,000**	**41,211,000**	**48,100,000**	**185,309,000**
Total Requirements	**78,076,542**	**89,327,421**	**143,036,690**	**154,562,675**	**109,585,160**	**108,273,375**	**116,926,525**	**632,384,425**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	4.00	240,216	4.00	275,779	4.00	275,779
30000064	Accountant III	65,083	81,848	1.00	65,083	1.00	67,891	1.00	67,891
30003002	Administrative Specialist I	44,075	66,102	1.00	63,348	1.00	66,102	1.00	66,102
30003003	Administrative Specialist II	48,277	89,523	15.00	1,051,456	15.00	1,051,456	15.00	1,051,456
30003004	Administrative Specialist III	53,290	98,800	3.00	235,956	3.00	235,956	3.00	235,956
30003005	Administrative Specialist IV	63,336	105,373	1.00	75,525	1.00	75,525	1.00	75,525
30003006	Analyst I	53,290	98,800	10.00	784,690	10.00	828,693	10.00	828,693
30003007	Analyst II	63,336	105,373	6.00	488,061	6.00	534,239	6.00	534,239
30003008	Analyst III	69,805	126,318	4.00	414,628	4.00	414,628	4.00	414,628
30003009	Analyst IV	80,205	140,338	2.00	238,898	2.00	238,898	2.00	238,898
30000203	Applications Analyst II-Generalist	67,142	89,523	1.00	87,859	1.00	87,859	1.00	87,859
30000204	Applications Analyst III-Generalist	74,090	98,904	1.00	98,904	1.00	98,904	1.00	98,904
30000207	Applications Analyst IV-Generalist	77,854	104,146	4.25	347,268	4.00	340,950	4.00	340,950
30000102	Automotive Equip Oper II: Sewer Vacuum	50,690	61,006	1.00	62,026	1.00	62,026	1.00	62,026
30000104	Automotive Equip Oper II: Tractor-Trailr	51,501	62,026	1.00	62,026	1.00	62,026	1.00	62,026
30000101	Automotive Equipment Oper I	48,485	58,781	17.00	988,978	17.00	992,316	17.00	992,316
30003010	Business Systems Analyst I	53,290	98,800	3.00	228,821	3.00	228,821	3.00	228,821
30003011	Business Systems Analyst II	63,336	105,373	3.00	268,569	3.00	268,569	3.00	268,569
30003012	Business Systems Analyst III	69,805	126,318	4.00	405,808	4.00	405,808	4.00	405,808
30000331	CAD Analyst	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30000329	CAD Technician II	59,259	75,608	3.00	210,475	3.00	211,910	3.00	211,910
30000330	CAD Technician III	71,968	91,915	1.00	71,968	1.00	73,788	1.00	73,788
30000399	Capital Project Manager I	71,968	91,915	3.00	275,746	3.00	275,746	3.00	275,746
30003014	Capital Project Manager III	69,805	126,318	1.00	114,150	1.00	114,150	1.00	114,150
30000110	Carpenter	61,131	68,370	3.00	205,109	3.00	205,109	3.00	205,109
30000107	Concrete Finisher	61,131	68,370	3.00	205,109	3.00	205,109	3.00	205,109
30000105	Construction Equipment Operator	51,646	65,957	19.00	1,238,827	19.00	1,244,539	19.00	1,244,539
30003235	Coordinator I - E	48,277	89,523	5.00	355,167	5.00	357,428	5.00	357,428
30003027	Coordinator I - NE	48,277	89,523	6.00	484,526	6.00	484,526	6.00	484,526
30003028	Coordinator II	53,290	98,800	7.00	607,978	7.00	611,708	7.00	611,708
30003029	Coordinator III	63,336	105,373	15.00	1,396,167	15.00	1,431,440	15.00	1,431,440
30003030	Coordinator IV	69,805	126,318	3.00	280,786	3.00	298,504	3.00	298,504
30000017	Customer Accounts Specialist I	40,186	57,949	34.00	1,814,694	37.00	2,004,363	37.00	2,004,363
30000018	Customer Accounts Specialist II	47,902	63,482	9.00	551,429	9.00	556,492	9.00	556,492
30003036	Deputy Director III	111,696	189,842	1.00	141,606	1.00	141,606	1.00	141,606
30003039	Director III	147,035	235,227	1.00	213,637	1.00	213,637	1.00	213,637
30000116	Electrician	77,501	83,678	6.00	495,893	6.00	501,298	6.00	501,298
30003047	Engineer III	80,205	140,338	12.00	1,426,972	12.00	1,430,336	12.00	1,430,336
30003048	Engineer, Chief	111,696	189,842	1.00	171,766	1.00	171,766	1.00	171,766
30000364	Engineer-Chemical/Environmental	94,619	114,982	1.00	103,091	1.00	108,231	1.00	108,231
30000365	Engineer-Civil	94,619	114,982	16.00	1,668,121	16.00	1,758,644	16.00	1,758,644
30000366	Engineer-Electrical	94,619	114,982	1.00	94,619	1.00	96,980	1.00	96,980
30000357	Engineering Associate, Sr-Chemical/Envir	81,827	104,291	1.00	94,218	1.00	99,126	1.00	99,126
30000358	Engineering Associate, Sr-Civil	81,827	104,291	15.00	1,416,995	15.00	1,478,625	15.00	1,478,625
30000353	Engineering Associate-Civil	67,226	90,106	6.00	410,464	6.00	459,040	6.00	459,040
30000355	Engineering Associate-Mechanical	67,226	90,106	1.00	77,854	1.00	81,195	1.00	81,195
30003050	Engineering Manager	92,851	162,490	7.00	899,545	7.00	966,291	7.00	966,291
30003051	Engineering Supervisor	91,728	152,277	8.00	1,061,567	8.00	1,061,567	8.00	1,061,567
30000325	Engineering Technician II	59,259	75,608	9.00	649,277	9.00	658,348	9.00	658,348
30000326	Engineering Technician III	71,968	91,915	5.00	388,984	5.00	424,060	5.00	424,060

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000662	Environmental Program Coordinator	70,533	94,058	1.00	94,058	1.00	94,058	1.00	94,058
30001908	Environmental Spec-Wildlife Biologist	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30000339	Environmental Specialist-Generalist	71,968	91,915	6.00	527,690	6.00	537,231	6.00	537,231
30003052	Environmental Supervisor	69,805	126,318	2.00	193,278	2.00	210,996	2.00	210,996
30000338	Environmental Technician II	59,259	75,608	8.00	475,215	8.00	507,513	8.00	507,513
30003054	Financial Analyst I	53,290	98,800	2.00	161,328	2.00	167,856	2.00	167,856
30003055	Financial Analyst II	63,336	105,373	4.00	326,806	4.00	353,818	4.00	353,818
30003056	Financial Analyst III	69,805	126,318	2.00	239,720	2.00	239,720	2.00	239,720
30000127	General Mechanic	55,474	69,118	1.00	69,118	1.00	69,118	1.00	69,118
30000341	GIS Technician I	44,221	59,259	1.00	59,259	1.00	59,259	1.00	59,259
30000342	GIS Technician II	59,259	75,608	5.00	328,621	5.00	351,890	5.00	351,890
30000343	GIS Technician III	71,968	91,915	2.00	159,620	2.00	175,554	2.00	175,554
30000373	Graphics Designer III	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30000252	Horticulturist	52,208	63,066	1.00	63,066	1.00	63,066	1.00	63,066
30000114	Industrial Painter	61,131	68,370	3.00	200,039	3.00	210,354	3.00	210,354
30000239	Instrument Technician	77,501	83,678	6.00	495,893	6.00	501,790	6.00	501,790
30001283	Laboratory Analyst II	54,538	72,010	2.00	140,730	2.00	144,019	2.00	144,019
30001284	Laboratory Analytical Specialist	61,984	82,285	5.00	352,343	5.00	385,802	5.00	385,802
30001285	Laboratory Coordinator	64,293	90,771	2.00	181,542	2.00	181,542	2.00	181,542
30003074	Laboratory Manager	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30003079	Maintenance Supervisor I - E	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003234	Maintenance Supervisor I - NE	63,336	105,373	8.00	662,744	8.00	683,217	8.00	683,217
30003080	Maintenance Supervisor II	69,805	126,318	3.00	328,974	3.00	328,974	3.00	328,974
30000073	Maintenance Worker	33,925	33,925	1.00	33,925	1.00	33,925	1.00	33,925
30003081	Manager I	80,205	140,338	10.00	1,088,388	10.00	1,134,185	10.00	1,134,185
30003082	Manager II	92,851	162,490	1.00	137,550	1.00	137,550	1.00	137,550
30003083	Manager III	111,696	189,842	5.00	761,280	5.00	761,280	5.00	761,280
30003084	Mapping & GIS Supervisor	69,805	126,318	1.00	109,658	1.00	109,658	1.00	109,658
30000978	Mapping Data Technician II	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30000012	Office Support Specialist II	37,461	53,789	2.00	97,302	2.00	103,677	2.00	103,677
30000013	Office Support Specialist III	47,902	63,482	2.00	126,963	2.00	126,963	2.00	126,963
30000152	Operating Engineer I	54,683	60,112	2.00	109,366	2.00	111,946	2.00	111,946
30000153	Operating Engineer II	57,928	74,859	5.00	291,781	5.00	329,902	5.00	329,902
30000154	Operating Engineer III	60,861	78,645	10.00	818,064	10.00	818,064	10.00	818,064
30000081	Parks Technician	50,565	57,450	5.00	287,248	5.00	287,248	5.00	287,248
30000398	Planner, Sr City-Water Resources	85,488	98,925	1.00	98,925	1.00	98,925	1.00	98,925
30003097	Public Information Officer	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30000228	Public Works Inspector	67,558	77,210	4.00	286,402	4.00	294,154	4.00	294,154
30000229	Public Works Inspector, Sr	73,278	86,341	3.00	226,366	3.00	257,979	3.00	257,979
30000403	Remittance Technician	39,520	55,286	1.00	55,286	1.00	55,286	1.00	55,286
30000349	Right of Way Agent II	59,259	75,608	1.00	75,608	1.00	75,608	1.00	75,608
30003099	Risk Specialist I	53,290	98,800	1.00	62,175	1.00	74,610	1.00	74,610
30003100	Risk Specialist II	63,336	105,373	4.00	343,148	4.00	365,757	4.00	365,757
30000029	Service Dispatcher	40,186	57,949	2.00	108,098	2.00	113,285	2.00	113,285
30003102	Statistician	69,805	126,318	1.00	98,062	1.00	98,062	1.00	98,062
30000054	Storekeeper/Acquisition Specialist II	51,251	62,670	3.00	176,379	3.00	188,011	3.00	188,011
30000056	Storekeeper/Acquisition Specialist III	57,907	71,947	1.00	70,434	1.00	71,947	1.00	71,947
30003103	Supervisor I - E	63,336	105,373	9.00	862,668	9.00	862,668	9.00	862,668
30003104	Supervisor II	69,805	126,318	10.00	921,961	10.00	1,000,305	10.00	1,000,305
30000224	Surveying Aide II	54,850	63,856	2.00	124,675	2.00	127,574	2.00	127,574

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003105	Surveying Manager	80,205	140,338	1.00	109,658	1.00	109,658	1.00	109,658
30003106	Surveying Supervisor	69,805	126,318	1.00	104,146	1.00	104,146	1.00	104,146
30000225	Surveyor I	62,670	77,854	2.00	155,709	2.00	155,709	2.00	155,709
30000226	Surveyor II	78,957	91,957	1.00	91,957	1.00	91,957	1.00	91,957
30001558	Timekeeping Specialist	40,789	58,635	2.00	117,270	2.00	117,270	2.00	117,270
30001037	Utility Locator	55,078	59,259	8.00	453,428	8.00	468,069	8.00	468,069
30000076	Utility Worker I	47,882	52,062	1.00	52,062	1.00	52,062	1.00	52,062
30000077	Utility Worker II	52,062	55,994	18.00	975,814	18.00	1,001,304	18.00	1,001,304
30000075	Utility Worker II, Apprentice	39,187	51,792	21.00	839,675	21.00	984,056	21.00	984,056
30000133	Water Meter Reader I	42,973	54,579	12.00	570,630	12.00	624,607	12.00	624,607
30000134	Water Meter Reader II	52,666	61,755	1.00	61,755	1.00	61,755	1.00	61,755
30002158	Water Meter Technician I	52,062	55,994	5.00	276,037	5.00	277,014	5.00	277,014
30000142	Water Meter Technician II	53,165	61,755	5.00	264,836	5.00	291,173	5.00	291,173
30000143	Water Meter Technician III	64,106	69,680	6.00	410,521	6.00	418,080	6.00	418,080
30000145	Water Operations Mechanic	63,856	71,739	22.00	1,576,217	22.00	1,577,278	22.00	1,577,278
30000144	Water Operations Mechanic, Apprentice	49,483	67,142	11.00	658,507	11.00	704,345	11.00	704,345
30000139	Water Quality Inspector I	57,928	74,859	1.00	57,928	1.00	60,445	1.00	60,445
30000140	Water Quality Inspector II	60,861	78,645	3.00	232,652	3.00	235,934	3.00	235,934
30000141	Water Quality Inspector III	63,856	82,493	1.00	82,493	1.00	82,493	1.00	82,493
30000138	Water Security Specialist	52,062	55,994	10.00	537,678	10.00	556,799	10.00	556,799
30000135	Water Service Inspector I	52,666	61,755	7.00	398,430	7.00	425,663	7.00	425,663
30000136	Water Service Inspector II	56,909	66,706	1.00	66,706	1.00	66,706	1.00	66,706
30000146	Water Treatment Operator I	54,683	60,112	2.00	61,974	2.00	116,182	2.00	116,182
30000147	Water Treatment Operator II	60,861	78,645	10.00	700,218	10.00	730,223	10.00	730,223
30000078	Water Utility Worker, Sr	52,874	58,781	1.00	58,781	1.00	58,781	1.00	58,781
30000149	Watershed Specialist I	45,677	55,994	4.00	223,974	4.00	223,974	4.00	223,974
30000151	Watershed Specialist II	52,874	58,781	2.00	117,562	2.00	117,562	2.00	117,562
30001308	Watershed Specialist III	63,045	70,699	2.00	141,398	2.00	141,398	2.00	141,398
TOTAL FULL-TIME POSITIONS				604.00	45,818,195	607.00	47,494,024	607.00	47,494,024
30000207	Applications Analyst IV-Generalist	77,854	104,146	0.25	19,464	0.25	22,750	0.25	22,750
30000017	Customer Accounts Specialist I	40,186	57,949	2.00	80,371	0.00	0	0.00	0
30000365	Engineer-Civil	94,619	114,982	1.00	114,982	1.00	114,982	1.00	114,982
TOTAL PART-TIME POSITIONS				3.25	214,817	1.25	137,732	1.25	137,732
30003028	Coordinator II	53,290	98,800	1.60	109,828	1.00	66,157	1.00	66,157
30000337	Environmental Technician I	44,221	59,259	2.00	88,562	2.00	37,000	2.00	37,000
30000241	Laboratory Analyst I	50,794	64,147	1.00	61,221	1.00	44,466	1.00	44,466
30001284	Laboratory Analytical Specialist	61,984	82,285	1.00	74,248	1.00	41,113	1.00	41,113
30003096	Public Information Manager	80,205	140,338	1.00	55,789	1.00	95,638	1.00	95,638
30000403	Remittance Technician	39,520	55,286	1.00	43,845	1.00	15,877	1.00	15,877
30000138	Water Security Specialist	52,062	55,994	1.00	52,062	1.00	53,040	1.00	53,040
TOTAL LIMITED TERM POSITIONS				8.60	485,554	8.00	353,291	8.00	353,291
GRAND TOTAL				615.85	46,518,566	616.25	47,985,047	616.25	47,985,047

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.

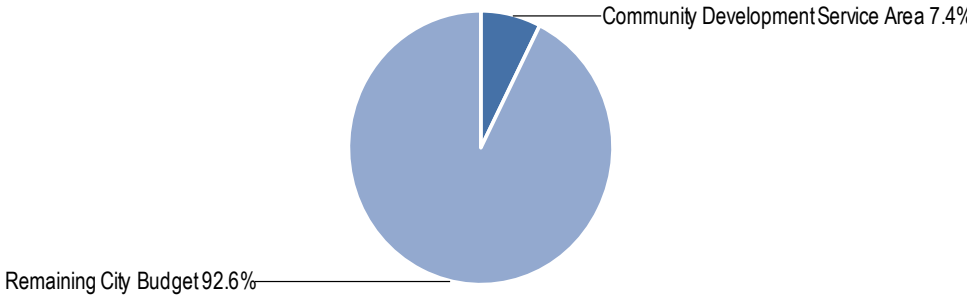
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	292,020,350	0	292,020,350	616.25	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	1,115,000	1,115,000	0.00	Mt. Tabor Historic Preservation
	93,209	0	93,209	0.00	OMF interagency balancing
	0	0	0	0.00	Interagency agreement for Development Review Plan
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	93,209	**1,115,000**	**1,208,209**	**0.00**	**Total FY 2019-20 Decision Packages**
			293,228,559	**616.25**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

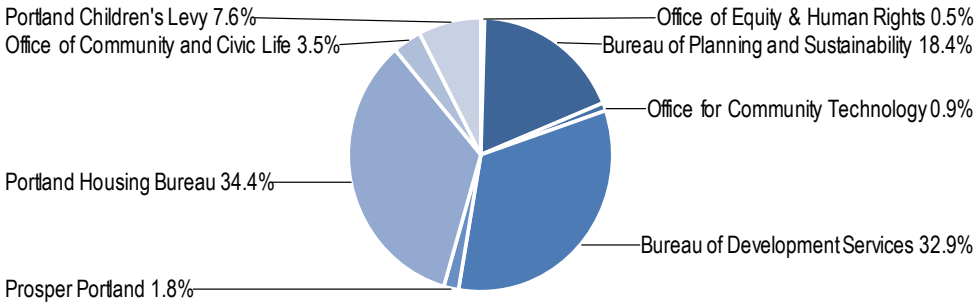
Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Bureau of Planning and Sustainability
- Office of Community and Civic Life
- Prosper Portland
- Office of Equity & Human Rights
- Portland Children's Levy
- Office for Community Technology

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	404,012,583	395,390,972	(8,621,611)	(2.13)
Capital	29,887,008	19,320,619	(10,566,389)	(35.35)
Total Requirements	**433,899,591**	**414,711,591**	**(19,188,000)**	**(4.42)**
Authorized Positions	719.80	740.68	20.88	2.90

Service Area Highlights

Description

The Community Development Service Area includes programs in the Bureau of Development Services, Portland Housing Bureau, Bureau of Planning & Sustainability, the Office of Community & Civic Life, Prosper Portland, Office of Equity & Human Rights, the Portland Children's Levy (formerly programmed within the Office of the Commissioner of Public Affairs), and the Office for Community Technology (new in FY 2019-20).

Major Themes

The FY 2019-20 Adopted Budget for the Community Development Service Area funds increases personnel by 20.88 FTE and represents a decrease of approximately $8.6 million in operating expenses when compared to the FY 2018-19 Revised Budget. This decrease is partially due to the Bureau of Development Service's FY 2019-20 Adopted Budget decrease of $18.9 million or 12.6% as compared to its FY 2018-19 Revised Budget, resulting partially from recent downturns in development. Capital expenditures in this service area are decreasing by $10.6 million or 35.4% due to decreases in the Portland Housing Bureau, Bureau of Development Services, and Bureau of Planning and Sustainability capital expenditures from the prior year. Overall, there are 740.68 authorized positions in this service area and a total budget of $414.7 million, a decrease of 19.2 million or 4.4% from the FY 2018-19 Revised Budget.

Bureau of Development Services

The Bureau of Development Service's (BDS) FY 2019-20 Adopted Budget totals $136.3 million. This represents a 15.9% decrease from the FY 2018-19 Revised Budget and coincides with the recent downturn in development. The bureau's budget includes personnel decreases of 5.0 FTE over the FY 2018-19 Revised Budget. The Adopted Budget includes the following adjustments:

- $70,000 of one-time General Fund resources to subsidize the costs of historic reviews;
- The restoration of 11.0 FTE in the Land Use Services program ($1.1 million);
- $51,432 from other bureaus, combined with internal bureau resources, to hire a consultant to develop a City Development Review Strategic Plan; and
- $513,815 of resources transferred from contingency for an Amanda Sustainment Plan.

Portland Housing Bureau

The Portland Housing Bureau's (PHB's) FY 2019-20 Adopted Budget totals $142.6 million and 81.0 FTE, an increase of 10.0 FTE over the prior year Revised Budget. The biggest overall shift in the bureau's budget compared to the prior year stems from voter-approved changes that allow the City to lend general obligation bond proceeds for the creation of affordable housing. The bureau is therefore shifting back toward its role as primarily gap-financing affordable housing projects through public-private partnerships.

The Adopted Budget increases PHB's General Fund resources by approximately 2.9% compared to the prior year Revised Budget, including new resources for an Inclusionary Housing market analysis and maintaining investments in the Joint Office of Homeless Services and the Rental Services Office. The FY 2019-20 budget includes additional resources for rental services outreach, education, mediation, and expungement funded through one-time General Fund and Recreational Cannabis Tax resources. The Adopted Budget also includes new Recreational Cannabis Tax funds to support drug and alcohol addiction treatment services as part of PHB's permanent supportive housing strategy.

Bureau of Planning & Sustainability

The Bureau of Planning and Sustainability's (BPS) FY 2019-20 Adopted Budget totals $76.1 million, of which $9.7 million is General Fund revenue. The bureau's budget includes personnel changes resulting in a 9.0 FTE increase over the FY 2018-19 Revised Budget. The bureau's internal revenues are being decreased by 1.4% or $141,509 for FY 2019-20, as compared to the FY 2018-19 Revised Budget. (This reduction is mostly due to the discontinuation of an interagency agreement with the Bureau of Development Services that partially funded BPS' code development projects.) BPS' FY 2019-20 budget also includes $52.3 million for the Portland Clean Energy Community Benefits Fund (PCEF), a $2.3 million operating budget received as an interfund loan from the Solid Waste Management Fund for FY 2019-20 PCEF program costs and $50.0 million in expected tax revenues.

The FY 2019-20 Adopted Budget includes General Fund resources for the following work in BPS:

- $200,000 for the development of an Age-Friendly City Government program framework;
- $270,000 to develop an Anti-Displacement Implementation Plan;
- $77,000 to update the City's Economic Opportunities Analysis (EOA);
- $115,000 in FY 2018-19 Program Carryover for work on the Housing Emergency Code Project;
- $30,000 to add capacity to the bureau's Historic Resources Program; and
- $100,000 for the beginning phase of the Portland Dark Skies Project Light Pollution Reduction project.

Office of Community & Civic Life (formerly Office of Neighborhood Involvement)

The Office of Community and Civic Life's (Civic Life's) FY 2019-20 Adopted Budget includes 65.1 FTE and totals $14.6 million, which represents an increase of 4.33 FTE and 14.85% in funding over the FY 2018-19 Revised Budget.

Funding includes:

- $600,000 for the 2020 Census preparation, including $350,000 of carryover from FY 2018-19;
- $662,105 to implement a Citywide 311 Program;
- $1.4 million in Recreational Cannabis Tax Fund revenues for community grants, including $490,000 of carryover from FY 2018-19; and
- $280,000 in additional General Fund resources carried over from FY 2018-19 to support various projects and programs.

Prosper Portland

The City's FY 2019-20 Adopted Budget General Fund allocation to Prosper Portland is $7.6 million, which represents a 9.9% increase from the FY 2018-19 Revised Budget. This includes $737,126 in Recreation Cannabis Tax funds. Major new initiatives funded in FY 2019-20 include $300,000 for Portland Means Progress initiative endorsed by the Mayor's Council of Economic Advisors, $150,000 to complete community outreach for a possible new urban renewal area in the Cully neighborhood, and $100,000 to support the possible development of the James Beard Public Market. Additionally, funding was continued for the following previously one-time funded programs: Old Town/Chinatown District Manager ($30,000), the Portland Film Office ($142,000), and the Mercatus My Peoples Market ($100,000).

Office of Equity & Human Rights

The Adopted Budget for the Office of Equity & Human Rights (OEHR) includes $2.1 million and 13.0 FTE. This includes a new position to support the Disability Equity Program and the new proposed Accessibility Commission, comprised equally of community representatives with a high degree of Americans with Disabilities (ADA) Title II expertise and key bureau staff from across the City. The FY 2019-20 budget also includes $5,000 in new ongoing resources for the Diverse & Empowered Employees of Portland program, increasing funding for events, trainings, and other activities organized by the employee-driven affinity groups.

Portland Children's Levy

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 2018, and is estimated to provide $22.0 million in FY 2019-20.

The Office for Community Technology

The Office for Community Technology (OCT) was established as a stand-alone office as part of the FY 2018-19 Fall Budget Monitoring Process, per Council direction. FY 2019-20 is the first full budget year that OCT will operate as an independent office, rather than as a sub-unit of the Bureau of Revenue & Financial Services. OCT's FY 2019-20 Adopted Budget totals $3.8 million. Of this total, General Fund resources support $2.7 million in expenditures, while intergovernmental resources from the Mt. Hood Cable Regulatory Commission support $1.1 million in expenses. The $3.8 million total budget represents a 22.9% increase over the prior year Adopted Budget. This increase is driven largely by two program carryovers from FY 2018-19:

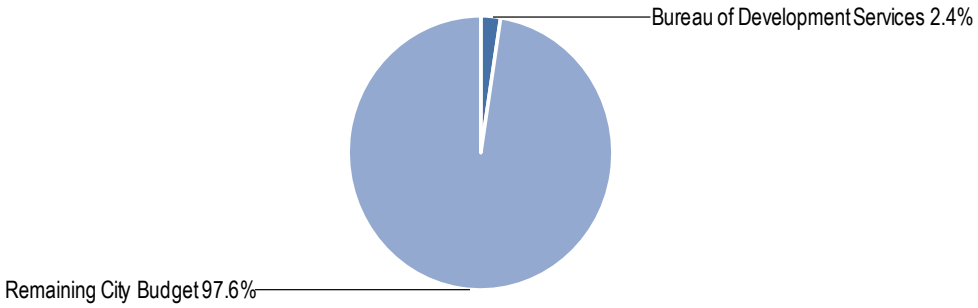
- $432,000 for OCT relocation costs, including tenant improvement and new furniture; and
- $118,730 for a limited term Utility & Audit Support Specialist position. This position, which is potentially revenue-generating, was originally funded in the FY 2018-19 Adopted Budget, but was not filled during the course of the year.

Bureau of Development Services

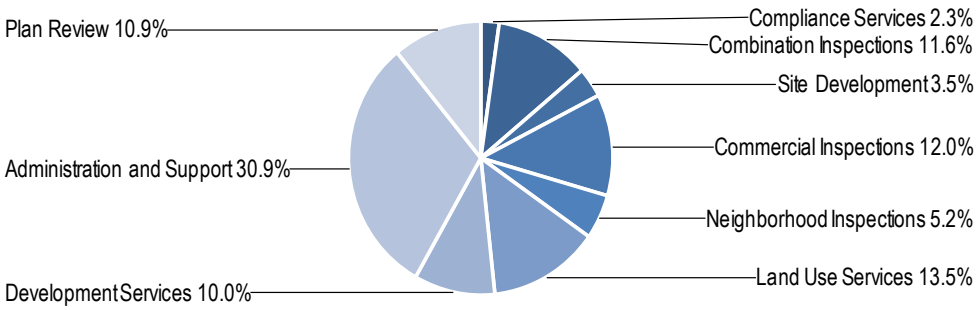
Community Development Service Area

Chloe Eudaly, Commissioner-in-Charge
Rebecca Esau, Director

Percent of City Budget

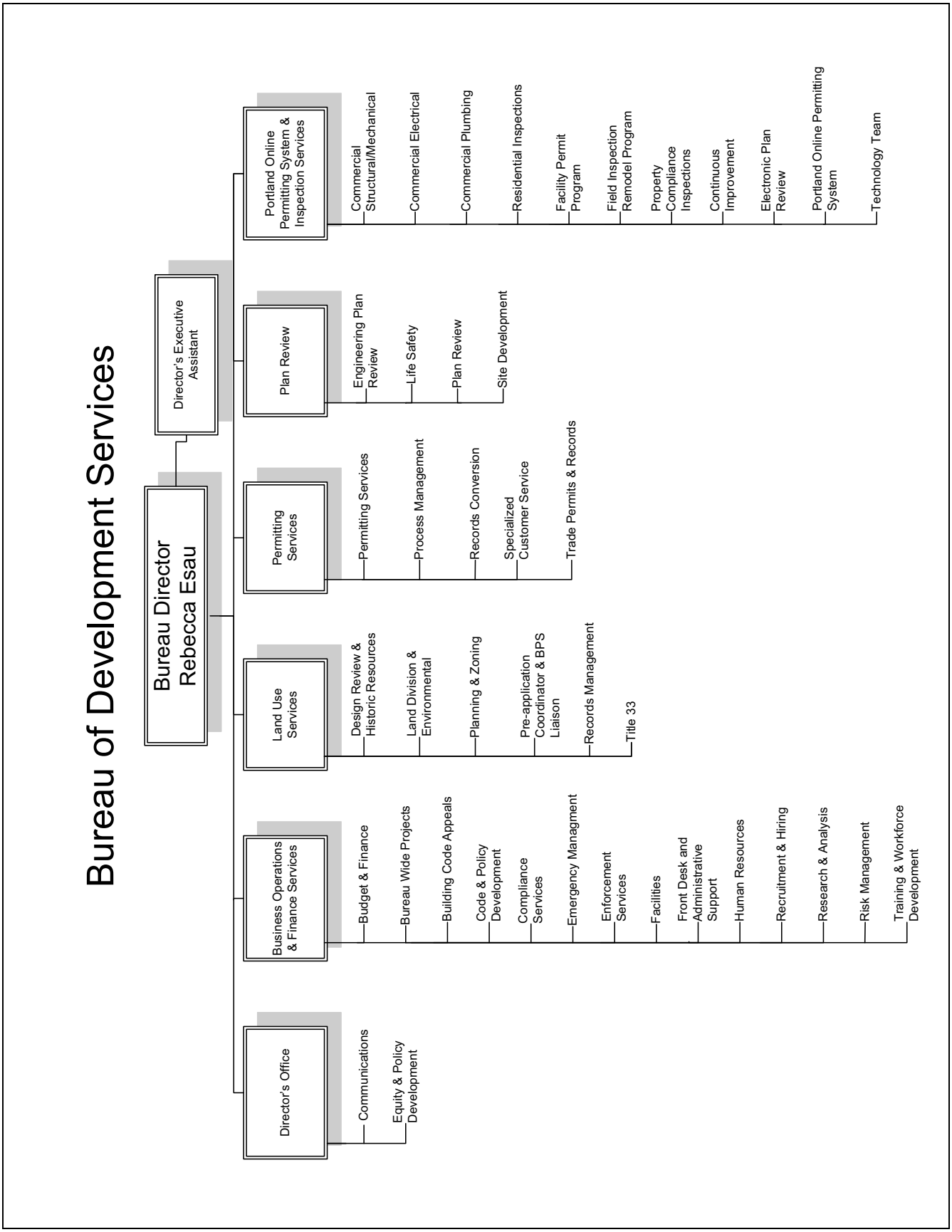


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	150,162,227	131,213,013	(18,949,214)	(12.62)
Capital	11,997,231	5,102,648	(6,894,583)	(57.47)
Total Requirements	**162,159,458**	**136,315,661**	**(25,843,797)**	**(15.94)**
Authorized Positions	461.70	456.70	(5.00)	(1.08)


Bureau of Development Services
Bureau Director
Rebecca Esau
Director's Executive Assistant
Director's Office
Communications
Equity & Policy Development
Business Operations & Finance Services
Budget & Finance
Bureau Wide Projects
Building Code Appeals
Code & Policy Development
Compliance Services
Emergency Managment
Enforcement Services
Facilities
Front Desk and Administrative Support
Human Resources
Recruitment & Hiring
Research & Analysis
Risk Management
Training & Workforce Development
Land Use Services
Design Review & Historic Resources
Land Division & Environmental
Planning & Zoning
Pre-application Coordinator & BPS Liaison
Records Management
Title 33
Permitting Services
Permitting Services
Process Management
Records Conversion
Specialized Customer Service
Trade Permits & Records
Plan Review
Engineering Plan Review
Life Safety
Plan Review
Site Development
Portland Online Permitting System & Inspection Services
Commercial Structural/Mechanical
Commercial Electrical
Commercial Plumbing
Residential Inspections
Facility Permit Program
Field Inspection Remodel Program
Property Compliance Inspections
Continuous Improvement
Electronic Plan Review
Portland Online Permitting System
Technology Team

Bureau Summary

Bureau Mission

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

Bureau Overview

General Description

BDS is an integral part of development in the City of Portland through administering and enforcing State building codes and local development codes. Bureau staff works collaboratively with developers, builders, homeowners, neighborhood associations, and the community to guide and facilitate the development review process. The bureau prides itself on providing assistance to customers from concept all the way through construction. BDS manages programs that ensure construction and land use codes are consistently followed, and is instrumental in enhancing the safety of buildings along with the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews land use applications and construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance.

In addition to administering electrical, plumbing, mechanical, structural and building codes, BDS is also responsible for implementing many of the City's locally-adopted policies and regulations, including:

- Zoning and land use;
- Tree preservation and planting in development situations;
- Site-related regulations, such as erosion control and grading;
- Sign regulations; and
- Property Maintenance Codes.

The bureau is also responsible for responding to code violations and working with customers to bring development into compliance with the codes.

This Adopted Budget includes 456.7 FTE and an operating budget of $77.3 million. Approximately 98% of the bureau's revenues comes from permit fees and assessments. The remaining 2% comes from the City's General Fund and supports portions of BDS's local City Code enforcement programs, such as Neighborhood Inspections and Land Use Services.

Balancing Service Provision and Fiscal Responsibility

BDS's vision is to be the best development services agency in the country by:

- Partnering with the other City bureaus that provide these services to staff and deploy programs, technology, and systems that meet the time-sensitive needs of the development industry; and
- Addressing neighborhood and community members' concerns about the quality of development and access to development-related information and services.

This commitment to work with BDS's partner bureaus to provide excellent and relevant 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:

- Partnering with the development industry to collaboratively solve problems and better meet their needs; and
- Partnering with neighborhood and community members to address concerns about the quality of development in their neighborhoods and improve access to development-related information and services.

These commitments must be balanced with the commitment to operate in a fiscally responsible manner. In balancing service delivery with fiscal responsibility, it is essential to recognize that the construction industry is cyclical, fluctuating regularly between building booms and downturns. The bureau's primary source of funding comes from fee revenue, which fluctuates with these cycles. This necessitates the building of financial reserves to weather the periodic downturns; it also requires maintaining a significant portion of the workforce.

For many reasons, it is very inefficient to lay off large numbers of staff during downturns, then engage in massive recruitment, hiring, and training efforts when construction activity improves. It is difficult to find and attract experienced staff in the competitive job market during a construction boom. In addition, recruiting, hiring, and training staff takes an enormous investment in time, hindering the delivery of services when the workload has already spiked upward.

This is not to say that the bureau seeks to keep its entire workforce through each downturn; this would require fees to be set at impractically high levels to build up the financial reserves necessary to support a large workforce. Some downsizing is necessary during a downturn, along with other reductions in expenditures. In addition to maintaining service delivery (reviewing permit applications, performing inspections, etc.), it is critical that the bureau dedicate ongoing funding for making improvements.

Bureau Revenues, Funding Sources, and Reserves

In FY 1988-89, City Council established an operating fund for BDS and charged the bureau with fully supporting its State-mandated construction programs through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit their revenues from being used for City Code enforcement programs. BDS works to maintain full cost recovery for many of its construction programs and services. To this end, the bureau implements gradual fee increases as needed to minimize the impact on customers and community members. The bureau achieved full cost recovery for its state-mandated programs from FY 2011-12 through FY 2017-18, and has not raised most permit fees since FY 2013-14. In FY 2016-17 and FY 2017-18, BDS reduced building and site development permit fees in response to discussions with the development community, the bureau's sustained high cost recovery rate, and its healthy reserve balance.

However, in FY 2017-18 land use applications began to slow, and this has spread to permit applications in FY 2018-19. BDS has taken cost-saving measures, including a hiring freeze and reducing non-priority expenditures, and reduced some staff from the Land Use Services program in March 2019 through layoffs and reassignments. In February 2019, City Council approved a proposal by BDS to increase Land Use Services fees by approximately 5% overall, beginning April 1, 2019. After reviewing its other fee schedules, the bureau proposed increasing fees by 5% in most other bureau programs. This proposal was approved by City Council on May 29, 2019, and went into effect on July 1, 2019. These increases will help BDS stay close to cost recovery and maintain prudent financial reserves.

The requirement to be self-supporting, combined with the challenge of accurately predicting construction activity and fee revenues, makes it important for BDS to maintain sufficient reserves to ensure bureau services remain stable when revenues fall below expectations. Since the last recession, BDS strengthened its reserve goals and focused on rebuilding its reserves from FY 2010-11 through FY 2017-18. With the decrease in workload and revenues, reserve levels have dropped for some programs, and overall reserve levels have declined since FY 2017-18. BDS will continue to closely monitor reserve levels in FY 2019-20.

BDS's local City Code enforcement programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Zoning Enforcement, and Site Development) are funded through a combination of program fees and fines, and do not receive support from BDS permit fee revenues. The Neighborhood Inspections Program also receives crucial support from the City's General Fund.

State Statutes and Administrative Rules

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

Strategic Direction

Fiscal & Staffing Stability

Due to BDS's heavy reliance on fee revenues to fund bureau programs, the bureau tracks workload, revenue, and expenditure data closely. After several years of record high levels of construction in Portland, BDS began noting declines in land use review applications and revenues in early FY 2017-18, causing reserves for the Land Use Services (LUS) program to drop significantly. BDS instituted a hiring freeze in LUS in response. In the following months, permit applications and revenues began to gradually decline, and the hiring freeze was expanded to the rest of the bureau in November 2018. Hiring at BDS is currently paused through the end of 2019. Local economists on the BDS Financial Advisory Committee have indicated that the slowdown in construction activity will likely continue and that it may take some time for conditions to be favorable for developers again.

Given these financial realities, a key goal for BDS in FY 2019-20 will be to safeguard its financial health while maintaining staffing levels sufficient for the workload. The workload can be divided into reactive and proactive work:

- Reactive work involves BDS responding to customers' or community members' requests for service.
- Proactive work does not bring in fee revenue and can include process improvements, development of training materials and website content for customers, developing and testing new technology, and developing governance structures to improve the system for the six bureaus primarily involved in development review and permitting work.

BDS staffing levels need to be sufficient to handle both types of work. A downturn presents an excellent opportunity to use experienced staff to dedicate more time to proactive work that often gets put on the back burner during construction booms, when staffing capacity is stretched thin. Additionally, it is critical to maintain significant portions of the workforce so the bureau is positioned well to respond quickly to the next building cycle.

Much of the financial declines to this point are the result of fewer large commercial projects, which generate a significant portion of BDS revenues; thus, revenues are falling more precipitously than the "reactive" workload. BDS's proactive workload is at a very high level as the bureau is developing, testing, and training for the six projects that make up the current phase of the POPS Program. BDS is also taking on business process improvements and other important projects. It will be important for the bureau to balance revenues and expenditures and use financial reserves judiciously to support staffing levels appropriate to the workload. BDS will continue to closely monitor workload and revenue data throughout FY 2019-20.

BDS Racial Equity Plan

To ensure equitable access and opportunities for all, BDS is committed to pursuing equity in its staffing, programs and services, and in interactions with customers and the community. To this end, the bureau launched a Five-Year Racial Equity Plan in December 2016. The Plan applies an equity lens to bureau programs and services, focuses recruitment to produce a more diverse applicant pool, and employs extensive outreach to diverse communities. These efforts directly contribute to the City's Comprehensive Plan goal to include under-served and under-represented populations in decisions that affect them, as well as equity goals in the Portland Plan.

Portland Online Permitting System (POPS) Implementation

The Portland Online Permitting System (POPS) is an initiative to move from the current paper-based permitting system to a web-based system that will provide online access to City permitting services and information. POPS includes six projects that are currently underway.

Electronic plan review has already been implemented for commercial projects that are assigned BDS process managers. Next, it will be rolled out for all other commercial permits for new construction. After that, additional phases will be implemented for other types of projects. By using mobile and web-based technologies, POPS will streamline the development review and permitting process, improve access for customers and the community, and move the City closer to meeting the goals outlined in the Portland Plan and the 2009 Climate Action Plan by eliminating an estimated 33,000 customer vehicle trips to downtown annually.

Strategic Planning

Development Review Coordination

The City's development review process is complex, involving seven different bureaus reviewing more than a dozen local, State, and Federal requirements. While BDS is responsible for the coordination and monitoring of the development review process, performance of the work is shared by the various bureaus. It has become apparent that the City lacks a shared set of values and goals for development review, as well as a governance structure for prioritization and decision-making.

To address this need, BDS and the six other bureaus involved in the development review process will undertake a strategic planning process focused on development review. The goal of this effort is to improve coordination, transparency, and decision-making between the bureaus involved in development review.

BDS Strategic Plan

In addition to the Development Review Strategic Plan, in 2019 BDS will complete and implement its own bureau strategic plan. Most of the development work for the strategic plan has already been completed, but production and implementation of the final plan has been delayed due to significant organizational changes over the last few years as the bureau rapidly grew to address historically high workload levels.

When implemented, the plan will provide a living, relevant, and practical guide for the bureau in all areas of work. Focus areas include efficient and effective services, a high performing and diverse workforce, communication and community engagement, high quality customer service, equity plan implementation, and technology integration.

Summary of Budget Decisions

Additions

Land Use Services Program Funding for Historic Resource Review

The Adopted Budget includes $70,000 in one-time General Fund resources to BDS to subsidize costs associated with providing Historic Resource Reviews through BDS's Land Use Services program. The land use fee changes that were implemented on April 1, 2019 had included an increase to the Historic Resource Review Fee from $250 to $1,750 in order to cover the costs of providing services. BDS subsequently proposed a tiered structure to the fee that would be effective on July 1, 2019. The General Fund resources allocated by City Council will allow BDS to reduce the cost of Historic Resource reviews for Restoration & Replacement (in-kind) and Exterior Alterations to $300, which is below cost recovery.

Development Review Coordination / Strategic Plan

The City lacks a shared set of values and goals for development review, as well as a governance structure for prioritization and decision-making. While BDS is responsible for the coordination and monitoring of the development review process, performance of the work is shared by seven different City bureaus. This project addresses this need by establishing and implementing a strategic plan for development review. The $60,004 in funding for this initiative comes from existing resources, split equally among the seven bureaus. The goal of this relatively modest expenditure is to improve coordination, transparency, and decision-making processes between the bureaus involved in development review.

Capital Budget

Capital Summary

CIP Highlights

Portland Online Permitting System (POPS)

The Portland Online Permitting System (POPS) is a BDS initiative to upgrade the City's legacy permit and case management system (TRACS), which has been in use since 1999. In November 2010, City Council granted approval to BDS to pursue an upgrade from TRACS to a new system. The goal of POPS 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.

Major Issues

BDS's 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. This leads to 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. POPS will address these issues by providing web-based digital plan submittal and review services and online fee payment, and by making online information available in real time and more easily accessible.

Changes from Prior Year

After a 6-month project "discovery phase" in 2017, a new project plan was implemented in January 2018. This plan includes the use of electronic plan review software with Avolve Systems Corporation, along with continued development of permitting software with CSDC Systems, Inc. Implementation progressed through 2018 on six distinct projects:

- Electronic plan review (PDX ePlans);
- An improved web portal for customers (Development Hub PDX);
- An upgrade to the current permitting database (AMANDA);
- Improved inspections scheduling;
- A mobile app for contractors and applicants; and
- A mobile app for City inspectors.

Council Goals and Priorities

POPS will significantly contribute to the City Council's budget goals and priorities, including:

- Improve the quality of life in neighborhoods – POPS and the concurrent project to digitize historic permit records will both result in more information being available to the public online, in real time. This increase in transparency will benefit the quality of life in neighborhoods by allowing community members to access information about proposed developments quickly and easily. It will also save staff time so there is greater capacity to work through issues with neighborhoods and developers with the goal of achieving the best possible result for neighborhoods.
- Deliver efficient, effective, and accountable municipal services – POPS will greatly increase the efficiency of the development review process by moving the City from its current paper-based review system to an electronic system, and by providing 24/7 online access to services and information. Customers will be able to pay for permits online rather than traveling to the Development Services Center. Information will be available more in real time and will be more transparent and accessible to the community, increasing accountability.

Criteria

While POPS is BDS's only Capital Improvement Project (CIP), it can be divided into several distinct components or subprojects. The bureau's decision-making process to move forward with POPS as a CIP 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 capital planning process began in fall 2009 and included a host of stakeholders. Sierra Cedar, Inc. was selected as the project vendor in December 2012 but was removed from the project in 2016. A re-evaluation of POPS took place in 2017 and resulted in the selection of Avolve Systems Corporation and CSDC Systems, Inc. as new vendors.

POPS is co-sponsored by the Bureau of Technology Services and BDS. It has been and continues to be reviewed by BDS's Commissioner-in-Charge (Mayor Wheeler), the City's Technology Oversight Committee, the Development Review Advisory Committee, and the City Budget Office. Coordination is ongoing with all the development review bureaus, including Water, Transportation, Environmental Services, Fire, and Parks.

Connection to Plans

POPS 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. POPS will contribute to several City Comprehensive Plan goals and policies, including:

- Neighborhood Involvement - Provide for the 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 Portland's 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.

POPS 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 will also be saved, benefiting the environment.
- 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.

Financial Forecast Overview

BDS's Five-Year Financial Plan calls for overall BDS program revenue to decrease substantially in the first year, followed by a stabilization in the second year, and increases in the final three years. The BDS Financial Advisory Committee, composed of local economists and real estate experts, reviewed the bureau's Financial Plan, contributed their advice, and were satisfied with the outcome of the projections. An approximation of POPS implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Financial Plan.

Asset Management and Replacement Plan

BDS currently projects that vendor costs for the ongoing maintenance of POPS will be approximately $275,000 annually. The bureau's Five-Year Financial Plan shows that these costs can be paid out of bureau operating funds.

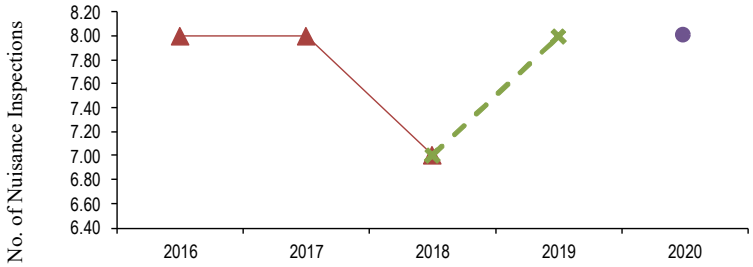
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Number of inspection trips reduced due to multi-certified inspectors	19,130	19,196	19,450	18,000	19,000
Average number of working days to first review	10.58	10.65	8.50	7.00	7.00
Number of commercial inspections per day, per inspector	13.35	13.70	13.60	12.00	14.00
Number of inspections per day, per inspector	26.98	26.46	28.40	25.00	28.00
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	74%	77%	75%	70%	70%
Percentage of commercial inspections made within 24 hours of request	83%	87%	85%	92%	95%
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	57%	60%	60%	65%	65%
Percentage of Type II Land Use Reviews - Application Completeness Review done within 14 days of application intake	37%	50%	40%	65%	65%
Percentage of residential plans reviewed by all bureaus within scheduled end dates	71%	68%	72%	65%	65%
Percentage of building permits issued over the counter the same day as intake	54%	52%	56%	55%	56%
Percentage of pre-issuance checks completed within two working days of last review approval	62%	70%	70%	72%	80%
OUTCOME					
Number of code enforcement fee waivers granted	682	343	685	240	240
OUTPUT					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in FY 2010-11)	2,509	1,604	1,730	2,360	2,360
Number of properties cleaned up	2,381	2,426	2,632	2,600	2,600
WORKLOAD					
Number of Commercial Inspections	60,030	65,892	62,000	60,000	60,000
Number of Residential Inspections	117,675	125,254	126,000	92,000	92,000
Number of electrical permits	19,131	19,066	19,178	15,800	15,800
Number of sign permits	733	835	774	780	780
Number of site development plan reviews	4,338	4,339	4,350	4,000	4,000
Number of nuisance intakes	4,148	4,275	4,530	4,232	4,330
Number of housing units inspected (includes enhanced inspection pilot beginning in FY 2010-11)	5,080	3,596	3,850	2,016	2,016
Number of enforcement cases prepared and presented to code hearings officer	1	2	2	2	2
Number of zoning code violation statistics (cases, inspections, and letters)	5,626	5,121	5,350	4,348	5,000
Number of home occupation permits issued	106	112	115	110	110
Number of properties assessed code enforcement fees	377	270	340	290	290
Number of issued residential building permits	6,820	6,832	8,100	5,900	5,900
Total number of issued commercial and residential building permits	10,251	10,195	12,950	9,000	9,000

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
Number of mechanical permits	11,203	11,913	12,218	11,700	11,700
Number of housing intakes	2,105	2,105	2,165	2,116	2,165
Number of site development permit inspections	268	426	250	460	460
Number of site development land use case reviews	1,074	939	980	900	900
Number of sanitation permits and evaluations issued	485	523	550	500	500
Number of Land Use Review and Final Plat Applications	916	775	730	610	610
Number of housing and derelict buildings inspections	5,873	4,459	4,800	5,050	5,050
Number of issued commercial building permits	3,431	3,363	4,850	3,100	3,100
Number of plumbing permits	11,016	11,123	10,898	10,400	10,400
Number of code enforcement fee waiver requests	700	360	710	324	324
Number of nuisance inspections	8,178	7,845	8,400	8,600	8,600
Number of construction code violation cases	333	276	260	150	150

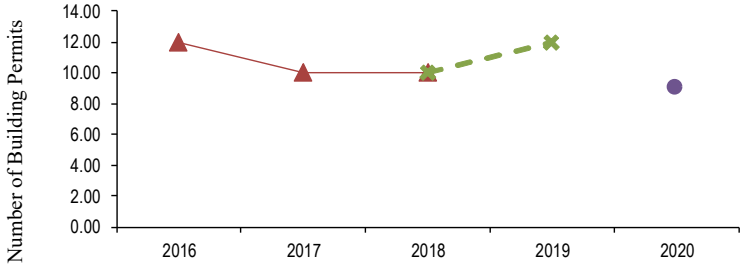
Number of Nuisance Inspections

The number of nuisance inspections for FY 2017-18 is 7,845 which is less than the estimate of 10,033. This is a 4% decrease in the number of inspections from FY 2016-17. The target for FY 2019-20 is 8,600 inspections.



Total Commercial and Residential Building Permits

The number of building permits is expected to slightly decrease in FY 2018-19. The target for FY 2019-20 is 9,000 permits.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Licenses & Permits	46,313,837	47,972,604	45,771,580	35,848,891	35,848,891
Charges for Services	18,769,455	17,455,328	18,044,287	13,396,191	13,326,191
Bond & Note	37,000,000	10,220,699	15,600,000	0	0
Miscellaneous	5,284,705	5,290,734	4,262,724	4,216,041	4,216,041
Total External Revenues	**107,367,997**	**80,939,365**	**83,678,591**	**53,461,123**	**53,391,123**
Internal Revenues					
Fund Transfers - Revenue	2,117,744	952,985	982,528	1,005,775	1,075,775
Interagency Revenue	1,092,472	1,152,531	930,244	1,233,328	1,233,328
Total Internal Revenues	**3,210,216**	**2,105,516**	**1,912,772**	**2,239,103**	**2,309,103**
Beginning Fund Balance	71,162,435	76,632,770	76,568,095	80,615,435	80,615,435
Total Resources	**$181,740,648**	**$159,677,651**	**$162,159,458**	**$136,315,661**	**$136,315,661**
Requirements					
Bureau Expenditures					
Personnel Services	37,556,654	43,141,645	53,324,845	57,426,597	57,426,597
External Materials and Services	5,513,316	6,716,706	8,131,787	9,014,476	9,014,476
Internal Materials and Services	11,942,233	14,686,753	13,995,466	10,887,912	10,887,912
Capital Outlay	0	147,769	2,477,464	0	0
Total Bureau Expenditures	**55,012,203**	**64,692,874**	**77,929,562**	**77,328,985**	**77,328,985**
Fund Expenditures					
Debt Service	48,361,418	16,350,767	1,860,492	1,443,126	1,443,126
Contingency	0	0	79,962,243	55,006,712	55,006,712
Fund Transfers - Expense	1,734,257	2,065,916	2,407,161	2,536,838	2,536,838
Total Fund Expenditures	**50,095,675**	**18,416,683**	**84,229,896**	**58,986,676**	**58,986,676**
Ending Fund Balance	76,632,770	76,568,095	0	0	0
Total Requirements	**$181,740,648**	**$159,677,651**	**$162,159,458**	**$136,315,661**	**$136,315,661**
Programs					
Administration & Support	18,420,651	22,166,595	28,208,477	23,881,724	23,881,724
Combination Inspections	5,700,945	6,730,124	8,568,296	9,005,725	9,005,725
Commercial Inspections	6,170,955	6,791,271	7,822,805	9,311,515	9,311,515
Compliance Services	0	460,113	1,490,982	1,767,163	1,767,163
Development Services	655,650	1,458,345	6,569,075	7,696,430	7,696,430
Grants Management	(3,996)	3,999	0	0	0
Land Use Services	8,841,188	10,210,409	11,712,186	10,464,958	10,464,958
Neighborhood Inspections	2,749,555	3,298,700	3,802,610	4,048,681	4,048,681
Plan Review	9,987,714	11,231,282	7,712,216	8,442,397	8,442,397
Site Development	2,489,541	2,342,036	2,042,915	2,710,392	2,710,392
Total Programs	**$55,012,203**	**$64,692,874**	**$77,929,562**	**$77,328,985**	**$77,328,985**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Special Projects								
Amanda 7 & Inspections Scheduling	0	4,121,848	5,102,648	0	0	0	0	5,102,648
Contractor App & Inspector App	0	3,010,734	0	0	0	0	0	0
Development Hub PDX	0	2,368,049	0	0	0	0	0	0
Electronic Plan Review Phase 1	0	2,496,600	0	0	0	0	0	0
Total Special Projects	**0**	**11,997,231**	**5,102,648**	**0**	**0**	**0**	**0**	**5,102,648**
Total Requirements	**0**	**11,997,231**	**5,102,648**	**0**	**0**	**0**	**0**	**5,102,648**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	3.00	190,478	3.00	204,233	3.00	204,233
30000064	Accountant III	65,083	81,848	1.00	73,804	1.00	76,925	1.00	76,925
30003002	Administrative Specialist I	44,075	66,102	1.00	64,854	1.00	64,854	1.00	64,854
30003003	Administrative Specialist II	48,277	89,523	10.00	672,697	10.00	693,117	10.00	693,117
30003004	Administrative Specialist III	53,290	98,800	1.00	85,238	1.00	85,238	1.00	85,238
30003005	Administrative Specialist IV	63,336	105,373	1.00	58,646	1.00	75,525	1.00	75,525
30003006	Analyst I	53,290	98,800	3.00	225,576	3.00	225,576	3.00	225,576
30003007	Analyst II	63,336	105,373	7.00	631,498	7.00	631,498	7.00	631,498
30003008	Analyst III	69,805	126,318	2.00	243,256	2.00	243,256	2.00	243,256
30000175	Building Inspector I	65,000	75,192	2.00	120,347	2.00	145,084	2.00	145,084
30000173	Building Inspector II	74,318	85,966	18.00	1,431,776	18.00	1,516,511	18.00	1,516,511
30000174	Building Inspector, Sr	84,510	97,802	24.00	2,312,383	24.00	2,362,505	24.00	2,362,505
30003010	Business Systems Analyst I	53,290	98,800	1.00	31,915	1.00	58,510	1.00	58,510
30003011	Business Systems Analyst II	63,336	105,373	5.00	361,164	5.00	392,080	5.00	392,080
30003012	Business Systems Analyst III	69,805	126,318	3.00	302,557	3.00	302,557	3.00	302,557
30000184	Code Specialist II	50,274	66,581	5.00	302,827	5.00	309,565	5.00	309,565
30000186	Code Specialist III	54,933	72,010	2.00	115,716	2.00	143,342	2.00	143,342
30000170	Combination Inspector	81,869	94,848	16.00	1,410,397	16.00	1,479,273	16.00	1,479,273
30003027	Coordinator I - NE	48,277	89,523	6.00	454,614	6.00	454,614	6.00	454,614
30003028	Coordinator II	53,290	98,800	4.00	216,061	4.00	302,723	4.00	302,723
30003029	Coordinator III	63,336	105,373	2.00	142,872	2.00	172,130	2.00	172,130
30003030	Coordinator IV	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
30000335	Development Services Project Coord	71,968	91,915	7.00	565,602	7.00	585,798	7.00	585,798
30000332	Development Services Technician I	44,221	59,259	10.00	457,053	10.00	492,571	10.00	492,571
30000333	Development Services Technician II	59,259	75,608	38.00	2,486,629	38.00	2,575,051	38.00	2,575,051
30000334	Development Services Technician III	71,968	91,915	8.00	684,844	8.00	705,080	8.00	705,080
30003038	Director II	130,478	208,770	1.00	185,994	1.00	185,994	1.00	185,994
30000168	Electrical Inspector	74,318	85,966	10.00	818,055	10.00	835,155	10.00	835,155
30000169	Electrical Inspector, Sr	84,510	97,802	9.00	831,407	9.00	882,652	9.00	882,652
30003047	Engineer III	80,205	140,338	1.00	110,271	1.00	110,271	1.00	110,271
30000367	Engineer-Geotechnical	94,619	114,982	7.00	698,332	7.00	755,780	7.00	755,780
30000368	Engineer-Mechanical	94,619	114,982	2.00	227,074	2.00	229,965	2.00	229,965
30000369	Engineer-Structural	94,619	114,982	13.00	1,426,782	13.00	1,454,704	13.00	1,454,704
30000360	Engineering Associate, Sr-Geotechnical	81,827	104,291	1.00	81,827	1.00	83,814	1.00	83,814
30003050	Engineering Manager	92,851	162,490	1.00	135,990	1.00	135,990	1.00	135,990
30003051	Engineering Supervisor	91,728	152,277	2.00	252,179	2.00	252,179	2.00	252,179
30003054	Financial Analyst I	53,290	98,800	1.00	78,333	1.00	78,333	1.00	78,333
30003055	Financial Analyst II	63,336	105,373	2.00	171,735	2.00	171,735	2.00	171,735
30003056	Financial Analyst III	69,805	126,318	1.00	106,579	1.00	106,579	1.00	106,579
30000372	Graphics Designer II	59,259	75,608	1.00	75,608	1.00	75,608	1.00	75,608
30000373	Graphics Designer III	71,968	91,915	1.00	71,968	1.00	73,788	1.00	73,788
30000028	Hearings Clerk	51,854	68,182	2.00	130,146	2.00	133,552	2.00	133,552
30000171	Housing Inspector	58,427	73,986	13.00	789,693	13.00	890,070	13.00	890,070
30000172	Housing Inspector, Sr	77,126	89,253	5.00	430,115	5.00	445,371	5.00	445,371
30003082	Manager II	92,851	162,490	3.00	360,235	3.00	360,235	3.00	360,235
30003083	Manager III	111,696	189,842	1.00	141,461	1.00	141,461	1.00	141,461
30003085	Multimedia Specialist	53,290	98,800	2.00	123,540	2.00	144,186	2.00	144,186
30000012	Office Support Specialist II	37,461	53,789	22.00	983,645	23.00	1,091,168	23.00	1,091,168
30000013	Office Support Specialist III	47,902	63,482	9.00	497,107	9.00	514,282	9.00	514,282
30000377	Planner I, City-Land Use	69,160	80,038	10.00	767,291	10.00	779,769	10.00	779,769

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000381	Planner I, City-Urban Design	69,160	80,038	4.00	297,939	4.00	307,913	4.00	307,913
30000384	Planner II. City-Environmental	79,518	92,040	2.00	172,120	2.00	180,539	2.00	180,539
30000385	Planner II. City-Land Use	79,518	92,040	15.90	1,432,977	15.00	1,371,463	15.00	1,371,463
30000389	Planner II. City-Urban Design	79,518	92,040	8.00	694,366	8.00	714,177	8.00	714,177
30000375	Planner, Associate	62,858	72,758	6.00	403,374	6.00	415,120	6.00	415,120
30003089	Planner, Principal	91,728	152,277	1.00	128,544	1.00	128,544	1.00	128,544
30000392	Planner, Sr City-Environmental	85,488	98,925	0.90	89,032	0.00	0	0.00	0
30000393	Planner, Sr City-Land Use	85,488	98,925	10.90	1,051,899	10.00	979,948	10.00	979,948
30000397	Planner, Sr City-Urban Design	85,488	98,925	4.00	386,443	4.00	389,100	4.00	389,100
30003090	Planner, Supervising	80,205	140,338	5.00	571,440	5.00	571,440	5.00	571,440
30000374	Planning Assistant	37,003	47,216	3.00	111,010	3.00	113,786	3.00	113,786
30000231	Plans Examiner, Commercial	76,502	93,974	20.00	1,718,010	20.00	1,759,520	20.00	1,759,520
30000230	Plans Examiner, Residential	66,061	77,251	7.00	461,903	7.00	508,493	7.00	508,493
30000232	Plans Examiner, Sr	82,410	102,107	5.00	489,882	5.00	489,882	5.00	489,882
30000164	Plumbing Inspector	74,318	85,966	8.00	680,785	8.00	693,982	8.00	693,982
30000165	Plumbing Inspector, Sr	84,510	97,802	4.00	398,944	4.00	398,944	4.00	398,944
30003096	Public Information Manager	80,205	140,338	1.00	94,289	1.00	109,658	1.00	109,658
30003097	Public Information Officer	63,336	105,373	1.00	84,354	1.00	84,354	1.00	84,354
30003100	Risk Specialist II	63,336	105,373	1.00	80,547	1.00	98,904	1.00	98,904
30000177	Site Development Inspector I	65,000	75,192	4.00	264,876	4.00	289,633	4.00	289,633
30000179	Site Development Inspector II	74,318	85,966	2.00	116,093	2.00	166,046	2.00	166,046
30000178	Site Development Inspector, Sr	84,510	97,802	2.00	190,237	2.00	193,412	2.00	193,412
30003103	Supervisor I - E	63,336	105,373	2.00	173,877	2.00	173,877	2.00	173,877
30003104	Supervisor II	69,805	126,318	18.00	1,864,579	18.00	1,895,038	18.00	1,895,038
TOTAL FULL-TIME POSITIONS				436.70	35,212,628	435.00	36,380,972	435.00	36,380,972
30000385	Planner II. City-Land Use	79,518	92,040	0.00	0	0.90	82,836	0.90	82,836
30000392	Planner, Sr City-Environmental	85,488	98,925	0.00	0	0.90	89,032	0.90	89,032
30000393	Planner, Sr City-Land Use	85,488	98,925	0.00	0	0.90	89,032	0.90	89,032
TOTAL PART-TIME POSITIONS				0.00	0	2.70	260,901	2.70	260,901
30003003	Administrative Specialist II	48,277	89,523	3.00	194,178	1.00	68,900	1.00	68,900
30003007	Analyst II	63,336	105,373	2.00	168,709	2.00	168,709	2.00	168,709
30003008	Analyst III	69,805	126,318	1.00	98,062	1.00	98,062	1.00	98,062
30003012	Business Systems Analyst III	69,805	126,318	2.00	163,998	2.00	41,098	2.00	41,098
30003028	Coordinator II	53,290	98,800	1.00	77,426	1.00	77,426	1.00	77,426
30003029	Coordinator III	63,336	105,373	1.00	84,354	1.00	84,354	1.00	84,354
30000333	Development Services Technician II	59,259	75,608	2.00	140,870	2.00	146,487	2.00	146,487
30000334	Development Services Technician III	71,968	91,915	2.00	143,936	0.00	0	0.00	0
30000168	Electrical Inspector	74,318	85,966	1.00	88,795	1.00	88,795	1.00	88,795
30000369	Engineer-Structural	94,619	114,982	1.00	114,982	1.00	114,982	1.00	114,982
30000012	Office Support Specialist II	37,461	53,789	2.00	65,415	1.00	1,987	1.00	1,987
30000013	Office Support Specialist III	47,902	63,482	2.00	125,112	2.00	126,781	2.00	126,781
30000385	Planner II. City-Land Use	79,518	92,040	2.00	184,080	2.00	184,080	2.00	184,080
30000231	Plans Examiner, Commercial	76,502	93,974	1.00	88,566	1.00	88,566	1.00	88,566
30000164	Plumbing Inspector	74,318	85,966	1.00	76,773	1.00	48,464	1.00	48,464
30003108	Technology Capital Project Manager	91,728	152,277	1.00	119,538	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				25.00	1,934,794	19.00	1,338,691	19.00	1,338,691
GRAND TOTAL				461.70	37,147,423	456.70	37,980,564	456.70	37,980,564

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.

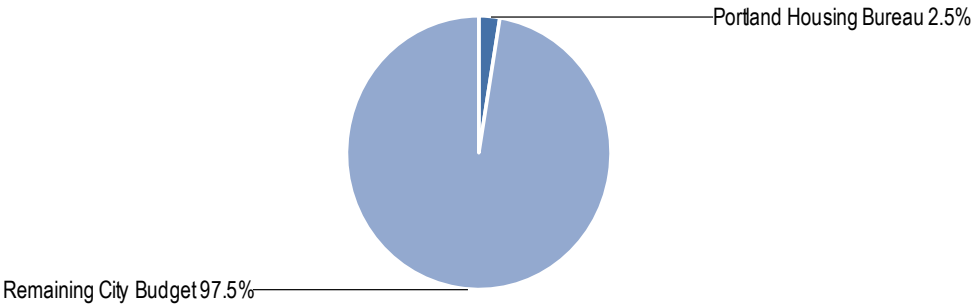
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	75,588,231	0	75,588,231	445.70	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	51,432	51,432	0.00	City Development Review Strategic Plan
	1,145,879	0	1,145,879	11.00	Restore Land Use Services positions
	29,628	0	29,628	0.00	OMF interagency balancing
	0	513,815	513,815	0.00	Permit System Sustainment Plan
Approved Budget Additions and Reductions					
	0	0	0	0.00	Funding for historic review project
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,175,507	**565,247**	**1,740,754**	**11.00**	**Total FY 2019-20 Decision Packages**
			77,328,985	**456.70**	**Total Adopted Budget**

Portland Housing Bureau

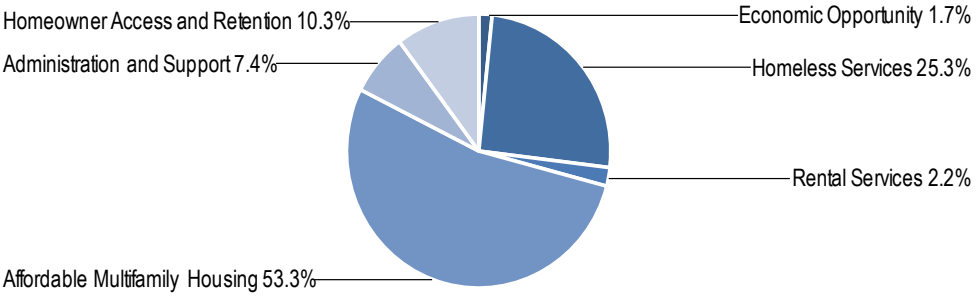
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Shannon Callahan, Director

Percent of City Budget

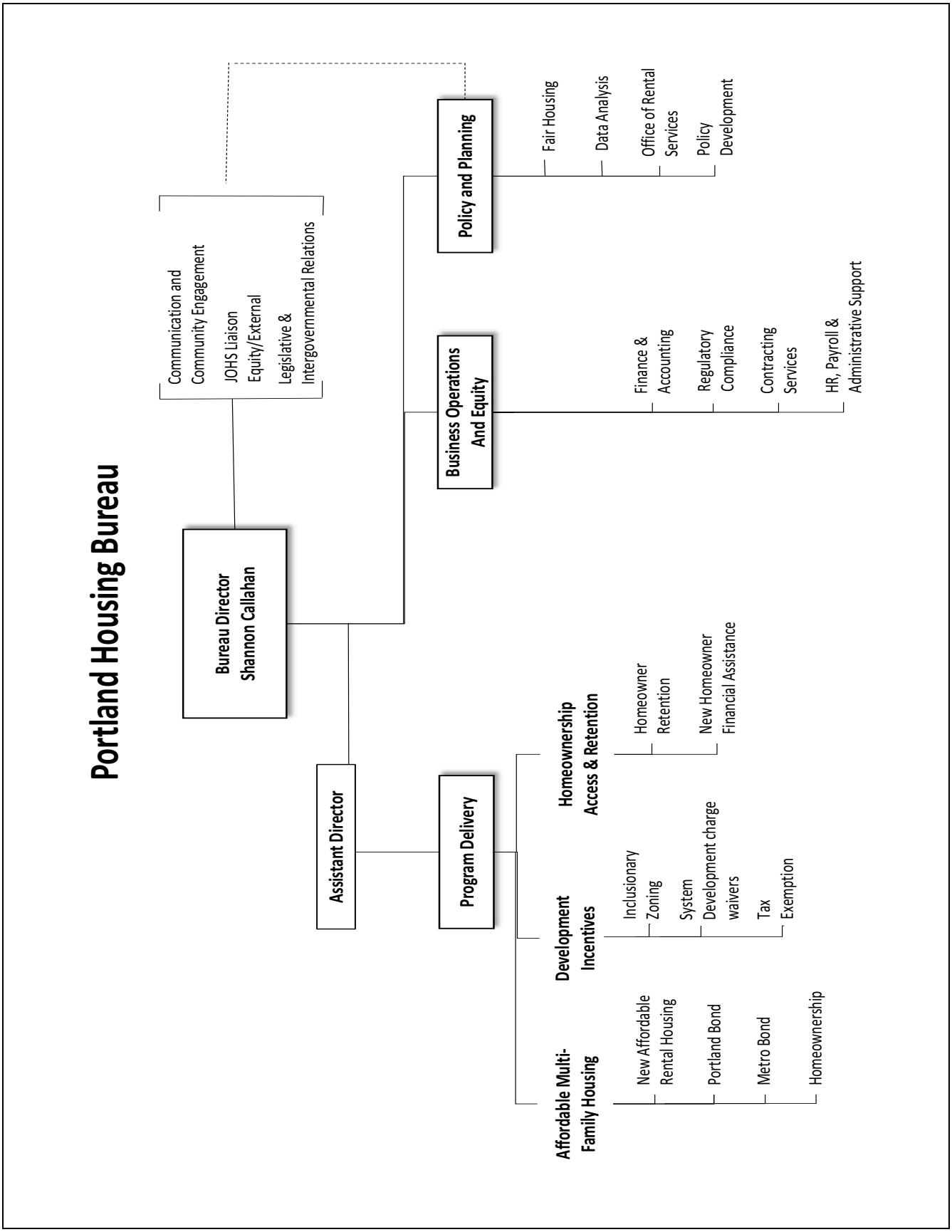


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	179,208,479	128,337,161	(50,871,318)	(28.39)
Capital	17,812,777	14,217,971	(3,594,806)	(20.18)
Total Requirements	**197,021,256**	**142,555,132**	**(54,466,124)**	**(27.64)**
Authorized Positions	71.00	81.00	10.00	14.08


Portland Housing Bureau
Bureau Director
Shannon Callahan
Communication and
Community Engagement
JOHS Liaison
Equity/External
Legislative &
Intergovernmental Relations
Assistant Director
Policy and Planning
Fair Housing
Data Analysis
Office of Rental
Services
Policy
Development
Business Operations
And Equity
Finance &
Accounting
Regulatory
Compliance
Contracting
Services
HR, Payroll &
Administrative Support
Program Delivery
Homeownership
Access & Retention
Homeowner
Retention
New Homeowner
Financial Assistance
Development
Incentives
Inclusionary
Zoning
System
Development charge
waivers
Tax
Exemption
Affordable Multi-
Family Housing
New Affordable
Rental Housing
Portland Bond
Metro Bond
Homeownership

Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB or Housing Bureau) 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 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 the management of several sources of public funds utilized in the investment of quality affordable housing. Investments span the continuum of housing services and include programs to prevent, address and aim to end homelessness, develop rental housing for low-income individuals and families, provide targeted homeownership and home retention programs, and administer regulation and services to renters and landlords engaged in the rental housing market.

Funds come from four major sources: (1) per City policy, 45% of all Tax Increment Financing (TIF) resources go toward affordable housing; (2) General Obligation bond funds for capital expenditures associated with the production and preservation of affordable housing; (3) City General Fund; and (4) federal funds and local sources including the Construction Excise Tax, Inclusionary Zoning fees, short term rental revenue, and the Housing Investment Fund.

The bureau has four permanent advisory commissions that guide its work. The Portland Housing Advisory Commission (PHAC) advises the bureau and City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. Although PHAC does not have an explicit decision-making role, PHAC helped to shape the bureau's Consolidated Plan and serves as the bureau's Budget Advisory Committee. The other three advisory committees - the Rental Services Commission, the N/NE Housing Strategy Oversight Committee, and the Bond Oversight Committee - provide guidance to specific priorities noted in the following section.

Strategic Direction

Since it was created in 2009, the bureau has expanded from its original role as an Urban Renewal Agency with a production focus, adding education, policy making, market regulation, and direct housing provision. The bureau uses data to drive its actions, guided by principles of racial justice, equity, and community decision making. The annual State of Housing reports have shown how historic and institutional barriers to accessible housing, homeownership, and economic stability continue to systematically disadvantaged Communities of Color. The bureau has a responsibility to address this inequity through its work, and to allocate time and resources efficiently to reflect the importance of this priority.

Moving into the 2019-2020 fiscal year the Housing Bureau will continue to focus on the implementation of its six strategic priorities.

Portland Housing Bond

In November 2016, Portland voters approved measure No. 26-179, authorizing $258.4 million in General Obligation bonds to fund at least 1,300 units of newly affordable housing. A Policy Framework adopted by City Council identifies priority populations and location criteria to guide building and land acquisitions for the Bond that reflect the community's goals of preventing displacement, advancing racial equity, and making a visible impact on homelessness. Under the framework, Bond investments should also be balanced throughout the city, focusing on areas in neighborhoods vulnerable to gentrification and displacement – particularly where there are high concentrations of residents from Communities of Color. This work is guided by the Bond Oversight Committee.

The City will also receive approximately $200 million in additional resources from the Metro Regional Affordable Housing Bond, approved by voters in November 2018. In the same election cycle, Oregon voters approved changes to the state constitution allowing local bonds to be used to finance affordable housing through nongovernmental organizations. The Housing Bureau released its first solicitation under the new constitutional scheme and intends to make awards in the first quarter of FY 2019-20.

Rental Services Office

Since it was established in 2017, PHB's Rental Services Office has been responsible for data analysis, policy development, and contracting for services related to fair housing and landlord-tenant law. In addition, the office provides services, information, and referrals in the areas of education and outreach, legal services, and policy and planning. The Rental Services Commission helps to advise on these services, which include landlord-tenant education, referrals for fair housing and legal assistance, fair housing testing, emergency referral services, and emergency relocation assistance for health and habitability issues. The City's Rental Registration Program requires all rental property owners or property managers to register their residential rental activity and provide rental location addresses on a schedule to the Business License Tax return.

N/NE Neighborhood Housing Strategy

City efforts during the 1990s to address the crime and blight that had begun to consume the area brought about profound neighborhood transformations, but left many longtime residents with fewer and fewer housing options. Within a decade, the percentage of African Americans in the total population of the area had fallen by more than half. In response, the City developed the North/Northeast Neighborhood Housing Strategy through a seven-month community engagement process and backed with an additional $20 million in TIF dollars from the Interstate Corridor Urban Renewal Area, which has since increased to $75 million. A central feature of the strategy is the N/NE Preference Policy, which gives priority for the City's affordable housing investments in the Interstate Corridor Urban Renewal Area to current and former residents of the N/NE Portland community. The bureau is in the process of treading a new path to reach plan goals, including loan forgiveness, additional support from Portland Housing Center, and additional funding to construction grants. The bureau will also be piloting a home retention program aimed at providing stability to long-time, low-income homeowners of color in N/NE. The N/NE Housing Strategy Oversight Committee helps to oversee implementation of this plan.

A Home For Everyone and the Joint Office of Homeless Services

Ending homelessness is a major priority for the City of Portland. Like other West Coast cities, housing costs in Portland have risen faster than incomes, resulting in growing inequalities that push thousands more people into homelessness each year. In response to the urgent need, the Portland City Council declared a State of Emergency on Housing and Homelessness in October 2015, which remains in effect. The City has dramatically expanded funding and programming for homeless services, administered by the Joint Office of Homeless Services (JOHS). Every year, these services respond to the housing needs of individuals and families experiencing homelessness through housing placement, prevention and other investments to ensure people find housing stability and a safe place off of the streets. City General Fund investments in homeless services have increased more than $21.2 million over that last ten years. Funds go towards supporting a range of effective programs, including rent assistance, street outreach, supportive housing, and emergency shelter.

Supportive Housing

In October 2017, the Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions stating the goal to create 2,000 new supportive housing units by 2028. Supportive housing combines affordable housing with wrap around services that help people who face the most complex challenges to live with stability, autonomy and dignity. As a result of collaboration with local and state jurisdictional and community partners, 610 new supportive housing units have opened or will be by the year 2021. The bureau will continue to integrate supportive housing into all possible affordable housing development projects. New funding for supportive housing services to fund drug and alcohol treatment are included in the FY 2019-20 Adopted Budget.

Inclusionary Housing

The Inclusionary Housing (IH) program is designed to supplement the City's publicly financed affordable housing development and help bridge the affordable housing gap by linking the production of affordable and market-rate housing to the production of market-rate housing. In the 18 months the program has been in effect, the City has permitted, or is in process to permit, a minimum of 362 Inclusionary Housing units associated with 43 development projects. These projects represent roughly 2,269 total units of housing under the program to date. The affordable units in privately financed projects are roughly equivalent to $32 million in public subsidies. Most of these units are located in high opportunity areas with access to good schools, jobs, transit, and other community amenities. Currently, there are another 57 projects with a potential 6,309 units in some stage of the early assistance or pre-application process. The bureau will continue to make refinements and track the calibration and feasibility of the program to ensure effectiveness by conducting a third party inclusionary housing market analysis.

Summary of Budget Decisions

Adds

Rental Services Office

In addition to ongoing base budget General Fund and Community Development Block Grant revenues, the FY 2019-20 Adopted Budget includes the following one-time General Fund resources for rental services:

- $826,318 to maintain FY 2018-19 funding for contracts, outreach, education, legal services, two existing positions, and a new Rental Services Office program manager;
- $150,000 for a mediation services pilot;
- $283,000 for additional outreach and education; and
- $369,000 in carryover from anticipated FY 2018-19 Rental Services Office underspending.

In addition, the Adopted Budget allocates $100,000 in Recreational Cannabis Tax resources for records expungement.

Joint Office of Homeless Services

The City's FY 2019-20 Adopted Budget includes a total of $34.4 million in funding for the JOHS, including $24.9 million in existing ongoing General Fund resources. The Adopted Budget also adds the following:

- $250,000 in new ongoing General Fund resources for enhanced shelter operations;
- Over $6.9 million in one-time General Fund resources to maintain current service levels for shelter, supportive housing, housing placement, prevention, and retention; and
- $113,338 in one-time General Fund in the Portland Housing Bureau's budget for a dedicated communications staff person, who will be co-located in the JOHS.

Inclusionary Housing

The FY 2019-20 Adopted Budget includes $150,000 in one-time General Fund resources for an external contract to provide guidance for calibration of the program's incentives and requirements to align with current market realities.

Drug and Alcohol Treatment Services

The FY 2019-20 Adopted Budget adds $177,000 in one-time and $323,000 in ongoing Recreational Cannabis Tax resources to fund drug and alcohol addiction treatment services as part of PHB's permanent supportive housing strategy.

Budget Note

Fee Schedule for Rental Registration Program

Council directs the Portland Housing Bureau and the Office of Management's Revenue Division to develop a fee schedule for the Rental Registration Program. This fee schedule shall be based upon recovering sufficient resources to fully fund the program. The program scope and goals, and accompanying fee schedule shall be presented to City Council no later than July 15th, 2019.

Capital Budget

Capital Summary

CIP Highlights

In FY 2019-20, the bureau plans to reconfigure its role as asset manager of affordable housing units acquired and constructed using proceeds from the Affordable Housing Bond. On November 6, 2018, voters changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This is a notable change to the capital program that will mean that PHB can return to its typical public-private partnership model for the creation of affordable housing. This will also mean that PHB may reconsider the disposition and ultimate ownership of the properties already acquired under the Bond program.

Major Issues

There will be many permanent supportive housing (PSH) units created with both Portland and Metro Affordable Housing bond funds. There will need to be additional funds identified from public and private partners to provide sufficient services to these PSH units.

Changes from Prior Year

PHB plans to lend the majority of Portland Bond funds, and the newly approved Metro Bond funds to private partners, therefore reducing the bureau's capital program significantly over time. This represents a return to the gap financing model the bureau has used for many years to build affordable housing projects in the community. The structure of these financing deals will include a recovery mechanism for the costs of delivering the gap financing product to eligible development projects.

Council Goals and Priorities

This work supports the goals of the State of Housing Emergency, as well as the Housing Bond Policy Framework adopted by Council in October 2017. Additionally, the bureau's capital investments are made with consideration to the 2035 Comprehensive Plan as discussed further below.

Criteria

The Housing Bureau facilitated a community process with the Strategic Advisory Group and the public to develop a comprehensive strategy to meet community needs within the opportunity-based nature of real estate development.

Capital Planning and Budgeting

Capital Planning Process

The bureau's planning process for bond resources includes the expertise of in-house staff, bond counsel, the City Attorney's Office, and the Office of Management & Finance. The bureau has a team of construction coordinators, all certified architects with construction backgrounds, who provide construction review and inspection for Housing Bureau gap-financed projects. Their expertise has also been used for due diligence on the acquisition of the Joyce Hotel, Ellington Apartments, and property acquisitions. Those staff have been joined staff from Home Forward to further review the needs of those properties and to provide capital planning and construction management expertise. Bond funds will be awarded through a number of Bond Opportunity Solicitation (BOS) rounds. Projects will be awarded funding after meeting minimum criteria and review by internal and external panels of experts.

City Comprehensive Plan

The bureau's capital investments are made with consideration to the 2035 Comprehensive Plan, which tasks the bureau with goals such as preserving mobile home parks and expanding land banking work and anti-displacement activities.

Financial Forecast Overview

The Housing Bureau's history has been defined by urban renewal TIF resources via the Council-approved affordable housing set-aside. It is a history of peaks and valleys: peaks from rising property values and the increase in the amount of funding set-aside, and valleys from shrinking property values and the end of individual URAs.

The first steep drop in TIF resources was due to declines in property values, and led to significant staffing reductions at both Prosper Portland (formerly the Portland Development Commission) and the Housing Bureau. This revenue source is currently at a high level, but is expected to experience another more permanent downturn in four to eight years as almost all districts reach maximum indebtedness or the final year to issue debt. This coincides with the expiration of both the City and Metro Affordable Housing Bond authority. Council action would be required to create additional Urban Renewal Areas(URAs), increase maximum indebtedness depending on forecasted tax growth capacity, or refer additional bonds to the ballot

In absence of Council action, there will be a significant reduction in both gap financing and capital acquisition and construction, as well as near elimination of the bureau's homeownership programs. The bureau has modest resources remaining in the post-TIF, post-bond era with federal funds, the construction excise tax, and future short-term rental resources. Limited resources will require difficult decisions as to the longer term role of the bureau in affordable housing.

Asset Management and Replacement Plan

A number of capital assets have been purchased to date through the Portland Housing Bond program, using a combination of the Housing GO Bond, the Short-term Rental Revenue Bond, interim borrowing, TIF and Housing Investment Fund sources. These assets include the following apartments:

- The Ellington
- East Burnside

The bureau also owns the Headwaters Apartments, constructed in 2006 with CityLights GO bonds. Other assets include property planned for future development or redevelopment:

- 30th and Powell
- Mt Tabor
- NE Prescott
- The Joyce
- The Westwind
- The Fairfield

As aging existing apartment properties, the Ellington, Fairfield and Westwind have significant future major maintenance expenses. The bureau is planning to upgrade or redevelop these properties utilizing a mix of bond and other available resources (TIF, building equity, building income). The other properties listed for future development will likely pair bond gap financing resources with resources provided through development partners.

The East Burnside and Headwaters properties are relatively newer. The Headwaters has an active capital needs assessment, and funds are set aside from net income in a major maintenance reserve. East Burnside is also building a major maintenance reserve for the future needs of this building (less than one year old). PHB utilizes the expertise of both Home Forward and the building property management firms in identifying major maintenance needs and reserve levels.

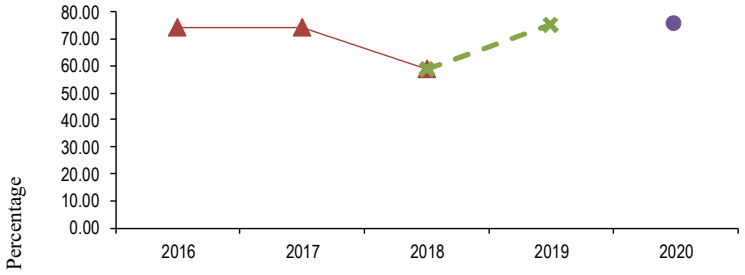
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Average investment per rental housing unit	$110,000	$100,000	$110,000	$110,000	$110,000
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%
OUTCOME					
Number of people housed in newly opened affordable rental units	NA	NA	0	1,000	1,000
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	6,077	5,018	6,400	5,000	5,000
Average length of time (days) spent in homeless shelter (all populations)	60	48	85	110	110
Percentage of housing units opened or preserved in high opportunity areas	73%	60%	50%	50%	50%
Percentage of workforce participants employed at graduation	65%	40%	65%	40%	40%
Percentage of microenterprises increasing economic stability at program exit	85%	41%	85%	41%	41%
Retention rate of households placed in permanent housing at 12 months	74%	59%	75%	75%	75%
Percentage utilization of minority, women, and emerging small business contracts in housing contruction (contract $ awarded)	21%	20%	20%	20%	20%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	27%	28%	27%	26%	26%
Percentage utilization of minority contracts in housing construction (contract $ awarded)	14%	12%	15%	15%	15%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	15%	13%	10%	10%	10%
Percentage of households receiving home repairs and retaining their homes 12 months after services	88%	80%	80%	80%	80%
Percentage of households from Communities of Color receiving PHB homebuyer loans	NA	NA	0%	100%	100%
OUTPUT					
Total number of homeless individuals placed in permanent housing	4,889	5,591	4,513	5,900	5,900
Number of individuals prevented from becoming homeless	6,139	7,458	5,020	8,000	8,000
Rolling three-year average of total units opened and preserved	471	688	861	714	700
Housing units opened that are newly affordable	511	804	828	500	500
Number of renter clients provided direct services	371	793	605	605	605
Affordable housing units preserved	145	183	150	150	150
WORKLOAD					
Total number of workforce participants	1,178	1,394	825	825	825
Number of households receiving home repairs	586	721	800	600	600
Number of households receiving indirect assistance through foregone revenue (mortgage credit certifcate, limited tax exemption, and system development charge exemption)	142	104	142	140	140

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
Number of households receiving homebuyer education or counseling	975	1,169	975	975	975
Total number of Microenterprise participants	262	210	350	300	300
Number of renter clients who were provided information and referrals	1,947	2,602	2,250	2,250	2,250
Average number of monthly referrals to affordable housing with OneApp Oregon Application	NA	408	400	400	400

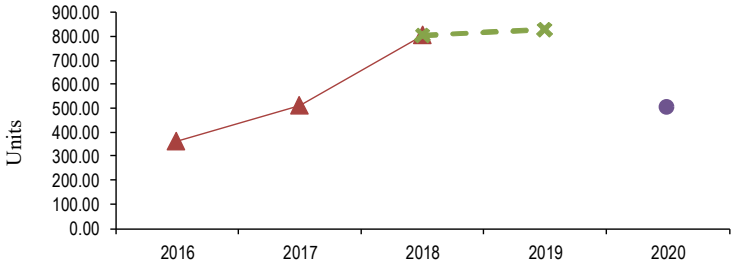
Retention Rate of Homeless Households Placed in Housing at 12 months

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. Homeless service providers contact households at 12 months after placement and the retention target is 75%. A higher number indicates more people are staying in housing. Retention rates declined throughout FY 17- 18. The cause for this has consistently been a decline in the percentage of people successfully contacted for follow-up. However, of those people who were successfully contacted the retention rate has steadily approximated 90%.



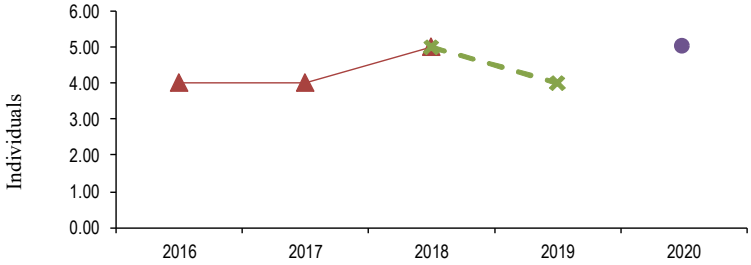
Housing Units Opened that are Newly Affordable

PHB opened 804 newly affordable units in FY 2017-18. The bureau anticipates far exceeding its annual target of opening 500 newly affordable units in FY 2018-19 and FY 2019-20. All PHB regulated rental units are affordable to families with incomes at or below 80% Area Median Income (AMI) with the majority of units affordable at or below 60% AMI.



Total Number of Homeless Individuals Placed in Permanent Housing

PHB placed 5,591 individuals in permanent housing in FY 2017-18 and anticipates placing 4,513 individuals in permanent housing in FY 2018-19. Homeless services performance measures are linked to the strategic goals proposed by the A Home For Everyone (AHFE) coordinating board and approved by the AHFE Executive Committee.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	1,824,101	9,036,976	4,537,500	4,100,000	5,100,000
Miscellaneous Fund Allocations	0	0	0	500,000	600,000
Charges for Services	3,590,659	6,355,732	6,441,976	6,538,817	6,583,987
Intergovernmental	65,613,859	55,282,681	97,901,966	74,432,722	73,072,416
Bond & Note	84,701,266	24,095,702	18,210,220	16,350,000	0
Miscellaneous	13,448,491	11,072,814	8,651,781	3,488,287	6,416,738
Total External Revenues	**169,178,376**	**105,843,906**	**135,743,443**	**105,409,826**	**91,773,141**
Internal Revenues					
General Fund Discretionary	26,134,081	28,753,185	36,121,688	36,941,732	37,174,732
Fund Transfers - Revenue	3,256,237	8,754,374	5,239,055	1,068,399	3,528,380
Interagency Revenue	98,270	116,687	129,320	130,808	130,808
Total Internal Revenues	**29,488,588**	**37,624,246**	**41,490,063**	**38,140,939**	**40,833,920**
Beginning Fund Balance	27,880,115	40,207,162	19,787,750	15,176,834	9,948,071
Total Resources	**$226,547,079**	**$183,675,314**	**$197,021,256**	**$158,727,599**	**$142,555,132**
Requirements					
Bureau Expenditures					
Personnel Services	6,386,600	7,631,162	9,481,435	10,455,979	10,455,977
External Materials and Services	67,514,056	86,837,029	144,177,575	142,232,617	117,245,171
Internal Materials and Services	1,606,481	3,595,037	2,208,538	2,155,721	2,155,721
Capital Outlay	68,159,705	18,560,430	12,188,750	500,000	6,855,000
Total Bureau Expenditures	**143,666,842**	**116,623,659**	**168,056,298**	**155,344,317**	**136,711,869**
Fund Expenditures					
Debt Service	39,011,753	11,963,233	18,893,900	1,468,750	1,468,750
Contingency	0	0	3,271,989	340,315	340,315
Fund Transfers - Expense	3,661,322	6,221,213	6,799,069	1,574,217	4,034,198
Total Fund Expenditures	**42,673,075**	**18,184,446**	**28,964,958**	**3,383,282**	**5,843,263**
Ending Fund Balance	40,207,162	48,867,212	0	0	0
Total Requirements	**$226,547,079**	**$183,675,317**	**$197,021,256**	**$158,727,599**	**$142,555,132**
Programs					
Administration & Support	6,494,619	9,425,210	8,624,925	9,845,850	10,073,641
Affordable Multifamily Housing	100,284,803	68,485,541	99,602,715	92,346,137	72,839,826
Economic Opportunity	2,108,133	2,123,292	2,302,436	2,309,817	2,280,648
Homeless Services	26,528,656	25,881,036	34,296,262	34,521,517	34,561,739
Homeowner Access & Retention	8,250,631	9,364,263	21,165,139	13,515,097	14,015,097
Rental Services	0	1,344,316	2,064,821	2,805,899	2,940,918
Total Programs	**$143,666,842**	**$116,623,659**	**$168,056,298**	**$155,344,317**	**$136,711,869**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Acquisitions								
3000 SE Powell Boulevard	3,548,844	303,913	0	0	0	0	0	0
East Burnside Apartments	14,378,900	12,400	0	0	0	0	0	0
NE Prescott Property	84,752	455,000	0	0	0	0	0	0
Westwind Apartments	3,001,401	3,800,000	680,000	0	0	0	0	680,000
Total Acquisitions	**21,013,897**	**4,571,313**	**680,000**	**0**	**0**	**0**	**0**	**680,000**
Buildings								
Joyce Hotel	10,808,332	1,850,000	500,000	0	0	0	0	500,000
Total Buildings	**10,808,332**	**1,850,000**	**500,000**	**0**	**0**	**0**	**0**	**500,000**
Total Requirements	**31,822,229**	**6,421,313**	**1,180,000**	**0**	**0**	**0**	**0**	**1,180,000**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	37,461	53,789	1.00	53,789	1.00	53,789	1.00	53,789
30003005	Administrative Specialist IV	63,336	105,373	1.00	94,058	1.00	94,058	1.00	94,058
30003006	Analyst I	53,290	98,800	3.00	259,563	3.00	259,563	3.00	259,563
30003007	Analyst II	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003008	Analyst III	69,805	126,318	2.00	196,966	2.00	196,966	2.00	196,966
30003013	Capital Project Manager II	63,336	105,373	1.00	94,723	1.00	94,723	1.00	94,723
30003030	Coordinator IV	69,805	126,318	2.00	177,379	2.00	194,376	2.00	194,376
30003034	Deputy Director I	80,205	140,338	1.00	130,000	1.00	130,000	1.00	130,000
30003037	Director I	111,696	189,842	1.00	109,792	1.00	155,000	1.00	155,000
30003055	Financial Analyst II	63,336	105,373	2.00	197,808	2.00	197,808	2.00	197,808
30003056	Financial Analyst III	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
30001592	Housing Administrative Specialist, Sr	57,533	76,190	3.00	178,249	3.00	184,062	3.00	184,062
30001591	Housing Business Systems Analyst, Asst	61,818	81,910	1.00	81,910	1.00	81,910	1.00	81,910
30001361	Housing Construction Coordinator	64,875	86,029	2.00	163,418	2.00	166,605	2.00	166,605
30001362	Housing Construction Coordinator, Sr	71,614	94,931	3.00	246,709	3.00	252,065	3.00	252,065
30001587	Housing Financial Analyst	68,182	90,334	2.00	165,084	2.00	169,553	2.00	169,553
30001588	Housing Financial Analyst, Assistant	61,818	81,910	2.00	148,907	2.00	150,270	2.00	150,270
30001367	Housing Lead Grant Program Coordinator	71,614	94,931	1.00	84,162	1.00	87,575	1.00	87,575
30001369	Housing Loan Compliance Analyst	57,533	76,190	1.00	57,533	1.00	58,708	1.00	58,708
30001364	Housing Loan Coordinator	61,818	81,910	1.00	78,739	1.00	81,910	1.00	81,910
30001365	Housing Loan Coordinator, Sr	68,182	90,334	2.00	174,397	3.00	247,453	3.00	247,453
30001596	Housing Management Assistant	61,818	81,910	2.00	124,059	2.00	145,272	2.00	145,272
30001363	Housing Portfolio Finance Coordinator	75,338	99,819	4.00	319,220	4.00	359,987	4.00	359,987
30001595	Housing Program Coordinator	71,614	94,931	14.00	1,104,276	14.00	1,182,178	14.00	1,182,178
30001593	Housing Program Specialist	64,875	86,029	4.00	292,011	4.00	302,558	4.00	302,558
30001594	Housing Program Specialist, Assistant	61,818	81,910	7.00	506,074	7.00	527,052	7.00	527,052
30003082	Manager II	92,851	162,490	1.00	116,938	1.00	116,938	1.00	116,938
30000012	Office Support Specialist II	37,461	53,789	1.00	45,080	2.00	92,180	2.00	92,180
30000465	Program Manager	74,090	98,904	0.00	0	1.00	74,090	1.00	74,090
30003096	Public Information Manager	80,205	140,338	0.00	0	1.00	110,271	1.00	110,271
30003097	Public Information Officer	63,336	105,373	1.00	91,957	1.00	91,957	1.00	91,957
30003103	Supervisor I - E	63,336	105,373	1.00	94,058	1.00	94,058	1.00	94,058
30003104	Supervisor II	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
TOTAL FULL-TIME POSITIONS				70.00	5,710,256	74.00	6,276,335	74.00	6,276,335
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30003006	Analyst I	53,290	98,800	0.00	0	1.00	76,045	1.00	76,045
30001591	Housing Business Systems Analyst, Asst	61,818	81,910	1.00	30,909	1.00	63,066	1.00	63,066
30001361	Housing Construction Coordinator	64,875	86,029	0.00	0	2.00	132,413	2.00	132,413
30001595	Housing Program Coordinator	71,614	94,931	0.00	0	1.00	73,091	1.00	73,091
30001593	Housing Program Specialist	64,875	86,029	1.00	71,029	1.00	73,951	1.00	73,951
30000495	Public Information Officer	74,090	98,904	0.00	0	1.00	74,090	1.00	74,090
TOTAL LIMITED TERM POSITIONS				2.00	101,938	7.00	492,655	7.00	492,655
GRAND TOTAL				72.00	5,812,195	81.00	6,768,990	81.00	6,768,990

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.

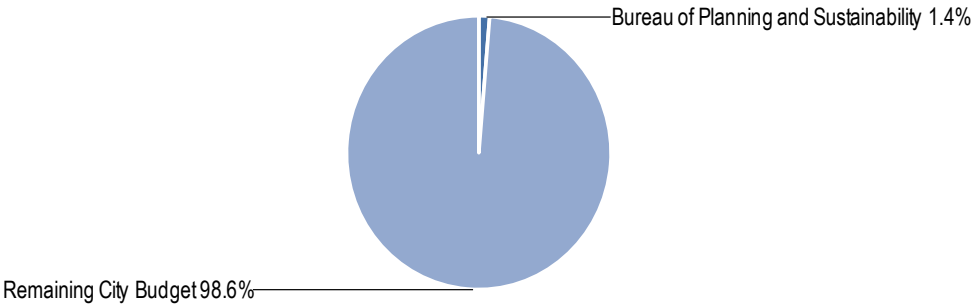
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	146,022,028	0	146,022,028	79.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	0
Mayor's Proposed Budget Decisions					
	323,000	177,000	500,000	0.00	Drug & Alcohol Treatment Services
	0	419,000	419,000	0.00	FY 19 Carryover: Rental Services
	(31,717)	0	(31,717)	0.00	Technical Adjustments
	0	150,000	150,000	0.00	Inclusionary Housing Market Analysis
	0	113,338	113,338	1.00	JOHS Communications Position
	250,000	0	250,000	0.00	JOHS Operational Support for Adult Emergency Shelter
	0	6,945,350	6,945,350	0.00	JOHS One-Time Service Funding
	0	150,000	150,000	0.00	Mediation Services Pilot
	113,338	712,980	826,318	1.00	Rental Services Office - Continuation of Services
Approved Budget Additions and Reductions					
	0	133,000	133,000	0.00	Additional Funding for Outreach & Education
	(19,516,280)	0	(19,516,280)	0.00	Technical Adjustments (multiple funds)
	0	150,000	150,000	0.00	Rental Services Education and Outreach
	0	100,000	100,000	0.00	Records Expungement Funding
Adopted Budget Additions and Reductions					
	0	(50,000)	(50,000)	0.00	FY 19 Carryover: Rental Services
	550,832	0	550,832	0.00	Technical Adjustments (multiple funds)
	(18,310,827)	**9,000,668**	**(9,310,159)**	**2.00**	**Total FY 2019-20 Decision Packages**
			136,711,869	**81.00**	**Total Adopted Budget**

Bureau of Planning and Sustainability

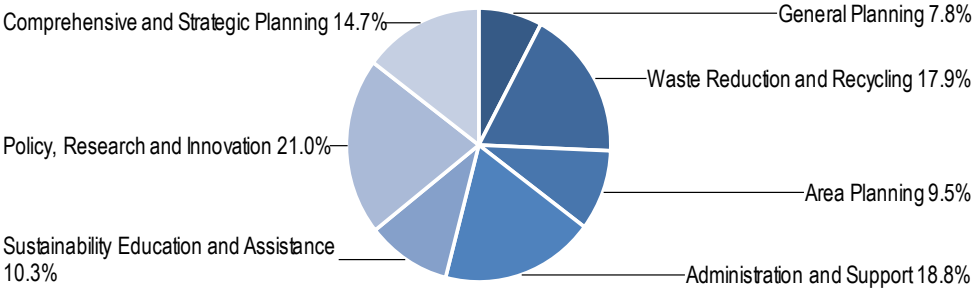
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Andrea Durbin, Director

Percent of City Budget

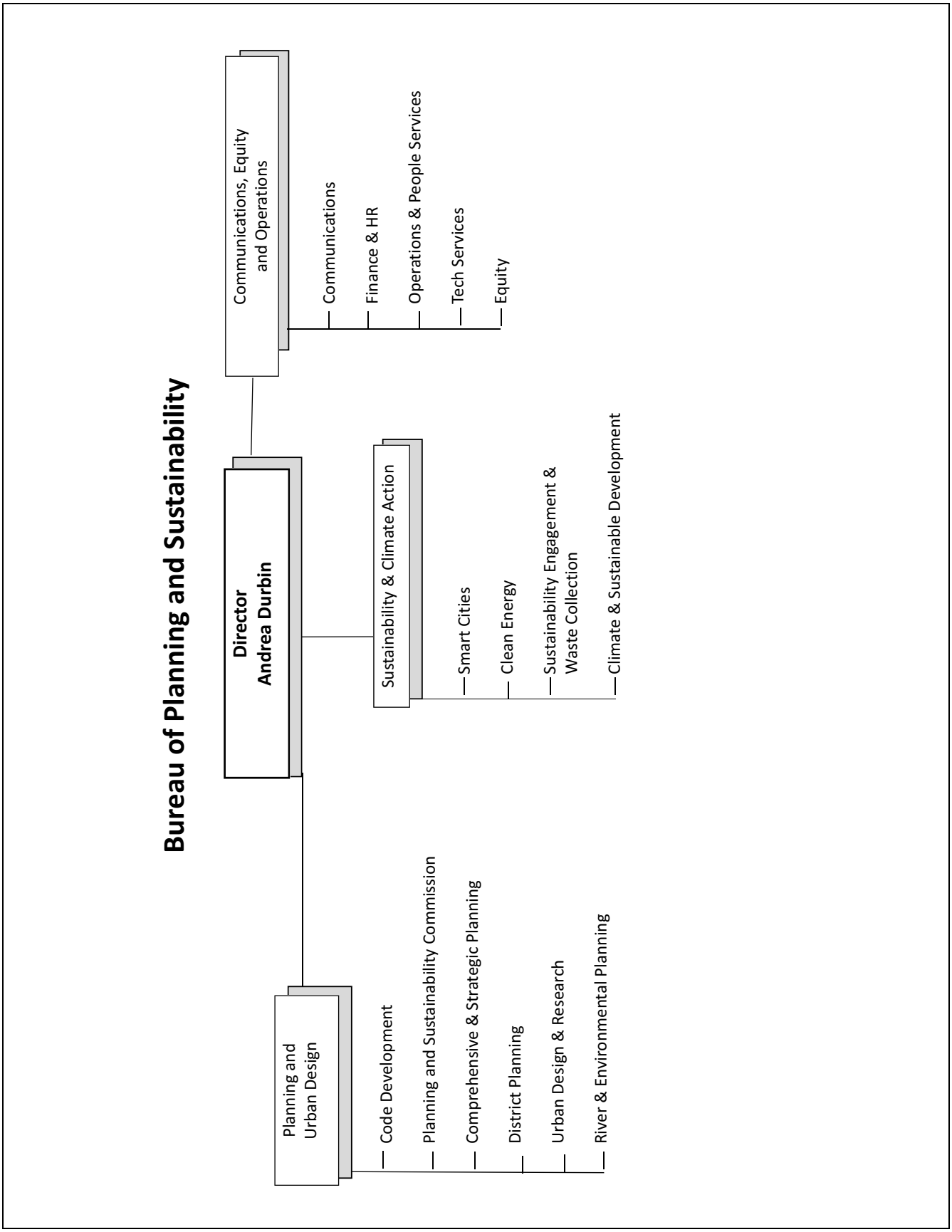


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	25,291,372	76,104,632	50,813,260	200.91
Capital	77,000	0	(77,000)	(100.00)
Total Requirements	**25,368,372**	**76,104,632**	**50,736,260**	**200.00**
Authorized Positions	98.72	107.73	9.01	9.12


Bureau of Planning and Sustainability
Director
Andrea Durbin
Communications, Equity and Operations
Communications
Finance & HR
Operations & People Services
Tech Services
Equity
Sustainability & Climate Action
Smart Cities
Clean Energy
Sustainability Engagement & Waste Collection
Climate & Sustainable Development
Planning and Urban Design
Code Development
Planning and Sustainability Commission
Comprehensive & Strategic Planning
District Planning
Urban Design & Research
River & Environmental Planning

Bureau Summary

Bureau Mission

The Bureau of Planning & Sustainability (BPS) takes action to shape the future of Portland, advance climate protection, and make Portland more prosperous, healthy, resilient, and equitable, now and for future generations.

Bureau Overview

At its heart, BPS is a convener and coordinator for complex projects that balance multiple objectives and set the direction for Portland's future.

BPS integrates sustainability principles into the core of Portland's strategic planning, land use planning, development policies, and climate and energy programs. The depth of staff expertise and extensive community engagement are central to the bureau's commitment to delivering world class "planning and doing."

The bureau develops and implements policies and programs that provide health, environmental, economic, and social benefits to residents, businesses, and government. BPS accomplishes almost everything through partnerships — with City Council, the Planning and Sustainability Commission, other City bureaus, public agencies, businesses, non-profits, and community members. BPS creates big picture plans; sets development policy; motivates action; and provides research, demonstration and evaluation of innovative approaches — all in service to promoting a more prosperous, educated, healthy and equitable city, as called for in the Portland Plan.

Strategic Direction

Within the context of growth and change, BPS collaborates with partners and the community to help design and implement the next generation of urban strategies to achieve community goals. With a focus on Portland's future, and leveraging our longstanding leadership in climate action and urban planning, in FY 2019-20 BPS focuses on the major issues facing our city today.

Create and Champion Big Picture Plans

With adoption of the 2035 Comprehensive Plan, BPS will continue work on state mandates and strategic actions to implement the plan. The new "complete neighborhoods" growth strategy takes a holistic view of what makes a community successful, emphasizing access to transportation options, services, housing choice, parks and nature, quality schools, and cultural facilities.

Marking the tenth anniversary of the East Portland Action Plan, BPS will begin to scope for a larger community development and planning effort in East Portland with community input, and a new plan for the Rosewood area.

Portland has signed on to regional, national and international declarations in the areas of low-carbon buildings, zero waste, clean transportation, equity, and delivering on the Paris Climate Accords. BPS will begin the update process for the 2020 Climate Action Plan to advance those commitments, along with local goals outlined in the Climate Action Plan and City Council's 100% Renewable Energy resolution. BPS will also facilitate the design and development of the voter-approved Portland Clean Energy Community Benefits Fund (PCEF) in the coming year. Activities will include setting up the community oversight and advisory committee; developing program goals and evaluation metrics; and creating guidelines and processes for grant-making activities.

BPS has identified a number of actions to reduce barriers to economic opportunities for minority-owned and woman-owned companies and advance equity and diversity in Portland's garbage and recycling collection programs over the next four years. This commitment is recorded in a new Waste Equity Workplan. The first items in the workplan focus on creating more access and opportunity in the multifamily sector and with the City of Portland's own waste collection contracts. City Council voted to authorize a special procurement exemption for waste collection from public trash cans and City offices and facilities. This allows the City to direct procurements for public waste collection into a new Waste Collection Access and Opportunity Program available to Certification Office for Business Inclusion and Diversity (COBID) certified contractors.

Set Development Rules, Code, and Policies

Following the completion of several major plans, implementation will be a greater focus for the bureau in the next few years. For FY 2019-20, these include such projects as the implementation of the Central City 2035 Plan including the Broadway Corridor project and Rose Quarter development. In FY 2019-20, BPS will bring to City Council a package of code and program changes focused on meeting Portland's housing needs for the future equitably. The package includes three projects: the Residential Infill Project, which addresses single-dwelling development; Better Housing by Design, which addresses multi-dwelling development; and development of an Anti-Displacement Action Plan with other bureaus and community stakeholders.

The bureau also continues work on the Southwest Corridor Equitable Housing Strategy, which aims to get affordable housing and other equitable community benefits with the new light rail line and the Design Overlay Amendments project (DOZA), which aims to improve the process and tools for design review. BPS will also update the Economic Opportunities Analysis (EOA), a State-required assessment of the City's 20-year supply and demand for employment land to enable living-wage job growth (pending one-time request).

To advance climate action and sustainability goals, BPS will implement the second full year of the Home Energy Score requirement, so buyers can easily compare the energy efficiency of homes. The Mandatory Food Scraps Composting project will continue to work with large commercial food producers to increase compliance.

Engage and Educate Residents and Businesses

BPS works to promote sustainable practices, encourage energy and resource conservation, recycling and composting, and active transportation options – exemplified by the Sustainability at Work program, which engages more than 200 businesses per year. The bureau will continue to engage hundreds of Portlanders in saving money and sharing resources at the free Fix-it Fair events. Planning work includes community engagement around the redevelopment of the Rossi Farms land.

In FY 2019-20 BPS will support the rollout of the Portland Clean Energy Initiative, funded by a 1% surcharge on retail sales within Portland of certain large retailers. This surcharge is expected to bring in an estimated $50 million in revenue in FY 2019-20, representing a significant increase in BPS' budget.

Research, Demonstrate, and Evaluate Innovative Approaches

BPS will enhance its work on significant and emerging planning and sustainable development issues and opportunities by learning from best practices of partners and other cities. In FY 2019-20 BPS will explore new land-use options for electric vehicle (EV) parking and advance Smart Cities projects, leading with data privacy and increasing the transparency of government services.

Major Issues

Land Use Revenue

In FY 2017-18, Council directed the City Budget Office, Bureau of Development Services, and Bureau of Planning and Sustainability to develop a plan to provide long-term funding for necessary code development and revision work using Land Use Services revenues as appropriate and permissible by law. In FY 2018-19, a long-term funding solution had been developed based on the use of a percentage of land use fees for ongoing code development and improvements. This revenue supported 10.5 FTE in BPS. Due to a downturn in Land Use Services (LUS) revenue reserves, BDS was unable to support the continuation of this funding in FY 2019-20, resulting in a $1.3 million shortfall of expected revenue in BPS' budget.

Summary of Budget Decisions

Adds

Age-Friendly City Government

The Adopted Budget includes $200,000 in one-time General Fund resources and 1.55 FTE to develop a program framework to promote age-friendly operations, services, and practices designed and conducted in ways that accommodate the needs of older adults.

Anti-Displacement Implementation Plan

The Adopted Budget includes $270,000 one-time General Fund resources and 2.0 FTE to support coordination and tracking of the multi-bureau implementation of the 2035 Comprehensive Plan anti-displacement policies.

Economic Opportunities Analysis (EOA) Update

The Adopted Budget includes $77,000 in one-time general fund resources and 0.73 FTE to update the EOA, a State-required assessment of the City's long-term supply and demand for employment land and a prerequisite for major changes in industrial sanctuary policy and zoning.

FY 2018-19 Program Carryover: Housing Emergency Code Project

The Adopted Budget includes $115,000 in one-time General Fund resources and 0.75 FTE to support work on the adoption of zoning code changes to advance production or retention of shelters, single-room occupancy housing, short term living, group living arrangements, and affordable micro-apartments. This work is funded on a one-time basis with program carryover from the FY 2018-19 Bureau of Planning and Sustainability budget.

Historic Resource Inventory

The Adopted Budget includes $30,000 in one-time General Fund resources and 0.45 FTE to support the bureau's Historic Resources Program. These resources will add capacity to the bureau's continued work on the Historic Resources Code Project (HRCP) and the modernization and expansion of the Historic Resource Inventory.

Portland Dark Skies Project: Light Pollution Reduction

The Adopted Budget includes $100,000 in one-time General Fund resources and 0.5 FTE to develop recommendations to reduce light pollution, including changes to building lighting practices, zoning code amendments, new street and park lighting fixture standards, and light pollution reduction programs.

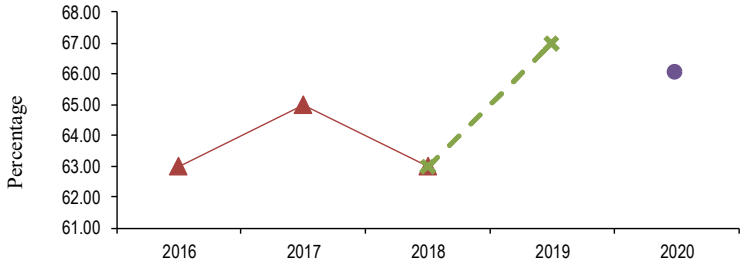
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Cost per-Fix-It Fair workshop participant	$73	$75	$90	$75	$70
OUTCOME					
Number of datasets available for download on the City of Portland's Open Data portal(s)	100	150	300	500	500
Middle housing production	14%	11%	16%	18%	25%
Amount of public testimony received by the Planning and Sustainability Commission (in person, via the MapApp or otherwise in writing)	979	2,721	2,721	2,700	2,700
Acres of ecoroofs in the Central City	20	20	20	25	408
Levels of Employee Engagement	4.02	4.02	4.02	4.10	4.40
Utility savings to City from energy-efficiency projects (million dollars)	$7.70	$7.22	$6.50	$6.50	$6.00
Percentage reduction in per person carbon emissions from 1990 levels	41%	41%	41%	42%	90%
Percentage of waste recycled or composted	63%	54%	54%	56%	90%
Typical curbside residential bill as a percent of median income	62%	60%	60%	60%	60%
Level of community diversity retained or achieved as neighborhoods change and grow	NA	NA	29%	29%	29%
Percent of seven-county region's new housing growth	36%	36%	47%	25%	25%
Percentage of Portlanders Living in Complete Neighborhoods	65%	63%	67%	66%	80%
Percentage of new housing units that are in Centers and Corridors	89%	91%	89%	89%	80%
Percentage of seven-county region's new employment growth	NA	NA	29%	31%	31%
Percentage of significant natural resources protected through non-regulatory and/or regulatory measures	83%	84%	83%	83%	90%
OUTPUT					
Per person residential energy use (million BTUs)	26.00	24.40	23.00	23.00	20.90
Total amount of outside funding or in-kind support for the Smart Cities program secured through grants, partnerships or other funding mechanisms.	NA	$200,000	$100,000	$200,000	$500,000
Representation of typically under-represented groups in decision-making processes	22%	26%	32%	30%	30%
Percentage of City electricity use from renewable resources	100%	100%	100%	100%	100%
WORKLOAD					
Number of residents participating in the Fix-It Fairs	814	1,600	1,300	1,800	2,000
Number of residents reached by sustainability training and outreach	203,232	212,655	200,000	215,000	215,000
Number of businesses reached by sustainability outreach and training	2,736	4,097	3,500	3,500	3,000
Number of multifamily units provided with waste reduction assistance	16,035	10,516	15,000	25,000	25,000
Accessible outreach for Portland's language learners, by quantity of translation and interpretation incidents	$7,656	$4,817	$4,817	$8,500	$8,500

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
Percent of employees that attended at least one equity-related training per year	NA	98%	98%	100%	100%

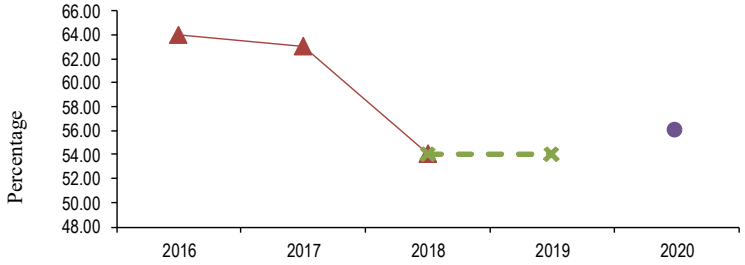
Percentage of Portlanders living in complete neighborhoods

This measure changes in response to population growth in complete neighborhoods and in response to infrastructure and public facility investments that make neighborhoods more complete (new sidewalks, parks, transit improvements, etc.)



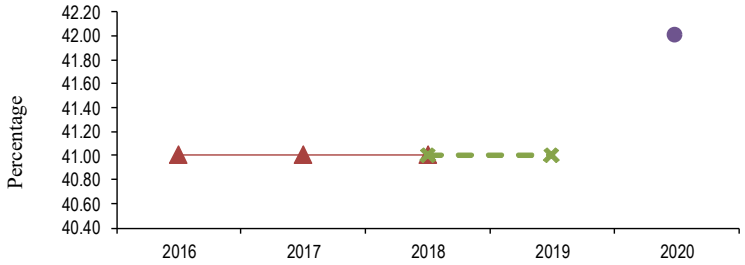
Percentage of Waste Recycled or Composted

Portland's recovery rate is about twice the national average. Program changes, including collecting food scraps from residences, contributed to a jump in 2013. The recovery rate has remained at about 64% since then. (The Oregon Department of Environmental Quality recently revised its methodology for estimating recovery rate, which resulted in a consistent reduction of 6% compared to the prior methodology.)



Percentage Reduction in Per Person Carbon Emissions from 1990 Levels

Portland residents and businesses are making progress in reducing carbon pollution, but efforts need to accelerate in order for Portland to respond to the rising urgency of climate change.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	0	0	0	0	50,000,000
Licenses & Permits	2,883,600	2,986,707	3,110,704	3,323,996	3,323,996
Charges for Services	3,055,968	3,207,558	4,372,595	4,121,057	4,121,057
Intergovernmental	1,373,147	1,885,530	1,940,252	1,812,164	1,812,164
Bond & Note	0	0	297,790	0	2,253,075
Miscellaneous	76,542	81,213	118,144	127,525	127,525
Total External Revenues	**7,389,257**	**8,161,007**	**9,839,485**	**9,384,742**	**61,637,817**
Internal Revenues					
General Fund Discretionary	7,545,405	7,963,401	7,845,431	8,523,113	8,893,113
General Fund Overhead	794,790	759,035	798,609	762,776	762,776
Fund Transfers - Revenue	0	0	0	9	9
Interagency Revenue	815,835	1,134,557	1,827,418	674,051	674,051
Total Internal Revenues	**9,156,030**	**9,856,993**	**10,471,458**	**9,959,949**	**10,329,949**
Beginning Fund Balance	2,758,150	3,129,555	5,057,429	4,136,866	4,136,866
Total Resources	**$19,303,437**	**$21,147,556**	**$25,368,372**	**$23,481,557**	**$76,104,632**
Requirements					
Bureau Expenditures					
Personnel Services	11,169,849	11,545,220	13,122,884	13,063,575	14,464,309
External Materials and Services	2,537,073	2,725,605	4,014,242	3,877,159	4,900,040
Internal Materials and Services	2,213,540	2,386,903	1,969,954	1,913,912	2,113,372
Capital Outlay	0	18,000	0	0	0
Total Bureau Expenditures	**15,920,462**	**16,675,728**	**19,107,080**	**18,854,646**	**21,477,721**
Fund Expenditures					
Debt Service	60,721	66,579	370,209	76,818	2,329,893
Contingency	0	0	112,593	226,595	10,226,595
Fund Transfers - Expense	192,699	193,278	1,202,500	1,180,283	1,180,283
Total Fund Expenditures	**253,420**	**259,857**	**1,685,302**	**1,483,696**	**13,736,771**
Ending Fund Balance	3,129,555	4,211,967	4,575,990	3,143,215	40,890,140
Total Requirements	**$19,303,437**	**$21,147,552**	**$25,368,372**	**$23,481,557**	**$76,104,632**
Programs					
Administration & Support	3,391,658	3,791,912	3,365,716	4,045,915	4,045,915
Area Planning	1,877,897	1,767,578	2,207,471	2,018,054	2,049,704
Comprehensive & Strategic Planning	2,157,888	2,518,720	2,824,677	2,881,772	3,151,772
General Planning	2,078,620	1,984,777	1,854,546	1,605,722	1,674,072
Policy, Research & Innovation	2,116,414	2,105,703	2,820,611	2,255,355	4,508,430
Specialized Planning	1,136	596	0	0	0
Sustainability Education & Assistance	2,262,267	2,287,921	3,013,658	2,211,623	2,211,623
Waste Reduction & Recycling	2,034,582	2,218,521	3,020,401	3,836,205	3,836,205
Total Programs	**$15,920,462**	**$16,675,728**	**$19,107,080**	**$18,854,646**	**$21,477,721**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	1.00	66,914	1.00	69,254	1.00	69,254
30003002	Administrative Specialist I	44,075	66,102	2.00	121,191	2.00	121,191	2.00	121,191
30003003	Administrative Specialist II	48,277	89,523	2.00	140,192	2.00	140,192	2.00	140,192
30003004	Administrative Specialist III	53,290	98,800	1.00	85,238	1.00	85,238	1.00	85,238
30003006	Analyst I	53,290	98,800	2.00	171,766	2.00	171,766	3.00	247,811
30003007	Analyst II	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003008	Analyst III	69,805	126,318	1.00	72,514	1.00	102,923	1.00	102,923
30003010	Business Systems Analyst I	53,290	98,800	1.00	88,400	0.50	44,200	0.50	44,200
30003012	Business Systems Analyst III	69,805	126,318	1.00	98,904	1.00	98,904	1.00	98,904
30000184	Code Specialist II	50,274	66,581	1.00	58,490	1.00	61,063	1.00	61,063
30003235	Coordinator I - E	48,277	89,523	2.00	170,476	2.00	170,476	2.00	170,476
30003027	Coordinator I - NE	48,277	89,523	4.90	321,861	4.00	278,034	4.00	278,034
30003028	Coordinator II	53,290	98,800	15.80	1,261,393	13.00	1,073,865	17.00	1,378,044
30003029	Coordinator III	63,336	105,373	6.00	526,449	6.00	551,175	7.00	635,529
30003030	Coordinator IV	69,805	126,318	2.00	197,808	2.00	197,808	2.00	197,808
30003037	Director I	111,696	189,842	1.00	184,784	1.00	184,784	1.00	184,784
30003054	Financial Analyst I	53,290	98,800	1.00	79,973	1.00	83,450	2.00	159,495
30000373	Graphics Designer III	71,968	91,915	1.00	83,283	1.00	86,094	1.00	86,094
30000212	Inf Syst Tech Analyst IV-Vertical GIS	67,142	89,523	1.00	89,523	1.00	89,523	1.00	89,523
30003081	Manager I	80,205	140,338	2.00	215,479	2.00	227,883	2.00	227,883
30003082	Manager II	92,851	162,490	2.00	224,598	2.00	246,372	2.00	246,372
30003083	Manager III	111,696	189,842	1.00	176,000	1.00	176,000	1.00	176,000
30000011	Office Support Specialist I	34,091	48,714	1.00	48,714	1.00	48,714	1.00	48,714
30000012	Office Support Specialist II	37,461	53,789	1.00	52,501	1.00	53,789	1.00	53,789
30000384	Planner II. City-Environmental	79,518	92,040	1.00	92,040	1.00	92,040	1.00	92,040
30000385	Planner II. City-Land Use	79,518	92,040	10.23	895,224	9.00	820,680	9.00	820,680
30003089	Planner, Principal	91,728	152,277	2.00	266,094	2.00	266,094	2.00	266,094
30000391	Planner, Sr City-Economic	85,488	98,925	2.00	197,850	2.00	197,850	2.00	197,850
30000392	Planner, Sr City-Environmental	85,488	98,925	1.00	85,488	1.00	90,584	1.00	90,584
30000393	Planner, Sr City-Land Use	85,488	98,925	5.53	547,054	7.00	692,474	7.00	692,474
30000397	Planner, Sr City-Urban Design	85,488	98,925	3.00	289,123	3.00	293,730	3.00	293,730
30003090	Planner, Supervising	80,205	140,338	3.00	307,203	3.00	343,866	3.00	343,866
30003096	Public Information Manager	80,205	140,338	1.00	110,271	1.00	110,271	1.00	110,271
30003104	Supervisor II	69,805	126,318	2.00	221,084	2.00	221,084	2.00	221,084
TOTAL FULL-TIME POSITIONS				85.47	7,637,404	81.50	7,580,891	88.50	8,121,514
30003027	Coordinator I - NE	48,277	89,523	0.00	0	0.90	43,827	0.90	43,827
30003028	Coordinator II	53,290	98,800	0.00	0	1.80	122,746	1.80	122,746
30000385	Planner II. City-Land Use	79,518	92,040	0.00	0	0.40	36,816	0.40	36,816
TOTAL PART-TIME POSITIONS				0.00	0	3.10	203,389	3.10	203,389
30003004	Administrative Specialist III	53,290	98,800	1.00	66,810	1.00	66,810	1.00	66,810
30003006	Analyst I	53,290	98,800	1.00	76,045	2.00	152,090	2.00	152,090
30003007	Analyst II	63,336	105,373	0.00	0	0.00	0	1.00	84,354
30003235	Coordinator I - E	48,277	89,523	1.00	74,610	1.00	74,610	1.00	74,610
30003027	Coordinator I - NE	48,277	89,523	1.00	66,934	1.00	66,934	1.00	66,934
30003028	Coordinator II	53,290	98,800	0.00	0	1.00	51,000	1.90	89,340
30000342	GIS Technician II	59,259	75,608	1.90	121,828	1.00	71,850	1.00	71,850
30000372	Graphics Designer II	59,259	75,608	1.00	59,259	0.50	30,000	1.00	68,494
30000377	Planner I, City-Land Use	69,160	80,038	1.00	69,160	0.00	0	0.00	0
30000381	Planner I, City-Urban Design	69,160	80,038	1.00	80,038	1.00	80,038	1.00	80,038
30000384	Planner II. City-Environmental	79,518	92,040	1.00	79,518	0.00	0	0.00	0

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000385	Planner II. City-Land Use	79,518	92,040	0.00	0	0.00	0	0.50	46,020
30000375	Planner, Associate	62,858	72,758	0.00	0	0.73	53,114	1.73	125,872
30000374	Planning Assistant	37,003	47,216	3.36	139,032	3.00	136,718	3.00	136,718
TOTAL LIMITED TERM POSITIONS				13.26	833,234	12.23	783,164	16.13	1,063,130
GRAND TOTAL				98.72	8,470,638	96.83	8,567,443	107.73	9,388,033

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.

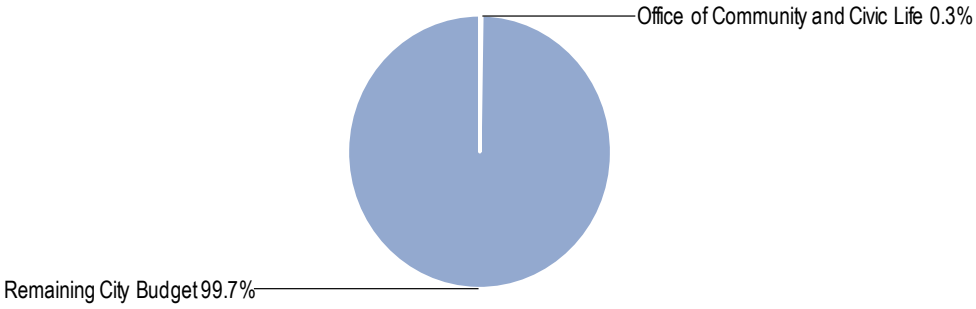
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	18,432,646	0	18,432,646	92.86	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	64,350	200,000	264,350	1.55	Age-Friendly Government
	0	77,000	77,000	0.73	Economic Opportunities Analysis Update
	0	50,650	50,650	0.75	FY19 Carryover: Housing Emergency
	0	30,000	30,000	0.45	Historic Resource Inventory
	0	0	0	0.49	FTE correction
Approved Budget Additions and Reductions					
	(64,350)	0	(64,350)	0.00	Correcting Age-Friendly allocation
	0	270,000	270,000	2.00	Anti-Displacement Plan
	0	64,350	64,350	0.00	Correcting FY19 carryover amount
	2,253,075	0	2,253,075	8.40	PCEF positions and interfund loan
	0	100,000	100,000	1.00	Portland Dark Skies Initiative
Adopted Budget Additions and Reductions					
	0	0	0	(0.50)	Dark Skies Initiative reallocation
	2,253,075	**792,000**	**3,045,075**	**14.87**	**Total FY 2019-20 Decision Packages**
			21,477,721	**107.73**	**Total Adopted Budget**

Office of Community and Civic Life

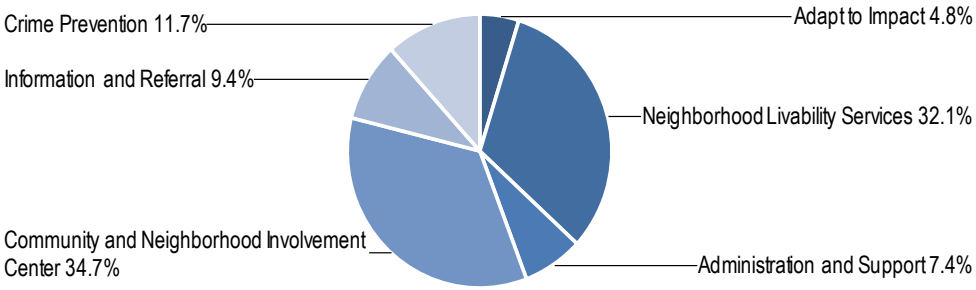
Community Development Service Area

Chloe Eudaly, Commissioner-in-Charge
Suk Rhee, Director

Percent of City Budget

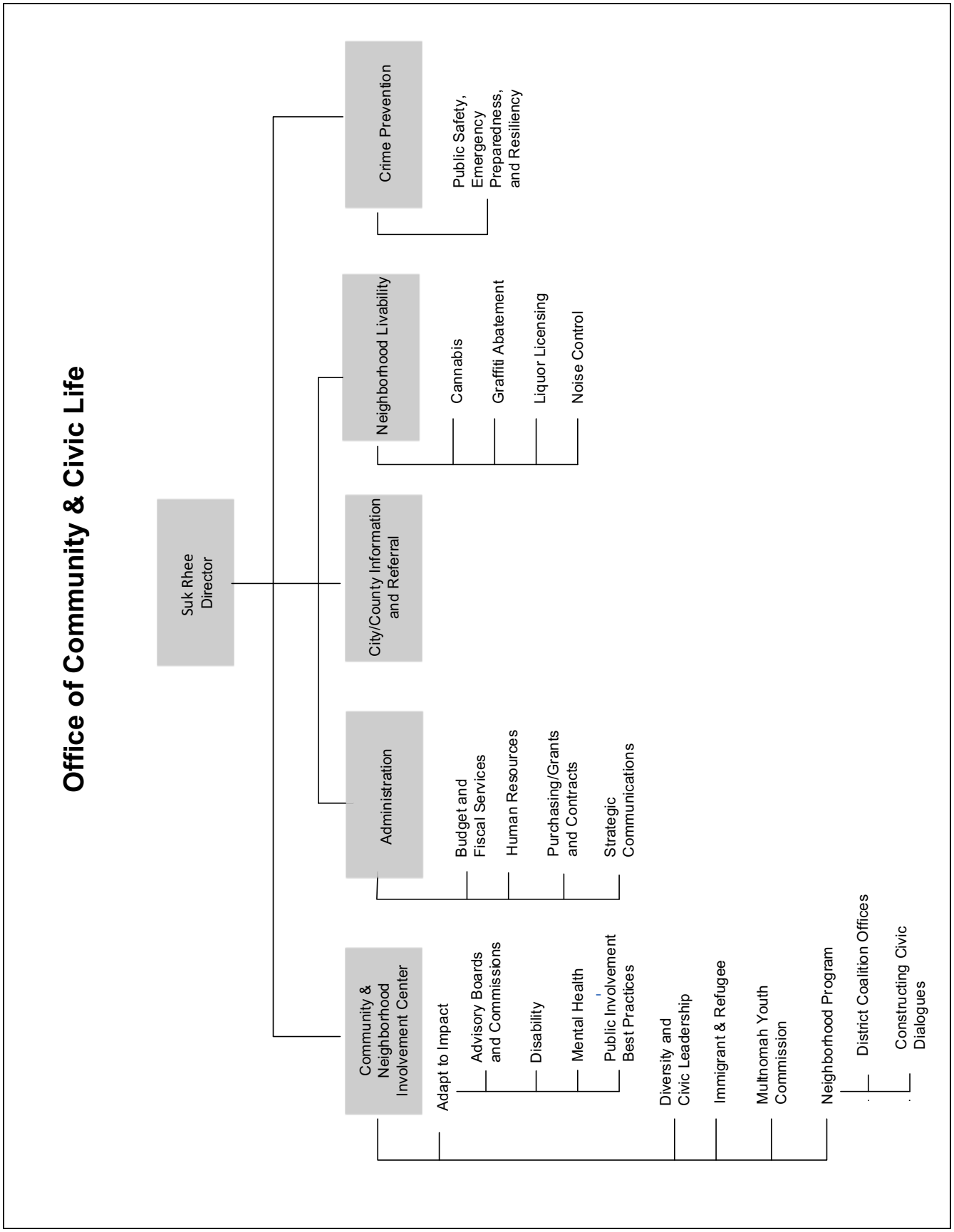


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	12,686,699	14,570,622	1,883,923	14.85
Capital	0	0	0	0.00
Total Requirements	**12,686,699**	**14,570,622**	**1,883,923**	**14.85**
Authorized Positions	60.77	65.10	4.33	7.12


Office of Community & Civic Life
Suk Rhee
Director
Community & Neighborhood Involvement Center
Adapt to Impact
Advisory Boards and Commissions
Disability
Mental Health
Public Involvement Best Practices
Diversity and Civic Leadership
Immigrant & Refugee
Multnomah Youth Commission
Neighborhood Program
District Coalition Offices
Constructing Civic Dialogues
Administration
Budget and Fiscal Services
Human Resources
Purchasing/Grants and Contracts
Strategic Communications
City/County Information and Referral
Neighborhood Livability
Cannabis
Graffiti Abatement
Liquor Licensing
Noise Control
Crime Prevention
Public Safety, Emergency Preparedness, and Resiliency

Bureau Summary

Bureau Mission

The mission of the Office of Community and Civic Life (Civic Life *) 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. The bureau was formerly known as the Office of Neighborhood Involvement (ONI).

* *Note*: To better serve multilingual populations, the bureau will refer to itself as Civic Life for short and not use the 'OCCL" acronym. When interpreted or translated into other languages, the term 'Civic Life" can be meaningfully conveyed while the acronym in English is meaningless. For example, in Spanish, the bureau's name is Oficina de Vida Cívica y Comunitaria (OVCC), in Romanian it might be Biroul comunitii si vietii civice (BCSVC), and so forth.

Bureau Overview

Bureau Goals

Underlying Civic Life's mission are concepts of interdependence, self-determination, and self-governance. In this country, these ideas are an aspirational promise to be realized and a debt to be paid for the taking of native lands, the practice of slavery and indentured servitude, and centuries of exclusion and subjugation of some communities and populations for the benefit of others. It is not possible to pursue the City's equity goals without candidly acknowledging our shared history and now, our shared future. It is in this context that Civic Life rededicates its efforts toward the interdependence of communities and equitable outcomes for all in Portland. Civic Life's long-term contributions to the region are expressed in the following bureau-wide goals:

Inclusive Structures

Modeling the inclusive practices and processes the bureau seeks to promote, Civic Life will partner with diverse, self-identifying communities to:

- Champion and develop institutional practices for inclusion and transformational change within government structures.
- Increase community building and civic engagement infrastructure for communities working toward equitable outcomes for all.

The often unspoken assumptions that inform practices must be regularly examined and challenged. The bonds we have with each other (social capital) and the ways we can employ them within and among different communities (social bridging) offer a wide range of ways to create social, community, and government structures that enable communities to be respected as they identify themselves and as they contribute to defining, participating, and benefiting from public processes.

Adaptive Governance

The City's practices, policies, and structures will better reflect communities when we acknowledge that we do not all share—and yet we can collectively benefit from—each other's views. More adaptive governance is a crucial contributor to a city in which its members share its benefits and burdens more equitably. To realize more adaptive decision-making in community and government, Civic Life will:

- Support inclusive cross-cultural, cross-issue organizing in communities to reflect the ability of resilient communities to address complex, inter-connected issues.
- Lead internal capacity development within City government, particularly as it relates to engaging community toward equitable outcomes.
- Create and hold shared space where community and government join together to identify opportunities and solve shared challenges.
- Support communities in pursuing forms of governance that reflect their lived experience, values, and aspirations.

Fulfilled and Empowered Portlanders

A progressive change in the culture of civic engagement is foundational to long-term systemic community building and government change. Civic Life will:

- Prioritize resources that support communities in building resilience both with and without their government.
- Ensure equitable sharing of resources.
- Promote inclusive education, art, and play.
- Create an environment for respectful dialogue and problem solving that acknowledges our differences as we work toward shared goals.

Communities empower themselves. The role of local government has as much to do with connecting and supporting diverse communities to celebrate, play, and create as well as define and solve problems together.

Strategic Direction

Civic Life has re-established its mission as the strategic lens for decision-making and investments. Concepts such as 'inclusive, safe and livable" in the mission are contested and actively being debated what they mean as a society. For example, what does 'safe" mean to a young man of color? To an elder who does not speak English? To a family with young children? To an able-bodied homeowner who has all their basic needs met?

Without investing in the City's capacity to promote a culture of civic engagement—and to redefine this culture for a demographically changing population experiencing the dynamic forces of urbanization— these concepts will remain elusive. Strategy is fundamentally about creating and making choices. **To ensure equitable outcomes, every decision we make must:**

- Reject siloed thinking and solutions and address complex social issues with cross-cultural, cross-issue analysis, and constituent-building.
- Invest in the leadership and community infrastructure for Portland 2035. Today's reality reflects the culmination of choices made in previous years. Historical injustices must not be perpetuated on successive generations.
- Dedicate more Civic Life capacity toward institutional transformation in partnership with other City Bureaus. Equitable outcomes will not be delivered through services and efficiency alone. Our structures and systems must change for any enduring impact.

The bureau is also undergoing an honest assessment of our current capacities and have identified **new competencies required to implement these strategic considerations**, including:

- Adopting a data and evidence-informed, intergenerational and multicultural approach to serve a markedly different demographic in 2035 than exists today.
- Strategic communications to reach new audiences in the ways that matter to them.
- Evaluating and building the evidence for the impact of our programmatic investments.

Long-term metrics for long-term bureau goals

Civic Life's impact is long-term, contributory, and works in concert with many community and City-led efforts. Bureau-level metrics—which are different than program-level metrics identified in each program offer—reflect this:

- Increase the level of trust and confidence in local government (Source: Community Insight Survey/City Budget Office)
- Increase voting and participation in activities related to local elections (Source: Elections results, Office of City Auditor)
- Equitable distribution of City investments (spending and service provision) (Source: budget maps, City Budget Office)
- Equitable access to 'healthy, connected and equitable communities" (Source: index compiled by Bureau of Planning & Sustainability)

Metrics must also be disaggregated by population, place, age, disability, immigrant/refugee status, income, and other crucial ways that communities identify. Where it is not disaggregated, the bureau will work with others to change this.

Major Issues

Civic Life must transform itself into a 21st century bureau to fulfill the roles the bureau envisions for itself and as requested by the City's diversifying and urbanizing communities. This requires transformation in three primary areas.

1. Functioning that reflects the bureau's mission and the changing demographics of the region

- Adding *civic engagement* functions to build upon community engagement and public involvement processes. For example, the bureau will evolve its capacity to be a convener and coordinator of essential civic functions, such as the decennial Census, and work with existing networks to increase nonpartisan, content-neutral voter and non-voter (e.g., youth or undocumented immigrants) participation in local elections.
- Accessing or building the capacity for collecting, mining and visualizing data; information management; research; and building the evidence of the impact of our work.
- Home for the bureau. Currently the bureau's 65-70 staff are housed in five separate locations in downtown, Southeast, North and East Portland. This has negatively impacted the development of a unified bureau culture, integrated thinking, and integrated program implementation. The bureau needs to be put back together again and co-located with other bureaus to support its ability to work with partners Citywide.

2. Human capital

- Professionalizing the bureau's work; upgrading bureau positions (classifications). The recent classification and compensation study of non-represented staff brought to light that we have not invested in our staffing models. The majority of bureau programs are one-person teams of entry-level positions, which makes it unlikely to achieve any real breadth or depth of impact, regardless of the talent of the person in the role. The bureau will continue to re-examine the core functions of its programs, which will lead to restructuring and program integration to better define and deliver on shared outcomes.
- Civic Life is building a multilingual, multicultural bureau to serve global communities. This requires additional competencies not only in spoken and written language but also competencies in digital engagement and communications functioning overall.

3. Civic engagement infrastructure: community partners and networks

- Building an integrated civic engagement infrastructure that reflects cross-community organizing and networks with emphasis on the emerging majority in the electorate and community. As of 2016, unmarried women, people of color, and young people age 18-29—also referred to as the Rising American Electorate—were responsible for more than 80% of growth in the US population since 2000 and comprised 59.2% of voting-eligible Americans (nearly 133 million eligible voters). (Source: The Voter Participation Center).
- Civic Life must leverage existing public safety and emergency preparedness-networks and efforts that require multi-bureau partnerships, starting with Portland Bureau of Emergency Management, and Portland Fire & Rescue.
- Exploring new partnerships, prioritizing disability-, minority-, women-, and emerging small businesses and other civic institutions.

Summary of Budget Decisions

Adds

311 Program

The Adopted Budget includes $662,105 in new resources and adds 5.5 FTE to launch a Citywide 311 system and merge with it the Information & Referral program. This includes $144,240 in ongoing General Fund discretionary resources, $162,655 in ongoing General Fund overhead resources, and $251,708 in one-time General Fund discretionary resources, in addition to interagency revenues to jointly fund this program across the City. This one-stop 311 system will respond to community questions or requests, streamline City services and access to the City, and provide outreach and education about the new program to all Portlanders. Services will be provided online, in-person, and over the phone with better integrated language services to ensure equitable and easy access for City information and services.

2020 Census Preparation

The Adopted Budget includes $350,000 in one-time General Fund discretionary resources, and $250,000 of General Fund carryover resources from FY 2018-19 to support regional efforts to prepare Portland's communities for responding to the upcoming 2020 Census form. This funding leverages additional resources from other public and private partners, develops shared goals and desired outcomes, and offers coordinated outreach and communication activities with private groups, community-based organizations, and other jurisdictional partners to ensure the Portland Metro area is successful in its 2020 Census preparations. Specific goals include successfully reaching hard-to-count populations, which will help ensure that Oregon receives the maximum in federal funding and sixth seat in the House of Representatives.

Carryover: Disability Data Project

The Adopted Budget includes $75,000 in one-time General Fund resources to support a multi-modal survey of the disability community in order to apply a more rigorous and data-informed approach to program design. After additional outreach within the disability rights community, the bureau has identified two consultants that could perform this work in FY 2019-20. This program is funded on a one-time basis with program carryover from the FY 2018-19 budget for Civic Life.

Carryover: Code Change Project

The Adopted Budget includes $30,000 in one-time General Fund resources to support a three-month extension of a limited term position that was hired to convene a code change committee to make recommendations to City Council on updates to City Code Chapter 3.96. The changes are intended to better align the bureau's revised responsibilities with current programs and constituencies. This program is funded on a one-time basis with program carryover from the FY 2018-19 budget for Civic Life.

Carryover: Technology Needs for the Advisory Bodies Program

The Adopted Budget includes $25,000 in one-time General Fund resources for the Advisory Bodies Program. The program is in the process of identifying software needs to support trainings for advisory body volunteers and an online volunteer application tool. Resources are provided on a one-time basis with program carryover from the FY 2018-19 budget for Civic Life.

Recreational Cannabis Tax Fund - Community Grants

The FY 2019-20 Adopted Budget includes $900,000 in one-time Recreational Cannabis Tax Fund resources for community grants. Additionally, Civic Life carried over $410,000 in FY 2018-19 Recreational Cannabis Tax Fund resources for planned community grants issued under a request for proposal (RFP) process that began at the tail-end of FY 2018-19. These grants will be awarded in FY 2019-20. All community grants aim to support restorative justice projects and small business development within Civic Life.

Budget Notes

Policy on Stipends for Advisory Body Members

City Council directs the Office of Community & Civic Life, working with the Office of Equity & Human Rights, Bureau of Human Resources, and City Attorney's Office, to conduct a thorough analysis of current practices and policies for providing stipends to volunteer members of City advisory bodies, looking both at existing practice for City of Portland advisory bodies and examples of stipend policies and practices used by other jurisdictions. The bureaus shall present the findings of this analysis and a recommendation for a Citywide policy on stipends for advisory bodies to Council by January 2020.

Funding for 311

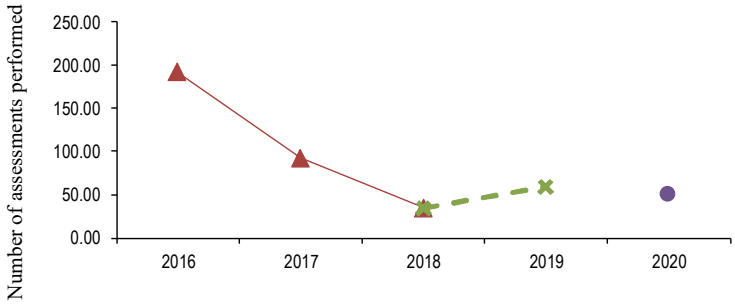
Council is committed to establishing a 311 program in the City of Portland, but a decision point remains regarding the size and scale of this program. Council directs the Office of Management & Finance and the Office of Community and Civic Life to work with Council Offices on a resolution that confirms the details (including size, scope, additional FTE, funding requirements, and implementation timeline) of the 311 program. The resolution shall be before Council prior to October 1st, 2019, so that Council agreement on the scale and cost of the program is achieved prior FY 2020-21 budget development. Upon passage of a resolution, Council further directs CBO to increase the current appropriation level of the program to fund the one-time and ongoing costs of the 311 implementation as part of FY 2020-21 budget development.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Percentage of calls answered in less than 25 seconds	93.00%	90.61%	90.00%	90.00%	0.00%
OUTCOME					
Number of new partnerships with community groups	NA	NA	5	5	0
No. of small business cannabis licensees	NA	NA	0	0	0
Number of repeat complaints citing chronic noise complaints	NA	NA	129	230	0
Timeline (days) to address graffiti incidents (receipt of complaint to resolution)	NA	NA	10	10	0
No. of cannabis licensees whose owners or staff have a cannabis conviction	NA	NA	0	0	0
Voter turnout as percentage of eligible voters	NA	NA	1%	0%	0%
One call resolution rate	0%	21%	25%	25%	0%
Percentage of crime prevention training participants with increased knowledge of public safety resources	NA	NA	70.00%	80.00%	100.00%
Percentage of Neighborhood Associations participating in National Night Out events	NA	NA	0.00%	57.00%	100.00%
OUTPUT					
No. of National Night Out events supported	NA	NA	0	225	0
Number of Crime Prevention Through Environmental Design (CPTED) assessments completed (previously Site Security Assessments)	93	35	60	50	0
Number of community groups supported (neighbors, businesses, community involvement groups)	324	70	500	425	0
WORKLOAD					
Number of I&R calls and email inquiries responded to	115,997	96,652	100,000	110,000	0
Number of businesses that receive repeated Time-Place-Manner Warnings	NA	NA	9	0	0
No. of Cannabis licenses issued & renewed	NA	369	385	400	0
Number of repeat Time-Place-Manner Warnings issued	NA	NA	17	0	0
Number of cannabis applications received	NA	167	95	50	0
No. of bureau consultations	NA	NA	0	4	0

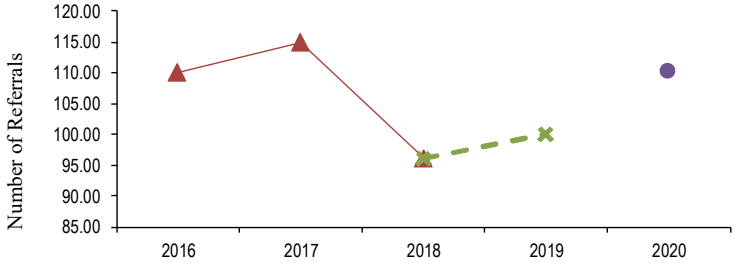
Number of Crime Prevention Through Environmental Design (CPTED) assessments completed (previously Site Security Assessments)

Starting in 2017-2018, the definition of Completed CPTEDs was amended to require that project evaluations be completed.



Number of Referrals

This is the primary metric for the I&R Program to measure workload.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	0	700,000	1,390,000
Charges for Services	1,838,516	2,050,953	1,486,168	1,689,912	1,689,912
Intergovernmental	313,873	300,807	302,500	352,498	352,498
Miscellaneous	18,294	35,136	21,227	0	0
Total External Revenues	**2,170,683**	**2,386,896**	**1,809,895**	**2,742,410**	**3,432,410**
Internal Revenues					
General Fund Discretionary	7,571,939	7,941,560	9,377,839	10,213,207	10,463,207
General Fund Overhead	282,340	297,593	385,446	552,594	552,594
Fund Transfers - Revenue	0	0	1,094,858	0	0
Interagency Revenue	19,569	16,915	18,661	122,411	122,411
Total Internal Revenues	**7,873,848**	**8,256,068**	**10,876,804**	**10,888,212**	**11,138,212**
Beginning Fund Balance	(50,000)	(22,310)	0	0	0
Total Resources	**$9,994,531**	**$10,620,655**	**$12,686,699**	**$13,630,622**	**$14,570,622**
Requirements					
Bureau Expenditures					
Personnel Services	5,468,158	5,533,028	6,232,563	7,501,777	7,501,777
External Materials and Services	3,751,596	4,184,877	4,491,741	5,279,895	6,219,895
Internal Materials and Services	797,087	925,059	867,537	848,950	848,950
Total Bureau Expenditures	**10,016,841**	**10,642,965**	**11,591,841**	**13,630,622**	**14,570,622**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(22,310)	(22,310)	1,094,858	0	0
Total Requirements	**$9,994,531**	**$10,620,655**	**$12,686,699**	**$13,630,622**	**$14,570,622**
Programs					
Adapt to Impact	0	0	0	697,814	697,814
Administration & Support	844,652	734,743	886,963	1,071,605	1,071,605
Community and Neighborhood Involvement Center	4,924,898	5,253,368	5,460,054	4,808,973	5,058,973
Crime Prevention	1,554,860	1,413,753	1,589,095	1,703,565	1,703,565
Homeless Services	0	59,056	118,737	0	0
Information & Referral	586,780	600,257	612,622	1,367,101	1,367,101
Neighborhood Livability Services	2,105,651	2,581,789	2,924,370	3,981,564	4,671,564
Total Programs	**$10,016,841**	**$10,642,965**	**$11,591,841**	**$13,630,622**	**$14,570,622**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003004	Administrative Specialist III	53,290	98,800	1.00	63,315	2.00	139,360	2.00	139,360
30003005	Administrative Specialist IV	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003006	Analyst I	53,290	98,800	3.00	228,553	3.00	252,803	3.00	252,803
30000184	Code Specialist II	50,274	66,581	5.00	281,313	5.00	295,984	5.00	295,984
30003235	Coordinator I - E	48,277	89,523	6.00	454,106	5.00	379,496	5.00	379,496
30003027	Coordinator I - NE	48,277	89,523	4.17	244,132	5.00	369,451	5.00	369,451
30003028	Coordinator II	53,290	98,800	5.00	348,339	5.00	385,022	5.00	385,022
30003029	Coordinator III	63,336	105,373	2.00	177,591	0.00	0	0.00	0
30000309	Crime Prevention Program Administrator	52,686	70,658	11.00	739,091	10.00	674,112	10.00	674,112
30000017	Customer Accounts Specialist I	40,186	57,949	0.00	0	2.00	70,169	2.00	70,169
30003037	Director I	111,696	189,842	1.00	170,955	1.00	170,955	1.00	170,955
30003055	Financial Analyst II	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30000016	Information & Referral Specialist	37,461	53,789	4.90	234,950	4.00	215,155	4.00	215,155
30003081	Manager I	80,205	140,338	0.00	0	1.00	110,271	1.00	110,271
30003082	Manager II	92,851	162,490	0.00	0	2.00	255,340	2.00	255,340
30000737	Noise Control Officer	70,533	94,058	1.00	94,058	1.00	94,058	1.00	94,058
30000012	Office Support Specialist II	37,461	53,789	5.00	238,649	3.00	150,080	3.00	150,080
30000013	Office Support Specialist III	47,902	63,482	0.00	0	2.00	107,806	2.00	107,806
30003097	Public Information Officer	63,336	105,373	1.00	84,354	1.00	84,354	1.00	84,354
30003103	Supervisor I - E	63,336	105,373	4.00	317,795	3.00	255,552	3.00	255,552
30003104	Supervisor II	69,805	126,318	2.00	187,607	4.00	387,360	4.00	387,360
TOTAL FULL-TIME POSITIONS				58.07	4,043,855	61.00	4,576,374	61.00	4,576,374
30003002	Administrative Specialist I	44,075	66,102	0.00	0	0.50	41,317	0.50	41,317
30003027	Coordinator I - NE	48,277	89,523	0.70	17,218	0.70	36,895	0.70	36,895
30000016	Information & Referral Specialist	37,461	53,789	0.00	0	0.90	39,690	0.90	39,690
TOTAL PART-TIME POSITIONS				0.70	17,218	2.10	117,901	2.10	117,901
30003007	Analyst II	63,336	105,373	0.00	0	1.00	84,354	1.00	84,354
30003235	Coordinator I - E	48,277	89,523	2.00	138,337	0.00	0	0.00	0
30003028	Coordinator II	53,290	98,800	0.00	0	1.00	57,034	1.00	57,034
TOTAL LIMITED TERM POSITIONS				2.00	138,337	2.00	141,388	2.00	141,388
GRAND TOTAL				60.77	4,199,410	65.10	4,835,663	65.10	4,835,663

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.

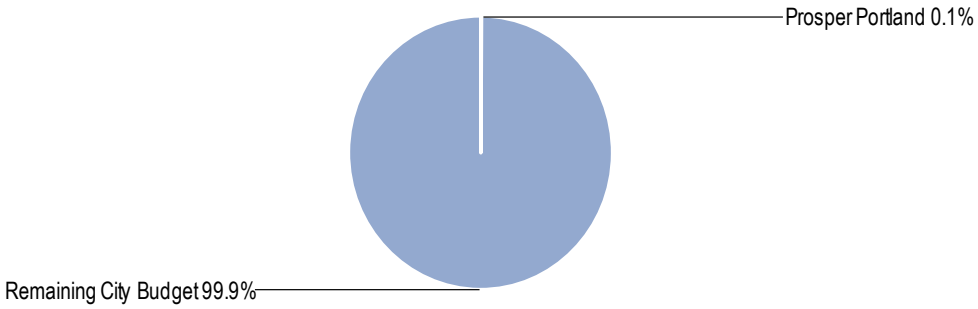
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	11,638,517	0	11,638,517	59.60	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	662,105	0	662,105	5.50	Citywide 311: Civic Life
	0	350,000	350,000	0.00	FY19 Carryover: 2020 Census Preparations
	0	700,000	700,000	0.00	FY19 Carryover: Recreational Cannabis Tax Revenue
	0	30,000	30,000	0.00	FY19 Carryover: Code Change Position
	0	75,000	75,000	0.00	FY19 Carryover: Disability Data Project
	0	150,000	150,000	0.00	FY19 Carryover: EPAP Grants
	0	25,000	25,000	0.00	FY19 Carryover: Technology for Advisory Bodies
Approved Budget Additions and Reductions					
	0	250,000	250,000	0.00	2020 Census Preparations
	0	900,000	900,000	0.00	Recreational Cannabis Tax Resources for Grants and Small Businesses
Adopted Budget Additions and Reductions					
	0	(210,000)	(210,000)	0.00	FY19 Carryover: Recreational Cannabis Tax Revenue Transfer to Prosper Portland
	662,105	**2,270,000**	**2,932,105**	**5.50**	**Total FY 2019-20 Decision Packages**
			14,570,622	**65.10**	**Total Adopted Budget**

Prosper Portland

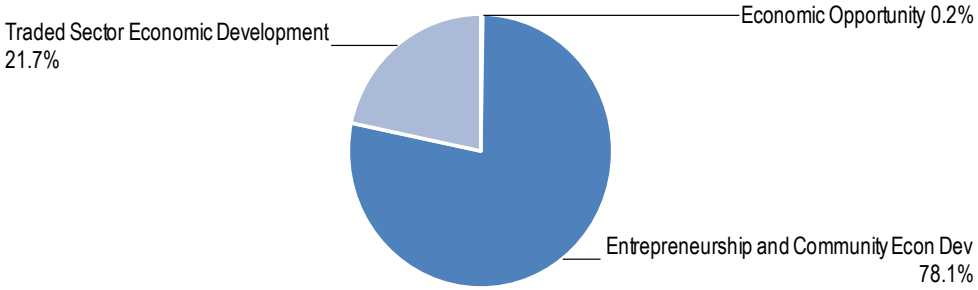
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Kimberly Branam, Executive Director

Percent of City Budget

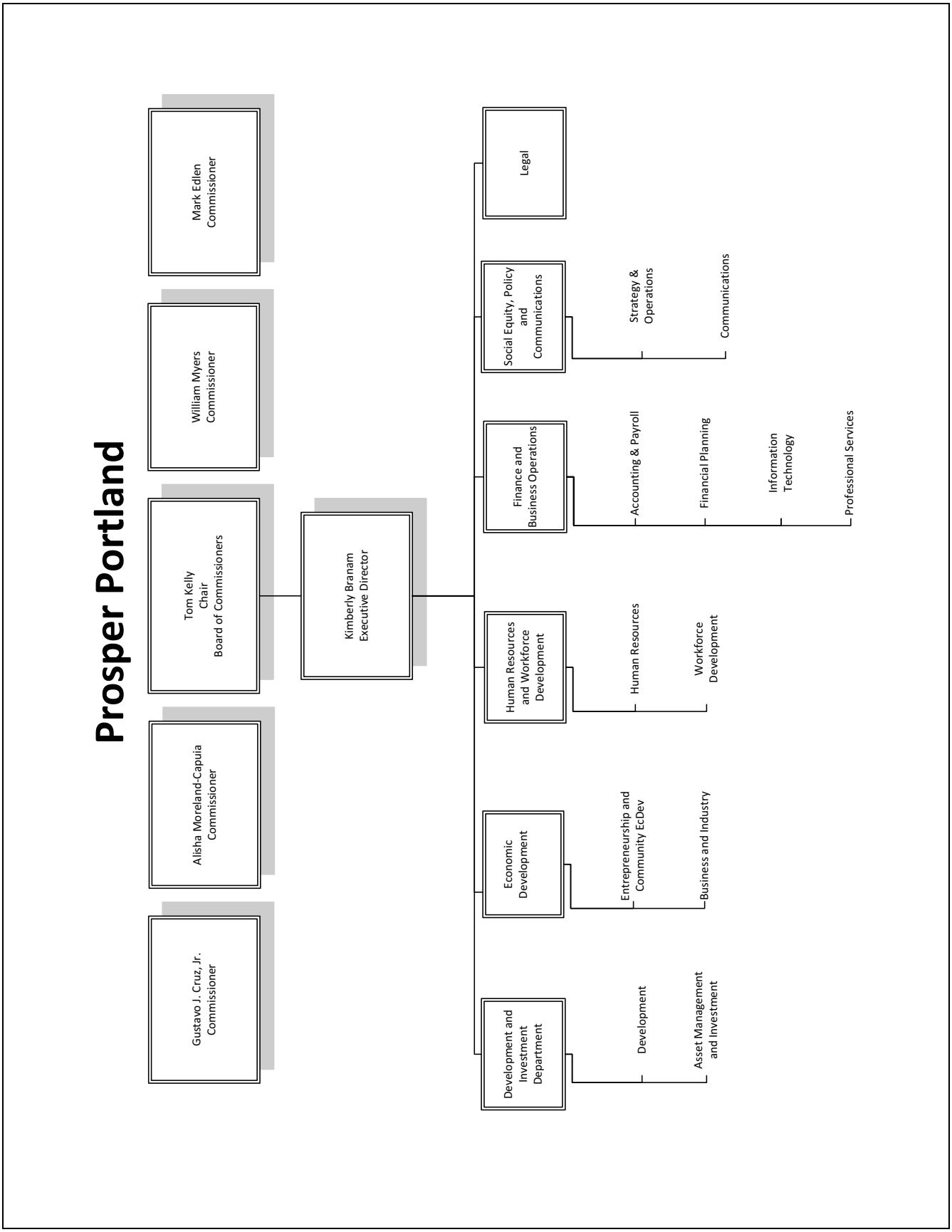


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	6,927,103	7,609,120	682,017	9.85
Capital	0	0	0	0.00
Total Requirements	**6,927,103**	**7,609,120**	**682,017**	**9.85**


Prosper Portland
Gustavo J. Cruz, Jr.
Commissioner
Alisha Moreland-Capuia
Commissioner
Tom Kelly
Chair
Board of Commissioners
William Myers
Commissioner
Mark Edlen
Commissioner
Kimberly Branam
Executive Director
Development and Investment Department
Development
Asset Management and Investment
Economic Development
Entrepreneurship and Community EcDev
Business and Industry
Human Resources and Workforce Development
Human Resources
Workforce Development
Finance and Business Operations
Accounting & Payroll
Financial Planning
Information Technology
Professional Services
Social Equity, Policy and Communications
Strategy & Operations
Communications
Legal

Bureau Summary

Bureau Mission

Prosper Portland creates economic growth and opportunity for Portland.

Bureau Overview

Prosper Portland is the City's economic development and urban development agency. Prosper Portland applies business development and technical assistance, community capacity and workforce development training, and commercial and infrastructure investments to achieve the strategic objectives.

Prosper Portland manages ten traditional tax increment financing (TIF) districts and six Neighborhood Prosperity Initiative micro TIF districts. Working with private and non-profit partners, Prosper Portland stewards TIF resources within these districts to implement Strategic Plan objectives, largely focused on creating healthy, complete neighborhoods due to the capital nature of TIF resources.

Resources from the City's General Fund allow Prosper Portland to fulfill job growth, wealth creation and community capacity goals that are not eligible for funding through TIF. General Fund resources extend the agency's work beyond TIF district boundaries and real estate investments to provide critical nonphysical 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 build a more equitable economy. While projects and programs vary in size and scope, they are consistent in facilitating business activity and neighborhood development that generates community wealth, fuels the retention and creation of living-wage jobs that support families, and create healthy and vibrant communities throughout the city.

Strategic Direction

The agency's work is guided by the 2015-2020 Prosper Portland Strategic Plan (Strategic Plan), which the Prosper Portland Board and City Council adopted in May 2015. The Strategic Plan tightened the agency's focus on building an equitable economy, especially with and for communities of color and those who have been historically underserved.

With this plan, Prosper Portland has sought to empower people, communities and businesses to thrive in the regional and global economies, thereby increasing the percentage of households living at or above self-sufficiency by 2020. The agency's vision for Portland as one of the most globally competitive, equitable, and healthy cities in the world is grounded in four key areas: access to quality jobs; equitable wealth creation; collaboration with our partners for an equitable economy; and vibrant, inclusive neighborhoods and communities.

Prosper Portland's budget is fully aligned with the Strategic Plan and with key objectives identified in the Portland Plan, the Climate Action Plan, and the 2035 Comprehensive Plan.

Summary of budget decisions

Adds

CEA Business Challenge Portland Means Progress

The Adopted Budget includes $200,000 in ongoing and an additional $100,000 in one-time General Fund discretionary promote private sector investment in programming that supports inclusive economic growth and job creation, based on findings from the Mayor's Council of Economic Advisors (CEA). Funding would be used for the following:

- Business technical assistance;
- An annual celebration of program success, focused on recognizing commitment from companies and support from service providers;
- Provide lunch and engagement opportunities for companies and service providers;
- To seek additional funding from private sector in-kind support, private sector sponsorships, and foundation support for technical assistance and business grants;
- Social media promotion, web presence, video, and promotion & marketing; and,
- A dashboard to provide company outcomes on each aspect of the initiative.

Coordinated Planning and Community Development

The Adopted Budget includes $150,000 in one-time General Fund discretionary to increase the community outreach efforts for the Hill Block project and Cully neighborhood engagement. Prosper Portland has been proactively engaging community groups to help determine the type and scope of development for property near Emanuel Hospital. In Cully, Prosper Portland is hoping to scope out the potential of a new TIF district.

IBRN - Neighborhood Prosperity Network Business Support

The Adopted Budget includes $94,000 in ongoing and an additional $100,000 in one-time General Fund discretionary support the Micro Program, which has become part of the Inclusive Business Resource Network (IBRN) and provides both long term support (programs that provide 40+ hours of technical assistance a year) and light touch support (programs that help navigate businesses to programs within IBRN and provide approximately 10 hours of service a year).

Mercatus My Peoples Market

The Adopted Budget includes $50,000 in ongoing and an additional $50,000 in one-time General Fund discretionary to maintain My People's Market, which is a market that is held twice a year and includes more than 100 businesses and includes sales totaling approximately $200,000 in sales generated for entrepreneurs of color.

Albina Vision

The Adopted Budget includes $75,000 in one-time General Fund discretionary to fund increased community engagement. Currently, City bureaus and agencies, the State of Oregon, and Metro have been engaged on the redevelopment of the Rose Quarter. The intent of the community engagement is to help the City better understand how Portlanders envision the Rose Quarter, as well as how that development will interact with other redevelopment plans for the Broadway Corridor and the North/Northeast Initiative in the Interstate TIF District.

Cannabis

The Adopted Budget includes $210,000 in special appropriations for Cannabis funds to be dedicated toward the IBRN program.

James Beard Public Market

The Adopted Budget includes $100,000 in one-time General Fund discretionary to help the James Beard Public Market (JBPM) to do program design, determine pre-development design for a location, refine the business model of the market, and ensure that the market will be sustainable. JBPM is also hoping to secure similar funding from Travel Portland and the State of Oregon.

Neighborhood Prosperity Network Old Town/Chinatown District Manager

The Adopted Budget includes $30,000 in one-time General Fund discretionary to support the Old Town Community Association (OTCA) district manager position to assist in its mission of promoting equitable development, job creation and livability in the Old Town/ Chinatown neighborhood.

Portland Film Office

The Adopted Budget includes $142,000 in one-time General Fund discretionary to support the Portland Film Office.

Venture Portland

The Adopted Budget includes $17,000 in one-time General Fund discretionary to support Prosper Portland's management of the Venture Portland contract.

FY 2018-19 Program Carryover: Brownfield Program

The Adopted budget includes $123,000 in one-time General Fund resources to carryover a portion of onetime funding awarded in FY 2018-19 to fund administration of the Brownfield property tax exemption program. Prosper Portland, in conjunction with Multnomah County and Portland Public Schools, is working through designing the program and any legislative fixes that may be necessary.

Budget Notes

Harbor Restoration Trust Fund

City Council directs the City Budget Office (on behalf of the General Fund), the Portland Bureau of Transportation, and Prosper Portland to identify and budget resources for FY 2020-21 and FY 2021-22 in order to fund their portions of the initial funding for a Harbor Restoration Trust Fund. These funds are in addition to funding provided by the Bureau of Environmental Services as part of the FY 2019-20 Adopted Budget.

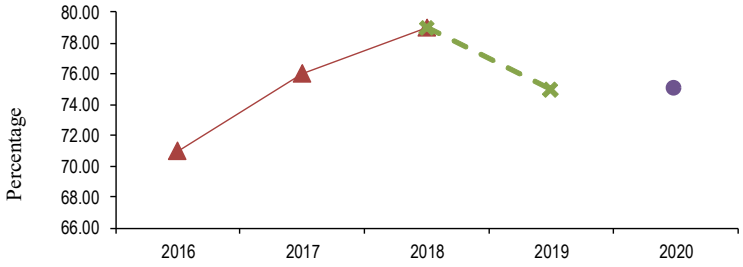
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFECTIVE					
Number of Traded Sector business relocations (within Portland)	17	9	10	10	0
Percentage of adult participants people of color in workforce development	61%	56%	50%	65%	0%
EFFICIENCY					
Private Funds Leveraged by NPI Districts	$1,048,433	$826,687	$500,000	$500,000	$0
Private Funds Leveraged by Venture Portland	$300,000	$211,118	$650,000	$1,000,000	$0
OUTCOME					
100 Startup Businesses Launched in 5 Years	0	12	25	55	100
Jobs Resulting from Traded Sector Business Relocations and Expansions within Portland	0	1,743	1,000	1,000	0
25 Businesses Invest in Expansion in 5 Years	0	1	4	8	25
Net number of businesses (NPI Districts)	25	25	20	20	0
Ratio of private investment to Prosper Portland financial assistance	6.17	6.14	6.00	6.00	0.00
Percentage of start-up investment to firms founded, owned, or led by women	70%	77%	65%	80%	0%
Percentage of youth participants POC in workforce development	77%	75%	70%	70%	0%
Percent of Adult Participants in Workforce Development who Advanced in Employment as Demonstrated by Gain in Earnings, Wage or Benefits	0%	NA	60%	60%	0%
Percentage of start-up investment to firms founded, owned, or led by people of color	56%	69%	80%	65%	0%
Percentage of non-TIF resources for operating budget	76%	79%	75%	75%	0%
Percentage of workforce in Multnomah County earning at least a middle wage	47%	46%	48%	48%	0%
OUTPUT					
Number of volunteer hours provided by NPI Districts	33,186	20,599	30,000	30,000	0
Number of Companies Introduced to Capital Partners	0	45	40	40	0
Number of Businesses Receiving Long Term Technical Assistance	1	370	1	400	0
Number of jobs created across agency	0	NA	2,600	2,600	0
Percentage of households at or above self-sufficiency	0%	66%	80%	82%	0%
WORKLOAD					
Number of Traded Sector direct assistance, referral activities	853	332	400	400	0
Number of projects funded by Venture Portland	26	27	35	35	0
Number of Portland Traded Sector firms receiving export assistance	52	45	40	40	0
Number of technical assistance hours to business district associations by Venture Portland	1,400	3,188	2,900	2,700	0
Number of volunteer hours provided by Venture Portland board members and other volunteers	1,700	1,271	1,980	0	0
Number of Traded Sector business retention, expansion visits	744	368	350	350	0
Number of youth participants in workforce development	491	470	500	522	0

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
Number of adult participants in workforce development	1,231	906	825	781	0
# of Businesses Receiving Light Touch Technical Assistance	0	513	400	400	0

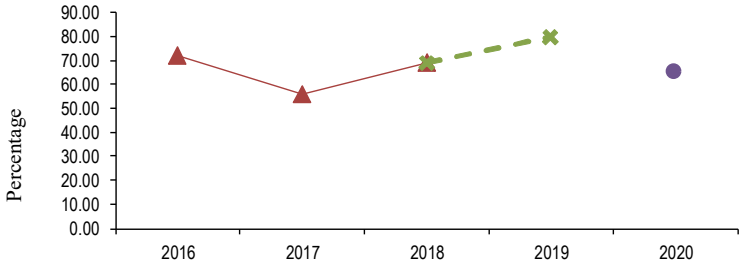
Percentage of Non-TIF Resources for Operating Budget

With the projected decline of Tax Increment Financing in the next decade, Prosper Portland 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.



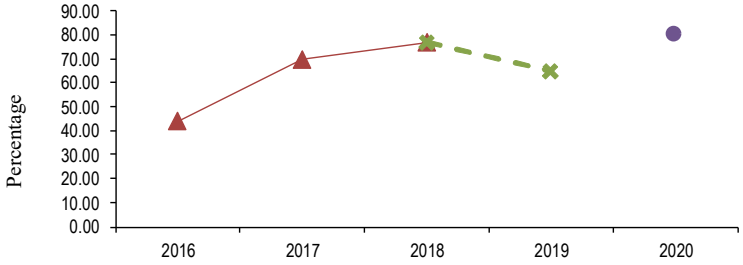
Percentage of Startup Investments to Firms Founded, Owned, or Led People of Color

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, owned by, or employing top executives who represent communities of color will positively impact wealth accumulation for underrepresented populations in Portland.



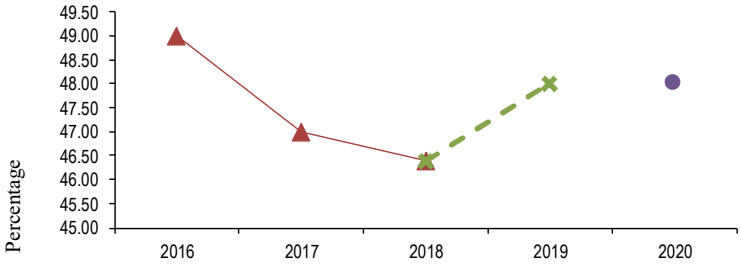
Percentage of Startup Investments to Firms Founded, Owned, or Led by Women

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, owned by, or employing top executives who are women will positively impact wealth accumulation for underrepresented populations in Portland.



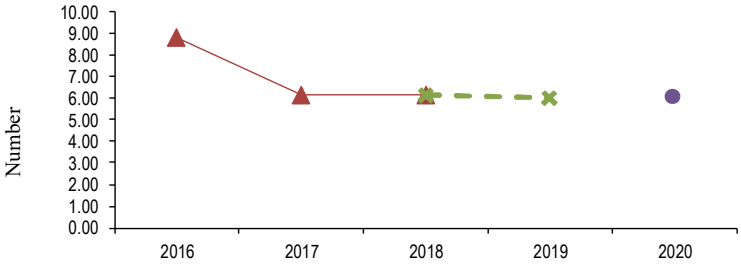
Percentage of Workforce in Multnomah County Earning at Least a Middle Wage

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. This metric also measures continued economic growth, availability of quality jobs, and access to employment as it reflects industry wages and employment-to-population ratio.



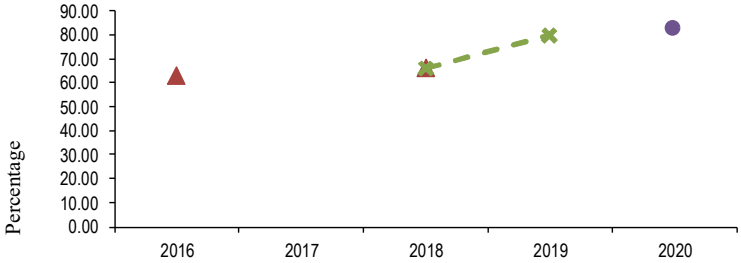
Ratio of Private Investment to Prosper Portland Financial Assistance

Ratio of Prosper Portland financial assistance to private assistance measures actual Prosper Portland 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.



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.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	150,000	0	737,126
Total External Revenues	**0**	**0**	**150,000**	**0**	**737,126**
Internal Revenues					
General Fund Discretionary	5,730,106	5,815,282	6,777,103	7,333,691	6,871,994
Total Internal Revenues	**5,730,106**	**5,815,282**	**6,777,103**	**7,333,691**	**6,871,994**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$5,730,106**	**$5,815,282**	**$6,927,103**	**$7,333,691**	**$7,609,120**
Requirements					
Bureau Expenditures					
External Materials and Services	5,730,106	5,815,282	6,927,103	7,333,691	7,609,120
Total Bureau Expenditures	**5,730,106**	**5,815,282**	**6,927,103**	**7,333,691**	**7,609,120**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$5,730,106**	**$5,815,282**	**$6,927,103**	**$7,333,691**	**$7,609,120**
Programs					
Economic Opportunity	0	0	0	0	17,000
Entrepreneurship and Community Econ Dev	3,443,175	5,142,158	5,542,835	5,825,536	5,941,965
Traded Sector Economic Development	2,286,931	673,124	1,384,268	1,508,155	1,650,155
Total Programs	**$5,730,106**	**$5,815,282**	**$6,927,103**	**$7,333,691**	**$7,609,120**

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.

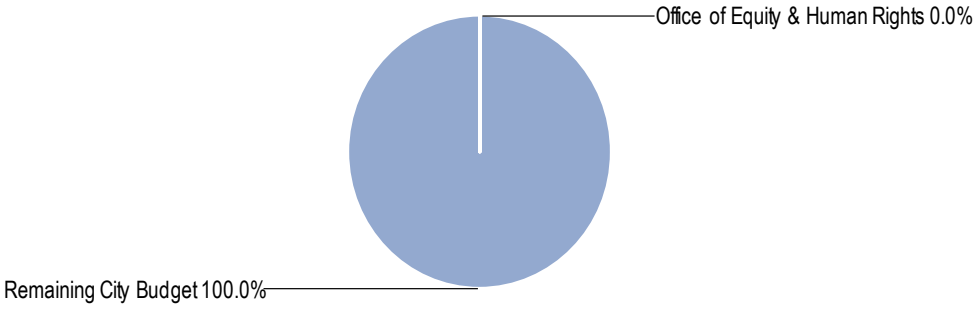
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	6,261,691	0	6,261,691	0.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	0
Mayor's Proposed Budget Decisions					
	0	75,000	75,000	0.00	Albina Vision
	200,000	100,000	300,000	0.00	CEA Business Challenge Portland Means Progress
	0	150,000	150,000	0.00	Coordinated Community Planning and Development
	0	123,000	123,000	0.00	FY 2018-19 Carryover: Brownfield Program
	94,000	100,000	194,000	0.00	IBRN - Business Support
	0	100,000	100,000	0.00	James Beard Market
	50,000	50,000	100,000	0.00	Mercatus My Peoples Market
	0	30,000	30,000	0.00	OTCT District Manager
Approved Budget Additions and Reductions					
	0	142,000	142,000	0.00	Portland Film Office
	0	17,000	17,000	0.00	Venture Portland
	(93,571)	0	(93,571)	0.00	Technical Adjustments - NPI Rev. Sharing
Adopted Budget Additions and Reductions					
	0	210,000	210,000	0.00	Cannabis Tax Revenue to Prosper Portland (Grants)
	0	0	0	0.00	Technical Adjustments - IBRN from GF to Cannabis
	250,429	**1,097,000**	**1,347,429**	**0.00**	**Total FY 2019-20 Decision Packages**
			7,609,120	**0.00**	**Total Adopted Budget**

Office of Equity & Human Rights

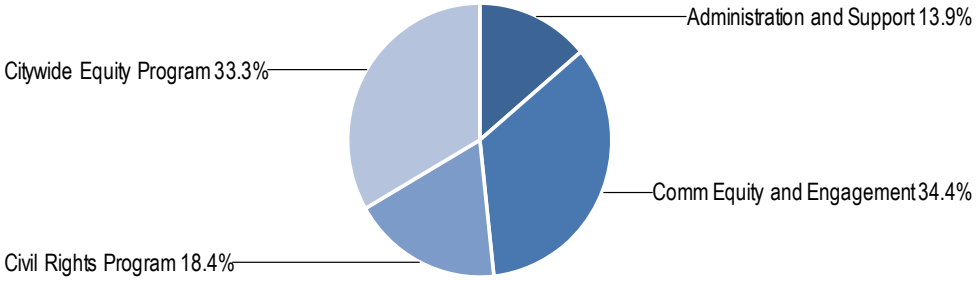
Community Development Service Area

Amanda Fritz, Commissioner-in-Charge
Markisha Smith, Director

Percent of City Budget

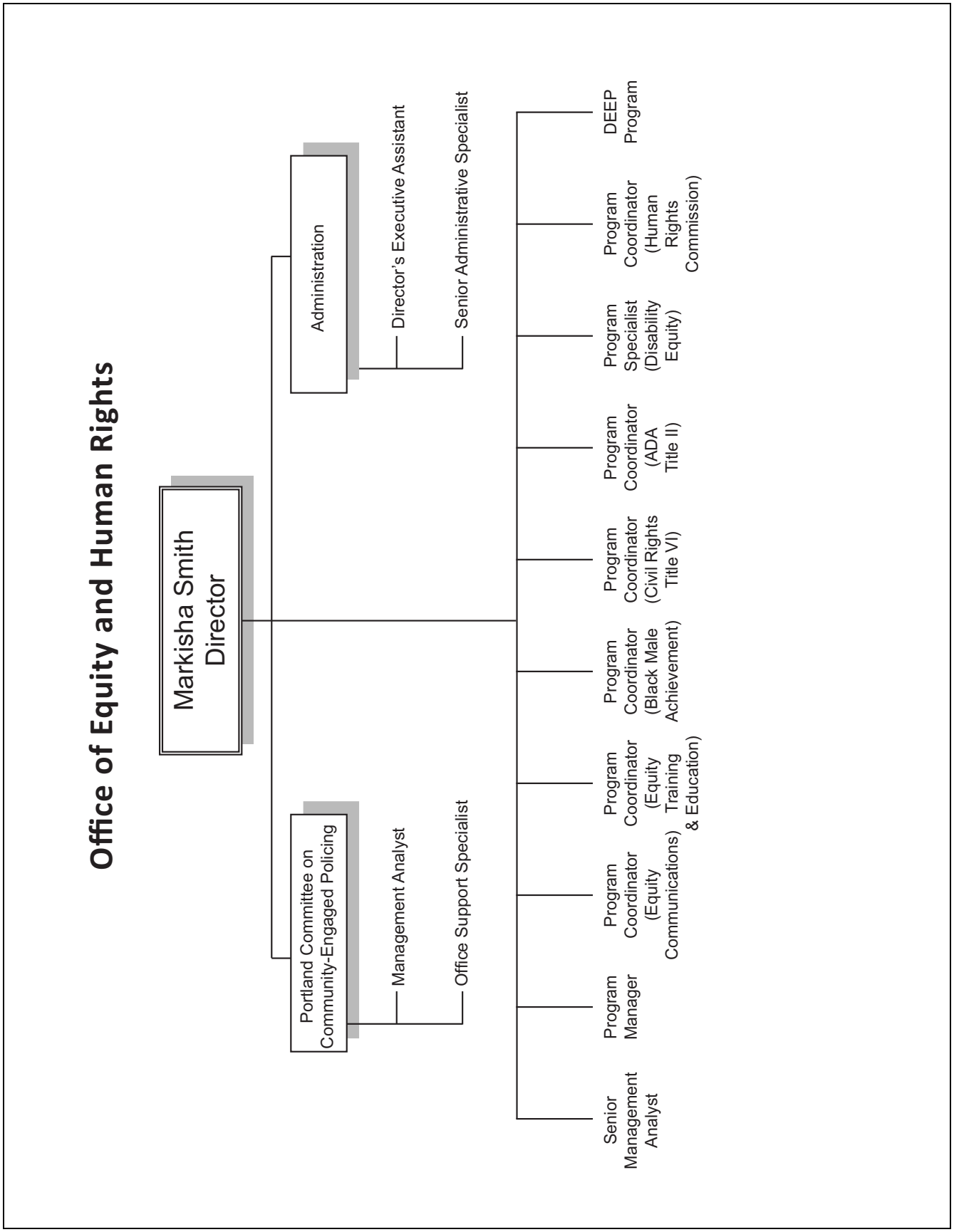


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	1,968,765	2,069,776	101,011	5.13
Capital	0	0	0	0.00
Total Requirements	**1,968,765**	**2,069,776**	**101,011**	**5.13**
Authorized Positions	12.00	13.00	1.00	8.33


Office of Equity and Human Rights
Markisha Smith
Director
Administration
Director's Executive Assistant
Senior Administrative Specialist
Portland Committee on Community-Engaged Policing
Management Analyst
Office Support Specialist
Senior Management Analyst
Program Manager
Program Coordinator (Equity Communications)
Program Coordinator (Equity Training & Education)
Program Coordinator (Black Male Achievement)
Program Coordinator (Civil Rights Title VI)
Program Coordinator (ADA Title II)
Program Specialist (Disability Equity)
Program Coordinator (Human Rights Commission)
DEEP Program

Bureau Summary

Bureau Mission

The mission of the Office of Equity & Human Rights (OEHR) is to provide education and technical support to City of Portland 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 and 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. The office has ten program areas carried out by twelve employees. The programs are: Administration and Support, Diverse Empowered Employees of Portland (DEEP), Equity Training and Education, Technical Support and Consulting, Civil Rights Title VI, Americans with Disabilities (ADA) Title II, Black Male Achievement (BMA), Equity Communications, Portland Commission on Disability, and Human Rights Commission. The office is responsible for administration and staffing of the Human Rights Commission and the Portland Commission on Disability. The office also administers and supports the Black Male Achievement Initiative.

Strategic Direction

The Portland Plan's Framework for Equity describes the equity approach to be undertaken by the City, outlines the action items for various bureaus, and provides a framework of program-specific goals. The overall long-term goals are as follows:

- Create a Citywide Equity Initiative;
- Collect and review City data that reflects on and informs equity work; and
- Create an equity strategy for City bureaus and staff.

The office has achieved the goals and moved beyond those efforts by creating a more robust process for Title II of the Americans with Disabilities Act and Title VI of the Civil Rights Act, developing the Citywide Racial Equity Goals and Strategies, guiding bureaus through the Racial Equity Plan development process, expanding training and education, and institutionalizing equity in the budget process through an equity lens and an enhanced budget equity tool.

The bureau is in the process of developing a new strategic plan, which will introduce new specific goals for the next five years of operation.

Summary of Budget Decisions

Disability Equity Program Staffing

The FY 2019-20 Adopted Budget includes $111,584 in funding from General Fund overhead resources to support 1.0 FTE and a new proposed Accessibility Commission (AC), comprised of equal membership between community representatives with a high degree of ADA technical expertise and key bureau staff from across the City. The AC will focus on providing policy direction and technical assistance to bureaus and City Council.

Convert Portland Commission on Disability to Overhead Model

Based on the changes discussed above, the Portland Commission on Disability (PCoD) will be considered part of the overhead model. The FY 2019-20 Adopted Budget adjusts the bureau's allocation of General Fund overhead and discretionary resources, which has a net zero impact on the bureau's total budget allocation.

Diverse Empowered Employees of Portland (DEEP)

The Adopted Budget includes $5,000 in ongoing General Fund resources to increase the annual budget for the DEEP program, which aims to support the City of Portland in creating a supportive and inclusive work environment. This funding will increase the yearly program budget for the soon-to-be ten affinity groups that have a total current membership of 979 employees. These resources will be used for events, trainings, and other activities organized by employees through these groups.

ADA Title II Training

The FY 2019-20 Adopted Budget includes $15,000 in General Fund resources carried over from the bureau's FY 2018-19 budget to fund the development of a new Americans with Disabilities Act (ADA) Title II training, developed through a third-party contractor. This training will be delivered through a live webinar and then archived online for bureau staff to access anytime.

Black Male Achievement Program Summer Youth Experience

The Adopted Budget includes $17,500 in one-time General Fund resources carried over from the bureau's FY 2018-19 budget to help fund an expanded Summer Youth Experience, a youth-driven, culturally-specific mentoring and professional development program for approximately 50 Black youth between the ages of 16-24. The contract for this programming will include program recruitment, managing day-to-day operations, and expanding public and private partnerships.

Budget Notes

Policy on Stipends for Advisory Body Members

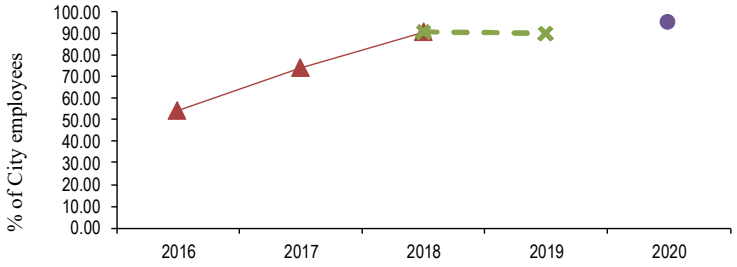
City Council directs the Office of Community & Civic Life, working with the Office of Equity and Human Rights, Bureau of Human Resources, and City Attorney's Office, to conduct a thorough analysis of current practices and policies for providing stipends to volunteer members of City advisory bodies, looking both at existing practice for City of Portland advisory bodies and examples of stipend policies and practices used by other jurisdictions. The bureaus shall present the findings of this analysis and a recommendation for a Citywide policy on stipends for advisory bodies to Council by January 2020.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
OUTCOME					
Percentage of City workforce that are employees of color	25%	28%	35%	30%	30%
Percentage of bureaus that have translated essential documents into the safe harbor languages	100%	65%	60%	100%	100%
Percentage of City management that are employees of color	18%	21%	25%	26%	28%
Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	47%	6%	90%	80%	100%
Percentage of City employees that have completed Equity 101 training	74%	91%	90%	95%	100%
OUTPUT					
Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	7	18	6	14	14
Number of participants who engaged in BMA sponsored/hosted activities or programs	650	750	500	1,500	1,500
WORKLOAD					
Number of City employees who received equity trainings annually	1,202	980	350	1,000	5,682
Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	13	13	20	10	10
Number of bureau consultations regarding the Language Access Program	60	40	75	50	50
Number of bureau consultations regarding Title II / Title VI	115	156	90	150	150
Number of requests by City bureaus or elected officials for equity consultation or technical assistance	40	75	60	200	200

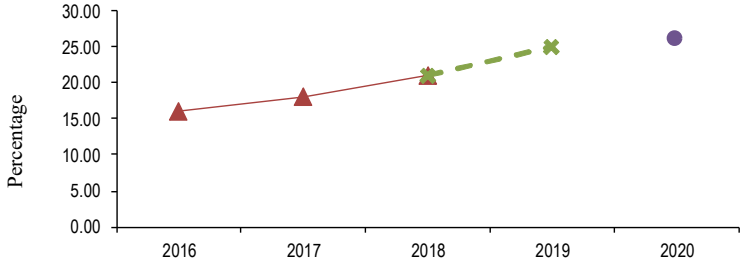
% of City employees trained on Equity 101

This measure tracks progress against the Council-mandated goal that all City employees receive Equity 101 training. Although ongoing training for new employees will always be necessary, OEHR will consider this goal met when the number of employees trained meets the total number of employees (excluding casual/seasonal appointments).



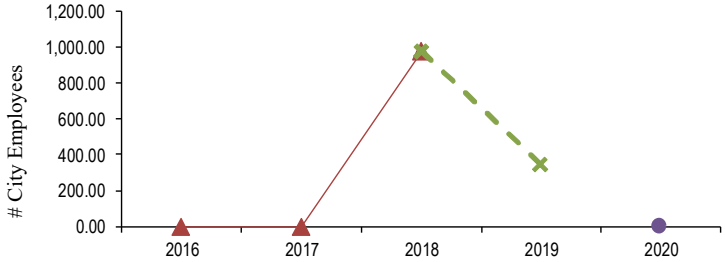
Percentage of City Managers that are Employees of Color

OEHR has almost no direct influence on other bureau's hiring decisions. Nonetheless, this is a key indicator for the City in measuring how well communities of color are represented in higher-compensated positions of decision-making authority within the organization.



Employees Receiving Equity 101 Training

City Council established Equity 101 as mandatory for all City employees. OEHR has directed substantial organizational resources into maximizing training capacity to meet this expectation. The spike in 2016 reflects the surge in participation immediately following Council's mandate.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	2,098	0	1,500	0	0
Intergovernmental	(750)	0	0	0	0
Miscellaneous	1,703	224	0	0	0
Total External Revenues	**3,051**	**224**	**1,500**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,018,616	880,881	1,233,131	1,217,486	1,217,486
General Fund Overhead	575,741	631,491	682,885	852,290	852,290
Interagency Revenue	5,126	0	51,249	0	0
Total Internal Revenues	**1,599,483**	**1,512,372**	**1,967,265**	**2,069,776**	**2,069,776**
Beginning Fund Balance	750	0	0	0	0
Total Resources	**$1,603,284**	**$1,512,596**	**$1,968,765**	**$2,069,776**	**$2,069,776**
Requirements					
Bureau Expenditures					
Personnel Services	1,333,656	1,183,550	1,410,610	1,654,777	1,654,777
External Materials and Services	79,529	113,005	323,427	189,884	189,884
Internal Materials and Services	190,099	216,041	234,728	225,115	225,115
Total Bureau Expenditures	**1,603,284**	**1,512,596**	**1,968,765**	**2,069,776**	**2,069,776**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,603,284**	**$1,512,596**	**$1,968,765**	**$2,069,776**	**$2,069,776**
Programs					
Administration & Support	194,581	416,999	402,129	286,894	286,894
Citywide Equity Program	750,669	521,978	792,590	689,543	689,543
Civil Rights Program	140,333	153,288	188,751	381,030	381,030
Comm Equity & Engagement	518,130	420,332	585,295	712,309	712,309
Mayor's Office	(429)	0	0	0	0
Total Programs	**$1,603,284**	**$1,512,596**	**$1,968,765**	**$2,069,776**	**$2,069,776**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003002	Administrative Specialist I	44,075	66,102	1.00	42,330	1.00	49,889	1.00	49,889
30003004	Administrative Specialist III	53,290	98,800	1.00	76,253	1.00	76,253	1.00	76,253
30003027	Coordinator I - NE	48,277	89,523	3.00	248,664	4.00	317,564	4.00	317,564
30003028	Coordinator II	53,290	98,800	4.00	351,413	4.00	351,413	4.00	351,413
30003029	Coordinator III	63,336	105,373	2.00	183,258	2.00	183,258	2.00	183,258
30003037	Director I	111,696	189,842	1.00	119,974	1.00	119,974	1.00	119,974
TOTAL FULL-TIME POSITIONS				12.00	1,021,892	13.00	1,098,351	13.00	1,098,351
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				12.00	1,021,892	13.00	1,098,351	13.00	1,098,351

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.

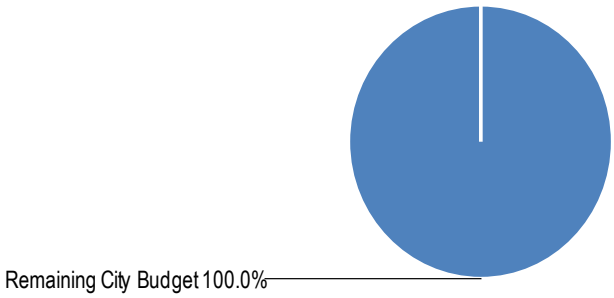
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	1,920,692	0	1,920,692	12.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	5,000	0	5,000	0.00	Diverse & Empowered Employees of Portland
	0	32,500	32,500	0.00	FY 19 Carryover: BMASYE & ADA Title II
	111,584	0	111,584	1.00	Portland Commission On Disability Staffing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	116,584	**32,500**	**149,084**	**1.00**	**Total FY 2019-20 Decision Packages**
			2,069,776	**13.00**	**Total Adopted Budget**

Portland Children's Levy

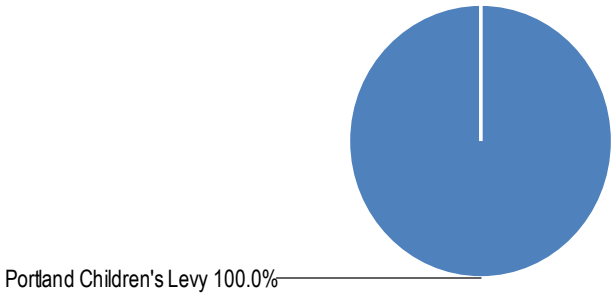
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Lisa Pellegrino, Director

Percent of City Budget

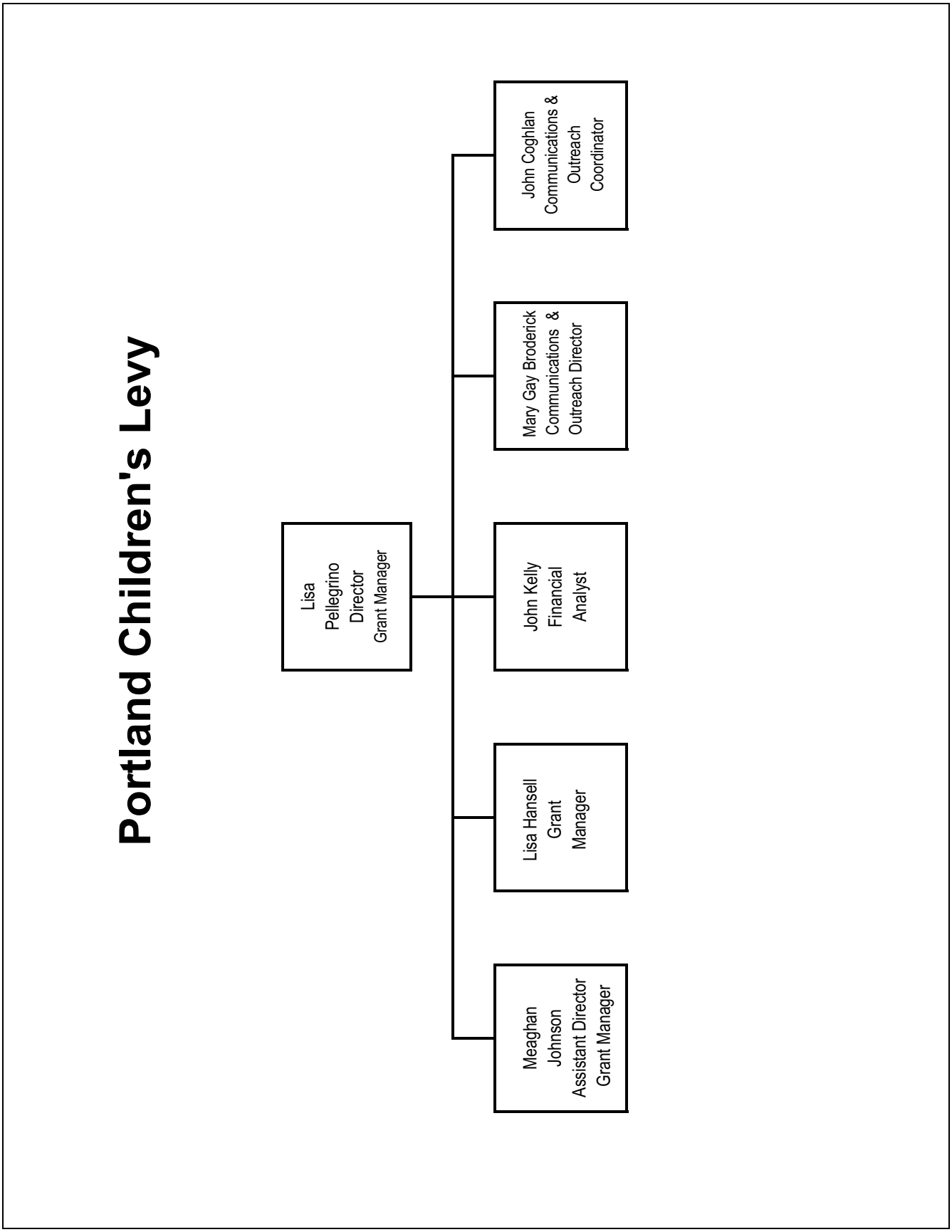


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	25,171,691	31,651,282	6,479,591	25.74
Capital	0	0	0	0.00
Total Requirements	**25,171,691**	**31,651,282**	**6,479,591**	**25.74**
Authorized Positions	5.60	6.15	0.55	9.82


Portland Children's Levy
Lisa Pellegrino Director Grant Manager
Meaghan Johnson Assistant Director Grant Manager
Lisa Hansell Grant Manager
John Kelly Financial Analyst
Mary Gay Broderick Communications & Outreach Director
John Coghlan Communications & Outreach Coordinator

Bureau Summary

Bureau Mission

The purpose of the Portland Children's Levy (PCL) is to prepare children for school; support children's success inside and outside of school; and reduce racial and ethnic disparities in children's well-being and school success. As prescribed by its authorizing legislation, PCL invests in programs that support children's early development and readiness for kindergarten, prevent child abuse and neglect and support vulnerable families, support children and youth in foster care, connect children and youth with caring adult role models, provide safe and constructive after-school and summer activities, and expand access to healthy, nutritious food for children and their families.

Bureau Overview

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 2018. Funding categories as provided in the ballot measure language are:

- Early Childhood
- Child Abuse Prevention and Intervention
- After School
- Mentoring
- Foster Care
- Hunger Relief

Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. The Children's Levy Allocation Committee awards grants through a competitive process, and City Council reviews and approves all recommended allocations. The Allocation Committee consists of a City of Portland commissioner, a Multnomah County commissioner, a member of the Portland business community appointed by the Mayor, and two citizen members appointed by City Council and the County Commission respectively. No more than 5% of the fund may be spent on administration of the fund. The fund is audited annually to ensure compliance.

Strategic Direction

PCL is currently conducting two processes designed to set strategic direction for the next competitive funding round to be held in FY 2019-20. PCL is working with a community engagement consultant to gather community input on current needs of children and families within our funding areas, and preferred community solutions. This input and community recommendations will direct the service priorities and strategies solicited in the competitive funding round, and goals for the next round of investments. PCL is also engaged in a grant-making process review designed to recommend improvements in transparency and equity to the grant-making process used in the next funding round. The Allocation Committee will consider recommendations for process changes and make decisions to be carried out in the next fiscal year.

The Allocation Committee will consider one-year renewal requests for current grants (74 grants with total budgets of $19 million) in March 2019 with grants to run while the next competitive funding process is moving forward (e.g. application, review, decision making). Renewal decisions are based on grant performance in the following dimensions:

- Number children/caregivers served and amount of service delivered as compared to contract goals;
- Demographics of populations served including gender, race/ethnicity, age, residence zip code, primary language, income level; this data is used to understand whether PCL funded programs are reaching historically marginalized populations and populations experiencing disproportionately poor outcomes;
- Client participation in services as compared to participation goals set in contract;
- Client outcomes as compared to outcome goals set in contract;
- Staff turnover in positions funded by PCL as compared to turnover rates in non-profits and among PCL grantees.

Major Issues

The Portland Children's Levy (PCL) became a City bureau in FY 2018-19. As a result there are no actuals in FY 2016-17 or FY 2017-18. Actual expenditures are reflected in the Commissioner of Public Affairs' prior year budget figures.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Administrative cost as percentage of cumulative tax revenue	5%	5%	5%	5%	5%
OUTPUT					
Number of children served	11,500	12,000	12,000	12,000	12,000
WORKLOAD					
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	69	74	70	70	70

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	0	0	17,796,691	22,001,560	22,001,560
Total External Revenues	**0**	**0**	**17,796,691**	**22,001,560**	**22,001,560**
Internal Revenues					
Total Internal Revenues	**0**	**0**	**0**	**0**	**0**
Beginning Fund Balance	0	0	7,375,000	9,649,722	9,649,722
Total Resources	**$0**	**$0**	**$25,171,691**	**$31,651,282**	**$31,651,282**
Requirements					
Bureau Expenditures					
Personnel Services	0	0	487,676	786,440	902,324
External Materials and Services	0	0	16,381,520	23,589,456	23,603,572
Internal Materials and Services	0	0	40,401	53,242	53,242
Total Bureau Expenditures	**0**	**0**	**16,909,597**	**24,429,138**	**24,559,138**
Fund Expenditures					
Contingency	0	0	8,245,426	7,197,144	7,067,144
Fund Transfers - Expense	0	0	16,668	25,000	25,000
Total Fund Expenditures	**0**	**0**	**8,262,094**	**7,222,144**	**7,092,144**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$0**	**$0**	**$25,171,691**	**$31,651,282**	**$31,651,282**
Programs					
Portland Children's Levy	0	0	16,909,597	24,429,138	24,559,138
Total Programs	**$0**	**$0**	**$16,909,597**	**$24,429,138**	**$24,559,138**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003006	Analyst I	53,290	98,800	0.00	0	0.00	0	1.00	76,045
30003007	Analyst II	63,336	105,373	1.80	163,433	1.80	188,463	1.80	188,463
30003008	Analyst III	69,805	126,318	1.00	105,244	1.00	116,938	1.00	116,938
30003027	Coordinator I - NE	48,277	89,523	1.00	75,074	0.93	75,183	0.93	75,183
30003055	Financial Analyst II	63,336	105,373	0.90	65,820	0.00	0	0.00	0
30003097	Public Information Officer	63,336	105,373	0.90	68,929	0.00	0	0.00	0
TOTAL FULL-TIME POSITIONS				5.60	478,500	3.72	380,584	4.72	456,629
30003055	Financial Analyst II	63,336	105,373	0.00	0	0.80	79,848	0.80	79,848
30003097	Public Information Officer	63,336	105,373	0.00	0	0.63	65,858	0.63	65,858
TOTAL PART-TIME POSITIONS				0.00	0	1.43	145,706	1.43	145,706
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				5.60	478,500	5.15	526,290	6.15	602,335

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.

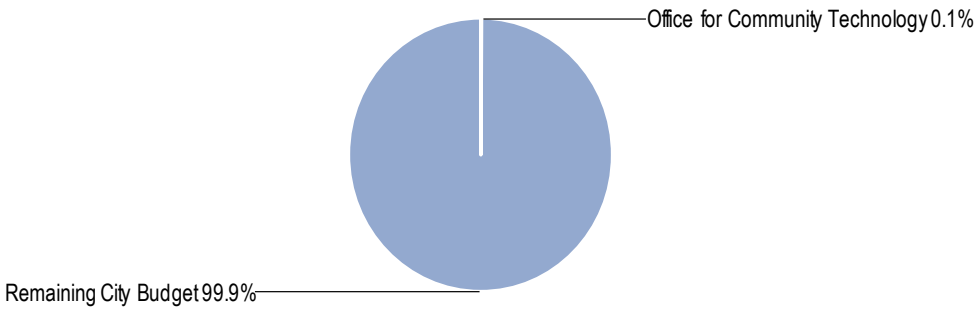
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	24,429,138	0	24,429,138	5.15	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	None
Approved Budget Additions and Reductions					
	130,000	0	130,000	1.00	Small Grants Program position
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	130,000	**0**	**130,000**	**1.00**	**Total FY 2019-20 Decision Packages**
			24,559,138	**6.15**	**Total Adopted Budget**

Office for Community Technology

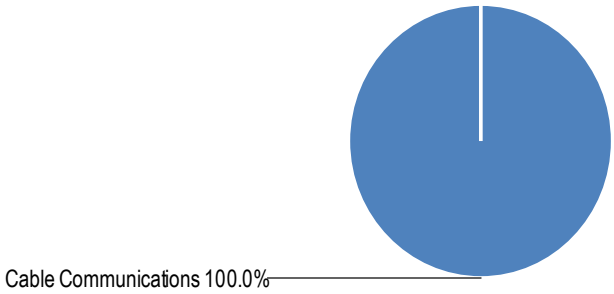
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Vacant, Director

Percent of City Budget

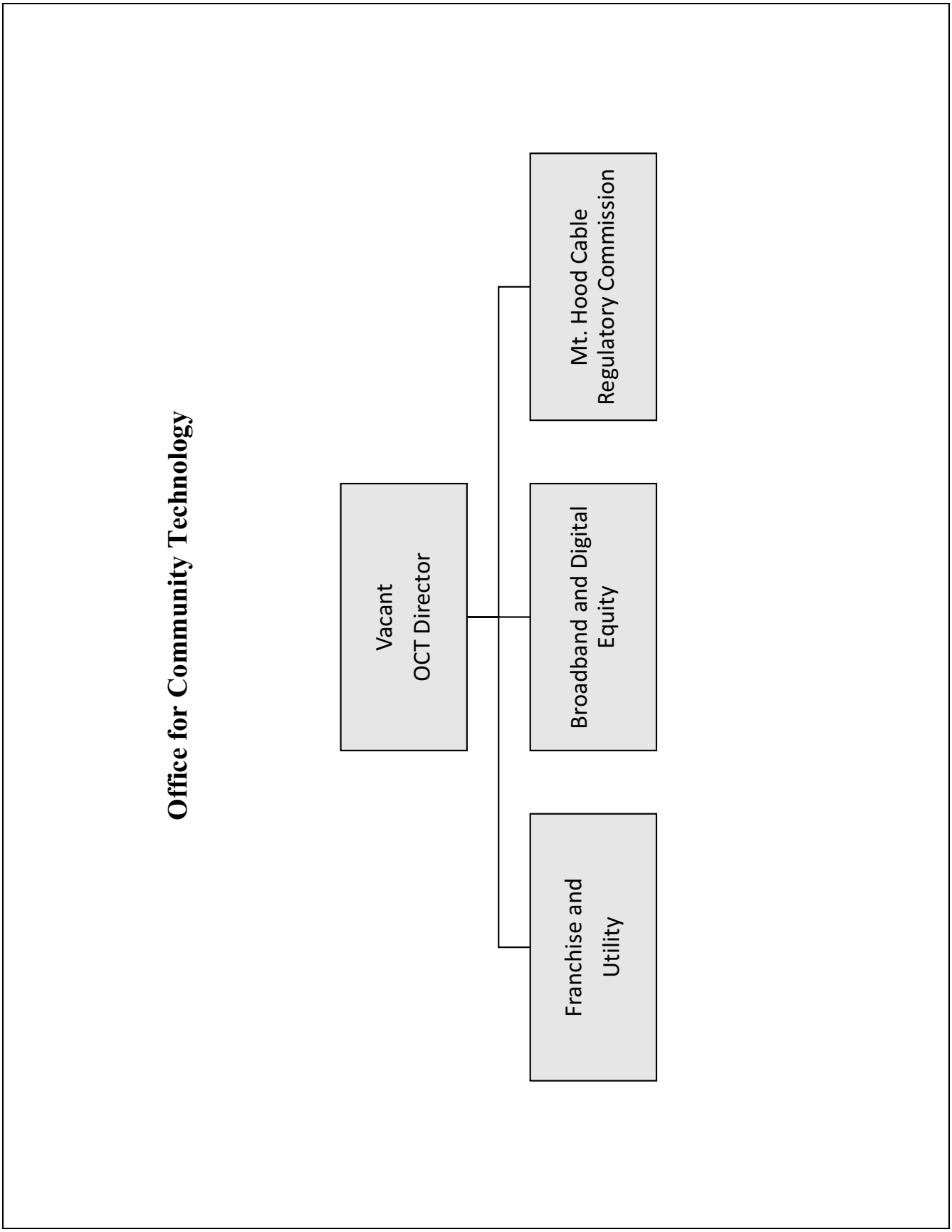


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	2,596,247	3,835,366	1,239,119	47.73
Capital	0	0	0	0.00
Total Requirements	**2,596,247**	**3,835,366**	**1,239,119**	**47.73**
Authorized Positions	10.00	11.00	1.00	10.00


Office for Community Technology
Vacant
OCT Director
Franchise and Utility
Broadband and Digital Equity
Mt. Hood Cable Regulatory Commission

Office for Community Technology

Mission

The Office for Community Technology (OCT) builds community capacity and champions investments and public policy in a rapidly changing communications technology, utility, and broadband landscape to keep our local communities economically and culturally healthy.

Bureau Overview

The Office for Community Technology (OCT) ensures the public interest is considered and embedded in City legal agreements and policies, and that the City and its residents are fairly compensated, for private industry use of public right-of-way and property in rapidly-evolving and dynamic communications technology, utility, and broadband markets.

The Franchise and Utility program negotiates and administers franchise agreements granting access to the public right-of-way. Staff utilize the City's authority to manage the long-term use of public rights-of-way and levy taxes and fees and ensure the City is fairly compensated for use of the right-of-way. In FY 2018-19, there were approximately 250 total Franchise and Utility accounts, which generated about $82.0 million annually for the City's General Fund. The program is the City's third largest source of General Fund revenue. Staff are developing performance measures for FY 2020-21 to align with General Fund and licensing goals.

The Broadband and Digital Equity program implements two City strategic plans: The Portland Broadband Strategic Plan (PBSP) and the Digital Equity Action Plan (DEAP). Through plan implementation, the program leads the development of partnerships and funding opportunities, advances Citywide policy recommendations, and implements strategies to increase competitive, affordable, and equitable broadband internet access for all residents, businesses, public institutions, and community organizations. 100% of the DEAP strategic actions are "on track" through the work of the Digital Inclusion Network.

The Mt. Hood Cable Regulatory Commission (MHCRC) advocates for and protects the public interest in the regulation and development of cable communications systems in Multnomah County and the Cities of Fairview, Gresham, Portland, Troutdale, and Wood Village; monitors and helps resolve cable subscribers' concerns in these jurisdictions; and participates in the planning and implementation of community use of cable communications technologies that make use of the public right-of-way. MHCRC provides fiduciary oversight and management of the MHCRC Fund (about $7.0 million annually), including fund tracking, trend modeling, revenue projections, annual fund audit, and accounting services.

During FY 2017-18, City Council ordered a review of the location and structure of the Office for Community Technology as part of the annual budget process. The key goal of the project was to determine the future organizational structure of public facing technologies with a particular emphasis on the positioning and role of the Office for Community Technology. Based on the report and subsequent discussions, City Council directed the reestablishment of the Office for Community Technology as a stand-alone bureau in September 2018, following eight years as a sub-division in the Revenue Division of the Office of Management and Finance.

This coming fiscal year the bureau will follow through with Council direction to (hire a new director) establish a strategic reorganization, and strengthen the current programs within the bureau.

Due to the reorganization that took place during FY 2018-19, the Revised Budget information on the above summary page is not accurate, nor is the percentage increase comparison. A portion of the Office for Community Technology's Revised Budget reports under the Office of Management & Finance. The Office for Community Technology's FY 2018-19 Adopted Budget was $3,121,082.

Strategic Overview

New Bureau Strategic Plan

OCT will engage in plan to establish the new mission, strategic direction, and enhance current programs while working with fellow bureaus and the community to best meet the City's current and future technology needs.

Threats to Local Control and Revenues

OCT's expertise and policy work at the national, state, and regional levels in defending City revenues and local authority has never been more critical. Local governments are experiencing unprecedented and continuing federal and state preemption efforts, many aimed at reducing fair compensation and other community benefits derived from the use of public right-of-way and property by communications companies.

Process Improvements

The proliferation of internet of things (IoT) devices and the technology to support these (i.e., 5G) has resulted in marked increases in requests from private industry to use public right-of-way and property to support their commercial applications and services. OCT will coordinate cross-bureau efforts to develop public policies for right-of-way access for wireless service, internet of things devices, and other emerging technologies. OCT will also develop substantial regulatory and process improvements to manage the increasing amount of wireless equipment in the right-of-way.

Shifting Revenue Landscape

With shifts away from traditional cable television and land-line telephones, the City is seeing decreases in General Fund revenues collected from companies that deliver these services. OCT will need to explore policy and code options that address this shift in revenue base to support General Fund revenue generation that supports essential services for City residents.

Community Technology Needs Ascertainment and Planning

OCT, through a funding partnership with the Mt. Hood Cable Regulatory Commission and Multnomah County Library, is engaging in data collection and analysis of community technology needs and interests. The findings from the assessment will guide OCT's strategies to meet the public's evolving expectations for what, when, where and how the City supports and/or delivers digital inclusion programs and services.

Major Issues

Vacant high-level leadership positions (OCT manager and OCT director) have had disruptive impacts on OCT and its programs and services. The continued vacancies put a strain on the ability of staff to perform work across all programs. Intentional and quick conclusion to the reorganization will be vital to the bureau's ability to provide services at prior years levels and to quickly respond to the changing communications technology landscape.

Summary of Budget Decisions

OCT Office Relocation OCT has been housed in the OMF Revenue Division office, but due to IRS regulations pertaining to taxpayer information, the bureau needs to relocate to a different office space. In the Spring Budget Monitoring Process (BMP) of FY 2018-19, Council approved the carryover of resources into FY 2019-20 to fund the relocation. This included $120,000 of existing OCT General Fund budget and $262,000 of new one-time General Fund resources.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Intergovernmental	0	0	914,684	1,109,546	1,109,546
Total External Revenues	**0**	**0**	**914,684**	**1,109,546**	**1,109,546**
Internal Revenues					
General Fund Discretionary	0	0	1,681,563	2,780,820	2,725,820
Total Internal Revenues	**0**	**0**	**1,681,563**	**2,780,820**	**2,725,820**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$0**	**$0**	**$2,596,247**	**$3,890,366**	**$3,835,366**
Requirements					
Bureau Expenditures					
Personnel Services	0	0	967,299	1,650,490	1,650,490
External Materials and Services	0	0	1,420,249	1,702,133	1,647,133
Internal Materials and Services	0	0	208,699	537,743	537,743
Total Bureau Expenditures	**0**	**0**	**2,596,247**	**3,890,366**	**3,835,366**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$0**	**$0**	**$2,596,247**	**$3,890,366**	**$3,835,366**
Programs					
Cable Communications	0	0	2,596,247	3,890,366	3,835,366
Total Programs	**$0**	**$0**	**$2,596,247**	**$3,890,366**	**$3,835,366**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003003	Administrative Specialist II	48,277	89,523	1.00	64,397	1.00	64,397	1.00	64,397
30003006	Analyst I	53,290	98,800	1.00	70,013	1.00	70,013	1.00	70,013
30003008	Analyst III	69,805	126,318	2.00	207,980	2.00	207,980	2.00	207,980
30003027	Coordinator I - NE	48,277	89,523	1.00	85,238	1.00	85,238	1.00	85,238
30003028	Coordinator II	53,290	98,800	3.00	282,174	3.00	282,174	3.00	282,174
30003037	Director I	111,696	189,842	0.00	0	1.00	150,779	1.00	150,779
30003082	Manager II	92,851	162,490	1.00	127,670	1.00	127,670	1.00	127,670
TOTAL FULL-TIME POSITIONS				9.00	837,472	10.00	988,251	10.00	988,251
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30003028	Coordinator II	53,290	98,800	1.00	76,045	1.00	76,045	1.00	76,045
TOTAL LIMITED TERM POSITIONS				1.00	76,045	1.00	76,045	1.00	76,045
GRAND TOTAL				10.00	913,517	11.00	1,064,296	11.00	1,064,296

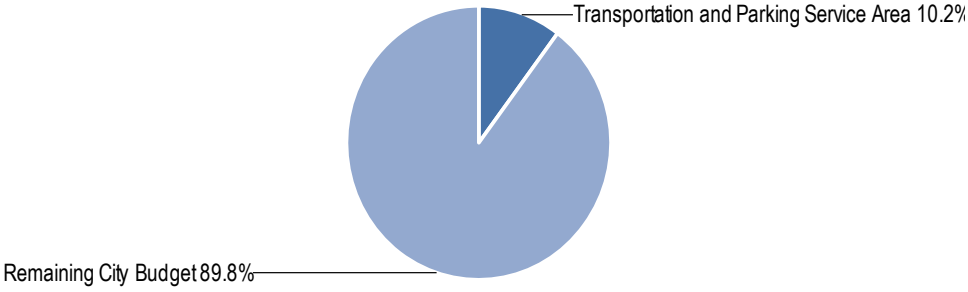
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	3,284,636	0	3,284,636	10.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	487,000	487,000	0.00	FY19 Carrover: OCT relocation costs
	0	118,730	118,730	1.00	FY19 Carryover: Utility & Franchise audit support
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	(55,000)	(55,000)	0.00	Adjustment to OCT relocation cost carryover
	0	**550,730**	**550,730**	**1.00**	**Total FY 2019-20 Decision Packages**
			3,835,366	**11.00**	**Total Adopted Budget**

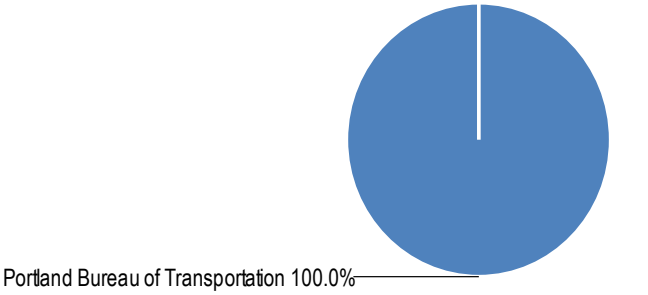
Transportation and Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	372,454,068	358,478,808	(13,975,260)	(3.75)
Capital	211,811,979	212,382,186	570,207	0.27
Total Requirements	**584,266,047**	**570,860,994**	**(13,405,053)**	**(2.29)**
Authorized Positions	996.30	1,021.30	25.00	2.51

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 2019-20 Adopted Budget is $570.9 million. Of that amount, the Capital Improvement Plan for FY 2019-20 totals $205.4 million.

The Portland Bureau of Transportation's (PBOT) FY 2019-24 financial forecast shows a surplus and does not require reductions. Revenue projections include scheduled increases to the motor fuels tax, weight-mile tax and DMV fees as prescribed in the House Bill 2017.

Significant changes to PBOT's budget in FY 2019-20 include:

- Additional $5.3 million in one-time General Fund resources from capital set-aside to support various large-scale capital projects, including the replacement and/or upgrade of sidewalks and curb corners to meet ADA compliance.
- $2.0 million of Recreational Cannabis Tax Fund resources for capital projects and for Vision Zero initiatives.
- $1.0 million ongoing General Fund investment in ADA ramps (CAL target).

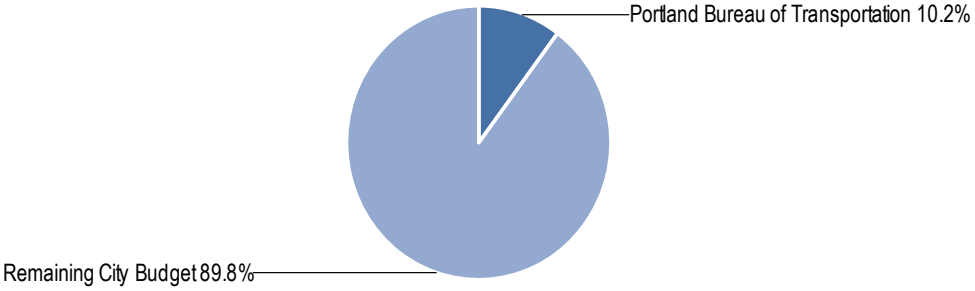
With regards to fund reserves, PBOT maintains a Transportation Reserve Fund (separate from the operating fund). PBOT has been unable to dedicate the desired 10% level of discretionary revenues. PBOT has been and will continue to contribute $700,000 annually to get to this level.

Portland Bureau of Transportation

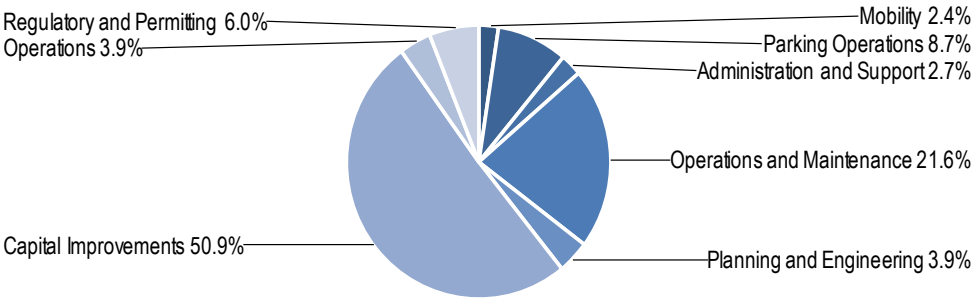
Transportation & Parking Service Area

Chloe Eudaly, Commissioner-in-Charge
Chris Warner, Director

Percent of City Budget

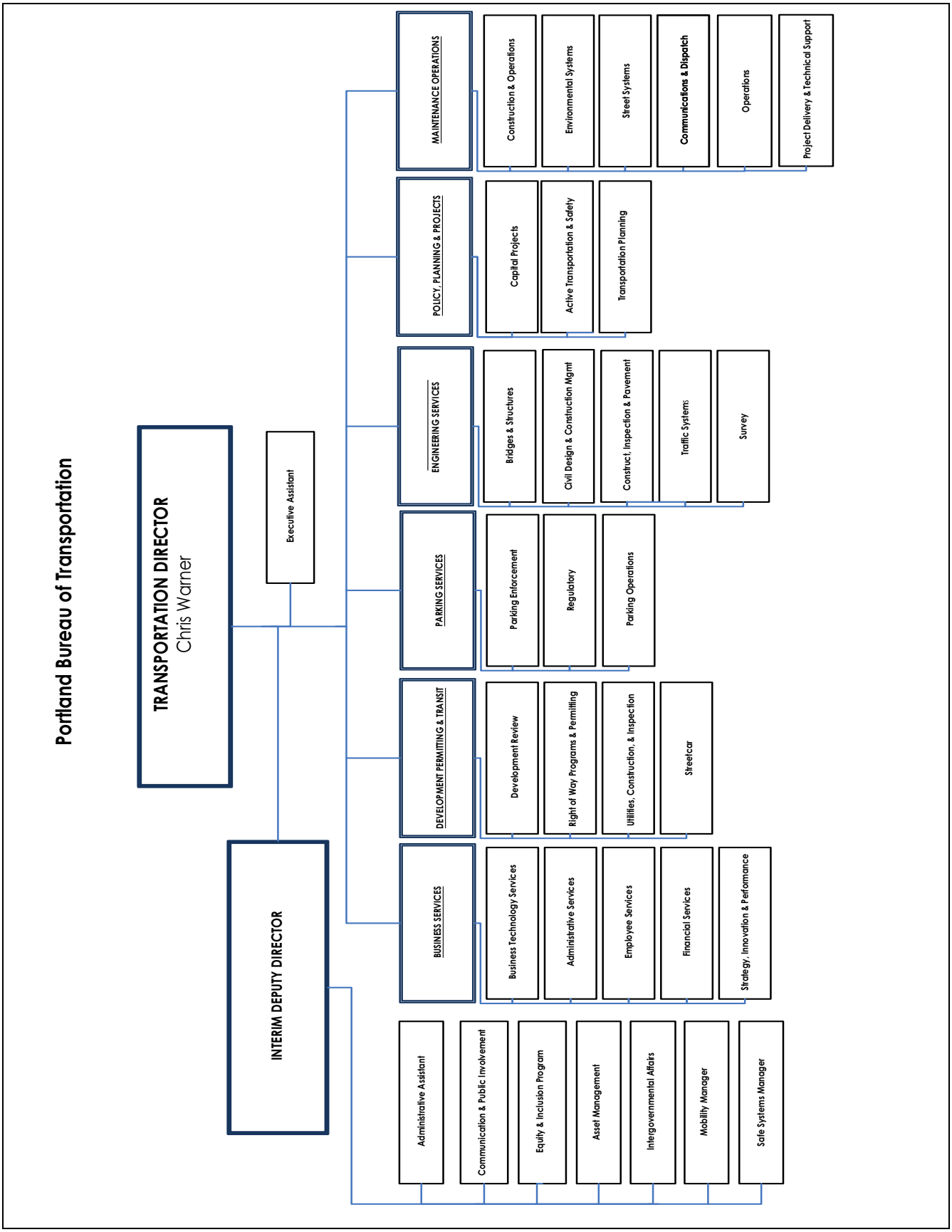


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	372,454,068	358,478,808	(13,975,260)	(3.75)
Capital	211,811,979	212,382,186	570,207	0.27
Total Requirements	**584,266,047**	**570,860,994**	**(13,405,053)**	**(2.29)**
Authorized Positions	996.30	1,021.30	25.00	2.51


Portland Bureau of Transportation
TRANSPORTATION DIRECTOR
Chris Warner
Executive Assistant
INTERIM DEPUTY DIRECTOR
MAINTENANCE OPERATIONS
Construction & Operations
Environmental Systems
Street Systems
Communications & Dispatch
Operations
Project Delivery & Technical Support
POLICY, PLANNING & PROJECTS
Capital Projects
Active Transportation & Safety
Transportation Planning
ENGINEERING SERVICES
Bridges & Structures
Civil Design & Construction Mgmt
Construct, Inspection & Pavement
Traffic Systems
Survey
PARKING SERVICES
Parking Enforcement
Regulatory
Parking Operations
DEVELOPMENT PERMITTING & TRANSIT
Development Review
Right of Way Programs & Permitting
Utilities, Construction, & Inspection
Streetcar
BUSINESS SERVICES
Business Technology Services
Administrative Services
Employee Services
Financial Services
Strategy, Innovation & Performance
Administrative Assistant
Communication & Public Involvement
Equity & Inclusion Program
Asset Management
Intergovernmental Affairs
Mobility Manager
Safe Systems Manager

Bureau Summary

Bureau Mission

The Portland Bureau of Transportation (PBOT) is a community partner in shaping a livable city. PBOT plans, builds, manages, and maintains an effective and safe transportation system that provides people and businesses access and mobility. PBOT keeps Portland moving.

Bureau Overview

The bureau's job is to connect people to the places they want to go. PBOT's system of roads, sidewalks, bike lanes, transit and trails get Portlanders from place to place easily, safely and sustainably. Portland's efficient, safe and sustainable transportation system serves as a foundation for the high quality of life Portlanders enjoy.

PBOT manages a $13.0 billion transportation system with many elements. Some, like the streetcar and roads, are large-scale pieces of infrastructure valued in the hundreds of millions of dollars. Others like streets signs or sidewalk corners support a mobile and connected city in smaller, but no less vital, ways. The number and variety of the assets in PBOT's portfolio explain the wide-ranging and multifaceted nature of our work. The bureau is proud to contribute to our city's high quality of life by maintaining and operating these assets well.

PBOT employs over 1,017 people, and 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 twenty-three budget programs. 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 recent years, the pace of change in transportation has accelerated rapidly. In just the last five years, Portland has introduced a new public transit system (BIKETOWN); experienced the introduction and rapid growth of a new transportation industry (Transportation network companies); piloted new transportation technology (e-scooters); and put in the policy framework to test and potentially adopt autonomous vehicles (Smart Autonomous Vehicle Initiative). These are just some of the fundamental changes in how Portlanders travel around their city, and there is no sign that the pace of change is slowing.

To manage change in such a rapidly evolving environment demands smart and strategic planning. For this reason, PBOT undertook a fundamental shift in how the bureau planned for the future. PBOT launched this new era in strategic planning in 2015 with Portland Progress, an ambitious two-year strategic work plan laying out the specific and measurable steps the agency would take to improve transportation in the city. The bureau followed this with Portland Progress II in 2017, a plan that built on and extended the vision of the first Portland Progress.

Now PBOT launching Moving to the Future, the third iteration of the bureau's modern strategic vision for Portland's transportation system. Like the first two plans, Moving to the Future presents the steps PBOT will take to harness the transformation of transportation to deliver well-maintained streets, help ease congestion, and keep safety front and center in all that we do.

Moving to the Future aligns the work of PBOT's seven work groups to achieve three main goals that we will focus on in the next three years:

1. Make Portland's streets safe for all road users

2. Deliver smart investments to maintain our transportation system

3. Provide transportation choices for a growing city

These goals reflect the important work ahead of the bureau, as well as the risks the City faces if we are unable to deliver. PBOT's Transportation System Plan (TSP) anticipates a wholesale shift from car trips to other modes, but people cannot reasonably be expected to make these changes if the streets remain deadly or if young people cannot walk or bike safely to school. At the same time, failure to offer realistic transportation alternatives will result in gridlock, with the resulting cost to the economy, personal health, and carbon emissions.

Each goal contains specific objectives and initiatives. The objectives are the actions PBOT will take to achieve the bureau's overarching goals. The initiatives are the tools PBOT will use along the way. Importantly, the bureau has defined our objectives in a way that can be measured. This is an accountability control built into the plan. Defining measurable objectives also allows PBOT to assess whether the bureau chose the right initiatives to achieve its goals. Together the goals, objectives and initiatives provide the guidance bureau managers need to determine the overall direction of the work they oversee.

Summary of Budget Decision

Adds

Major Maintenance & Infrastructure Replacement Projects

The Adopted Budget includes an increase of $5.3 million in one-time General Fund resources from Capital Set-Aside to support the following:

- The replacement and/or upgrade of corners to meet Americans with Disabilities Act standards ($1.5 million).
- The reconstruction or replacement of traffic signals at risk of failure ($993,747).
- Citywide lamp replacement program. These funds will replace 1,000 traffic signal lamps and pedestrian lamps across Portland ($500,000).
- Funding to replace the Cornell Tunnel lining. The tunnel has outlived its 50-year useful life expectancy ($2.3 million).

Other Resources

Derelict RV Enforcement

The Adopted Budget includes $1.5 million in General Transportation Revenue (GTR) to continue the Derelict RV program. This program identifies, removes, and dismantles broken down recreational vehicles on city streets to maintain the public right-of-way, supporting public safety, and neighborhood livability by fostering clean and safe communities. The Bureau will be adding seven positions to continue this level of service.

Transportation Resiliency Plan

The Adopted Budget includes $600,000 in General Transportation Revenue (GTR) to fund the Transportation Resiliency Plan. The Transportation Resiliency Plan is a multi-bureau effort to prepare the City of Portland for future events and efficiently respond to a major event when it occurs, from deploying first responders right after an event to the tasks of bringing city life back to normal and rebuilding city assets. To better prepare the City for impending catastrophes such as a major earthquake and flooding, PBOT will undertake a 2-year effort to develop its first Resiliency Plan. This plan will update the city's emergency transportation routes (ETRs) to correspond to our latest multimodal street classifications and policies and establish a resilient active transportation network that could be relied on during the recovery period. This plan could also realign our planning-to-construction pipeline to prioritize resiliency projects along ETRs, and develop an internal plan for addressing, among other things, long-term solutions to facilities (such as Maintenance Bureau assets under the Freemont Bridge) that are highly vulnerable to events.

Vision Zero Enhancements

The Adopted budget includes $350,000 in one-time Recreational Cannabis Tax Fund resources for strategic lighting infill work along the High Crash Network. These funds will add street lighting and pedestrian crossing lighting along a 0.7 mile stretch of SE Stark Street.

Maintenance Crew for ADA Work

The Sidewalk work group is responsible for a host of maintenance and repair activities, including delivering two critical PBOT programs: ADA corner ramps and Fixing Our Streets projects. The current staffing levels are not adequate to meet the increased demands of each program. To ensure the City meets its annual goal for the Civil Rights Education and Enforcement Center (CREEC) ADA corner ramp construction settlement, Maintenance

Operations must complete 600 ADA-compliant corner ramps on average per calendar year. In past years, less complicated, less labor-intensive ramps were completed, leaving more complicated and costly ramps to be completed now. In addition, the CREEC settlement requires tighter construction tolerances on new ramp construction. As a result, new ADA corner ramps are more complicated and require additional time to construct. In addition, due to the interagency collaboration required and the complexity of the design and construction, Fixing Our Streets projects slated for Maintenance delivery are not good candidates for outside contracting. Contracting would increase both the time and costs significantly. In order to meet the demands of both these programs and ongoing sidewalk maintenance work, new positions are being added to the Sidewalks program for FY 2019-20.

Budget Notes

Adaptive Biketown

Council directs the Portland Bureau of Transportation (PBOT) to continue its Adaptive BIKETOWN program pilot; this program will be funded within the bureau's current resources. PBOT launched a pilot for Adaptive BIKETOWN in 2017 in response to the public's request for equitable access to services within the BIKETOWN program for individuals with mobility needs. The program partners with Nike and Kerr Bikes to provide accessible bikes, mobility device storage, and assistance to riders with mobility needs. Council directs PBOT to establish a permanent program within the bureau's base budget going forward.

Transportation Resiliency Plan

Council directs the Portland Bureau of Transportation (PBOT) to develop a Transportation Resiliency Plan; this plan shall be funded within the bureau's current resources. This plan will build off the 2016 Mitigation Action Plan and the Comprehensive Plan 2035, update the City's emergency transportation routes to reflect current policies and plans, establish a process for emergency transportation routes to be regularly updated, and conduct a seismic study of PBOT owned bridges. The bureau shall present the findings of the plan to Council for approval within two years (by June 30, 2021).

Harbor Restoration Trust Fund

City Council directs the City Budget Office (on behalf of the General Fund), the Portland Bureau of Transportation, and Prosper Portland to identify and budget resources for FY 2020-21 and FY 2021-22 in order to fund their portions of the initial funding for a Harbor Restoration Trust Fund. These funds are in addition to funding provided by the Bureau of Environmental Services as part of the FY 2019-20 Adopted Budget.

Capital Budget

Capital Summary

Investing in Portland's transportation system is critical to keeping people and goods moving and to the City remaining economically competitive. Building a twenty-first century transportation system is expensive and complex. The City's capital program represents PBOT's commitment to making the investments necessary to improve how people and goods move through Portland while contributing to our City's high quality of life.

The foundation of the City's capital program is the Capital Improvement Program (CIP). The CIP, which is updated annually through the overall budget process, is a five-year spending plan that has been developed to bring transportation assets to a state of good repair, enhance the safety of Portland's transportation system for all users, and provide additional capacity for a growing population. This is achieved through the strategic investment in transformational construction projects. At its core, the CIP is a list of projects, estimated costs and revenue sources. The base five-year FY 2019-20 to FY 2023-24 Requested CIP includes 136 projects at a total cost of $587.7 million, including General Fund request and Build Portland funding.

CIP Highlights

The five-year FY 2019-20 to FY 2023-24 Requested CIP delivers on City Council's goal of providing Portlanders with a robust set of transportation choices. Approximately 94% of FY 2019-20 funding comes from non-discretionary sources, including the 10-cent Fixing Our Streets gas tax and Heavy Vehicle Use Tax; federal, state and local grants; contracts; developer fees and other external sources. PBOT's discretionary General Transportation Revenue (GTR) funding makes up the remaining 6%.

Importantly, several key CIP projects will build new transportation facilities in areas with significant infrastructure deficits. Examples include sidewalk infill and other crossing improvements that will be built by the East Portland Access to Transit project, the East Portland Access to Employment and Education project and the SW Capitol Highway project. Other high-profile projects and programs will rebuild and improve obsolete infrastructure for continued safe use, such as traffic signal replacements and pavement restoration. Dramatically reducing traffic deaths remains a policy priority. Investments are planned on several streets identified as high crash corridors such as 122nd Avenue, 82nd Avenue, Outer Division and SW Beaverton Hillsdale Highway.

Building safe and comfortable infrastructure for bicyclists directly contributes to Citywide efforts to reduce Portland's carbon footprint. Thus, the bureau is continuing its significant investments in support of bicycling. The CIP invests in a number of new cycling facilities including the 70's and 4M Greenway projects. The Central City in Motion project will provide improved cycling, walking and transit access to areas of the city found in the central core. These investments will be complemented by two new bike and pedestrian bridges; the NW Flanders Bridge over I-405 and the Sullivan's Crossing Bridge over I-84.

The city's economy suffers if employees can't get to work easily; if businesses can't get their goods to market; and if customers can't easily get to their favorite stores. In support of the continued economic vitality of Portland, the CIP improves freight movement, including large bridge projects (Rivergate Overcrossing) and targeted street improvements on freight corridors (Columbia Blvd, 47TH Ave, and Bond Ave). Streetscape projects in the CIP help support small businesses on key commercial corridors such as SE Foster Avenue project and the Halsey/Weidler project which will provide improved sidewalks, bike lanes and pedestrian crossings.

The most recent Transportation System Plan (TSP) created ten citywide programs that are a group of similar small-scale investments, generally under $500,000 each, including: smaller active transportation investments through pedestrian and bikeway network completion; targeted safety investments on high crash corridors and through safe routes to school; transit and freight priority; transportation system management and demand management; and alternative street design. These program categories are now incorporated into the CIP with varying levels of initial funding with the aim to increase investment in these categories as resources allow.

In May 2016, voters in Portland approved a temporary Street Repair and Safety Program titled "Fixing Our Streets". The program, designed to finance a list of approximately 65 street repair and safety improvements throughout the city, will provide for pavement repair, signal modernization, more crosswalks and safety beacons, better and safer access to school, and increased transit and community services. The program is funded by a 10-cent gas tax approved by the voters and a heavy vehicle use tax passed by Council ordinance.

The CIP includes a strong commitment to improve transportation infrastructure for people with limited mobility. The City has committed to reconstruct 1,500 street corners per year to Americans with Disabilities Act (ADA) standards – double the City's previous investment level. These infrastructure improvements form a part of numerous paving and sidewalk projects. In addition, the CIP includes dedicated funding for citywide ADA ramp construction.

Major Issues

PBOT still lacks a sufficient source of ongoing source of discretionary funding dedicated to the CIP, relying 94% on grants and restricted funding sources. PBOT's CIP has been developed to align with existing resources and honor funding commitments on key regional projects. Future federal and state grant dollars have been in decline. In December 2015, the U.S. Congress reauthorized the Surface Transportation Act, while the revised program provides new opportunities to fund certain types of projects, the amount of federal funds available for general transportation projects remains at roughly the same level as previous acts.

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.

Changes from Prior Year

The five-year CIP includes 28 new projects. Many of the projects come from Fixing Our Street funding, Build Portland, HB 2017, System Development Charges (SDC), and grants. These projects range in scope from sidewalk, pedestrian, and bike safety improvements to structural

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 and continues to align its investments with that adopted direction.

In December 2016, City Council adopted Portland's Vision Zero Action Plan with the vision of working together, we will take equitable and data-driven actions that will eliminate deaths and serious injuries for all who share Portland streets by 2025. This plan provides clear direction to the bureau and partner agencies to prioritize investments in safety improvements that are reflected in this CIP and in grant request priorities for upcoming funding cycles.

Criteria

Most programs and projects within the CIP continue existing projects or bring existing projects to completion. The selection of new projects is guided by the recently adopted Transportation System Plan. Each project in the CIP was evaluated based on multiple criteria including safety, equity, climate, and mobility. Annually, PBOT staff work with City Council and PBOT's advisory committees to pick the best projects for additional revenue based off of specific grant/funding source criteria. Wherever possible, projects are selected that achieve multiple objectives. In addition, projects are prioritized and designed to leverage external funding and to ensure effective project delivery.

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, and 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 Central City Street Plan. 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) and are evaluated based on their ability to improve the following outcomes: Safety, Neighborhood Access, Economic Benefit, Opportunity Access; Health, Equity, Climate, Cost Effectiveness, Community Support. In addition to the TSP, 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 asset failure and safety needs.

City Comprehensive Plan

The CIP for capital programs and projects is 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 ten Citywide programmatic priorities:

- 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
- Alternative Street Design Program

Financial Forecast Overview

The CIP is supported by several funding sources, including Fixing Our Street, System Development Charges, Build Portland, 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 to $4.6 million in FY 19-20. The reduction in ongoing 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.

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 fund.

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 service 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 - Address safety by reducing conflicts within and between transportation modes.
- Maintain transportation assets - Maintain transportation assets in "good" condition on a scale of poor to very good.
- Enhance public health and community livability - Encourage and support active transportation choices and reduce carbon emissions and pollution to address environmental quality and climate change.
- Directly support safe, convenient access to local destinations for all populations.

- Support economic vitality - Support business development and employment opportunities and access to businesses by implementing capital improvements that improve and expand access.

The FY 2019-20 CIP projects are described in detail in the Capital Improvement Plan Summaries in the appendix of this budget document.

Funding Sources

The PBOT CIP has a variety of funding sources outlined below:

Fixing Our Streets

Voters in Portland approved a temporary Street Repair and Safety Program in May of 2016 to finance street repair and safety improvements. The funding provides for much needed pavement repair, signal modernization, more crosswalks and safety beacons, better and safer access to school, and transit and community services for Portland's residents. The program is funded by a temporary 10-cent gas tax approved by the voters and a heavy vehicle use tax passed by Council ordinance.

HB2017 Funding

The Oregon Legislature passed a transportation investment funding package in 2017. The additional $14.5 million for FY 2019-20 will provide funding for infrastructure improvements including road preservation, rehabilitation, and safety improvement projects.

Build Portland

In March 2018, the Portland City Council passed a transformative funding package, Build Portland, that will make available $600.0 million over 20 years from expired URAs to target asset improvement investments. These investments are intended to address the asset maintenance (or, the repair/rehabilitation/replacement) gap of more than $330.0 million per year Citywide with a focus on non-rate-payer-funded bureaus.

Recreational Cannabis Tax

In November 2016, Portland voters passed Ballot Measure 26-180, establishing a 3% tax on recreational marijuana sales in the City of Portland. Revenues from this tax are allocated to drug and alcohol treatment, public safety investments, and support for neighborhood small businesses. The FY 2019-20 Adopted CIP includes over $200,000 from this funding.

Grants and Contracts

This category includes State and Federal grants as well as contracts with other local jurisdictions such as the Prosper Portland, 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. Prosper Portland, through tax-increment financing, has been a partner in developing transportation-related projects in PBOT's CIP.

Interagency Funding

These projects are funded by the City's General Fund and other City bureaus.

Local Improvement Districts (LID)

Property owners can work 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 that can potentially enhance property values.

LID projects often rely on public subsidies to make the project affordable for the benefiting property owners. 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 2019-20 is $17.0 million, and $24.0 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 and 2017. Strict criteria govern the projects that may use SDC funds. Over $115.0 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. PBOT has also used SDCs to partner with the Parks Bureau and BES to fund projects locally.

PBOT renewed the SDC program for the next 10 years to include new projects identified in the most recent Transportation System Plan update and longstanding projects that had not previously been prioritized for SDC funding.

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 2019-20 CIP has $13. million of discretionary GTR funding, including $8.4 million carryover and one-time (HB) projects. The remaining $4.6 million, on-going CSL, is used for infrastructure improvement projects such as signals and street lighting replacements, safety projects, and to leverage state and federal grants.

General Fund Support

The Requested CIP includes $495,000 of ongoing General Fund support for transportation projects and $2.5 million for ADA curb ramps. 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 $20.0 million of the five-year CIP.

Major Projects

There are 28 new projects in the FY 2019-20 CIP. Most of the new projects added to the CIP are from the new Fixing Our Street funding, HB 2017 and LID projects.

New projects are listed below:

- T00600 - 130th Ave: Divi-Stark, SE (David Douglas HS)
- T00628 - Wilson Area Schools - SR2S, SW
- T00641 - Streetcar Security Cameras
- T00642 - Streetcar Vehicle Acquisition
- T00701 - Franklin HS-SRTS, SE
- T00702 - Roosevelt/Jefferson HS-SRTS, N
- T00703 - Grant/Jefferson HS, SRTS, N
- T00704 - Cleveland HS-SRTS, SE
- T00705 - Madison/Jefferson HS-SRTS, NE
- T00706 - Lincoln HS-SRTS, SW
- T00707 - Reynolds HS-SRTS, SW
- T00708 - Centennial HS-SRTS, SE
- T00709 - Parkrose HS-SRTS, NE
- T00728 - 80th Ave: Mill-Market LID, SE
- T00736 - 55th-57th Ave & Killingsworth St LID, NE
- T00742 - Flanders Bkwy: 1st-24th Ave, NW
- T00746 - 33rd & Marine Dr, NE
- T00749 - 52nd/Woodstock & 52nd/Steele, SE
- T00817 - Rosa Pkwy: Willamette Blvd-MLK Blvd,N/NE
- T00821 - Columbia Blvd: Bank St to Macrum Ave, N
- T00870 - 102nd & Woodstock LID, SE
- T00871 - Halsey: 65th - 92nd, NE
- T00872 - 46th & Bryant LID, NE
- T00877 - Holgate Blvd: 92nd-136th, SE
- T00888 - All Roads Transp Safety (ATRS)
- T00890 - Burnside Bridge Replacement
- T00891 - Outer Powell: 99th-City limits, SE
- T00892 - Ross Island Bridgehead

Major transportation projects can span multiple fiscal years as the projects move from concept, through development, design and construction phases. In 2017 PBOT completed or advanced to construction several major projects:

- T00382 - Foster Rd: Powell Blvd - 90th Ave, SE – safety improvements projects including sidewalks, ADA curb ramps, curb extensions, crossing improvements, and street lighting throughout the corridor.
- T00574 - 122nd Ave: Johnson Creek Br Repl, SE – replace the existing multi-span timber bridge with a new single span bridge and re-open the route to motorized traffic.
- T00538 - Burnside St: 8th-24th, W – Sidewalk infill, marked crossings, signal upgrades, connected bike lanes.
- T00590 - 50th: Division - Hawthorne, SE – grinding, paving and safety project including corner sidewalk ramps to meet ADA standards

Net Operating and Maintenance Costs

Some capital improvements in the FY 2019-20 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.

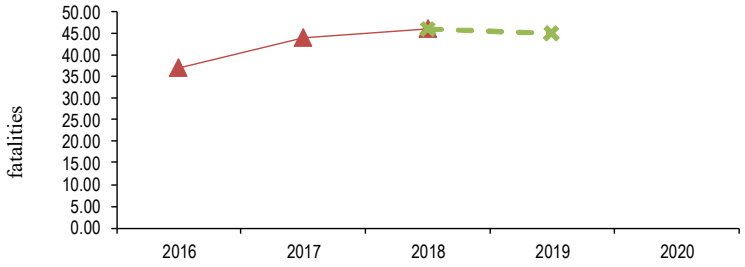
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Ratio of ongoing General Transportation Revenue (GTR) resources to GTR Current Service Level Requirements	NA	NA	NA	1.10	1.00
Cost of deferred maintenance	NA	NA	NA	$0	$0
Percentage of Streetcar fare revenue contribution to operating budget	14%	13%	15%	20%	0%
Transportation Reserve Fund Balance	NA	NA	NA	6%	10%
Debt Ratio	NA	NA	NA	7%	7%
On-street parking expenses as a percentage of revenues	23%	21%	23%	20%	0%
OUTCOME					
Number of traffic fatalities	44	46	45	0	0
Number of automated speed camera locations where more than 50% of vehicles are traveling at or below the posted speed	NA	NA	NA	10	0
Number of employee Safety Site Visits	NA	NA	NA	200	0
Number of Contract Tows	NA	NA	NA	19,200	0
Number of corners improved or constructed to meet ADA compliance	NA	NA	NA	1,500	0
Number of employee Safety Incidents	NA	NA	NA	240	0
Number of Private for Hire vehicles operating in Portland city limits	NA	NA	NA	13,600	0
Number of abandoned vehicles towed	NA	NA	NA	3,240	0
Average time to hire	NA	NA	NA	100	0
Number of area parking permit 'opt-outs'	NA	NA	NA	0	0
Number of traffic related pedestrian and bicyclist serious injuries	NA	NA	NA	0	0
Number of traffic related pedestrian and bicyclist fatalities	NA	NA	NA	0	0
Number of Private for-Hire transportation rides	NA	NA	NA	12,500,000	0
Number of Private Property Impound Tows	NA	NA	NA	8,900	0
Percentage of residents who commute to work by car alone	NA	NA	NA	0%	0%
Percentage of parking garages in good or better condition	NA	NA	NA	100%	0%
Average network Pavement Condition Index (PCI)	NA	NA	NA	55%	0%
Percentage of trips made by people walking and bicycling, including to transit	25%	25%	27%	28%	0%
Percentage of PBOT public works permit reviews completed on-time	80%	94%	90%	94%	0%
Percentage of total contract dollars awarded to DMWESB firms	NA	NA	NA	30%	0%
Rate of change in SmartTrips participants' active trips before and after participating in the program	NA	NA	NA	8%	0%
OUTPUT					
Number of Transportation Wallets sold	NA	NA	NA	0	0
Number of automated speed cameras on High Crash Network streets	NA	NA	NA	10	0
Number of crosswalks installed or maintained	NA	NA	NA	3,100	0
Linear feet of sewer/storm line repaired/lined	NA	NA	NA	22,173	0
Number of PDX WAV Rides	NA	NA	NA	17,000	0
Number of RVs dismantled	NA	NA	NA	390	0

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
Number of abandoned vehicles reclaimed	NA	NA	NA	415	0
Annual Streetcar ridership	4,720,474	4,870,556	5,200,000	5,000,000	0
Linear feet of sewer/storm lines tv'd and inspected	NA	NA	NA	0	0
Miles of streets where speed limits were reduced to improve safety	NA	NA	NA	20	0
Number of traffic crashes that result in serious injuries	NA	NA	NA	0	0
Number of new and retrofitted pedestrian crossings on High Crash Network streets	NA	NA	NA	50	0
Total miles of curb cleaned during annual leaf removal program	NA	NA	NA	1,059	0
Number of Private for Hire field audits annually	NA	NA	NA	3,500	0
Number of Safe Ride Home trips provided	NA	NA	NA	6,645	0
Number of area parking permits issued	NA	NA	NA	0	0
Number of parking citations issued	NA	NA	NA	265,000	0
Number of parking transactions processed	NA	NA	NA	1,778,805	0
Number of signs maintained or replaced	NA	NA	NA	20,000	0
Number of potholes repaired	NA	NA	NA	5,000	0
Number of High Crash Corridors restriped annually	NA	NA	NA	1	0
Number of RVs towed	NA	NA	NA	420	0
Number of Transportation Demand Management (TDM) programs offered in historically underserved areas or for underserved populations	NA	NA	NA	4	0
Number of BikeTown trips	NA	NA	NA	0	0
Total miles of bike facilities	NA	NA	NA	401.80	0.00
Total value of the public works PBOT infrastructure improvements permitted	NA	NA	NA	$0	$0
Percentage of capital projects that complete their planned annual schedule	NA	NA	NA	0%	0%
Percentage of projects substantially complete within 25% of construction project budget	NA	NA	NA	90%	0%
Percentage of East Portland High Crash Network streets that meet 2 sided lighting guidelines	NA	NA	NA	23%	0%
Percentage of Streetcar on-time performance	79%	82%	83%	90%	0%
Percentage of local streets in fair or better condition	36%	31%	35%	35%	0%
Percentage of annual budgeted Capital Improvement Plan expended	NA	NA	NA	90%	0%
Average weekday peak time occupancy< >	NA	NA	NA	85%	0%
Percentage of "busy" (collector/arterial) streets in fair or better condition	50%	48%	56%	50%	0%
Percentage of the High Crash Network that meets PBOT's pedestrian spacing crossing guidelines	NA	NA	NA	10%	0%
Percentage change in BikeTown trips (per year)	NA	NA	NA	0%	0%
Percentage of PBOT-owned bridges in non-distressed condition	85%	84%	85%	85%	0%
WORKLOAD					
Number of Public Works Permit applications received	NA	NA	NA	0	0
Number of abandoned auto complaints received	NA	NA	NA	0	0
Number of derelict RVs reported	NA	NA	NA	0	0

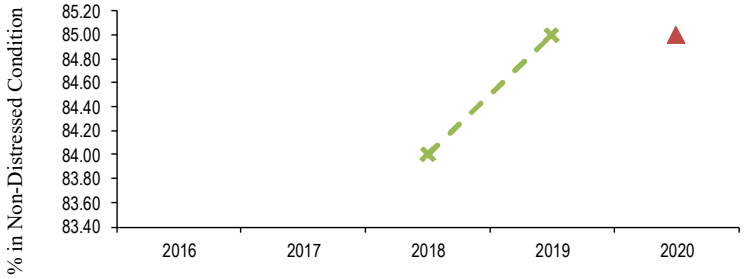
Number of traffic fatalities

This measure represents traffic deaths on all streets within the City of Portland. The fatality rate on Portland streets during FY18-19 was the lowest in four years.



Bridge Condition

Through implementation of its Bridge Managements System, which requires continuous inspections and prioritized programming of repairs, PBOT has been consistent in maintaining a high percentage of its bridge inventory in non-distressed condition.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	9,787,463	20,886,760	17,800,000	21,400,000	21,400,000
Miscellaneous Fund Allocations	0	0	2,496,362	2,152,613	2,002,613
Licenses & Permits	11,491,538	20,001,016	11,460,000	15,672,000	15,672,000
Charges for Services	97,099,068	98,026,535	96,512,702	92,235,115	92,235,115
Intergovernmental	77,935,497	89,212,154	146,897,029	138,700,277	138,700,277
Bond & Note	59,714,761	8,000,000	20,395,606	10,502,526	22,002,526
Miscellaneous	7,617,447	8,057,128	2,158,430	4,286,430	4,286,430
Total External Revenues	**263,645,774**	**244,183,594**	**297,720,129**	**284,948,961**	**296,298,961**
Internal Revenues					
Fund Transfers - Revenue	27,150,428	28,017,398	37,472,735	29,399,063	29,399,063
Interagency Revenue	27,390,906	27,522,517	33,056,722	34,277,659	34,277,659
Total Internal Revenues	**54,541,334**	**55,539,916**	**70,529,457**	**63,676,722**	**63,676,722**
Beginning Fund Balance	127,823,551	182,602,545	216,016,461	222,385,311	210,885,311
Total Resources	**$446,010,659**	**$482,326,054**	**$584,266,047**	**$571,010,994**	**$570,860,994**
Requirements					
Bureau Expenditures					
Personnel Services	82,001,993	89,863,384	125,811,187	127,269,117	128,188,288
External Materials and Services	64,035,290	62,651,613	97,562,035	78,818,224	78,780,424
Internal Materials and Services	29,162,656	35,542,008	38,438,075	40,602,510	40,652,510
Capital Outlay	17,497,313	16,522,720	139,569,420	156,341,618	156,341,618
Total Bureau Expenditures	**192,697,252**	**204,579,725**	**401,380,717**	**403,031,469**	**403,962,840**
Fund Expenditures					
Debt Service	57,888,540	29,124,541	31,073,771	20,777,233	20,777,233
Contingency	0	0	139,205,239	131,689,590	130,608,219
Fund Transfers - Expense	12,822,322	10,791,135	10,933,273	13,839,655	13,839,655
Debt Service Reserves	0	0	1,673,047	1,673,047	1,673,047
Total Fund Expenditures	**70,710,862**	**39,915,676**	**182,885,330**	**167,979,525**	**166,898,154**
Ending Fund Balance	182,602,545	237,830,652	0	0	0
Total Requirements	**$446,010,659**	**$482,326,053**	**$584,266,047**	**$571,010,994**	**$570,860,994**
Programs					
Administration & Support	22,577,593	23,503,308	13,416,581	12,836,878	10,713,666
Capital Improvements	51,856,982	47,198,688	212,365,435	205,422,163	205,422,163
Mobility	7,138,227	8,926,932	10,675,026	9,812,027	9,662,027
Operations	12,343,330	12,804,800	15,500,725	15,896,875	15,896,875
Operations & Maintenance	61,306,113	68,144,938	88,770,481	86,191,589	87,252,160
Parking Operations	20,805,671	22,459,754	28,798,219	34,953,029	34,953,029
Planning & Engineering	6,693,708	7,757,735	12,517,574	15,258,398	15,731,378
Regulatory & Permitting	9,975,628	13,783,570	19,336,676	22,660,510	24,331,542
Total Programs	**$192,697,252**	**$204,579,725**	**$401,380,717**	**$403,031,469**	**$403,962,840**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Safety								
102nd Ave Crossing Improvements, NE	0	251,034	208,135	0	0	0	0	208,135
122nd Ave Safety Improve, Ph II, SE/NE	121,190	398,435	1,699,190	0	0	0	0	1,699,190
148th Ave: Halsey - Glisan, NE	101,737	1,348,138	328,608	0	0	0	0	328,608
162nd Access to Transit	6,575	0	1,594,118	0	0	0	0	1,594,118
20th Ave Bike: Jefferson-Raleigh, NW	13,601	333,913	442,289	0	0	0	0	442,289
23rd Ave: Lovejoy-Vaugh, NW	5,221	0	969,779	0	0	0	0	969,779
33rd & Marine Dr, NE	10,346	0	93,584	0	0	0	0	93,584
4M Greenway: 130th-174th, SE	109,972	1,048,966	201,986	1,237,724	0	0	0	1,439,710
60th/Halsey Area Improvements, NE	0	0	652,971	8,247,029	0	0	0	8,900,000
70s Greenway Killingsworth-Cully Park	200,000	605,486	4,240,000	0	0	0	0	4,240,000
72nd Ave: Sandy - Killingsworth, NE	0	919,755	916,659	3,667,646	0	0	0	4,584,305
7th/9th Ave Greenway: Lloyd-Fremont, NE	133,645	401,852	381,488	1,297,457	0	0	0	1,678,945
82nd Ave Crossing Improve, SE/NE	0	596,703	569,527	0	0	0	0	569,527
Active Transportation Improvements	0	1,760,838	900,000	900,000	900,000	900,000	900,000	4,500,000
ADA Accessible Sidewalks	0	8,801,270	10,959,607	9,019,607	9,019,607	9,019,607	9,019,607	47,038,035
All Roads Transportation Safety Project(ARTS)	0	0	724,560	2,477,178	4,085,013	0	0	7,286,751
Brentwood-Darlington - SRTS, SE	0	637,661	1,071,525	1,071,525	3,206,950	0	0	5,350,000
Bridge Column Safety	841	125,000	128,315	0	0	0	0	128,315
Burgard Rd at Time Oil Rd, N	2,100,580	358,865	95,268	0	0	0	0	95,268
Cap Hwy: Huber - Stephenson, SW	0	0	204,407	1,795,593	0	0	0	2,000,000
Capitol Hwy: Huber - Taylors Ferry, SW	0	2,050,587	55,144	24,856	0	0	0	80,000
Capitol Hwy: Multnomah Village - West Portland, SW	382,452	4,602,642	9,177,635	0	0	0	0	9,177,635
Centennial HS-SRTS, SE	5,646	0	196,133	320,877	0	0	0	517,010
Central City Multi-Modal Safety Projects	877,871	1,302,432	2,235,379	5,311,259	0	0	0	7,546,638
Central Eastside Access and Circulation	0	319,331	421,758	3,878,242	0	0	0	4,300,000
CIP Spot Improvement Program	0	2,024,888	2,385,000	2,385,000	2,385,000	2,385,000	2,385,000	11,925,000
Cleveland HS-SRTS, SE	1,928	0	201,141	489,414	0	0	0	690,555
Columbia Blvd: Bank St to Macrum Ave, N	3,165	500,000	1,550,000	0	0	0	0	1,550,000
Connect Cully, NE	337,870	2,671,219	2,560,000	0	0	0	0	2,560,000
Cornfoot: 47th - Alderwood, NE	0	0	3,275,847	0	0	0	0	3,275,847
Cully North-South Connections	3,421	0	430,479	1,125,000	0	0	0	1,555,479
David Douglas School District - SR2S, SE	1,259	0	322,521	632,755	0	0	0	955,276
Division St: 82nd-174th, SE	499,207	5,815,000	3,373,565	0	0	0	0	3,373,565

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Downtown I-405 Ped Safety Imp, SW	212,455	2,828,587	2,785,566	0	0	0	0	2,785,566
East Portland Access to Employment	524,398	2,667,741	4,792,916	416,518	0	0	0	5,209,434
Flander Crossing, NE	376,900	771,756	3,047,837	1,523,919	0	0	0	4,571,756
Flanders Bkwy: 1st-24th Ave, NW	4,958	0	1,860,340	0	0	0	0	1,860,340
Foster/Woodstock Couplet: 96th-101st, SE	4,791	250,000	5,498,558	0	0	0	0	5,498,558
Franklin HS - traffic calming near Lents ES	30,096	0	145,007	584,207	0	0	0	729,214
Gideon Pedestrian Overcrossing, SE	55,996	626,256	451,166	200,000	0	0	0	651,166
Glisan St: 82nd-162nd, NE	38,757	586,219	200,000	1,100,000	0	0	0	1,300,000
Grant/Jefferson HS, SRTS, N	10,040	0	167,040	529,782	0	0	0	696,822
Greeley Multiuse Path: Going-Interstate, N	61,047	949,255	1,369,940	0	0	0	0	1,369,940
Halsey St: 114th-162nd, NE	5,434	2,242,474	3,453,566	0	0	0	0	3,453,566
Halsey: 65th - 92nd, NE	0	300,000	820,907	2,474,387	1,536,343	0	0	4,831,637
Holgate Blvd: 92nd-136th, SE	0	0	175,851	3,189,149	0	0	0	3,365,000
HOP Greenway: Gateway TC-132nd, NE	127,444	878,500	624,440	0	0	0	0	624,440
Hwy Safety Improvement Prgm (HSIP) & Safety Ops CW	343,265	658,543	197,458	0	0	0	0	197,458
Hwy Safety Improvement Prgm (HSIP) Signals	38,161	1,996,098	354,730	0	0	0	0	354,730
I-205 Undercrossing @ Halsey, NE	26,124	673,332	489,214	2,520,891	0	0	0	3,010,105
Jade-Montevilla Connected Centers NE	0	748,699	1,351,525	1,351,525	4,490,950	0	0	7,194,000
Lincoln HS-SRTS, SW	5,974	0	106,823	535,134	0	0	0	641,957
Lombard St: St Louis-Richmond, N	0	0	489,489	3,010,511	200,000	0	0	3,700,000
Madison/Jefferson HS-SRTS, NE	0	0	83,144	482,028	0	0	0	565,172
Montavilla-Springwater Connector, SE/NE	48,606	156,114	918,470	0	0	0	0	918,470
Multnomah Blvd @ Garden Home, SW	6,837	295,343	890,606	1,115,537	0	0	0	2,006,143
Naito/Whitaker Crossing, SW	0	0	138,732	0	0	0	0	138,732
Outer Powell Project	0	0	95,153	200,000	0	0	0	295,153
Parkrose HS-SRTS, NE	4,851	0	72,886	520,797	0	0	0	593,683
Powell St Lighting: I-205-174th, SE	0	345,379	345,379	0	0	0	0	345,379
Reynolds HS-SRTS, SW	274	0	120,511	431,163	0	0	0	551,674
Roosevelt/Jefferson HS-SRTS, N	1,857	0	126,711	618,587	0	0	0	745,298
Rosa Pkwy: Willamette Blvd-MLK Blvd,N/NE	17,544	0	260,528	0	0	0	0	260,528
Ross Island Bridgehead	0	0	505,655	500,000	0	0	0	1,005,655
Safer Access to Bus Shelters, SE/NE	12,743	220,690	110,345	0	0	0	0	110,345
Southwest in Motion Bike Lanes, SW	0	185,379	185,379	0	0	0	0	185,379

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Southwest in Motion Xing Priorities, SW	0	551,724	551,724	0	0	0	0	551,724
Stark: 108th-162nd, SE	0	250,000	786,375	5,228,572	13,645,000	0	0	19,659,947
Sullivan's Crossing over I-84, NE	806,400	1,630,946	8,188,095	2,256,394	0	0	0	10,444,489
US 30 Xing Enhance (Linnton), NW	0	185,381	185,381	0	0	0	0	185,381
Wilson High School - SRTS, SW	9,773	0	154,354	470,149	0	0	0	624,503
Total Safety	**7,691,252**	**56,872,431**	**94,668,419**	**73,140,412**	**39,468,863**	**12,304,607**	**12,304,607**	**231,886,908**
Health & Livability								
102nd & Woodstock LID, SE	0	0	889,478	30,590	9,450	9,450	0	938,968
20th Ave: Raleigh-Upshur LID, NW	3,607,684	5,716,203	92,482	10,411	0	0	0	102,893
27th & Holland LID, NE	94,086	199,668	267,882	0	0	0	0	267,882
46th & Bryant LID, NE	0	0	4,948,437	98,274	6,391,808	0	0	11,438,519
47th Avenue Phase I LID, SW	52,899	433,623	419,272	18,563	0	0	0	437,835
55th-57th Ave & Killingsworth St LID, NE	88,819	0	924,768	29,302	9,767	9,767	0	973,604
80th Ave: Mill-Market LID, SE	73,290	0	2,019,873	87,710	29,237	29,237	0	2,166,057
Bike Parking, CW	0	70,000	70,000	70,000	70,000	70,000	70,000	350,000
Burlington & Edison LID, N.	73,917	404,828	1,810,362	0	0	0	0	1,810,362
Cully Neighborhood St Improvements, NE	0	500,000	500,000	925,000	0	0	0	1,425,000
Division/Midway Street Improvements, SE	0	212,500	212,500	550,000	987,500	0	0	1,750,000
East Portland Access Transit	1,300,492	3,463,466	359,857	0	0	0	0	359,857
Errol Heights, SE	340,776	3,360,000	1,700,000	0	0	0	0	1,700,000
Federal and State Program Match Fund	0	341,805	408,696	644,872	685,482	1,283,457	1,283,457	4,305,964
Gravel Street Program	0	1,373,344	495,030	495,030	495,030	495,030	495,030	2,475,150
LID Street Design	0	185,000	190,000	0	0	0	0	190,000
Marine Drive Path: NE 112th Ave-185th Ave Sec.	252,675	236,775	187,416	0	0	0	0	187,416
OR99W: SW 19th Ave to SW 26th - Barbur Blvd Demo	15,463	505,000	366,250	138,750	1,494,332	0	0	1,999,332
PDC Small Projects	0	200,000	200,000	0	0	0	0	200,000
Powell-Division High Capacity Transit	1,803,122	1,441,905	15,714,579	700,000	0	0	0	16,414,579
Pre-LID Street Design	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Public Work Permits	0	2,265,215	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	14,000,000
Red Electric Trail, SW	272,513	1,547,689	2,357,737	0	0	0	0	2,357,737
Suttle Road LID, N.	105,302	2,423,274	7,339,494	97,335	32,445	32,445	0	7,501,719
Total Health & Livability	**8,081,038**	**24,910,295**	**44,304,113**	**6,725,837**	**13,035,051**	**4,759,386**	**4,678,487**	**73,502,874**
Asset Management								
136th Ave: Foster-Division, SE	80,402	2,514,694	2,802,410	2,632,420	0	0	0	5,434,830
42nd Ave & Wisteria Dr, NE	56,837	610,000	93,486	0	0	0	0	93,486
42nd Ave: Kilingsworth - Columbia, NE	12,585	3,131,218	5,133,024	8,404,648	2,753,827	0	0	16,291,499

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
45th Drive Landslide Abatement, SW	63,380	205,922	460,191	0	0	0	0	460,191
4th Ave: Lincoln-Burnside, SW	80,402	1,711,228	2,850,931	0	0	0	0	2,850,931
52nd/Woodstock & 52nd/Steele, SE	19,953	0	740,047	0	0	0	0	740,047
Alberta St: 15th-30th, NE	0	391,980	845,790	0	0	0	0	845,790
Bridges/Overpasses	0	0	2,424,724	124,724	124,724	124,724	124,724	2,923,620
Burnside Bridge Replacement	0	0	263,793	500,000	0	0	0	763,793
Capitol Hwy: Multnomah-Texas, SW	297,834	1,463,000	202,166	0	0	0	0	202,166
College St Landslide Abatement, SW	55,367	355,496	363,795	0	0	0	0	363,795
Denver Ave: Lombard-Watts, N	247,702	545,000	338,500	0	0	0	0	338,500
Guardrail Replacement	27,826	566,174	618,600	0	0	0	0	618,600
Lighting Efficiency Program, CW	18,611,647	5,000,000	550,000	0	0	0	0	550,000
Naito Pkwy: Harrison-Jefferson, SW	695,471	5,990,000	6,119,844	0	0	0	0	6,119,844
Regional Signal System CONOPS & Implementation	53	1,000,000	891,000	0	0	0	0	891,000
Signal Recon - Build Portand, CW	0	2,058,971	1,493,747	0	0	0	0	1,493,747
Signal Reconstruction, CW	0	11,421,276	1,370,047	2,690,000	150,000	150,000	150,000	4,510,047
Sunderland Rd Bridge Replacement, N	14,188	312,612	301,484	474,328	0	0	0	775,812
Taylors Ferry Rd. Rockslide Abatement, SW	42,878	557,123	507,122	0	0	0	0	507,122
Thurman Bridge Painting, NW	0	500,000	505,950	3,500,000	0	0	0	4,005,950
Thurman St Landslide Abatement, NW	31,938	471,500	209,499	1,643,860	0	0	0	1,853,359
Upper Hall St Landslide Abatement, SW	71,296	337,395	363,795	0	0	0	0	363,795
Williams Ave: Stanton-Cook, N	186,235	480,000	162,000	0	0	0	0	162,000
Total Asset Management	**20,595,994**	**39,623,589**	**29,611,945**	**19,969,980**	**3,028,551**	**274,724**	**274,724**	**53,159,924**
Economic Vitality								
10th and Yamhill Parking Garage	4,614,001	17,498,360	1,500,000	0	0	0	0	1,500,000
47th Ave: Columbia-Cornfoot, NE	848,872	4,178,867	3,903,290	63,301	0	0	0	3,966,591
Bond Ave: Gibbs - Porter, SW	0	2,362,631	249,320	4,100,680	0	0	0	4,350,000
Bond: Gibbs-River Pkwy, SW	5,738,585	3,648,813	1,770,706	0	0	0	0	1,770,706
Columbia Blvd ITS, N/NE	2,657	557,227	880,000	0	0	0	0	880,000
Columbia Blvd/MLK Blvd, N	2,048,857	222,954	250,560	0	0	0	0	250,560
Columbia Blvd: Cully Blvd & Alderwood Rd, NE	114,611	4,127,932	5,197,376	0	0	0	0	5,197,376
Going to the Island Freight Improvements, N	193	445,800	309,750	0	0	0	0	309,750
I-5 Rose Quarter Improvements Project	83,160	339,284	446,345	600,000	0	0	0	1,046,345
Lombard Streetscape: Drummond-Albina, N	0	178,007	179,873	731,182	0	0	0	911,055
Lowell St: Macadam-Moody, S	0	3,829,188	570,655	5,375,232	0	0	0	5,945,887
Macadam/Bancroft LID, S	0	2,362,419	385,869	1,819,432	0	0	0	2,205,301
Parking Machines	0	405,150	500,000	0	0	0	0	500,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
South Rivergate Freight Project, N	1,146,392	4,969,132	8,490,797	14,040,904	0	0	0	22,531,701
Streetcar Security Cameras	0	206,315	1,163,735	0	0	0	0	1,163,735
Streetcar Vehicle Acquisition	0	1,203,174	10,263,111	3,600,000	0	0	0	13,863,111
SW Corridor Transit Project	1,393,803	895,402	776,322	900,000	0	0	0	1,676,322
Total Economic Vitality	**15,991,131**	**47,430,655**	**36,837,709**	**31,230,731**	**0**	**0**	**0**	**68,068,440**
Total Requirements	**52,359,415**	**168,836,970**	**205,422,186**	**131,066,960**	**55,532,465**	**17,338,717**	**17,257,818**	**426,618,146**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	52,395	68,827	2.00	137,654	2.00	137,654	2.00	137,654
30000063	Accountant II	59,114	74,402	1.00	59,114	1.00	61,672	1.00	61,672
30003002	Administrative Specialist I	44,075	66,102	0.00	0	1.00	55,089	1.00	55,089
30003003	Administrative Specialist II	48,277	89,523	14.00	993,534	16.00	1,127,054	16.00	1,127,054
30003004	Administrative Specialist III	53,290	98,800	3.00	246,521	3.00	246,521	3.00	246,521
30003005	Administrative Specialist IV	63,336	105,373	2.00	174,761	2.00	174,761	2.00	174,761
30003006	Analyst I	53,290	98,800	5.00	365,849	5.00	389,168	5.00	389,168
30003007	Analyst II	63,336	105,373	9.00	796,092	9.00	833,123	9.00	833,123
30003008	Analyst III	69,805	126,318	11.00	1,018,783	11.00	1,129,535	11.00	1,129,535
30003009	Analyst IV	80,205	140,338	1.00	110,926	1.00	110,926	1.00	110,926
30000207	Applications Analyst IV-Generalist	77,854	104,146	2.00	208,292	2.00	208,292	2.00	208,292
30000090	Asphalt Raker	51,230	59,467	11.00	633,282	11.00	639,579	11.00	639,579
30002494	Auto Equip Oper II: Tractr-Trailr-CL	50,690	61,006	1.00	29,569	1.00	54,929	1.00	54,929
30002583	Automotive Equip Oper II: Sewer Vacuum-CL	50,690	61,006	9.00	549,058	9.00	549,058	9.00	549,058
30000103	Automotive Equip Oper II: Street Sweeper	50,690	61,006	11.00	660,754	11.00	664,134	11.00	664,134
30002493	Automotive Equipment Oper I-CL	47,715	57,845	52.00	2,966,686	52.00	2,994,222	52.00	2,994,222
30003010	Business Systems Analyst I	53,290	98,800	4.00	321,678	4.00	334,693	4.00	334,693
30003011	Business Systems Analyst II	63,336	105,373	1.00	84,354	2.00	154,388	2.00	154,388
30003012	Business Systems Analyst III	69,805	126,318	1.00	93,995	1.00	93,995	1.00	93,995
30000331	CAD Analyst	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30000328	CAD Technician I	44,221	59,259	1.00	44,221	1.00	46,488	1.00	46,488
30000329	CAD Technician II	59,259	75,608	4.00	253,386	4.00	257,691	4.00	257,691
30000330	CAD Technician III	71,968	91,915	1.00	69,860	1.00	89,632	1.00	89,632
30000399	Capital Project Manager I	71,968	91,915	6.00	456,832	8.00	643,807	8.00	643,807
30003013	Capital Project Manager II	63,336	105,373	5.00	480,321	5.00	480,321	5.00	480,321
30003014	Capital Project Manager III	69,805	126,318	6.00	610,084	7.00	708,146	7.00	708,146
30003015	Capital Project Manager IV	80,205	140,338	3.00	319,838	3.00	319,838	3.00	319,838
30002499	Carpenter-CL	61,048	68,286	5.00	341,432	5.00	341,432	5.00	341,432
30000700	Communications Engineer	77,854	104,146	1.00	77,854	1.00	91,000	1.00	91,000
30002497	Concrete Finisher-CL	60,133	67,267	17.00	1,121,719	17.00	1,134,453	20.00	1,333,322
30002495	Construction Equipment Operator-CL	50,814	64,875	20.00	1,255,322	20.00	1,265,867	20.00	1,265,867
30003235	Coordinator I - E	48,277	89,523	4.00	256,153	4.00	256,153	4.00	256,153
30003027	Coordinator I - NE	48,277	89,523	20.00	1,433,442	21.00	1,507,538	20.00	1,433,442
30003028	Coordinator II	53,290	98,800	7.90	617,365	7.00	596,337	8.00	670,433
30003029	Coordinator III	63,336	105,373	11.00	850,368	12.00	1,069,169	12.00	1,069,169
30003030	Coordinator IV	69,805	126,318	6.00	583,346	6.00	583,346	6.00	583,346
30003036	Deputy Director III	111,696	189,842	1.00	130,000	1.00	156,000	1.00	156,000
30000334	Development Services Technician III	71,968	91,915	1.00	40,572	1.00	84,236	1.00	84,236
30003039	Director III	147,035	235,227	1.00	202,779	1.00	202,779	1.00	202,779
30000116	Electrician	77,501	83,678	24.00	1,936,818	24.00	1,991,808	24.00	1,991,808
30000121	Electrician/Instrument Technician	78,832	85,072	1.00	85,072	1.00	85,072	1.00	85,072
30000237	Electronics Technician II:Traffic Signal	66,518	80,662	3.00	241,987	3.00	241,987	3.00	241,987
30003046	Engineer II	69,805	126,318	0.00	0	1.00	98,062	1.00	98,062
30003047	Engineer III	80,205	140,338	7.00	735,268	7.00	813,613	7.00	813,613
30003048	Engineer, Chief	111,696	189,842	1.00	171,766	1.00	171,766	1.00	171,766
30003049	Engineer, City Traffic	92,851	162,490	1.00	158,954	1.00	158,954	1.00	158,954
30001734	Engineer-Bridge	94,619	114,982	4.00	425,237	4.00	432,615	4.00	432,615
30000365	Engineer-Civil	94,619	114,982	14.00	1,352,610	15.00	1,574,482	15.00	1,574,482
30000370	Engineer-Traffic	94,619	114,982	11.00	1,158,295	12.00	1,293,618	12.00	1,293,618
30000358	Engineering Associate, Sr-Civil	81,827	104,291	7.00	502,425	7.00	665,044	7.00	665,044

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000363	Engineering Associate, Sr-Traffic	81,827	104,291	14.00	1,295,922	14.00	1,315,926	14.00	1,315,926
30000353	Engineering Associate-Civil	67,226	90,106	13.00	850,552	14.00	1,063,233	14.00	1,063,233
30000356	Engineering Associate-Structural	67,226	90,106	1.00	71,288	1.00	74,848	1.00	74,848
30003050	Engineering Manager	92,851	162,490	5.00	693,242	5.00	693,242	5.00	693,242
30003051	Engineering Supervisor	91,728	152,277	13.00	1,562,840	13.00	1,634,952	13.00	1,634,952
30000324	Engineering Technician I	44,221	59,259	12.00	583,780	12.00	636,070	12.00	636,070
30000325	Engineering Technician II	59,259	75,608	41.00	2,626,280	41.90	2,835,918	41.90	2,835,918
30000326	Engineering Technician III	71,968	91,915	8.00	686,271	8.00	701,706	8.00	701,706
30001810	Env Policy & Hazardous Materials Coord	81,598	104,104	1.00	104,104	1.00	104,104	1.00	104,104
30000095	Environmental Systems Crew Leader	61,734	67,101	11.00	738,109	11.00	738,109	11.00	738,109
30000094	Environmental Systems Maintenance Tech	57,387	64,085	12.00	738,500	12.00	765,310	12.00	765,310
30003054	Financial Analyst I	53,290	98,800	3.00	249,454	3.00	249,454	3.00	249,454
30003055	Financial Analyst II	63,336	105,373	3.00	282,547	3.00	282,547	3.00	282,547
30003056	Financial Analyst III	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
30000127	General Mechanic	55,474	69,118	2.00	136,793	2.00	138,237	2.00	138,237
30000342	GIS Technician II	59,259	75,608	7.00	483,043	7.00	501,505	7.00	501,505
30000343	GIS Technician III	71,968	91,915	3.00	275,746	3.00	275,746	3.00	275,746
30000372	Graphics Designer II	59,259	75,608	1.00	75,608	1.00	75,608	1.00	75,608
30000166	Lighting & Signal Inspector	78,333	90,646	1.00	78,333	1.00	80,298	1.00	80,298
30003079	Maintenance Supervisor I - E	63,336	105,373	4.00	318,874	4.00	318,874	4.00	318,874
30003234	Maintenance Supervisor I - NE	63,336	105,373	26.00	2,199,121	26.00	2,226,398	26.00	2,226,398
30003080	Maintenance Supervisor II	69,805	126,318	2.00	207,459	2.00	207,459	2.00	207,459
30003081	Manager I	80,205	140,338	8.00	943,956	8.00	978,962	8.00	978,962
30003082	Manager II	92,851	162,490	7.00	881,030	7.00	922,687	7.00	922,687
30003083	Manager III	111,696	189,842	5.00	747,469	5.00	747,469	5.00	747,469
30003084	Mapping & GIS Supervisor	69,805	126,318	1.00	98,062	1.00	98,062	1.00	98,062
30000978	Mapping Data Technician II	71,968	91,915	2.00	161,101	2.00	169,047	2.00	169,047
30000347	Materials Quality Compliance Specialist	71,968	91,915	1.00	75,608	1.00	75,608	1.00	75,608
30000012	Office Support Specialist II	37,461	53,789	7.00	354,094	9.00	448,387	9.00	448,387
30000013	Office Support Specialist III	47,902	63,482	6.00	320,183	6.00	342,334	6.00	342,334
30000112	Painter	61,131	68,370	1.00	68,370	1.00	68,370	1.00	68,370
30000185	Parking Code Enforcement Officer	48,984	64,314	66.00	3,953,879	72.00	4,411,267	72.00	4,411,267
30000099	Parking Pay Station Technician	53,934	65,125	6.00	329,981	6.00	374,341	6.00	374,341
30000385	Planner II. City-Land Use	79,518	92,040	2.00	171,558	2.00	176,518	2.00	176,518
30000388	Planner II. City-Transportation	79,518	92,040	4.00	329,742	4.00	343,613	4.00	343,613
30000375	Planner, Associate	62,858	72,758	3.00	199,787	3.00	209,907	3.00	209,907
30003089	Planner, Principal	91,728	152,277	1.00	122,002	1.00	122,002	1.00	122,002
30000393	Planner, Sr City-Land Use	85,488	98,925	2.00	197,850	2.00	197,850	2.00	197,850
30000396	Planner, Sr City-Transportation	85,488	98,925	4.00	377,562	4.00	386,435	5.00	476,291
30000395	Planner, Sr City-Transportation Modeling	85,488	98,925	1.00	98,925	1.00	98,925	1.00	98,925
30003090	Planner, Supervising	80,205	140,338	3.00	320,445	3.00	320,445	3.00	320,445
30000839	Portland Streetcar Operations Supvr	67,142	89,523	0.00	0	1.00	67,142	1.00	67,142
30003096	Public Information Manager	80,205	140,338	1.00	130,478	1.00	130,478	1.00	130,478
30003097	Public Information Officer	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30000228	Public Works Inspector	67,558	77,210	12.00	859,029	12.00	896,252	12.00	896,252
30000229	Public Works Inspector, Sr	73,278	86,341	8.00	660,910	8.00	678,317	8.00	678,317
30000190	Regulatory Program Administrator	72,280	89,398	1.00	89,398	2.00	172,084	2.00	172,084
30000189	Regulatory Program Specialist	50,274	66,581	15.90	855,433	16.00	945,293	16.00	945,293
30000348	Right of Way Agent I	44,221	59,259	1.00	48,755	1.00	50,302	1.00	50,302
30000349	Right of Way Agent II	59,259	75,608	4.00	272,605	4.00	274,040	4.00	274,040

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000350	Right of Way Agent III	71,968	91,915	4.00	356,127	4.00	360,095	4.00	360,095
30003099	Risk Specialist I	53,290	98,800	1.00	63,636	1.00	86,154	1.00	86,154
30003100	Risk Specialist II	63,336	105,373	2.00	197,808	2.00	197,808	2.00	197,808
30000029	Service Dispatcher	40,186	57,949	6.80	326,560	5.00	270,260	5.00	270,260
30000197	Sidewalk Inspector	59,010	70,450	5.00	340,808	5.00	344,178	5.00	344,178
30000089	Sign Maker	60,133	67,267	1.00	67,267	1.00	67,267	1.00	67,267
30000402	Signals & Street Lighting Technician	71,968	91,915	1.00	91,915	1.00	91,915	1.00	91,915
30002133	Site Operations Crew Leader	61,734	67,101	2.00	134,202	2.00	134,202	2.00	134,202
30002483	Storekeeper/Acquisition Specialist I-CL	47,965	58,718	1.00	58,718	1.00	58,718	1.00	58,718
30002484	Storekeeper/Acquisition Specialist II-CL	50,398	61,651	5.00	308,256	5.00	308,256	5.00	308,256
30002485	Storekeepr/Acquisition Specialist III-CL	56,950	70,782	3.00	212,347	3.00	212,347	3.00	212,347
30000091	Street Maintenance Crew Leader	61,734	67,101	11.00	705,910	11.00	722,010	11.00	722,010
30003103	Supervisor I - E	63,336	105,373	12.00	1,026,702	12.00	1,042,725	12.00	1,042,725
30003275	Supervisor I - NE	63,336	105,373	1.00	84,354	1.00	84,354	1.00	84,354
30003104	Supervisor II	69,805	126,318	16.00	1,650,250	16.00	1,650,250	16.00	1,650,250
30001079	Survey Project Support Tech	62,670	68,390	0.00	0	1.00	66,778	1.00	66,778
30000224	Surveying Aide II	54,850	63,856	8.00	498,874	8.00	504,223	8.00	504,223
30003105	Surveying Manager	80,205	140,338	1.00	109,658	1.00	109,658	1.00	109,658
30003106	Surveying Supervisor	69,805	126,318	2.00	182,502	2.00	193,108	2.00	193,108
30000225	Surveyor I	62,670	77,854	5.00	374,088	5.00	376,802	5.00	376,802
30000226	Surveyor II	78,957	91,957	4.00	367,827	4.00	367,827	4.00	367,827
30001558	Timekeeping Specialist	40,789	58,635	3.00	158,059	3.00	161,013	3.00	161,013
30000092	Traffic Crew Leader	61,734	67,101	8.00	536,806	8.00	536,806	8.00	536,806
30001183	Transportation Demand Mgmt Assistant	38,459	49,109	1.00	38,459	1.00	39,395	1.00	39,395
30000351	Transportation Demand Mgmt Spec I	59,259	75,608	9.90	657,526	10.00	685,594	10.00	685,594
30000352	Transportation Demand Mgmt Spec II	71,968	91,915	5.90	506,045	6.00	518,670	6.00	518,670
30001037	Utility Locator	55,078	59,259	5.00	294,607	5.00	296,296	5.00	296,296
30002489	Utility Worker I-CL	47,112	51,230	11.00	563,534	11.00	563,534	11.00	563,534
30002490	Utility Worker II-CL	51,230	55,078	143.00	7,533,353	143.00	7,816,504	143.00	7,816,504
30000123	Welder	60,133	67,267	2.00	134,534	2.00	134,534	2.00	134,534
TOTAL FULL-TIME POSITIONS				973.40	70,178,796	995.90	74,254,765	,999.90	74,543,490
30003028	Coordinator II	53,290	98,800	0.00	0	0.60	35,272	0.60	35,272
30000029	Service Dispatcher	40,186	57,949	0.00	0	1.80	82,715	1.80	82,715
TOTAL PART-TIME POSITIONS				0.00	0	2.40	117,987	2.40	117,987
30000062	Accountant I	52,395	68,827	1.00	52,395	0.00	0	0.00	0
30003002	Administrative Specialist I	44,075	66,102	1.00	55,432	1.00	48,923	1.00	48,923
30003003	Administrative Specialist II	48,277	89,523	4.00	232,402	2.00	121,111	2.00	121,111
30003011	Business Systems Analyst II	63,336	105,373	1.00	62,076	0.00	0	0.00	0
30003027	Coordinator I - NE	48,277	89,523	1.00	48,277	1.00	48,277	1.00	48,277
30003029	Coordinator III	63,336	105,373	2.00	169,301	1.00	84,947	1.00	84,947
30000370	Engineer-Traffic	94,619	114,982	1.00	95,603	0.00	0	0.00	0
30000358	Engineering Associate, Sr-Civil	81,827	104,291	1.00	81,827	2.00	167,627	2.00	167,627
30000353	Engineering Associate-Civil	67,226	90,106	1.00	64,425	1.00	51,522	1.00	51,522
30000325	Engineering Technician II	59,259	75,608	1.90	122,361	3.00	182,083	3.00	182,083
30000326	Engineering Technician III	71,968	91,915	0.00	0	2.00	147,576	2.00	147,576
30000342	GIS Technician II	59,259	75,608	1.00	59,259	1.00	60,694	1.00	60,694
30000012	Office Support Specialist II	37,461	53,789	2.00	60,111	0.00	0	0.00	0
30000388	Planner II. City-Transportation	79,518	92,040	1.00	79,518	1.00	83,585	1.00	83,585
30000375	Planner, Associate	62,858	72,758	1.00	62,858	1.00	31,429	1.00	31,429
30000228	Public Works Inspector	67,558	77,210	0.00	0	2.00	148,720	2.00	148,720

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000190	Regulatory Program Administrator	72,280	89,398	1.00	77,354	0.00	0	0.00	0
30000349	Right of Way Agent II	59,259	75,608	1.00	34,792	1.00	60,944	1.00	60,944
30000351	Transportation Demand Mgmt Spec I	59,259	75,608	1.00	59,541	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				22.90	1,417,531	19.00	1,237,439	19.00	1,237,439
GRAND TOTAL				996.30	71,596,327	1,017.30	75,610,191	1,021.30	75,898,916

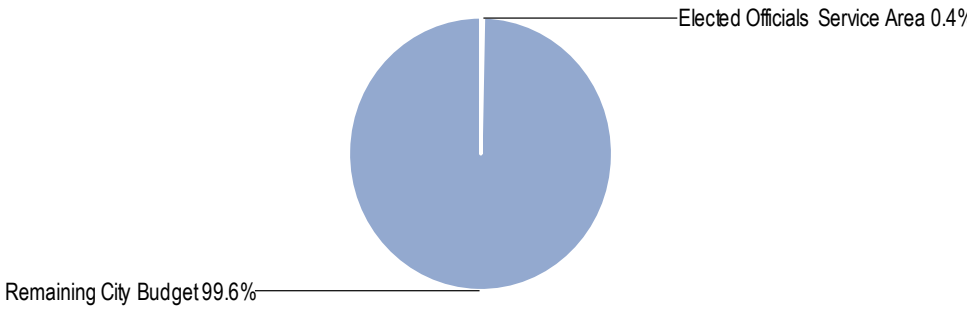
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	394,798,291	0	394,798,291	1,004.30	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	1,423,000	105,000	1,528,000	7.00	Derelict RV Enforcement
	0	5,293,747	5,293,747	0.00	FY 2019-20 Capital Set Aside
	911,431	0	911,431	6.00	Technical Adjustments
	0	500,000	500,000	0.00	Vision Zero Enhancements
Approved Budget Additions and Reductions					
	133,858	0	133,858	1.00	Convert position to permanent
	(133,858)	0	(133,858)	0.00	Offset for position conversion
	0	(150,000)	(150,000)	0.00	Vision Zero Enhancements package reduction
Adopted Budget Additions and Reductions					
	1,081,371	0	1,081,371	3.00	ADA Sidewalks - Additional FTE
	3,415,802	**5,748,747**	**9,164,549**	**17.00**	**Total FY 2019-20 Decision Packages**
			403,962,840	**1,021.30**	**Total Adopted Budget**

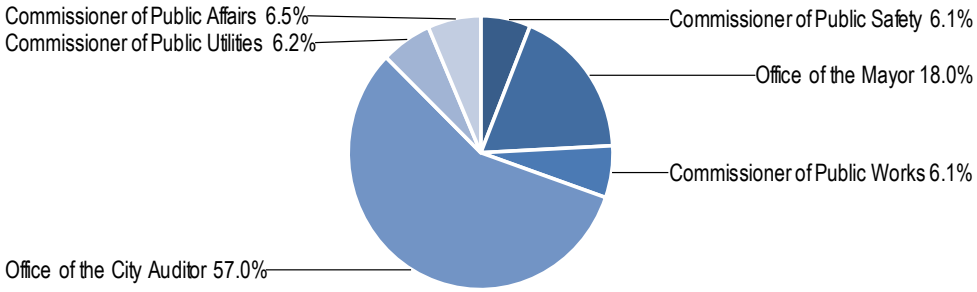
Elected Officials Service Area

- 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 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	73,852,177	20,108,049	(53,744,128)	(72.77)
Capital	0	0	0	0.00
Total Requirements	**73,852,177**	**20,108,049**	**(53,744,128)**	**(72.77)**
Authorized Positions	108.80	108.30	(0.50)	(0.46)

Service Area Highlights

Description

The Elected Officials service area includes the offices of the Mayor, the Commissioners, and City Auditor.

Office of the Mayor

The FY 2019-20 Adopted Budget for the Office of the Mayor is $3.6 million, and 19.0 FTE. The Adopted Budget include $100,000 in carryover funding from FY 2018-19 for a limited term position to serve in aconstituentservices role. The Adopted Budget also reduces the Mayor's Office budget by $560,000 in ongoing General Fund resources and reallocates the funding to the Bureau of Human Resources to pay for the SummerWorks Program on an ongoing basis.

Commissioners' Offices

The FY 2019-20 Adopted Budget for the Comissioners' Offices totals $5.0 million and includes 34.0 FTE. The FY 2019-20 Adopted Budget for the Commissioner of Public Affairs includes $75,000 in program carryover from unspent FY 2018-19 resources for maintenance upgrades to the office space that were not completed in the prior year. The Adopted Budget for the Commissioner of Public Utilties includes $20,000 in program carryover from unspent FY 2018-19 resources to pay for office furnishings. Both the Commissioner of Public Safety and the Commissioner of Public Works did not have significant budget changes for FY 2019-20.

Office of the City Auditor

The Auditor's Office FY 2019-20 Adopted Budget includes 53.8 FTE and a total budget of $11.5 million.This is about 80% smaller than prior budgets as the Assessments, Finance and Foreclosure program was transferred to the Office of Management and Finance in FY 2018-19.

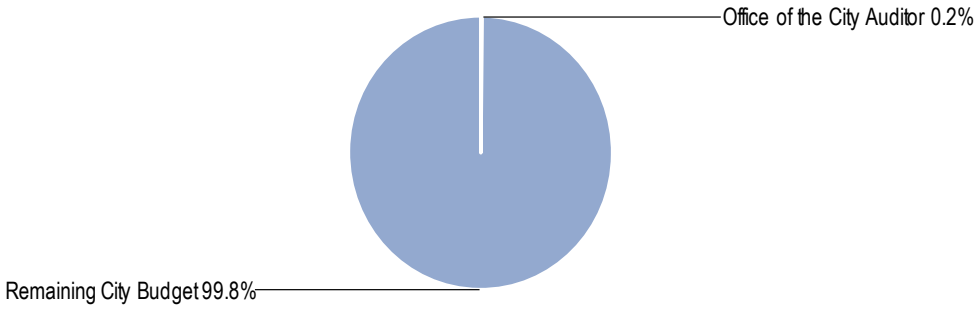
City Council adopted a budget note directing the City Budget Office to create an Auditor's Strategic Reserve Fund for fiscal year-end underspending in the Auditor's budget appropriation. The reserved funds will be used for duties mandated by Charter and agreed to by the City Auditor. The fund is capped at $500,000, with any remaining underspending reverting back to the General Fund at fiscal year-end.

Office of the City Auditor

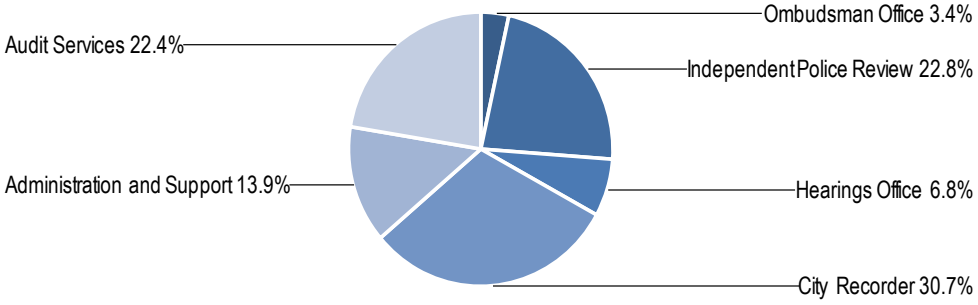
Elected Officials Service Area

Mary Hull Caballero, City Auditor

Percent of City Budget

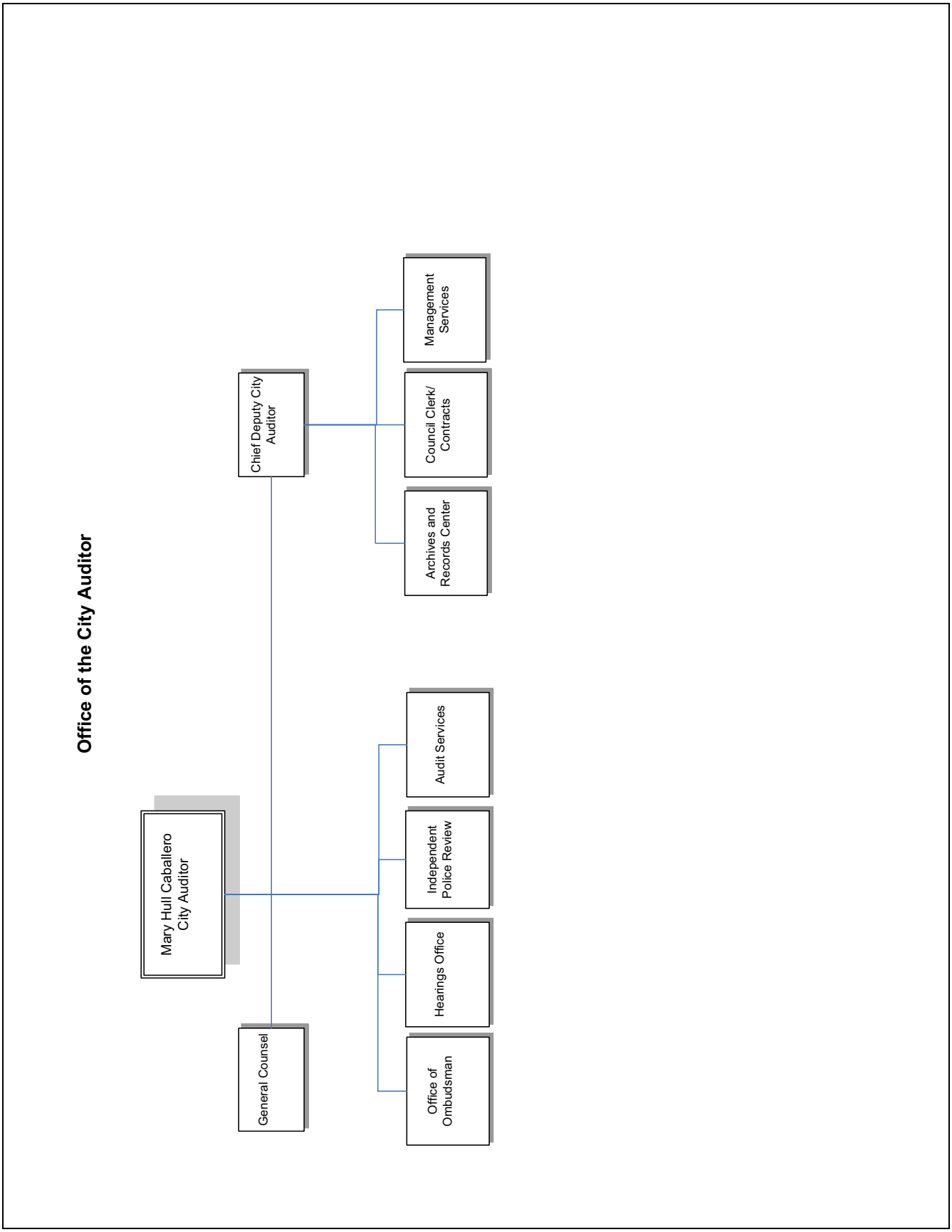


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	60,854,272	11,467,441	(49,386,831)	(81.16)
Capital	0	0	0	0.00
Total Requirements	**60,854,272**	**11,467,441**	**(49,386,831)**	**(81.16)**
Authorized Positions	56.80	53.80	(3.00)	(5.28)


Office of the City Auditor
Mary Hull Caballero
City Auditor
General Counsel
Chief Deputy City
Auditor
Office of
Ombudsman
Hearings Office
Independent
Police Review
Audit Services
Archives and
Records Center
Council Clerk/
Contracts
Management
Services

Bureau Summary

Mission

To promote open and accountable government by providing independent and impartial reviews, access to public information, and services for City government and the public.

Overview

Portland has had a City Auditor since 1865 and an elected City Auditor since 1891. As the sixth elected official in Portland's government, the Auditor is functionally independent of City Council and accountable only to the public.

The Auditor's Office has fifty-five employees carrying out their work in seven divisions. The divisions primarily responsible for ensuring the City is accountable are Audit Services, Hearings Office, Independent Police Review and the Ombudsman. The divisions responsible for ensuring the City is transparent are Archives and Records Management and Council Clerk/Contracts. Staff in Management Services oversee City elections and the lobbyist registration program in addition to providing administrative support to all divisions in the office.

The Auditor recently delegated responsibility for the Assessments, Finance and Foreclosure division to the Bureau of Revenue and Financial Services, and three Auditor's Office positions relocated there in January 2019. Information related to that division is included in the Office of Management and Finance's Adopted Budget.

The FY 2019-20 Adopted Budget for the Auditor's Office is about $11.4 million. This is about 80% smaller than prior budgets as the Assessments, Finance and Foreclosure program was transferred to the Office of Management and Finance in FY 2018-19.

Strategic Direction

Resolve Systemic Conflict Over Setting the Auditor's Budget

The commission form of government presents an inherent conflict in which those who are audited and investigated decide which and how many resources the Auditor's Office will receive. During the budget process, Commissioners champion their budget priorities and have a vote to improve the likelihood they will be funded. The Auditor has no such vote. A Charter amendment approved by voters in 2017 took a step toward improving the likelihood that the Auditor's budget would be based on the Auditor's responsibilities rather than Council priorities. The broad language in the Charter, however, requires a framework for how it will be implemented. Work on a framework that meets the needs of the Auditor's Office and Council will continue in FY 2019-20.

Improve Awareness Among Underserved Communities

The Auditor's Office needs two-way communication to best serve the public. We must share results of comprehensive analyses and recommendations to improve City operations and ensure just outcomes. We also need community members to tell us when they believe the City has not treated them fairly or when something is not working as intended. The Auditor's Office should be more intentional about reaching underserved communities for their input on audit ideas and City issues. We will prioritize improving our community connections and raise awareness about our services to achieve equity and operational goals. The Auditor's Office is establishing an outreach and awareness plan and will begin implementation as soon as it is completed.

Increase Capacity for Accountability and Transparency

To marshal resources to core functions, the Auditor has begun streamlining operations by initiating the transfer of functions that historically fit with its mission but now overlap with responsibilities of Bureaus. Payment responsibilities are on track to be transferred to the Office of Management and Finance from the Council Clerk/Contracts Division. This will allow existing staff to focus on City Council administration and modernizing the agenda process. City Hearings Office, which is in the Auditor's Office to ensure its independence, requires additional resources to ensure disputes can be heard and decisions timely rendered. Minimal staffing at the Hearing's Office cannot keep pace with operational responsibilities, which increases the risk that the City will miss statutory deadlines and appellants will wait longer for decisions. The Auditor will identify options in FY 2019-20 for Council to consider so that the staffing-related risks can be mitigated.

Summary of Budget Decisions

City Council adopted a budget note directing the City Budget Office to create an Auditor's Strategic Reserve Fund for fiscal year-end underspending in the Auditor's budget appropriation. The reserved funds will be used for duties mandated by Charter and agreed to by the City Auditor. The fund is capped at $500,000, with any remaining underspending reverting back to the General Fund at fiscal year-end.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	1,386,386	1,339,634	1,370,213	100,665	100,665
Bond & Note	4,015,596	815,833	23,353,836	0	0
Miscellaneous	7,828,342	7,779,483	6,520,242	6,500	6,500
Total External Revenues	**13,230,324**	**9,934,950**	**31,244,291**	**107,165**	**107,165**
Internal Revenues					
General Fund Discretionary	3,797,625	5,450,562	6,375,757	6,576,150	6,576,150
General Fund Overhead	5,183,821	4,454,893	4,467,741	4,590,251	4,590,251
Fund Transfers - Revenue	500,000	0	0	0	0
Interagency Revenue	144,313	339,565	184,019	193,875	193,875
Total Internal Revenues	**9,625,759**	**10,245,020**	**11,027,517**	**11,360,276**	**11,360,276**
Beginning Fund Balance	17,925,501	18,453,937	18,582,464	0	0
Total Resources	**$40,781,584**	**$38,633,907**	**$60,854,272**	**$11,467,441**	**$11,467,441**
Requirements					
Bureau Expenditures					
Personnel Services	6,046,533	6,614,763	7,365,502	7,210,421	7,210,421
External Materials and Services	1,202,787	1,193,259	1,739,575	1,598,072	1,598,072
Internal Materials and Services	3,345,949	3,745,285	3,525,878	2,658,948	2,658,948
Total Bureau Expenditures	**10,595,269**	**11,553,307**	**12,630,955**	**11,467,441**	**11,467,441**
Fund Expenditures					
Debt Service	6,002,117	6,491,309	10,929,412	0	0
Contingency	0	0	3,470,641	0	0
Fund Transfers - Expense	5,730,261	1,626,096	18,001,181	0	0
Debt Service Reserves	0	0	15,822,083	0	0
Total Fund Expenditures	**11,732,378**	**8,117,406**	**48,223,317**	**0**	**0**
Ending Fund Balance	18,453,937	18,963,194	0	0	0
Total Requirements	**$40,781,584**	**$38,633,907**	**$60,854,272**	**$11,467,441**	**$11,467,441**
Programs					
Administration & Support	1,111,656	1,605,206	1,652,549	1,597,014	1,597,014
Assessments & Improvements	1,357,261	1,346,538	1,500,205	0	0
Assessments, Finance & Foreclosure	(224)	0	(16)	0	0
Audit Services	2,004,379	2,078,885	2,463,372	2,564,976	2,564,976
City Recorder	3,402,662	3,410,469	3,510,792	3,521,974	3,521,974
Hearings Office	619,574	703,164	730,474	780,828	780,828
Independent Police Review	1,744,386	2,064,310	2,417,086	2,610,617	2,610,617
Ombudsman Office	355,575	344,735	356,493	392,032	392,032
Total Programs	**$10,595,269**	**$11,553,307**	**$12,630,955**	**$11,467,441**	**$11,467,441**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003201	Auditor - Administrative Specialist II	48,277	89,523	4.00	286,126	3.00	210,601	3.00	210,601
30003204	Auditor - Administrative Specialist III	53,290	98,800	1.00	78,562	1.00	78,562	1.00	78,562
30003205	Auditor - Analyst I	53,290	98,800	2.00	140,167	2.00	159,523	2.00	159,523
30003211	Auditor - Analyst II	63,336	105,373	2.00	190,653	2.00	190,653	2.00	190,653
30003202	Auditor - Archives&RecordsCoordinator I	48,277	89,523	2.00	126,526	2.00	126,526	2.00	126,526
30003206	Auditor - Archives&RecordsCoordinator II	53,290	98,800	1.00	85,238	1.00	85,238	1.00	85,238
30003212	Auditor - Archives&RecordsCoordinatorIII	63,336	105,373	2.00	180,482	2.00	180,482	2.00	180,482
30003228	Auditor - Audit Services Director	92,851	162,490	1.00	112,002	1.00	112,002	1.00	112,002
30003213	Auditor - Business Systems Analyst II	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003225	Auditor - City Archivist	80,205	140,338	1.00	104,146	1.00	104,146	1.00	104,146
30003229	Auditor - City Auditor Chief Deputy	92,851	162,490	1.00	101,525	1.00	101,525	1.00	101,525
30003226	Auditor - City Ombudsman	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30003208	Auditor - Clerk to City Council	53,290	98,800	1.00	89,523	1.00	89,523	1.00	89,523
30003209	Auditor - Coordinator II	53,290	98,800	1.00	77,230	1.00	77,230	1.00	77,230
30003214	Auditor - Coordinator III	63,336	105,373	2.00	192,962	1.00	94,058	1.00	94,058
30003220	Auditor - Financial Analyst III	69,805	126,318	1.00	98,062	0.00	0	0.00	0
30003232	Auditor - General Counsel	111,696	189,842	1.00	119,142	1.00	119,142	1.00	119,142
30003221	Auditor - Hearings Officer	69,805	126,318	0.90	88,255	0.00	0	0.00	0
30003230	Auditor - Hearings Officer, Chief	92,851	162,490	1.00	124,030	1.00	124,030	1.00	124,030
30003215	Auditor - Investigator I	63,336	105,373	6.00	486,700	6.00	486,700	6.00	486,700
30003222	Auditor - Investigator II	69,805	126,318	2.00	188,427	2.00	188,427	2.00	188,427
30003231	Auditor - IPR Director	92,851	162,490	1.00	137,550	1.00	137,550	1.00	137,550
30003227	Auditor - Manager I	80,205	140,338	1.00	83,168	1.00	105,560	1.00	105,560
30003216	Auditor - Performance Auditor II	63,336	105,373	9.00	784,301	9.00	820,089	9.00	820,089
30003223	Auditor - Performance Auditor III	69,805	126,318	1.90	197,913	1.00	109,658	1.00	109,658
30003217	Auditor - Supervisor I	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003224	Auditor - Supervisor II	69,805	126,318	2.00	219,316	2.00	219,316	2.00	219,316
30000003	Auditor, City	120,973	120,973	1.00	120,973	1.00	120,973	1.00	120,973
30000028	Hearings Clerk	51,854	68,182	2.00	130,146	2.00	133,488	2.00	133,488
30000012	Office Support Specialist II	37,461	53,789	1.00	52,501	1.00	53,789	1.00	53,789
30000013	Office Support Specialist III	47,902	63,482	2.00	113,923	2.00	120,233	2.00	120,233
TOTAL FULL-TIME POSITIONS				56.80	5,014,915	52.00	4,654,389	52.00	4,654,389
30003221	Auditor - Hearings Officer	69,805	126,318	0.00	0	0.90	50,000	0.90	50,000
30003223	Auditor - Performance Auditor III	69,805	126,318	0.00	0	0.90	88,255	0.90	88,255
TOTAL PART-TIME POSITIONS				0.00	0	1.80	138,255	1.80	138,255
30003203	Auditor - Coordinator I	48,277	89,523	0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				56.80	5,014,915	53.80	4,792,644	53.80	4,792,644

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.

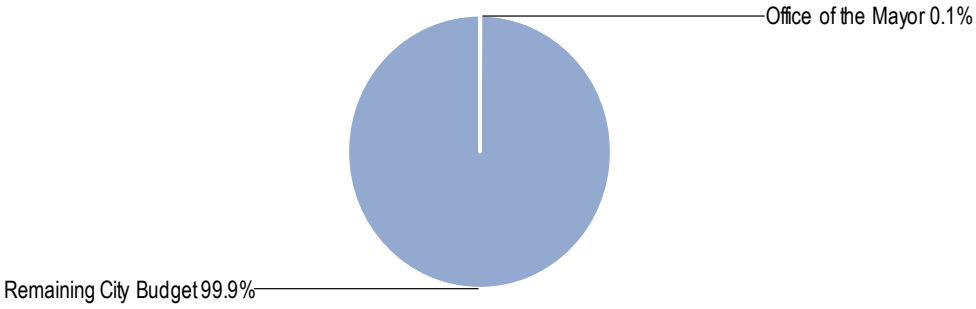
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	11,467,441	0	11,467,441	53.80	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	None
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**0**	**0**	**0.00**	**Total FY 2019-20 Decision Packages**
			11,467,441	**53.80**	**Total Adopted Budget**

Office of the Mayor

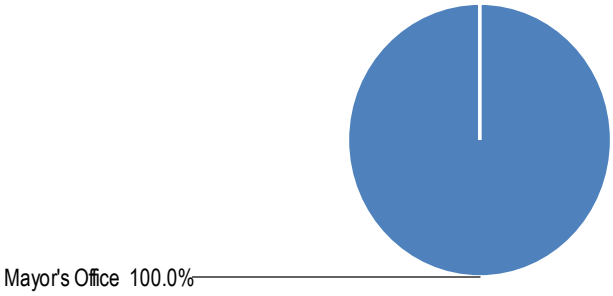
Elected Officials Service Area

Mayor Ted Wheeler, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	4,083,797	3,628,511	(455,286)	(11.15)
Capital	0	0	0	0.00
Total Requirements	**4,083,797**	**3,628,511**	**(455,286)**	**(11.15)**
Authorized Positions	19.00	19.00	0.00	0.00

Bureau Summary

Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2019-20 Adopted Budget for the Mayor's Office reflects this by dedicating staff resources to fulfilling the responsibilities of the Mayor's Office for policy development, bureau direction, presiding over Council meetings, community outreach, communications, and constituent services. The Mayor is elected by Portlanders to ensure that City government is accountable to its constituents, and Portlanders expect the Mayor will be effective in the position and accomplish the goals the Mayor set out during the election.

Bureau Assignments

Mayor Wheeler has the following City bureaus in his portfolio:

- Portland Police Bureau
- Portland Housing Bureau
- Bureau of Planning & Sustainability
- Prosper Portland
- Bureau of Development Services
- City Budget Office
- City Attorney's Office
- Government Relations
- Office of Management & Finance
- Office of Community Technology

In addition, the Mayor has the following liaison responsibilities:

- Travel Portland
- Regional Disaster Preparedness Organization - Policy Committee (with Commissioner Hardesty)
- Home Forward
- A Home for Everyone (with Commissioner Eudaly)
- Visitor Development Fund Board (VDF Board)
- Local Public Safety Coordinating Council (with Commissioner Hardesty)
- Mt. Hood Cable Regulatory Commission
- Portland Community Media
- Human Rights Commission (with Commissioner Fritz)
- League of Oregon Cities (with Commissioner Fritz)
- Portland Children's Levy
- Royal Rosarians
- Portland Commission on Disability (with Commissioner Fritz)

Summary of Budget Decisions

Add

Staffing Support Carryover

The Adopted Budget includes $100,001 in carryover funding from FY 2018-19 to hire a limited-duration employee to serve in a constituent services role.

Realignment

SummerWorks Transfer

The FY 2019-20 Adopted Budget reduces the Mayor's Office budget by $560,000 in ongoing General Fund Overhead and Discretionary resources and allocates them to the Bureau of Human Resources to fund the transfer of the SummerWorks Program.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	188	386	0	0	0
Miscellaneous	540	0	0	0	0
Total External Revenues	**728**	**386**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,334,277	1,971,287	1,890,096	1,635,831	1,635,831
General Fund Overhead	1,545,962	1,828,614	2,193,701	1,992,680	1,992,680
Total Internal Revenues	**2,880,239**	**3,799,901**	**4,083,797**	**3,628,511**	**3,628,511**
Beginning Fund Balance	11,798	11,798	0	0	0
Total Resources	**$2,892,765**	**$3,812,085**	**$4,083,797**	**$3,628,511**	**$3,628,511**
Requirements					
Bureau Expenditures					
Personnel Services	1,679,564	2,170,398	2,300,020	2,595,292	2,595,292
External Materials and Services	699,489	769,696	904,076	213,914	213,914
Internal Materials and Services	501,914	860,193	879,701	819,305	819,305
Total Bureau Expenditures	**2,880,967**	**3,800,286**	**4,083,797**	**3,628,511**	**3,628,511**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	11,798	11,798	0	0	0
Total Requirements	**$2,892,765**	**$3,812,084**	**$4,083,797**	**$3,628,511**	**$3,628,511**
Programs					
Legal Services	0	45,375	0	0	0
Mayor's Office	2,880,970	3,754,911	4,083,797	3,628,511	3,628,511
Mayor's Office - Public Safety	(3)	0	0	0	0
Total Programs	**$2,880,967**	**$3,800,286**	**$4,083,797**	**$3,628,511**	**$3,628,511**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	42,619	65,666	1.00	45,261	1.00	45,261	1.00	45,261
30002511	Commissioner's Senior Staff Rep	70,387	106,829	2.00	175,728	2.00	208,582	2.00	208,582
30000005	Commissioner's Staff Rep	54,122	98,925	13.00	909,821	13.00	948,625	13.00	948,625
30000001	Mayor	143,666	143,666	1.00	143,666	1.00	143,666	1.00	143,666
30000008	Mayor's Chief of Staff	101,130	157,144	1.00	127,045	1.00	130,000	1.00	130,000
30000007	Mayor's Deputy Chief of Staff	86,986	108,784	1.00	106,434	1.00	106,434	1.00	106,434
TOTAL FULL-TIME POSITIONS				19.00	1,507,955	19.00	1,582,568	19.00	1,582,568
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				19.00	1,507,955	19.00	1,582,568	19.00	1,582,568

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.

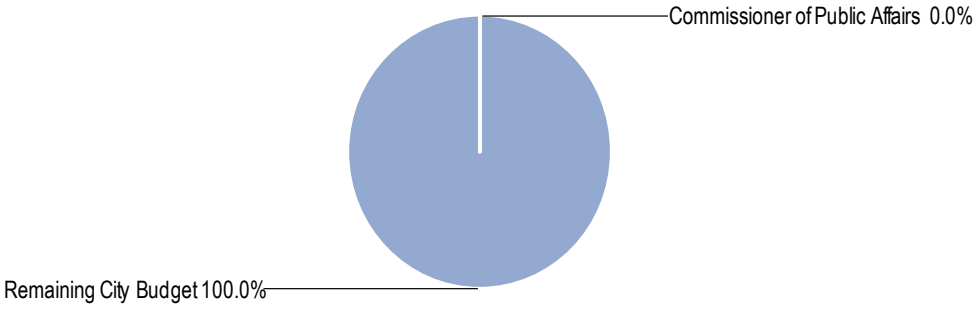
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	4,088,510	0	4,088,510	19.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	100,001	100,001	0.00	FY19 Carryover: Staffing Support
	(560,000)	0	(560,000)	0.00	SummerWorks transfer to Human Resources
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	0
	(560,000)	**100,001**	**(459,999)**	**0.00**	**Total FY 2019-20 Decision Packages**
			3,628,511	**19.00**	**Total Adopted Budget**

Commissioner of Public Affairs

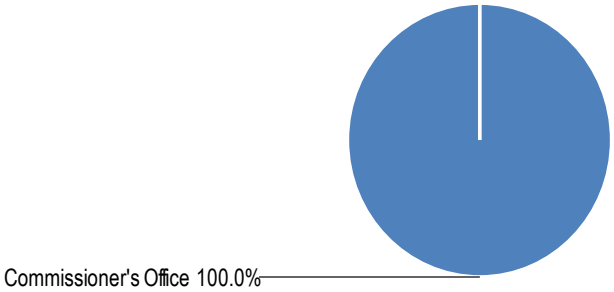
Elected Officials Service Area

Jo Ann Hardesty, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	5,339,405	1,304,274	(4,035,131)	(75.57)
Capital	0	0	0	0.00
Total Requirements	**5,339,405**	**1,304,274**	**(4,035,131)**	**(75.57)**
Authorized Positions	8.00	8.00	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 budget for the Commissioner of Public Affairs previously housed the Portland Children's Investment Fund (Children's Levy) and Gateway Center for Domestic Violence Services (Gateway Center). In FY 2018-19, funding and responsibility for the Gateway Center was transferred to Multnomah County. In addition, the Children's Levy was established as an independent City bureau. Therefore, the Commissioner of Public Affairs' budget for FY 2019-20 is significantly lower than prior years.

Bureau Assignments

The Commissioner of Public Affairs is responsible for the following bureaus:

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

In addition, the Commissioner has the following liaison responsibilities:

- BOEC User Board
- Local Public Safety Coordinating Council (with Mayor Wheeler)
- Regional Disaster Preparedness Organization - Policy Committee (with Mayor Wheeler)
- Fair & Moral Claims Committee

Summary of Budget Decisions

Add

Program Carryover for Office Projects

The Adopted Budget for the Commissioner of Public Affairs includes a $75,000 General Fund program carryover from unspent FY 2018-19 resources to pay for planned and unplanned maintenance and upgrades to the office space that were not possible to complete in the prior fiscal year.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	17,797,205	19,470,531	3,226,620	0	0
Charges for Services	244	227	0	0	0
Intergovernmental	54,000	30,800	27,000	0	0
Miscellaneous	126,677	195,154	0	0	0
Total External Revenues	**17,978,126**	**19,696,713**	**3,253,620**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,332,089	1,421,578	1,441,534	610,238	610,238
General Fund Overhead	587,213	624,995	644,251	694,036	694,036
Total Internal Revenues	**1,919,302**	**2,046,573**	**2,085,785**	**1,304,274**	**1,304,274**
Beginning Fund Balance	4,400,514	7,024,767	0	0	0
Total Resources	**$24,297,942**	**$28,768,053**	**$5,339,405**	**$1,304,274**	**$1,304,274**
Requirements					
Bureau Expenditures					
Personnel Services	1,758,484	1,867,755	1,276,712	1,015,954	1,015,954
External Materials and Services	15,218,836	17,671,771	3,816,499	83,724	8,724
Internal Materials and Services	270,855	370,196	237,862	204,596	279,596
Total Bureau Expenditures	**17,248,175**	**19,909,722**	**5,331,073**	**1,304,274**	**1,304,274**
Fund Expenditures					
Fund Transfers - Expense	25,000	25,000	8,332	0	0
Total Fund Expenditures	**25,000**	**25,000**	**8,332**	**0**	**0**
Ending Fund Balance	7,024,767	8,833,331	0	0	0
Total Requirements	**$24,297,942**	**$28,768,053**	**$5,339,405**	**$1,304,274**	**$1,304,274**
Programs					
Commissioner's Office	1,988,055	2,077,600	2,112,785	1,304,274	1,304,274
Portland Children's Levy	15,260,120	17,832,122	3,218,288	0	0
Total Programs	**$17,248,175**	**$19,909,722**	**$5,331,073**	**$1,304,274**	**$1,304,274**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	120,973	120,973	1.00	60,486	1.00	120,973	1.00	120,973
30000004	Commissioner's Admin Support Specialist	42,619	65,666	2.00	75,290	2.00	96,761	2.00	96,761
30000006	Commissioner's Chief of Staff	91,936	122,200	1.00	53,133	1.00	107,078	1.00	107,078
30002511	Commissioner's Senior Staff Rep	70,387	106,829	1.00	47,705	1.00	96,138	1.00	96,138
30000005	Commissioner's Staff Rep	54,122	98,925	3.00	200,481	3.00	243,339	3.00	243,339
TOTAL FULL-TIME POSITIONS				8.00	437,096	8.00	664,289	8.00	664,289
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.00	437,096	8.00	664,289	8.00	664,289

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.

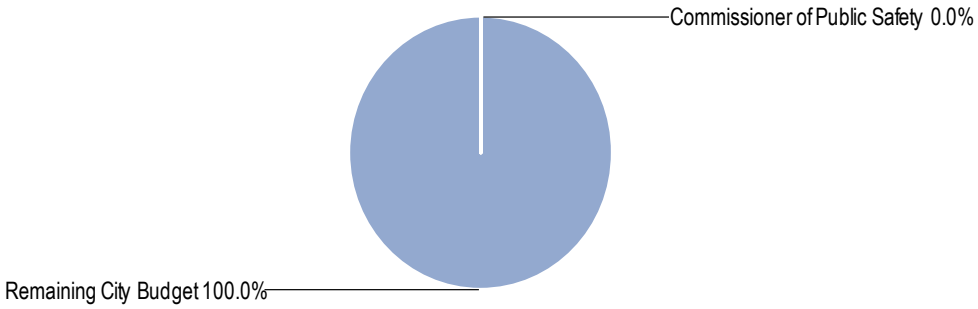
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	1,229,274	0	1,229,274	8.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	75,000	75,000	0.00	FY19 Carryover: Office Projects
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**75,000**	**75,000**	**0.00**	**Total FY 2019-20 Decision Packages**
			1,304,274	**8.00**	**Total Adopted Budget**

Commissioner of Public Safety

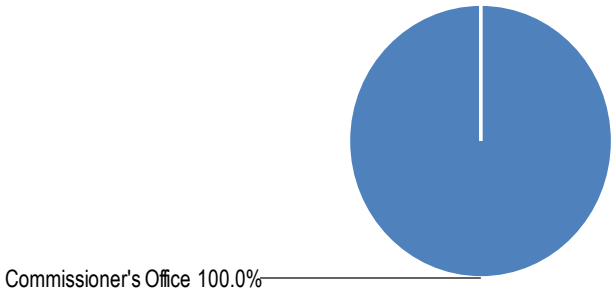
Elected Officials Service Area

Chloe Eudaly, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	1,221,023	1,229,274	8,251	0.68
Capital	0	0	0	0.00
Total Requirements	**1,221,023**	**1,229,274**	**8,251**	**0.68**
Authorized Positions	8.00	9.00	1.00	12.50

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:

- Office of Community & Civic Life
- Portland Bureau of Transportation

In addition, the Commissioner has the following liaison responsibilities:

- A Home for Everyone (with Mayor Wheeler)
- East Portland Action Plan
- Regional Arts & Culture Council
- Portland'5 Centers for the Arts
- Public Involvement Advisory Committee
- New Portlanders Policy Council
- Metro Policy Advisory Committee (MPAC)
- Multnomah County Animal Control
- Multnomah Youth Commission
- Portland Streetcar, Inc.
- Portland Mall Management, Inc.
- Portland Aerial Tram Board
- Joint Policy Advisory Committee on Transportation (JPACT)

Summary of Budget Decisions

No significant decisions impacted the FY 2019-20 Commissioner's Office Budget.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	156	293	0	0	0
Total External Revenues	**156**	**293**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	406,930	527,928	582,908	575,147	575,147
General Fund Overhead	586,197	641,006	638,115	654,127	654,127
Total Internal Revenues	**993,127**	**1,168,934**	**1,221,023**	**1,229,274**	**1,229,274**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$993,283**	**$1,169,227**	**$1,221,023**	**$1,229,274**	**$1,229,274**
Requirements					
Bureau Expenditures					
Personnel Services	763,565	820,360	932,680	994,839	994,839
External Materials and Services	45,792	66,178	86,069	25,309	25,309
Internal Materials and Services	183,926	282,689	202,274	209,126	209,126
Total Bureau Expenditures	**993,283**	**1,169,227**	**1,221,023**	**1,229,274**	**1,229,274**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$993,283**	**$1,169,227**	**$1,221,023**	**$1,229,274**	**$1,229,274**
Programs					
Commissioner's Office	993,283	1,169,227	1,221,023	1,229,274	1,229,274
Total Programs	**$993,283**	**$1,169,227**	**$1,221,023**	**$1,229,274**	**$1,229,274**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	120,973	120,973	1.00	120,973	1.00	120,973	1.00	120,973
30000004	Commissioner's Admin Support Specialist	42,619	65,666	1.00	54,142	1.00	54,142	1.00	54,142
30000006	Commissioner's Chief of Staff	91,936	122,200	1.00	107,078	1.00	107,078	1.00	107,078
30000005	Commissioner's Staff Rep	54,122	98,925	4.00	298,875	4.00	298,875	4.00	298,875
30003028	Coordinator II	53,290	98,800	0.00	0	1.00	76,045	1.00	76,045
TOTAL FULL-TIME POSITIONS				7.00	581,068	8.00	657,113	8.00	657,113
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000005	Commissioner's Staff Rep	54,122	98,925	1.00	76,523	1.00	76,523	1.00	76,523
TOTAL LIMITED TERM POSITIONS				1.00	76,523	1.00	76,523	1.00	76,523
GRAND TOTAL				8.00	657,591	9.00	733,636	9.00	733,636

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.

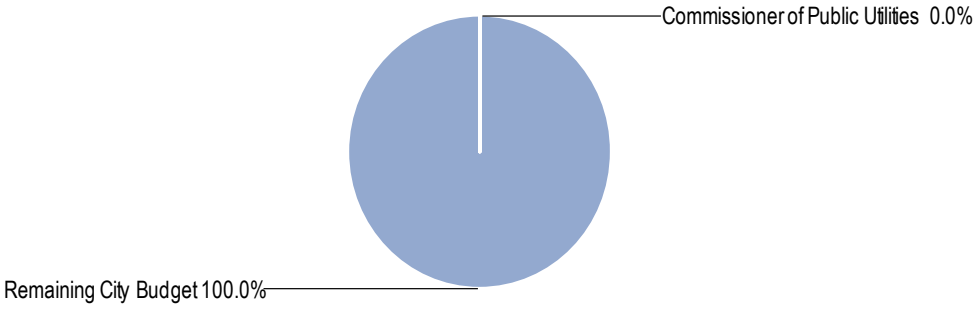
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	1,229,274	0	1,229,274	9.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	None
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**0**	**0**	**0.00**	**Total FY 2019-20 Decision Packages**
			1,229,274	**9.00**	**Total Adopted Budget**

Commissioner of Public Utilities

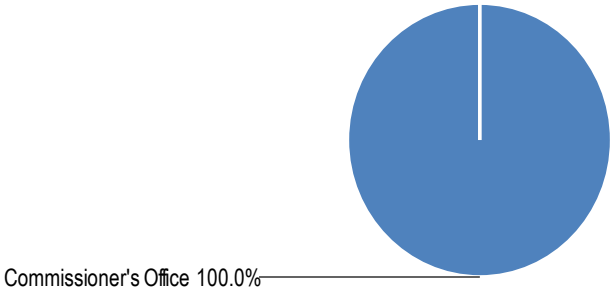
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	1,167,622	1,249,275	81,653	6.99
Capital	0	0	0	0.00
Total Requirements	**1,167,622**	**1,249,275**	**81,653**	**6.99**
Authorized Positions	8.00	8.00	0.00	0.00

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 is committed to continuing her leadership in community engagement and customer service, while 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 bureau:

- Portland Water Bureau
- Bureau of Hydroelectric Power
- Office of Equity and Human Rights

In addition, the Commissioner has the following liaison responsibilities:

- The League of Oregon Cities (with Mayor Wheeler)
- Metro Policy Advisory Committee (MPAC)
- Fair & Moral Claims Committee
- Portland Utility Board (PUB)
- Human Rights Commission (with Mayor Wheeler)
- Visitor Development Fund Board (VDF Board)
- Rose Festival Foundation
- Portland Commission on Disability (with Mayor Wheeler)

Summary of Budget Decisions

Add **Program Carryover for Office Furnishings**

The Adopted Budget for the Commissioner of Public Utilities includes a $20,001 program carryover from unspent FY 2018-19 resources to pay for office furnishings. The office furnishings were already well-worn when Commissioner Fritz won the 2008 election.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	347,576	491,068	528,640	584,505	584,505
General Fund Overhead	588,156	643,785	638,982	664,770	664,770
Total Internal Revenues	**935,732**	**1,134,853**	**1,167,622**	**1,249,275**	**1,249,275**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$935,732**	**$1,134,853**	**$1,167,622**	**$1,249,275**	**$1,249,275**
Requirements					
Bureau Expenditures					
Personnel Services	743,981	852,093	912,571	981,856	981,856
External Materials and Services	12,530	10,814	40,308	69,045	69,045
Internal Materials and Services	179,221	271,947	214,743	198,374	198,374
Total Bureau Expenditures	**935,732**	**1,134,853**	**1,167,622**	**1,249,275**	**1,249,275**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$935,732**	**$1,134,853**	**$1,167,622**	**$1,249,275**	**$1,249,275**
Programs					
Commissioner's Office	935,732	1,134,853	1,167,622	1,249,275	1,249,275
Total Programs	**$935,732**	**$1,134,853**	**$1,167,622**	**$1,249,275**	**$1,249,275**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000002	Commissioner	120,973	120,973	1.00	120,973	1.00	120,973	1.00	120,973
30000004	Commissioner's Admin Support Specialist	42,619	65,666	3.00	145,815	3.00	170,726	3.00	170,726
30000006	Commissioner's Chief of Staff	91,936	122,200	1.00	122,200	1.00	122,200	1.00	122,200
30002511	Commissioner's Senior Staff Rep	70,387	106,829	2.00	147,805	2.00	164,783	2.00	164,783
30000005	Commissioner's Staff Rep	54,122	98,925	1.00	72,035	1.00	72,035	1.00	72,035
TOTAL FULL-TIME POSITIONS				8.00	608,828	8.00	650,717	8.00	650,717
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.00	608,828	8.00	650,717	8.00	650,717

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.

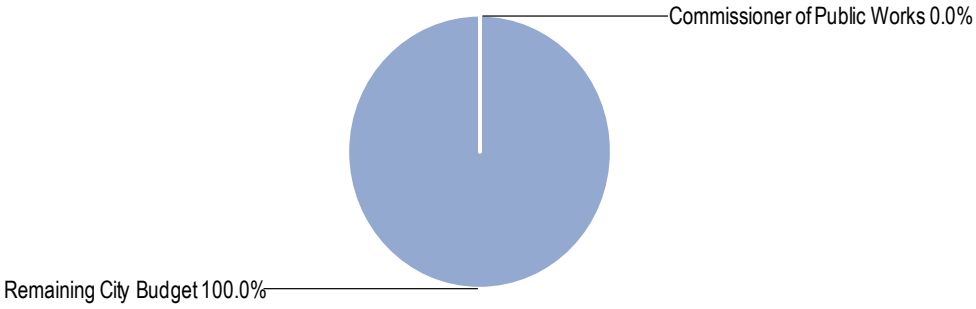
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	1,229,274	0	1,229,274	8.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	20,001	20,001	0.00	FY19 Carryover: Office Projects
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**20,001**	**20,001**	**0.00**	**Total FY 2019-20 Decision Packages**
			1,249,275	**8.00**	**Total Adopted Budget**

Commissioner of Public Works

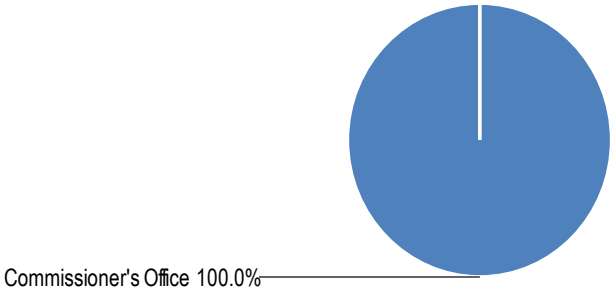
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	1,186,058	1,229,274	43,216	3.64
Capital	0	0	0	0.00
Total Requirements	**1,186,058**	**1,229,274**	**43,216**	**3.64**
Authorized Positions	9.00	9.00	0.00	0.00

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 Parks & Recreation

In addition, the Commissioner has the following liaison responsibilities:

- Office of Film & Video
- Venture Portland
- Metropolitan Exposition and Recreation Commissioner (MERC)
- Portland Utility Board (PUB)
- Portland Parks Foundation
- Portland Parks Board
- Pioneer Courthouse Square

Summary of Budget Decisions

No significant decisions impacted the FY 2019-20 Commissioner's Office Budget.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	375,131	538,180	547,924	575,147	575,147
General Fund Overhead	586,044	640,609	638,134	654,127	654,127
Total Internal Revenues	**961,175**	**1,178,789**	**1,186,058**	**1,229,274**	**1,229,274**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$961,175**	**$1,178,789**	**$1,186,058**	**$1,229,274**	**$1,229,274**
Requirements					
Bureau Expenditures					
Personnel Services	781,154	907,527	918,860	984,197	984,197
External Materials and Services	6,707	13,712	60,028	49,327	49,327
Internal Materials and Services	173,314	257,549	207,170	195,750	195,750
Total Bureau Expenditures	**961,175**	**1,178,789**	**1,186,058**	**1,229,274**	**1,229,274**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$961,175**	**$1,178,789**	**$1,186,058**	**$1,229,274**	**$1,229,274**
Programs					
Commissioner's Office	961,175	1,178,789	1,186,058	1,229,274	1,229,274
Total Programs	**$961,175**	**$1,178,789**	**$1,186,058**	**$1,229,274**	**$1,229,274**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	120,973	120,973	1.00	120,973	1.00	120,973	1.00	120,973
30000004	Commissioner's Admin Support Specialist	42,619	65,666	2.00	131,499	2.00	131,499	2.00	131,499
30000006	Commissioner's Chief of Staff	91,936	122,200	1.00	114,837	1.00	114,837	1.00	114,837
30002511	Commissioner's Senior Staff Rep	70,387	106,829	2.00	175,011	2.00	175,011	2.00	175,011
30000005	Commissioner's Staff Rep	54,122	98,925	3.00	181,344	3.00	181,344	3.00	181,344
TOTAL FULL-TIME POSITIONS				9.00	723,664	9.00	723,664	9.00	723,664
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				9.00	723,664	9.00	723,664	9.00	723,664

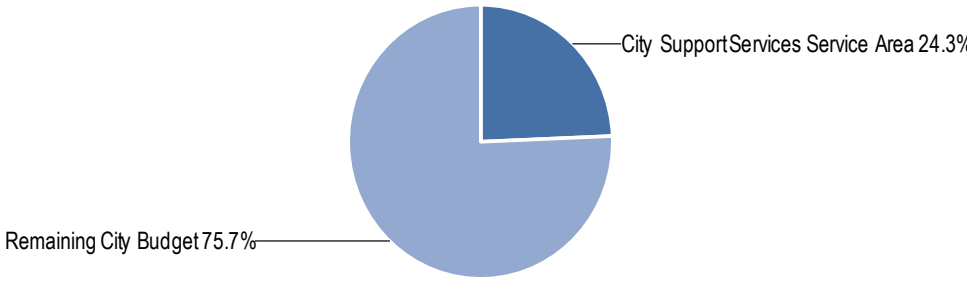
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	1,229,274	0	1,229,274	9.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	None
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**0**	**0**	**0.00**	**Total FY 2019-20 Decision Packages**
			1,229,274	**9.00**	**Total Adopted Budget**

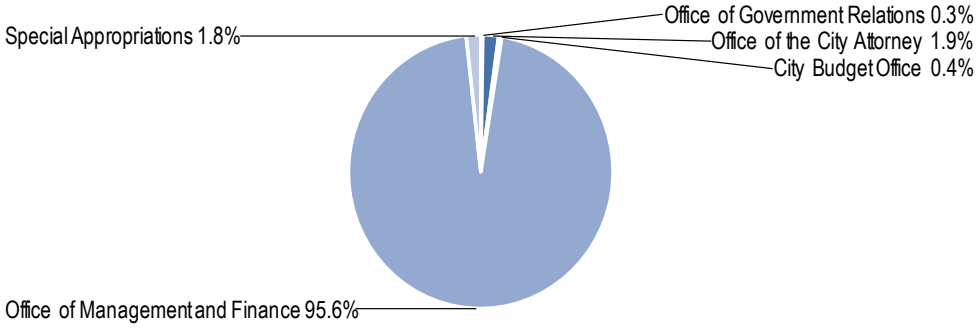
City Support Services Service Area

- Office of the City Attorney
- Office of Government Relations
- Office of Management and Finance
- City Budget Office
- Special Appropriations

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	593,717,055	651,717,011	57,999,956	9.77
Capital	158,595,035	112,438,943	(46,156,092)	(29.10)
Total Requirements	**752,312,090**	**764,155,954**	**11,843,864**	**1.57**
Authorized Positions	773.30	813.80	40.50	5.24

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 Attorney), City Budget Office (CBO), the Office of Government Relations (OGR), and the Office of Management & Finance (OMF).

Major Themes

City Budget Office

The FY 2019-20 Adopted Budget for the City Budget Office (CBO) is $3.2 million and 16.5 FTE. The budget includes $361,718 in one-time carryover funding from FY 2018-19 and a limited term position to continue with the replacement and implementation of the City's new budget software. The budget also includes $118,000 in carryover to support the limited term Capital Analyst position added in FY 2018-19 to increase CBO's focus on Citywide capital resource deployment, enhance capital project and planning analysis, and support and improve City asset prioritization frameworks.

Office of the City Attorney

The FY 2019-20 Adopted Budget for the City Attorney's Office is $14.6 million and includes 71.6 FTE, an increase of 7% and 1.0 FTE from the FY 2018-19 Revised Budget. The FY 2019-20 Adopted Budget also includes a total of $431,000 in carryover funds from FY 2018-19 to pay for expenses related to technology upgrades and a limited term contract paralegal. Resources in the amount of $108,001 for the Portland Harbor Natural Resources Trustees Participation Agreement previously stored in the City Attorney budget were transferred to a policy reserve for Portland Harbor expenses.

Office of Management & Finance

The FY 2019-20 Adopted Budget for the Office of Management and Finance totals $730.7 million and includes 704.6 FTE, an increase of 1.7% from the FY 2018-19 Revised Budget. Major investments in the FY 2019-20 Adopted Budget include: $11.0 million for the first year of the Integrated Tax System project, $1.9 million in cash funding for the 4th & Montgomery construction building project, $1.8 million for tax collection work, $877,000 for a Hygiene Street Response pilot, and $458,000 for implementation of the Clean Air Construction Standard.

Office of Government Relations

The FY 2019-20 Adopted Budget for the Office of Government Relations (OGR) is $2.0 million, an increase of 4.3% from the FY 2018-19 Revised Budget. There were no significant changes for OGR in FY 2019-20's Adopted Budget.

Special Appropriations

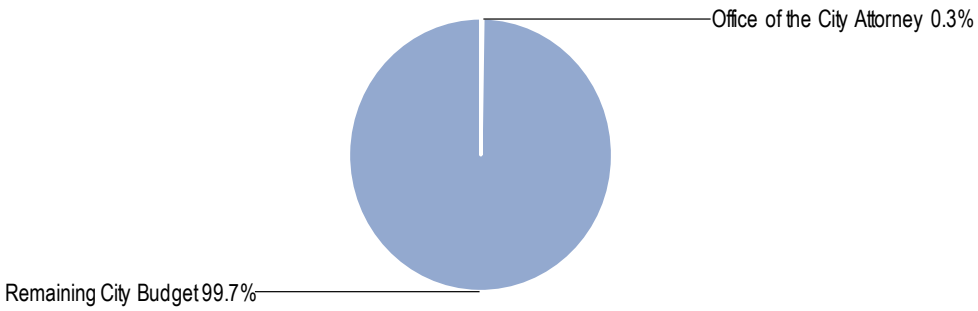
Special Appropriations in the FY 2019-20 Adopted Budget total $13.6 million and includes 8.1 FTE, a decrease of 9.75% from the FY 2018-19 Revised Budget. New allocations for FY 2019-20 include $50,000 for the Frog Ferry Water Taxi Feasibility Study and $35,000 to the Regional Arts and Culture Council (RACC) for the Cultural Mapping Project. The Adopted Budget also continues or expands several existing programs, including $300,000 in new funding for Portland United Against Hate, $280,000 for continued work on the FEMA Biological Opinion Compliance/Floodplain Management Update, $100,000 for Ceasefire in the Office of Youth Violence Prevention, and $100,000 in funding for the Rose Festival Foundation. Additionally, the Adopted Budget sets aside $950,000 to reserve funding for Open and Accountable Elections and $689,252 to fund the City's obligations for the Levee Ready Columbia project.

Office of the City Attorney

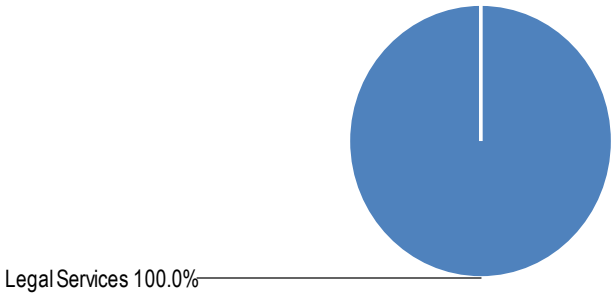
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Tracy Reeve, City Attorney

Percent of City Budget

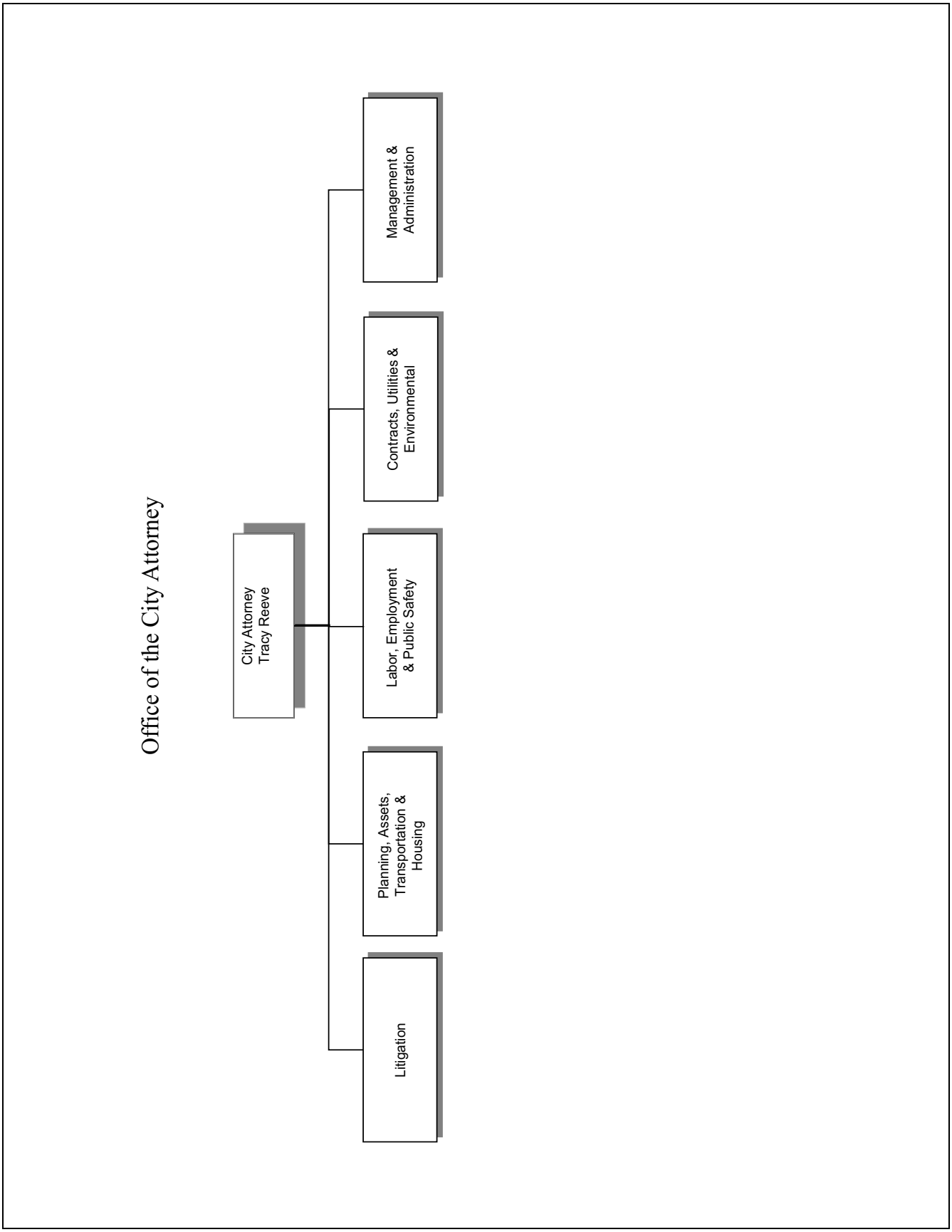


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	13,213,063	14,553,456	1,340,393	10.14
Capital	0	0	0	0.00
Total Requirements	**13,213,063**	**14,553,456**	**1,340,393**	**10.14**
Authorized Positions	70.60	71.60	1.00	1.42


Office of the City Attorney
City Attorney
Tracy Reeve
Litigation
Planning, Assets, Transportation & Housing
Labor, Employment & Public Safety
Contracts, Utilities & Environmental
Management & 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 Office of the City Attorney is responsible for all of the legal work for the City of Portland (with the exception of Prosper Portland and certain aspects of the Auditor's Office). Virtually all City programs and operations require some legal staff involvement. The office has a single budget program: Legal Services.

The office represents the City and its elected officials, employees, bureaus, offices, boards and commissions in court and in administrative and quasi-judicial proceedings. Office attorneys draft and review local legislation, contracts, real estate leases, intergovernmental agreements and other documents and legal instruments. The office advises on policy development and program implementation. Attorneys advocate and negotiate on behalf of the City. Office attorneys provide training to elected officials, City boards and commissions, and City employees on a broad spectrum of legal topics. In addition, the City Attorney administers the City's occasional use of outside legal counsel.

The City Attorney's Office consists of five sections, staffed with 41 lawyers and 31 support professionals. The office is led by the City Attorney who is appointed by, and serves at the pleasure of, the City Council. Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent half 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 revenue. The personnel services category represents 87% of the office's expenditures.

Strategic Direction

The work of the City Attorney's Office is guided by the following four strategic goals:

Customer Service

Goal 1: To provide the highest level of customer service to clients through preventive legal advice that is timely, accurate and easy to access.

The City Attorney's Office actively seeks to impart helpful, accurate, and timely 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. Office 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

Goal 2: To effectively and vigorously advocate for the City's interests in state and federal courts and otherwise.

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. Because almost all litigation is handled in-house, the office is able to try cases in a cost-effective manner. The office is achieving this goal effectively, with 90% of its cases resolved favorably to the City.

Achieving Equity

Goal 3: To support and advance the City's objective of achieving equity in all of its programs, services and activities.

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, its contractors, and grantees. The City Attorney's Office does this by advising in programmatic areas such as the ADA and Title VI, 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

Goal 4: To ensure accountability for the office's professional performance and effective stewardship of public resources.

The City Attorney evaluates office policies and procedures and makes improvements as needed so systems are clear, accurate, and transparent. The City Attorney evaluates timekeeping methods and ensures that work schedules fit clients' needs for access to accurate, prompt, and reliable preventative legal advice. The City Attorney actively seeks 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 Prosper Portland and some legal services on behalf of the Auditor. The City Attorney oversees the City's occasional use of outside counsel. The office's attorney rates are significantly lower than outside counsel, and the City Attorney has greater familiarity with and expertise on the vast majority of the legal issues arising from City operations than outside counsel. The cost of service per City Attorney hour for FY 2019-20 is $164. The average outside counsel rate is $362 and can range up to $550 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.

The City Attorney's Office plans to achieve these goals as follows:

Allocation of Resources

The office allocates resources across its sections in an effort to meet the office's four strategic goals. The office periodically reviews the staffing allocation to ensure the client bureau's customer service and advocacy needs are met. Further, the office seeks to support its equity goal by dedicating a certain amount of attorney and staff time toward equity and diversity training and events. Finally, in terms of accountability and stewardship, the office seeks to allocate assignments among attorneys and staff to ensure that each position is performing its highest and best function in support of the Legal Services program.

Collecting and Reporting Data and Analyzing Results

The office collects, reports, and analyzes the results of data it can reasonably gather in an effort to meet its four strategic goals. For example, the office tracks attorney time worked on major projects, and then explicitly requires attorneys and staff to denote which office goal those projects support and advance. This allows management to track how well the work of the office is allocated to supporting the respective goals. In addition, by asking attorneys and staff to explicitly link their work to each goal, the office encourages its staff and attorneys to consciously question how well their work is aligned with and supporting the goals of the office. This type of data tracking makes consideration of office goals a daily focus of attorneys' work. Similarly, the office tracks the number of equity and diversity trainings and events attended to monitor how well that portion of the office's equity goal is being achieved. The office also tracks data on the number of contracts reviewed, and the percentage of litigation matters that achieve a favorable outcome to the City. This type of data allows the office to track both the volume of the work and the quality of the output. Office management regularly analyzes data to help make data-driven policy, budget, and management decisions.

Efforts Toward Operational Improvement

The office continues to make progress toward operational improvement. For example, the office regularly reviews and revises policies governing attorney and staff expectations to ensure that the office is operating consistently in a manner that promotes office goals of customer service, advocacy, equity, and accountability. Office management is also evaluating the efficiency and effectiveness of work, particularly in the area of collections and contract review, to be sure the office is achieving the best rate of return for its collection efforts and that the office is using attorney resources as efficiently as possible for contract review.

Summary of Budget Decisions

The Adopted Budget includes funding for four legal support positions, funded through ongoing General Fund discretionary, one Deputy City Attorney position for legal services to the Police Bureau, funded through interagency resources, and carryover funding from FY 2018-19 for legal practice management software replacement.

Collections and Contract Approval Support

The Adopted Budget includes $399,432 in ongoing General Fund discretionary resources that will be used to convert three (3.0 FTE) previously limited-term positions. These positions will maintain the office's capacity to manage increased contract review and collections work, resulting in reduced contract approval turnaround times and increased capacity for revenue collections work.

Legal Services for Portland Police Bureau

The Adopted Budget includes $215,000 in interagency resources for one (1.0 FTE) Deputy City Attorney position to provide legal services to the Portland Police Bureau for policy development and other legal needs.

Public Records Support

The Adopted Budget includes $136,697 in ongoing General Fund discretionary resources for one (1.0 FTE) Business Systems Analyst position to work directly on processing public records requests which will help reduce response times and the costs of some public records requests and will ultimately improve access to City records.

Software Replacement

The Adopted Budget includes $300,000 in one-time General Fund discretionary resources from underspending in the FY 2018-19 external materials and services budget to fund the purchase, implementation, and training for legal software new solutions.

Budget Notes

Policy on Stipends for Advisory Body Members

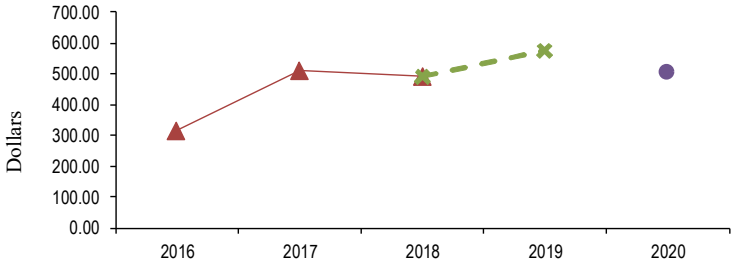
City Council directs the Office of Community & Civic Life, working with the Office of Equity and Human Rights, Bureau of Human Resources, and City Attorney's Office, to conduct a thorough analysis of current practices and policies for providing stipends to volunteer members of City advisory bodies, looking both at existing practice for City of Portland advisory bodies and examples of stipend policies and practices used by other jurisdictions. The bureaus shall present the findings of this analysis and a recommendation for a Citywide policy on stipends for advisory bodies to Council by January 2020.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFECTIVE					
Percentage of cases favorably resolved	90%	97%	85%	90%	90%
EFFICIENCY					
Annual costs of outside counsel	$508,718	$490,695	$575,000	$500,000	$500,000
Cost of service per attorney hour	$138	$141	$150	$164	$164
WORKLOAD					
Number of training hours provided by City Attorney staff to other City staff	468	394	400	400	450
Number of litigation cases	1,580	1,481	1,600	1,300	1,300
Number of contracts reviewed and approved	9,938	11,432	10,500	11,000	10,000

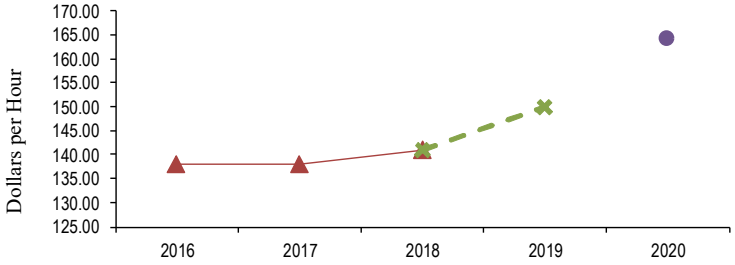
Annual Costs of Outside Counsel

Some outside counsel costs are unavoidable but the office strives to minimize these costs by having sufficient in-house staffing. Although outside counsel costs can be difficult to predict and year-to-year fluctuations are normal, outside counsel costs are expected to be similar to the last few years.



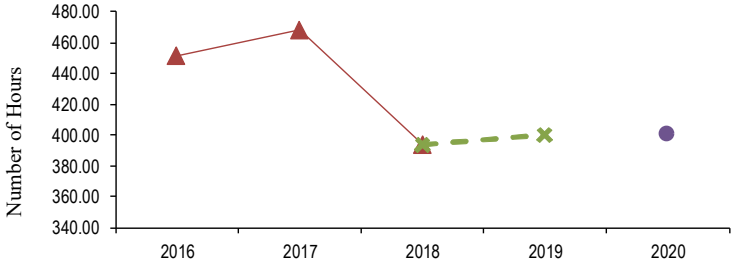
Cost of Service per Attorney Hour

The cost of service per City Attorney hour is significantly lower than outside counsel. The average rate for outside counsel is $374 per hour and ranges up to $550 per hour. At $149 per hour, the City Attorney cost of service is only 40% of the average outside counsel rate.



Training Hours

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



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	204,338	71,690	100,000	30,000	30,000
Intergovernmental	38,000	0	0	0	0
Miscellaneous	0	601	0	0	0
Total External Revenues	**242,338**	**72,291**	**100,000**	**30,000**	**30,000**
Internal Revenues					
General Fund Discretionary	2,268,144	2,359,744	2,805,068	3,635,792	3,635,792
General Fund Overhead	3,524,279	3,579,712	3,747,426	3,996,724	3,996,724
Interagency Revenue	5,826,189	6,224,862	6,560,569	6,890,940	6,890,940
Total Internal Revenues	**11,618,612**	**12,164,318**	**13,113,063**	**14,523,456**	**14,523,456**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$11,860,950**	**$12,236,609**	**$13,213,063**	**$14,553,456**	**$14,553,456**
Requirements					
Bureau Expenditures					
Personnel Services	10,045,088	10,378,878	11,648,835	12,611,564	12,611,564
External Materials and Services	665,995	362,101	416,038	816,797	816,797
Internal Materials and Services	1,149,867	1,495,630	1,148,190	1,125,095	1,125,095
Total Bureau Expenditures	**11,860,950**	**12,236,609**	**13,213,063**	**14,553,456**	**14,553,456**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$11,860,950**	**$12,236,609**	**$13,213,063**	**$14,553,456**	**$14,553,456**
Programs					
Legal Services	11,860,950	12,236,609	13,213,063	14,553,456	14,553,456
Total Programs	**$11,860,950**	**$12,236,609**	**$13,213,063**	**$14,553,456**	**$14,553,456**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003003	Administrative Specialist II	48,277	89,523	3.00	229,570	3.00	229,570	3.00	229,570
30003011	Business Systems Analyst II	63,336	105,373	0.00	0	1.00	84,354	1.00	84,354
30003017	City Attorney	147,035	235,227	1.00	208,270	1.00	208,270	1.00	208,270
30003018	City Attorney, Assistant Deputy	69,805	126,318	2.00	133,306	2.00	148,180	2.00	148,180
30003019	City Attorney, Chief Deputy	130,478	208,770	5.00	826,877	5.00	826,877	5.00	826,877
30003020	City Attorney, Deputy	91,728	152,277	17.00	2,032,255	17.00	2,051,743	17.00	2,051,743
30003021	City Attorney, Senior Deputy	111,696	189,842	14.60	2,266,278	13.00	2,019,078	13.00	2,019,078
30003077	Legal Assistant	53,290	98,800	11.00	805,928	12.00	881,377	12.00	881,377
30003081	Manager I	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30000012	Office Support Specialist II	37,461	53,789	1.00	52,208	1.00	53,262	1.00	53,262
30003087	Paralegal	63,336	105,373	9.00	758,408	11.00	918,408	11.00	918,408
30003088	Paralegal Supervisor	69,805	126,318	1.00	98,904	1.00	98,904	1.00	98,904
30003104	Supervisor II	69,805	126,318	1.00	104,146	1.00	104,146	1.00	104,146
TOTAL FULL-TIME POSITIONS				66.60	7,633,088	69.00	7,741,108	69.00	7,741,108
30003021	City Attorney, Senior Deputy	111,696	189,842	0.00	0	1.60	247,200	1.60	247,200
TOTAL PART-TIME POSITIONS				0.00	0	1.60	247,200	1.60	247,200
30003020	City Attorney, Deputy	91,728	152,277	1.00	137,550	1.00	137,550	1.00	137,550
30003077	Legal Assistant	53,290	98,800	1.00	53,290	0.00	0	0.00	0
30003087	Paralegal	63,336	105,373	2.00	152,089	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				4.00	342,929	1.00	137,550	1.00	137,550
GRAND TOTAL				70.60	7,976,017	71.60	8,125,858	71.60	8,125,858

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.

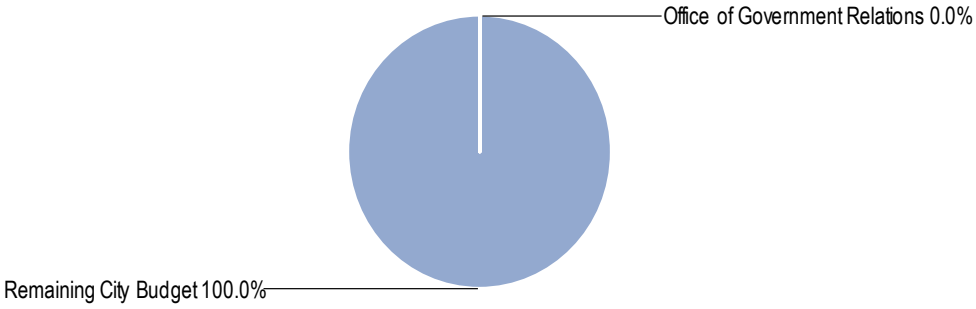
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	13,502,325	0	13,502,325	66.60	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	300,000	300,000	0.00	FY19 Carryover: Technology Fund
	614,433	0	614,433	4.00	Maintain staff levels for increased work
	136,697	0	136,697	1.00	Public records support
	1	0	1	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
	751,131	**300,000**	**1,051,131**	**5.00**	**Total FY 2019-20 Decision Packages**
			14,553,456	**71.60**	**Total Adopted Budget**

Office of Government Relations

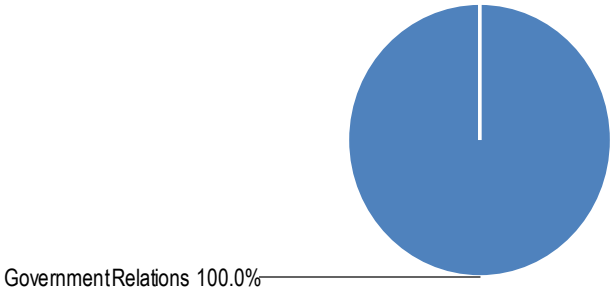
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Elizabeth Edwards, Director

Percent of City Budget

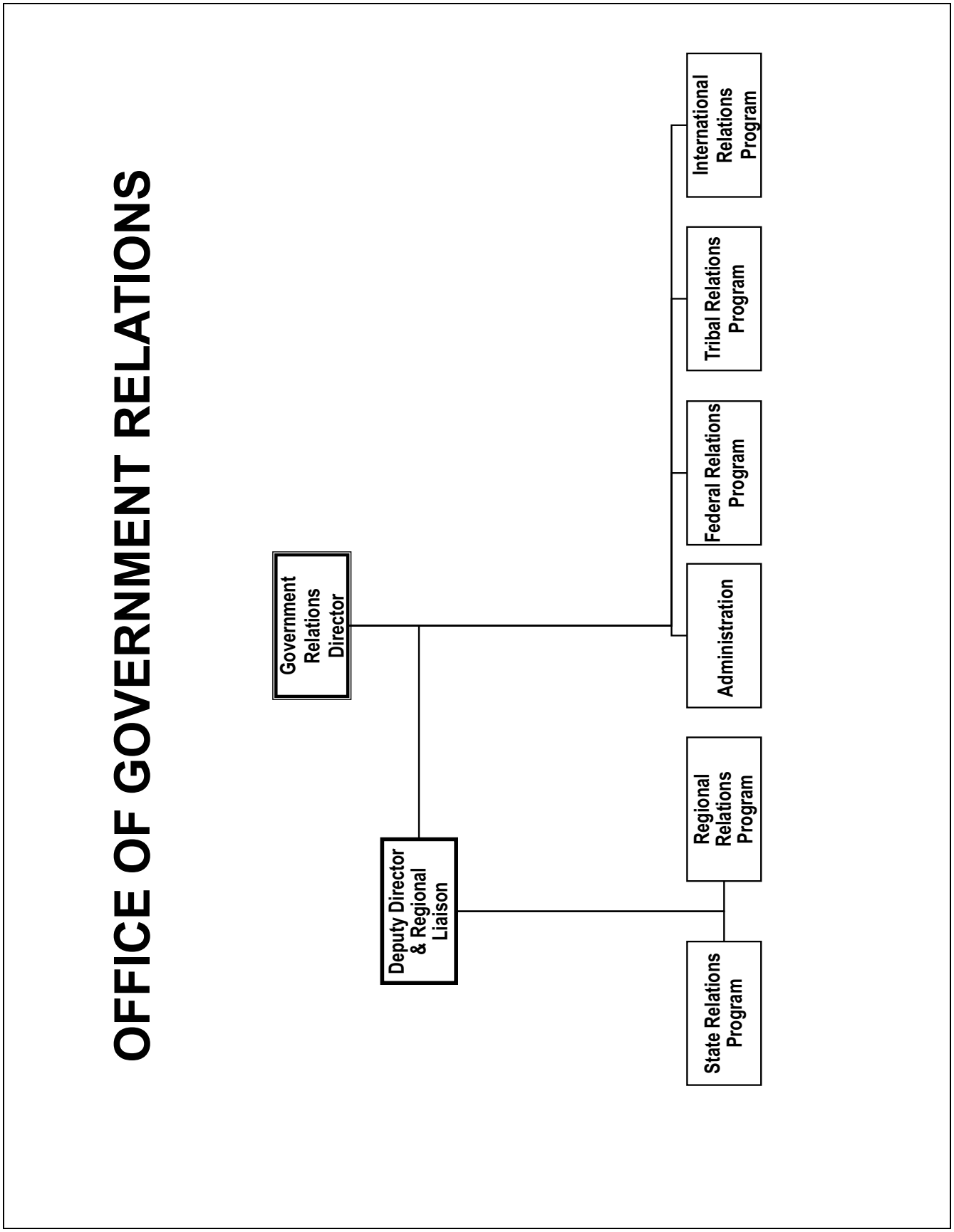


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	1,964,674	2,048,400	83,726	4.26
Capital	0	0	0	0.00
Total Requirements	**1,964,674**	**2,048,400**	**83,726**	**4.26**
Authorized Positions	10.00	10.00	0.00	0.00


OFFICE OF GOVERNMENT RELATIONS
Government Relations Director
Deputy Director & Regional Liaison
Administration
Federal Relations Program
Tribal Relations Program
International Relations Program
Regional Relations Program
State Relations Program

Bureau Summary

Bureau Mission

The mission of the Office of Government Relations (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. The work of Government Relations is politically sensitive, equity-minded, diverse, and complex. Government Relations staff work together collaboratively to meet the needs of client offices and bureaus in a fast-paced environment, ensuring that the interests of the City are advanced.

Bureau Overview

Government Relations represents the City Council, the Auditor, City bureaus, and Prosper Portland on legislative and administrative issues at the regional, state, federal, tribal and international levels. Government Relations advances City policy goals and initiatives through effective advocacy to federal, state, regional, and tribal governments, and a broad range of non-governmental entities. Government Relations oversees the City's International Relations Program, which includes Portland's nine sister cities, and welcomes international delegations to Portland on a weekly basis. The Office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.

Strategic Direction

The Office of Government Relations has four main goals adopted in the Office's first five-year strategic plan, 2016-2020:

- Advocate effectively for the City of Portland
- Provide quality, effective, and timely customer service
- Elevate Portland's international reputation
- Advance equity

Advocate Effectively for the City of Portland

In the coming year, the Office will work to achieve this goal by developing the City's state and federal legislative and regulatory priorities with the City Council and City bureaus; advancing the City's agendas in Salem and Washington, DC; building and maintaining effective working relationships with intergovernmental officials; and using technology to advance advocacy capabilities. With the addition of the Tribal and Regional Relations Programs, this work will expand to include sovereign tribal governments and regional governments.

At the federal level, Government Relations will focus on advancing the City Council's key legislative and regulatory priorities in Congress and with federal agencies. The priorities include: Providing Affordable Housing; Addressing Homelessness; Investing in Mental Health & Addiction Services; Portland is a Growing, Welcoming, Inclusive, and Sanctuary City; Making a Resilient City; Portland Harbor Superfund Clean-up; Keeping Portland Moving; and Confronting Climate Change; as well as advancing the City's interests on other federal issues as they arise. 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 U.S. Conference of Mayors and the West Coast Alliance of Mayors. The process for beginning planning for the 2020 federal agenda will begin in fall of 2019.

For the 2019 state legislative session, the City Council adopted a consensus legislative agenda that covers Affordable and Stable Housing, Mental Health and Addiction Services, Healthy Environment, Public Safety and Accountability, Resilience, and Local Funding and Authority. These, and many other issues, will be advanced with the advocacy efforts by, and with the strategic advice from, Government Relations. The process for beginning planning for the 2020 state legislative session will begin in the summer of 2019.

Provide Quality, Effective, and Timely Customer Service

The Office continues to focus on the highest quality of customer service. Specifically, the Office will focus on keeping clients informed with timely information and useful updates, providing excellent strategic advice, creating continuous improvements to services, and fostering an environment of employee engagement and satisfaction.

Elevate Portland's International Reputation

Since taking on the International Relations Program from the Mayor's Office in March 2014, Government Relations has worked hard to make Portland a more welcoming international city through fostering successful sister city associations, deepening connections with the local diplomatic community, and promoting international partnerships and exchanges.

Advance Equity

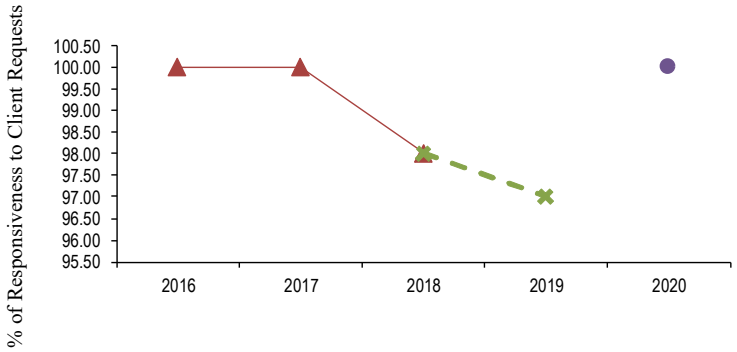
The Office will work to create opportunities for Portland to become a more inclusive and equitable city. Government Relations is committed to improving equity in its internal operations and in the delivery of advocacy services. To that end, the Office will utilize inclusive and equitable recruiting practices, and promote an inclusive and supportive work environment to develop and retain employees.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
OUTCOME					
Percentage of respondents rating services as excellent or very good	97%	86%	95%	95%	95%
Percentage of Respondents Rating Government Relations either Very Responsive or Responsive	100%	98%	97%	100%	100%
Percentage of respondents reporting progress made on state, federal, or intergovernment issues	75%	97%	90%	75%	75%
WORKLOAD					
International delegations received	94	86	70	70	70
Percentage of targeted legislators contacted	90%	87%	90%	90%	90%

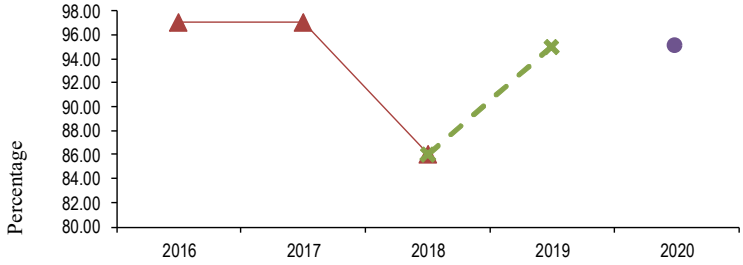
Responsiveness to Client Requests

For the 2017 reporting period, 98% of the respondents indicated that the Office was either Very Responsive or Responsive. One respondent indicated that Government Relations was unresponsive.



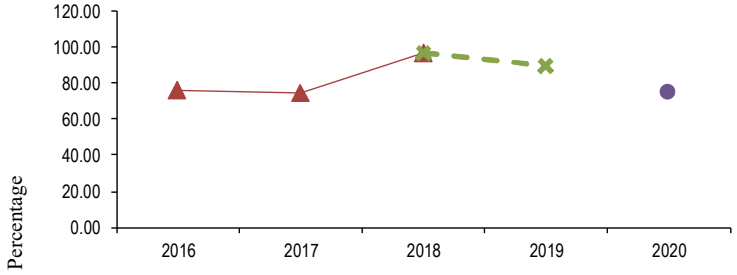
Percentage of Respondents Rating Services as Excellent or Very Good

This measures the percentage of respondents in annual customer service survey answering Excellent or Very Good when asked to rate the overall performance of Government Relations. The Office will achieve high rates of customer satisfaction in the coming year by providing effective representation, excellent strategic advice and quality service. Government Relations employees will practice strong communication skills and will be responsive and accessible to clients.



Percentage of Bureaus Reporting Progess Made on State, Federal, or Intergovernmental Issues

This measures the percentage of bureaus or Council offices surveyed who reported they were assisted by Government Relations in making progress on state, federal, international or intergovernmental issues. Data points posting on even-numbered years reflect odd-numbered state legislative sessions. These sessions are long (160 days versus 35 days) and present more opportunities for legislative engagement with bureaus. The difference between responses from even and odd-numbered years is likely due to this difference in the state legislative calendar and opportunities for engagement.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Intergovernmental	35,000	35,000	35,000	35,000	35,000
Total External Revenues	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**
Internal Revenues					
General Fund Discretionary	546,231	491,981	800,693	850,316	850,316
General Fund Overhead	766,383	859,617	932,981	967,084	967,084
Interagency Revenue	187,361	189,305	196,000	196,000	196,000
Total Internal Revenues	**1,499,975**	**1,540,903**	**1,929,674**	**2,013,400**	**2,013,400**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,534,975**	**$1,575,903**	**$1,964,674**	**$2,048,400**	**$2,048,400**
Requirements					
Bureau Expenditures					
Personnel Services	1,087,773	1,058,630	1,437,290	1,547,976	1,547,976
External Materials and Services	255,493	267,736	316,849	297,221	297,221
Internal Materials and Services	191,709	249,538	210,535	203,203	203,203
Total Bureau Expenditures	**1,534,975**	**1,575,903**	**1,964,674**	**2,048,400**	**2,048,400**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,534,975**	**$1,575,903**	**$1,964,674**	**$2,048,400**	**$2,048,400**
Programs					
Government Relations	1,534,975	1,575,903	1,964,674	2,048,400	2,048,400
Total Programs	**$1,534,975**	**$1,575,903**	**$1,964,674**	**$2,048,400**	**$2,048,400**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	42,619	65,666	1.00	62,171	1.00	62,171	1.00	62,171
30000005	Commissioner's Staff Rep	54,122	98,925	4.00	323,689	4.00	323,689	4.00	323,689
30003034	Deputy Director I	80,205	140,338	1.00	110,271	1.00	125,736	1.00	125,736
30003037	Director I	111,696	189,842	1.00	145,038	1.00	145,038	1.00	145,038
30003061	Government Relations Lobbyist I	69,805	126,318	2.00	207,025	2.00	213,824	2.00	213,824
30003062	Government Relations Lobbyist II	80,205	140,338	1.00	125,736	1.00	125,736	1.00	125,736
TOTAL FULL-TIME POSITIONS				10.00	973,930	10.00	996,194	10.00	996,194
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				10.00	973,930	10.00	996,194	10.00	996,194

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.

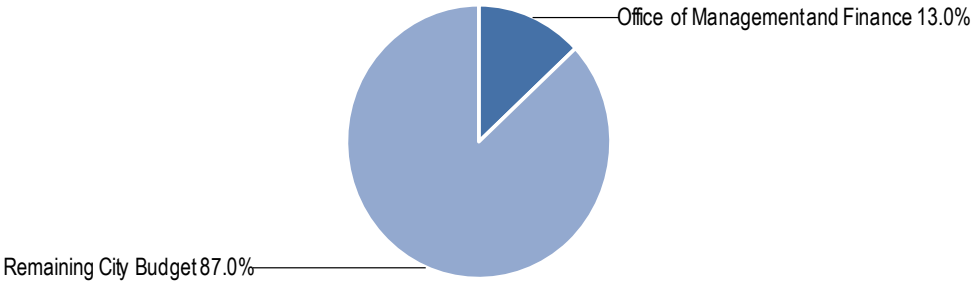
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2019-20	2,048,400	0	2,048,400	10.00	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	None
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**0**	**0**	**0.00**	**Total FY 2019-20 Decision Packages**
			2,048,400	**10.00**	**Total Adopted Budget**

Office of Management and Finance

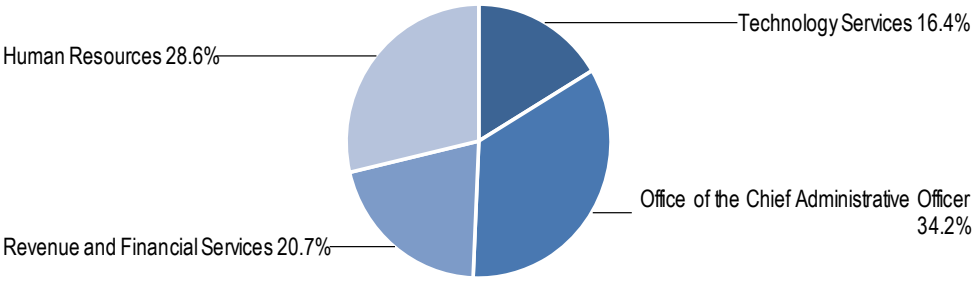
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Tom Rinehart, Chief Administrative Officer

Percent of City Budget

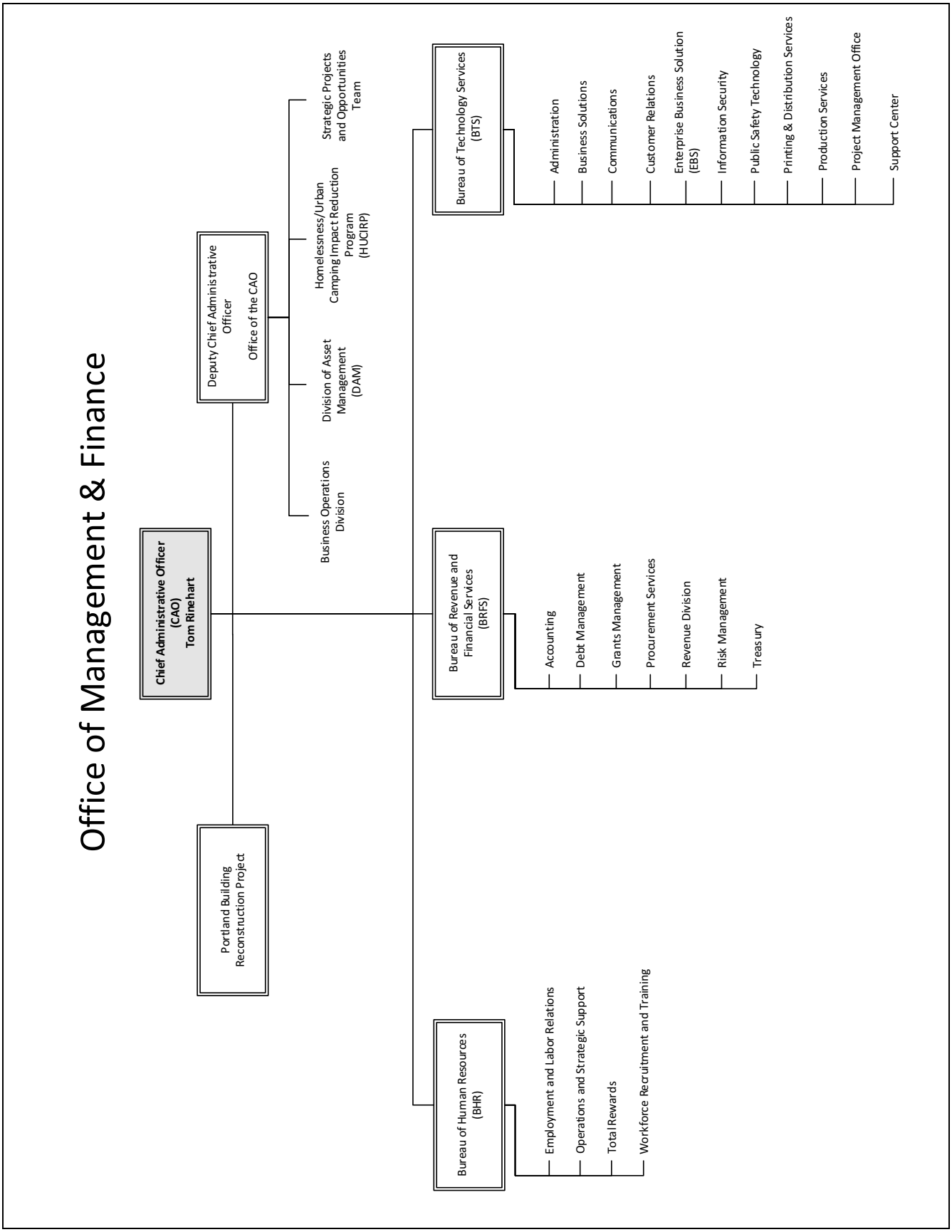


Bureau Divisions



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	560,695,614	618,214,145	57,518,531	10.26
Capital	157,873,407	112,438,943	(45,434,464)	(28.78)
Total Requirements	**718,569,021**	**730,653,088**	**12,084,067**	**1.68**
Authorized Positions	668.70	704.60	35.90	5.37


Office of Management & Finance
Chief Administrative Officer (CAO) Tom Rinehart
Deputy Chief Administrative Officer Office of the CAO
Business Operations Division
Division of Asset Management (DAM)
Homelessness/Urban Camping Impact Reduction Program (HUCIRP)
Strategic Projects and Opportunities Team
Portland Building Reconstruction Project
Bureau of Revenue and Financial Services (BRFS)
Accounting
Debt Management
Grants Management
Procurement Services
Revenue Division
Risk Management
Treasury
Bureau of Human Resources (BHR)
Employment and Labor Relations
Operations and Strategic Support
Total Rewards
Workforce Recruitment and Training
Bureau of Technology Services (BTS)
Administration
Business Solutions
Communications
Customer Relations
Enterprise Business Solution (EBS)
Information Security
Public Safety Technology
Printing & Distribution Services
Production Services
Project Management Office
Support Center

Bureau Summary

Bureau Mission

To deliver excellent services through our leadership, expertise, and innovation.

Bureau Overview

Services to the City

The Office of Management & Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF consists of the bureaus of Human Resources, Revenue & Financial Services, and Technology Services. It also includes Citywide Projects and the Office of the Chief Administrative Officer, which includes the Business Operations Division, CityFleet, Facilities Services, Strategic Projects and Opportunities Team, Spectator Venues and Visitor Activities, and the Homelessness and Urban Camping Impact Reduction Program. OMF also provides services to other government agencies including the public safety radio system, Integrated Regional Network Enterprise (IRNE), Regional Justice Information Network (RegJIN), Multnomah County Business Income Tax collection, Fleet, and Printing & Distribution. Additionally, Printing & Distribution provides services for Multnomah County, State of Oregon, Metro, Prosper Portland, Housing Authority of Portland, and Local Neighborhood Associations. The bureau is guided by the 2018-2020 Strategic Plan which identifies organizational strategies and tactics to focus OMF efforts, provides customers and partners a way to see the organization's priorities, and acts a tool to hold OMF accountable.

Summary of Resources

The office is funded through a combination of resources. Just under half of its funding is from interagency charges to other City bureaus. Interagency revenue primarily includes charges from Technology Services, CityFleet, Facilities Services, Printing & Distribution, and Risk Management. In FY 2019-20, 5% 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 the Office of the CAO. Other resources include proceeds for the Public Safety GO Bond, user fees for the Spectator Venues and Visitor Activities Fund, and payroll charges for the Health Insurance Fund. The Bureau of Revenue & Financial Services receives some interagency revenues for Debt Management and recovers costs for Treasury through a reduction in interest earnings distributed to bureaus. Many internal service funds also serve outside agency customers.

Strategic Direction

OMF Strategic Plan strategies include the following:

- **Developing an inclusive, talented workforce:** Diversity and inclusion initiatives, continuity of operations planning, and succession planning all point to a need for robust cross-training and professional development opportunities among our OMF employees. OMF will implement strategies within the organization, as well as share information and opportunities with other bureaus.
- **Leading Citywide initiatives:** City Council and bureau directors rely on OMF to share its Citywide perspective to implement Citywide initiatives and evaluate and advise them on policy and business decisions. Because of this Citywide perspective, OMF will serve as a convener to lead projects and work teams.
- **Adopting 21st century business solutions:** Portland is a growing community, and bureaus are growing and changing to meet the community's needs. OMF will work with stakeholders to innovate and adapt our business processes and systems to better serve the City.

The OMF 2018-20 Strategic Plan can be found at https://www.portlandoregon.gov/omf/75548.

Major Issues

OMF has cross-bureau responsibilities, an enterprise perspective and will continue to lead with recommended solutions to make the City work better. The following issues must be addressed to minimize operational and financial risks to the City.

Modernizing technology to advance 21st century business solutions: The City must maintain a sufficient and modernized level of technology to streamline services for community members and the workforce. As new and reconstructed facilities come online, technology standards must be maintained to enable efficient and productive work environments. To this end, the Bureau of Technology Services (BTS) is modernizing two enterprise technology platforms. First is the reconfiguration of the City's website, known as the Portland Oregon Website Replacement project (POWR). POWR creates an opportunity to deploy a community-oriented website where residents and visitors can easily and effectively access City information and services, regardless of language, ability, or resources. Another is the Portland Online Permitting System (POPS). Upon project completion, POPS will support enterprise business needs by allowing stakeholders to conduct electronic permitting through a modernized system that will expedite the permitting process. The Bureau of Revenue and Financial Services is developing a new Integrated Tax System (ITS), which will replace multiple legacy tax collections systems and increase compliance by integrating with other databases. In FY 2019-20 and beyond, we are committed to providing technology solutions to improve our service delivery for a growing city.

Planning for adequate employee work space: From 2010 to 2017, Portland's population grew 11 percent and is projected to add tens of thousands of residents during the next five years. The City's infrastructure and workforce must keep up with this growth to meet the service demands of these additional residents. Limited opportunities to expand employee workspace in existing buildings has hampered bureaus' ability to co-locate employees and has intensified the dependence on leased space in the downtown core. The Portland Building Reconstruction project utilizes the Space Optimization plan (Resolution 37274) to mitigate space needs through a standardized, flexible furniture system. Prior to

reconstruction, the Portland Building housed 1,332 employees. By fully utilizing space and modernizing our office furniture through this process, the Portland Building will have capacity to accommodate approximately 1,740 employees when fully occupied. As other City facilities are constructed, renovated, or built-out for leasing, execution of the space optimization plan will minimize costs and enable us to channel more dollars to other needs.

Maintaining City-owned infrastructure and assets: The City of Portland owns billions of dollars' worth of assets including buildings, vehicles, roads, pipes, technology, property and natural areas. Major maintenance funding among the City's buildings has long been insufficient to preserve our assets for the next generations. OMF's newly created Division of Asset Management is developing an asset management plan to shift our approach to focus more on preventative maintenance to lower the long-term costs of our assets.

Long-term financial planning: The City must take proactive steps to maintain its long-term fiscal health. Over the next several years, the City will have to address numerous long-term financial obligations including the Portland Harbor cleanup, collective bargaining agreements, PERS increases, the Columbia River Levee project, and deferred maintenance on critical infrastructure. OMF and customer bureaus will adopt policies that demonstrate a commitment to long-term liabilities requiring ongoing reserves and increased infrastructure investments.

Impact of recession: Economists forecast that a recession is likely in the latter half of 2019 or early 2020. Due to the expansion of ongoing revenue commitments over the past several budgets, a recession would result in decreased revenues, capital investments, and would drastically decrease the City's fund reserves. Despite the anticipated decline in economic position, the City of Portland has a responsibility to continue core services for a growing community. The City will face difficult choices and trade-offs as resources will be constrained.

SUMMARY OF BUDGET DECISIONS

Adds

BHR – Centralized Citywide Accommodation Fund

Adds $150,000 in one-time General Fund discretionary resources to establish a centralized accommodation fund. This package creates a resource for City bureaus to accommodate Americans with Disabilities Act (ADA) Title I requests for applicants, candidates, interns, and employees. Additionally, the FY 2019-20 Adopted Budget includes a Budget Note instructing OMF to analyze accommodation fund expenditures to ensure appropriate funding levels are sustained.

BHR – Casual and Temporary Position Hiring Process Carryover

The Adopted Budget carries over $134,198 of FY 2018-19 General Fund resources to fund a limited term Human Resources Analyst II. This position is responsible for entering casual and temporary job postings into the City's online job portal, NeoGOV. Posting casual and temporary job opportunities promotes equitable access to all interested parties and aligns the City with the Office of Federal Contract Compliance Programs (OFCCP) reporting mandates.

BHR – Executive Recruitment Program Funding Carryover Adds $121,000 in one-time General Fund resources to carryover remaining funds for BHR's executive recruitment program. Executive recruitments still remain for Portland Fire & Rescue and the City Budget Office. Continuing the program in FY 2019-20 will allow BHR to continue extensive outreach and recruitment for executive leadership positions.

BRFS – Bridge Funding for Rental Registration

Adds $319,500 and 3.0 FTE in one-time General Fund discretionary resources to provide bridge funding in the Revenue Division's Rental Registration Program in FY 2019-20. This budget also includes $150,000 in FY 2018-19 program carryover to support these positions. Council anticipates creating a fee schedule to fund these positions beyond FY 2019-20. The Residential Rental Program creates a current and reliable inventory of rental housing units in Portland. $168,500 in other revenues are recognized to support 1.0 FTE for the ADU SCD Waiver program.

BRFS – Clean Air Construction Standard

Adds $458,390 in one-time General Fund resources to support implementation of the Clean Air Construction Standard. FY 2019-20 costs will support a program administrator and database. Future program resources will come from local jurisdictions, state resources, and registration fees. The program aims to reduce emissions and provides financial assistance to disadvantaged firms by helping them comply with newer equipment standards.

BRFS – Cybersecurity Insurance

Adds $250,000 via interagency agreements with customer bureaus for a cybersecurity insurance policy. Purchasing a cybersecurity insurance policy will position the City to mitigate risks and protect the City from financial impacts of a potential cyberattack.

BRFS – Integrated Tax System Implementation

Adds $9.4 million in one-time General Fund resources to partially fund the Revenue Division's Integrated Tax System. The Integrated Tax System will replace multiple legacy tax administration systems that are at the end of their useful lives. In total, the project is estimated to cost $24 million. BRFS is developing a cost recovery financing plan to fund this project in out years.

BRFS – Maintain Tax Collection Staff

Adds $617,132 in ongoing General Fund resources and 2.0 FTE permanent staff to convert the IRS Data Exchange program from one-time to permanently funded. Additionally, this package adds $1.2 million in one-time General Fund resources and 10.0 limited term FTE to maintain current tax collection service levels. This package is accompanied by a Budget Note, directing OMF to maximize cost recovery for collections on behalf of Multnomah County to fund positions beyond FY 2019-20.

BRFS – FY 2018-19 Program Carryover

The FY 2019-20 Adopted Budget includes $951,000 in one-time General Fund resources to support programs within the Bureau of Revenue and Financial Services. Programs include the Community Opportunity and Enhancements Program, Integrated Tax System implementation, the Prime Contractor Development Program, Procurement's Disparity Study, and the Rental Registration Program.

BTS – Citywide Business Intelligence Assessment

Adds $150,000 in one-time General Fund discretionary resources for an assessment of City data analytics, data visualization, and business intelligence needs. The goal is to collect business and technical requirements from City stakeholders to determine business needs and functionalities for an enterprise analytic software.

CAO – Facilities Security Manager

Adds 1.0 FTE and $131,482 via interagency revenues with customer bureaus for a Facilities Security Manager. This position is responsible for managing the City's contracted security force, developing security policies, and managing daily security operations across bureaus.

CAO – Fourth & Montgomery Building Cash Contribution

The Adopted Budget includes a one-time General Fund cash transfer of $1.9 million to the Facilities Services Operating Fund. This transfer finalizes the City's cash contribution for the Fourth & Montgomery building. This building is the future home of the Bureau of Planning & Sustainability and will also contain spaces for Oregon Health & Science University, Portland State University and Portland Community College.

CAO – Hygiene Street Response

Adds $877,870 in one-time General fund resources to establish a pilot Hygiene Street Response program. The pilot program includes mobile restrooms and showers for Portland community members – particularly individuals experiencing homelessness. Additionally, program resources will fund station attendants to ensure cleanliness and safety. $150,000 of the total allocation is designated to complete a study.

CAO – Facilities Services Staffing

Adds 2.0 FTE and $195,440 via interagency revenues with customer bureaus to fund a Dispatcher and Utility Worker. These positions are in response to increased workload and will improve preventative maintenance timelines.

CAO Program Carryover

Adds $105,000 in one-time program carryover to continue implementation of the Citywide 3-1-1 Program.

CAO – Keep it Pretty, Rose City

The Adopted Budget includes a one-time General Fund cash transfer of $57,100 to the Homelessness and Urban Camping Impact Reduction Program (HUCIRP). These resources will support the work with local non-profit SOLVE to coordinate volunteers and clean up Portland's parks, neighborhoods, and business districts.

Realignments

BHR – SummerWorks Funding Realignment

Transfers $560,000 of ongoing General Fund resources from the Mayor's Office to the Bureau of Human Resources to fund the City's SummerWorks program. SummerWorks is a paid internship for young adults ages 16-24 in the Portland Metro area. SummerWorks staff and employers collaborate to match prospective interns with internships and valuable employment experiences. Realigning this program from a Council office will protect its stability as an ongoing program.

Budget Notes

Central Accommodations Fund Tracking

Council directs the Bureau of Human Resources to develop a system by which funds being used out of the central ADA Title I Accommodation Fund can be tracked in order to determine the appropriate level of General Fund support for this fund on an annual basis. The bureau shall also develop a process for how bureaus should access the resources in order to best achieve the City's accommodation goals. The bureau will annually true-up expenses to resources in the Over Expenditure Ordinance, and excess funds will fall to the General Fund balance.

Clean Air Construction Standard

City Council directs the Office of Management & Finance's Procurement Services division to continue its work on the Clean Air Construction standard, as passed by Council in Resolution 37403 in December 2018. However, prior to expending any resources for this program that are allocated in the FY 2019-20 Adopted Budget, OMF shall first determine that the State of Oregon and partner jurisdictions have also committed resources to funding the goals of the program. State resources will provide equipment upgrade support to businesses certified by the Office for Business Inclusion & Diversity.

Coordinated Emergency Response

Council directs the Chief Administrative Officer (CAO) to organize a public safety working group and make recommendations to reduce response times for first responders, triage calls more effectively to appropriate service providers, identify resources in multiple bureaus for Rapid Street Response, and make recommendations for efficiencies across all bureaus related to day-to-day business operations, technology, administration, communications and outreach, and training. Bureaus shall examine the integration of service and FY 2020-21 Program Offers to achieve efficiencies and recommend improvements. At the discretion of the CAO, the work group shall include but not be limited to representatives from: the City Budget Office; the Bureau of Revenue and Financial Services; the Bureau of Human Resources; the Bureau of Emergency Management; the Bureau of Emergency Communications; Portland Fire and Rescue; and the Portland Police Bureau. The CAO shall present recommendations to Council no later than November 15, 2019.

Program Support for Build Portland

Council directs the City Budget Office to reallocate $100,000 from Build Portland resources on an ongoing bases to fund Build Portland program administration and service costs within the Office of Management & Finance. These costs include internal and external costs related to branding, outreach, coordination and costs related to the administration of the program.

Recession Planning

Council directs the Chief Financial Officer (CFO), the Chief Administrative Officer (CAO), and the City Budget Office to develop a plan for mitigating the impacts of future economic recessions. Options for this plan may include changes to services, cost-saving measures, and implementation of financial practices and policies. This plan shall be presented to Council for approval by February 1, 2020.

Funding Plan for Integrated Tax System

Council directs the Office of Management & Finance (OMF) and the City Budget Office to develop a funding plan for the Integrated Tax System project. The one-time and ongoing costs included in the plan shall be optimized to lessen the total life-cycle costs of the system. This plan shall also maximize cost-recovery from City-managed funds and from the County, up to and including non-remittance of funds. The funding plan will be finalized and shared with Council Offices prior to September 15th, 2019, in order to inform Fall BMP actions.

Additionally, based upon the conclusions of the ITS funding plan, Council directs the City Budget Office to increase OMF's Current Appropriation Level to fund both the financing of project costs and ongoing system costs beginning in FY 2020-21.

To achieve ITS cost recovery from impacted funds, Council directs the Revenue Division of the Bureau of Revenue and Financial Services to negotiate amendments to contracts or intergovernmental agreements to achieve cost recovery from the following stakeholders:

- Regional Arts and Culture Council (Arts Tax)
- Portland Clean Energy Fund (Clean Energy Surcharge)
- Multnomah County (Business Income Tax and Transient Lodgings Tax); County TLT stakeholders include Metro, PCPA, Regional Arts and Culture Council, Oregon Convention Center, PGE Park, Tri-Met and Visitor Development Fund)
- Portland Housing Bureau (TLT on Short-Term Rental HIF transfer, Rental Registration and Short-Term Rental Per-Night fees)
- PBOT (Heavy Vehicle Use Tax)
- Travel Portland (Convention and Tourism Lodging Taxes and Tourism Improvement District)

Multnomah County Tax Collection Reimbursement

In accordance with prior year budget notes, Council directs the Office of Management & Finance to renegotiate the intergovernmental agreement with Multnomah County for the collection of business income tax with the goal of achieving full cost recovery. Full cost recovery is defined by the percent split of business income taxes received by the City and County. Cost recovery should be achieved as part of intergovernmental agreement negotiations prior to June 2020, and OMF may include non-remittance of funds as an option for achieving cost recovery. Bridge funding for the County's portion of costs are included in the bureau's FY 2019-20 budget on a one-time basis.

Phase-in Major Maintenance Rate Increase

Council directs OMF to work with CBO and customer bureaus to develop a plan to phase-in increases to the major maintenance component of rental rates for Facilities Services-owned buildings. OMF will present the phase-in plan to customer bureaus in the Business Operations Leadership Team (BOLT) for vetting. Based on the outcome of that discussion, a plan to increase the major maintenance component of the rental rate should be submitted with OMF's FY 2020-21 Requested Budget. The plan should include recommendations and supporting analysis of rental rate and tenant impacts.

Technology Procurement Review

Council directs the Office of Management and Finance's Bureau of Technology Services to improve the process for reviewing and procuring technology projects. This strategic procurement system should ensure that all technology procurements meet the business and technology requirements of the City and that the procured solutions are positioned for success. Moreover, as part of this review process, the City Attorney's Office shall review any technology procurement contracts for risks associated with terminating the contract and shall ensure that all contracts can be exited with minimal harm to the City. This work may be supported by grant-funded technical assistance from the What Works Cities initiative. The revised system for technology procurements shall be presented and adopted by Council via resolution no later than January 1, 2020.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	30,403,126	35,256,314	38,336,000	36,166,000	36,166,000
Miscellaneous Fund Allocations	0	0	(5,146,112)	0	0
Licenses & Permits	5,452,767	5,641,089	6,400,360	6,236,066	7,536,066
Charges for Services	73,230,450	127,909,430	135,948,209	139,603,020	139,603,020
Intergovernmental	10,788,097	10,277,777	11,613,511	12,906,540	13,538,040
Bond & Note	23,707,364	46,632,364	114,290,373	33,190,955	33,190,955
Miscellaneous	14,308,247	9,188,769	7,021,221	86,415,100	86,416,100
Total External Revenues	**157,890,051**	**234,905,744**	**308,463,562**	**314,517,681**	**316,450,181**
Internal Revenues					
General Fund Discretionary	14,316,075	14,650,563	15,250,761	26,911,863	26,911,863
General Fund Overhead	10,661,968	11,139,615	11,257,092	11,335,034	11,335,034
Fund Transfers - Revenue	4,417,059	4,050,576	5,779,064	11,618,918	11,618,918
Interagency Revenue	150,378,800	168,275,279	169,913,037	172,633,784	173,028,988
Total Internal Revenues	**179,773,902**	**198,116,033**	**202,199,954**	**222,499,599**	**222,894,803**
Beginning Fund Balance	185,650,048	186,851,474	207,905,505	191,308,104	191,308,104
Total Resources	**$523,314,001**	**$619,873,251**	**$718,569,021**	**$728,325,384**	**$730,653,088**
Requirements					
Bureau Expenditures					
Personnel Services	77,424,968	81,476,036	88,509,533	99,748,927	99,884,387
External Materials and Services	184,241,876	245,446,012	301,417,148	286,801,990	288,889,446
Internal Materials and Services	26,539,374	28,796,590	28,397,365	26,216,421	26,260,465
Capital Outlay	16,982,317	26,906,788	130,197,775	80,173,314	80,596,987
Total Bureau Expenditures	**305,188,535**	**382,625,426**	**548,521,821**	**492,940,652**	**495,631,285**
Fund Expenditures					
Debt Service	22,155,393	9,900,012	21,991,813	21,434,196	21,434,196
Contingency	0	0	137,231,287	178,591,502	178,228,573
Fund Transfers - Expense	5,851,899	7,473,515	10,824,100	19,859,034	19,859,034
Debt Service Reserves	0	0	0	15,500,000	15,500,000
Total Fund Expenditures	**28,007,292**	**17,373,527**	**170,047,200**	**235,384,732**	**235,021,803**
Ending Fund Balance	190,118,174	218,783,000	0	0	0
Total Requirements	**$523,314,001**	**$618,781,953**	**$718,569,021**	**$728,325,384**	**$730,653,088**
Divisions					
Bureau of Revenue & Financial Services	72,092,244	76,119,982	82,995,072	100,888,653	102,474,357
Office of the Chief Administrative Officer	84,985,355	114,901,102	229,996,571	169,642,694	169,717,694
Human Resources	69,927,404	124,296,111	150,057,977	141,990,761	141,990,761
Technology Services	68,619,157	67,497,454	85,472,201	80,418,544	81,448,473
Internal Business Services	50,234	(189,222)	0	0	0
Citywide Projects	9,514,141	0	0	0	0
Total Divisions	**$305,188,535**	**$382,625,426**	**$548,521,821**	**$492,940,652**	**$495,631,285**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
BTS								
Cherwell Capability Expansion	1,292,035	341,936	468,600	489,000	182,400	182,400	182,400	1,504,800
Enterprise Mobility Management	227,185	258,517	300,000	0	0	0	0	300,000
Enterprise Network Technology Refresh	5,655,083	914,396	223,996	218,900	221,000	176,000	0	839,896
I-Net Capital Improvements	0	513,400	631,500	0	0	0	0	631,500
IRNE Construction - Fiber	926,209	997,686	900,000	500,000	200,000	200,000	200,000	2,000,000
IRNE Fiber Expansion Program	0	0	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
IRNE Network Technology Refresh	2,494,261	427,877	1,554,979	1,000,000	1,000,000	0	0	3,554,979
Mobile Application Management	0	324,400	50,000	50,000	50,000	50,000	60,000	260,000
Office 365 Implementation	1,311,818	143,000	176,000	247,250	204,000	60,000	60,000	747,250
P&D Print Management System	0	387,224	235,244	0	0	0	0	235,244
Police Office 365	1,163	98,837	0	100,000	0	0	0	100,000
Public Safety Data Center	0	0	429,000	451,500	423,750	0	0	1,304,250
Public Safety Failover Expansion	0	0	100,000	100,000	50,000	25,000	25,000	300,000
Replace Telecomm Management System	175,710	59,006	675,000	100,000	0	0	0	775,000
SAN Storage Expansion	4,923,239	600,000	403,847	648,000	1,185,600	1,327,200	187,200	3,751,847
Secondary Data Center	0	0	609,000	264,000	0	0	0	873,000
Smart Card Technology	0	0	0	106,900	56,900	56,900	56,900	277,600
Video Centralized Management Upgrade	0	0	150,000	100,000	100,000	100,000	100,000	550,000
Web Site Replacement	399,371	647,197	244,200	409,820	235,400	0	0	889,420
Wireless Network Expansion	971,371	99,400	34,400	34,400	100,000	65,000	100,000	333,800
Workflow Application	0	0	195,500	184,000	115,000	0	0	494,500
Total BTS	**18,377,445**	**5,812,876**	**8,631,266**	**6,253,770**	**5,374,050**	**3,492,500**	**2,221,500**	**25,973,086**
CityFleet								
FY 2019-20 BDS Vehicle Replacement	0	0	107,693	0	0	0	0	107,693
FY 2019-20 City Fleet Vehicles Replacement	0	0	200,480	0	0	0	0	200,480
FY 2019-20 Fire Vehicle Replacement	0	0	64,073	0	0	0	0	64,073
FY 2019-20 Golf Vehicle Replacement	0	0	18,460	0	0	0	0	18,460
FY 2019-20 Parks Vehicle Replacement	0	0	1,068,690	0	0	0	0	1,068,690
FY 2019-20 PBOT Vehicle Replacement	0	0	3,134,543	0	0	0	0	3,134,543
FY 2019-20 Police Vehicle Replacement	0	0	3,303,942	0	0	0	0	3,303,942
Replace and Construct Fueling Stations	1,907,033	4,738,441	6,014,331	0	0	0	5,952,295	11,966,626
Total CityFleet	**1,907,033**	**4,738,441**	**13,912,212**	**0**	**0**	**0**	**5,952,295**	**19,864,507**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Facilities								
City Hall Audio and Visual Upgrades	15,000	0	468,206	0	0	0	0	468,206
City Hall Balcony Railing	0	0	0	0	0	0	0	0
Construct Building at SW 4th and Montgomery	897,948	19,712,300	3,787,211	0	0	0	0	3,787,211
Portland Building Fitness Center Equipment	0	0	0	0	0	0	0	0
Portland Building Reconstruction Project	129,162,300	92,842,749	61,138,383	470,643	0	0	0	61,609,026
Portland Building Technology Project	2,136,707	2,680,335	2,091,967	0	0	0	0	2,091,967
Portland Community College HVAC Centralization	0	900,000	0	0	0	0	0	0
Space Optimization	9,968,679	5,000,000	8,889,321	0	0	0	0	8,889,321
Total Facilities	**142,180,634**	**121,135,384**	**76,375,088**	**470,643**	**0**	**0**	**0**	**76,845,731**
Accounting								
CAFR Software Future Replacement	0	0	0	0	0	0	98,500	98,500
CAFR Software Replacement	0	23,500	0	0	0	0	0	0
Total Accounting	**0**	**23,500**	**0**	**0**	**0**	**0**	**98,500**	**98,500**
EBS								
Enterprise Asset Management	5,590	0	0	0	1,551,401	638,327	0	2,189,728
Enterprise Asset Management - Real Estate Implementation	0	200,000	88,104	0	0	0	0	88,104
SAP Suite on HANA	0	0	1,952,400	238,600	0	0	0	2,191,000
Total EBS	**5,590**	**200,000**	**2,040,504**	**238,600**	**1,551,401**	**638,327**	**0**	**4,468,832**
Public Finance and Treasury								
DBC Finance	0	0	14,500	0	0	0	0	14,500
GovInvest	0	37,538	34,248	0	0	0	0	34,248
Total Public Finance and Treasury	**0**	**37,538**	**48,748**	**0**	**0**	**0**	**0**	**48,748**
Procurement								
B2G / LCP Tracker	0	90,892	0	0	0	0	0	0
Procurement Services Technology Update Project	0	0	0	0	0	564,275	0	564,275
Total Procurement	**0**	**90,892**	**0**	**0**	**0**	**564,275**	**0**	**564,275**
Total Requirements	**162,470,702**	**132,038,631**	**101,007,818**	**6,963,013**	**6,925,451**	**4,695,102**	**8,272,295**	**127,863,679**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	8.00	541,397	8.00	573,803	8.00	573,803
30000064	Accountant III	65,083	81,848	11.00	847,741	11.00	869,821	11.00	869,821
30002283	Accountant IV	69,971	88,005	3.00	240,573	3.00	246,157	3.00	246,157
30003001	Accounting Supervisor	63,336	105,373	3.00	272,843	3.00	272,843	3.00	272,843
30000061	Accounting Technician	37,461	53,789	2.00	91,250	2.00	93,964	2.00	93,964
30003002	Administrative Specialist I	44,075	66,102	2.00	89,193	2.00	108,801	2.00	108,801
30003003	Administrative Specialist II	48,277	89,523	11.00	787,093	11.00	787,093	11.00	787,093
30003004	Administrative Specialist III	53,290	98,800	7.00	514,489	7.00	514,489	7.00	514,489
30003006	Analyst I	53,290	98,800	11.00	933,211	11.00	933,211	11.00	933,211
30003007	Analyst II	63,336	105,373	11.00	952,315	12.00	1,080,708	12.00	1,080,708
30003008	Analyst III	69,805	126,318	9.00	984,029	9.00	984,029	9.00	984,029
30003009	Analyst IV	80,205	140,338	1.00	110,271	0.90	99,244	0.90	99,244
30000203	Applications Analyst II-Generalist	67,142	89,523	1.00	89,523	1.00	89,523	1.00	89,523
30000204	Applications Analyst III-Generalist	74,090	98,904	13.00	1,127,944	13.00	1,186,997	13.00	1,186,997
30000207	Applications Analyst IV-Generalist	77,854	104,146	12.90	1,229,698	14.00	1,357,120	14.00	1,357,120
30000206	Applications Analyst IV-GIS,Enterprise	77,854	104,146	2.00	208,292	2.00	208,292	2.00	208,292
30001234	Applications Analyst IV-Web Developer	77,854	104,146	2.00	202,759	2.00	202,759	2.00	202,759
30003201	Auditor - Administrative Specialist II	48,277	89,523	0.00	0	1.00	75,525	1.00	75,525
30003214	Auditor - Coordinator III	63,336	105,373	0.00	0	1.00	98,904	1.00	98,904
30003220	Auditor - Financial Analyst III	69,805	126,318	0.00	0	1.00	98,062	1.00	98,062
30000125	Auto Body Restorer	61,714	69,118	2.00	138,237	2.00	138,237	2.00	138,237
30003010	Business Systems Analyst I	53,290	98,800	1.00	75,067	1.00	75,067	1.00	75,067
30003011	Business Systems Analyst II	63,336	105,373	16.00	1,591,961	17.00	1,676,316	17.00	1,676,316
30003012	Business Systems Analyst III	69,805	126,318	5.00	529,746	5.00	529,746	5.00	529,746
30003013	Capital Project Manager II	63,336	105,373	3.00	264,859	3.00	285,875	3.00	285,875
30003014	Capital Project Manager III	69,805	126,318	1.00	88,948	1.00	104,832	1.00	104,832
30003016	Chief Administrative Officer	147,035	235,227	1.00	203,944	1.00	203,944	1.00	203,944
30003023	City Treasurer	92,851	162,490	1.00	152,256	1.00	152,256	1.00	152,256
30000066	Claims Technician	49,358	65,437	2.00	127,752	2.00	130,874	2.00	130,874
30000065	Claims Technician, Assistant	38,314	55,245	1.00	44,613	1.00	47,071	1.00	47,071
30000700	Communications Engineer	77,854	104,146	1.00	104,146	1.00	104,146	1.00	104,146
30003024	Communications Engineer II	69,805	126,318	2.00	219,316	2.00	219,316	2.00	219,316
30000238	Communications Switch Technician	66,518	80,662	1.00	80,662	1.00	80,662	1.00	80,662
30003025	Communications System Administrator	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30003026	Controller	92,851	162,490	1.00	152,256	1.00	152,256	1.00	152,256
30003235	Coordinator I - E	48,277	89,523	2.00	116,533	2.00	126,318	2.00	126,318
30003027	Coordinator I - NE	48,277	89,523	5.00	379,434	6.00	448,334	6.00	448,334
30003028	Coordinator II	53,290	98,800	7.00	620,588	7.00	630,875	7.00	630,875
30003029	Coordinator III	63,336	105,373	4.00	364,929	5.00	480,283	5.00	480,283
30003030	Coordinator IV	69,805	126,318	1.00	94,245	1.00	94,245	1.00	94,245
30003031	Debt Manager	80,205	140,338	1.00	116,789	1.00	130,645	1.00	130,645
30003032	Deputy Chief Administrative Officer	111,696	189,842	1.00	111,696	1.00	111,696	1.00	111,696
30003035	Deputy Director II	92,851	162,490	2.00	245,908	2.00	316,493	2.00	316,493
30003038	Director II	130,478	208,770	3.00	549,682	3.00	549,682	3.00	549,682
30000041	Distribution Technician	45,677	55,994	3.00	157,664	3.00	160,836	3.00	160,836
30000042	Distribution Technician, Lead	47,965	58,739	1.00	58,739	1.00	58,739	1.00	58,739
30000234	Electronics Technician I: Communications	56,826	68,994	3.00	206,981	3.00	206,981	3.00	206,981
30000236	Electronics Technician II: Commun	66,518	80,662	6.00	469,830	6.00	474,396	6.00	474,396
30002610	Electronics Technician III: Commun	73,632	84,864	3.00	221,331	3.00	244,428	3.00	244,428
30000368	Engineer-Mechanical	94,619	114,982	2.00	215,636	2.00	220,652	2.00	220,652

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000711	Facilities Maint Dispatch/Scheduler	49,067	75,525	2.00	107,952	3.00	157,019	3.00	157,019
30000070	Facilities Maintenance Tech Apprentice	44,574	70,574	1.00	48,298	1.00	53,234	1.00	53,234
30000071	Facilities Maintenance Technician	66,768	74,277	15.00	1,086,751	15.00	1,103,054	15.00	1,103,054
30003053	Facilities Project Specialist	53,290	98,800	3.00	219,475	3.00	244,982	3.00	244,982
30003054	Financial Analyst I	53,290	98,800	10.00	811,053	10.00	811,053	10.00	811,053
30003055	Financial Analyst II	63,336	105,373	12.00	1,089,775	12.00	1,089,775	12.00	1,089,775
30003056	Financial Analyst III	69,805	126,318	5.00	586,208	5.00	586,208	5.00	586,208
30000341	GIS Technician I	44,221	59,259	1.00	59,259	1.00	59,259	1.00	59,259
30003063	Human Resources Analyst I	53,290	98,800	11.00	784,910	11.00	799,866	11.00	799,866
30003064	Human Resources Analyst II	63,336	105,373	16.00	1,333,432	16.00	1,341,697	16.00	1,341,697
30003065	Human Resources Analyst III	69,805	126,318	7.00	631,891	7.00	644,103	7.00	644,103
30003066	Human Resources Generalist	69,805	126,318	13.00	1,274,198	13.00	1,274,198	13.00	1,274,198
30003067	Human Resources Systems Specialist	53,290	98,800	7.00	548,045	7.00	569,295	7.00	569,295
30000218	Inf Syst Analyst, Principal-Gen	87,797	116,938	24.00	2,659,973	26.00	2,942,078	26.00	2,942,078
30000217	Inf Syst Analyst, Principal-GIS Enterprs	87,797	116,938	4.00	467,752	4.00	467,752	4.00	467,752
30000880	Inf Syst Analyst, Principal-GIS,Vertical	87,797	116,938	1.00	87,797	2.00	219,305	2.00	219,305
30000219	Inf Syst Analyst, Principal-Proj Mgmt	87,797	116,938	5.00	502,986	5.00	532,126	5.00	532,126
30000198	Inf Syst Tech Analyst I-Generalist	49,067	75,525	3.00	163,236	3.00	179,067	3.00	179,067
30000199	Inf Syst Tech Analyst II-Generalist	52,707	81,162	6.00	393,245	6.00	407,472	6.00	407,472
30000200	Inf Syst Tech Analyst III-Generalist	63,960	85,238	3.00	245,793	3.00	245,793	3.00	245,793
30000210	Inf Syst Tech Analyst IV-Generalist	67,142	89,523	19.00	1,608,736	19.00	1,625,267	19.00	1,625,267
30000211	Inf Syst Tech Analyst IV-Telecomm	67,142	89,523	4.00	347,463	4.00	347,463	4.00	347,463
30000212	Inf Syst Tech Analyst IV-Vertical GIS	67,142	89,523	1.00	79,394	1.00	79,394	1.00	79,394
30000213	Inf Syst Tech Analyst V-Generalist	74,090	98,904	23.00	2,119,589	23.00	2,166,403	23.00	2,166,403
30001933	Inf Syst Tech Analyst V-Proj Mgmt	74,090	98,904	1.00	84,302	1.00	84,302	1.00	84,302
30002608	Inf Syst Tech Analyst V-Telecomm	74,090	98,904	2.00	148,179	2.00	185,401	2.00	185,401
30000214	Inf Syst Tech Analyst V-Vertical GIS	74,090	98,904	2.00	180,839	2.00	189,384	2.00	189,384
30000215	Inf Syst Tech Analyst VI-Generalist	77,854	104,146	16.00	1,604,164	17.00	1,725,459	17.00	1,725,459
30000216	Inf Syst Tech Analyst VI-Proj Mgmt	77,854	104,146	1.00	77,854	1.00	91,000	1.00	91,000
30002108	Information Security Architect	91,312	121,638	3.00	364,914	3.00	364,914	3.00	364,914
30003068	Information Security Manager	92,851	162,490	1.00	152,256	1.00	152,256	1.00	152,256
30003069	Information Systems Manager I	80,205	140,338	7.00	891,966	7.00	891,966	7.00	891,966
30003070	Information Systems Manager II	91,728	152,277	8.00	1,078,967	8.00	1,078,967	8.00	1,078,967
30003071	Information Systems Manager III	92,851	162,490	3.00	452,296	3.00	452,296	3.00	452,296
30003072	Information Systems Supervisor	69,805	126,318	7.00	799,491	7.00	799,491	7.00	799,491
30003073	Investment Officer	80,205	140,338	1.00	125,736	1.00	125,736	1.00	125,736
30003079	Maintenance Supervisor I - E	63,336	105,373	1.00	84,354	1.00	84,354	1.00	84,354
30000452	Management Analyst, Sr	74,090	98,904	0.00	0	1.00	74,090	1.00	74,090
30003081	Manager I	80,205	140,338	9.00	994,798	8.00	933,650	8.00	933,650
30003082	Manager II	92,851	162,490	9.00	1,082,079	9.00	1,123,408	9.00	1,123,408
30003083	Manager III	111,696	189,842	3.00	457,215	3.00	457,215	3.00	457,215
30000011	Office Support Specialist I	34,091	48,714	1.00	48,714	1.00	48,714	1.00	48,714
30000012	Office Support Specialist II	37,461	53,789	3.00	135,901	3.00	142,943	3.00	142,943
30000013	Office Support Specialist III	47,902	63,482	5.00	253,901	4.00	215,019	4.00	215,019
30000044	Printing & Distrib Custmr Svc Rep, Lead	56,181	70,366	1.00	70,366	1.00	70,366	1.00	70,366
30000043	Printing & Distrib Customer Svc Rep	48,880	61,110	3.00	171,101	3.00	173,254	3.00	173,254
30000059	Procurement Specialist	58,136	73,195	4.00	261,139	5.00	336,349	5.00	336,349
30000058	Procurement Specialist, Assistant	52,686	61,006	5.00	269,409	5.00	285,127	5.00	285,127
30000060	Procurement Specialist, Sr	68,453	88,837	6.00	482,864	10.00	837,477	10.00	837,477
30000190	Regulatory Program Administrator	72,280	89,398	1.00	50,651	1.00	76,787	1.00	76,787

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000047	Reprographic Operator I	40,331	51,709	5.00	258,544	5.00	258,544	5.00	258,544
30000048	Reprographic Operator II	48,880	61,110	2.00	122,221	2.00	122,221	2.00	122,221
30000049	Reprographic Operator III	56,181	70,366	2.00	126,547	2.00	129,012	2.00	129,012
30000191	Revenue & Tax Specialist I	40,186	53,789	3.00	147,763	3.00	150,145	3.00	150,145
30000192	Revenue & Tax Specialist II	48,090	59,405	12.00	667,719	12.00	696,613	12.00	696,613
30000193	Revenue & Tax Specialist III	50,274	66,581	6.00	317,949	6.00	333,289	6.00	333,289
30000194	Revenue & Tax Specialist IV	54,600	71,011	10.90	704,469	10.00	682,765	10.00	682,765
30000196	Revenue & Tax Specialist V	58,885	76,294	5.00	339,815	6.00	425,161	6.00	425,161
30000404	Revenue Auditor	67,142	89,523	3.90	300,413	3.00	252,013	3.00	252,013
30000405	Revenue Auditor, Sr	74,090	98,904	3.00	279,531	3.00	283,587	3.00	283,587
30003098	Risk Manager	91,728	152,277	1.00	82,483	1.00	152,277	1.00	152,277
30003099	Risk Specialist I	53,290	98,800	2.00	158,642	2.00	158,642	2.00	158,642
30003100	Risk Specialist II	63,336	105,373	2.00	184,559	2.00	184,559	2.00	184,559
30003101	Risk Specialist III	69,805	126,318	3.00	348,026	4.00	446,842	4.00	446,842
30000053	Storekeeper/Acquisition Specialist I	48,755	59,696	2.00	119,392	2.00	119,392	2.00	119,392
30000054	Storekeeper/Acquisition Specialist II	51,251	62,670	1.00	62,670	1.00	62,670	1.00	62,670
30000056	Storekeeper/Acquisition Specialist III	57,907	71,947	1.00	71,947	1.00	71,947	1.00	71,947
30000055	Storekeepr/Acquisition II:Auto Part Spec	50,398	61,651	4.00	186,300	4.00	233,776	4.00	233,776
30003103	Supervisor I - E	63,336	105,373	8.00	722,113	8.00	722,113	8.00	722,113
30003104	Supervisor II	69,805	126,318	12.00	1,144,634	14.00	1,355,854	14.00	1,355,854
30003107	Technology Business Representative	80,205	140,338	5.00	594,422	5.00	594,422	5.00	594,422
30003108	Technology Capital Project Manager	91,728	152,277	2.00	259,552	2.00	259,552	2.00	259,552
30000076	Utility Worker I	47,882	52,062	0.00	0	1.00	52,062	1.00	52,062
30002489	Utility Worker I-CL	47,112	51,230	3.00	102,612	3.00	151,632	3.00	151,632
30000077	Utility Worker II	52,062	55,994	1.00	52,062	1.00	53,040	1.00	53,040
30002490	Utility Worker II-CL	51,230	55,078	0.00	0	1.00	52,589	1.00	52,589
30000131	Vehicle & Equipment Mechanic	61,714	69,118	53.00	3,622,157	53.00	3,642,994	53.00	3,642,994
30000132	Vehicle & Equipment Mechanic, Lead	64,750	72,488	2.00	144,976	2.00	144,976	2.00	144,976
30000123	Welder	60,133	67,267	2.00	134,534	2.00	134,534	2.00	134,534
TOTAL FULL-TIME POSITIONS				648.70	55,880,028	669.90	59,026,496	670.90	59,026,496
30000207	Applications Analyst IV-Generalist	77,854	104,146	0.00	0	0.90	58,582	0.90	58,582
30000194	Revenue & Tax Specialist IV	54,600	71,011	0.00	0	0.90	63,910	0.90	63,910
30000404	Revenue Auditor	67,142	89,523	0.00	0	0.90	68,890	0.90	68,890
TOTAL PART-TIME POSITIONS				0.00	0	2.70	191,382	2.70	191,382
30000061	Accounting Technician	37,461	53,789	1.00	37,461	1.00	29,453	1.00	29,453
30003003	Administrative Specialist II	48,277	89,523	0.00	0	1.00	68,900	1.00	68,900
30003006	Analyst I	53,290	98,800	0.00	0	5.00	380,224	5.00	380,224
30003007	Analyst II	63,336	105,373	1.00	98,904	1.00	84,354	1.00	84,354
30000203	Applications Analyst II-Generalist	67,142	89,523	1.00	67,142	1.00	78,333	1.00	78,333
30003010	Business Systems Analyst I	53,290	98,800	0.00	0	2.00	152,090	2.00	152,090
30003011	Business Systems Analyst II	63,336	105,373	3.00	259,002	2.00	168,709	2.00	168,709
30003012	Business Systems Analyst III	69,805	126,318	1.00	116,938	2.00	196,123	2.00	196,123
30003013	Capital Project Manager II	63,336	105,373	1.00	36,764	1.00	67,916	1.00	67,916
30003029	Coordinator III	63,336	105,373	1.00	67,617	1.00	54,448	1.00	54,448
30003030	Coordinator IV	69,805	126,318	0.00	0	1.00	98,062	1.00	98,062
30003300	Electronics Technician, Assistant	47,882	52,062	1.00	47,882	1.00	49,972	1.00	49,972
30000711	Facilities Maint Dispatch/Scheduler	49,067	75,525	1.00	49,067	0.00	0	0.00	0
30003053	Facilities Project Specialist	53,290	98,800	0.00	0	1.00	49,357	1.00	49,357
30003063	Human Resources Analyst I	53,290	98,800	1.00	79,290	1.00	58,266	1.00	58,266
30000193	Revenue & Tax Specialist III	50,274	66,581	1.00	50,274	1.00	56,170	1.00	56,170

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000194	Revenue & Tax Specialist IV	54,600	71,011	2.00	85,055	2.00	118,394	2.00	118,394
30000196	Revenue & Tax Specialist V	58,885	76,294	1.00	76,294	1.00	76,294	1.00	76,294
30000055	Storekeepr/Acquisition II:Auto Part Spec	50,398	61,651	1.00	50,398	1.00	53,830	1.00	53,830
30003107	Technology Business Representative	80,205	140,338	1.00	114,691	1.00	108,609	1.00	108,609
30003108	Technology Capital Project Manager	91,728	152,277	2.00	275,100	3.00	397,102	3.00	397,102
TOTAL LIMITED TERM POSITIONS				20.00	1,511,879	31.00	2,346,606	31.00	2,346,606
GRAND TOTAL				668.70	57,391,907	703.60	61,564,484	704.60	61,564,484

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 2019-20	474,813,720	0	474,813,720	669.60	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	103,500	0	103,500	0.00	311 reception services in Portland Building
	0	150,000	150,000	0.00	Disability accomodation and inclusion resources
	0	150,000	150,000	0.00	Business intelligence assessment
	168,500	319,500	488,000	1.00	Rental registration and SDC waiver staff
	131,481	0	131,481	1.00	Facilities Services Security Manager
	0	279,265	279,265	0.00	4th & Montgomery cash financing
	0	521,000	521,000	0.00	FY19 Carryover: Procurement
	0	105,000	105,000	0.00	FY19 Carryover: 311 in OMF Business Operations
	0	134,197	134,197	1.00	FY19 Carryover: Casual/temporary positions
	0	400,000	400,000	0.00	FY19 Carryover: Disparity study
	0	121,000	121,000	0.00	FY19 Carryover: Executive recruitment
	0	30,000	30,000	0.00	FY19 Carryover: Integrated tax system
	0	150,000	150,000	0.00	FY19 Carryover: Rental registration system
	0	877,870	877,870	0.00	Hygiene Street Response pilot
	0	458,389	458,389	1.00	Clean Air Construction Standard implementation
	0	10,715,550	10,715,550	15.00	Integrated Tax System
	0	57,100	57,100	0.00	Keep It Pretty, Rose City
	250,000	0	250,000	0.00	Cyber-security insurance
	195,440	0	195,440	2.00	Additional Facilities Services staff
	560,000	0	560,000	0.00	SummerWork reorganization
	617,132	1,182,218	1,799,350	12.00	Maintenance of tax collection
	357,476	0	357,476	(2.00)	Chief Administrative Office technical adjustments
	12,978	0	12,978	0.00	Human Resources technical adjustments
	6,615	0	6,615	0.00	Revenue and Financial Services technical adjustments
	72,721	0	72,721	3.00	Technology Services technical adjustments
Approved Budget Additions and Reductions					
	75,000	0	75,000	0.00	Chief Administrative Office technical adjustments
	1,585,704	0	1,585,704	0.00	Revenue and Financial Services technical adjustments
	1,029,929	0	1,029,929	0.00	Technology Services technical adjustments
Adopted Budget Additions and Reductions					
	0	0	0	1.00	Chief Administrative Office technical adjustments
	5,166,476	**15,651,089**	**20,817,565**	**35.00**	**Total FY 2019-20 Decision Packages**
			495,631,285	**704.60**	**Total Adopted Budget**

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 operations and strategic support, total rewards, employment and labor relations, and workforce recruitment and training. 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 of Human Resources is composed of the following programs:

- Employment and Labor Relations
- Operations and Strategic Support
- Total Rewards
- Workforce Recruitment and Training

Through Workforce Recruitment and Training and Employee and Labor Relations, Human Resources is responsible for helping bureaus recruit, develop, and retain a competent and highly qualified workforce that is representative of the communities the City serves. The bureau manages the City's health insurance programs, and the deferred compensation program. Additionally, the bureau provides leadership and expertise to City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs. In December 2017, Serilda Summers-McGee began leading the organization as Human Resources Director.

Employer Branding

The Bureau of Human Resources leads the City's Branding Initiative, which identifies the City as a values-based employer to attract, develop, and retain a diverse, culturally competent, fully engaged workforce. The Bureau of Human Resources is also responsible for the following Citywide initiatives that support Employer Branding: Citywide onboarding, Path to Leadership training, centralized training opportunities, both web-based and classroom, employee wellness programs, and talent development and mentorship.

Equity Initiatives

Human Resources leads 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; annual InCight job fair focused on individuals who identify as having a disability; annual Northwest Public Employees Diversity Conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and Prosper Portland; and strategic plan implementation of Council's resolution to become a model employer for persons with disabilities. In FY 2019-20 BHR received resources for a Central Accommodations Fund that will finance approved workplace accommodations for job applicants, interns, employees, Elected Officials, and persons living with disabilities. The fund will facilitate the City's compliance with its legal obligations under Title I of the Americans with Disabilities Act (ADA) and Oregon state law.

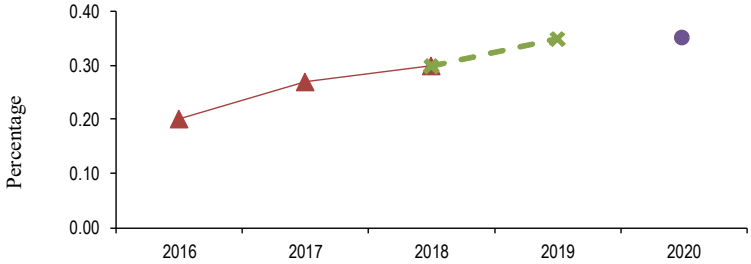
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Number of days per human resource investigation	0	54	NA	51	48
Average time of complete recruitment	0	96	NA	100	NA
OUTCOME					
Number of qualified candidates in talent pool per open retirement eligible classification	0	NA	NA	NA	NA
Total number of human resource investigations	0	165	NA	157	150
HR Business Partner customer satisfaction	0	NA	0	4	4
Number of qualified candidates in talent pool per high turnover classification opening	0	NA	NA	NA	NA
Percentage of diverse (protected class) applicants per fiscal year - minority	32%	32%	35%	35%	100%
Percentage of apprenticeship hours worked on City contracts	18%	17%	20%	20%	0%
Percentage of payroll checks direct deposited	94%	94%	96%	100%	100%
Percentage of diverse (protected class) applicants per fiscal year - female	41%	44%	45%	50%	100%
Percentage of focused outreach program participants on an eligible list who are hired	27%	30%	35%	35%	50%
Percentage of employees whose an annual evaluation within 1 month of anniversary date	0%	NA	NA	8,000%	8,000%
WORKLOAD					
Number of employees enrolled in health coaching programs	547	612	680	838	879

Performance Measures

Percent of focused outreach program participants on an eligible list who are hired

BHR is working to increase efficiency of the focused outreach program and continues to work with hiring managers to bring diverse candidates as part of the focused outreach program.



Summary of Division Budget

City Support Services Service Area

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	61,593,002	115,613,684	127,597,006	129,460,095	129,460,095
Miscellaneous	9,007,229	2,113,645	1,023,557	1,238,180	1,238,180
Total External Revenues	**70,600,231**	**117,727,329**	**128,620,563**	**130,698,275**	**130,698,275**
Internal Revenues					
General Fund Discretionary	2,775,071	4,068,201	4,221,787	4,801,059	4,801,059
General Fund Overhead	4,681,376	4,719,602	4,901,691	5,653,246	5,653,246
Fund Transfers - Revenue	0	0	0	150,000	150,000
Interagency Revenue	235,584	375,922	491,985	502,450	502,450
Total Internal Revenues	**7,692,031**	**9,163,725**	**9,615,463**	**11,106,755**	**11,106,755**
Beginning Fund Balance	22,958,693	31,873,968	29,966,157	32,086,133	32,086,133
Total Resources	**$101,250,955**	**$158,765,022**	**$168,202,183**	**$173,891,163**	**$173,891,163**
Requirements					
Bureau Expenditures					
Personnel Services	9,370,282	9,936,382	10,721,006	11,392,934	11,392,934
External Materials and Services	59,369,288	113,125,262	137,947,109	129,318,018	129,318,018
Internal Materials and Services	1,187,834	1,234,467	1,389,862	1,279,809	1,279,809
Total Bureau Expenditures	**69,927,404**	**124,296,111**	**150,057,977**	**141,990,761**	**141,990,761**
Fund Expenditures					
Debt Service	36,092	39,574	43,046	45,660	45,660
Contingency	0	0	17,779,764	31,567,788	31,567,788
Fund Transfers - Expense	287,136	318,157	321,396	286,954	286,954
Total Fund Expenditures	**323,228**	**357,731**	**18,144,206**	**31,900,402**	**31,900,402**
Ending Fund Balance	31,873,968	34,166,623	0	0	0
Total Requirements	**$102,124,600**	**$158,820,465**	**$168,202,183**	**$173,891,163**	**$173,891,163**

City Support Services Service Area

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	1.00	74,402	1.00	74,402	1.00	74,402
30000064	Accountant III	65,083	81,848	1.00	77,510	1.00	80,097	1.00	80,097
30003001	Accounting Supervisor	63,336	105,373	1.00	95,243	1.00	95,243	1.00	95,243
30003002	Administrative Specialist I	44,075	66,102	2.00	89,193	2.00	108,801	2.00	108,801
30003003	Administrative Specialist II	48,277	89,523	1.00	71,406	1.00	71,406	1.00	71,406
30003004	Administrative Specialist III	53,290	98,800	4.00	278,596	4.00	278,596	4.00	278,596
30003012	Business Systems Analyst III	69,805	126,318	1.00	98,904	1.00	98,904	1.00	98,904
30003035	Deputy Director II	92,851	162,490	1.00	83,418	1.00	154,003	1.00	154,003
30003038	Director II	130,478	208,770	1.00	178,194	1.00	178,194	1.00	178,194
30003055	Financial Analyst II	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003056	Financial Analyst III	69,805	126,318	1.00	125,736	1.00	125,736	1.00	125,736
30003063	Human Resources Analyst I	53,290	98,800	11.00	784,910	11.00	799,866	11.00	799,866
30003064	Human Resources Analyst II	63,336	105,373	16.00	1,333,432	16.00	1,341,697	16.00	1,341,697
30003065	Human Resources Analyst III	69,805	126,318	7.00	631,891	7.00	644,103	7.00	644,103
30003066	Human Resources Generalist	69,805	126,318	13.00	1,274,198	13.00	1,274,198	13.00	1,274,198
30003067	Human Resources Systems Specialist	53,290	98,800	7.00	548,045	7.00	569,295	7.00	569,295
30003081	Manager I	80,205	140,338	3.00	373,557	2.00	263,286	2.00	263,286
30003082	Manager II	92,851	162,490	5.00	658,777	5.00	658,777	5.00	658,777
30000011	Office Support Specialist I	34,091	48,714	1.00	48,714	1.00	48,714	1.00	48,714
30000012	Office Support Specialist II	37,461	53,789	1.00	45,627	1.00	48,979	1.00	48,979
30000013	Office Support Specialist III	47,902	63,482	2.00	102,898	1.00	56,956	1.00	56,956
30003103	Supervisor I - E	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003104	Supervisor II	69,805	126,318	1.00	125,736	1.00	125,736	1.00	125,736
TOTAL FULL-TIME POSITIONS				83.00	7,298,194	81.00	7,294,794	81.00	7,294,794
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30003063	Human Resources Analyst I	53,290	98,800	1.00	79,290	1.00	58,266	1.00	58,266
TOTAL LIMITED TERM POSITIONS				1.00	79,290	2.00	58,266	2.00	58,266
GRAND TOTAL				84.00	7,377,484	83.00	7,353,060	83.00	7,353,060

Bureau of Revenue and Financial Services

Overview

The Bureau of Revenue and Financial Services (BRFS) is comprised of seven divisions: Accounting, Debt Management, Grants Management, Procurement Services, Treasury, Risk Management, and Revenue. The Revenue Division collects approximately 49% of the City's General Fund revenue (excluding fund transfers and beginning balance).

Under the direction of the Chief Financial Officer (CFO), BRFS provides Citywide financial management services to City bureaus in addition to collecting City General Fund and other revenues that support a wide range of City programs and funding initiatives. BRFS serves as the SAP finance and logistics business process owner. In FY 2017-18, OMF's Risk Management Division was moved to the Bureau of Revenue and Financial Services.

In addition to the financial management services described above, BRFS, through its Chief Financial Officer, provides strategic financial advice to the City Council on a wide range of financial issues, with specific focus on long-term financial health, fiscal indicators, and sustainability.

Capital Summary

CIP Highlights

The Bureau of Revenue and Financial Services (BRFS) FY 2020-24 Capital Improvement Plan (CIP) includes $28.7 million in technology infrastructure investments over the five-year period starting in FY 2019-20. The CIP budget is estimated to exceed $10 million in FY 2019-20.

The most significant project in the CIP is the Integrated Tax System (ITS), which replaces the Revenue Division's aging tax administration systems with a single system that can administer existing and future tax programs, improves reliability of our technical support structure, allows the secure integration of federal tax information (FTI), and increases customer service levels to meet modern expectations for accessibility and self-service. The cost is expected to be $10 million in FY 2019-20 and a total of $20 to $30 million over approximately three to four years. The projected ITS expenses represent about 93% of the total financial need for the BRFS CIP.

Major Issues

The cost of the ITS represents the most significant issue in the BRFS Capital Improvement Project Plan. Additionally, the following major decisions will be required of the ITS project, which will have budgetary delivery impacts.

- Installation choice – The bureau can have either a hosted ITS or one that is installed fully on premises. It has yet to discern if the two choices present different overall total cost or benefit/risk to the City.
- Application support model – The bureau yet to determine if it will have vertical apps developers from the Bureau of Technology Services (BTS) embedded within the Business Solutions Division, or if it will rely on vendor developers. The bureau does not yet know the cost and benefit/risk associated with each option.
- Funding model – The bureau can either use benefits-based funding (vendor financed) or traditional funding (City financed). Benefits-based funding results in a 10-15% premium in total cost over traditional funding. Within traditional funding, BRFS has not determined its internal financing options and the costs or benefit/risk tied to those options.

The ITS project will also address or impact the following potential areas.

- Legislative – Future tax code modifications and new tax structures will be more easily configurable and maintainable within an off-the-shelf system.
- Service Delivery – Tax preparers and tax filers should see a significant improvement in service delivery.
- Environmental – There will be significant decreases in paper filings as Modernized eFile gains in adoption rates.
- Economic – With significant increases expected in compliance, revenue collection is expected to increase with the new ITS system.

Changes from Prior Year

FY 2019-20 is the first formal submission of a Capital Improvement Plan for BRFS.

Council Goals and Priorities

The The BRFS CIP maintains and improves the bureau's core information systems which are vital to Citywide revenue collection, procurement, accounting and financial reporting, debt management and treasury functions. In this regard, the CIP directly and indirectly supports Council's initiatives, goals, and objectives through the services and products it provides for other City bureaus.

Economic health and growth is a Council priority, and BRFS's programs streamline financial reporting, evaluate equity of public services, increase City General Fund revenues, and reduce social, economic and environmental losses from hazards. BRFS also uses its software to build a more mobile, accessible, reliable, efficient, and consolidated technology infrastructure to reduce administrative workload on bureaus with a specific focus on streamlining business processes. BRFS utilizes procurement to acquire goods and services for the City while promoting a healthy regional economy by efficiently completing bidding cycles, assuring equitable use of contracting dollars, and assuring timely payments to contractors and vendors. Planned and budgeted procurement practices that are fair, efficient, effective and accountable meet both Council and City priorities while helping to maintain a robust and modern infrastructure for the good of the public.

Criteria

To the extent possible, BRFS sets aside resources for the maintenance and replacement of existing technology assets. The bureau has been successful in doing so for all but one project in its CIP – the Integrated Tax System. The cost of this project represents 93% of the entire five-year CIP resource need.

Capital Planning and Budgeting

Capital Planning Process

The inaugural BRFS CIP was compiled through the initiative of the CFO working with division managers and OMF analysts to identify, record, and project present and future capital projects. Working with the CFO, BRFS managers identified all current and future capital projects as well as possible funding sources. Program managers documented project descriptions, key benefits, alignment with critical business needs and various goals and strategies, five-year financial forecasts, and estimated five years of ongoing maintenance impact.

Connection to Plans

The BRFS CIP connects to the Comprehensive Plan by supporting the City's tax revenue collections to keep pace with residential demand for municipal services. It also improves economic resilience through future-modeling software, consolidated and modernized revenue collection, and an equitable procurement process. Software assets also support bureaus in their community-facing work such as providing housing and maintaining public facilities and services. The BRFS CIP also connects to the Office of Management and Finance (OMF) Strategic Plan via the adoption of 21st century business solutions. It maximizes revenue collection to meet the needs of residents, adopts new shared technology platforms, and reduces administrative workload on bureaus by streamlining business processes.

Financial Forecast Overview

BRFS has limited resources to fund new capital projects and has strategically used one-time savings to fund CIP projects. Besides ITS, BRFS expects that ongoing maintenance costs will be covered within existing operating budgets without increasing interagency rates above inflation. Besides ITS, the methodology used to determine the net financial impact of projects are high confidence because of existing contracts set up with vendors. See 'Major Issues" above for a summary of challenges facing ITS cost projections for implementation and maintenance.

Asset Management and Replacement Plan

BRFS currently uses several software tools whose costs are supported by the General Fund and interagency agreements. BRFS has also established a technology replacement within BTS for CIP projects using one-time budget savings. Aside from the ITS project, ongoing maintenance costs are generally low for software subscription services, though more options need to be explored to fund maintenance and upgrades to Procurement's recent software upgrades. As more systems move to the cloud, financial costs for maintenance and customer support go down. See 'Major Issues" above for a summary of challenges facing ITS implementation and maintenance.

Capital Programs and Projects

Capital Program Descriptions

BRFS does not have a comprehensive capital program, but individual projects that produce division deliverables and support other City bureau needs. See the 'Major Projects" section below for more information on current projects.

Funding Sources

Funding sources for the BRFS CIP include general fund discretionary, interagency agreements, City investment pool earnings and draws upon the technology replacement set aside.

Major Projects

CAFR Software Replacement: This software is used to compile the City's annual Comprehensive Annual Financial Report (CAFR). The software receives data from SAP and organizes into the required format for governmental fund accounting. This tool ensures timely financial reporting and helps the City to maintain its AAA credit rating. This project will be implemented in FY 2018-19 and may be replaced in FY 2023-24.

DBC: This software is Debt Management's primary bond modeling and debt analysis tool. It provides automated debt sizing and streamlines analysis for debt decision making. Since many of the City's capital projects are funded by debt financings, this software is critical to the capital planning and execution of debt financing in the City.

GovInvest: This actuarial modeling and visualization software is used by CBO, BHR, PFDR, and BRFS to analyze the City's pension and other-post-employment benefits (OPEB) liabilities. Since the City has significant long-term obligations for pension liabilities (FPDR) and OPEB, it is critical that financial analysts have tools to conduct real-time analysis on these liabilities and present their findings to policy makers.

Procurement Services Technology Update Project: These software programs relate to vendor registration, bidding, and compliance tracking including DMWESB compliance. The new programs overcome significant limitations of previous programs, resulting in major business process efficiencies. A critical need for the necessary tools and reporting capability to provide contracting data to its customers and the public in a timely manner has been realized.

Net Operating and Maintenance Costs

It is too early in the ITS project to describe methodology, but for subscription-based software systems, operating and maintenance costs are established in conjunction with the vendor. Aside from the ITS project, future impact of operating and maintenance costs on revenue sources is projected to be minimal given that these costs are included within ongoing operations budgets.

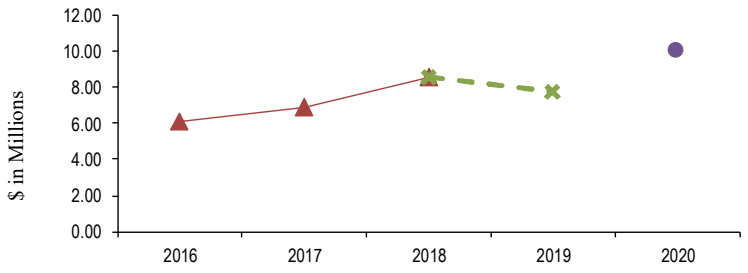
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Business License Tax Gap â€“ estimated difference between business taxes paid/owed (in millions)	$6.88	$8.55	$7.81	$10.00	$5.00
Cost per dollar collected by Revenue division (all programs)	$0.02	$0.02	$0.02	$0.03	$0.02
Change in the cost of fleet liability claims over the prior four years	0%	-3%	5%	4%	0%
Change in the cost of general liability claims over the prior four-year average	2%	-51%	5%	7%	0%
Change in the cost of workers compensation claims over the prior four years	2%	-16%	5%	4%	0%
OUTCOME					
Cycle-time for Construction request for proposals process	0	NA	0	300	300
Cycle-time for construction invitation to bid process	0	NA	0	160	160
Cycle-time for Goods and Services request for proposals process	0	NA	0	300	300
Cycle-time for Goods and Services invitation to bid process	0	NA	0	106	106
Citys unlimited tax General Obligation bond rating (1=Aaa)	1	1	1	1	1
Cycle-time for Design Services requests	0	NA	0	240	240
Number of CAFR review audit deficiency comments from external auditors	0	NA	1	0	0
Investment portfolio yield - % of benchmark	114%	82%	100%	90%	100%
Percentage of all subcontract dollars awarded to Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	43%	51%	30%	3,000%	3,000%
Percentage of minority and women hours worked on City construction contracts	27%	24%	27%	27%	27%
OUTPUT					
Number of prime contracts awarded to Minority, Women, and Emerging Small Businesses contractors	277	242	277	242	277
WORKLOAD					
Number of days CAFR is completed after fiscal year end	135	124	135	120	120

Performance Measures

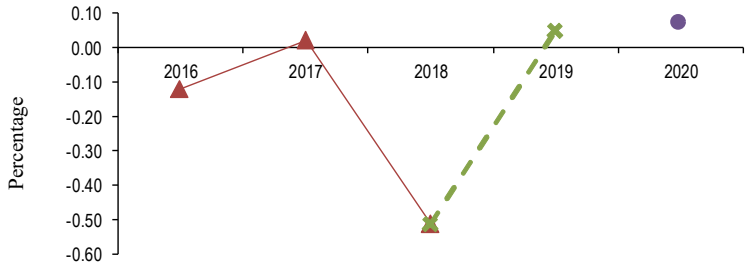
Business License Tax Gap - Estimated Difference Between Business Taxes Paid/Owed (in millions)

The FY 2018-19 base budget could cause the Tax Gap to go as high as $9.02. If the Tax Collection and IRS-FTI add packages are approved, the Tax Gap would be lower by the increased revenue from these packages of approximately $1.5 million or more.< >< >



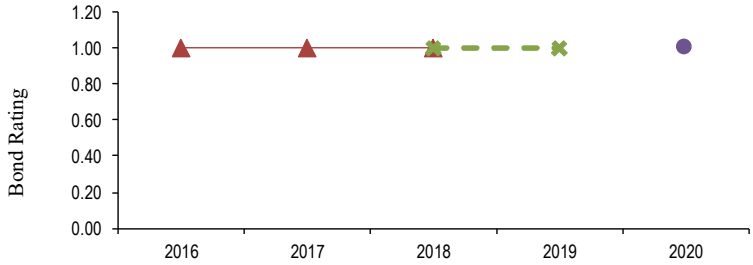
Change in the Cost of General Liability Claims Over the Prior Four Years

Incurred claims costs are subject to fluctuation year over year and are difficult to forecast. Upward pressure on medical and property claims, uncertainty in the health care markets, local inflation rates, and rapid growth of the City are contributing factors. < >



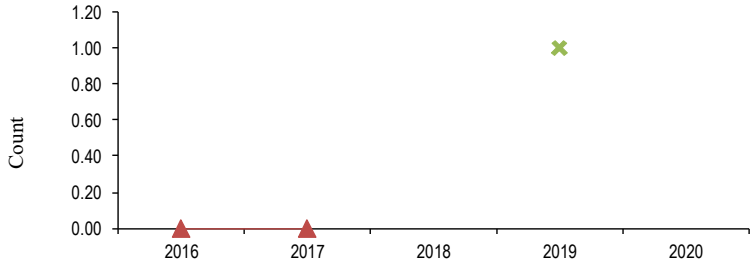
City's Unlimited Tax General Obligation Bond Rating (1=Aaa)

The City continues to maintain the highest Aaa bond rating.



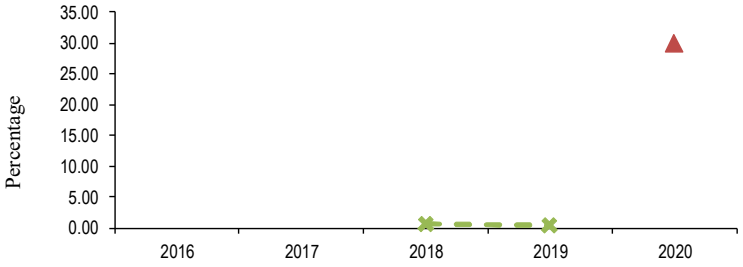
Number of CAFR Review Audit Deficiency Comments from External Auditors

Zero audit deficiency comments is the ultimate goal, as it indicates the City is following best practices and has controls in place over financial processes and systems. FY 2018-19 may result in one or more audit findings due to an inability to implement GASB standards in a timely fashion.



Percentage of All Subcontracting Dollars Awarded to MWESB Subcontractors

City council initiatives focus on growing capacity of DMWESB firms and increasing the workforce available for City projects. Spending on Certified DMWESB firms will continue to grow even as the overall construction infrastructure costs increase over the next five years.< >< >< >



City Support Services Service Area

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Taxes	30,403,126	35,256,314	38,336,000	36,166,000	36,166,000
Miscellaneous Fund Allocations	0	0	(5,146,112)	0	0
Licenses & Permits	5,452,767	5,641,039	6,400,360	6,236,066	7,536,066
Charges for Services	134,343	197,651	230,500	1,686,800	1,686,800
Intergovernmental	2,351,617	2,408,004	1,958,099	1,844,274	1,844,274
Bond & Note	8,000,000	10,000,000	0	14,641,625	14,641,625
Miscellaneous	1,851,625	2,139,313	2,660,350	10,045,260	10,046,260
Total External Revenues	**48,193,478**	**55,642,320**	**44,439,197**	**70,620,025**	**71,921,025**
Internal Revenues					
General Fund Discretionary	10,364,642	9,807,637	9,794,372	20,942,565	20,942,565
General Fund Overhead	4,768,042	4,879,419	5,076,012	4,299,628	4,299,628
Interagency Revenue	20,884,730	21,812,951	20,987,580	23,467,833	23,743,293
Total Internal Revenues	**36,017,414**	**36,500,007**	**35,857,964**	**48,710,026**	**48,985,486**
Beginning Fund Balance	8,083,711	9,308,525	69,114,503	73,368,842	73,368,842
Total Resources	**$92,294,603**	**$101,450,853**	**$149,411,664**	**$192,698,893**	**$194,275,353**
Requirements					
Bureau Expenditures					
Personnel Services	18,374,548	18,897,401	19,788,512	26,429,990	26,565,450
External Materials and Services	44,648,741	47,507,183	54,819,270	63,488,857	64,895,057
Internal Materials and Services	9,068,955	9,715,398	8,387,290	10,969,806	11,013,850
Total Bureau Expenditures	**72,092,244**	**76,119,982**	**82,995,072**	**100,888,653**	**102,474,357**
Fund Expenditures					
Debt Service	46,180	47,889	10,196,880	7,037,349	7,037,349
Contingency	0	0	55,819,199	55,974,003	55,964,759
Fund Transfers - Expense	439,793	370,482	400,513	13,298,888	13,298,888
Debt Service Reserves	0	0	0	15,500,000	15,500,000
Total Fund Expenditures	**485,973**	**418,371**	**66,416,592**	**91,810,240**	**91,800,996**
Ending Fund Balance	9,308,525	12,574,484	0	0	0
Total Requirements	**$81,886,742**	**$89,112,837**	**$149,411,664**	**$192,698,893**	**$194,275,353**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	2.00	148,803	2.00	148,803	2.00	148,803
30000064	Accountant III	65,083	81,848	10.00	770,231	10.00	789,724	10.00	789,724
30002283	Accountant IV	69,971	88,005	3.00	240,573	3.00	246,157	3.00	246,157
30003001	Accounting Supervisor	63,336	105,373	2.00	177,600	2.00	177,600	2.00	177,600
30000061	Accounting Technician	37,461	53,789	2.00	91,250	2.00	93,964	2.00	93,964
30003003	Administrative Specialist II	48,277	89,523	5.00	378,550	5.00	378,550	5.00	378,550
30003006	Analyst I	53,290	98,800	8.00	679,202	8.00	679,202	8.00	679,202
30003007	Analyst II	63,336	105,373	8.00	688,871	9.00	787,053	9.00	787,053
30003201	Auditor - Administrative Specialist II	48,277	89,523	0.00	0	1.00	75,525	1.00	75,525
30003214	Auditor - Coordinator III	63,336	105,373	0.00	0	1.00	98,904	1.00	98,904
30003220	Auditor - Financial Analyst III	69,805	126,318	0.00	0	1.00	98,062	1.00	98,062
30003010	Business Systems Analyst I	53,290	98,800	1.00	75,067	1.00	75,067	1.00	75,067
30003011	Business Systems Analyst II	63,336	105,373	1.00	84,354	2.00	168,709	2.00	168,709
30003012	Business Systems Analyst III	69,805	126,318	1.00	98,904	1.00	98,904	1.00	98,904
30003023	City Treasurer	92,851	162,490	1.00	152,256	1.00	152,256	1.00	152,256
30000066	Claims Technician	49,358	65,437	2.00	127,752	2.00	130,874	2.00	130,874
30000065	Claims Technician, Assistant	38,314	55,245	1.00	44,613	1.00	47,071	1.00	47,071
30003026	Controller	92,851	162,490	1.00	152,256	1.00	152,256	1.00	152,256
30003027	Coordinator I - NE	48,277	89,523	2.00	158,996	3.00	227,896	3.00	227,896
30003028	Coordinator II	53,290	98,800	5.00	456,455	5.00	466,742	5.00	466,742
30003029	Coordinator III	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003031	Debt Manager	80,205	140,338	1.00	116,789	1.00	130,645	1.00	130,645
30003038	Director II	130,478	208,770	1.00	178,194	1.00	178,194	1.00	178,194
30003054	Financial Analyst I	53,290	98,800	8.00	653,847	8.00	653,847	8.00	653,847
30003055	Financial Analyst II	63,336	105,373	3.00	283,421	3.00	283,421	3.00	283,421
30003056	Financial Analyst III	69,805	126,318	3.00	343,534	3.00	343,534	3.00	343,534
30003073	Investment Officer	80,205	140,338	1.00	125,736	1.00	125,736	1.00	125,736
30000452	Management Analyst, Sr	74,090	98,904	0.00	0	1.00	74,090	1.00	74,090
30003081	Manager I	80,205	140,338	2.00	187,491	2.00	222,768	2.00	222,768
30003082	Manager II	92,851	162,490	2.00	212,972	2.00	212,972	2.00	212,972
30003083	Manager III	111,696	189,842	2.00	306,446	2.00	306,446	2.00	306,446
30000013	Office Support Specialist III	47,902	63,482	2.00	103,101	2.00	108,080	2.00	108,080
30000059	Procurement Specialist	58,136	73,195	4.00	261,139	5.00	336,349	5.00	336,349
30000058	Procurement Specialist, Assistant	52,686	61,006	5.00	269,409	5.00	285,127	5.00	285,127
30000060	Procurement Specialist, Sr	68,453	88,837	6.00	482,864	10.00	837,477	10.00	837,477
30000190	Regulatory Program Administrator	72,280	89,398	1.00	50,651	1.00	76,787	1.00	76,787
30000191	Revenue & Tax Specialist I	40,186	53,789	3.00	147,763	3.00	150,145	3.00	150,145
30000192	Revenue & Tax Specialist II	48,090	59,405	12.00	667,719	12.00	696,613	12.00	696,613
30000193	Revenue & Tax Specialist III	50,274	66,581	6.00	317,949	6.00	333,289	6.00	333,289
30000194	Revenue & Tax Specialist IV	54,600	71,011	10.90	704,469	10.00	682,765	10.00	682,765
30000196	Revenue & Tax Specialist V	58,885	76,294	5.00	339,815	6.00	425,161	6.00	425,161
30000404	Revenue Auditor	67,142	89,523	3.90	300,413	3.00	252,013	3.00	252,013
30000405	Revenue Auditor, Sr	74,090	98,904	3.00	279,531	3.00	283,587	3.00	283,587
30003098	Risk Manager	91,728	152,277	1.00	82,483	1.00	152,277	1.00	152,277
30003099	Risk Specialist I	53,290	98,800	2.00	158,642	2.00	158,642	2.00	158,642
30003100	Risk Specialist II	63,336	105,373	2.00	184,559	2.00	184,559	2.00	184,559
30003101	Risk Specialist III	69,805	126,318	3.00	348,026	4.00	446,842	4.00	446,842
30003103	Supervisor I - E	63,336	105,373	1.00	94,058	1.00	94,058	1.00	94,058
30003104	Supervisor II	69,805	126,318	8.00	747,729	10.00	946,448	10.00	946,448
TOTAL FULL-TIME POSITIONS				157.80	12,573,388	172.00	14,174,094	172.00	14,174,094

City Support Services Service Area

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000194	Revenue & Tax Specialist IV	54,600	71,011	0.00	0	0.90	63,910	0.90	63,910
30000404	Revenue Auditor	67,142	89,523	0.00	0	0.90	68,890	0.90	68,890
TOTAL PART-TIME POSITIONS				0.00	0	1.80	132,800	1.80	132,800
30003003	Administrative Specialist II	48,277	89,523	0.00	0	1.00	68,900	1.00	68,900
30003006	Analyst I	53,290	98,800	0.00	0	5.00	380,224	5.00	380,224
30003007	Analyst II	63,336	105,373	1.00	98,904	1.00	84,354	1.00	84,354
30003010	Business Systems Analyst I	53,290	98,800	0.00	0	2.00	152,090	2.00	152,090
30003011	Business Systems Analyst II	63,336	105,373	3.00	259,002	2.00	168,709	2.00	168,709
30003012	Business Systems Analyst III	69,805	126,318	1.00	116,938	2.00	196,123	2.00	196,123
30003030	Coordinator IV	69,805	126,318	0.00	0	1.00	98,062	1.00	98,062
30000193	Revenue & Tax Specialist III	50,274	66,581	1.00	50,274	1.00	56,170	1.00	56,170
30000194	Revenue & Tax Specialist IV	54,600	71,011	2.00	85,055	2.00	118,394	2.00	118,394
30000196	Revenue & Tax Specialist V	58,885	76,294	1.00	76,294	1.00	76,294	1.00	76,294
30003108	Technology Capital Project Manager	91,728	152,277	0.00	0	1.00	122,002	1.00	122,002
TOTAL LIMITED TERM POSITIONS				9.00	686,467	19.00	1,521,322	19.00	1,521,322
GRAND TOTAL				166.80	13,259,855	192.80	15,828,216	192.80	15,828,216

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 2019-20, BTS's focus will be delivering core services, while leveraging emerging technologies through its work with the Technology Executive Steering Committee (TESC). This is the first year of an annual workplan focusing on the core enterprise projects, which are supported by the TESC and stakeholders.

Printing and Distribution (P&D), a division within BTS, is responsible for all City printing, mailing, photocopiers, and the management of said equipment. P&D works with bureaus to streamline their communication budgets and allow them to focus on their core missions. It manages the City's sustainable paper policy with Procurement to ensure proper paper purchasing. This year P&D will work very closely with other BTS divisions to ensure a successful implementation of the new Print Management System into the completed Portland Building. P&D was moved to BTS in FY 2017-18. The following describes program offers within BTS.

Office of the Chief Technology Officer & Administration - The Office of the Chief Technology Officer (CTO) & Administration plans, organizes, integrates, and directs the organization, financial management, administration, personnel, technology service delivery, and bureau operations.

Business Solutions develops and supports corporate-wide and bureau-specific business applications and services, and advances e-government and e-commerce initiatives that addresses both internal and public needs.

Communications maintains large telecommunications, video surveillance, and network environments, along with radios and other electronic equipment.

Enterprise Business Solution (EBS) 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.

Customer Relations & Enterprise Architecture works with customers to identify business requirements to develop solutions and service level agreements aligned with their business needs. Responsible for Citywide Information Technology (IT) strategic planning, activities, and technology roadmaps.

Information Security ensures the confidentiality, integrity, and availability of all City data and communications systems and assets.

P&D provides low-cost, sustainable, and centralized reproduction and mailing services to the City, other agencies, and the public. P&D also ensures the City's printing and mailing standards are followed on all projects.

Public Safety Technology maintains a robust public safety radio and emergency dispatch system, supports application development and maintenance, and provides quality dispatch, radio, infrastructure, and field support to the City's public safety bureaus.

Production Services maintains the City's data center facilities, supports the City's server, email, storage and backup infrastructure, and effectively maintains the infrastructure of the City's mission critical technology systems.

Project Management Office delivers effective and consistent bureau-wide project management practices for all disciplines of technology services provided by each BTS program.

Support Center acts as the first point of contact for the majority of customer information technology support needs, as well as implements and manages effective tracking systems and tools.

Capital Summary

CIP Highlights

Technology Services has 38 planned CIPs and Operating Projects for FY 2019-20. Major projects include the Portland Oregon Website Replacement (POWR) project, the IRNE Fiber Expansion program, and SAP HANA Migration. In addition, the BTS Information Security team will continue work on a Firewall Refresh operating project, improving the security of services such as SAP and ensuring continuing compliance with Payment Card Industry (PCI) requirements. Expected FY 2019-20 CIP costs total just over $10,100,000, and additional operating projects bring the total budget to approximately $12,600,000.

Major Issues

Funding Bureau of Technology Services Projects

BTS has some major maintenance funding available in its budget to cover capital projects, however, those funds are frequently insufficient to meet all CIP financial demands and operating projects. Any unsupported costs must be covered by technology reserves. Reserves are only available if BTS underspends its budget, receives additional revenue from increased customer demand for service, or finds savings through efficiencies. Bureau budget reductions will reduce savings and lower revenues, making it more difficult to set aside funds for projects. In addition to project costs, many of these projects have ongoing operating expenses. While BTS might be able to fund some of the project costs, it will have to look to others for ongoing funding assistance for ongoing costs of customer-driven projects.

Critical Technology Recovery in a Disaster

The City relies extensively on technology to provide critical services to the public. A large-scale natural or human-caused disaster can result in catastrophic destruction of numerous technology systems that are essential for the City's ongoing operation. 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 local disaster could result in complete loss of critical technology assets which would take months to restore. BTS has partially addressed this concern through the Data Center Move project and is working on completing additional safety measures by securing other data centers.

Serving the Community

Replacing the existing Portlandoregon.gov website with a Drupal (open source) framework will improve flexibility and scalability while providing options for new technology integration. This allows for more effective management and sharing of digital assets (images, videos) while improving site security and accessibility.

Leveraging SAP

SAP's future roadmap is based on utilizing a digital core that seamlessly integrates with best-of-breed SAP products and partners. This initiative aligns with the strategic roadmap for the City of Portland to make the best use of the City's existing investment in SAP by moving forward with technology that enables several benefits, including lower ownership cost, enhanced interface, and improved reporting capabilities.

Changes from Prior Year

BTS has several multi-year major projects concluding in FY 2018-19 and some new projects beginning in FY 2019-20.

In the Communications program, the IRNE Voice System Technology Refresh project is expected to be completed during FY 2018-19. This project has upgraded the City's telecommunications platform to provide a metro-wide communications refresh for all City locations. Two major projects starting in FY 2019-20 are the IRNE Fiber Expansion Program, budgeted at $1,250,000 with an estimated total project expense of $6,250,000, and the I-Net Capital Improvement Project budgeted at $500,000.

In the Production Services program, BTS will complete the three-year Data Center Move project. This project has established a primary secure data center site outside of the Portland metro area. While the completion of the Data Center Move project provides the City with a secure primary data center, the City is still somewhat susceptible in the event of a disaster. The FY 2019-20 budget addresses two additional data center needs. BTS will begin an $873,000 project to continue developing the Secondary Data Center in Colorado and will also begin a $1.3 million project to make necessary upgrades to the Public Safety Data Center.

In the EBS program, BTS expects to complete the Success Factors On-boarding & Performance Management project during FY 2018-19. This project brings Human Resources an on-boarding solution that enhances and streamlines the user experience for new City employees. This project includes connecting new employees to their new team members, online forms and signatures, task lists, assignment of required training, and many other features. A new project for EBS in FY 2019-20 will be an SAP Suite on HANA. This $2.2 million two-year project upgrades SAP and equips the City with SAP's S/4 HANA, a digital core for seamless integration for all SAP products.

Council Goals and Priorities

The bureau's CIP indirectly supports Council goals of ensuring a safe and peaceful community through Public Safety & Technology, Information Security, Production Services, and Communications projects that provide support, backup safety systems, data security, and enhanced emergency communications systems.

Criteria

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, Enterprise Business Solutions, and Public Safety Technology. Priority was given to essential core services, 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.

Capital Planning and Budgeting

Capital Planning Process

The BTS programs responsible for CIPs identified their projects and reasons for inclusion in the budget and submitted them to a management review group for approval and coordination. Priority was given to items that supported the clear business needs of BTS and its customers. BTS also reviewed its capital improvement projects with the City's Technology Customer Stakeholder Committee, which shares budget proposals with customer technology liaisons and financial staff, and elicited feedback to assure that planned projects meet desired needs.

Since BTS is responsible for the City's information technology and communications infrastructure, primary coordination opportunities exist in maintaining a secure, robust infrastructure to maintain business continuity in the event of a disaster.

City Comprehensive Plan

Technology Services supports the City's Comprehensive Plan both directly and indirectly. A guiding principle of the plan includes Economic Prosperity. BTS helps bureaus achieve economic prosperity by striving to provide state-of-the-art technology through its capital programs so that bureaus can then use that functionality to further their own goals of providing outstanding services to the community. Equity, another plan guiding principle, is indirectly part of Technology Service's capital program through its hiring, personnel, management policies, and daily focus and awareness on equity in the bureau's work. Lastly, the plan's guiding principle of Resilience can be seen throughout the BTS capital programs through the many Information Security projects that protect these systems and assure their operation.

Financial Forecast Overview

Most of the funding for Technology Services projects comes from a combination of major maintenance reserves, major maintenance funding through interagency rates, and technology reserves. Some of these funds are dedicated to specific BTS programs, while others are made available to the general fund. The EBS program has major maintenance reserves and major maintenance funding through interagency rates so it can sufficiently cover the cost of its capital projects. Communications, Production Services, Information Security, and Public Safety Technology all have major maintenance funding through interagency rates. These funds cover some of the project expenses, with the balance coming from technology reserves. The remaining BTS programs rely on technology reserves to cover costs.

The financial impact of projects on BTS operations depends on its ability to set aside technology reserves to fund projects. As previously stated, those reserves are only made available through underspending or through earning additional unplanned revenue. BTS is better able to do that when the City, and specifically customer bureaus, are in a position to add or maintain funding in their budgets to cover ongoing costs for maintaining existing inventories and requested services. When customer bureaus are put in a position of having to make reductions, those reductions directly impact BTS operations by limiting their ability to generate technology reserves for CIPs.

Asset Management and Replacement Plan

Given the nature of technology and how fast the technology landscape is evolving, it is difficult to project what Technology Services project funding needs will be beyond three years. However, BTS can use the current year's budget and the project budget for the next three years to get an approximation of annual funding needs. The current year's budget totals more than $17,000,000, but should be adjusted for the Data Center Project, a one-time customer funded project. The FY 2019-20 project budget totals $12,600,000, followed by estimates of $8,000,000 for the following two years. This data indicates that about

$10,000,000 is needed annually to fund BTS projects. About 80% of that funding is needed to cover capital projects with the balance needed for operating projects. Existing funding sources are reserves and rate funding. Ongoing, sustainable, and reliable funding sources are only from rates. Currently those total slightly less than $3 million annually. Asset management and replacement plans are reviewed annually by program and bureau management as part of the CIP process. In the event the bureau anticipates a major project is needed and sufficient funding will not be available, it will work directly with the customers, the CBO, and Council to establish a funding source. Examples of this include the Radio Replacement Project and Data Center Move.

Capital Programs and Projects

Capital Program Descriptions

Rather than a bureau-specific capital program, BTS has Citywide programs that incorporate capital project planning and analysis as part of their core responsibilities. The goals for all BTS programs are to maintain existing assets, regularly upgrade assets to keep them current with industry standards, expand the use of assets where they can better meet the needs of City bureaus, and anticipate where asset replacements and new purchases will be needed. One of the challenges for BTS is completing planned projects. The bureau maintains a staffing level sufficient to carry out daily operations that allows it to provide efficient, effective, and timely customer service. Adding various projects to that workload compounds employees' responsibilities and necessitates having to reallocate limited time. The following are the CIP budgets for each of the bureau programs: Communications ($5,079,300); Production Services ($1,261,200); Support Center ($944,600); Business Solutions ($489,700); Public Safety Technology ($100,000); EBS ($2,240,504).

Funding Sources

Funding sources for the bureau include major maintenance reserves, technology reserves, and rate funding. The EBS program receives rate funding for projects and holds funds as major maintenance reserves until they are needed. Some of the other programs also receive rate funding, but those funds are always spent the year they are received. Technology reserves represent funds that are made available at year-end from underspending expenses or collecting more than anticipated in revenues. When EBS became part of BTS in FY 2016-17, it came with a major maintenance reserves fund. Those reserves have been identified and budgeted separately in a contingency account in the BTS fund and will be held specifically for EBS projects.

Major Projects

Data Center Move, Secondary Data Center, and Public Safety Data Center: This project has been successfully completed, and an off-site data center has been established. This project was scheduled to conclude during FY 2018-19. The FY 2019-20 Production Services budget includes two Data Center Move related projects. The Secondary Data Center in Colorado is not yet completed. Funds have been appropriated to continue work on that site, and completion is expected sometime in FY 2020-21. BTS will also begin work on the Public Safety Data Center, which is expected to be a three-year project costing a total of $1,304,250.

Enterprise Asset Management Pilot: For the last few years EBS has budgeted funds for the Enterprise Asset Management Pilot project. That project is being scheduled for FY 2021-22, pending the completion of the upgrade to Suite on HANA.

SAP Suite on HANA: EBS is upgrading the SAP system to Suite on HANA. Moving to this system will set the City up for success in the future with SAP S/4 HANA, the digital core for seamless integration for all SAP products. This will allow EBS to address several key business needs: a more modern interface on desktops, tablets, and mobile devices, increased throughput (faster processing), and improved analytics including real time reporting.

IRNE Fiber Expansion Program: The IRNE Fiber Expansion Program will construct a new fiber optic network for the City. This new network will prepare the City for 5G (5th generation) and the need for significant bandwidth required for Smart Cities and all digital initiatives. Key benefits to the new network include: the ability to control the costs and scalability of the fiber optic network, rate generation from participating members, affordability of digital services like Smart City devices and FirstNet Public Safety applications, and affordable and available internet access that will help address equity issues in schools and libraries.

IRNE Network Technology Refresh: This ongoing project, also known as the IRNE I-Net Transport Network Core Upgrade, continues to provide capital and lifecycle improvements to the existing IRNE core infrastructure. One of the challenges the Communications program must meet is shaping and managing data traffic. Current data traffic growth, especially in Smart-City initiatives with video cameras, is adding volumes of traffic to the network. This project is helping Communications engineer for this growth.

Firewall Technology Refresh: BTS supports a complex array of firewalls that are currently in a lifecycle replacement refresh. A refresh had previously been suspended for the past two years, yielding to higher priority Network Team initiatives related to the Portland Building Move and the Data Center Relocation. BTS is replacing these firewalls with next generation standards while deploying additional security enhancements to ensure City networks meet security due care and diligence requirements, including compliance requirements for Payment Card Industry (PCI), Personally Identifiable Information (PII), and Protected Health Information (PHI – HIPAA).

City Website Replacement: BTS continues work on replacing the existing Portlandoregon.gov website with a Drupal (open source) framework to improve flexibility and scalability while providing options for new technology integration. This will allow for more effective management and sharing of digital assets (images, videos) while improving site security and accessibility. The anticipated completion of the project is in FY 2021-22.

Cherwell Capability Expansion (ITSM Refresh): Information Technology Service Management (ITSM) is the collection of activities that BTS performs to receive requests and deliver information technology services to its customers. Currently, Cherwell is the City's ITSM solution. Ad hoc enhancements have been made to Cherwell meeting specific service management needs over time, but there has not been a coordinated effort to design and implement a more thoughtful enterprise solution. This project is currently underway and BTS is making improvements to meet industry best practices in implementation and management of quality IT services. This is a multi-year project with expenses projected through FY 2023-24.

Net Operating and Maintenance Costs

Completion of the CIP and Operating Projects in the BTS Five-Year Plan will result in an increase to ongoing operations and maintenance expenses of more than $1,000,000 annually. This is only a preliminary estimate as project and bureau managers are currently reviewing each project to more accurately estimate operating expense changes. In some cases, refresh projects will result in no material change to current maintenance and support costs. Other projects are enhancing or expanding systems either at the request of customers or to meet increased customer and City needs. Increasing a system's capacity comes with added maintenance costs. Specific examples of these cost increases include:

- IRNE Fiber Expansion Program - The City is constructing a new fiber optic network. Constructing and expanding the network brings additional support costs for maintenance. Those costs include troubleshooting and repair, additional feasibility studies for new or shared builds, project management, and e-rate submissions. At this time estimated ongoing operating and maintenance costs are $300,000 annually.
- Portland Oregon Website Replacement (POWR) – This project is developing a new website for the City of Portland. The new website will be community-oriented where services are easier to find, access, and understand. The site will be easily searchable, fast, efficient, and secure. Providing and maintaining this service requires ongoing operating and maintenance expenses estimated to be about $100,000 annually.
- SAN Storage Expansion – This project provides for lifecycle replacement and increased capacity of centralized storage and enterprise backup, to meet demands from projects and data growth. Ongoing operating and maintenance costs total $150,000 annually.

BTS does not have the capacity within its current budget structure and interagency rates to absorb these additional ongoing expenses. If City bureaus agree there is a need for these additional services, they will also have to accept that their interagency rates will need to increase beyond inflation to cover the ongoing costs.

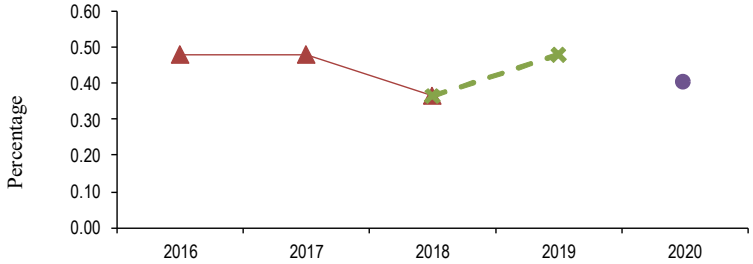
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Pieces of US mail processed per distribution employee	0	NA	0	1,200,000	0
Service Requests per FTE	2,702	2,365	2,700	2,300	2,700
Average number of days a SAP Helpdesk customer ticket is open	11.00	8.70	9.75	9.00	NA
Basic Copy Center rate as a percentage of private sector rate	48%	37%	48%	40%	48%
Percentage of calls answered within 20 seconds	63.00%	80.10%	52.00%	100.00%	80.00%
OUTCOME					
Citywide Technology Leadership Rating (per customer survey, 1-5 scale)	2.60	3.03	2.70	3.00	4.00
Customer service satisfaction rating number (scale 1 to 5)	4.93	2.70	NA	3.00	NA
Help Desk satisfaction rating (scale 1 to 5)	4.90	4.91	3.00	5.00	4.75
Percentage of customers rating project management service provided as excellent	75%	NA	70%	100%	75%
Percentage of black and white impressions of program totals	0%	NA	0%	71%	0%
First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	71.00%	69.50%	48.00%	100.00%	80.00%
OUTPUT					
Number of days elapsed from ordering a new desktop PC to installation	4	4	5	4	3
Percentage of computers (workstations and servers) able to accept security patching	97%	99%	97%	100%	99%
Percentage of Service Requests shipped on time	99%	100%	99%	99%	100%
Mobile Report Entry (MRE) availability (excluding scheduled maintenance)	100%	100%	100%	100%	100%
Percentage of mission critical production system availability for SAP	100.00%	99.98%	99.96%	100.00%	99.96%
Percentage of public safety system availability - Bureau of Emergency Communications	100.00%	99.99%	99.99%	100.00%	99.99%
Percentage of time radio system operated without failure	100.00%	99.96%	99.99%	100.00%	99.99%
Percentage Internet availability	100.00%	100.00%	99.99%	100.00%	99.99%
Percentage availability of network excluding scheduled maintenance	100.00%	100.00%	99.99%	100.00%	99.96%
Portlandoregon.gov uptime percentage	100.00%	99.99%	99.99%	100.00%	99.99%
PortlandMaps.com uptime percentage	100.00%	99.99%	99.99%	100.00%	99.99%
Public Safety systems availability - Police (excluding scheduled maintenance)	100.00%	99.99%	99.99%	100.00%	99.99%
Percentage of mission critical production system availability for Cayenta	100.00%	99.97%	99.97%	100.00%	99.97%
Percentage of email availability excluding scheduled maintenance	100.00%	99.99%	99.90%	100.00%	99.90%
Percentage uptime for phone switch	100.00%	100.00%	99.99%	100.00%	100.00%

Performance Measures

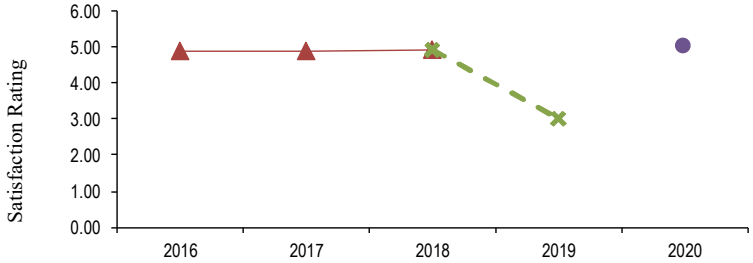
Basic Copy Center Rate as a Percentage of Private Sector Rate

In FY 2019-20, P&D basic copy center rate anticipates a rate equivalent to 40% of the private sector rate.



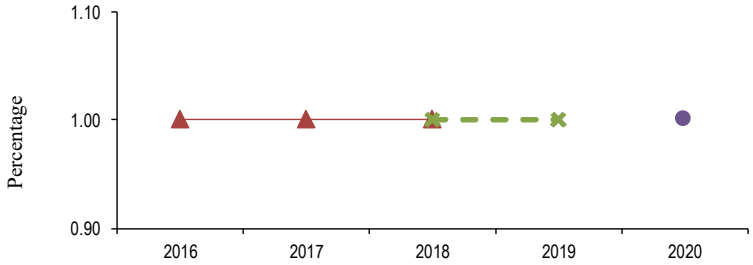
Help Desk Satisfaction Rating (scale 1 to 5)

A random sample of BTS customers rate five questions which are averaged to provide a final satisfaction score. Rating scale is between 1 and 5, with 5 indicating the best performance. A HelpDesk reduction will cause a lower satisfaction rate. There is no widely accepted industry standard the measurement of customer satisfaction.



Percentage Availability of Network (Excluding Scheduled Maintenance)

This performance measure tracks the availability of City network service and captures an industry standard measure. A higher value indicates better performance. Desired trend is maintaining 99.99% or greater service level availability.



City Support Services Service Area

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Charges for Services	566,334	495,441	514,428	491,833	491,833
Intergovernmental	5,611,855	5,050,214	6,402,885	5,975,396	6,606,896
Bond & Note	0	0	0	211,702	211,702
Miscellaneous	799,674	1,065,213	991,010	787,977	787,977
Total External Revenues	**6,977,863**	**6,610,868**	**7,908,323**	**7,466,908**	**8,098,408**
Internal Revenues					
Fund Transfers - Revenue	0	1,344,555	604,997	150,000	150,000
Interagency Revenue	67,467,715	73,130,725	75,345,420	71,043,838	71,053,082
Total Internal Revenues	**67,467,715**	**74,475,280**	**75,950,417**	**71,193,838**	**71,203,082**
Beginning Fund Balance	28,935,501	28,264,755	38,189,044	28,147,625	28,147,625
Total Resources	**$103,381,079**	**$109,350,903**	**$122,047,784**	**$106,808,371**	**$107,449,115**
Requirements					
Bureau Expenditures					
Personnel Services	31,911,581	33,852,727	36,859,787	39,468,142	39,468,142
External Materials and Services	24,859,452	23,142,968	35,728,982	30,624,972	31,231,228
Internal Materials and Services	9,282,389	10,061,371	10,019,983	5,008,026	5,008,026
Capital Outlay	2,565,735	440,388	2,863,449	5,317,404	5,741,077
Total Bureau Expenditures	**68,619,157**	**67,497,454**	**85,472,201**	**80,418,544**	**81,448,473**
Fund Expenditures					
Debt Service	3,734,471	764,977	832,085	882,627	882,627
Contingency	0	0	28,357,325	21,961,828	21,572,643
Fund Transfers - Expense	2,617,106	2,899,428	7,386,173	3,545,372	3,545,372
Total Fund Expenditures	**6,351,577**	**3,664,405**	**36,575,583**	**26,389,827**	**26,000,642**
Ending Fund Balance	28,264,755	38,189,046	0	0	0
Total Requirements	**$103,235,489**	**$109,350,905**	**$122,047,784**	**$106,808,371**	**$107,449,115**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003003	Administrative Specialist II	48,277	89,523	2.00	144,425	2.00	144,425	2.00	144,425
30003004	Administrative Specialist III	53,290	98,800	1.00	85,238	1.00	85,238	1.00	85,238
30003008	Analyst III	69,805	126,318	2.00	197,808	2.00	197,808	2.00	197,808
30000203	Applications Analyst II-Generalist	67,142	89,523	1.00	89,523	1.00	89,523	1.00	89,523
30000204	Applications Analyst III-Generalist	74,090	98,904	13.00	1,127,944	13.00	1,186,997	13.00	1,186,997
30000207	Applications Analyst IV-Generalist	77,854	104,146	12.90	1,229,698	14.00	1,357,120	14.00	1,357,120
30000206	Applications Analyst IV-GIS,Enterprise	77,854	104,146	2.00	208,292	2.00	208,292	2.00	208,292
30001234	Applications Analyst IV-Web Developer	77,854	104,146	2.00	202,759	2.00	202,759	2.00	202,759
30003011	Business Systems Analyst II	63,336	105,373	14.00	1,417,460	14.00	1,417,460	14.00	1,417,460
30003012	Business Systems Analyst III	69,805	126,318	3.00	331,938	3.00	331,938	3.00	331,938
30000700	Communications Engineer	77,854	104,146	1.00	104,146	1.00	104,146	1.00	104,146
30003024	Communications Engineer II	69,805	126,318	2.00	219,316	2.00	219,316	2.00	219,316
30000238	Communications Switch Technician	66,518	80,662	1.00	80,662	1.00	80,662	1.00	80,662
30003025	Communications System Administrator	80,205	140,338	1.00	116,938	1.00	116,938	1.00	116,938
30003035	Deputy Director II	92,851	162,490	1.00	162,490	1.00	162,490	1.00	162,490
30003038	Director II	130,478	208,770	1.00	193,294	1.00	193,294	1.00	193,294
30000041	Distribution Technician	45,677	55,994	3.00	157,664	3.00	160,836	3.00	160,836
30000042	Distribution Technician, Lead	47,965	58,739	1.00	58,739	1.00	58,739	1.00	58,739
30000234	Electronics Technician I: Communications	56,826	68,994	3.00	206,981	3.00	206,981	3.00	206,981
30000236	Electronics Technician II: Commun	66,518	80,662	6.00	469,830	6.00	474,396	6.00	474,396
30002610	Electronics Technician III: Commun	73,632	84,864	3.00	221,331	3.00	244,428	3.00	244,428
30000341	GIS Technician I	44,221	59,259	1.00	59,259	1.00	59,259	1.00	59,259
30000218	Inf Syst Analyst, Principal-Gen	87,797	116,938	24.00	2,659,973	26.00	2,942,078	26.00	2,942,078
30000217	Inf Syst Analyst, Principal-GIS Enterprs	87,797	116,938	4.00	467,752	4.00	467,752	4.00	467,752
30000880	Inf Syst Analyst, Principal-GIS,Vertical	87,797	116,938	1.00	87,797	2.00	219,305	2.00	219,305
30000219	Inf Syst Analyst, Principal-Proj Mgmt	87,797	116,938	5.00	502,986	5.00	532,126	5.00	532,126
30000198	Inf Syst Tech Analyst I-Generalist	49,067	75,525	3.00	163,236	3.00	179,067	3.00	179,067
30000199	Inf Syst Tech Analyst II-Generalist	52,707	81,162	6.00	393,245	6.00	407,472	6.00	407,472
30000200	Inf Syst Tech Analyst III-Generalist	63,960	85,238	3.00	245,793	3.00	245,793	3.00	245,793
30000210	Inf Syst Tech Analyst IV-Generalist	67,142	89,523	19.00	1,608,736	19.00	1,625,267	19.00	1,625,267
30000211	Inf Syst Tech Analyst IV-Telecomm	67,142	89,523	4.00	347,463	4.00	347,463	4.00	347,463
30000212	Inf Syst Tech Analyst IV-Vertical GIS	67,142	89,523	1.00	79,394	1.00	79,394	1.00	79,394
30000213	Inf Syst Tech Analyst V-Generalist	74,090	98,904	23.00	2,119,589	23.00	2,166,403	23.00	2,166,403
30001933	Inf Syst Tech Analyst V-Proj Mgmt	74,090	98,904	1.00	84,302	1.00	84,302	1.00	84,302
30002608	Inf Syst Tech Analyst V-Telecomm	74,090	98,904	2.00	148,179	2.00	185,401	2.00	185,401
30000214	Inf Syst Tech Analyst V-Vertical GIS	74,090	98,904	2.00	180,839	2.00	189,384	2.00	189,384
30000215	Inf Syst Tech Analyst VI-Generalist	77,854	104,146	16.00	1,604,164	17.00	1,725,459	17.00	1,725,459
30000216	Inf Syst Tech Analyst VI-Proj Mgmt	77,854	104,146	1.00	77,854	1.00	91,000	1.00	91,000
30002108	Information Security Architect	91,312	121,638	3.00	364,914	3.00	364,914	3.00	364,914
30003068	Information Security Manager	92,851	162,490	1.00	152,256	1.00	152,256	1.00	152,256
30003069	Information Systems Manager I	80,205	140,338	7.00	891,966	7.00	891,966	7.00	891,966
30003070	Information Systems Manager II	91,728	152,277	8.00	1,078,967	8.00	1,078,967	8.00	1,078,967
30003071	Information Systems Manager III	92,851	162,490	3.00	452,296	3.00	452,296	3.00	452,296
30003072	Information Systems Supervisor	69,805	126,318	7.00	799,491	7.00	799,491	7.00	799,491
30003081	Manager I	80,205	140,338	1.00	114,920	1.00	114,920	1.00	114,920
30000013	Office Support Specialist III	47,902	63,482	1.00	47,902	1.00	49,982	1.00	49,982
30000044	Printing & Distrib Custmr Svc Rep, Lead	56,181	70,366	1.00	70,366	1.00	70,366	1.00	70,366
30000043	Printing & Distrib Customer Svc Rep	48,880	61,110	3.00	171,101	3.00	173,254	3.00	173,254
30000047	Reprographic Operator I	40,331	51,709	5.00	258,544	5.00	258,544	5.00	258,544
30000048	Reprographic Operator II	48,880	61,110	2.00	122,221	2.00	122,221	2.00	122,221

City Support Services Service Area

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000049	Reprographic Operator III	56,181	70,366	2.00	126,547	2.00	129,012	2.00	129,012
30000053	Storekeeper/Acquisition Specialist I	48,755	59,696	2.00	119,392	2.00	119,392	2.00	119,392
30000054	Storekeeper/Acquisition Specialist II	51,251	62,670	1.00	62,670	1.00	62,670	1.00	62,670
30000056	Storekeeper/Acquisition Specialist III	57,907	71,947	1.00	71,947	1.00	71,947	1.00	71,947
30003104	Supervisor II	69,805	126,318	2.00	183,664	2.00	183,664	2.00	183,664
30003107	Technology Business Representative	80,205	140,338	5.00	594,422	5.00	594,422	5.00	594,422
30003108	Technology Capital Project Manager	91,728	152,277	2.00	259,552	2.00	259,552	2.00	259,552
TOTAL FULL-TIME POSITIONS				248.90	23,800,178	254.00	24,740,550	254.00	24,740,550
30000207	Applications Analyst IV-Generalist	77,854	104,146	0.00	0	0.90	58,582	0.90	58,582
TOTAL PART-TIME POSITIONS				0.00	0	0.90	58,582	0.90	58,582
30000203	Applications Analyst II-Generalist	67,142	89,523	1.00	67,142	1.00	78,333	1.00	78,333
30003300	Electronics Technician, Assistant	47,882	52,062	1.00	47,882	1.00	49,972	1.00	49,972
30003107	Technology Business Representative	80,205	140,338	1.00	114,691	1.00	108,609	1.00	108,609
30003108	Technology Capital Project Manager	91,728	152,277	2.00	275,100	2.00	275,100	2.00	275,100
TOTAL LIMITED TERM POSITIONS				5.00	504,815	5.00	512,014	5.00	512,014
GRAND TOTAL				253.90	24,304,993	259.90	25,311,145	259.90	25,311,145

Office of the Chief Administrative Officer

Overview

The Office of Management & Finance (OMF) provides internal services to support the operational needs of City bureaus, as well as coordination and leadership on overall administrative services. The Chief Administrative Officer (CAO) reports directly to City Council and advises 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 is overseen by the Deputy Chief Administrative Officer (DCAO) and is composed of several divisions including the Business Operations Division, Strategic Projects and Opportunities Team (SPOT), the Homelessness and Urban Camping Impact Reduction Program (HUCIRP), and the Division of Asset Management, which oversees CityFleet and Facilities Services operations. Program offers within each division are as follows:

- **Business Operations:** Business Operations
- **CityFleet:** New & Replacement Acquisitions, Vehicle Maintenance and Repair, and Vehicle Pool
- **Division of Asset Management**: Division of Asset Management
- **Facilities Services:** Facilities Administration, Facilities Capital Projects, Facilities Maintenance & Operations, and Facilities Property Management & Real Estate Services
- **Homelessness and Urban Camping Impact Reduction Program:** Homelessness and Urban Camping Impact Reduction Program
- **Office of the Chief Administrative Officer:** Office of the Chief Administrative Officer
- **Strategic Projects and Opportunities Team:** Project Managment for Citywide Initiatives, Spectator Venues & Visitor Activities Program

The Office of the CAO provides leadership, oversight, and support for a variety of Citywide projects, and provides direction to managers who perform an array of financial management, policy development, and project management services for City Council and bureaus. The CAO leads the development of the bureau's strategic plan and ongoing reporting on the completion of the plan's strategies. The CAO oversees the bureaus of Human Resources, Revenue and Financial Services, and Technology Services. Additionally, the CAO oversees the Portland Building Reconstruction project, which includes several work groups and committees. The Portland Building Reconstruction project continues to be on budget and on schedule. In FY 2015-16, Council approved three resolutions to begin a Portland Building Reconstruction project for an amount not to exceed $195 million and to be completed no later than 2020. The project was established to fix building problems and inefficiencies and ensure viable office space for years to come. In FY 2017-18, the project successfully moved all Portland Building tenants to temporary office spaces, finished the design phase, and received Council approval for the negotiated guaranteed maximum price for the project. In FY 2018-19 the project focused on finalizing design for the building's interior spaces and construction. In FY 2019-20, the project will focus on change management initiatives as tenants are scheduled to move back to the building in November 2019.

OMF, and the City as whole, now benefits from the augmented capacity of a Strategic Projects and Opportunities Team (SPOT). SPOT consolidates three work units that have Citywide policies, programs, and interests at their core. The Project Management for Citywide Initiatives (PMCI) is a core group of employees working with City bureaus, elected officials, and outside stakeholders on projects, programs, and policies that require multi-disciplinary project management, are of Citywide or enterprise significance, and seek to improve City services, processes, policies, and programs. In FY 2018-19, PMCI was involved with major City initiatives including Build Portland, 311/Customer Service, Development Directors/Permitting, and the Floodplain Management/BiOp Response Program. The Spectator Venues Program has complex responsibilities for all aspects of development and oversight of specialized City physical assets, financial management of a segregated enterprise fund, and coordinates efforts related to transient lodging tax programs impacting City revenues. The City Arts Program oversees the City's arts and culture related contracts and agreements and ensures program accountability and transparency.

Capital Summary

CIP Highlights

Facilities Services and the Strategic Projects and Opportunities Team, which oversees the Spectator Venues Program, are the sole divisions with capital programs in the Office of the Chief Administrative Officer.

Facilities Services

The Facilities Services CIP for FY 2019-20 includes several new and ongoing projects including the Portland Building Reconstruction project ($195 million), the new 4th & Montgomery Building ($20.58 million), the Space Optimization project ($18.86 million), PCC HVAC Centralization ($957,500), elevator modernizations at the Justice Center and East Precinct ($3 million), and a new City Hall A/V system ($468,000).

Spectator Venues Program

The most significant project underway within the program is the $55-$75 million, privately funded stadium expansion that will add 4,000-seats to the east side of Providence Park Stadium. The expansion is anticipated to open in June 2019. The City's costs for the expansion are generally limited to providing design and construction oversight which are expected to be less than $100,000 in FY 2019-20. The City's repair and maintenance costs at the stadium are anticipated to cost less than $500,000 in FY 2019-20. The City may contribute approximately $150,000 to a project that will add a new exit stair to the SW corner of the stadium.

Projects at the Veterans Memorial Coliseum, Rose Quarter Plaza, and Garages are limited to typical repair and replacement activities and are anticipated to cost less than $1 million in FY 2019-20.

Major Issues

Facilities Services

Major Maintenance Funding: Facilities Services administers major maintenance funds for all of the buildings it manages. Funds are collected as part of rental rates assessed to bureaus on a square footage basis. This funding forms the basis for the Facilities Services CIP request each year. Overall annual major maintenance funding is currently $6 million, which is approximately 1% of replacement value compared with industry best practice of 3%, or approximately $18 million annually. Facilities Services recently completed a building condition assessment and is developing an asset management program and associated long-range major maintenance plans to support a request for a multi-year phase-in of additional major maintenance funds.

Spectator Venues Program

The capital issues facing the Spectator Venues and Visitor Activities Fund (SVVAF) are primarily driven by the age and condition of the venues within the program's portfolio. The facilities serve an important role in the community life of Portland and the region by providing opportunities for sports and performing arts events, meetings, and a variety of civic events. Historically, development of these venues has been through public/private funding partnerships and all are operated by third-party entities. Most of these venues are housed in aging facilities that have seen varying degrees of major maintenance and capital reinvestment over the years.

The most challenging venue for the SVVAF program is the Veterans Memorial Coliseum (VMC), a spectator, event, and meeting facility that is almost 60 years old. The facility suffers from significant deferred major maintenance and has not seen a comprehensive capital reinvestment since its original construction. The SVVAF does not have sufficient resources to fund the needed capital repairs and improvements. While the SVVAF invested approximately $10 million in key deferred maintenance projects (including a full roof replacement) and strategic user experience enhancements over the past five years, a long list of critical needs remain to be addressed. Several efforts have been undertaken over the last 20 years to comprehensively address the capital needs at the VMC, none of which have been successful. Until such a major renovation occurs or a decision is made to close the building, repair needs are addressed based primarily on urgency and public safety. No major projects are planned for FY 2019-20 at the VMC.

Providence Park, which was built in 1926, has already seen two major capital reinvestment projects in the last 17 years, the first in FY 2000-01 and the second in FY 2011-12, and is now undergoing a third as the east side expansion adds 4,000-seats to the stadium. Half of the older part of the stadium's roof, which was not replaced during the FY 2011-12 renovation project, was replaced in FY 2017-18 at a cost of approximately $730,000. In FY 2019-20, the City intends to perform work to repair and protect various elements of the structural wooden roof structure on the old side of the stadium.

The Rose Quarter Parking Facilities were opened in 1995. A Facilities Condition Assessment was completed in 2015 and was used to develop a detailed major maintenance and capital replacement plan for these facilities. Considerable deferred maintenance needs were addressed in FY 2016-17 with the implementation of an ADA barrier removal program. The City repaired several deteriorated concrete columns in the garages at a cost of approximately $42,000. No additional major capital investments are anticipated in the garages in the next few years. In addition to the Parking Facilities, the Spectator Program is also responsible for capital repair and improvement to the Rose Quarter Plaza. No specific work is anticipated for the Plaza in the next five years.

In FY 2015-16, the Portland'5 Centers for the Arts venues were added to the SVVAF program portfolio. The Portland'5 venues consist of three buildings: Keller Auditorium, Schnitzer Concert Hall, and Antoinette Hatfield Hall. Working with the venue operator, the SVVAF staff undertook a Facility Condition Assessment for each building in FY 2015-16 and plans to develop a detailed major maintenance and capital replacement plan for these facilities. In FY 2018-19, the program engaged in a structural/seismic analysis of the Keller Auditorium that identified a number of options for a building renovation/retrofit. In FY 2019-20, conversations are anticipated to continue about the preferred course of action for the future of the Keller Auditorium. In FY 2018-19, the SVVAF contributed $500,000 for an acoustical shell replacement at the Arlene Schnitzer Concert Hall. At this time the City has made no other specific commitment to participate in funding of capital needs at these facilities.

Changes from Prior Year

Facilities Services

There are no significant changes from the prior year.

Spectator Venues Program

The $55-$75 million stadium expansion project is expected to be substantially completed in FY 2018-19, and the City's costs associated with providing design and construction oversight will decrease. At the VMC, a major asbestos removal project was completed at an approximate cost of $500,000. Projects in the FY 2019-20 work plan are generally more typical repairs and smaller scale major maintenance work.

Council Goals and Priorities

Facilities Services

Buildings that are appropriately sited, well-designed, and maintained contribute to Portland's livability. Projects within this CIP are consistent with the City's commitment to effective planning and well-managed growth. Infrastructure maintenance is vital to the City's long-term fiscal health, resiliency, and ability to deliver services. The bureau invests in capital improvements in a manner consistent with the City's sustainability and equity goals, while ensuring that those investments are timed correctly and possess sufficient magnitude to meet the City's sustainability and equity targets.

Spectator Venues Program

The SVVAF CIP supports City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services.

Criteria

Facilities Services

Facilities Services updates five-year major maintenance plans for each building owned or managed by OMF on an annual basis as part of the budget process.

Spectator Venues Program

The Spectator Venues and Visitor Activities program does not apply a specific methodology to the selection and ranking of capital projects. Decision-making is primarily driven by the age and condition of the venues and the City's obligations as defined in the various operating agreements. Projects are generally undertaken based on the criticality of the need and availability of resources in the program fund.

CAPITAL PLANNING AND BUDGETING

Capital Planning Process

Facilities Services

The capital planning process is closely tied to OMF's overall asset management program. The asset management program drives capital projects proposed in the CIP, the major maintenance projects in the budget, and are 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 that maintain the infrastructure, and City Council's established goals, objectives, and policies.

Spectator Venues Program

The Spectator Venues and Visitor Activities program does not apply a specific process to prepare its CIP. Decision-making about what projects to undertake is done in consultation with the third-party operators and is based on the City's contractual obligations and the availability of funding, which is driven by the financial management parameters of the Spectator Venues and Visitor Activities Fund.

City Comprehensive Plan

Facilities Services

The FY 2019-20 CIP evolves from and supports the City's overall land use and facility plans. There are three program areas that 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.
- Fire & Rescue: The siting and adaptation of Fire & Rescue stations are 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 Core: The Portland Building, City Hall, Justice Center, and the 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 and 4th & Montgomery Buildings were sited 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.

Spectator Venues Program

The Spectator Venues and Visitor Activities Program does not apply specific criteria related to bureau and City plans in selecting capital projects. The primary factors involved in identifying capital projects are meeting contractual obligations and long-term preservation of its valuable facilities. However, it may be broadly stated that because the facilities within the program contribute positively to the economic, civic, and cultural life of the City and are all located within the Central City and convenient to regional transportation options, their ongoing maintenance and viability supports a broad range of City plans and policies.

Financial Forecast Overview

Facilities Services

Facilities Services' rental rates fund major maintenance projects, some of which are capitalized. Financial projections of these ongoing resources for the funds determine the level of projects in the plan.

Spectator Venues Program

Accumulated net revenues in the Spectator Venues and Visitor Activities Fund provide the funding for portfolio projects. Financial projections of these one-time resources for the funds determine the level of projects in the plan.

Asset Management and Replacement Plan

Facilities Services

Facilities Services administers major maintenance funds for all of the buildings it manages. The funds are collected as part of the rental rates assessed to bureaus on a square footage basis. Major maintenance plans are developed by performing annual building inspections to determine needed repairs and component replacements. Projects are ranked and prioritized for each building according to risk and consequence of failure and then planned within available funds. Facilities Services will be working to modernize the asset management program in order to more effectively manage and plan for maintenance and improvement of assets to improve the resilience and sustainability of its facilities and reduce long-term costs. The Division of Asset Management will be developing a strategic asset management program to better manage its critical assets, including new technologies and business process.

Spectator Venues Program

No major capital projects are included in the work plan at this time. Typically, ongoing maintenance costs are low for projects with City participation at the venues as many maintenance expenses are the obligation of the third-party operator. Expenses that are not the third-party operator's obligation will be provided through the annual repair budget from the SVVAF. While no asset management or replacement plan has been developed for the City's spectator and performing arts venues, work is underway with the third-party operators to develop these plans, which are expected to be completed in the next several years.

Capital Programs and Projects

Capital Program Descriptions

Facilities Services

Facilities Services manages and maintains safe, clean, efficient, and functionally current 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 specialty facilities throughout the Portland metro area. Services include procuring properties, new construction, major renovations and maintenance projects, preventive maintenance, and full property management.

Funding Sources

Facilities Services

The projects in this plan are funded from a variety of sources including major maintenance money, General Fund cash, interagency revenues, and debt will be used to fund projects within the Facilities Services portfolio.

Major Projects

Facilities Services

The Portland Building Reconstruction project ($195 million) is expected to be completed ahead of schedule and under budget in FY 2019-20 and ready for move-in spring 2020. Construction of the new 4th & Montgomery Building ($20.58 million) is underway. The project is a partnership with Portland State University, Oregon Health & Science University, and Portland Community College and completion is expected in 2020. The Space Optimization project ($18.86 million) will leverage space utilization while also reducing external lease costs. The Portland Communication Center HVAC project ($1 million) centralizes and improves air handling for spaces containing sensitive computing and telecommunications equipment. At City Hall, investments are needed to develop a technologically up-to-date and more reliable audio visual system ($500,000).

Net Operating and Maintenance Costs

Facilities Services

For new facilities, OMF will use costs per square foot of comparable facilities to estimate costs. For replacement or improvement of building components, OMF relies on engineer and consultant estimates.

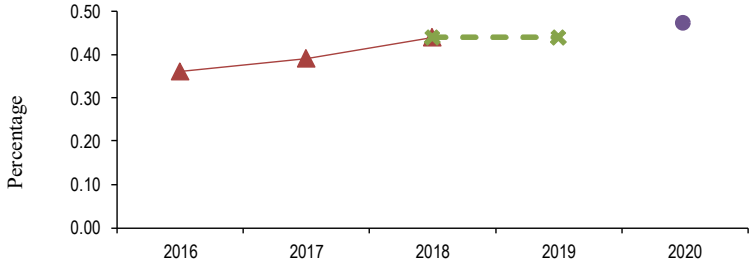
Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
EFFICIENCY					
Total cleanup costs	$0	NA	$0	$2,500,000	$1,875,000
Average maintenance and operations cost per square foot	$0.00	NA	$0.00	$14.50	$12.00
Change in average energy use intensity over the prior year average	0%	NA	0%	-100%	-100%
Percentage of sedans that are electric or plug-in hybrid	39%	44%	44%	47%	50%
Percentage change in sedan class unleaded fuel use over the prior year	-5.00%	4.20%	-0.50%	-0.50%	-0.50%
OUTCOME					
Average Facilities Services Employee Satisfaction score	0.00	NA	0.00	3.60	4.00
Average Facilities Services Customer Satisfaction score	0.00	NA	0.00	3.00	4.00
Average occupancy rate	0%	NA	0%	9,500%	9,800%
Percentage of minimum Spectator Venue & Visitor Activities Fund operating reserved maintained	0.00%	NA	0.00%	100.00%	100.00%
OUTPUT					
Percentage of construction projects completed on-time	0	NA	0	80	90
Number of campsite cleanups performed	0	NA	0	3,200	4,800
Average customer demand workorder turnaround time	0	NA	0	30	10
Percentage of vehicles meeting industry utilization standards	91%	97%	95%	92%	90%
Percent of Accounts Payable within 30 days	82%	80%	90%	100%	100%
Percent of on-time preventive maintenance compliance	0%	NA	0%	4,000%	8,000%
Percentage of construction projects completed under budget	0%	NA	0%	80%	90%
WORKLOAD					
Number of campsite reports received and processed	0	NA	0	29,000	NA
Tons of garbage collected	0	NA	0	2,000	3,500

Performance Measures

Percentage of Sedans that are Electric or Plug-in Hybrid

CityFleet exceeded the Portland Plan target of 20% by the end of FY 2015-16 and is on track to meet or exceed the FY 2020-21 target of 50%.



City Support Services Service Area

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Licenses & Permits	0	50	0	0	0
Charges for Services	10,936,771	11,602,654	7,606,275	7,964,292	7,964,292
Intergovernmental	2,814,122	2,819,560	3,252,527	5,086,870	5,086,870
Bond & Note	15,707,364	36,632,364	114,290,373	18,337,628	18,337,628
Miscellaneous	2,200,556	3,245,423	2,346,304	74,343,683	74,343,683
Total External Revenues	**31,658,813**	**54,300,051**	**127,495,479**	**105,732,473**	**105,732,473**
Internal Revenues					
General Fund Discretionary	1,176,362	774,725	1,234,602	1,168,239	1,168,239
General Fund Overhead	1,212,550	1,540,594	1,279,389	1,382,160	1,382,160
Fund Transfers - Revenue	4,417,059	2,706,021	5,174,067	11,318,918	11,318,918
Interagency Revenue	61,790,771	72,955,680	73,088,052	77,619,663	77,730,163
Total Internal Revenues	**68,596,742**	**77,977,020**	**80,776,110**	**91,488,980**	**91,599,480**
Beginning Fund Balance	68,045,860	71,107,144	70,635,801	57,705,504	57,705,504
Total Resources	**$168,301,415**	**$203,384,215**	**$278,907,390**	**$254,926,957**	**$255,037,457**
Requirements					
Bureau Expenditures					
Personnel Services	17,394,357	18,789,529	21,140,228	22,457,861	22,457,861
External Materials and Services	46,960,676	61,859,819	72,921,787	63,370,143	63,445,143
Internal Materials and Services	6,213,740	7,785,354	8,600,230	8,958,780	8,958,780
Capital Outlay	14,416,582	26,466,400	127,334,326	74,855,910	74,855,910
Total Bureau Expenditures	**84,985,355**	**114,901,102**	**229,996,571**	**169,642,694**	**169,717,694**
Fund Expenditures					
Debt Service	18,219,754	8,914,459	10,919,802	13,468,560	13,468,560
Contingency	0	0	35,274,999	69,087,883	69,123,383
Fund Transfers - Expense	2,507,864	3,885,448	2,716,018	2,727,820	2,727,820
Total Fund Expenditures	**20,727,618**	**12,799,907**	**48,910,819**	**85,284,263**	**85,319,763**
Ending Fund Balance	71,107,144	87,290,194	0	0	0
Total Requirements	**$176,820,117**	**$214,991,203**	**$278,907,390**	**$254,926,957**	**$255,037,457**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	59,114	74,402	5.00	318,192	5.00	350,598	5.00	350,598
30003003	Administrative Specialist II	48,277	89,523	3.00	192,712	3.00	192,712	3.00	192,712
30003004	Administrative Specialist III	53,290	98,800	2.00	150,655	2.00	150,655	2.00	150,655
30003006	Analyst I	53,290	98,800	3.00	254,009	3.00	254,009	3.00	254,009
30003007	Analyst II	63,336	105,373	3.00	263,444	3.00	293,655	3.00	293,655
30003008	Analyst III	69,805	126,318	7.00	786,221	7.00	786,221	7.00	786,221
30003009	Analyst IV	80,205	140,338	1.00	110,271	0.90	99,244	0.90	99,244
30000125	Auto Body Restorer	61,714	69,118	2.00	138,237	2.00	138,237	2.00	138,237
30003011	Business Systems Analyst II	63,336	105,373	1.00	90,147	1.00	90,147	1.00	90,147
30003013	Capital Project Manager II	63,336	105,373	3.00	264,859	3.00	285,875	3.00	285,875
30003014	Capital Project Manager III	69,805	126,318	1.00	88,948	1.00	104,832	1.00	104,832
30003016	Chief Administrative Officer	147,035	235,227	1.00	203,944	1.00	203,944	1.00	203,944
30003235	Coordinator I - E	48,277	89,523	2.00	116,533	2.00	126,318	2.00	126,318
30003027	Coordinator I - NE	48,277	89,523	3.00	220,438	3.00	220,438	3.00	220,438
30003028	Coordinator II	53,290	98,800	2.00	164,133	2.00	164,133	2.00	164,133
30003029	Coordinator III	63,336	105,373	3.00	266,025	4.00	381,379	4.00	381,379
30003030	Coordinator IV	69,805	126,318	1.00	94,245	1.00	94,245	1.00	94,245
30003032	Deputy Chief Administrative Officer	111,696	189,842	1.00	111,696	1.00	111,696	1.00	111,696
30000368	Engineer-Mechanical	94,619	114,982	2.00	215,636	2.00	220,652	2.00	220,652
30000711	Facilities Maint Dispatch/Scheduler	49,067	75,525	2.00	107,952	3.00	157,019	3.00	157,019
30000070	Facilities Maintenance Tech Apprentice	44,574	70,574	1.00	48,298	1.00	53,234	1.00	53,234
30000071	Facilities Maintenance Technician	66,768	74,277	15.00	1,086,751	15.00	1,103,054	15.00	1,103,054
30003053	Facilities Project Specialist	53,290	98,800	3.00	219,475	3.00	244,982	3.00	244,982
30003054	Financial Analyst I	53,290	98,800	2.00	157,207	2.00	157,207	2.00	157,207
30003055	Financial Analyst II	63,336	105,373	8.00	707,450	8.00	707,450	8.00	707,450
30003056	Financial Analyst III	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
30003079	Maintenance Supervisor I - E	63,336	105,373	1.00	84,354	1.00	84,354	1.00	84,354
30003081	Manager I	80,205	140,338	3.00	318,829	3.00	332,676	3.00	332,676
30003082	Manager II	92,851	162,490	2.00	210,330	2.00	251,659	2.00	251,659
30003083	Manager III	111,696	189,842	1.00	150,769	1.00	150,769	1.00	150,769
30000012	Office Support Specialist II	37,461	53,789	2.00	90,274	2.00	93,964	2.00	93,964
30000055	Storekeepr/Acquisition II:Auto Part Spec	50,398	61,651	4.00	186,300	4.00	233,776	4.00	233,776
30003103	Supervisor I - E	63,336	105,373	6.00	529,151	6.00	529,151	6.00	529,151
30003104	Supervisor II	69,805	126,318	1.00	87,505	1.00	100,006	1.00	100,006
30000076	Utility Worker I	47,882	52,062	0.00	0	1.00	52,062	1.00	52,062
30002489	Utility Worker I-CL	47,112	51,230	3.00	102,612	3.00	151,632	3.00	151,632
30000077	Utility Worker II	52,062	55,994	1.00	52,062	1.00	53,040	1.00	53,040
30002490	Utility Worker II-CL	51,230	55,078	0.00	0	1.00	52,589	1.00	52,589
30000131	Vehicle & Equipment Mechanic	61,714	69,118	53.00	3,622,157	53.00	3,642,994	53.00	3,642,994
30000132	Vehicle & Equipment Mechanic, Lead	64,750	72,488	2.00	144,976	2.00	144,976	2.00	144,976
30000123	Welder	60,133	67,267	2.00	134,534	2.00	134,534	2.00	134,534
TOTAL FULL-TIME POSITIONS				159.00	12,208,268	162.90	12,817,058	163.90	12,817,058
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000061	Accounting Technician	37,461	53,789	1.00	37,461	1.00	29,453	1.00	29,453
30003013	Capital Project Manager II	63,336	105,373	1.00	36,764	1.00	67,916	1.00	67,916
30003029	Coordinator III	63,336	105,373	1.00	67,617	1.00	54,448	1.00	54,448
30000711	Facilities Maint Dispatch/Scheduler	49,067	75,525	1.00	49,067	0.00	0	0.00	0
30003053	Facilities Project Specialist	53,290	98,800	0.00	0	1.00	49,357	1.00	49,357
30000055	Storekeepr/Acquisition II:Auto Part Spec	50,398	61,651	1.00	50,398	1.00	53,830	1.00	53,830
TOTAL LIMITED TERM POSITIONS				5.00	241,308	5.00	255,004	5.00	255,004

City Support Services Service Area

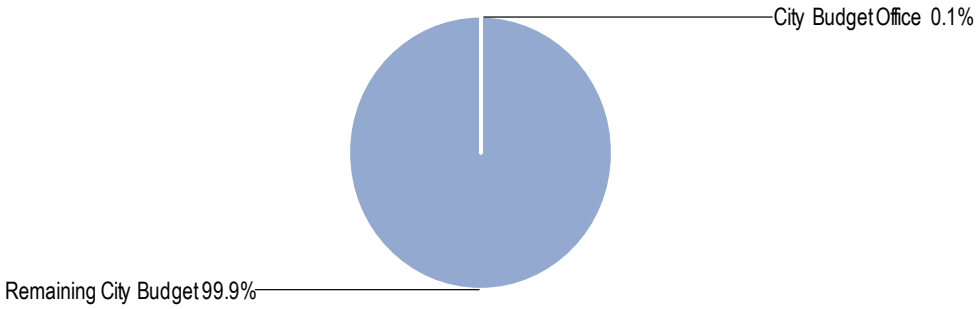
		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
GRAND TOTAL				164.00	12,449,576	167.90	13,072,062	168.90	13,072,062

City Budget Office

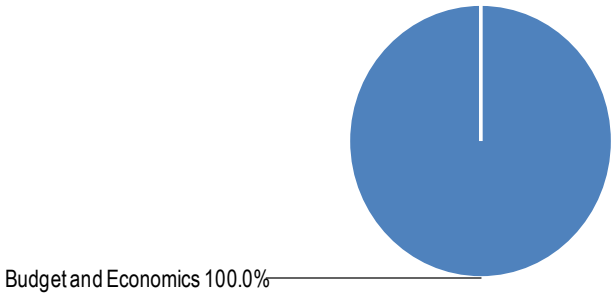
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Jessica Kinard, Budget Director

Percent of City Budget

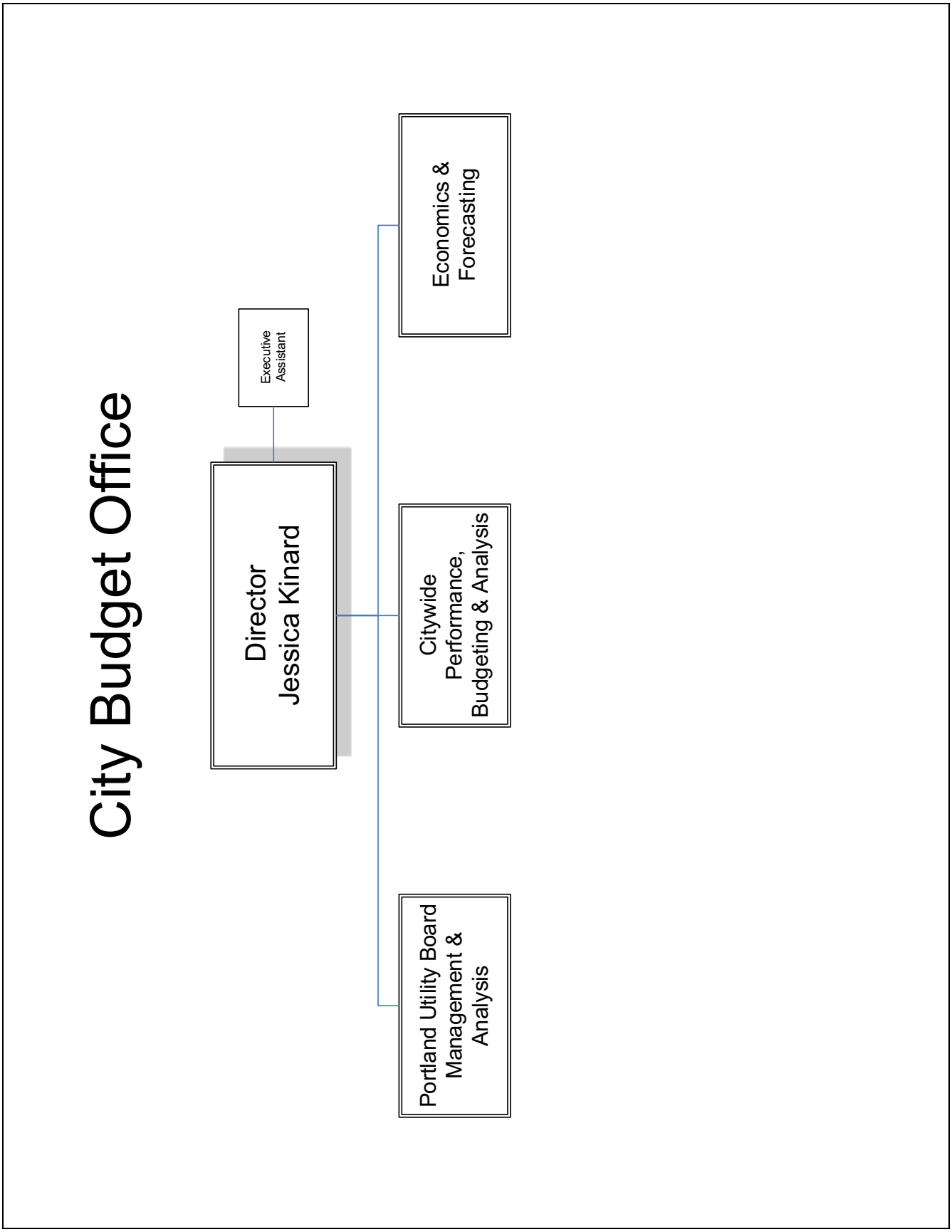


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	2,760,175	3,287,552	527,377	19.11
Capital	721,628	0	(721,628)	(100.00)
Total Requirements	**3,481,803**	**3,287,552**	**(194,251)**	**(5.58)**
Authorized Positions	16.00	16.50	0.50	3.13


City Budget Office
Executive Assistant
Director Jessica Kinard
Economics & Forecasting
Citywide Performance, Budgeting & Analysis
Portland Utility Board Management & Analysis

Bureau Summary

Bureau Mission

The City Budget Office (CBO) 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's primary function involves coordinating the development of the City's budget, including analysis of each bureau's operating and capital budget, financial plan, 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, finance, and performance measurement and management. Analysts conduct research in response to inquiries 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 City's Community Budget Advisors, 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. The Budget Director serves as the City's Budget Officer.

The economics and forecasting section of the office monitors and forecasts General Fund revenues and expenses, publishing five-year financial forecasts in December and April, and economic and revenue updates at the close of each quarter. This section develops current appropriation level targets for bureaus and programs that receive General Fund discretionary and General Fund overhead funding. Additionally, this section estimates labor agreement costs, consults on bond rating calls, provides ad hoc economic analyses, and analyzes 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.

The City Budget Office also houses management and analysis functions for the Portland Utility Board (PUB). The PUB is a community oversight body for the Portland Water Bureau, the Bureau of Environmental Services, and City Council's management of these public utility bureaus.

Strategic Direction

Bureau Goals

The office focuses its efforts on achieving excellence in four primary areas: effective budget processes; robust budget, policy, and performance analysis; providing clear and concise deliverables for City Council and the public that capture analytical and budgetary information; and facilitating informed and transparent decision-making for improved public services.

Budget Processes

A core function of the office is to manage the budget development and budget monitoring processes. The office strives to coordinate processes that:

- Help the Mayor and City Council to address tradeoffs, prioritize spending, and optimize overall value of service to the public with a focus on equitable and sustainable outcomes;
- Minimize the workload impact on Citywide staff by ensuring that budget processes are efficient; and
- Ensure that the public is robustly engaged in the decision-making process through readable and informative information and analysis, bureau Budget Advisory Committees, a panel of Citywide Community Budget Advisors, public forums, and a required Approved Budget hearing.

CBO is currently in the process of implementing the City's new budgeting software system. This technology implementation represents a significant opportunity to improve both the efficiency and effectiveness of the City's budget process. Consequently, this implementation has consumed a considerable portion of CBO's effort over the past year and is expected to continue to consume significant staff time through FY 2019-20.

Over the past year, the City Budget Office has been collaborating with the Mayor's Office and stakeholders across the City to implement several changes to the budget process. These changes include the development of program offer budgeting, which allows bureaus to convey the service outcomes for programs within their base budgets. Additionally, CBO has assisted City Council with directing bureaus to create decision packages around specific service outcomes. Lastly, CBO has been collaborating with the Office of Community and Civic Life to create more robust and equitable opportunities for the public to engage in the budget process.

Budget, Policy, and Performance Analysis

The Office strives to have a deep knowledge and understanding of the relevant issues within all City bureaus and the analytical capabilities to evaluate them. The Office has increased its focus on connecting bureau budgets to operations and performance in order to better identify and prioritize the public value of City services, and to identify risks to—and solutions for—providing sustainable levels of service to the public. The bureau has spearheaded various Citywide initiatives towards this end, including the creation and facilitation of Government Accountability, Transparency, and Results (GATR) sessions, which are data-driven executive level management meetings focused on specific topics of interest to the Mayor. Through collaboration and program solving, these sessions track bureau performance against established goals and identify operational solutions to help the City solve its most difficult challenges.

Deliverables

The Office strives to deliver high quality work products to City Council (e.g. budget reviews, budget monitoring reports, and special studies) that transform budget and policy analysis into actionable information. This is accomplished by providing concise information and thoughtful analysis, while clarifying the impacts and tradeoffs around key decision-points. This work also supports the public's ability to engage in the budget process by providing information and analysis relevant to the full scope of City activities.

Communication

The Office continues to refine its communication efforts to ensure that CBO analysis and reporting is shared in a way that positively impacts the decision making process. These efforts include, in addition to the bureau's traditional budget reviews, tailored communications to the Mayor and City Council extracting and highlighting key issues and insights, performance dashboards that are intuitive and outcome-focused, reports that address specific Citywide issues, and robust engagement with the public through social media.

Addressing City Plans

The Portland Plan includes three action items where CBO is the shared lead with the Bureau of Planning & Sustainability. These action items focus on developing a budget process that incorporates Portland Plan priorities, goals, and measures into the decision making process.

Additionally, bureau analysts review and analyze the construction of, and investment requests related to, other Citywide and bureau-specific plans such as the Climate Action Plan, East Portland Action Plan, and Comprehensive Plan. However, CBO does not have a role in the direct implementation of those plans.

Racial Equity Plan

In 2016, in accordance with Citywide policy, the office adopted a Racial Equity Plan. The plan focuses on achieving four long-term Citywide goals through a series of bureau-specific action items. CBO continues to make progress on the various action items, engaging nearly half the office in implementation leadership. The plan focuses on ensuring diversity in the populations CBO hires, the communities CBO engages in the budget process, and the lens analysts use in recommending investments in services Citywide. More broadly, active implementation of the plan encourages a culture with the office that promotes racial equity as a core value.

Summary of Budget Decisions

Adds

Implementation of New Budget System

The Adopted Budget includes $361,718 in one-time General Fund discretionary and overhead resources to fund the remaining project costs of the new budget system implementation. With these resources, CBO will continue to support a dedicated staff member that will: (1) troubleshoot budget system functionality issues, (2) build new reports based upon bureau feedback, (3) increase the reporting system to better allow for ad hoc reporting in the system, and (4) create and refine training materials for budget development and supplemental budget processes. These project costs are funded on a one-time basis with program carryover from the FY 2018-19 City Budget Office budget.

The Adopted Budget also includes $52,000 in ongoing General Fund discretionary and overhead resources to fund the service level agreement costs of the new budget system. The implementation of this new system marks a significant transition, supported by the City Budget Office and finance managers across the City, and ultimately better equips the City to efficiently allocate resources to our most pressing needs.

FY 2018-19 Program Carryover: Capital Analyst Position

The Adopted Budget includes $118,000 in one-time General Fund discretionary and overhead resources to carryover funding to complete the original one-year workplan for a limited term analyst position that was initially approved as part of the FY 2018-19 Adopted Budget. CBO received funding for this position to expand capacity to plan, prioritize, and evaluate the City's major maintenance and capital asset needs. In addition, this position will increase the level of support for the Citywide Asset Managers Group and the capital set-aside allocation process. These project costs are funded on a one-time basis with program carryover from the FY 2018-19 City Budget Office budget.

Administrative Support for the Cannabis Fund

The Adopted Budget includes $10,000 of Recreational Cannabis Tax Fund resources for the City Budget Office's budget to support the administrative costs of managing the Recreational Cannabis Tax Fund. Responsibilities for technical management and forecasting of the Fund is being transferred from the Office of Management and Finance – Bureau of Revenue and Financial Services to the City Budget Office.

Budget Notes

Harbor Restoration Trust Fund

City Council directs the City Budget Office (on behalf of the General Fund), the Portland Bureau of Transportation, and Prosper Portland to identify and budget resources for FY 2020-21 and FY 2021-22 in order to fund their portions of the initial funding for a Harbor Restoration Trust Fund. These funds are in addition to funding provided by the Bureau of Environmental Services as part of the FY 2019-20 Adopted Budget.

Funding for 311

Council is committed to establishing a 311 program in the City of Portland, but a decision point remains regarding the size and scale of this program. Council directs the Office of Management & Finance and the Office of Community and Civic Life to work with Council Offices on a resolution that confirms the details (including size, scope, additional FTE, funding requirements, and implementation timeline) of the 311 program. The resolution shall be before Council prior to October 1st, 2019, so that Council agreement on the scale and cost of the program is achieved prior FY 2020-21 budget development. Upon passage of a resolution, Council further directs CBO to increase the current appropriation level of the program to fund the one-time and ongoing costs of the 311 implementation as part of FY 2020-21 budget development.

Urban Renewal Area Returning Resources

Updated forecast information indicates the expiration of current Urban Renewal Areas (URAs) would result in increased revenue to the City as soon as FY 2021-22. The City Economist is directed to provide an updated forecast of anticipated revenues as a result of expiring URAs over the next ten years, and the City Budget Office, the Chief Administrative Officer, and the Chief Financial Officer are directed to provide options and recommendations to Council that will maximize the fiscal health of the City to protect and preserve the ability of the City to meet service level demands. Further, the City Budget Office is directed to convene a work session by November 2019 to discuss the updated forecast and the potential for and impact of new Urban Renewal Areas.

Auditor's Office Prior Year Underspending

Beginning in FY 2019-20, City Council directs the City Budget Office to create a sub-fund in the General Reserve Fund. Annually, as part of the Fall Supplemental Budget Process, CBO is directed to transfer prior year underspending in the Auditor's Office to the sub-fund for the purpose of funding duties as charter-mandated or agreed to by the City Auditor. The total amount of the sub-fund shall not exceed $500,000. Any excess underspending of the Auditor's Office shall be included in General Fund year-end underspending.

Coordinated Emergency Response

Council directs the Chief Administrative Officer (CAO) to organize a public safety working group and make recommendations to reduce response times for first responders, triage calls more effectively to appropriate service providers, identify resources in multiple bureaus for Rapid Street Response, and make recommendations for efficiencies across all bureaus related to day-to-day business operations, technology, administration, communications and outreach, and training. Bureaus shall examine the integration of service and FY 2020-21 Program Offers to achieve efficiencies and recommended improvements. At the discretion of the CAO, the work group shall include but not be limited to representatives from: the City Budget Office; the Bureau of Revenue and Financial Services; the Bureau of Human Resources; the Bureau of Emergency Management; the Bureau of Emergency Communications; Portland Fire and Rescue, and; Portland Police Bureau. The CAO shall present recommendations to Council no later than November, 15 2019.

Program Support for Build Portland

Council direct the City Budget Office to reallocate $100,000 from Build Portland resources on an ongoing basis to fund Build Portland program administration and service costs within the Office of Management & Finance. These costs include internal and external costs related to branding, outreach, coordination and costs related to the administration of the program.

Funding Plan for Integrated Tax System

Council directs the Office of Management & Finance (OMF) and the City Budget Office to develop a funding plan for the Integrated Tax System project. The one-time and ongoing costs included in the plan shall be optimized to lessen the total life-cycle costs of the system. This plan shall also maximize cost-recovery from City-managed funds and from the County, up to and including non-remittance of funds. The funding plan will be finalized and shared with Council Offices prior to September 15th, 2019, in order to inform Fall BMP actions.

Additionally, based upon the conclusions of the ITS funding plan, Council directs the City Budget Office to increase OMF's Current Appropriation Level to fund both the financing of project costs and ongoing system costs beginning in FY 2020-21.

To achieve ITS cost recovery from impacted funds, Council directs the Revenue Division of the Bureau of Revenue and Financial Services to negotiate amendments to contracts or intergovernmental agreements to achieve cost recovery from the following stakeholders:

1. Regional Arts and Culture Council (Arts Tax).

2. Portland Clean Energy Fund (Clean Energy Surcharge).

3. Multnomah County (Business Income Tax and Transient Lodgings Tax); County TLT stakeholders include Metro, PCPA, Regional Arts and Culture Council, Oregon Convention Center, PGE Park, Tri-Met and Visitor Development Fund).

4. Portland Housing Bureau (TLT on Short-Term Rental HIF transfer, Rental Registration and Short-Term Rental Per-Night fees).

5. PBOT (Heavy Vehicle Use Tax).

6. Travel Portland (Convention and Tourism Lodging Taxes and Tourism Improvement District).

Phase-in Major Maintenance Rate Increase

Council directs OMF to work with CBO and customer bureaus to develop a plan to phase-in increases to the major maintenance component of rental rates for Facilities Services-owned buildings. OMF will present the phase-in plan to customer bureaus in the Business Operations Leadership Team for vetting. Based on the outcome of that discussion, a plan to increase the major maintenance component of the rental rate should be submitted with OMF's FY 2020-21 Requested Budget. The plan should include recommendations and supporting analysis for a phase-in timeline, analysis of the major maintenance backlog, and analysis of rental rate and tenant impacts.

Recession Planning

Council directs the Chief Financial Officer, the Chief Administrative Officer and the City Budget Office to develop plan for mitigating the impacts of future economic recessions. Options for this plan may include changes to services, cost-saving measures, and implementation financial practices and policies. This plan shall be presented to Council for approval by February 1, 2020.

Funding for Multnomah Arts Center

Council directs the City Budget Office to increase the Portland Parks & Recreation Current Appropriation Level by $265,629 on a one-time basis in FY 2020-21 to fund the expected revenue shortfall of the Multnomah Arts Center.

Additionally, Council directs Portland Parks & Recreation to complete and present to Council a plan for the long-term sustainability of the Multnomah Arts Center prior to appropriating this bridge funding. The plan should detail the cost-recovery plan, and the level of service plans for the arts centers. These efforts should define any financial and service constraints.

Operations and Maintenance Funding Sustainability

Council directs Portland Parks & Recreation and the City Budget Office to work together to develop, as part of Parks & Recreation's upcoming Financial Sustainability Plan, a mechanism that allows the bureau to better plan for the amount of General Fund available for O&M over the next five years. That mechanism should increase the transparency, accountability, and predictability of the bureau's O&M planning and needs. Council could then direct new parks and amenities to be designed to meet funding constraints. This mechanism should be developed in advance of the FY 2019-20 Fall BMP for consideration and potential implementation as part of that process.

This approachwould better align the bureau's capital planning and budgeting processes and more effectively achieve the goals stated in the City's Operations and Maintenance policy. That policy is intended to ensure that:

1. A funding plan is in place for the maintenance and lifecycle replacement of new capital assets and equipment.

2. Bureaus that require additional resources – particularly General Fund – for the maintenance and lifecycle replacement of new capital assets and equipment have a degree of certainty during the planning stage that such resources will be allocated when assets come into service.

3. City Council is aware of the cumulative out-year maintenance and lifecycle replacement cost impact of capital plans during the budget process.

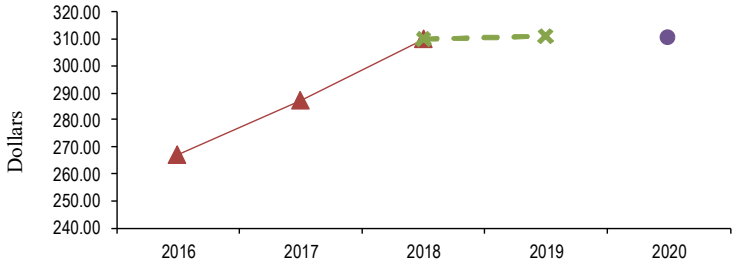
4. City Council, to the greatest degree possible, prospectively approves increases to General Fund appropriation levels in the context of the budget process.

Performance Measures

Performance	Actual FY 2016-17	Actual FY 2017-18	Target FY 2018-19	Target FY 2019-20	Strategic Target
OUTCOME					
Customer service rating (4 pt scale)	NA	3.48	4.30	3.00	4.00
Annual repair, rehabilitation, & replacement funding gap (Citywide)	$287,900,000	$310,000,000	$311,000,000	$310,000,000	$0
General Fund Excess Ending Balance (forecast accuracy)	$11,200,000	NA	$10,000,000	$10,000,000	$0
Citywide asset condition summary	72%	67%	75%	100%	0%
Percentage of GATR action items implemented	80%	82%	90%	100%	100%
Percentage of City KPMs with positive year-over-year results	45%	21%	48%	0%	100%
OUTPUT					
CBO budget process work products website views	42,669	55,990	45,000	50,000	90,000

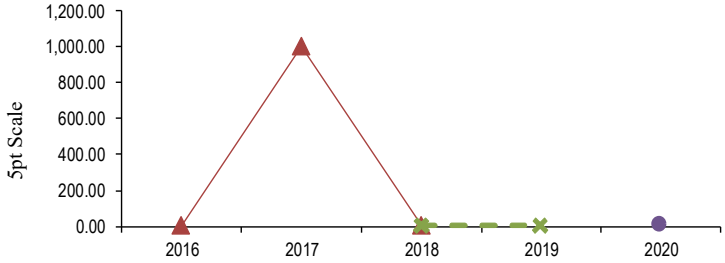
Annual Replacement/Repair/Rehabilitation Capital Funding Gap (Citywide)

While the City has been making progress in incrementally addressing the infrastructure gap, a sizable infrastructure funding gap remains. The direct result of this level of sustained underinvestment is that significant portions of our asset base are in poor or very poor condition, of which these are the most costly to address.



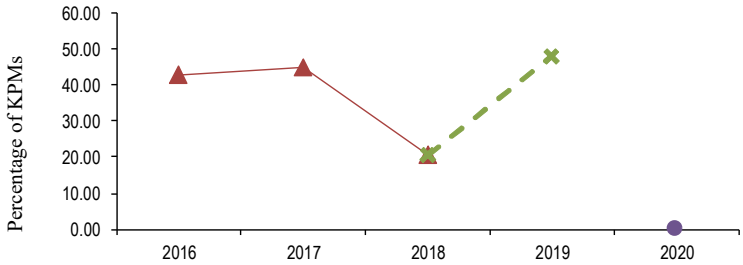
Customer Service Rating

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 decrease in light of the 5% reduction options put forward which would constrain CBO's ability to meet bureau and/or Council expectations.



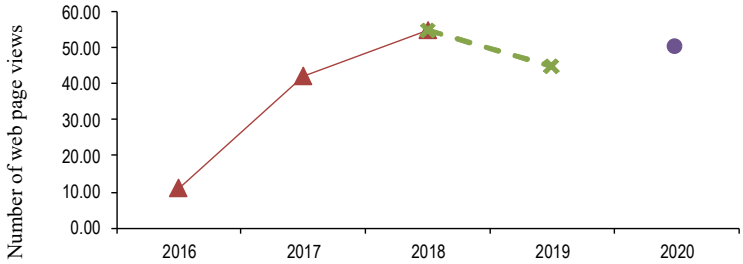
City KPMs with Positive Year-Over-Year Results

With effective implementation of the Citywide performance management initiative, KPMs should increasingly trend in the positive direction. However, stable year-over-year performance dampens results on this measure. Resource limitations may also lead to negative year-over-year trends.



CBO budget process work products web page views

This new measure shows views of CBO budget reviews and budget preparation work products online (aggregate). The jump in views in FY 2016-17 may be reflective of CBO's efforts to promote work product and increased social media presence, as well as the addition of online performance dashboards.



	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	0	10,000	10,000
Total External Revenues	**0**	**0**	**0**	**10,000**	**10,000**
Internal Revenues					
General Fund Discretionary	943,997	413,366	1,268,939	1,397,636	1,397,636
General Fund Overhead	1,248,967	1,838,552	1,976,372	1,589,440	1,589,440
Interagency Revenue	185,472	209,434	236,492	290,476	290,476
Total Internal Revenues	**2,378,436**	**2,461,352**	**3,481,803**	**3,277,552**	**3,277,552**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$2,378,436**	**$2,461,352**	**$3,481,803**	**$3,287,552**	**$3,287,552**
Requirements					
Bureau Expenditures					
Personnel Services	1,927,281	1,978,947	2,030,338	2,599,030	2,599,030
External Materials and Services	239,064	238,333	394,333	252,342	252,342
Internal Materials and Services	212,091	244,072	365,249	229,793	229,793
Capital Outlay	0	0	691,883	206,387	206,387
Total Bureau Expenditures	**2,378,436**	**2,461,352**	**3,481,803**	**3,287,552**	**3,287,552**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$2,378,436**	**$2,461,352**	**$3,481,803**	**$3,287,552**	**$3,287,552**
Programs					
Budget & Economics	2,378,436	2,461,352	3,481,803	3,287,552	3,287,552
Total Programs	**$2,378,436**	**$2,461,352**	**$3,481,803**	**$3,287,552**	**$3,287,552**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Adopted FY 2019-20	Capital Plan FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	5-Year Total
Special Projects								
Budget SW Replacement	0	721,628	0	0	0	0	0	0
Total Special Projects	**0**	**721,628**	**0**	**0**	**0**	**0**	**0**	**0**
Total Requirements	**0**	**721,628**	**0**	**0**	**0**	**0**	**0**	**0**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003004	Administrative Specialist III	53,290	98,800	1.00	66,870	2.00	144,576	2.00	144,576
30003007	Analyst II	63,336	105,373	1.00	98,904	1.00	98,904	1.00	98,904
30003034	Deputy Director I	80,205	140,338	1.00	117,237	1.00	125,736	1.00	125,736
30003037	Director I	111,696	189,842	1.00	73,298	1.00	135,320	1.00	135,320
30003040	Economist	80,205	140,338	1.00	125,736	1.00	125,736	1.00	125,736
30003054	Financial Analyst I	53,290	98,800	1.00	68,702	3.00	195,165	3.00	195,165
30003055	Financial Analyst II	63,336	105,373	5.00	415,680	4.00	356,797	4.00	356,797
30003056	Financial Analyst III	69,805	126,318	3.00	294,185	2.50	269,578	2.50	269,578
TOTAL FULL-TIME POSITIONS				14.00	1,260,611	15.50	1,451,813	15.50	1,451,813
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30003008	Analyst III	69,805	126,318	1.00	98,062	1.00	43,074	1.00	43,074
30003054	Financial Analyst I	53,290	98,800	1.00	76,045	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				2.00	174,106	1.00	43,074	1.00	43,074
GRAND TOTAL				16.00	1,434,718	16.50	1,494,887	16.50	1,494,887

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.

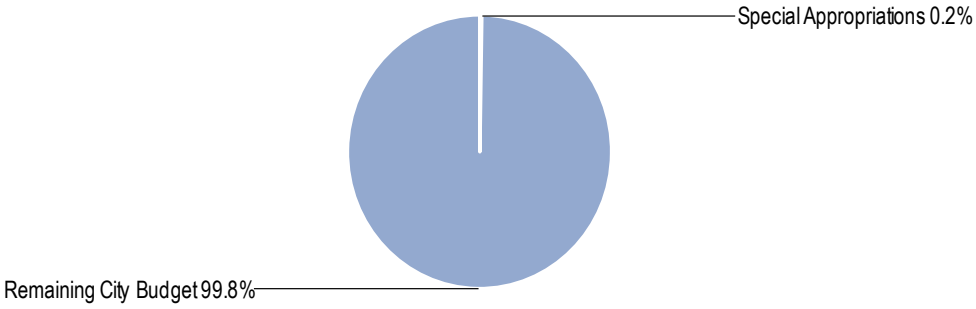
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2019-20	2,797,216	0	2,797,216	15.50	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(1)	0	(1)	0.00	Technical reallocations
	0	361,718	361,718	0.00	FY19 Carryover: Budget System Funding
	0	118,619	118,619	1.00	FY19 Carryover: Capital Analyst Position
	52,000	(52,000)	0	0.00	Ongoing technical support for new budget system
	0	10,000	10,000	0.00	Recreational Cannabis Fund Administration
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	51,999	**438,337**	**490,336**	**1.00**	**Total FY 2019-20 Decision Packages**
			3,287,552	**16.50**	**Total Adopted Budget**

Special Appropriations

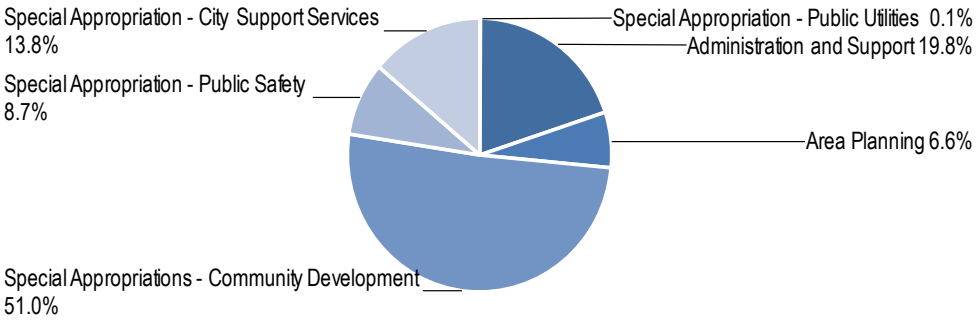
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Jennifer Cooperman, Director

Percent of City Budget



Bureau Programs



Bureau Overview

Expenditures	Revised FY 2018-19	Adopted FY 2019-20	Change from Prior Year	Percent Change
Operating	15,083,529	13,613,458	(1,470,071)	(9.75)
Capital	0	0	0	0.00
Total Requirements	**15,083,529**	**13,613,458**	**(1,470,071)**	**(9.75)**
Authorized Positions	8.00	8.10	0.10	1.25

Overview

Special Appropriations is a category of expenditures that are not specific to a bureau, are multi-bureau efforts, or provide Citywide benefits. These Council-directed, General Fund discretionary expenditures include grant payments to external organizations, funding for some City programs, and funding set aside for certain City obligations. Some special appropriations are one-time allocations while others are ongoing. Special Appropriations houses several key City functions, including police accountability oversight and the East Portland Action Plan.

Ongoing Special Appropriations

Regional Arts and Culture Council (RACC)

The FY 2019-20 Adopted Budget includes $4,218,084 in General Fund discretionary for the Regional Arts & Culture Council (RACC), an independent 501(c)(3) organization that seeks to advance the City's arts and culture goals. RACC's services include provision of public art, grants for artists and nonprofit organizations, arts education, technical assistance, cultural planning, fundraising, and advocacy. RACC grants support the general operations of 55 established organizations, as well as hundreds of publicly accessible arts events each year. This appropriation includes $199,903 in General Fund discretionary for the City Arts Program, which was established in 2018 to oversee the City's contract with RACC and to coordinate arts efforts at the City.

Office of Youth Violence Prevention

The Adopted Budget includes $1,157,200 in General Fund resources for the Office of Youth Violence Prevention. The office assists in building a more family friendly city and seeks to increase public safety through community problem-solving. In FY 2019-20, the Office of Youth Violence Prevention will continue work with the California Partnership for Safe Communities to utilize a Ceasefire approach in Portland (see one-time appropriations).

Open and Accountable Elections

The FY 2019-20 Adopted Budget includes $985,267 in ongoing General Fund resources to support the public financing system to increase participation in City elections by both candidates and donors in order to prevent actual or perceived corruption in government. The Adopted Budget also sets aside $950,000 one-time funding reserved for Open and Accountable Elections, should the program require resources in excess of its current level of funding.

Gateway Center

The FY 2019-20 Adopted Budget includes $943,415 in ongoing General Fund resources for an Intergovernmental Agreement with Multnomah County to support the Gateway Center for Domestic Violence Services. The Center provides accessible and coordinated services to victims of domestic violence and their children. This program was transferred from the City to Multnomah County in FY 2018-19.

Portland'5 Centers for the Arts (P'5)

This appropriation provides $938,058 in General Fund discretionary resources to meet the City's obligation to Portland'5 Centers for the Arts (P'5), formerly known as Portland Center for the Performing Arts (PCPA). P'5 facilities are owned by the City, but operated by Metro under the direction of the Metro Exposition and Recreation Commission (MERC). This is a contractual payment to provide operating and capital support to Metro for management of these facilities. P'5 consists of three separate buildings: the Keller Auditorium, the Arlene Schnitzer Concert Hall, and the Antionette Hatfield Hall which houses Newmark Theatre, Dolores Winningstad Theatre, and the Brunish Theatre.

Compliance Officer and Community Liaison/Portland Committee on Community-Engaged Policing (COCL/PCCEP)

The FY 2019-20 Adopted Budget includes $894,280 in ongoing General Fund resources to fund the Compliance Officer and Community Liaison (COCL) and support the Portland Committee on Community-Engaged Policing (PCEEP). The COCL and PCCEP were created to comply with the Settlement Agreement between the Department of Justice and the City of Portland. The COCL is responsible for assessing the Police Bureau's compliance with the Settlement Agreement, while the PCCEP provides community members access to the Police Bureau to air grievances, voice citywide policy concerns, and make recommendations.

Future Connect Scholarship

This special appropriation provides $579,044 in General Fund resources to the Future Connect Scholarship. 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.

City Membership and Dues

The FY 2019-20 Adopted Budget includes $340,306 in ongoing General Fund resources to cover the cost of membership in various organizations to which the City subscribes as a municipality.

East Portland Action Plan

The FY 2019-20 Adopted Budget includes $328,670 to support advocacy efforts of the East Portland Action Plan.

Mt Hood Cable Regulatory Commission

The Adopted Budget includes $314,826 in ongoing General Fund resources for the Mt. Hood Cable Regulatory Commission. The program provides cable regulatory and consumer protection services countywide.

COPPEA Training

This special appropriation provides $226,184 in ongoing General Fund resources set aside for training in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA). Of this amount, $22,804 is a contribution from the General Fund and the remaining total will be funded by bureaus that have COPPEA employees.

DCTU Training

This special appropriation provides $201,712 in ongoing General Fund resources set aside for training in accordance with the labor agreement with the City of Portland District Council of Trade Unions (DCTU). Of this amount, $55,328 is a contribution from the General Fund and the remaining total will be funded by bureaus that have DCTU employees.

All Hands Raised

This special appropriation provides $201,623 in ongoing General Fund resources to support improved efficiency, alignment, and outcomes among local students.

CASH Oregon Free Tax

This special appropriation provides $81,487 in ongoing General Fund resources 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.

Enterprise Business Solution Charge

The FY 2019-20 budget includes $77,571 ongoing General Fund resources to cover Enterprise Business Solution (EBS) interagency services from the Bureau of Technology Services.

Village Market

This special appropriation provides $70,038 in ongoing General Fund resources to support the Village Market. The market is a grocery store serving low-income residents in North Portland.

Title 13 (Specified Animals)

This special appropriation provides $62,071 in ongoing General Fund resources to support specific animal control and nuisance complaints in the city.

VOZ Workers' Rights Education Project

This special appropriation provides $32,597 in ongoing General Fund resources to support the VOZ Workers' Rights Education Project (VOZ). VOZ opened the Portland Day Labor Hire Site on June 16, 2008, offering a safe and healthy place for day laborers while they wait for work.

Last Thursday

This special appropriation provides $32,485 in General Fund resources to pay for Portland Bureau of Transportation services for Last Thursday events.

Restorative Justice

This special appropriation provides $29,714 in ongoing General Fund resources to support the Restorative Justice program that moves schools toward safe and inclusive communities.

Clean and Safe

This special appropriation provides $25,246 in ongoing General Fund resources to support the City's share of the downtown Business Improvement District. This special appropriation supplements charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

Citizen Utility Board (CUB) Bill Insert

This special appropriation provides $10,828 in ongoing General Fund resources to cover printing and shipping costs for the CUB mailers. These mailers are part of the agreement with the CUB to monitor the Bureau of Environmental Services and the Water Bureau.

Emergency Fund

This special appropriation provides $5,000 in ongoing General Fund resources and is the annual appropriation for the Mayor and Commissioners as specified in the City Charter.

Discretionary Fund

This special appropriation provides an annual amount of $2,000 in ongoing General Fund resources for the Mayor's Office as specified in the City Charter.

One-Time Special Appropriations

Portland United Against Hate

The FY 2019-20 Adopted Budget includes $300,000 in one-time General Fund resources to continue City support for Portland United Against Hate (PUAH), a coalition of 65 community-based organizations and neighborhood groups that has worked in partnership with the Office of Community & Civic Life. PUAH's goals are to decrease the impact of hate violence on communities, support healing, and promote prevention; and provide information and insights into the community's needs and interests. This funding will support the coalition's activities in three areas: grants for community organizations to support training, capacity building, and tracking of hate incidents; requirements scoping and determination of a host for a permanent hate incident tracking system (currently www.ReportHatePDX.com); and transition of administrative management of PUAH to SE Uplift.

FEMA Biological Opinion Compliance/Floodplain Management Update

The FY 2019-20 Adopted Budget includes $280,000 in one-time General Fund resources to continue the City's multi-year effort to ensure the floodplain management complies with the Endangered Species Act (ESA) to maintain area eligibility for the National Flood Insurance Program (NFIP). This work, which began in FY 2018-19, requires updating local development practices to protect salmon and steelhead habitat, accounting for the effects of climate change. The update will ensure that Federal flood insurance will be available to Portland residents located in the floodplain – a requirement of all floodplain properties with federally-backed mortgages. Participation in the NFIP also qualifies the City for federal disaster funding for floods. The General Fund resources allocated to the project in FY 2019-20 will be supplemented by resources from the Bureau of Environmental Services, the Bureau of Development Services, and Prosper Portland.

Rose Festival Funding

The FY 2019-20 Adopted Budget includes $100,000 in one-time General Fund discretionary resources to support Rose Festival Foundation festival operations, primarily the Grand Floral Parade. The City has supported the Rose Festival Foundation at this level since FY 2016-17.

Ceasefire

The FY 2019-20 Adopted Budget includes $100,000 in one-time General Fund discretionary resources to expand a contract, managed by the Office of Youth Violence Prevention, with California Partnership for Safe Communities (CPSC) for training and technical assistance to utilize a Ceasefire approach in Portland. CPSC works with cities to achieve sustainable community-wide reductions in violence. This project seeks to reduce gun related violence through enhanced coordination between the Portland Police Bureau, Portland Street Level Gang Outreach, and Gang Impacted Family Team Coordinator programs; improvement of the Shooting Review process; support for the Office of Youth and Violence Prevention to incorporate Ceasefire's intensive life coaching model into existing services; and development of additional ongoing public funding to support violence reduction work.

Frog Ferry Passenger Water Taxi Feasibility Study

The FY 2019-20 Adopted Budget includes $50,000 in one-time General Fund discretionary resources to fund a feasibility study of passenger water taxi service in the Portland area. The study will be conducted by Friends of Frog Ferry, a 501(c)(3) dedicated to creating a safe and sustainable river-friendly passenger ferry service to better connect people in the Portland-Vancouver Metropolitan area. The passenger ferry would provide an alternative transportation option to ease the traffic burden on freeways and roads, and could be enjoyed by commuters, visitors, elders, and people with disabilities. Friends of Frog Ferry's public transit agency partners include the Oregon Department of Transportation, Tri Met, C-Tran, Metro, the Portland Bureau of Transportation, and the Bureau of Planning and Sustainability. The organization is supported by the Ports of Portland and Vancouver, Travel Portland, Greater Portland Inc., and the Portland Business Alliance. A draft plan proposes passenger water taxi service from downtown Portland north to Vancouver and south to Lake Oswego.

Cultural Mapping Project

The FY 2019-20 Adopted Budget includes $35,000 in one-time General Fund discretionary resources to the Regional Arts & Culture Council (RACC) to create a cultural database to catalog and share information regarding the City's cultural assets (facilities, industries, public art, artist networks, festivals, and organizations). This work includes designing the database architecture and integrating existing datasets. The inventory will support more comprehensive cultural planning, and may help preserve artists and cultural assets from traditionally underserved communities. The City Arts Program intends to continue the project in future years through community outreach and creation of a public-facing web platform.

Columbia River Levee

The FY 2019-20 Adopted Budget sets aside $689,252 in one-time General Fund resources to fund the City's FY 2019-20 and outyear obligations to pay for debt service, operational, and capital needs for the Levee Ready Columbia project. This work intends to reduce the risk of flooding to protect jobs, residents, farmlands, and natural areas along the Columbia River. Council has authorized a series of cost-sharing intergovernmental agreements since 2014 in partnership with other local jurisdictions to support the Levee Ready Columbia project.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Proposed FY 2019-20	Adopted FY 2019-20
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	350,000	0	0
Intergovernmental	116,055	104,540	103,463	0	0
Miscellaneous	0	320	0	0	0
Total External Revenues	**116,055**	**104,860**	**453,463**	**0**	**0**
Internal Revenues					
General Fund Discretionary	10,498,216	11,302,076	12,568,652	11,931,137	11,816,137
General Fund Overhead	171,149	174,969	178,814	181,085	181,085
Fund Transfers - Revenue	0	250,000	1,237,200	1,266,472	1,266,472
Interagency Revenue	0	319,504	402,959	349,764	349,764
Total Internal Revenues	**10,669,365**	**12,046,549**	**14,387,625**	**13,728,458**	**13,613,458**
Beginning Fund Balance	0	0	242,441	0	0
Total Resources	**$10,785,420**	**$12,151,409**	**$15,083,529**	**$13,728,458**	**$13,613,458**
Requirements					
Bureau Expenditures					
Personnel Services	460,658	420,965	883,967	1,112,806	1,112,806
External Materials and Services	10,107,770	11,376,429	13,741,813	12,342,349	12,227,349
Internal Materials and Services	216,992	111,573	457,749	273,303	273,303
Total Bureau Expenditures	**10,785,420**	**11,908,968**	**15,083,529**	**13,728,458**	**13,613,458**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	242,441	0	0	0
Total Requirements	**$10,785,420**	**$12,151,409**	**$15,083,529**	**$13,728,458**	**$13,613,458**
Programs					
Administration & Support	0	7,559	402,588	2,699,245	2,699,245
Area Planning	0	0	0	896,599	896,599
Community	0	0	135,000	0	0
Community and Neighborhood Involvement Center	0	0	165,667	0	0
Special Appropriation - City Support Services	1,128,749	2,075,504	1,106,201	1,881,473	1,881,473
Special Appropriation - Parks, Rec & Culture	5,153,575	5,035,661	5,088,261	0	0
Special Appropriation - Public Safety	82,128	45,428	90,746	1,187,520	1,187,520
Special Appropriation - Public Utilities	0	0	10,578	10,828	10,828
Special Appropriations - Community Development	4,420,968	4,744,816	8,084,488	7,052,793	6,937,793
Total Programs	**$10,785,420**	**$11,908,968**	**$15,083,529**	**$13,728,458**	**$13,613,458**

		Salary Range		Revised FY 2018-19		Proposed FY 2019-20		Adopted FY 2019-20	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30003009	Analyst IV	80,205	140,338	0.00	0	0.10	11,027	0.10	11,027
30002511	Commissioner's Senior Staff Rep	70,387	106,829	1.00	104,083	1.00	104,083	1.00	104,083
30000005	Commissioner's Staff Rep	54,122	98,925	2.00	162,489	2.00	162,489	2.00	162,489
30003027	Coordinator I - NE	48,277	89,523	1.00	53,274	1.00	85,238	1.00	85,238
30003028	Coordinator II	53,290	98,800	1.00	82,243	1.00	82,243	1.00	82,243
30003029	Coordinator III	63,336	105,373	2.00	156,860	2.00	196,415	2.00	196,415
30000012	Office Support Specialist II	37,461	53,789	1.00	37,461	1.00	40,175	1.00	40,175
TOTAL FULL-TIME POSITIONS				8.00	596,409	8.10	681,670	8.10	681,670
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.00	596,409	8.10	681,670	8.10	681,670

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 2019-20	12,059,206	0	12,059,206	8.10	FY 2019-20 Bureau Base Budget
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	100,000	100,000	0.00	Ceasefire in Office of Youth Violence Prevention
	0	180,000	180,000	0.00	Cultural Mapping Project
	0	(180,000)	(180,000)	0.00	Cultural Mapping RACC Offset
	0	280,000	280,000	0.00	FEMA BiOp Compliance/Floodplain Mgmt
	0	200,000	200,000	0.00	Frog Ferry Passenger Water Taxi Feasibility Study
	0	689,252	689,252	0.00	FY19 Carryover: Columbia River Levee
	0	300,000	300,000	0.00	Portland United Against Hate
	0	100,000	100,000	0.00	Rose Festival Funding
Approved Budget Additions and Reductions					
	0	(145,000)	(145,000)	0.00	Reduce Cultural Mapping Project to Phase I
	0	180,000	180,000	0.00	Restore Cultural Mapping RACC Offset
	0	(17,000)	(17,000)	0.00	Reduce Frog Ferry for Venture Portland
	0	(133,000)	(133,000)	0.00	Reduce Frog Ferry for Rental Services Office
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	0	**1,554,252**	**1,554,252**	**0.00**	**Total FY 2019-20 Decision Packages**
			13,613,458	**8.10**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

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

BEECN..... Basic Earthquake Emergency Communication Node

BES..... Bureau of Environmental Services

BFM..... Budget Formulation Management (Citywide budget system)

BHR..... Bureau of Human Resources (within OMF)

BOEC..... Bureau of Emergency Communications

BPS..... Bureau of Planning & 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

CBWTP..... Columbia Boulevard Wastewater Treatment Plant

CELs..... Community Engagement Liaisons program (within Civic Life)

CIP..... Capital Improvement Plan

Civic Life..... Office of Community and Civic Life (formerly known as the Office of Neighborhood Involvement)

COAB..... Community Oversight Advisory Board

COCL..... Compliance Office / Community Liaison

COOP..... Continuity of Operations

COPPEA..... City of Portland Professional Employees Association

CPI..... Consumer Price Index

CRC..... Capital Review Committee

CSL..... Current Service Level

CSO..... Combined sewer overflow

DBR..... Design-Build-Relocate

DCL..... Diversity and Civic Leadership program (within Civic Life)

DCTU .....District Council of Trade Unions

DEQ.....(State) Department of Environmental Quality

DOJ .....(U.S.) Department of Justice

D/M/W/ESB/SDVBE

.....Disadvantaged, Minority-Owned, Women-Owned, Emerging Small Businesses, Service Disabled Veterans Business Enterprises

EBS.....Enterprise Business System

ECC .....Emergency Coordination Center

ECPC.....Equitable Contracting & Purchasing Commission

EPA .....(U.S.) Environmental Protection Agency

ESA.....Endangered Species Act

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

GATR .....Government Accountability, Transparency, and Results

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

Metro .....Portland metropolitan regional government

MDCs .....Mobile Data Computers, in police patrol cars

MOU.....Memorandum of Understanding

NET.....Neighborhood Emergency Team

NMFS ..... National Marine Fisheries Services

NOAA Fisheries .... (U.S.) National Oceanic & Atmospheric Administration—National Marine Fisheries Service

NPDES ..... National Pollutant Discharge Elimination System

NPI..... Neighborhood Prosperity Initiative

O&M ..... Operation and maintenance

OAR ..... Oregon Administrative Rules

OCT..... Office for Community Technology

ODOT ..... Oregon Department of Transportation

OEHR ..... Office of Equity & Human Rights

OMF ..... Office of Management & Finance

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

PCCEP..... Portland Committee on Community-Engaged Policing

PCEF ..... Portland Clean Energy Community Benefits Fund

PCF..... Personnel Cost Forecasting

PCL ..... Portland Children's Levy

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

QA/QI .....Quality Assurance/Quality Improvement
RACC .....Regional Arts & Culture Council
RDPO .....Regional Disaster Preparedness Organization
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
TCWTP .....Tryon Creek Wastewater Treatment Plant
TIF .....Tax increment financing
TMDL .....Total maximum daily load
TNC .....Transportation Network Company
TSCC .....Tax Supervising & Conservation Commission
TSP .....Transportation System Plan
UGB .....Urban Growth Boundary
URA .....Urban Renewal Area
URM .....Unreinforced Masonry

Glossary

2035 COMPREHENSIVE PLAN: A long-range plan that sets the framework for the physical development of the city. The plan is comprised of four components that will guide land use and infrastructure investment decisions in Portland for the next 20 years: goals and policies, land use designation maps, a list of significant projects, and portions of the Transportation System Plan (TSP).

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. Each fiscal year includes an additional four accounting periods for small adjustments after the end of the year, for a total of 16 accounting periods.

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.

BOEC USER JURISDICTIONS: The City of Portland; Multnomah County; the Cities of Gresham, Troutdale, Fairview, Wood Village and Maywood Park; Multnomah County Rural Fire Protection District 14 (Corbett); and Sauvie Island Fire District No. 30. Legally created by Ordinance No. 169468 for the provision of emergency call receiving and dispatch services by the Bureau of Emergency Communications.

BUDGET FORMULATION AND MANAGEMENT (BFM): The City's budget software system. BFM 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. A third report – the Over-Expenditure Ordinance – takes place in June and is narrowly focused on preventing over-expenditure at the bureau, fund, and appropriation category level.

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): Bureau specific committees, 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 in order 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 City 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.

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.

COMMUNITY ENGAGEMENT LIAISONS (CELS) PROGRAM: CELs are experienced City of Portland-trained civic activists, fluent in English, who are available to assist City public involvement programs with interpretation and facilitation services for a reasonable fee. Community Engagement Liaisons are a part of the Office of Community & Civic Life's New Portlanders Program.

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 personnel 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.

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 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 & Financial Services, Human Resources, and purchases in the Office of Management & 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. In this model, Non-General Fund bureaus transfer resources to the General Fund 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.

NEW PORTLANDERS POLICY COMMISSION: The New Portlanders Policy Commission provides technical advice to City bureaus and elected officials on policies and practices to integrate immigrant and refugee communities' needs and perspectives into the provision of City services.

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 & 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:

- **WORKLOAD MEASURE:** describes a quantity of work performed.
- **OUTPUT MEASURE:** specifies quantity or number of units produced. Outputs are activity-oriented, measurable, and usually under managerial control.

- **OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e. the ultimate benefit to the customer), and communicate the policy intent of service provision. External forces can sometimes limit managerial control of measure results. This category may include measures of service quality.
- **EFFICIENCY MEASURE:** An input used per unit of output - or, output generated per each unit of input. These measures quantify the financial cost or time required to reach bureau outputs and outcomes.
- **KEY PERFORMANCE MEASURE:** An outcome indicator of core service delivery that provide bureau managers and Council with information to guide decision-making.

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.

PROSPER PORTLAND: The City of Portland's economic and urban development agency, formerly known as the Portland Development Commission (PDC). The agency oversees the investment of urban renewal tax increment revenues in specified urban renewal areas.

PORTLAND UTILITY BOARD (PUB): The community 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 community 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.

RECREATIONAL CANNABIS TAX FUND: This fund collects net revenues remaining from the Recreational Cannabis Tax, which are allocated for drug and alcohol education and treatment programs, public safety, and support for neighborhood small businesses, with a focus on women-owned and minority-owned businesses.

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.

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.

VISION ZERO: The City's initiative to eliminate deaths due to vehicle crashes, taking into consideration factors and causes such as street design, impairment, speed, and dangerous behaviors.