Adopted Budget

City of Portland, Oregon

Fiscal Year 2017-18
Volume One

Citywide Summaries
and Bureau Budgets

Mayor Ted Wheeler
Commissioner Chloe Eudaly
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Dan Saltzman
Auditor Mary Hull Caballero

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Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Portland, Oregon for its annual Budget for the fiscal year beginning July 1, 2016.

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, 2016

Executive Director

CITY OF PORTLAND OREGON
1851

User's Guide

The budget document consists of two volumes. Volume One contains general information and an overview of the budget for the City of Portland, as well as the budgets for individual City bureaus and offices. Volume Two provides detailed information about the City's funds and capital projects.

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

Volume One - Bureau Budgets

Mayor's Message

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

Overviews

City Overview

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

Budget Overview

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

Financial Overview

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

Budget Notes

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

Financial Summaries

These summaries show Citywide revenues, expenses, and 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			

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	Emergency Communication Fund	Public Safety	Special Revenue
Bureau of Environmental Services			
	Environmental Remediation Fund	Public Utilities	Enterprise
	Sewer System Construction Fund	Public Utilities	Enterprise
	Sewer System Debt Redemption Fund	Public Utilities	Enterprise
	Sewer System Operating Fund	Public Utilities	Enterprise
	Sewer System Rate Stabilization Fund	Public Utilities	Enterprise
Bureau of Fire & Police Disability & Retirement			
	Fire & Police Disability & Retirement Fund	Public Safety	Fiduciary
	Fire & Police Disability & Retirement Reserve Fund	Public Safety	Fiduciary
Bureau of Planning & Sustainability			
	Community Solar Fund	Community Development	Special Revenue
	Solid Waste Management Fund	Public Utilities	Enterprise
City Budget Office			
	Fire & Police Supplemental Retirement Reserve Fund	Public Safety	Fiduciary
	General Fund	City Fund	Major Governmental
	General Reserve Fund	City Fund	Special Revenue
Commissioner of Public Affairs			
	Children's Investment Fund	Community Development	Special Revenue
Office of Management & Finance			
	320 Cully Blvd. NPI Debt Service Fund	Community Development	Debt Service
	42nd Avenue NPI Debt Service Fund	Community Development	Debt Service
	82nd/Division NPI Debt Service Fund	Community Development	Debt Service
	Airport Way Debt Service Fund	Community Development	Debt Service
	Arts Education & Access Fund	Community Development	Special Revenue
	BFRES Facilities GO Bond Construction Fund	Public Safety	Capital Projects
	Bonded Debt Interest and Sinking Fund	City Support Services	Debt Service
	Central Eastside Industrial District Debt Service Fund	Community Development	Debt Service
	CityFleet Operating Fund	City Support Services	Internal Service
	Convention and Tourism Fund	Community Development	Special Revenue
	Convention Center Area Debt Service Fund	Community Development	Debt Service
	Division-Midway NPI Debt Service Fund	Community Development	Debt Service
	Education URA Debt Service Fund	Community Development	Debt Service
	Enterprise Business Solutions Services Fund	City Support Services	Internal Service
	Facilities Services Operating Fund	City Support Services	Internal Service
	Gateway URA Debt Redemption Fund	Community Development	Debt Service
	Governmental Bond Redemption Fund	City Support Services	Debt Service
	Grants Fund	City Support Services	Major Governmental
	Health Insurance Operating Fund	City Support Services	Internal Service
	Insurance and Claims Operating Fund	City Support Services	Internal Service
	Interstate Corridor Debt Service Fund	Community Development	Debt Service
	Lents Town Center URA Debt Redemption Fund	Community Development	Debt Service
	North Macadam URA Debt Redemption Fund	Community Development	Debt Service
	Parkrose NPI Debt Service Fund	Community Development	Debt Service
	Pension Debt Redemption Fund	City Support Services	Debt Service
	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 Safety GO Bond Fund	Public Safety	Capital Projects
	Recreational Marijuana Tax Fund	City Support Services	Special Revenue

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	River District URA Debt Redemption Fund	Community Development	Debt Service
	Rosewood NPI Debt Service Fund	Community Development	Debt Service
	South Park Blocks Redemption Fund	Community Development	Debt Service
	Special Finance and Resource Fund	City Support Services	Capital Projects
	Special Projects Debt Service Fund	City Support Services	Debt Service
	Spectator Venues & Visitor Activities Fund	Parks, Recreation, & Culture	Enterprise
	Technology Services Fund	City Support Services	Internal Service
	Waterfront Renewal Bond Sinking Fund	Community Development	Debt Service
	Willamette Industrial URA Debt Service Fund	Community Development	Debt Service
	Workers' Comp Self Insurance Operating Fund	City Support Services	Internal Service
Office of Neighborhood Involvement			
	Public Election Fund	City Support Services	Special Revenue
Office of the City Auditor			
	Assessment Collection Fund	Community Development	Special Revenue
	Bancroft Bond Interest & Sinking Fund	Community Development	Debt Service
	Local Improvement District Fund	Community Development	Capital Projects
Portland Bureau of Transportation			
	Gas Tax Bond Redemption Fund	Transportation & Parking	Debt Service
	Parking Facilities Fund	Transportation & Parking	Enterprise
	Transportation Operating Fund	Transportation & Parking	Major Governmental
	Transportation Reserve Fund	Transportation & Parking	Special Revenue
Portland Housing Bureau			
	Community Development Block Grant Fund	Community Development	Special Revenue
	Headwaters Apartment Complex Fund	Community Development	Enterprise
	HOME Grant Fund	Community Development	Special Revenue
	Housing Capital Fund	Community Development	Special Revenue
	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
	Golf Revenue Bond Redemption Fund	Parks, Recreation, & Culture	Enterprise
	Parks Capital Improvement Program Fund	Parks, Recreation, & Culture	Capital Projects
	Parks Endowment Fund	Parks, Recreation, & Culture	Permanent
	Parks Local Option Levy Fund	Parks, Recreation, & Culture	Special Revenue
	Portland International Raceway Fund	Parks, Recreation, & Culture	Enterprise
	Portland Parks Memorial Fund	Parks, Recreation, & Culture	Special Revenue
Portland Police Bureau			
	Police Special Revenue Fund	Public Safety	Special Revenue
Portland Water Bureau			
	Hydroelectric Power Bond Redemption Fund	Public Utilities	Enterprise
	Hydroelectric Power Operating Fund	Public Utilities	Enterprise
	Hydroelectric Power Renewal Replacement Fund	Public Utilities	Enterprise
	Water Bond Sinking Fund	Public Utilities	Enterprise
	Water Construction Fund	Public Utilities	Enterprise
	Water Fund	Public Utilities	Enterprise

Mayor's Message

Office of Mayor Ted Wheeler
City of Portland

Introduction

I have proposed a budget that makes significant investments to address the real concerns of everyday Portlanders. Topping the list of priorities are homelessness, livability, road maintenance, community policing, housing, and resilience.

These are the issues I hear about every day when I talk to Portlanders. My budget makes significant investments in the things people care about that city government is uniquely positioned to address.

Investment Priorities

To address **HOMELESSNESS**, my budget includes:

- More than $25 million in General Fund resources to the Joint Office of Homeless Services, matching the County's commitment, to invest in supportive housing, diversion programs, rapid rehousing, shelter, and system coordination.

To improve **LIVABILITY**, my budget:

- Adds four park rangers to patrol the Springwater Corridor and parks in East Portland to ensure our parks remain livable spaces that are open to all. In addition, my budget adds five rangers to retain patrol services in the central business district so that downtown and the waterfront remain vibrant and welcoming during the evening hours;
- Manages the impacts of camping on neighborhoods, the right of way, and other City-owned property by increasing efforts to remove trash, needles, and semi-permanent structures;
- Expands the Office of Neighborhood Involvement's Graffiti Abatement Program to address the recent uptick in graffiti by funding an additional 1.2 million square feet of removal;
- Maintains timely and effective customer service in response to noise complaints, maintains live answering of the noise hotline, and provides adequate administrative support to sustain the Noise Control program; and
- Improves abandoned and dilapidated properties in neighborhoods throughout the City, moving forward with foreclosures on vacant and distressed residential properties.

To improve **ROADS and CRITICAL INFRASTRUCTURE**, my budget includes:

- A bold new plan, Build Portland, to invest $600 million over 20 years in upgrading our roads, parks and other civic infrastructure. My budget makes an initial investment of $50 million in Build Portland, with additional investments of $100 million to $150 million every five years. The plan does not raise taxes and does not cut into existing services. Rather, by leveraging returning revenues from expiring Urban Renewal Districts, Build Portland will create a consistent, dedicated source of revenue to reverse our City's historical underinvestment in critical infrastructure;
- Funding for five Portland Bureau of Transportation projects, including the upgrading of curb corners with ADA-accessible ramps, the replacement of five traffic signals, and the construction of a multi-use pathway on a major street. When completed, these transportation projects will not only result in better maintenance but also will improve safety on the city's streets; and
- Funding for four Vision Zero safety projects: 1) Improve safety at the top five most dangerous intersections and construct improvements on two High Crash Corridors, 2) Identify safety improvements and build them at three priority transit stops along key bus routes, 3) Implement street design improvements to support reductions in speed limits on five streets, and 4) Eliminate deficiencies in PBOT's understanding of street safety through improved data collection and analysis.

To enhance our **COMMUNITY POLICING** efforts, my budget:

- Launches for the first time in Portland a Community Service Officer program, including twelve CSOs focused on engaging directly with the community, as well as undertaking work on livability issues to increase the amount of time patrol officers are able to spend on proactive community police work.

To improve **HOUSING** stability, my budget:

- Launches an Office of Landlord-Tenant Affairs. The office will develop a new rental unit registration program, collect and analyze data from the approximately 6,000 eviction notices currently filed through the Multnomah County court system, provide referrals to people at risk of or experiencing eviction to existing community services, and increase by five times the number of people served with fair housing legal assistance. In addition, the office will launch a new online affordable housing portal through NoAppFee, with enhanced customer service to help applicants understand and mitigate barriers to obtaining housing.

To improve our **RESILIENCE** to a natural or man-made disaster, my budget:

- Increases ongoing discretionary funding for the Portland Bureau of Emergency Management by a full 25%. This represents the largest increased investment for the bureau's operations in a decade.
- More than doubles funds for the Neighborhood Emergency Team (NET) and Basic Earthquake Emergency Communication Node (BEECN) programs in the Portland Bureau of Emergency Management.
- Creates a position to develop and manage a Citywide technology disaster plan.

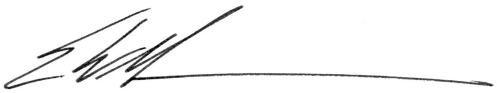
- Creates a new position in the Bureau of Planning & Sustainability to coordinate Smart Cities efforts, which connect data generated by digital technologies to improve City services, optimize public resources, bolster resiliency, and develop new avenues for community engagement.
- Enables PBOT to call on private contractors for snow plowing and removal services during extreme winter events. The City will also purchase three snow plow blades so that we can leverage our existing investment in heavy vehicles to respond to these events.

Conclusion

Portland's economy is booming, with unemployment at its lowest point in decades and another record year for business license tax revenues. However, recent City budget trends reveal the need for a prudent fiscal approach and a renewed focus on the core responsibilities of City governance.

Over the last year, the City has pledged $12.3 million in additional ongoing spending that has not been offset with other reductions. Many of these commitments are laudable, including investments in recruiting and retaining a quality police force and new ongoing funds dedicated to the Joint Office of Homeless Services. Recognizing that the City would likely need to take some ongoing cuts to balance the five-year budget forecast, I requested that bureaus submit nearly $15 million in possible budget cuts.

My proposed budget focuses our limited resources on the things that make a real difference in the lives of Portland residents. By doing so we can put our city on the right track and set ourselves up for long-term success.



Ted Wheeler

Mayor

CITY OF PORTLAND OREGON
1851

City Overview

INTRODUCTION

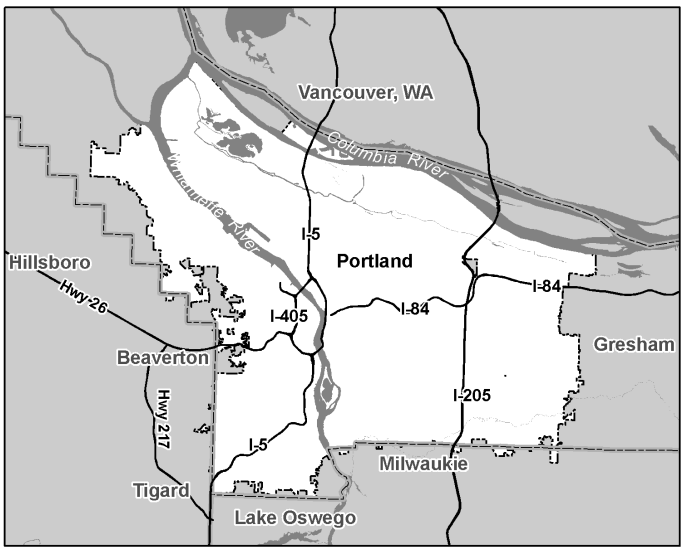
This section of the FY 2017-18 budget document provides general information on the city of Portland, its demographics, and its government management systems. This overview intends to provide context for the environment in which decisions are reached during the budget process, and make it easier to navigate 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 residents and leaders alike.

CITY OF PORTLAND CHARACTERISTICS

Basic Statistics

The city of Portland, with a population in 2016 estimated at 627,395 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.



Recreation

Natural Areas

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

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

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

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

The city, with one of the highest parks-per-capita ratios in the United States, prides itself on its many beautiful parks, forests, trails, and wetlands. These include the 40-Mile Loop (a trail circling the city that is now much more than 40 miles long); Forest Park 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, also play at the Park.

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, and was named the nation's "Best Food City" by the Washington Post in 2015.

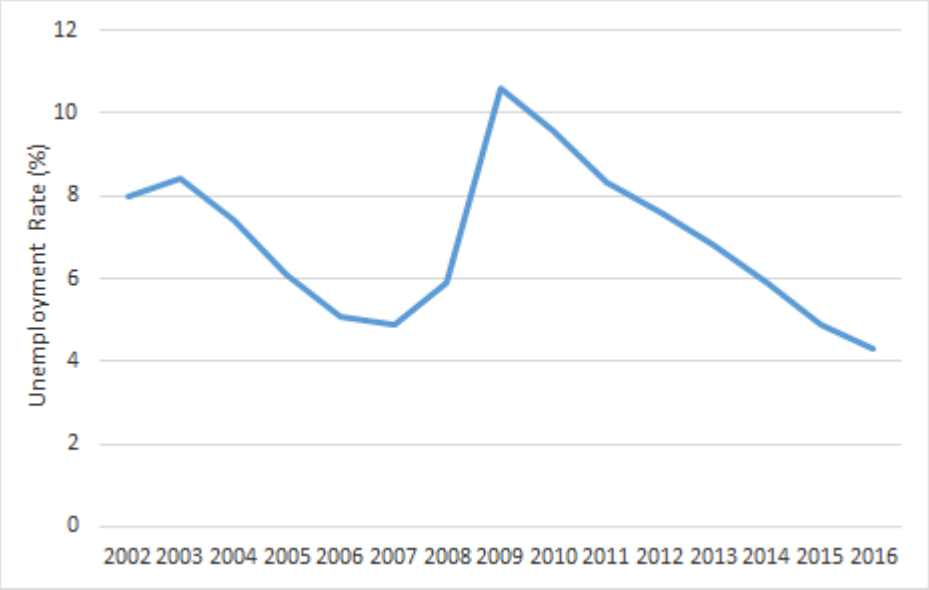
Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region. Tektronix, Nike, Providence Health & Services, Kaiser Permanente, and Legacy, as well as retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers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

Recent Trends

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

The Portland area economy is now well into the expansion that has followed the Great Recession. Most broad economic measures are approaching cyclical highs. Perhaps most notably, county unemployment reached a seasonally adjusted rate of 3.2% in April 2017, the lowest since tracking began in1990 and representing a decrease of 1.2 percentage points from the prior April. Meanwhile, the housing market is experiencing record low inventories, which in turn has pushed prices higher. Housing prices in the Portland area have continued to be among the fastest growing in the country, posting an increase of 9.8% between January 2016 and January 2017.

Figure 1: Multnomah County Unemployment



Shipping and Other Port Facilities

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

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 10.2 million tons. Portland is the largest bulk mineral exporter on the U.S. West Coast and the largest wheat export gateway in the U.S. Wheat, corn, and soybean growers from Eastern Oregon to the Midwest use the three grain elevators at the Portland Harbor to help get products to overseas buyers. More than $12 billion in imported and exported goods flow through the Portland harbor each year.

After the withdrawl of Hanjin in February 2015, the Port is seeing new investments by tenants at the marine terminals approaching a quarter of a billion dollars. Columbia Grain, Portland Bulk Terminals, and Auto Warehousing Company have all made improvements to their facilities to help move more products.

The Portland International Airport served a record-breaking 18.3 million passengers in 2016, an 8.9% growth rate over 2015. 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.

Air cargo posted a strong year in 2016 with 231,298 tons - a growth of about 1.3% over the previous year.

The Port is the largest industrial landowner in the Portland metro area and the state. Within its 10,000 acres of property holdings, the Port oversees five industrial parks that offer traded-sector businesses expansion options and fast, efficient access to markets. 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.

In FY 2017-18, the City will encompass 17 active Urban Renewal Areas (12 areas still able to issue new debt) comprising 13.0% of the City's land area. Six of these URAs are newly created "micro" districts focused on eastside commercial corridors. Five URAs are located in the Central City; three are neighborhood focused, and two are focused on industrial activity.

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. Prosper Portland is partnering with Majestic Realty and Colas Construction to develop Alberta Commons, an urban retail shopping center at Martin Luther King, Jr. Boulevard and Alberta Street that includes Natural Grocers as the tenant anchor with room for four to ten additional businesses. Additional activities planned for FY 2017-18 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. PDC 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 PDC 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 implementing Development Agreements with Portland State University and Zidell. 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 PDC 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.
- Oregon Convention Center (OCC): 1989-2013. The goals of the OCC URA are to assist the community in achieving its vision as defined by The Lloyd District Development Strategy and associated neighborhood plans. Major investments focus on regional attractors, including supporting a new Convention Center Hotel through hotel related garage development and improvements to the Rose Quarter.

Transportation and Land Use

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 78 bus routes, a 60-mile light rail system, and a 15-mile Westside Express Service (WES) Commuter Rail line. In FY 2015-16, TriMet provided over 100 million trips. TriMet carries more people than any other U.S. transit system its size. TriMet's rail lines and buses combined to eliminate over 200,000 daily car trips.

Portland's transportation network provides access and mobility, while reducing carbon pollution, supporting a strong economy and enabling access to healthy transportation options such as biking and walking. Projects such as Better Naito – an initiative dedicated to improving one of Portland's major parkways – encourage active transportation by expanding and improving bicycle and pedestrian access by creating a seasonal multiuse path. The City's growing network of bike lanes, bicycle parking facilities, and encouragement programs such as Sunday Parkways have helped grow the use of biking to more than 7 percent of commute trips, the highest rate of bicycle use among major U.S. cities. Public school students in Portland ride bicycles to school at eight times the national average. Bicycling and walking to school has increase 35 percent since 2006.

The City of Portland has adopted Vision Zero, which is the transportation safety goal that aims to reduce, and eventually end, traffic fatalities in the next 10 years. The plan consists of redesigning streets, lowering speed limits, enforcing traffic laws, and educating the public about transportation safety. This effort, in concert with Portland's multimodal public transit system, enables Portland to decrease automobile dependency and prioritize public safety.

Improving and maintaining roads is another priority of the City. Voters in May 2016 approved the Fixing Our Streets program that will invest revenue, generated from a gasoline tax, in preventative street maintenance. The program aims to save money and prevent potholes. This will also fund safety improvements, such as sidewalks, traffic signals, street lights and bike lanes.

Growth of Regional Light Rail System

Portland's transportation network.

TriMet's nationally recognized light rail system, known as the MAX, extends 60 miles and serves all three counties in the region. The MAX Orange Line, including the unique Tilikum Crossing, *Bridge of the People,* opened in September 2015. It extends from downtown Portland and connects to South Waterfront, SE Portland, Milwaukie, and north Clackamas County. The multi-modal Tilikum Crossing is the only bridge of its kind in the U.S., carrying MAX light rail and streetcar trains, buses, bicyclists, and pedestrians, but no cars. It also has the widest multi-use paths of any bridge in Portland. Portland became the first West Coast city to have rail service to its airport with the opening of the Max Red Line in 2001. To date, more than $10 billion has been invested in new development within walking distance of the 97 MAX stations.

The Bureau of Planning & Sustainability 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.

Portland Streetcar Expansion

The Portland Streetcar complements bus and light rail transit.

The City completed 2.4 miles of track to open the first modern streetcar line in July 2001. The streetcar line runs from Northwest Portland through the Pearl District to Portland State University's Urban Plaza. This successful system later added 0.6 miles to RiverPlace, 0.6 miles to SW Moody and Gibbs to connect with the Portland Aerial Tram to OHSU, and 0.4 miles in August 2007 to the South Waterfront District to complete a total system of 4.0 miles. This original streetcar alignment (now called the North-South or NS Line) is credited

with serving as a catalyst for $3.5 billion in transit-oriented investment and helping to revitalize Portland's urban core with more than 10,212 new housing units and 5.5 million square feet of office, institutional, retail, and hotel construction, all within two to three blocks of the streetcar route and in some areas that were formerly home to industrial land in decline.

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

The Streetcar Complete the Loop project that started in February 2013 was completed in September 2015. The Streetcar Loop around Portland's Central City became operational across the new Tilikum Crossing Bridge concurrently with the opening of Portland to Milwaukie light rail. With the streetcar project now seamlessly connecting the east and west sides of the Willamette, daily ridership has increased from 4,000 users per day in 2001 to 15,000 users per day in 2015.

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. 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 new 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 University University's (PSU) 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.

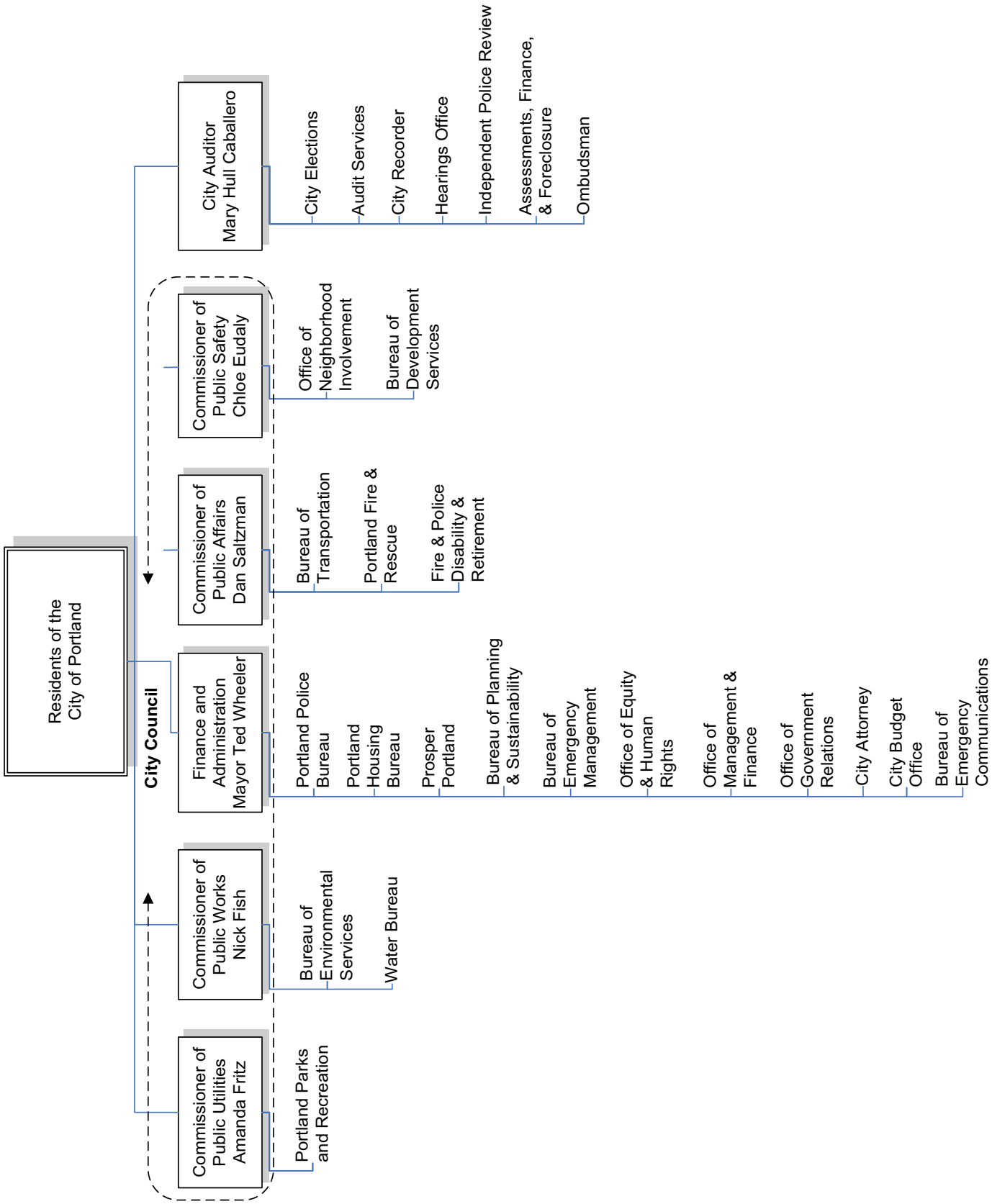
Figure 2: A Profile of Portland's Residents

General Characteristics		2011	2012	2013	2014	2015	Percent of 2015 Population	Percent Change Between 2011 & 2015
City Population		595,325	603,650	611,134	619,445	632,187	100.0%	6.2%
	Male	295,365	297,942	302,285	304,728	313,516	49.2%	6.1%
	Female	299,960	305,708	308,849	314,717	318,671	50.8%	6.2%
Age	Under 18 Years	116,078	116,177	112,460	114,344	115,861	18.5%	-0.2%
	18 to 34 Years	172,458	168,660	174,252	171,156	178,726	27.6%	3.6%
	35 to 64 Years	246,112	253,369	255,059	262,872	262,818	42.4%	6.8%
	65 and over	60,677	65,444	69,363	71,073	74,782	11.47%	23.2%
Race/Ethnic Distribution								
One Race		572,256	578,467	580,088	584,156	597,333	94.5%	4.4%
	White	459,255	475,727	474,549	476,461	491,427	77.7%	7.0%
	Black or African American	38,559	36,746	35,745	34,381	36,199	5.7%	-6.1%
	American Indian & Alaska Native	5,184	3,581	5,639	4,680	4,554	0.7%	-12.2%
	Asian	45,977	42,465	45,933	42,807	50,253	7.9%	9.3%
	Native Hawaiian & other Pac. Is.	1,254	4,730	2,386	4,477	3,483	0.6%	177.8%
	Some Other Race Alone	22,027	15,218	15,836	21,350	11,417	1.8%	-48.2%
Two or more races		23,069	25,183	31,046	35,289	34,854	5.5%	51.1%
	Hispanic or Latino (of any race)	60,301	57,049	60,974	63,194	61,064		1.3%
Household Population								
	Average household size	2.31	2.40	2.35	2.34	2.43	-	5.2%
	Average family size	3.11	3.10	3.05	3.00	3.16	-	1.6%
Social Characteristics								
Population 25 years and over		424,561	436,937	443,687	450,953	462,743	9.0%	9.0%
	High school graduate or higher	383,165	401,090	402,091	415,257	422,389	10.2%	10.2%
	Bachelor's degree or higher	182,314	194,731	204,090	207,751	224,851	23.3%	23.3%
Place of Birth	Native	508,419	527,042	521,514	530,634	546,146	86.4%	7.4%
	Foreign Born	86,906	76,608	89,620	88,811	86,041	13.6%	-1.0%
Income and Benefits*								
Households								
	Less than $10,000	25,456	21,355	22,437	22,466	20,736	8.2%	-18.5%
	$10,000 to $14,999	16,203	15,594	13,672	13,568	10,950	4.3%	-32.4%
	$15,000 to $24,999	28,577	25,325	21,412	26,499	21,255	8.4%	-25.6%
	$25,000 to $34,999	27,176	23,774	24,787	23,991	23,130	9.1%	-14.9%
	$35,000 to $49,999	33,605	33,719	34,565	32,982	29,106	11.5%	-13.4%
	$50,000 to $ 74,999	42,774	40,554	40,559	43,890	45,804	18.0%	7.1%
	$75,000 to $99,999	29,572	29,773	34,808	30,578	33,831	13.3%	14.4%
	$100,000 to $149,999	26,336	36,014	33,894	34,779	36,615	14.4%	39.0%
	$150,000 to $199,999	10,747	11,113	11,597	12,583	14,381	5.7%	33.8%
	$200,000 or More	10,382	11,477	15,290	15,931	18,012	7.1%	73.5%
Housing in Portland								
Total Occupied Housing Units**		250,828	248,698	253,021	257,267	253,820	100.0%	1.2%
	Owner-occupied housing units	128,055	132,005	134,315	132,248	137,000	54.0%	7.0%
	Renter-occupied housing units	122,773	116,693	118,706	125,019	116,820	46.0%	-4.8%

All data from 2011, 2012, 2013, 2014, and 205 American Community Survey (1 year estimate) unless otherwise noted

In 2011, 2012, 2013, 2014, and 2015 inflation-adjusted dollars

Figure 3: City of Portland Organization Chart



Form of City Government

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

The Charter provides for five non-partisan Council members, called Commissioners, including the Mayor. They are elected at-large to four-year terms. The positions are full-time and salaried. The City Auditor is also elected and required by Charter to be 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 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.

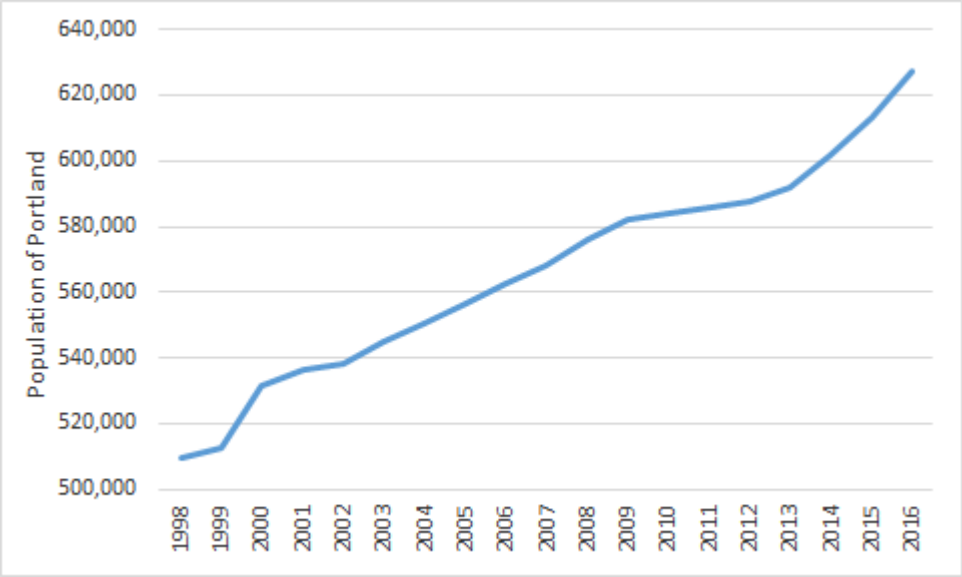
Demographic Data

Population

Portland is currently one of the fastest-growing cities in the nation.

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. The City's population continues to increase, and the region is now experiencing growth rates that are some of the fastest in the nation.

Figure 4: Portland's Population

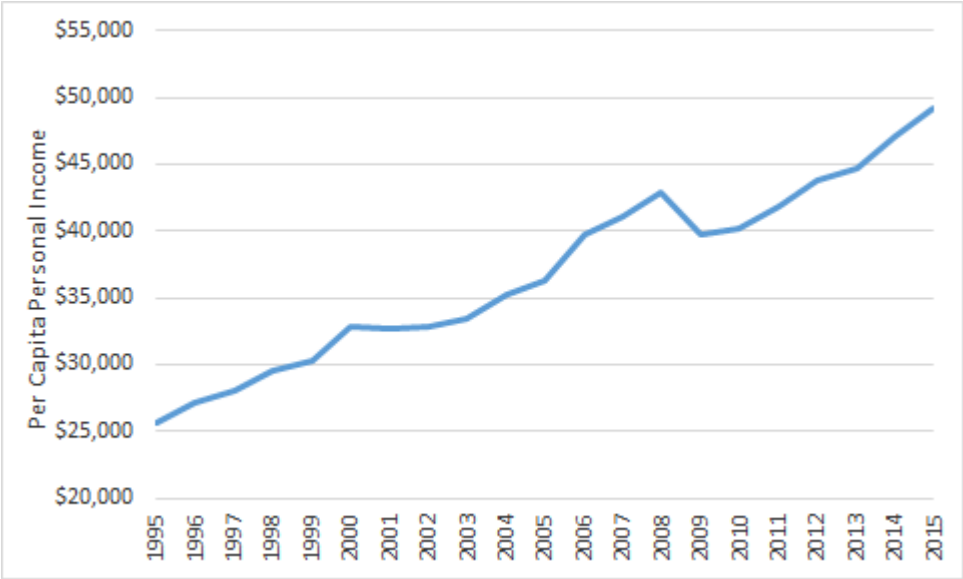


Per Capita Income

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

Per capita personal income is one measure of a community's ability to pay for goods and services. Though the data lags somewhat, county figures show a healthy recovery from the Great Recession with respect to per capita personal income. At $49,230 in 2015, per capita personal income in Multnomah County has risen 24% since 2009.

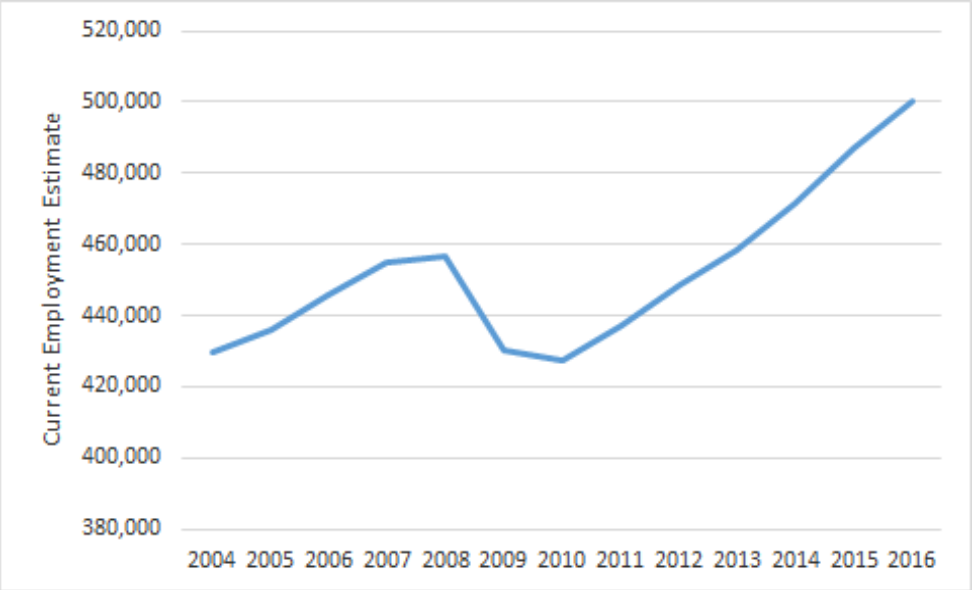
Figure 5: Multnomah County Per Capita Income



Job Growth

After gaining almost 77,500 jobs during the 1990's (20.6% growth), Multnomah County lost nearly 32,000 during the 2000s, representing a 7% decline. In fact, the economic 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 12,083 jobs added annually. In recent years, job growth has continued to be strong, with nearly 13,000 jobs added between 2015 and 2016. Total non-farm employment in the County is at an all-time high.

Figure 6: Multnomah County Employment

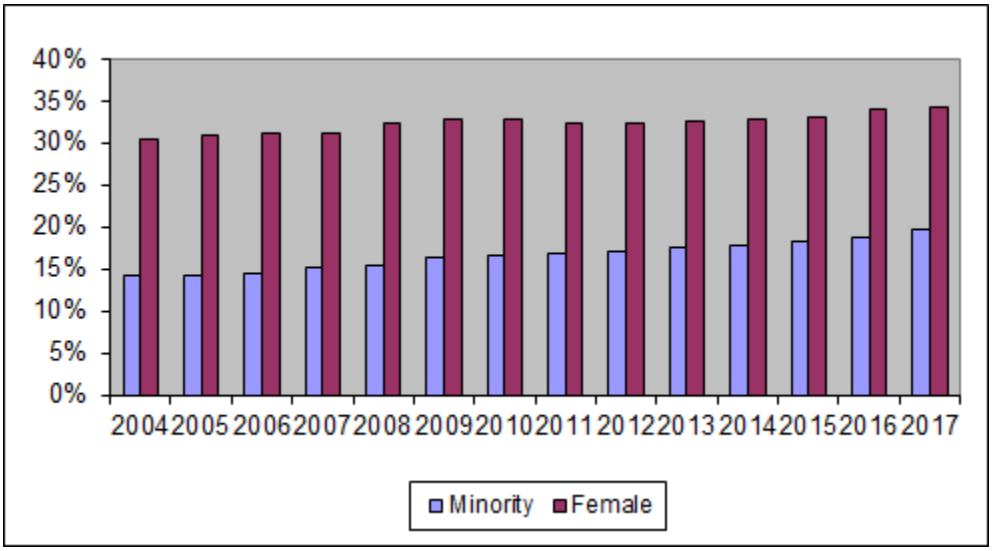


WORKFORCE DIVERSITY

The Council has directed that City bureaus develop a workforce reflecting the rich cultural diversity of Portland as a community. The figure below indicates that the percentage of all City employees who are women (excluding casual employees) has increased to 34.28% in 2017. The percentage of minority employees has increased to 21%, over a full percentage point increase from the previous year.

The table below is current as of July 20, 2017. It shows female and minority employment as a percentage of total employment in the City, with steady increases in racial diversity being reported over the last several years. The City has heightened its efforts to hire and retain a racially diverse workforce through initiatives led in part by the Office of Equity and Human Rights.

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



CITY OF PORTLAND OREGON
1851

Budget Overview

A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2017-18 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 $237.3 million from the FY 2016-17 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 2017-18 is $4.77 billion, which reflects a $237.3 million (5.0%) increase from the FY 2016-17 Revised Budget. As shown in Figure 1 below, the overall increase in the City budget is largely reflected in external materials and services, contingency, capital outlay, and ending fund balance.

Total Net Budget

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

The net City Budget is up by $227.0 million from the FY 2016-17 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2016-17 is $3.89 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

Figure 8: Requirements by Major Object Category

Major Object Category	Revised FY 2016-17	Adopted FY 2017-18	Dollar Change	Percent Change
Personnel Services	$ 741,134,397	$ 766,769,057	$ 25,634,660	3.5%
External Materials & Services	887,772,054	955,744,167	67,972,113	7.7%
Internal Materials & Services	221,135,438	231,516,070	10,380,632	4.7%
Capital Outlay	327,986,934	363,379,808	35,392,874	10.8%
Total City Bureau Expenses	**2,178,028,823**	**2,317,409,102**	**139,380,279**	**6.4%**
Contingency	725,817,941	905,881,917	180,063,976	24.8%
Ending Fund Balance	304,151,141	356,104,817	51,953,676	17.1%
Debt Service	673,998,751	539,944,773	(134,053,978)	-19.9%
Cash Transfers	646,533,596	646,514,462	(19,134)	0.0%
Total City Budget	**4,528,530,252**	**4,765,855,071**	**237,324,819**	**5.2%**
Less Intracity Transfers	(867,669,034)	(878,030,532)	(10,361,498)	1.2%
Total Net City Expenses	**$ 3,660,861,218**	**$ 3,887,824,539**	**$ 226,963,321**	**6.2%**

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

Figure 9: Resources by Major Object Category

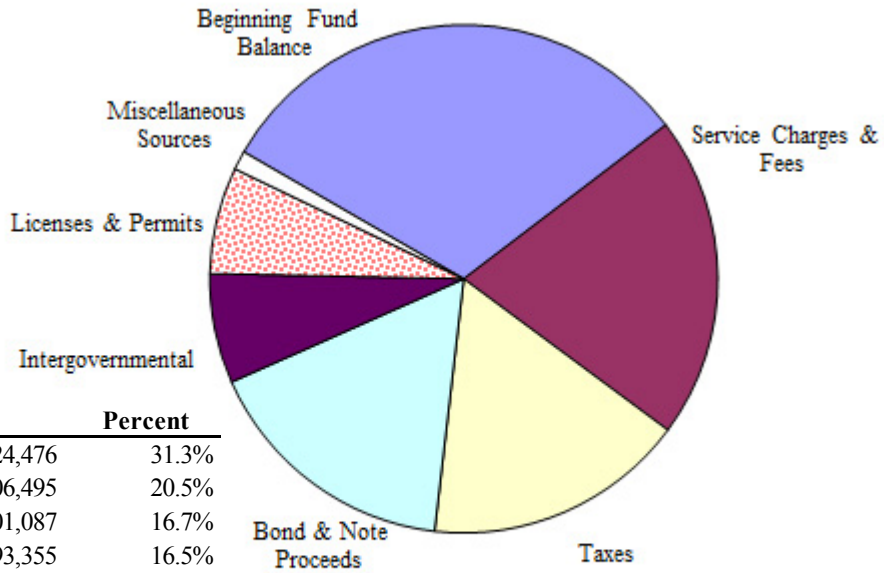
Major Object Category	Revised FY 2016-17	Adopted FY 2017-18	Dollar Change	Percent Change
Beginning Fund Balance	$ 1,159,995,501	$ 1,217,224,476	$ 57,228,975	4.9%
Taxes	599,465,305	649,201,087	49,735,782	8.3%
Licenses & Permits	255,863,222	264,246,016	8,382,794	3.3%
Service Charges & Fees	780,917,752	796,906,495	15,988,743	2.0%
Intergovernmental	241,001,478	271,473,433	30,471,955	12.6%
Miscellaneous Sources	46,217,812	46,879,677	661,865	1.4%
Bond & Note Proceeds	577,400,148	641,893,355	64,493,207	11.2%
Intracity Transfers	867,669,034	878,030,532	10,361,498	1.2%
Total City Budget	**4,528,530,252**	**4,765,855,071**	**237,324,819**	**5.2%**
Less Intracity Transfers	(867,669,034)	(878,030,532)	(10,361,498)	1.2%
Total Net City Budget	**$ 3,660,861,218**	**$ 3,887,824,539**	**$ 226,963,321**	**6.2%**

Major Resources

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

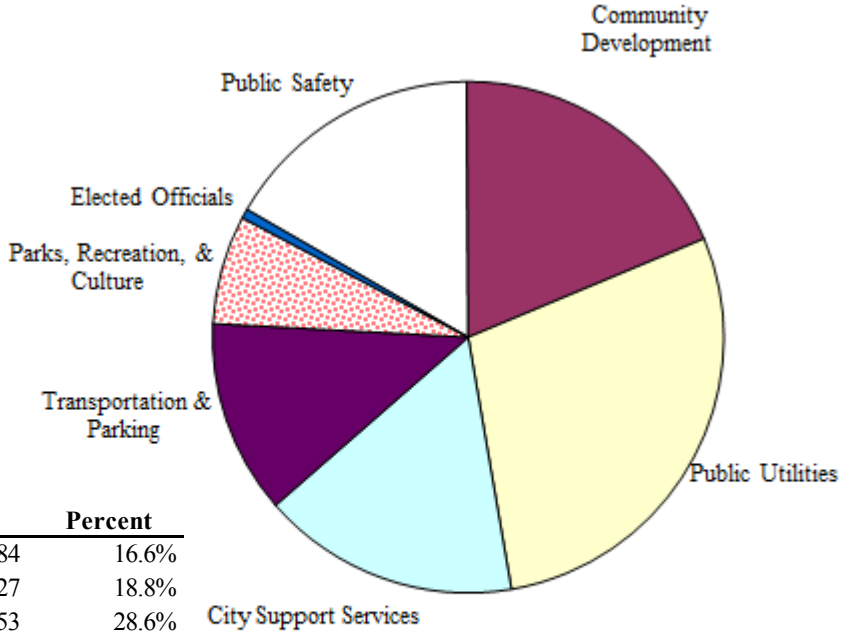
- Beginning fund balance is increasing by $57.2 million (4.9%).
- Tax revenues are increasing by $49.7 million (8.3%).
- Bond and note proceeds are increasing by $64.5 million (11.2%),
- Service charges and fees are up $16.0 million (2.0%). The adopted FY 2017-18 average effective sewer and stormwater bill increase is 2.95%, and the average effective water rate increase is 6.7%.

Figure 10: City Net Budget—Resources



Resource		Budget	Percent
Beginning Fund Balance	$	1,217,224,476	31.3%
Service Charges & Fees		796,906,495	20.5%
Taxes		649,201,087	16.7%
Bond & Note Proceeds		641,893,355	16.5%
Intergovernmental		271,473,433	7.0%
Licenses & Permits		264,246,016	6.8%
Miscellaneous Sources		46,879,677	1.2%
Total Net Budget	$	3,887,824,539	100.0%

Figure 11: Total City Bureau Expenses—Requirements by Service Area



Service Area		Budget	Percent
Public Safety	$	563,554,084	16.6%
Community Development		638,597,427	18.8%
Public Utilities		971,937,653	28.6%
City Support Services		554,127,187	16.3%
Transportation & Parking		416,970,891	12.3%
Parks, Recreation, & Culture		234,091,506	6.9%
Elected Officials		20,174,310	0.6%
Total City Bureau Expenses	$	3,399,453,058	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.

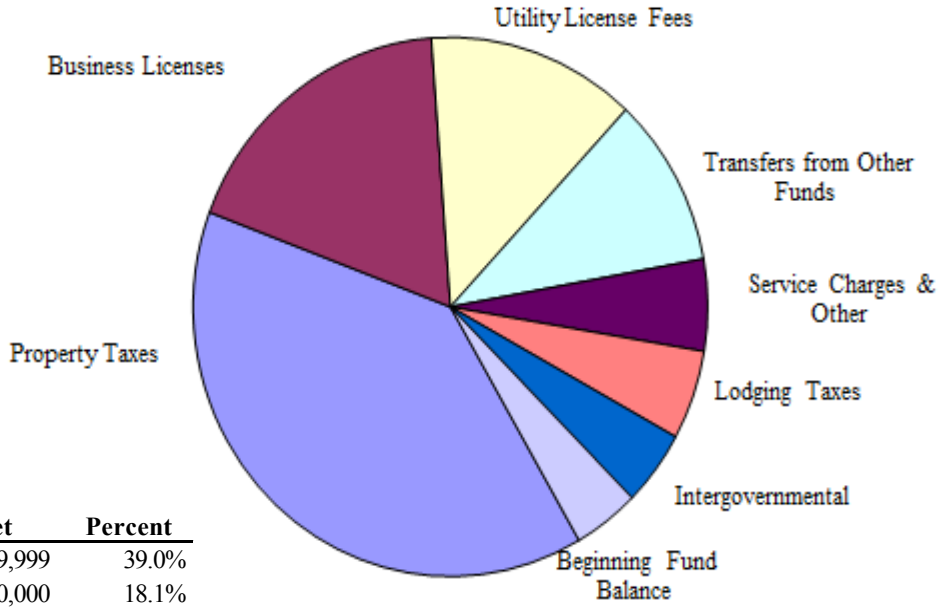
Discretionary resources total $521.6 million, 82.8% of the General Fund.

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.

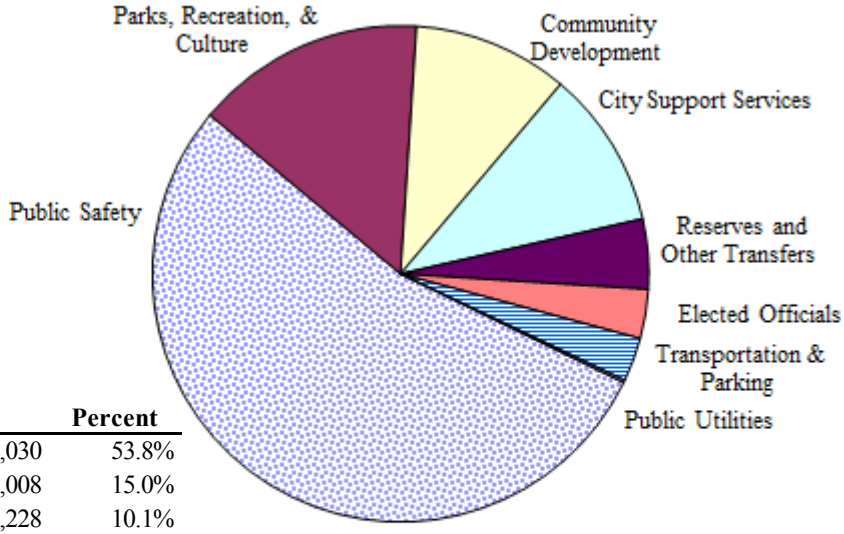
The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary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

Figure 12: General Fund—Resources by Major Category



Resource		Budget	Percent
Property Taxes	$	245,839,999	39.0%
Business Licenses		114,000,000	18.1%
Utility License Fees		82,648,126	13.1%
Transfers from Other Funds		64,231,726	10.2%
Service Charges & Other		34,622,677	5.5%
Lodging Taxes		33,775,500	5.4%
Intergovernmental		28,417,209	4.5%
Beginning Fund Balance		26,082,577	4.1%
Total General Fund Budget	$	629,617,814	100.0%

Figure 13: General Fund—Requirements by Service Area



Service Area		Budget	Percent
Public Safety	$	339,007,030	53.8%
Parks, Recreation, & Culture		94,189,008	15.0%
Community Development		63,795,228	10.1%
City Support Services		64,739,445	10.3%
Reserves and Other Transfers		28,668,615	4.6%
Elected Officials		20,174,310	3.2%
Transportation & Parking		17,978,918	2.9%
Public Utilities		1,065,260	0.2%
Total General Fund Budget	$	629,617,814	100.0%

Addressing the Financial Challenges

The General Fund financial forecast for FY 2017-18 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 2017-18: $21.59 million in additional ongoing resources and $32.14 million in one-time resources.

However, due to the City's existing commitments related to the Joint Offices of Homeless Services and the Portland Police Association contract, the Mayor asked most City bureaus that receive General Fund resources, with the exception of public safety and housing bureaus, to submit 5% reduction options. Public safety bureaus and the Portland Housing Bureau were asked to submit 2% reductions. In addition, bureaus were encouraged to focus realignment packages on the bureau's core mission, and to limit ongoing add package requests to those that have a direct and measurable impact on homelessness, increase the supply of affordable housing, and maintain the City's critical infrastructure. One-time requests were limited to high priority investments to decrease the City's long-term costs or increase General Fund revenues.

Capital Improvement Plan

Overview

The FY 2017-18 Adopted Capital Improvement Plan (CIP) budget totals $512.8 million, not including Prosper Portland. The Citywide CIP for FY 2017-18 through FY 2021-22 is projected to be $1.9 billion.

FY 2017-18 Major Projects by Service Area

Parks, Recreation, and Culture

- Mt Tabor Yard Maintenance Facility $6,000,000
- Acquisitions Program $8,480,000
- Developed Parks Program $18,741,236

Public Utilities

- Washington Park $54,100,000
- Distribution Mains $14,412,000
- Sewage Treatment Systems $33,876,000
- Sewer Maintenance and Reliability projects $66,450,000

Transportation

- Asset Management Program $21,006,835
- 10th and Yamhill Parking Garage $8,651,091
- Active Transportation Improvements $6,250,000

City Support Services

- Data Center Move $6,000,000
- Portland Building Reconstruction $60,597,780
- CityFleet Replacement and Fuel Stations $13,215,788

Community Development

- Housing Acquisitions and Buildings $19,080,000

Inter-Bureau Capital Projects

The chart below highlights inter-bureau projects currently budgeted for FY 2017-18, including the project names, bureaus involved, and budgeted expenses.

Figure 14: Inter-Bureau Projects

Bureau	Phase 2 Pipe Rehabilitation	Distribution Mains	Phase 3 Pipe Rehabilitation	Distribution Service	Bond: Gibbs-River
Bureau of Environmental Services	$10,377,000	$300,000	15,000,000	$0	$256,100
Portland Bureau of Transportation	$2,973,000	$935,000	$1,000,000	$700,000	3,588,816
Portland Parks & Recreation	$100,000	$0	$0	$0	$10,900
Portland Water Bureau	$550,000	13,177,000	$0	5,300,000	$30,700
Project Budget	$14,000,000	$14,412,000	$16,000,000	$6,000,000	$3,886,516

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 15: Dedicated Dollars for Art by Capital Project

Project	Amount for Art
Office of Management & Finance	
Portland Building Reconstruction Project	$2,080,000
Office of Management & Finance subtotal	**$2,080,000**
Portland Parks & Recreation	
Mt Tabor Yard Maintenance Facility	$107,648
Lynchview Park Playground	$45,736
Gateway Green Development	$40,000
Urban Forestry Maintenance Facility	$33,736
Reike Synthetic Turf	$31,010
Couch Park Playground	$23,310
North Park Blocks Playground	$22,813
Leach Botanical Garden	$22,000
Lents Park Playground	$21,004
Ventura Park Playground	$15,750
Argay Tennis Court	$15,234
St Johns CC Roof	$14,909
Kenton Park Playground	$13,827
Colonel Summers Park Loo	$11,570
Creston Park Playground	$11,506
Ventura Park Loo	$10,200
Mt Tabor Park Summit Restroom	$8,904
Whitaker Ponds Access Improvements	$8,762
Couch Park Loo	$8,239
Washington Park Stormwater	$7,480
Washington Park West Parking Lot Improvements	$6,990
Raymond Park Loo	$6,750
Bloomington Park Restroom	$6,020
Glenwood Park Restroom	$5,587
Forestry HQ Replacement	$5,348
Columbia Children's Arboretum	$2,700
Lynchview Park Irrigation	$2,565
MAC Seismic Study	$1,513
Portland Parks & Recreation subtotal	**$511,111**
Portland Bureau of Transportation	
Bond: Gibbs-River Pkwy, SW	$104,000
Foster Rd: Powell Blvd - 90th Ave, SE	$39,500
Burnside: W 24th-E Cesar Chavez	$30,333
Burnside St: 8th-24th, W	$21,467
Gravel Street Program	$7,676
Taylors Ferry Rd. Rockslide Abatement, SW	$6,500
Halsey/Weidler: 103rd - 113th, NE	$4,390
Portland Bureau of Transportation subtotal	**$213,866**
Citywide Total Dollars for Art	**$2,804,977**

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

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

Public Involvement Process

The City engages in a proactive public outreach effort as part of the budget process. In order to ensure that all stakeholders were involved in the budget development process, bureaus were directed to continue with the Budget Advisory Committee (BAC) process that included management, labor, customers, and internal and external experts. These committees reviewed the 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, 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 2017-18 budget calendar, adopted in December 2016.

Figure 16: FY 2017-18 Budget Schedule

Bureaus/PDC submit Requested Budgets, Five-Year Plans, and CIPs,	January 30
Special Appropriation requests for General Fund support due	January 30
City Budget Office Requested Budget reviews distributed to Council	March 6
City Budget Office meetings with Council Offices on budget reviews	Mar 6-24
Council work sessions on Requested Budgets	Mar 13-31
Spring BMP due to City Budget Office	March 27
Public Hearings on Requested Budgets (2 hearings)	April 11 & 18
Council work session on Spring BMP	April 18
Revised General Fund financial forecast released	April 30
Council action to adopt Spring BMP	April 26
Mayor releases Proposed Budget decisions	April 27
Proposed Budget document available	May 8
Budget Committee meeting – Mayor's Message and Work Session	May 9
PDC Budget Committee meeting – PDC director presents Proposed Budget	May 10
Budget Committee public hearing on City and PDC budgets	May 11
Budget Committee action to approve City and PDC budgets	May 17
Approved Budget submitted to Tax Supervising & Conservation Commission	May 18
Utility Rate Review – first reading and hearing	May 18
Utility Rate Review – second reading	May 24
Over-expenditure ordinance due to City Budget Office	June 5
Tax Supervising & Conservation Commission hearing on Approved Budget	June 7
Council action to adopt budget	June 8
Council action to adopt over-expenditure ordinance	June 21

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.

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

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 31 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 31 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 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 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

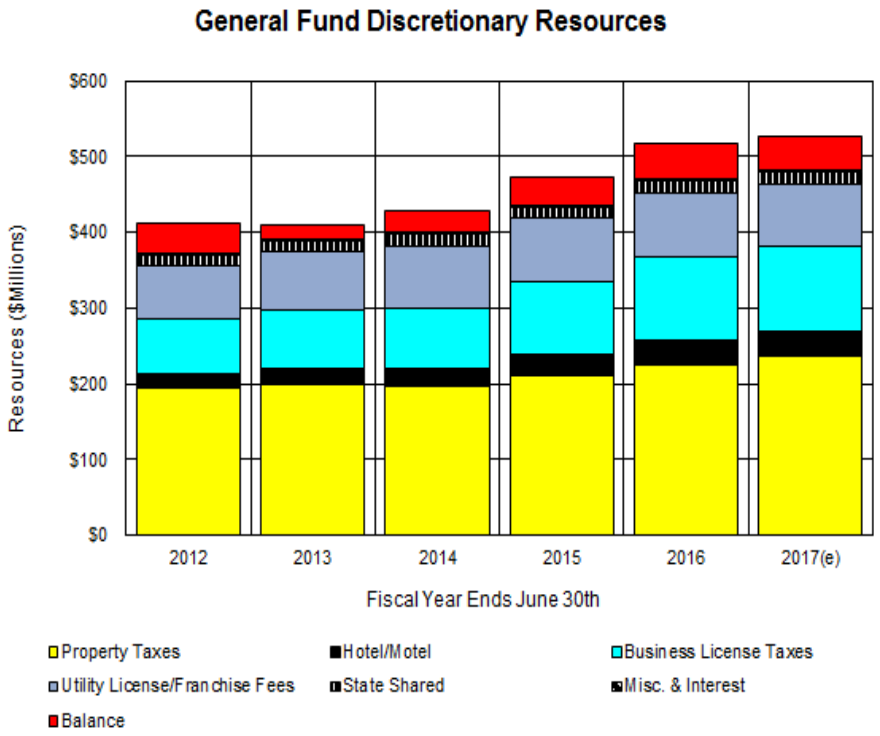
Council's financial planning process starts with the preparation of a five-year revenue forecast, which is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2016 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 2017. 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 2017. 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 17: General Fund Discretionary Resources



General Fund revenue grew rapidly over the last three years after a relatively stagnant few years following the Great Recession. Over the past five years, revenue growth was 5.3% annually, but grew by about 10% in both FY 2014-15 and FY 2015-16. The General Fund's beginning fund balance has averaged about $35.6 million, though smaller beginning balances are expected in the future. Both business license and transient lodging taxes grew by more than 9% annually over the last five years, illustrating the highly cyclical nature of those revenue streams. The graph illustrates both the slow growth coming out of the last recession and the more recent rapid growth in the City's General Fund revenue. Notably, property tax receipts typically grow by about 3.5% per year, but approached 7% growth in FY 2014-15 and FY 2015-16. Meanwhile, growth in FY 2016-17 is expected to reach nearly 5%, as new construction and higher property values over the last three years 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, continuing to exceed record levels in FY 2016-17. Overall, these tax collections grew by 9.3% annually over the past five years. Revenues grew by 31% from FY 2009-10 to FY 2012-13, then grew by only 3.6% in FY 2013-14, before increasing by nearly 33% by FY 2015-16.

Utility license taxes and franchise fees have grown more modestly and are expected to be essentially flat in FY 2016-17, as households move away from traditional cable television and only modest rate increases depress growth. Ultimately, collections will be an estimated $82.3 million in FY 2016-17, reflecting 3.2% annual growth since FY 2011-12. Underlying structural growth - net of a recent tax increase - was even more modest. Natural gas and electricity price increases have remained at historical lows, dampening revenue growth.

Transient lodging tax revenues are similar to business license revenues in that they follow the business cycle. Transient lodging tax revenues will likely exceed $34 million for the first time in FY 2016-17. 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.

State-shared cigarette and liquor tax revenues grew at a 5.3% 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. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. The low interest rate environment has sharply cut General Fund interest income revenue, and this revenue is expected to continue to be limited over the next 12 to 18 months.

Forecast Assumption

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 1% over the last year. The housing market continues to roar with inventory levels below two months and annual price growth around 10%.

Specific revenue projections as of the April 2017 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 2017-18 revenues of about $33.8 million versus an expected FY 2016-17 year-end of about $33 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 2% per year.

Property Taxes

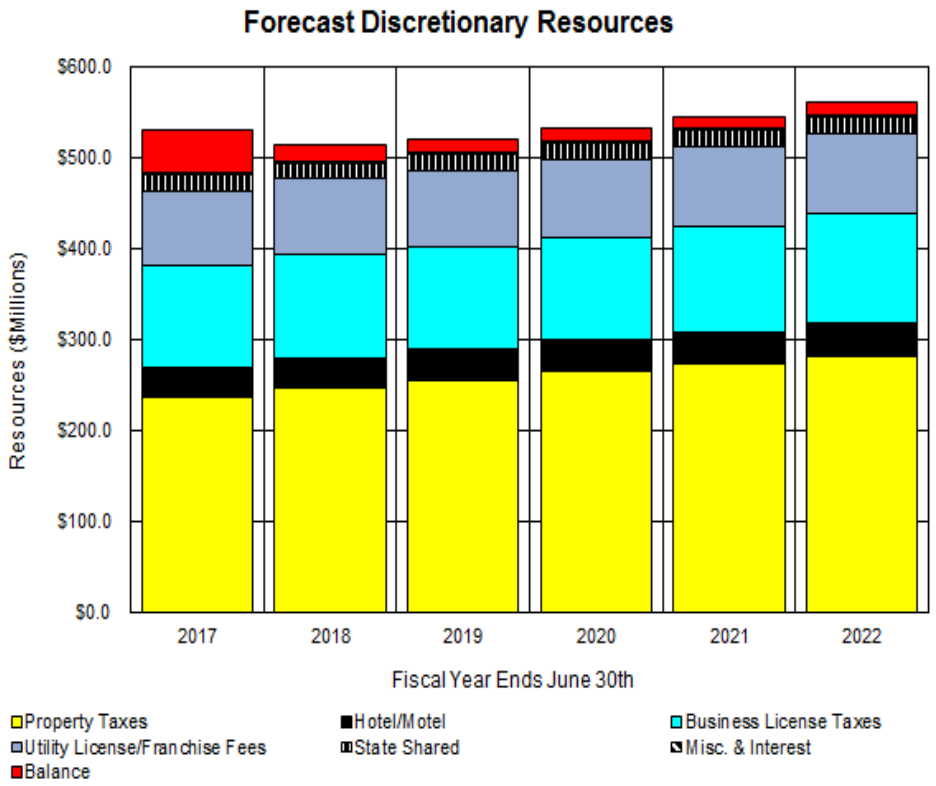
Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay $4.577 per $1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. Property taxes are expected to grow by about 3.5% 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 2.2% tax on their income to the City of Portland. For those with no net taxable income there is a $100 minimum payment required. During the prior expansion, revenues peaked at $76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to $59.8 million by FY 2009-10, before rebounding rapidly. The largest annual receipts appear to be in FY 2016-17, with Revenue Division staff currently estimating a year-end total of $112.4 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 2016-17 has been set at $114 million, with revenues forecast to grow moderately in the out-years of the forecast horizon.

The figure below summarizes the current five-year revenue forecast as of April. Average annual revenue growth (not including beginning balance) is projected at 2.5%, 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 2017-18.

Figure 18: Forecast General Fund Discretionary Resources



December and April Financial Forecast Results

The economy has largely met expectations during FY 2016-17, 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 flat period even as economic conditions improved.

Initially, the December resource forecast for FY 2017-18 was about $504.6 million. The December financial forecast was updated in late April using more recent FY 2016-17 revenue and expenditure information. The April revenue forecast update increased estimated revenues by about $8.5 million over December figures, as most revenue stream exhibited positive growth, particularly business license taxes. Expense forecasts also saw increases as higher-than-expected inflation offset some of the additional revenue Given that City Council has already obligated more than $13 million in ongoing resources to various policy priorities, the result is that the City is projected to only have $0.2 million in additional ongoing resources.

The table below summarizes April financial forecast results, reflecting that resources are projected to exceed current appropriation level expenditures by nearly $18.6 million in FY 2017-18. Of this, an estimated $18.4 million are one-time resources, buoyed by large amounts of excess revenue collected in FY 2016-17.

Figure 19: Five-Year Financial Plan

	Fiscal Year					
Budget Category	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**
Total Resources	**$501.4**	**$513.1**	**$519.3**	**$530.9**	**$545.0**	**$560.4**
Total Expenses	**$501.4**	**$494.5**	**$508.7**	**$528.8**	**$544.7**	**$560.4**
Available Ongoing		$0.2	$0.0	$0.0	$0.0	$0.0
Available One-Time		$18.4	$10.6	$2.1	$0.3	$0.0
Total Expenses with Adds & One-Time Spending	**$501.4**	**$513.1**	**$519.3**	**$530.9**	**$545.0**	**$560.4**
Note: Totals may not add due to rounding. FY 2016-17 figures are for the Adopted Budget.						

The April financial forecast is based on an expectation of continued economic growth through at least 2018.

Uncertainties and Forecast Risks

The FY 2016-17 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:

- Federal/State Policy Uncertainty - Though very early in the new presidential administration, the uncertainty surrounding a myriad of economic and social policies may already be impacting investment. Surveys of businesses and consumers show boosts in confidence, but that has not manifest itself in increased spending and investment. Budget cuts at the state level will also act as a drag on growth in the next several years.
- Personnel Costs/Labor Contracts - The City spends about three-fourths of its General Fund discretionary budget on personnel. It has already added nearly $7 million in ongoing costs with just the Police and BOEC contracts completed. If the remaining negotiations continue to add costs - particularly if they do so without adding services - this represents a significant forecast risk.

Forecast Methodology

Each major General Fund revenue source is forecasted independently based on the specific characteristics of how and from whom it is collected. For property taxes, the forecast is largely governed by two ballot measures approved by voters in the 1990s. The only factor that is forecast using traditional econometric modeling techniques is the forecast for real market values. This forecast is then folded into the structure created by the ballot measures to arrive at the forecasted revenues. Both business license taxes and transient lodging taxes are forecast using a variety of regression models, incorporating important variables that reflect a historical correlation between economic activity and collections, as well as one-time factors (e.g., annexations) that help explain prior year collections. Utility license and franchise fee collections are forecasted in a similar manner, with particular attention paid to energy prices and public utility commission rate hearings. Finally,

the forecast for state shared revenue combines state-provided forecasts for cigarette and liquor taxes with expectations for pertinent factors for distribution, such as the city population, to determine the five-year forecast figures. Moody's/Economy.com provides national data and some local forecasts for many independent variables included in the forecast models.

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

Financial Outlook - Other Major Funds

In addition to the General Fund, the financial overview includes excerpts from the financial plans of the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. These financial plans, developed using information available through December 2016, 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 2013-14, FY 2014-15, and FY 2015-16.

Sewer System Operating Fund

The five-year financial plan for the Sewer System Operating Fund projected an average effective retail rate increase for the average single family residence of 2.95% for FY 2017-18 which was adopted by City Council. The primary factors contributing to the FY 2017-18 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 2.95% each year over the five-year planning horizon.

The FY 2017-18 Adopted Budget of $560.6 million is an increase of approximately $20.1 million from the FY 2016-17 Adopted Budget. Significant changes include increased staffing of 9.0 FTE budgeted and increased capital expenses. The FY 2017-18 Adopted Budget includes $77.6 million of capital outlay, primarily for maintenance and reliability work, as well as sewage treatment and surface water management.

In regards to fund reserves, the combined ending fund balances of the Sewer System Operating Fund and the Sewer System Rate Stabilization Fund must be equal to or greater than 10% of each year's operating expenses, as defined by bond covenants. The Bureau of Environmental Services generally maintains 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 bureau is also working with other stakeholders to assess current and past land use practices within the lower Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the City's potential liability for cleanup activities. The FY 2017-18 Adopted Budget includes $5.0 million of expenditures in the Environmental Remediation Fund, which isolates Portland Harbor costs.

Water Fund

The five-year financial plan for the Water Fund projected an average effective retail rate increase for the average single family residence of 6.7% for FY 2017-18 which was adopted by City Council. The primary factors contributing to the FY 2017-18 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 6.7% each year over the five-year planning horizon; however, the forecasted rates and five-year capital improvement plan do not 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 2017-18 Adopted Budget of $388.6 million is an increase of approximately $37.9 million from the FY 2016-17 Revised Budget. Significant changes include increased capital outlay. The FY 2017-18 Adopted Budget includes $78.1 million of capital outlay, a $37 million increase from the FY 2016-17 Revised Budget. This increase is driven primarily by continued construction at Washington Park, design related costs for the Willamette River Pipe Crossing and work on distribution mains.

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

Transportation Operating Fund

The FY 2017-18 Adopted Budget for the fund is $353.4 million, reflecting a $29.4 million increase from the FY 2016-17 Revised Budget. The Adopted Budget includes $73.7 million of capital expenditures, including funding for streetlight LED conversion, the 20th Ave: Raleigh-Upshur LID NW project, the Halsey/ Weidler: 103rd -113th NE project, Active Transportation Improvements, safety projects, and road rehabilitation.

PBOT's FY 2017-22 financial forecast is balanced and does not require reductions. Parking permit revenue increased by $8.5 million due to an increase in the number of permits sold as a result of adding two permit zones and expanding five. In addition, the ending fund balance for FY 2015-16 was $8.0 million higher than budgeted primarily due to parking revenues ending the year above budget, as well as a payment from Multnomah County reimbursing the bureau for Sellwood Bridge services. FY 2021-22 was not balanced and had a deficit of $13.5 million, and higher inflation factors increased costs by $3.0 million over the forecast.

With the passage of Measure 26-173 in May 2016 and the heavy-vehicle tax, the Portland Bureau of Transportation will receive an estimated $74.0 million over four years to address critical transportation needs, including safer connections to schools and preventive roadway maintenance. Even with the new funding sources, additional investment is needed to prevent the further long-term deterioration of the City's transportation infrastructure. The local commitment that residents made with the passage of the new transportation funding measures will make it easier for the City to go to the state legislature in 2017 and seek additional statewide revenue.

Significant changes to the fund's budget in FY 2017-18 include an addition of $8.0 million in one-time General Fund resources for various projects and initiatives. Furthermore, PBOT's annual allocation of $1.98 million of utility license fees from ongoing General Fund resources are being realigned to fund Build Portland debt services starting in FY 2018-19. This initiative is expected to provide a significant infusion of resources to the bureau for maintenance and improvement activities in future years. Moreover, $1.5 million in ongoing Recreational Marijuana Tax revenues is being dedicated to the bureau's Vision Zero safety initiative.

With regards to fund reserves, the Portland Bureau of Transportation maintains a Transportation Reserve Fund (separate from the operating fund) but has been unable to dedicate the desired 10% level of discretionary revenues.

Figure 20: Summary of Major Funds

	General Fund	Sewer System Operating Fund	Transportation Operating Fund	Water Fund	All Other Funds	Total
FY 2015-16 Actual						
Beginning Balance	46,057,741	64,739,985	67,731,639	74,897,562	900,049,295	1,153,476,222
External Revenues	514,842,584	346,922,759	165,533,608	170,665,055	1,243,508,072	2,441,472,078
Internal Revenues	51,778,534	85,033,693	60,492,003	72,893,153	491,868,485	762,065,868
Total Resources	612,678,859	496,696,437	293,757,250	318,455,770	2,635,425,852	4,357,014,168
Bureau Expenses	497,231,835	200,861,132	150,973,303	135,753,039	634,373,667	1,619,192,976
Fund-level Expenses	71,291,052	230,633,321	33,010,504	100,746,472	1,082,341,786	1,518,023,135
Ending Fund Balance	44,155,972	65,201,984	109,773,443	81,956,259	918,710,399	1,219,798,057
Total Requirements	612,678,859	496,696,437	293,757,250	318,455,770	2,635,425,852	4,357,014,168
FY 2016-17 Revised Budget						
Beginning Balance	46,250,590	65,180,000	54,346,325	74,897,562	919,321,024	1,159,995,501
External Revenues	515,489,861	374,625,755	212,928,108	175,263,483	1,222,558,510	2,500,865,717
Internal Revenues	61,115,355	123,484,129	56,688,632	100,598,094	525,782,824	867,669,034
Total Resources	622,855,806	563,289,884	323,963,065	350,759,139	2,667,662,358	4,528,530,252
Bureau Expenses	545,687,943	245,185,505	208,055,647	162,158,257	1,016,941,471	2,178,028,823
Fund-level Expenses	67,905,784	246,495,369	21,188,403	94,980,530	889,962,261	1,320,532,347
Contingency	9,262,079	71,429,010	94,719,015	93,620,352	456,787,485	725,817,941
Ending Fund Balance	-	180,000	-	-	303,971,141	304,151,141
Total Requirements	622,855,806	563,289,884	323,963,065	350,759,139	2,667,662,358	4,528,530,252
FY 2017-18 Adopted Budget						
Beginning Balance	26,082,577	71,180,000	106,336,717	85,862,795	927,762,387	1,217,224,476
External Revenues	539,303,511	368,068,672	191,232,672	175,669,539	1,396,325,669	2,670,600,063
Internal Revenues	64,231,726	121,371,132	55,797,630	127,100,433	509,529,611	878,030,532
Total Resources	629,617,814	560,619,804	353,367,019	388,632,767	2,833,617,667	4,765,855,071
Bureau Expenses	561,432,685	257,579,115	225,258,806	204,525,500	1,068,612,996	2,317,409,102
Fund-level Expenses	55,130,862	229,186,783	23,853,751	104,738,974	773,548,865	1,186,459,235
Contingency	13,054,267	73,673,906	104,254,462	79,368,293	635,530,989	905,881,917
Ending Fund Balance	-	180,000	-	-	355,924,817	356,104,817
Total Requirements	629,617,814	560,619,804	353,367,019	388,632,767	2,833,617,667	4,765,855,071

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 21: Changes in Fund Balance

Fund	Beginning Balance	Change in Fund	Ending Balance plus Contingency
42nd Avenue NPI Debt Service Fund	2,531	(2,531)	-
82nd Ave/Division NPI Debt Service Fund	2,181	(2,181)	-
Airport Way Debt Service Fund	1,545,000	54,999	1,599,999
Arts Education & Access Fund	6,080,436	(2,600,977)	3,479,459
Assessment Collection Fund	79,535	1,200	80,735
Bancroft Bond Interest and Sinking Fund	13,729,075	1,124,842	14,853,917
BFRES Facilities GO Bond Construction Fund	612,598	(612,598)	-
Bonded Debt Interest and Sinking Fund	375,000	(175,000)	200,000
Central Eastside Ind. District Debt Service Fund	2,405,863	-	2,405,863
Children's Investment Fund	5,800,000	15,801	5,815,801
CityFleet Operating Fund	21,167,572	5,683,521	26,851,093
Community Solar Fund	52,772	(52,772)	-
Convention and Tourism Fund	135,000	-	135,000
Convention Center Area Debt Service Fund	14,295,000	1,657,289	15,952,289
Cully Blvd. NPI Debt Service Fund	3,576	(3,576)	-
Development Services Fund	80,291,247	(822,439)	79,468,808
Division-Midway NPI Debt Service Fund	399	(399)	-
EBS Services Fund	3,430,609	(853,049)	2,577,560
Emergency Communication Fund	1,470,269	(30,074)	1,440,195
Environmental Remediation Fund	4,690,600	(1,890,390)	2,800,210
Facilities Services Operating Fund	40,782,540	(5,126,752)	35,655,788
Fire & Police Disability & Retirement Fund	9,058,579	1,019,299	10,077,878
Fire & Police Disability & Retirement Res Fund	750,000	-	750,000
Fire & Police Supplemental Retirement Res Fund	500	44,050	44,550
Gas Tax Bond Redemption Fund	1,673,047	-	1,673,047
General Fund	26,082,577	(13,028,310)	13,054,267
General Reserve Fund	58,987,747	1,678,359	60,666,106
Golf Fund	250,750	11,006	261,756
Grants Fund	9,750,000	(9,750,000)	-
Health Insurance Operating Fund	24,227,369	(987,729)	23,239,640
Housing Investment Fund	6,356,910	(6,342,910)	14,000
Housing Property Fund		2,195,781	2,195,781
Hydroelectric Power Bond Redemption Fund	15,600	(15,600)	-
Hydroelectric Power Operating Fund	359,000	(143,651)	215,349
Hydroelectric Power Renewal Replacement Fund	11,090,000	(9,462,230)	1,627,770
Inclusionary Housing Fund		809,801	809,801
Insurance and Claims Operating Fund	29,211,150	636,820	29,847,970
Interstate Corridor Debt Service Fund	9,900,000	(4,188,652)	5,711,348
Lents Town Center URA Debt Redemption Fund	5,146,100	(2,113,508)	3,032,592
Local Improvement District Fund	2,882,533	(451,593)	2,430,940
North Macadam URA Debt Redemption Fund	6,813,750	(1,848,100)	4,965,650
Parking Facilities Fund	10,086,746	(2,932,293)	7,154,453
Parkrose NPI Debt Service Fund	6,837	(6,837)	-
Parks Capital Improvement Program Fund	87,467,374	(50,199,725)	37,267,649
Parks Endowment Fund	183,484	(20,792)	162,692
Parks Local Option Levy Fund	656,980	(656,980)	-
Pension Debt Redemption Fund	750,000	-	750,000
Police Special Revenue Fund	4,800,251	(4,800,251)	-
Portland International Raceway Fund	415,863	162,112	577,975
Portland Parks Memorial Fund	6,793,802	(5,571,921)	1,221,881
Portland Police Assoc Health Insurnc Fund	7,177,051	1	7,177,052
Printing & Distribution Services Operating Fund	1,261,976	(76,765)	1,185,211
Property Management License Fund	14,500	-	14,500
Public Safety GO Bond Fund	2,961,197	(2,960,972)	225
Recreational Marijuana Tax	703,000	(203,000)	500,000
River District URA Debt Redemption Fund	10,828,088	(3,209,230)	7,618,858
Rosewood NPI Debt Service Fund	2,123	(2,123)	-
Sewer System Construction Fund	15,000,000	131,750,000	146,750,000
Sewer System Debt Redemption Fund	61,900,000	9,030,000	70,930,000
Sewer System Operating Fund	71,180,000	2,673,906	73,853,906
Sewer System Rate Stabilization Fund	120,000,000	11,400,000	131,400,000
Solid Waste Management Fund	3,599,544	(61,274)	3,538,270
South Park Blocks Redemption Fund	8,292,000	1,134,999	9,426,999
Spectator Venues & Visitor Activities Fund	7,000,000	(1,512,530)	5,487,470
Tax Increment Financing Reimbursement Fund	2,978,030	(2,830,636)	147,394
Technology Services Fund	20,335,044	(1,269,241)	19,065,803
Transportation Operating Fund	106,336,717	(2,082,255)	104,254,462
Transportation Reserve Fund	5,926,886	740,000	6,666,886
Water Bond Sinking Fund	31,351,200	7,017,000	38,368,200
Water Construction Fund	122,330,741	12,003,622	134,334,363
Water Fund	85,862,795	(6,494,502)	79,368,293
Waterfront Renewal Bond Sinking Fund	7,950,000	140,000	8,090,000
Workers' Comp. Self Insurance Operating Fund	13,564,832	(825,802)	12,739,030
Total	**1,217,224,476**	**44,762,258**	**1,261,986,734**

CITY DEBT MANAGEMENT

Figure 22: Debt Ratings

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

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

For over 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. Some of the City's bonds are insured and originally carried the triple-A rating of the bond insurer. Beginning in 2008, all bond insurers experienced rating downgrades, resulting in the effective ratings for a significant portion of the City's insured bonds to be equal to the City's own underlying rating.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2017.

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:

- $124.0 million of voter-approved general obligation bonds for emergency facilities, public safety improvements, 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:

- $1.5 billion of sewer system revenue bonds
- $392.2 million of long-term urban renewal bonds
- $32.5 million of principal on urban renewal lines of credit secured solely by tax increment revenues
- $651.9 million of water revenue bonds
- $9.5 million of gas tax revenue bonds and other gas tax secured debt

General Fund-Backed Debt

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

- $182.0 million of limited tax pension obligation bonds, of which approximately $67.6 million is attributed to General Fund bureaus and approximately $114.5 million to non-General Fund bureaus.
- $87.2 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 ($72.1 million) and Civic Stadium (Providence Park) Improvement project ($15.1 million). While ultimately secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax levied by Multnomah County and, for the Civic Stadium bonds, also from revenues generated from Spectator Facilities operations.
- $35.6 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.
- $31.4 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.
- $69.1 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.

- $11.3 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.
- $14.2 million of limited tax housing revenue bonds.
- $32.6 million of limited tax improvement bonds issued to finance property owner assessments.
- $37.2 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.
- $6.0 million of principal on lines of credit used to provide short-term and interim financing for local improvement district projects.
- $0.4 million of principal on a line of credit for the Portland Harbor Restoration project.
- $24.3 million of principal on a River District urban renewal area line of credit.
- $7.9 million of principal on a line of credit for the Portland Building Reconstruction project.
- $0.5 million of principal on a line of credit to support the Business Oregon Infrastructure Finance Authority Levee Ready Columbia project (IFA Levee Loan)

Debt Limitation

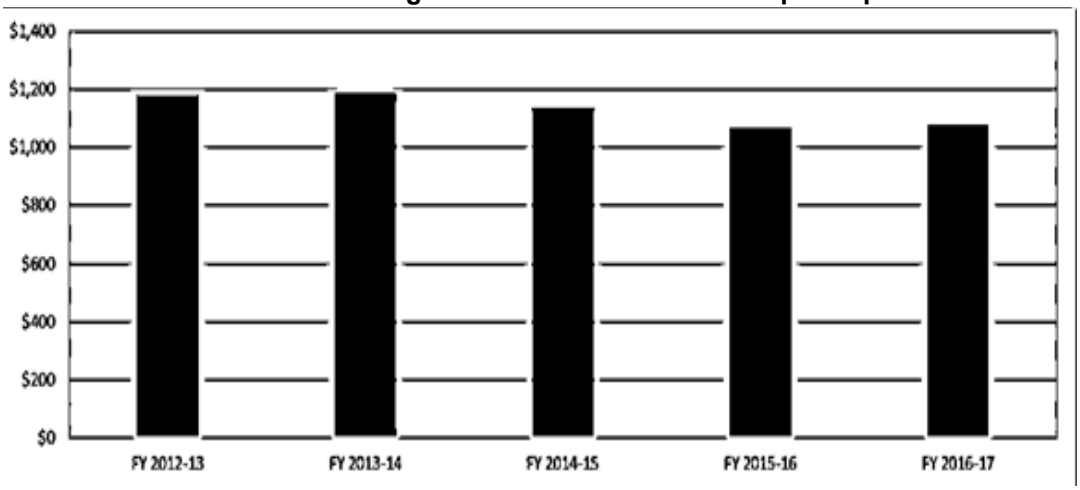
Under Oregon law (ORS 287A.050), the City's unlimited tax general obligation debt limit is equal to 3% of the City's real market valuation ($120.8 billion), or about $3.6 billion. The City's debt policies are more restrictive, specifying that unlimited tax general obligation debt can be no more than 0.75% of real market value, or approximately $905.9 million for FY 2016-17. Currently, the City has $124.0 million of outstanding unlimited tax general obligation debt that is subject to this debt limitation. The City also has an additional $39.6 million of voter authority for GO parks bonds and $220.9 million of voter authority for GO housing bonds that are currently unissued.

Figure 23: Debt Limitation Criteria

FY 2016-17 Real Market Value	$120,785,526,157
3% of Real Market Value	$3,623,565,785
City outstanding debt subject to limit	$124,010,000
Percent of limitation outstanding	3.42%
Debt margin	$3,499,555,785

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 24: Gross Bonded Debt per Capita



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

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

In FY 2016-17 the City issued the following refunding bonds: the First Lien Sewer System Revenue Refunding Bonds, 2016 Series A to advance refund certain maturities of the outstanding First Lien Sewer System Revenue Refunding Bonds, 2008 Series A; the Second Lien Sewer System Revenue Refunding Bonds, 2016 Series B to advance refund certain maturities of the Second Lien Sewer System Revenue and Refunding Bonds, 2008 Series B; the First Lien Water System Revenue and Refunding Bonds, 2016 Series A which refunded the First Lien Water System Revenue Refunding Bonds, 2006 Series B and the First Lien Water System Revenue Bonds, 2008 Series A; and the Limited Tax Revenue and Refunding Bonds, 2017 Series A which refunded the Limited Tax Revenue Bonds, 2007 Series C. In addition to the refunding bonds described above, the City issued $35.1 million of general obligation housing bonds representing the first issuance of bonds to finance affordable housing projects authorized by voters in November 2016, $16.2 million of limited tax revenue bonds representing the City's first "green bonds" to finance

lighting efficiency projects, and $29.2 million of limited tax revenue bonds to repay the balance on an interim line of credit and provide new money to pay the City's share of the Sellwood Bridge Project. The City also issued $28.8 million of tax anticipation notes to pay for FY 2016-17 expenditures of the Fire & Police Disability & Retirement Fund until receipt of property tax revenues in November.

Also, in FY 2016-17, the City borrowed approximately $86.5 million on credit facilities to provide interim finance for projects including lighting efficiency, levee engineering analysis, local improvement district ("LID") projects, Portland Building Reconstruction, and urban renewal area projects.

Anticipated Debt Issuance in FY 2017-18

The City anticipates issuing the following debt obligations during FY 2017-18 (amounts are approximate):

- $98.9 million in first lien water system revenue bonds to finance water system capital improvements;
- $203.2 million in second lien sewer system revenue bonds to finance sewer system capital improvements;
- $44.0 million in tax anticipation notes for the Fire & Police Disability & Retirement Fund;
- $7.9 million in limited tax revenue bonds to finance affordable housing projects; and
- $12.6 million for limited tax revenue bonds to finance the construction of a new fueling station for City Fleet vehicles.

The City will likely incur additional indebtedness during FY 2017-18 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

Tax Expenditures

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

The Portland Housing Bureau reports annually on current abatements and the estimated tax impacts. This report can be found on the bureau's website. The most recent report, issued in March 2016, covers tax year 2014-15. In that year 14,549 units received exemptions. The forgone revenue associated with these exemptions is $5.3 million for the City and $12.1 million for all other taxing jurisdictions.

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

Summaries of Financial Policies

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

Community Policing

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

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 that make up the Regional Water Providers Consortium.

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

Environmental Services Policy

The 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 $9.60 per ton, and is proposed to increase by $1.30 to $10.90 per ton in FY 2021-22 to fund expansion of the public trash can 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.

Bureau of Development Services

Funding for Code Development

Council directs 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 revenue as appropriate and permissible by law. Annual work plans and funding amounts for both bureaus should be included in the budget process for Council consideration.

Strengthen the Financial Advisory Committee

Council directs the Financial Advisory Committee to review the Bureau of Development Services forecasted revenues, expenditures, and underlying assumptions in order to better assist bureau staff in developing a five-year sustainable financial plan.

Bureau of Planning and Sustainability

Land Use Revenue

Council directs 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 revenue as appropriate and permissible by law. Annual work plans and funding amounts for both bureaus should be included in the budget process for Council consideration.

Office of the City Attorney

Citywide Text Message Archiving

Council directs each City bureau to enroll all City owned phones, as well as any other City owned cellular device that uses text messaging, in the SMARSH archiving system or an approved alternative administered by the Office of the City Attorney. This enrollment should occur at the beginning of FY 2017-18. City bureaus will also work with the Office of the City Attorney and the City Archivist to properly retain those messages according to state law, including moving them into TRIM or an approved alternative for longer term archiving. The Bureau of Technology Services is directed to act as the agent for cost recovery through its cellular phone service billing platform.

City Budget Office

Build Portland

As part of the Build Portland initiative started in the FY 2017-18 Budget, the plan includes a schedule of periodic debt issuances for infrastructure repair, rehabilitation, and replacement. Council directs the City Budget Office to highlight for Council in the General Fund forecast the future debt service costs as soon as the next proposed debt issuance falls within the five-year forecast timeframe and discuss with Council the costs and benefits of proceeding with the program. Council expresses its intent to hold a work session during the Summer of 2017 to discuss Build Portland. In the fall of 2017, the Mayor will present to Council a binding resolution to formalize the City's commitment to Build Portland.

Joint Office of Homeless Services Funding Conversation

Council directs the City Budget Office to coordinate a work session to discuss the City's role in supporting the efforts of the Joint Office of Homeless Services, which will include a discussion of current and future funding levels, including funding sustainability.

Land Use Revenue / Funding for Code Development

Council directs 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 revenue as appropriate and permissible by law. Annual work plans and funding amounts for both bureaus should be included in the budget process for Council consideration.

Portland Film Office

The FY 2017-18 Adopted Budget includes $142,240 in General Fund one-time funding to continue the Portland Film Office. City Council directs the City Budget Office to provide options for funding the office outside of General Fund Discretionary funding as part of the FY 2018-19 Budget Process.

Commissioners Office Budgets

Council directs the City Budget Office to evaluate funding levels for the Commissioner's office budgets relative to the Mayor's Office and make recommendations to adjust funding levels as appropriate. This may include but is not limited to establishing an appropriate ratio of Commissioner Office budgets to the Mayor's Office budget. This evaluation should be complete and submitted to Council for consideration by November 30th, 2017 in preparation of the FY 2018-19 budget.

Open and Accountable Elections Program

The City's public matching campaign finance program is to be implemented in time for the 2020 election. Council directs the City Budget Office to conduct an analysis of the staffing and operational needs of the program and report back to Council with recommended funding levels for FY 2017-18 and beyond. CBO is also directed to make a recommendation as to the appropriate location of this function.

Office of Community Technology

The Office of Community Technology (OCT) is currently a division of the Bureau of Revenue and Financial Services. Council directs the City Budget Office to engage an external consultant that will evaluate options and make recommendations to Council on the optimal location and structure for OCT within the City's organizational framework.

Participatory Budgeting

Council directs the City Budget Office to create a proposal for developing and implementing a Participatory Budgeting pilot process. CBO shall present their recommendations to Council during the FY 2017-18 Fall Supplemental Budget process for consideration as part of FY 2018-19 Budget Development.

Office of Management and Finance

Develop Options for OMF Central Services Funding Models

OMF central service providers in the General Fund are currently funded with a combination of resources including General Fund overhead, General Fund discretionary, and interagency charges. This funding methodology does not always allow OMF to provide the level of services demanded by City bureaus. In addition, many of the administrative cuts taken by Council in recent years have hampered OMF's ability to respond to growing service demands. As a result, some additional services are funded through direct-billed interagency agreements or decentralized staff assignments, which can result in inconsistencies in service levels, policy oversight, and compliance.

Council directs OMF to work with CBO and customer bureaus to develop options and make recommendations to ensure that support services are able to meet the demands of City bureaus. The recommendations will be shared with Council with the FY 2017-18 Fall BMP, so that any changes in funding methodology can be incorporated into the FY 2018-19 budget process.

IRS Data Exchange Program

Council directs the Revenue Division to work with the IRS to develop options to acquire ongoing and/or retroactive access to IRS Data Exchange Federal Taxpayer Information, and report on these options as part of FY 2018-19 budget development. In the event that retroactive access to FTI is not an option, the Revenue Division is directed to provide information on the minimum level of resources that would preserve access to FTI on an ongoing basis.

Council further directs the Revenue Division to provide the following information during FY 2018-19 budget development, in order to inform future funding decisions:

- A return on investment (ROI) analysis for this program for FY 2016-17 and for the FY 2017-18 year-to-date period. Consistent with all past revenue-generating add packages and long-standing CBO budget analysis, the analysis should include the costs of the program as allocated by the Council in the add package, as well as a breakdown of actual collections by ongoing and one-time categories. The analysis should also show the ROI of this program relative to the Revenue Division's other revenue-generating activities.
- A projection of costs and new ongoing and one-time revenue collections for FY 2018-19.

Multnomah County Tax Collection Reimbursement

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.

Council also directs the City Budget Office to backfill the bureau's $640,050 current appropriation level reduction on a one-time basis in FY 2017-2018 and FY 2018-19.

Integrated Tax System Implementation

The FY 2017-18 Proposed Budget allocates one-time General Fund resources for two limited term positions in the Bureau of Revenue and Financial Services to develop requirements and begin implementation of an Integrated Tax System. As the estimated length of time for this project is three years, Council directs the City Budget Office to allocate one-time General Fund resources for these positions in FY 2018-19 and FY 2019-20.

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. The plan will be submitted with OMF's Fall BMP, so that recommendations can be considered during the FY 2018-19 budget process. The plan should include recommendations and supporting analysis for a phase-in timeline, rental rates and tenant impacts.

A robust asset management program is critical to ensuring the appropriate usage of major maintenance funding and timely execution of projects. Council further directs that OMF-Facilities Services address the following issues in the OMF FY 2018-19 Requested Budget submission:

- Service Level Definitions: OMF-Facilities Services will formalize and clarify the service levels provided to tenant customers under its major maintenance policies, and communicate these definitions to tenant customers.
- Major Maintenance Project Prioritization: OMF-Facilities will develop a robust asset management prioritization framework and all major maintenance projects will be prioritized based on a standardized analysis of cost, risk, and service level.
- Performance Management: OMF-Facilities Services will work with CBO and the Citywide Asset Managers Group to develop a suite of performance measures designed to appropriately monitor and track progress in Facilities Services.

Portland Bureau of Transportation

Funding for Youth Bus Pass

Council is funding $967,000 in transportation services to lower-income high school students who attend the Parkrose, David Douglas, and Portland Public School Districts. Council expresses its intent to hold a work session to determine the appropriate allocation of these resources, followed by action to appropriate those funds. Furthermore, Council directs PBOT to complete an independent, objective analysis of TriMet's actual costs associated with the program, either through increased expenses or foregone revenues.

Vision Zero

The City is providing $1,590,000 for PBOT's Vision Zero initiative to improve transportation safety in the city. While the funds are allocated mainly for designated infrastructure improvements, Council directs that PBOT be provided flexibility, within activities allowable in the Recreational Marijuana Fund, to dedicate a portion of the resources to public education purposes, particularly in East Portland.

Portland Parks & Recreation

Sustainable Funding for the Preschool Program

Council directs Portland Parks & Recreation to implement a full cost recovery plan for the Preschool Program by the end of FY 2017-18. This plan should include a scholarship component, which will be funded with an increase in program fee revenues. Outreach for the scholarship program should be targeted at communities of color and children with special needs.

Long-Term Financial Plan

Council directs Portland Parks & Recreation to develop a long-term financial plan, which specifically outlines options to address SDC-funded system expansion and long-term major maintenance needs. This plan should outline alternative funding options and possible service tradeoffs if new resources for O&M and major maintenance needs are not available. A status report shall be submitted to Council along with the bureau's FY 2018-19 requested budget. The full long-term financial plan should be submitted to Council by December 2018.

Special Appropriations

Experience PDX

Council directs the City Budget Office to set aside $200,000 in one-time General Fund resources to fund the Experience PDX program in FY 2018-19.

Community-Driven, Inclusive Budgeting Process

The FY 2017-18 budget includes $500,000 in Recreational Marijuana Tax revenue to be allocated via a community-driven, inclusive process, to be managed by the City Budget Office with guidance from Commissioners Eudaly and Fritz. The project managers shall report to Council by November 30th, 2017 on their progress.

Funding allocated through this process will go toward the following: support for neighborhood small businesses, especially women-owned and minority-owned businesses, including but not limited to business incubator programs, management training, and job training opportunities; and providing economic opportunity and education to communities disproportionately-impacted by cannabis prohibition.

Portland Police Bureau

Achieve Full Cost Recovery for Police Secondary Employment

Council directs the Portland Police Bureau to implement a rate model that achieves full cost recovery for the secondary employment hours worked by police officers that provide private benefit to a specific business, property, or individual. The cost recovery model shall include both direct and indirect costs, and full cost recovery rates shall be completely phased in by FY 2020-21.

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 2014-15 Actuals, FY 2015-16 Actuals, the FY 2016-17 Revised Budget reflecting through accounting period 11 (May 31, 2017), and the FY 2017-18 Adopted Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expense classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personnel services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt service, and interfund transfers.

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

Appropriation Schedule

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

Bureau Expenses

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

Resources

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

Total Budget by Fiscal Year

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

Tax Levy Computation

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

Urban Renewal Certification

Table 7, *Urban Renewal Certification*, shows estimated FY 2017-18 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 2016-17 Revised Budget to the FY 2017-18 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 2016-17 Revised Budget and FY 2017-18 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 2017-18 Adopted Budget:

- Table 14a, *Summary of Indebtedness - Debt Outstanding*, compares the change in total outstanding debt from FY 2016-17 to FY 2017-18.
- Table 14b, *Summary of Indebtedness - Actual Debt Outstanding*, compares the City's total outstanding debt for FY 2015-16, FY 2016-17, and the projected debt outstanding for FY 2017-18.
- Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2017-18.
- Table 16, *Principal Over the Life of the Debt*, shows the amount of debt principal paid off each fiscal year for all City debt.
- Table 17, *Interest Over the Life of the Debt*, shows the amount of interest paid each fiscal year on the City's debt.
- Table 18, *Summary of Defeased Indebtedness*, provides information on bonds the City has refunded, but have not yet been paid off by the escrow accounts established for that purpose.

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Total City Budget – Resources and Requirements

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

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	532,111,788	562,799,703	599,465,305	649,900,326	649,201,087
Licenses & Permits	238,476,465	261,983,019	255,863,222	263,880,580	264,246,016
Charges for Services	695,678,968	750,172,892	780,917,752	779,690,027	796,906,495
Intergovernmental	181,013,963	181,595,927	241,001,478	277,682,684	271,473,433
Bond & Note	578,943,509	630,489,274	577,400,148	627,253,199	641,893,355
Miscellaneous	58,965,444	54,431,263	46,217,812	45,391,788	46,879,677
Total External Revenues	**2,285,190,137**	**2,441,472,078**	**2,500,865,717**	**2,643,798,604**	**2,670,600,063**
Internal Revenues					
Fund Transfers - Revenue	569,472,911	568,381,914	646,533,596	647,230,083	646,514,462
Interagency Revenue	188,180,061	193,683,954	221,135,438	230,885,242	231,516,070
Total Internal Revenues	**757,652,972**	**762,065,868**	**867,669,034**	**878,115,325**	**878,030,532**
Beginning Fund Balance	854,044,018	1,153,476,222	1,159,995,501	1,194,303,482	1,217,224,476
Total Resources	**3,896,887,127**	**4,357,014,168**	**4,528,530,252**	**4,716,217,411**	**4,765,855,071**
Less Intracity Transfers	(757,652,972)	(762,065,868)	(867,669,034)	(878,115,325)	(878,030,532)
Total NET Budget	**3,139,234,155**	**3,594,948,300**	**3,660,861,218**	**3,838,102,086**	**3,887,824,539**
Requirements					
Bureau Expenditures					
Personnel Services	635,943,135	677,095,349	741,134,397	763,645,799	766,769,057
External Materials and Services	608,478,147	641,855,953	887,772,054	930,916,696	955,744,167
Internal Materials and Services	188,180,061	193,683,954	221,135,438	230,885,242	231,516,070
Capital Outlay	153,970,932	106,557,720	327,986,934	359,502,389	363,379,808
Total Bureau Expenditures	**1,586,572,275**	**1,619,192,976**	**2,178,028,823**	**2,284,950,126**	**2,317,409,102**
Fund Expenditures					
Debt Service	587,365,719	949,641,221	673,998,751	531,238,773	539,944,773
Contingency	0	0	725,817,941	896,710,650	905,881,917
Fund Transfers - Expense	569,472,911	568,381,914	646,533,596	647,230,083	646,514,462
Total Fund Expenditures	**1,156,838,630**	**1,518,023,135**	**2,046,350,288**	**2,075,179,506**	**2,092,341,152**
Ending Fund Balance	1,153,476,222	1,219,798,057	304,151,141	356,087,779	356,104,817
Total Requirements	**3,896,887,127**	**4,357,014,168**	**4,528,530,252**	**4,716,217,411**	**4,765,855,071**
Less Intracity Transfers	(757,652,972)	(762,065,868)	(867,669,034)	(878,115,325)	(878,030,532)
Total NET Budget	**3,139,234,155**	**3,594,948,300**	**3,660,861,218**	**3,838,102,086**	**3,887,824,539**

Appropriation Schedule – FY 2017-18

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	61,996,277	29,468,808	2,065,916	1,270,656	94,801,657
Total Bureau of Development Services	**61,996,277**	**29,468,808**	**2,065,916**	**1,270,656**	**94,801,657**
Bureau of Emergency Communications					
Emergency Communication Fund	22,466,041	1,440,195	936,149	232,141	25,074,526
Total Bureau of Emergency Communications	**22,466,041**	**1,440,195**	**936,149**	**232,141**	**25,074,526**
Bureau of Environmental Services					
Environmental Remediation Fund	7,109,568	2,800,210	123,371	1,562	10,034,711
Grants Fund	196,886	0	0	0	196,886
Sewer System Construction Fund	0	146,750,000	114,000,000	1,500,000	262,250,000
Sewer System Debt Redemption Fund	0	0	0	179,557,265	179,557,265
Sewer System Operating Fund	257,579,115	73,673,906	225,642,753	3,544,030	560,439,804
Sewer System Rate Stabilization Fund	0	131,400,000	5,000,000	0	136,400,000
Total Bureau of Environmental Services	**264,885,569**	**354,624,116**	**344,766,124**	**184,602,857**	**1,148,878,666**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	144,579,405	10,077,878	920,378	44,835,166	200,412,827
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
Total Bureau of Fire & Police Disability & Retirement	**144,579,405**	**10,077,878**	**1,670,378**	**44,835,166**	**201,162,827**
Bureau of Planning & Sustainability					
Community Solar Fund	61,672	0	84	0	61,756
General Fund	9,990,111	0	0	0	9,990,111
Grants Fund	1,323,253	0	0	0	1,323,253
Solid Waste Management Fund	5,886,923	68,293	193,194	67,638	6,216,048
Total Bureau of Planning & Sustainability	**17,261,959**	**68,293**	**193,278**	**67,638**	**17,591,168**
City Budget Office					
General Fund	3,593,114	0	0	0	3,593,114
Total City Budget Office	**3,593,114**	**0**	**0**	**0**	**3,593,114**
Commissioner of Public Affairs					
Children's Investment Fund	18,942,353	5,815,801	25,000	0	24,783,154
General Fund	2,087,649	0	0	0	2,087,649
Total Commissioner of Public Affairs	**21,030,002**	**5,815,801**	**25,000**	**0**	**26,870,803**
Commissioner of Public Safety					
General Fund	1,181,555	0	0	0	1,181,555
Total Commissioner of Public Safety	**1,181,555**	**0**	**0**	**0**	**1,181,555**
Commissioner of Public Utilities					
General Fund	1,186,931	0	0	0	1,186,931
Total Commissioner of Public Utilities	**1,186,931**	**0**	**0**	**0**	**1,186,931**
Commissioner of Public Works					
General Fund	1,181,087	0	0	0	1,181,087
Total Commissioner of Public Works	**1,181,087**	**0**	**0**	**0**	**1,181,087**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	92,061	0	0	0	92,061
82nd Ave/Division NPI Debt Service Fund	124,631	0	0	0	124,631
Airport Way Debt Service Fund	0	0	0	5,183,341	5,183,341
Bonded Debt Interest and Sinking Fund	0	0	0	17,043,785	17,043,785

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

		Fund Requirements			
	Bureau Program Expenses	Contingency	Interfund Cash Transfers	Debt Service	Total Appropriation
Central Eastside Ind. District Debt Service Fund	0	0	0	8,429,555	8,429,555
Convention Center Area Debt Service Fund	0	0	0	7,811,168	7,811,168
Cully Blvd. NPI Debt Service Fund	97,226	0	0	0	97,226
Division-Midway NPI Debt Service Fund	93,549	0	0	0	93,549
Fire & Police Supplemental Retirement Res Fund	10,000	0	0	0	10,000
Gateway URA Debt Redemption Fund	0	0	0	4,982,235	4,982,235
General Fund	0	13,054,267	45,110,849	10,020,013	68,185,129
General Reserve Fund	0	60,666,106	0	0	60,666,106
Governmental Bond Redemption Fund	0	0	0	3,486,133	3,486,133
Grants Fund	0	0	0	9,750,000	9,750,000
Interstate Corridor Debt Service Fund	0	0	0	30,541,274	30,541,274
Lents Town Center URA Debt Redemption Fund	0	0	0	16,321,278	16,321,278
North Macadam URA Debt Redemption Fund	0	0	0	15,221,885	15,221,885
Parkrose NPI Debt Service Fund	169,227	0	0	0	169,227
Pension Debt Redemption Fund	0	0	0	5,340,542	5,340,542
River District URA Debt Redemption Fund	0	0	0	36,191,455	36,191,455
Rosewood NPI Debt Service Fund	95,828	0	0	0	95,828
South Park Blocks Redemption Fund	0	0	0	7,181,094	7,181,094
Special Finance and Resource Fund	115,982,705	0	0	75,335	116,058,040
Special Projects Debt Service Fund	0	0	0	7,441,250	7,441,250
Waterfront Renewal Bond Sinking Fund	0	0	0	9,492,539	9,492,539
Total Fund & Debt Management	**116,665,227**	**73,720,373**	**45,110,849**	**194,512,882**	**430,009,331**
Office of Equity & Human Rights					
General Fund	1,786,433	0	0	0	1,786,433
Total Office of Equity & Human Rights	**1,786,433**	**0**	**0**	**0**	**1,786,433**
Office of Government Relations					
General Fund	1,814,150	0	0	0	1,814,150
Total Office of Government Relations	**1,814,150**	**0**	**0**	**0**	**1,814,150**
Office of Management & Finance					
Arts Education & Access Fund	13,129,977	3,479,459	25,000	0	16,634,436
BFRES Facilities GO Bond Construction Fund	609,199	0	10,420	0	619,619
CityFleet Operating Fund	41,466,315	26,851,093	1,186,075	1,793,954	71,297,437
Convention and Tourism Fund	20,126,000	135,000	25,000	0	20,286,000
EBS Services Fund	10,783,435	2,577,560	177,290	0	13,538,285
Facilities Services Operating Fund	91,500,996	35,655,788	918,421	6,970,128	135,045,333
General Fund	42,620,565	0	0	0	42,620,565
Health Insurance Operating Fund	63,688,094	23,239,640	318,157	40,204	87,286,095
Insurance and Claims Operating Fund	10,933,991	29,847,970	189,192	95,010	41,066,163
Portland Police Assoc Health Insurnc Fund	17,148,639	7,177,052	0	0	24,325,691
Printing & Distribution Services Operating Fund	6,916,101	1,185,211	279,644	172,422	8,553,378
Property Management License Fund	5,548,800	14,500	25,000	0	5,588,300
Public Safety GO Bond Fund	65,156	225	1,025,322	0	1,090,703
Recreational Marijuana Tax Fund	93,000	500,000	0	0	593,000
Spectator Venues & Visitor Activities Fund	7,609,447	5,487,470	148,579	2,842,128	16,087,624
Technology Services Fund	59,784,848	19,065,803	2,150,748	604,720	81,606,119

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
Workers' Comp. Self Insurance Operating Fund	5,495,780	12,739,030	106,290	88,870	18,429,970
Total Office of Management & Finance	**397,520,343**	**167,955,801**	**6,585,138**	**12,607,436**	**584,668,718**
Office of Neighborhood Involvement					
General Fund	11,181,769	0	0	0	11,181,769
Public Election Fund	250,000	0	0	0	250,000
Total Office of Neighborhood Involvement	**11,431,769**	**0**	**0**	**0**	**11,431,769**
Office of the City Attorney					
General Fund	13,025,877	0	0	0	13,025,877
Total Office of the City Attorney	**13,025,877**	**0**	**0**	**0**	**13,025,877**
Office of the City Auditor					
Assessment Collection Fund	0	80,735	0	0	80,735
Bancroft Bond Interest and Sinking Fund	0	0	0	4,989,375	4,989,375
General Fund	10,657,028	0	0	0	10,657,028
Local Improvement District Fund	1,465,673	2,430,940	7,855,582	6,184,318	17,936,513
Total Office of the City Auditor	**12,122,701**	**2,511,675**	**7,855,582**	**11,173,693**	**33,663,651**
Office of the Mayor					
General Fund	3,880,060	0	0	0	3,880,060
Total Office of the Mayor	**3,880,060**	**0**	**0**	**0**	**3,880,060**
Portland Bureau of Emergency Management					
General Fund	3,465,881	0	0	0	3,465,881
Grants Fund	2,334,361	0	0	0	2,334,361
Total Portland Bureau of Emergency Management	**5,800,242**	**0**	**0**	**0**	**5,800,242**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	0	0	0	1,978,101	1,978,101
Grants Fund	37,933,195	0	0	0	37,933,195
Parking Facilities Fund	16,163,299	7,154,453	476,725	1,876,200	25,670,677
Recreational Marijuana Tax Fund	1,590,000	0	0	0	1,590,000
Transportation Operating Fund	225,258,806	104,254,462	10,299,460	13,554,291	353,367,019
Transportation Reserve Fund	0	6,666,886	0	0	6,666,886
Total Portland Bureau of Transportation	**280,945,300**	**118,075,801**	**10,776,185**	**17,408,592**	**427,205,878**
Portland Fire & Rescue					
General Fund	117,259,973	0	0	0	117,259,973
Public Safety GO Bond Fund	1,900,000	0	0	0	1,900,000
Total Portland Fire & Rescue	**119,159,973**	**0**	**0**	**0**	**119,159,973**
Portland Housing Bureau					
Community Development Block Grant Fund	10,505,514	0	0	735,000	11,240,514
General Fund	29,935,187	0	0	0	29,935,187
Grants Fund	2,064,894	0	0	0	2,064,894
HOME Grant Fund	4,200,823	0	0	0	4,200,823
Housing Capital Fund	40,981,848	0	0	10,950,000	51,931,848
Housing Investment Fund	8,144,902	14,000	1,040,400	0	9,199,302
Housing Property Fund	2,024,200	2,195,781	0	826,374	5,046,355
Inclusionary Housing Fund	4,569,508	809,801	0	0	5,379,309
Tax Increment Financing Reimbursement Fund	94,620,694	147,394	343,948	0	95,112,036
Total Portland Housing Bureau	**197,047,570**	**3,166,976**	**1,384,348**	**12,511,374**	**214,110,268**

Appropriation Schedule – FY 2017-18

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
Portland Parks & Recreation					
General Fund	87,134,565	0	0	0	87,134,565
Golf Fund	8,703,910	261,756	442,654	227,813	9,636,133
Grants Fund	345,199	0	0	0	345,199
Parks Capital Improvement Program Fund	63,672,090	37,267,649	389,343	122,684	101,451,766
Parks Endowment Fund	22,442	0	0	0	22,442
Parks Local Option Levy Fund	0	0	664,056	0	664,056
Portland International Raceway Fund	1,352,793	577,975	67,636	323,201	2,321,605
Portland Parks Memorial Fund	9,825,682	1,221,881	181,600	0	11,229,163
Total Portland Parks & Recreation	**171,056,681**	**39,329,261**	**1,745,289**	**673,698**	**212,804,929**
Portland Police Bureau					
General Fund	201,940,676	0	0	0	201,940,676
Grants Fund	1,502,177	0	0	0	1,502,177
Police Special Revenue Fund	6,918,273	0	0	0	6,918,273
Recreational Marijuana Tax Fund	910,000	0	0	0	910,000
Total Portland Police Bureau	**211,271,126**	**0**	**0**	**0**	**211,271,126**
Portland Water Bureau					
Hydroelectric Power Bond Redemption Fund	0	0	15,700	0	15,700
Hydroelectric Power Operating Fund	2,484,136	215,349	31,058	26,657	2,757,200
Hydroelectric Power Renewal Replacement Fund	9,500,000	1,627,770	100,000	0	11,227,770
Water Bond Sinking Fund	0	0	0	55,766,302	55,766,302
Water Construction Fund	0	18,415,527	122,770,175	0	141,185,702
Water Fund	204,525,500	79,368,293	100,483,293	4,255,681	388,632,767
Total Portland Water Bureau	**216,509,636**	**99,626,939**	**223,400,226**	**60,048,640**	**599,585,441**
Prosper Portland					
General Fund	6,021,910	0	0	0	6,021,910
Total Prosper Portland	**6,021,910**	**0**	**0**	**0**	**6,021,910**
Special Appropriations					
General Fund	11,488,164	0	0	0	11,488,164
Recreational Marijuana Tax Fund	500,000	0	0	0	500,000
Total Special Appropriations	**11,988,164**	**0**	**0**	**0**	**11,988,164**
Total Citywide Appropriation	**2,317,409,102**	**905,881,917**	**646,514,462**	**539,944,773**	**4,409,750,254**

Summary of Bureau Expenses by Fund – FY 2017-18

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	44,796,264	4,952,008	12,248,005	0	61,996,277
Total Bureau of Development Services	**44,796,264**	**4,952,008**	**12,248,005**	**0**	**61,996,277**
Bureau of Emergency Communications					
Emergency Communication Fund	16,663,622	869,818	4,932,601	0	22,466,041
Total Bureau of Emergency Communications	**16,663,622**	**869,818**	**4,932,601**	**0**	**22,466,041**
Bureau of Environmental Services					
Environmental Remediation Fund	496,785	3,822,893	1,736,890	1,053,000	7,109,568
Grants Fund	2,600	194,286	0	0	196,886
Sewer System Operating Fund	69,821,500	66,557,128	44,684,206	76,516,281	257,579,115
Total Bureau of Environmental Services	**70,320,885**	**70,574,307**	**46,421,096**	**77,569,281**	**264,885,569**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	2,143,014	128,012,797	14,377,143	46,451	144,579,405
Total Bureau of Fire & Police Disability & Retirement	**2,143,014**	**128,012,797**	**14,377,143**	**46,451**	**144,579,405**
Bureau of Planning & Sustainability					
Community Solar Fund	0	61,672	0	0	61,672
General Fund	8,785,498	884,907	319,706	0	9,990,111
Grants Fund	1,078,522	42,500	202,231	0	1,323,253
Solid Waste Management Fund	2,421,577	1,624,389	1,840,957	0	5,886,923
Total Bureau of Planning & Sustainability	**12,285,597**	**2,613,468**	**2,362,894**	**0**	**17,261,959**
City Budget Office					
General Fund	2,079,215	1,281,700	232,199	0	3,593,114
Total City Budget Office	**2,079,215**	**1,281,700**	**232,199**	**0**	**3,593,114**
Commissioner of Public Affairs					
Children's Investment Fund	590,249	18,295,947	56,157	0	18,942,353
General Fund	1,276,289	544,344	267,016	0	2,087,649
Total Commissioner of Public Affairs	**1,866,538**	**18,840,291**	**323,173**	**0**	**21,030,002**
Commissioner of Public Safety					
General Fund	911,588	24,624	245,343	0	1,181,555
Total Commissioner of Public Safety	**911,588**	**24,624**	**245,343**	**0**	**1,181,555**
Commissioner of Public Utilities					
General Fund	814,608	137,937	234,386	0	1,186,931
Total Commissioner of Public Utilities	**814,608**	**137,937**	**234,386**	**0**	**1,186,931**
Commissioner of Public Works					
General Fund	907,271	39,475	234,341	0	1,181,087
Total Commissioner of Public Works	**907,271**	**39,475**	**234,341**	**0**	**1,181,087**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	0	92,061	0	0	92,061
82nd Ave/Division NPI Debt Service Fund	0	124,631	0	0	124,631
Cully Blvd. NPI Debt Service Fund	0	97,226	0	0	97,226
Division-Midway NPI Debt Service Fund	0	93,549	0	0	93,549
Fire & Police Supplemental Retirement Res Fund	0	10,000	0	0	10,000
Parkrose NPI Debt Service Fund	0	169,227	0	0	169,227
Rosewood NPI Debt Service Fund	0	95,828	0	0	95,828

Summary of Bureau Expenses by Fund – FY 2017-18

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

	Personnel Services	External Mat'l & Svcs	Internal Mat'l & Svcs	Capital Outlay	Total Bureau Expenses
Special Finance and Resource Fund	0	115,982,705	0	0	115,982,705
Total Fund & Debt Management	**0**	**116,665,227**	**0**	**0**	**116,665,227**
Office of Equity & Human Rights					
General Fund	1,430,755	144,386	211,292	0	1,786,433
Total Office of Equity & Human Rights	**1,430,755**	**144,386**	**211,292**	**0**	**1,786,433**
Office of Government Relations					
General Fund	1,279,929	308,300	225,921	0	1,814,150
Total Office of Government Relations	**1,279,929**	**308,300**	**225,921**	**0**	**1,814,150**
Office of Management & Finance					
Arts Education & Access Fund	0	12,155,000	974,977	0	13,129,977
BFRES Facilities GO Bond Construction Fund	0	607,171	2,028	0	609,199
CityFleet Operating Fund	8,157,132	13,909,705	2,668,366	16,731,112	41,466,315
Convention and Tourism Fund	0	19,792,561	333,439	0	20,126,000
EBS Services Fund	2,460,588	2,809,035	5,513,812	0	10,783,435
Facilities Services Operating Fund	5,375,142	51,450,874	4,073,347	30,601,633	91,500,996
General Fund	31,714,765	5,334,956	5,570,844	0	42,620,565
Health Insurance Operating Fund	1,808,813	61,459,174	420,107	0	63,688,094
Insurance and Claims Operating Fund	1,284,429	6,777,306	2,872,256	0	10,933,991
Portland Police Assoc Health Insurnc Fund	0	17,148,639	0	0	17,148,639
Printing & Distribution Services Operating Fund	1,877,636	3,841,765	896,700	300,000	6,916,101
Property Management License Fund	0	5,470,729	78,071	0	5,548,800
Public Safety GO Bond Fund	0	0	65,156	0	65,156
Recreational Marijuana Tax Fund	0	80,200	12,800	0	93,000
Spectator Venues & Visitor Activities Fund	380,970	4,387,500	340,977	2,500,000	7,609,447
Technology Services Fund	29,616,949	24,520,884	3,987,015	1,660,000	59,784,848
Workers' Comp. Self Insurance Operating Fund	1,320,204	3,484,257	691,319	0	5,495,780
Total Office of Management & Finance	**83,996,628**	**233,229,756**	**28,501,214**	**51,792,745**	**397,520,343**
Office of Neighborhood Involvement					
General Fund	5,842,431	4,430,247	909,091	0	11,181,769
Public Election Fund	0	250,000	0	0	250,000
Total Office of Neighborhood Involvement	**5,842,431**	**4,680,247**	**909,091**	**0**	**11,431,769**
Office of the City Attorney					
General Fund	10,804,807	844,943	1,376,127	0	13,025,877
Total Office of the City Attorney	**10,804,807**	**844,943**	**1,376,127**	**0**	**13,025,877**
Office of the City Auditor					
General Fund	6,663,576	1,823,859	2,169,593	0	10,657,028
Local Improvement District Fund	0	10,000	1,455,673	0	1,465,673
Total Office of the City Auditor	**6,663,576**	**1,833,859**	**3,625,266**	**0**	**12,122,701**
Office of the Mayor					
General Fund	2,498,338	715,563	666,159	0	3,880,060
Total Office of the Mayor	**2,498,338**	**715,563**	**666,159**	**0**	**3,880,060**
Portland Bureau of Emergency Management					
General Fund	1,973,760	669,107	823,014	0	3,465,881

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
Grants Fund	465,042	1,869,319	0	0	2,334,361
Total Portland Bureau of Emergency Management	**2,438,802**	**2,538,426**	**823,014**	**0**	**5,800,242**
Portland Bureau of Transportation					
Grants Fund	6,605,235	2,877,178	6,032,220	22,418,562	37,933,195
Parking Facilities Fund	358,610	5,414,381	3,817,859	6,572,449	16,163,299
Recreational Marijuana Tax Fund	159,000	1,431,000	0	0	1,590,000
Transportation Operating Fund	93,569,585	56,468,227	23,440,245	51,780,749	225,258,806
Total Portland Bureau of Transportation	**100,692,430**	**66,190,786**	**33,290,324**	**80,771,760**	**280,945,300**
Portland Fire & Rescue					
General Fund	99,786,457	7,748,008	7,200,304	2,525,204	117,259,973
Public Safety GO Bond Fund	0	0	0	1,900,000	1,900,000
Total Portland Fire & Rescue	**99,786,457**	**7,748,008**	**7,200,304**	**4,425,204**	**119,159,973**
Portland Housing Bureau					
Community Development Block Grant Fund	1,227,350	9,065,240	212,924	0	10,505,514
General Fund	665,433	29,566,321	(296,567)	0	29,935,187
Grants Fund	181,332	1,883,562	0	0	2,064,894
HOME Grant Fund	337,260	3,863,563	0	0	4,200,823
Housing Capital Fund	324,989	30,000,000	146,259	10,510,600	40,981,848
Housing Investment Fund	1,158,421	6,986,481	0	0	8,144,902
Housing Property Fund	152,975	1,793,670	77,555	0	2,024,200
Inclusionary Housing Fund	478,113	3,823,714	267,681	0	4,569,508
Tax Increment Financing Reimbursement Fund	3,281,222	89,126,502	1,212,970	1,000,000	94,620,694
Total Portland Housing Bureau	**7,807,095**	**176,109,053**	**1,620,822**	**11,510,600**	**197,047,570**
Portland Parks & Recreation					
General Fund	59,742,839	17,934,053	9,457,673	0	87,134,565
Golf Fund	3,673,044	4,329,308	701,558	0	8,703,910
Grants Fund	222,000	123,199	0	0	345,199
Parks Capital Improvement Program Fund	3,722,012	806,558	265,753	58,877,767	63,672,090
Parks Endowment Fund	750	20,917	775	0	22,442
Portland International Raceway Fund	785,332	451,176	116,285	0	1,352,793
Portland Parks Memorial Fund	1,279,915	7,049,225	1,446,542	50,000	9,825,682
Total Portland Parks & Recreation	**69,425,892**	**30,714,436**	**11,988,586**	**58,927,767**	**171,056,681**
Portland Police Bureau					
General Fund	148,668,336	16,908,147	36,152,193	212,000	201,940,676
Grants Fund	748,892	753,285	0	0	1,502,177
Police Special Revenue Fund	233,430	6,234,391	450,452	0	6,918,273
Recreational Marijuana Tax Fund	618,548	291,452	0	0	910,000
Total Portland Police Bureau	**150,269,206**	**24,187,275**	**36,602,645**	**212,000**	**211,271,126**
Portland Water Bureau					
Hydroelectric Power Operating Fund	332,563	1,924,700	226,873	0	2,484,136
Hydroelectric Power Renewal Replacement Fund	0	9,500,000	0	0	9,500,000
Water Fund	70,363,293	33,481,466	22,556,741	78,124,000	204,525,500
Total Portland Water Bureau	**70,695,856**	**44,906,166**	**22,783,614**	**78,124,000**	**216,509,636**

Summary of Bureau Expenses by Fund – FY 2017-18

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
Prosper Portland					
General Fund	0	6,021,910	0	0	6,021,910
Total Prosper Portland	**0**	**6,021,910**	**0**	**0**	**6,021,910**
Special Appropriations					
General Fund	348,253	11,059,401	80,510	0	11,488,164
Recreational Marijuana Tax Fund	0	500,000	0	0	500,000
Total Special Appropriations	**348,253**	**11,559,401**	**80,510**	**0**	**11,988,164**
Total Citywide Bureau Expenses	**766,769,057**	**955,744,167**	**231,516,070**	**363,379,808**	**2,317,409,102**

Summary of Resources by Fund – FY 2017-18

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Bureau of Development Services						
Development Services Fund	0	58,012,695	4,277,674	2,220,041	80,291,247	144,801,657
Total Bureau of Development Services	**0**	**58,012,695**	**4,277,674**	**2,220,041**	**80,291,247**	**144,801,657**
Bureau of Emergency Communications						
Emergency Communication Fund	0	375,749	7,922,526	15,305,982	1,470,269	25,074,526
Total Bureau of Emergency Communications	**0**	**375,749**	**7,922,526**	**15,305,982**	**1,470,269**	**25,074,526**
Bureau of Environmental Services						
Environmental Remediation Fund	0	4,874,899	48,600	420,612	4,690,600	10,034,711
Grants Fund	0	0	196,886	0	0	196,886
Sewer System Construction Fund	0	550,000	221,000,000	25,700,000	15,000,000	262,250,000
Sewer System Debt Redemption Fund	0	0	9,715,000	178,872,265	61,900,000	250,487,265
Sewer System Operating Fund	0	366,356,172	1,712,500	121,371,132	71,180,000	560,619,804
Sewer System Rate Stabilization Fund	0	0	1,400,000	15,000,000	120,000,000	136,400,000
Total Bureau of Environmental Services	**0**	**371,781,071**	**234,072,986**	**341,364,009**	**272,770,600**	**1,219,988,666**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	144,268,948	0	44,976,300	2,109,000	9,058,579	200,412,827
Fire & Police Disability & Retirement Res Fund	0	0	0	750,000	750,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**144,268,948**	**0**	**44,976,300**	**2,859,000**	**9,808,579**	**201,912,827**
Bureau of Planning & Sustainability						
Community Solar Fund	0	0	8,984	0	52,772	61,756
General Fund	0	0	8,669,261	1,320,850	0	9,990,111
Grants Fund	0	0	1,323,253	0	0	1,323,253
Solid Waste Management Fund	0	5,998,042	83,439	5,000	3,599,544	9,686,025
Total Bureau of Planning & Sustainability	**0**	**5,998,042**	**10,084,937**	**1,325,850**	**3,652,316**	**21,061,145**
City Budget Office						
General Fund	0	0	3,388,208	204,906	0	3,593,114
Total City Budget Office	**0**	**0**	**3,388,208**	**204,906**	**0**	**3,593,114**
Commissioner of Public Affairs						
Children's Investment Fund	18,983,154	0	0	0	5,800,000	24,783,154
General Fund	0	0	2,087,649	0	0	2,087,649
Total Commissioner of Public Affairs	**18,983,154**	**0**	**2,087,649**	**0**	**5,800,000**	**26,870,803**
Commissioner of Public Safety						
General Fund	0	0	1,181,555	0	0	1,181,555
Total Commissioner of Public Safety	**0**	**0**	**1,181,555**	**0**	**0**	**1,181,555**
Commissioner of Public Utilities						
General Fund	0	0	1,186,931	0	0	1,186,931
Total Commissioner of Public Utilities	**0**	**0**	**1,186,931**	**0**	**0**	**1,186,931**
Commissioner of Public Works						
General Fund	0	0	1,181,087	0	0	1,181,087
Total Commissioner of Public Works	**0**	**0**	**1,181,087**	**0**	**0**	**1,181,087**
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	89,530	0	0	0	2,531	92,061
82nd Ave/Division NPI Debt Service Fund	122,450	0	0	0	2,181	124,631
Airport Way Debt Service Fund	5,203,340	0	35,000	0	1,545,000	6,783,340
Bonded Debt Interest and Sinking Fund	16,848,785	0	20,000	0	375,000	17,243,785

Summary of Resources by Fund – FY 2017-18

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Central Eastside Ind. District Debt Service Fund	8,407,380	0	22,175	0	2,405,863	10,835,418
Convention Center Area Debt Service Fund	9,363,457	0	105,000	0	14,295,000	23,763,457
Cully Blvd. NPI Debt Service Fund	93,650	0	0	0	3,576	97,226
Division-Midway NPI Debt Service Fund	93,150	0	0	0	399	93,549
Fire & Police Supplemental Retirement Res Fund	0	0	50	54,000	500	54,550
Gateway URA Debt Redemption Fund	4,971,095	0	11,140	0	0	4,982,235
General Fund	279,615,499	196,648,126	(462,694,676)	28,583,603	26,032,577	68,185,129
General Reserve Fund	0	0	678,359	1,000,000	58,987,747	60,666,106
Governmental Bond Redemption Fund	0	0	621,014	2,865,119	0	3,486,133
Grants Fund	0	0	0	0	9,750,000	9,750,000
Interstate Corridor Debt Service Fund	26,254,115	0	98,507	0	9,900,000	36,252,622
Lents Town Center URA Debt Redemption Fund	14,155,600	0	52,170	0	5,146,100	19,353,870
North Macadam URA Debt Redemption Fund	13,314,845	0	58,940	0	6,813,750	20,187,535
Parkrose NPI Debt Service Fund	162,390	0	0	0	6,837	169,227
Pension Debt Redemption Fund	0	0	871,916	4,468,626	750,000	6,090,542
River District URA Debt Redemption Fund	32,857,185	0	125,040	0	10,828,088	43,810,313
Rosewood NPI Debt Service Fund	93,705	0	0	0	2,123	95,828
South Park Blocks Redemption Fund	8,211,093	0	105,000	0	8,292,000	16,608,093
Special Finance and Resource Fund	0	0	116,058,040	0	0	116,058,040
Special Projects Debt Service Fund	0	0	7,441,250	0	0	7,441,250
Waterfront Renewal Bond Sinking Fund	9,532,539	0	100,000	0	7,950,000	17,582,539
Total Fund & Debt Management	**429,389,808**	**196,648,126**	**(336,291,075)**	**36,971,348**	**163,089,272**	**489,807,479**
Office of Equity & Human Rights						
General Fund	0	0	1,780,744	5,689	0	1,786,433
Total Office of Equity & Human Rights	**0**	**0**	**1,780,744**	**5,689**	**0**	**1,786,433**
Office of Government Relations						
General Fund	0	0	1,624,845	189,305	0	1,814,150
Total Office of Government Relations	**0**	**0**	**1,624,845**	**189,305**	**0**	**1,814,150**
Office of Management & Finance						
Arts Education & Access Fund	10,494,000	0	60,000	0	6,080,436	16,634,436
BFRES Facilities GO Bond Construction Fund	0	0	7,021	0	612,598	619,619
CityFleet Operating Fund	0	0	14,809,700	35,320,165	21,167,572	71,297,437
Convention and Tourism Fund	20,126,000	0	25,000	0	135,000	20,286,000
EBS Services Fund	0	0	20,000	10,087,676	3,430,609	13,538,285
Facilities Services Operating Fund	0	1,212,721	58,136,411	34,913,661	40,782,540	135,045,333
General Fund	0	248,500	32,184,039	10,138,026	50,000	42,620,565
Health Insurance Operating Fund	0	62,270,270	788,456	0	24,227,369	87,286,095
Insurance and Claims Operating Fund	0	0	443,324	11,411,689	29,211,150	41,066,163
Portland Police Assoc Health Insurnc Fund	0	17,031,560	117,080	0	7,177,051	24,325,691
Printing & Distribution Services Operating Fund	0	177,259	1,060,071	6,054,072	1,261,976	8,553,378
Property Management License Fund	0	5,571,000	2,800	0	14,500	5,588,300
Public Safety GO Bond Fund	0	0	29,506	0	1,061,197	1,090,703
Recreational Marijuana Tax Fund	2,880,000	0	10,000	0	703,000	3,593,000
Spectator Venues & Visitor Activities Fund	0	7,178,853	1,908,771	0	7,000,000	16,087,624
Technology Services Fund	0	284,918	5,093,879	55,892,278	20,335,044	81,606,119

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Workers' Comp. Self Insurance Operating Fund	0	0	167,436	4,697,702	13,564,832	18,429,970
Total Office of Management & Finance	**33,500,000**	**93,975,081**	**114,863,494**	**168,515,269**	**176,814,874**	**587,668,718**
Office of Neighborhood Involvement						
General Fund	0	1,322,042	9,841,266	18,461	0	11,181,769
Public Election Fund	0	0	0	250,000	0	250,000
Total Office of Neighborhood Involvement	**0**	**1,322,042**	**9,841,266**	**268,461**	**0**	**11,431,769**
Office of the City Attorney						
General Fund	0	30,000	6,771,015	6,224,862	0	13,025,877
Total Office of the City Attorney	**0**	**30,000**	**6,771,015**	**6,224,862**	**0**	**13,025,877**
Office of the City Auditor						
Assessment Collection Fund	0	0	1,200	0	79,535	80,735
Bancroft Bond Interest and Sinking Fund	0	0	6,114,217	0	13,729,075	19,843,292
General Fund	0	96,937	10,401,187	158,904	0	10,657,028
Local Improvement District Fund	0	1,042,480	14,011,500	0	2,882,533	17,936,513
Total Office of the City Auditor	**0**	**1,139,417**	**30,528,104**	**158,904**	**16,691,143**	**48,517,568**
Office of the Mayor						
General Fund	0	0	3,880,060	0	0	3,880,060
Total Office of the Mayor	**0**	**0**	**3,880,060**	**0**	**0**	**3,880,060**
Portland Bureau of Emergency Management						
General Fund	0	0	3,455,881	10,000	0	3,465,881
Grants Fund	0	0	2,334,361	0	0	2,334,361
Total Portland Bureau of Emergency Management	**0**	**0**	**5,790,242**	**10,000**	**0**	**5,800,242**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	0	0	0	1,978,101	1,673,047	3,651,148
Grants Fund	0	0	37,933,195	0	0	37,933,195
Parking Facilities Fund	0	14,174,617	101,000	1,308,314	10,086,746	25,670,677
Transportation Operating Fund	18,500,000	80,721,202	92,011,470	55,797,630	106,336,717	353,367,019
Transportation Reserve Fund	0	0	40,000	700,000	5,926,886	6,666,886
Total Portland Bureau of Transportation	**18,500,000**	**94,895,819**	**130,085,665**	**59,784,045**	**124,023,396**	**427,288,925**
Portland Fire & Rescue						
General Fund	0	4,645,436	105,894,761	6,719,776	0	117,259,973
Public Safety GO Bond Fund	0	0	0	0	1,900,000	1,900,000
Total Portland Fire & Rescue	**0**	**4,645,436**	**105,894,761**	**6,719,776**	**1,900,000**	**119,159,973**
Portland Housing Bureau						
Community Development Block Grant Fund	0	0	11,240,514	0	0	11,240,514
General Fund	0	0	29,819,349	115,838	0	29,935,187
Grants Fund	0	0	2,064,894	0	0	2,064,894
HOME Grant Fund	0	0	4,200,823	0	0	4,200,823
Housing Capital Fund	0	0	51,931,848	0	0	51,931,848
Housing Investment Fund	0	457,500	2,178,316	206,576	6,356,910	9,199,302
Housing Property Fund	0	4,955,988	10,000	80,367	0	5,046,355
Inclusionary Housing Fund	4,557,101	1,500	4,108	816,600	0	5,379,309
Tax Increment Financing Reimbursement Fund	0	656,318	91,397,688	80,000	2,978,030	95,112,036
Total Portland Housing Bureau	**4,557,101**	**6,071,306**	**192,847,540**	**1,299,381**	**9,334,940**	**214,110,268**

Summary of Resources by Fund – FY 2017-18

This table summarizes the major categories of estimated resources.

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Portland Parks & Recreation						
General Fund	0	20,314,411	63,651,220	3,168,934	0	87,134,565
Golf Fund	0	9,371,891	13,492	0	250,750	9,636,133
Grants Fund	0	0	345,199	0	0	345,199
Parks Capital Improvement Program Fund	0	10,000,000	1,850,000	2,134,392	87,467,374	101,451,766
Parks Endowment Fund	0	0	1,650	0	183,484	185,134
Parks Local Option Levy Fund	2,076	0	5,000	0	656,980	664,056
Portland International Raceway Fund	0	1,894,755	10,987	0	415,863	2,321,605
Portland Parks Memorial Fund	0	3,817,379	551,992	65,990	6,793,802	11,229,163
Total Portland Parks & Recreation	**2,076**	**45,398,436**	**66,429,540**	**5,369,316**	**95,768,253**	**212,967,621**
Portland Police Bureau						
General Fund	0	4,042,364	190,660,232	7,238,080	0	201,940,676
Grants Fund	0	0	1,502,177	0	0	1,502,177
Police Special Revenue Fund	0	0	2,118,022	0	4,800,251	6,918,273
Total Portland Police Bureau	**0**	**4,042,364**	**194,280,431**	**7,238,080**	**4,800,251**	**210,361,126**
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	0	0	100	0	15,600	15,700
Hydroelectric Power Operating Fund	0	0	2,210,000	188,200	359,000	2,757,200
Hydroelectric Power Renewal Replacement Fund	0	0	137,770	0	11,090,000	11,227,770
Water Bond Sinking Fund	0	0	7,330,512	55,452,790	31,351,200	94,134,502
Water Construction Fund	0	3,250,000	92,403,404	39,120,393	122,330,741	257,104,538
Water Fund	0	173,566,927	2,102,612	127,100,433	85,862,795	388,632,767
Total Portland Water Bureau	**0**	**176,816,927**	**104,184,398**	**221,861,816**	**251,009,336**	**753,872,477**
Prosper Portland						
General Fund	0	0	6,021,910	0	0	6,021,910
Total Prosper Portland	**0**	**0**	**6,021,910**	**0**	**0**	**6,021,910**
Special Appropriations						
General Fund	0	0	11,353,672	134,492	0	11,488,164
Total Special Appropriations	**0**	**0**	**11,353,672**	**134,492**	**0**	**11,488,164**
Total Citywide Resources	**649,201,087**	**1,061,152,511**	**960,246,465**	**878,030,532**	**1,217,224,476**	**4,765,855,071**

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

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

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Bureau of Development Services					
Development Services Fund	93,304,246	119,860,464	164,407,624	144,201,657	144,801,657
Total Bureau of Development Services	**93,304,246**	**119,860,464**	**164,407,624**	**144,201,657**	**144,801,657**
Bureau of Emergency Communications					
Emergency Communication Fund	25,648,759	25,565,590	25,859,090	25,074,526	25,074,526
Total Bureau of Emergency Communications	**25,648,759**	**25,565,590**	**25,859,090**	**25,074,526**	**25,074,526**
Bureau of Environmental Services					
Environmental Remediation Fund	6,680,362	7,313,872	7,692,500	10,034,812	10,034,711
Sewer System Debt Redemption Fund	329,507,768	674,748,080	247,085,284	250,487,265	250,487,265
Sewer System Operating Fund	484,457,623	496,696,437	563,289,884	560,341,660	560,619,804
Sewer System Construction Fund	238,836,052	171,721,012	123,950,000	262,250,000	262,250,000
Sewer System Rate Stabilization Fund	51,663,657	77,151,470	103,125,000	136,400,000	136,400,000
Grants Fund	(142,167)	(1,445,336)	438,170	196,886	196,886
Total Bureau of Environmental Services	**1,111,003,295**	**1,426,185,535**	**1,045,580,838**	**1,219,710,623**	**1,219,988,666**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Res Fund	750,000	750,000	1,500,000	1,500,000	1,500,000
Fire & Police Disability & Retirement Fund	163,536,502	166,691,952	177,234,312	200,412,827	200,412,827
Total Bureau of Fire & Police Disability & Retirement	**164,286,502**	**167,441,952**	**178,734,312**	**201,912,827**	**201,912,827**
Bureau of Planning & Sustainability					
Solid Waste Management Fund	8,004,618	8,776,289	8,717,039	9,686,025	9,686,025
Grants Fund	294,869	212,138	2,723,527	1,323,253	1,323,253
General Fund	8,669,623	9,434,784	9,747,754	9,957,072	9,990,111
Community Solar Fund	39,211	43,940	12,600	61,756	61,756
Total Bureau of Planning & Sustainability	**17,008,321**	**18,467,151**	**21,200,920**	**21,028,106**	**21,061,145**
City Budget Office					
General Fund	1,915,924	2,167,866	2,466,205	2,515,614	3,593,114
Total City Budget Office	**1,915,924**	**2,167,866**	**2,466,205**	**2,515,614**	**3,593,114**
Commissioner of Public Affairs					
Children's Investment Fund	14,835,526	19,311,870	21,080,629	24,783,154	24,783,154
General Fund	1,540,779	1,703,925	2,086,605	2,087,649	2,087,649
Total Commissioner of Public Affairs	**16,376,305**	**21,015,795**	**23,167,234**	**26,870,803**	**26,870,803**
Commissioner of Public Safety					
General Fund	904,369	964,492	1,076,405	1,181,555	1,181,555
Total Commissioner of Public Safety	**904,369**	**964,492**	**1,076,405**	**1,181,555**	**1,181,555**
Commissioner of Public Utilities					
General Fund	891,132	912,233	1,094,976	1,186,931	1,186,931
Total Commissioner of Public Utilities	**891,132**	**912,233**	**1,094,976**	**1,186,931**	**1,186,931**
Commissioner of Public Works					
General Fund	905,002	948,772	1,076,124	1,181,087	1,181,087
Total Commissioner of Public Works	**905,002**	**948,772**	**1,076,124**	**1,181,087**	**1,181,087**
Fund & Debt Management					
Waterfront Renewal Bond Sinking Fund	17,749,858	18,341,001	17,149,504	17,582,539	17,582,539
Fire & Police Supplemental Retirement Res Fund	20,138	11,667	9,500	54,550	54,550

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

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
General Reserve Fund	63,061,808	60,357,874	59,762,989	60,666,106	60,666,106
Interstate Corridor Debt Service Fund	49,007,572	34,440,865	33,371,282	36,252,622	36,252,622
Governmental Bond Redemption Fund	1,467,095	2,469,077	3,731,497	3,480,133	3,486,133
Division-Midway NPI Debt Service Fund	124,339	6,299	93,985	93,549	93,549
Central Eastside Ind. District Debt Service Fund	9,512,338	10,665,066	9,894,426	10,835,418	10,835,418
Education URA Debt Service Fund	1,707,118	0	0	0	0
Bonded Debt Interest and Sinking Fund	12,737,642	15,067,945	14,471,160	17,943,785	17,243,785
Willamette Industrial URA Debt Service Fund	258,934	0	0	0	0
Parkrose NPI Debt Service Fund	37,667	39,837	87,620	169,227	169,227
Rosewood NPI Debt Service Fund	86,139	23,123	130,198	95,828	95,828
Airport Way Debt Service Fund	7,412,022	32,674,182	6,673,804	6,783,340	6,783,340
Gateway URA Debt Redemption Fund	4,438,043	5,476,003	5,151,157	4,982,235	4,982,235
Special Finance and Resource Fund	56,774,013	89,509,367	151,301,302	116,058,040	116,058,040
Grants Fund	54,833,532	14,873,550	9,500,000	0	9,750,000
42nd Avenue NPI Debt Service Fund	105,005	22,531	96,090	92,061	92,061
Lents Town Center URA Debt Redemption Fund	16,051,087	17,359,233	17,943,366	19,353,870	19,353,870
82nd Ave/Division NPI Debt Service Fund	56,412	41,181	82,428	124,631	124,631
River District URA Debt Redemption Fund	37,180,881	37,939,519	43,121,085	43,810,313	43,810,313
South Park Blocks Redemption Fund	16,485,555	17,042,888	16,264,971	16,608,093	16,608,093
Convention Center Area Debt Service Fund	13,952,794	16,105,060	21,842,164	23,763,457	23,763,457
Pension Debt Redemption Fund	5,864,293	6,437,149	5,709,346	6,090,542	6,090,542
Special Projects Debt Service Fund	6,732,190	7,288,388	9,878,351	7,441,250	7,441,250
North Macadam URA Debt Redemption Fund	19,121,351	17,789,171	18,667,643	20,187,535	20,187,535
General Fund	97,046,449	113,780,082	77,167,863	70,699,880	68,185,129
Cully Blvd. NPI Debt Service Fund	129,347	38,576	97,408	97,226	97,226
Total Fund & Debt Management	**491,953,622**	**517,799,634**	**522,199,139**	**483,266,230**	**489,807,479**
Office of Equity & Human Rights					
Grants Fund	0	750	0	0	0
General Fund	1,616,842	1,834,045	1,682,656	1,752,049	1,786,433
Total Office of Equity & Human Rights	**1,616,842**	**1,834,795**	**1,682,656**	**1,752,049**	**1,786,433**
Office of Government Relations					
General Fund	1,372,388	1,508,436	1,629,587	1,822,144	1,814,150
Total Office of Government Relations	**1,372,388**	**1,508,436**	**1,629,587**	**1,822,144**	**1,814,150**
Office of Management & Finance					
CityFleet Operating Fund	53,433,396	52,566,073	67,289,521	70,478,588	71,297,437
Property Management License Fund	5,169,505	5,202,452	5,508,400	5,588,300	5,588,300
Convention and Tourism Fund	14,962,869	17,627,029	19,424,216	20,286,000	20,286,000
Printing & Distribution Services Operating Fund	6,688,604	7,315,691	8,247,506	8,553,378	8,553,378
Technology Services Fund	73,721,141	73,282,804	78,550,872	73,059,571	81,606,119
BFRES Facilities GO Bond Construction Fund	2,377,867	878,453	11,282	619,619	619,619
Arts Education & Access Fund	16,994,010	17,906,528	20,493,928	16,634,436	16,634,436
Spectator Venues & Visitor Activities Fund	22,613,638	19,067,321	18,362,186	16,087,624	16,087,624
Portland Police Assoc Health Insurnc Fund	0	0	0	0	24,325,691

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

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

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Facilities Services Operating Fund	65,176,486	70,642,956	107,005,639	137,563,118	135,045,333
Health Insurance Operating Fund	73,680,507	80,957,345	83,731,395	87,286,095	87,286,095
Grants Fund	(65,192)	(59,890)	0	0	0
EBS Services Fund	14,958,794	16,705,103	15,234,433	13,706,168	13,538,285
General Fund	40,090,607	38,362,102	40,906,579	42,383,677	42,620,565
Public Safety GO Bond Fund	41,282,051	24,285,823	13,025,350	1,090,703	1,090,703
Recreational Marijuana Tax Fund	0	0	703,200	593,000	593,000
Insurance and Claims Operating Fund	34,877,267	37,666,410	39,776,487	41,066,163	41,066,163
Workers' Comp. Self Insurance Operating Fund	20,396,585	19,591,526	19,096,133	18,429,970	18,429,970
Total Office of Management & Finance	**486,358,135**	**481,997,726**	**537,367,127**	**553,426,410**	**584,668,718**
Office of Neighborhood Involvement					
General Fund	7,809,727	8,909,128	10,568,555	10,951,769	11,181,769
Public Election Fund	0	0	0	0	250,000
Total Office of Neighborhood Involvement	**7,809,727**	**8,909,128**	**10,568,555**	**10,951,769**	**11,431,769**
Office of the City Attorney					
General Fund	10,852,497	10,767,908	12,160,649	12,592,876	13,025,877
Total Office of the City Attorney	**10,852,497**	**10,767,908**	**12,160,649**	**12,592,876**	**13,025,877**
Office of the City Auditor					
Local Improvement District Fund	7,875,302	8,039,333	9,016,514	17,936,513	17,936,513
Bancroft Bond Interest and Sinking Fund	21,276,420	23,164,224	21,100,245	19,843,292	19,843,292
General Fund	8,684,192	8,569,584	9,704,870	10,377,077	10,657,028
Assessment Collection Fund	79,610	78,799	79,539	80,735	80,735
Total Office of the City Auditor	**37,915,524**	**39,851,940**	**39,901,168**	**48,237,617**	**48,517,568**
Office of the Mayor					
Grants Fund	7,416	11,798	0	0	0
General Fund	2,516,874	3,190,948	3,039,802	3,811,221	3,880,060
Total Office of the Mayor	**2,524,290**	**3,202,746**	**3,039,802**	**3,811,221**	**3,880,060**
Portland Bureau of Emergency Management					
Grants Fund	(3,704,922)	(2,902,539)	2,011,162	2,334,361	2,334,361
General Fund	3,269,322	2,262,166	2,690,787	3,270,746	3,465,881
Total Portland Bureau of Emergency Management	**(435,600)**	**(640,373)**	**4,701,949**	**5,605,107**	**5,800,242**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	4,157,926	4,147,667	3,639,777	3,651,148	3,651,148
Transportation Operating Fund	264,210,154	293,757,250	323,963,065	355,733,359	353,367,019
Parking Facilities Fund	20,710,065	24,880,960	25,979,560	25,420,677	25,670,677
Grants Fund	(24,058,832)	8,656,478	23,167,423	37,775,796	37,933,195
Transportation Reserve Fund	4,248,460	5,186,886	5,873,460	6,666,886	6,666,886
Recreational Marijuana Tax Fund	0	0	0	125,042	1,590,000
Total Portland Bureau of Transportation	**269,267,773**	**336,629,241**	**382,623,285**	**429,372,908**	**428,878,925**
Portland Fire & Rescue					
BFRES Facilities GO Bond Construction Fund	0	79,907	870,363	0	0
Grants Fund	1,809,345	1,252,847	113,089	0	0
General Fund	102,714,902	111,222,300	117,352,322	116,894,537	117,259,973

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

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Public Safety GO Bond Fund	1,495,965	5,718,122	6,048,429	1,900,000	1,900,000
Total Portland Fire & Rescue	**106,020,212**	**118,273,176**	**124,384,203**	**118,794,537**	**119,159,973**
Portland Housing Bureau					
Headwaters Apartment Complex Fund	1,896,675	2,136,967	0	0	0
Tax Increment Financing Reimbursement Fund	40,186,115	35,445,394	61,557,149	97,997,999	95,112,036
HOME Grant Fund	3,383,919	5,251,668	4,785,178	4,206,522	4,200,823
Housing Property Fund	0	0	4,297,695	18,517,762	5,046,355
Community Development Block Grant Fund	14,387,913	10,026,231	13,482,161	11,136,124	11,240,514
Housing Investment Fund	4,620,826	7,907,160	8,251,230	11,611,858	9,199,302
Grants Fund	3,121,004	4,251,703	3,615,613	2,064,894	2,064,894
Inclusionary Housing Fund	0	0	3,288,000	5,379,309	5,379,309
Housing Capital Fund	0	0	84,480,499	30,521,692	51,931,848
General Fund	13,415,915	18,153,913	27,397,346	28,382,764	29,935,187
Total Portland Housing Bureau	**81,012,367**	**83,173,036**	**211,154,871**	**209,818,924**	**214,110,268**
Portland Parks & Recreation					
Portland Parks Memorial Fund	7,633,164	10,347,126	11,120,721	11,229,163	11,229,163
Portland International Raceway Fund	2,012,615	2,128,515	2,287,471	2,321,605	2,321,605
Parks Endowment Fund	181,975	182,922	182,702	185,134	185,134
Parks Capital Improvement Program Fund	63,013,591	104,152,292	135,996,115	100,944,288	101,451,766
Grants Fund	191,107	351,966	2,080,372	345,199	345,199
General Fund	69,099,478	77,334,972	84,319,912	86,934,103	87,134,565
Parks Local Option Levy Fund	1,187,894	673,877	675,016	663,295	664,056
Golf Fund	10,746,793	9,391,315	9,775,854	9,636,133	9,636,133
Total Portland Parks & Recreation	**154,066,617**	**204,562,985**	**246,438,163**	**212,258,920**	**212,967,621**
Portland Police Bureau					
Police Special Revenue Fund	3,785,939	5,573,552	6,326,919	7,236,571	6,918,273
Grants Fund	(284,544)	1,566,031	3,269,607	1,650,131	1,502,177
General Fund	179,008,978	183,281,391	198,163,868	198,025,588	201,940,676
Recreational Marijuana Tax Fund	0	0	0	2,374,958	910,000
Total Portland Police Bureau	**182,510,373**	**190,420,974**	**207,760,394**	**209,287,248**	**211,271,126**
Portland Water Bureau					
Water Fund	324,979,646	318,455,770	350,759,139	388,632,767	388,632,767
Hydroelectric Power Renewal Replacement Fund	10,704,399	11,100,124	11,309,595	11,227,770	11,227,770
Hydroelectric Power Operating Fund	1,360,379	1,571,847	1,549,830	2,757,200	2,757,200
Water Construction Fund	186,604,742	135,027,859	193,689,438	257,104,538	257,104,538
Grants Fund	(567,332)	(448,613)	0	0	0
Hydroelectric Power Bond Redemption Fund	7,023,025	4,339,217	1,800,600	15,700	15,700
Water Bond Sinking Fund	87,068,705	87,728,729	180,623,433	94,134,502	94,134,502
Total Portland Water Bureau	**617,173,564**	**557,774,933**	**739,732,035**	**753,872,477**	**753,872,477**
Prosper Portland					
Grants Fund	449,092	48,221	0	0	0
General Fund	5,297,524	6,975,474	5,772,465	5,768,410	6,021,910
Total Prosper Portland	**5,746,616**	**7,023,695**	**5,772,465**	**5,768,410**	**6,021,910**
Special Appropriations					
General Fund	8,878,325	10,394,338	12,750,476	10,214,835	11,488,164

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

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Recreational Marijuana Tax Fund	0	0	0	500,000	500,000
Total Special Appropriations	**8,878,325**	**10,394,338**	**12,750,476**	**10,714,835**	**11,988,164**
Total Citywide	**3,896,887,127**	**4,357,014,168**	**4,528,530,252**	**4,716,217,411**	**4,765,855,071**

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 2017-18						
Total Budget Requirements	863,816,388	621,991,584	14,465,528	201,912,827	663,295	24,783,154
Less: Budgeted Resources, Except Taxes to Be Levied	(448,165,031)	(380,933,584)	(455,000)	(60,043,879)	(663,295)	(6,069,273)
Equals: Taxes Necessary To Balance	415,651,357	241,058,000	14,010,528	141,868,948	0	18,713,881
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	19,585,666	11,358,754	660,182	6,684,924	0	881,806
Equals: Estimated (Measure 50) Levy Receivable	435,237,023	252,416,754	14,670,710	148,553,872	0	19,595,687
Add: Estimated Measure 50 Levy Compression	25,412,289	11,893,983	0	6,999,921	0	6,518,385
Taxes to Be Levied	**460,649,312**	**264,310,737**	**14,670,710**	**155,553,793**	**0**	**26,114,072**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	290,424,809	264,310,737	0	0	0	26,114,072
Levy for Pension & Disability Obligations	155,553,793	0	0	155,553,793	0	0
Levy for Bonded Indebtedness	14,670,710	0	14,670,710	0	0	0
Taxes To Be Levied	**460,649,312**	**264,310,737**	**14,670,710**	**155,553,793**	**0**	**26,114,072**
Fiscal Year 2016-17						
Total Budget Requirements	824,173,340	610,712,223	14,471,160	177,234,312	675,016	21,080,629
Less: Budgeted Resources, Except Taxes to Be Levied	(439,046,657)	(382,330,223)	(310,000)	(51,612,494)	(675,016)	(4,118,924)
Equals: Taxes Necessary to Balance	385,126,683	228,382,000	14,161,160	125,621,818	0	16,961,705
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	19,418,152	11,515,059	714,008	6,333,873	0	855,212
Equals: Estimated (Measure 50) Levy Receivable	404,544,835	239,897,059	14,875,168	131,955,691	0	17,816,917
Add: Estimated Measure 5 Levy Compression	26,499,998	12,626,161	0	6,945,036	0	6,928,801
Taxes to Be Levied	**431,044,833**	**252,523,220**	**14,875,168**	**138,900,728**	**0**	**24,745,717**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	277,268,937	252,523,220	0	0	0	24,745,717
Levy for Pension & Disability Obligations	138,900,728	0	0	138,900,728	0	0
Levy for Bonded Indebtedness	14,875,168	0	14,875,168	0	0	0
Taxes to Be Levied	**431,044,833**	**252,523,220**	**14,875,168**	**138,900,728**	**0**	**24,745,717**

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	$3,353,182
Oregon Convention Center			$5,740,000	$4,872,736
Downtown Waterfront			$7,710,000	$3,115,049
South Park Blocks			$5,660,000	$3,659,033
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	$16,129,718
Gateway Regional Center			Yes	$5,663,573
River District	**$1,838,197,433**			$37,413,847
North Macadam			Yes	$15,173,696
Interstate Corridor			Yes	$29,917,771
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	**$513,235,852**			$9,469,663
42nd Avenue	**$6,815,643**			$125,755
82nd & Division	**$8,579,009**			$158,290
Cully Boulevard	**$6,815,746**			$125,757
Division-Midway	**$6,344,007**			$125,359
Parkrose	**$10,843,402**			$203,597
Rosewood	**$6,517,263**			$125,963
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.

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Adopted FY 2017-18	Change
Bureau of Development Services	296.58	342.94	382.70	407.37	24.67
Bureau of Emergency Communications	141.00	155.00	169.25	187.00	17.75
Bureau of Environmental Services	523.60	541.55	560.80	571.90	11.10
Bureau of Fire & Police Disability & Retirement	16.80	16.50	17.00	17.00	0.00
Bureau of Planning & Sustainability	97.52	99.12	99.43	97.45	(1.97)
City Budget Office	13.00	15.00	15.00	15.00	0.00
Commissioner of Public Affairs	14.48	14.87	14.88	14.88	0.00
Commissioner of Public Safety	8.00	8.00	8.00	8.00	0.00
Commissioner of Public Utilities	7.00	8.00	7.90	7.90	0.00
Commissioner of Public Works	8.90	8.90	8.90	8.00	(0.90)
Office of Equity & Human Rights	10.00	11.00	10.90	11.90	1.00
Office of Government Relations	9.40	8.00	9.00	10.00	1.00
Office of Management & Finance	629.53	645.90	650.30	661.40	11.10
Office of Neighborhood Involvement	40.42	50.53	55.45	57.22	1.77
Office of the City Attorney	62.05	64.30	66.30	67.30	1.00
Office of the City Auditor	50.12	51.38	52.20	53.70	1.50
Office of the Mayor	17.00	17.00	17.00	20.00	3.00
Portland Bureau of Emergency Management	17.50	20.00	19.75	21.50	1.75
Portland Bureau of Transportation	760.30	794.37	866.12	881.32	15.20
Portland Fire & Rescue	716.90	720.80	719.80	722.10	2.30
Portland Housing Bureau	56.92	56.92	61.92	66.92	5.00
Portland Parks & Recreation	457.34	580.12	666.32	626.45	(39.87)
Portland Police Bureau	1,185.00	1,203.42	1,234.17	1,246.17	12.00
Portland Water Bureau	567.35	569.90	586.85	588.60	1.75
Special Appropriations	2.00	2.00	3.00	3.00	0.00
Total Full-Time Equivalents	**5,708.70**	**6,005.52**	**6,302.93**	**6,372.07**	**69.14**

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.

	Discretionary Budget		Total Budget	
	Revised FY 2016-17	Adopted FY 2017-18	Revised FY 2016-17	Adopted FY 2017-18
Resources				
Property Taxes	232,768,000	245,839,999	232,768,000	245,839,999
Lodging Taxes	30,600,000	33,775,500	30,600,000	33,775,500
Business Licenses	108,063,578	114,000,000	108,063,578	114,000,000
Utility License Fees	83,536,795	82,648,126	83,536,795	82,648,126
Interagency Revenue	0	0	30,437,020	35,023,412
Overhead Recovery	0	0	28,065,779	28,259,955
Service Charges, Permits & Fees	0	0	30,312,442	30,699,690
Other Intergovernmental Revenues	1,240,900	1,241,733	12,576,876	10,932,092
State Shared Cigarette & Liquor	16,008,397	17,485,117	16,008,397	17,485,117
Interest Income	0	250,000	1,321,329	1,614,727
Cash Transfers	2,320,810	323,648	2,612,556	948,359
Miscellaneous Revenues	0	0	2,391,099	2,308,260
Bond and Note Proceeds	0	0	0	0
Beginning Fund Balance	44,120,969	26,032,577	44,161,935	26,082,577
General Fund Resources	**518,659,449**	**521,596,700**	**622,855,806**	**629,617,814**
Requirements				
Bureau of Planning & Sustainability	7,878,022	7,910,226	9,747,754	9,990,111
City Budget Office	1,016,952	1,549,656	2,466,205	3,593,114
Commissioner of Public Affairs	1,451,502	1,410,921	2,086,605	2,087,649
Commissioner of Public Safety	490,208	540,549	1,076,405	1,181,555
Commissioner of Public Utilities	506,820	543,146	1,094,976	1,186,931
Commissioner of Public Works	490,080	540,478	1,076,124	1,181,087
Office of Equity & Human Rights	1,096,789	1,146,825	1,682,656	1,786,433
Office of Government Relations	640,843	730,228	1,629,587	1,814,150
Office of Management & Finance	15,870,834	16,420,472	40,906,579	42,620,565
Office of Neighborhood Involvement	8,668,894	9,242,866	10,568,555	11,181,769
Office of the City Attorney	2,704,181	3,191,303	12,160,649	13,025,877
Office of the City Auditor	4,231,984	5,940,794	9,704,870	10,657,028
Office of the Mayor	1,493,840	2,051,446	3,039,802	3,880,060
Portland Bureau of Emergency Management	1,234,201	1,561,494	2,690,787	3,465,881
Portland Fire & Rescue	106,503,774	104,978,624	117,352,322	117,259,973
Portland Housing Bureau	27,301,382	29,819,349	27,397,346	29,935,187
Portland Parks & Recreation	62,119,424	62,786,007	84,319,912	87,134,565
Portland Police Bureau	179,367,260	184,337,207	198,163,868	201,940,676
Prosper Portland	5,772,465	6,021,910	5,772,465	6,021,910
Special Appropriations	12,379,731	11,178,703	12,750,476	11,488,164
Bureau Expenditures	**441,219,186**	**451,902,204**	**545,687,943**	**561,432,685**
Total Bureau Expenses	441,219,186	451,902,204	545,687,943	561,432,685
Contingency	9,262,079	13,054,267	9,262,079	13,054,267
Overhead Recovery True-Up	272,400	1,509,367	0	0
Debt Service	9,188,082	10,020,013	9,188,082	10,020,013
Transfers to Other Funds	58,717,702	45,110,849	58,717,702	45,110,849
General Fund Requirements	**518,659,449**	**521,596,700**	**622,855,806**	**629,617,814**

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

	Revised FY 2016-17			Adopted FY 2017-18		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Bureau of Development Services						
Development Services Fund	161,386,521	3,021,103	164,407,624	144,034,682	766,975	144,801,657
Total Bureau of Development Services	**161,386,521**	**3,021,103**	**164,407,624**	**144,034,682**	**766,975**	**144,801,657**
Bureau of Emergency Communications						
Emergency Communication Fund	25,593,716	265,374	25,859,090	25,074,526	0	25,074,526
Total Bureau of Emergency Communications	**25,593,716**	**265,374**	**25,859,090**	**25,074,526**	**0**	**25,074,526**
Bureau of Environmental Services						
Environmental Remediation Fund	7,692,500	0	7,692,500	10,034,711	0	10,034,711
Grants Fund	172,500	265,670	438,170	196,886	0	196,886
Sewer System Construction Fund	123,950,000	0	123,950,000	262,250,000	0	262,250,000
Sewer System Debt Redemption Fund	247,085,284	0	247,085,284	250,487,265	0	250,487,265
Sewer System Operating Fund	454,428,807	108,861,077	563,289,884	446,258,804	114,361,000	560,619,804
Sewer System Rate Stabilization Fund	103,125,000	0	103,125,000	136,400,000	0	136,400,000
Total Bureau of Environmental Services	**936,454,091**	**109,126,747**	**1,045,580,838**	**1,105,627,666**	**114,361,000**	**1,219,988,666**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	177,158,312	76,000	177,234,312	200,366,376	46,451	200,412,827
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	**178,658,312**	**76,000**	**178,734,312**	**201,866,376**	**46,451**	**201,912,827**
Bureau of Planning & Sustainability						
Community Solar Fund	12,600	0	12,600	61,756	0	61,756
General Fund	9,747,754	0	9,747,754	9,990,111	0	9,990,111
Grants Fund	2,723,527	0	2,723,527	1,323,253	0	1,323,253
Solid Waste Management Fund	8,717,039	0	8,717,039	9,686,025	0	9,686,025
Total Bureau of Planning & Sustainability	**21,200,920**	**0**	**21,200,920**	**21,061,145**	**0**	**21,061,145**
City Budget Office						
General Fund	2,466,205	0	2,466,205	3,593,114	0	3,593,114
Total City Budget Office	**2,466,205**	**0**	**2,466,205**	**3,593,114**	**0**	**3,593,114**
Commissioner of Public Affairs						
Children's Investment Fund	21,080,629	0	21,080,629	24,783,154	0	24,783,154
General Fund	2,086,605	0	2,086,605	2,087,649	0	2,087,649
Total Commissioner of Public Affairs	**23,167,234**	**0**	**23,167,234**	**26,870,803**	**0**	**26,870,803**
Commissioner of Public Safety						
General Fund	1,076,405	0	1,076,405	1,181,555	0	1,181,555
Total Commissioner of Public Safety	**1,076,405**	**0**	**1,076,405**	**1,181,555**	**0**	**1,181,555**
Commissioner of Public Utilities						
General Fund	1,094,976	0	1,094,976	1,186,931	0	1,186,931
Total Commissioner of Public Utilities	**1,094,976**	**0**	**1,094,976**	**1,186,931**	**0**	**1,186,931**
Commissioner of Public Works						
General Fund	1,076,124	0	1,076,124	1,181,087	0	1,181,087
Total Commissioner of Public Works	**1,076,124**	**0**	**1,076,124**	**1,181,087**	**0**	**1,181,087**
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	96,090	0	96,090	92,061	0	92,061

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 2016-17			Adopted FY 2017-18		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
82nd Ave/Division NPI Debt Service Fund	82,428	0	82,428	124,631	0	124,631
Airport Way Debt Service Fund	6,673,804	0	6,673,804	6,783,340	0	6,783,340
Bonded Debt Interest and Sinking Fund	14,471,160	0	14,471,160	17,243,785	0	17,243,785
Central Eastside Ind. District Debt Service Fund	9,894,426	0	9,894,426	10,835,418	0	10,835,418
Convention Center Area Debt Service Fund	21,842,164	0	21,842,164	23,763,457	0	23,763,457
Cully Blvd. NPI Debt Service Fund	97,408	0	97,408	97,226	0	97,226
Division-Midway NPI Debt Service Fund	93,985	0	93,985	93,549	0	93,549
Fire & Police Supplemental Retirement Res Fund	9,500	0	9,500	54,550	0	54,550
Gateway URA Debt Redemption Fund	5,151,157	0	5,151,157	4,982,235	0	4,982,235
General Fund	77,167,863	0	77,167,863	68,185,129	0	68,185,129
General Reserve Fund	59,762,989	0	59,762,989	60,666,106	0	60,666,106
Governmental Bond Redemption Fund	3,731,497	0	3,731,497	3,486,133	0	3,486,133
Grants Fund	9,500,000	0	9,500,000	9,750,000	0	9,750,000
Interstate Corridor Debt Service Fund	33,371,282	0	33,371,282	36,252,622	0	36,252,622
Lents Town Center URA Debt Redemption Fund	17,943,366	0	17,943,366	19,353,870	0	19,353,870
North Macadam URA Debt Redemption Fund	18,667,643	0	18,667,643	20,187,535	0	20,187,535
Parkrose NPI Debt Service Fund	87,620	0	87,620	169,227	0	169,227
Pension Debt Redemption Fund	5,709,346	0	5,709,346	6,090,542	0	6,090,542
River District URA Debt Redemption Fund	43,121,085	0	43,121,085	43,810,313	0	43,810,313
Rosewood NPI Debt Service Fund	130,198	0	130,198	95,828	0	95,828
South Park Blocks Redemption Fund	16,264,971	0	16,264,971	16,608,093	0	16,608,093
Special Finance and Resource Fund	151,301,302	0	151,301,302	116,058,040	0	116,058,040
Special Projects Debt Service Fund	9,878,351	0	9,878,351	7,441,250	0	7,441,250
Waterfront Renewal Bond Sinking Fund	17,149,504	0	17,149,504	17,582,539	0	17,582,539
Total Fund & Debt Management	**522,199,139**	**0**	**522,199,139**	**489,807,479**	**0**	**489,807,479**
Office of Equity & Human Rights						
General Fund	1,682,656	0	1,682,656	1,786,433	0	1,786,433
Total Office of Equity & Human Rights	**1,682,656**	**0**	**1,682,656**	**1,786,433**	**0**	**1,786,433**
Office of Government Relations						
General Fund	1,629,587	0	1,629,587	1,814,150	0	1,814,150
Total Office of Government Relations	**1,629,587**	**0**	**1,629,587**	**1,814,150**	**0**	**1,814,150**
Office of Management & Finance						
Arts Education & Access Fund	20,493,928	0	20,493,928	16,634,436	0	16,634,436
BFRES Facilities GO Bond Construction Fund	11,282	0	11,282	619,619	0	619,619
CityFleet Operating Fund	51,876,378	15,413,143	67,289,521	54,834,830	16,462,607	71,297,437
Convention and Tourism Fund	19,424,216	0	19,424,216	20,286,000	0	20,286,000
EBS Services Fund	14,829,433	405,000	15,234,433	11,743,285	1,795,000	13,538,285
Facilities Services Operating Fund	73,190,361	33,815,278	107,005,639	73,447,553	61,597,780	135,045,333
General Fund	40,866,579	40,000	40,906,579	42,526,065	94,500	42,620,565
Health Insurance Operating Fund	83,731,395	0	83,731,395	87,286,095	0	87,286,095

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

	Revised FY 2016-17			Adopted FY 2017-18		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Insurance and Claims Operating Fund	39,776,487	0	39,776,487	41,066,163	0	41,066,163
Portland Police Assoc Health Insurnc Fund	0	0	0	24,325,691	0	24,325,691
Printing & Distribution Services Operating Fund	8,247,506	0	8,247,506	8,553,378	0	8,553,378
Property Management License Fund	5,508,400	0	5,508,400	5,588,300	0	5,588,300
Public Safety GO Bond Fund	2,364,789	10,660,561	13,025,350	1,090,703	0	1,090,703
Recreational Marijuana Tax Fund	703,200	0	703,200	593,000	0	593,000
Spectator Venues & Visitor Activities Fund	15,862,186	2,500,000	18,362,186	16,087,624	0	16,087,624
Technology Services Fund	69,556,599	8,994,273	78,550,872	71,434,846	10,171,273	81,606,119
Workers' Comp. Self Insurance Operating Fund	19,096,133	0	19,096,133	18,429,970	0	18,429,970
Total Office of Management & Finance	**465,538,872**	**71,828,255**	**537,367,127**	**494,547,558**	**90,121,160**	**584,668,718**
Office of Neighborhood Involvement						
General Fund	10,568,555	0	10,568,555	11,181,769	0	11,181,769
Public Election Fund	0	0	0	250,000	0	250,000
Total Office of Neighborhood Involvement	**10,568,555**	**0**	**10,568,555**	**11,431,769**	**0**	**11,431,769**
Office of the City Attorney						
General Fund	12,160,649	0	12,160,649	13,025,877	0	13,025,877
Total Office of the City Attorney	**12,160,649**	**0**	**12,160,649**	**13,025,877**	**0**	**13,025,877**
Office of the City Auditor						
Assessment Collection Fund	79,539	0	79,539	80,735	0	80,735
Bancroft Bond Interest and Sinking Fund	21,100,245	0	21,100,245	19,843,292	0	19,843,292
General Fund	9,704,870	0	9,704,870	10,657,028	0	10,657,028
Local Improvement District Fund	9,016,514	0	9,016,514	17,936,513	0	17,936,513
Total Office of the City Auditor	**39,901,168**	**0**	**39,901,168**	**48,517,568**	**0**	**48,517,568**
Office of the Mayor						
General Fund	3,039,802	0	3,039,802	3,880,060	0	3,880,060
Total Office of the Mayor	**3,039,802**	**0**	**3,039,802**	**3,880,060**	**0**	**3,880,060**
Portland Bureau of Emergency Management						
General Fund	2,690,787	0	2,690,787	3,465,881	0	3,465,881
Grants Fund	2,011,162	0	2,011,162	2,334,361	0	2,334,361
Total Portland Bureau of Emergency Management	**4,701,949**	**0**	**4,701,949**	**5,800,242**	**0**	**5,800,242**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	3,639,777	0	3,639,777	3,651,148	0	3,651,148
Grants Fund	204,472	22,962,951	23,167,423	405,404	37,527,791	37,933,195
Parking Facilities Fund	24,783,429	1,196,131	25,979,560	18,468,228	7,202,449	25,670,677
Recreational Marijuana Tax Fund	0	0	0	1,590,000	0	1,590,000
Transportation Operating Fund	262,399,051	61,564,014	323,963,065	279,684,367	73,682,652	353,367,019
Transportation Reserve Fund	5,873,460	0	5,873,460	6,666,886	0	6,666,886
Total Portland Bureau of Transportation	**296,900,189**	**85,723,096**	**382,623,285**	**310,466,033**	**118,412,892**	**428,878,925**
Portland Fire & Rescue						
BFRES Facilities GO Bond Construction Fund	870,363	0	870,363	0	0	0

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 2016-17			Adopted FY 2017-18		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
General Fund	117,352,322	0	117,352,322	117,259,973	0	117,259,973
Grants Fund	23,130	89,959	113,089	0	0	0
Public Safety GO Bond Fund	1,255,260	4,793,169	6,048,429	1,900,000	0	1,900,000
Total Portland Fire & Rescue	**119,501,075**	**4,883,128**	**124,384,203**	**119,159,973**	**0**	**119,159,973**
Portland Housing Bureau						
Community Development Block Grant Fund	13,482,161	0	13,482,161	11,240,514	0	11,240,514
General Fund	27,397,346	0	27,397,346	29,935,187	0	29,935,187
Grants Fund	3,615,613	0	3,615,613	2,064,894	0	2,064,894
HOME Grant Fund	4,785,178	0	4,785,178	4,200,823	0	4,200,823
Housing Capital Fund	37,223,000	47,257,499	84,480,499	33,851,848	18,080,000	51,931,848
Housing Investment Fund	7,900,230	351,000	8,251,230	9,199,302	0	9,199,302
Housing Property Fund	4,297,695	0	4,297,695	5,046,355	0	5,046,355
Inclusionary Housing Fund	3,288,000	0	3,288,000	5,379,309	0	5,379,309
Tax Increment Financing Reimbursement Fund	56,060,149	5,497,000	61,557,149	94,112,036	1,000,000	95,112,036
Total Portland Housing Bureau	**158,049,372**	**53,105,499**	**211,154,871**	**195,030,268**	**19,080,000**	**214,110,268**
Portland Parks & Recreation						
General Fund	84,319,912	0	84,319,912	87,134,565	0	87,134,565
Golf Fund	9,760,854	15,000	9,775,854	9,636,133	0	9,636,133
Grants Fund	271,170	1,809,202	2,080,372	345,199	0	345,199
Parks Capital Improvement Program Fund	84,423,291	51,572,824	135,996,115	40,126,075	61,325,691	101,451,766
Parks Endowment Fund	182,702	0	182,702	185,134	0	185,134
Parks Local Option Levy Fund	675,016	0	675,016	664,056	0	664,056
Portland International Raceway Fund	2,287,471	0	2,287,471	2,321,605	0	2,321,605
Portland Parks Memorial Fund	9,920,721	1,200,000	11,120,721	11,229,163	0	11,229,163
Total Portland Parks & Recreation	**191,841,137**	**54,597,026**	**246,438,163**	**151,641,930**	**61,325,691**	**212,967,621**
Portland Police Bureau						
General Fund	198,163,868	0	198,163,868	201,940,676	0	201,940,676
Grants Fund	3,269,607	0	3,269,607	1,502,177	0	1,502,177
Police Special Revenue Fund	6,326,919	0	6,326,919	6,918,273	0	6,918,273
Recreational Marijuana Tax Fund	0	0	0	910,000	0	910,000
Total Portland Police Bureau	**207,760,394**	**0**	**207,760,394**	**211,271,126**	**0**	**211,271,126**
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	1,800,600	0	1,800,600	15,700	0	15,700
Hydroelectric Power Operating Fund	1,549,830	0	1,549,830	2,757,200	0	2,757,200
Hydroelectric Power Renewal Replacement Fund	11,309,595	0	11,309,595	11,227,770	0	11,227,770
Water Bond Sinking Fund	180,623,433	0	180,623,433	94,134,502	0	94,134,502
Water Construction Fund	193,689,438	0	193,689,438	257,104,538	0	257,104,538
Water Fund	279,693,139	71,066,000	350,759,139	279,412,327	109,220,440	388,632,767
Total Portland Water Bureau	**668,666,035**	**71,066,000**	**739,732,035**	**644,652,037**	**109,220,440**	**753,872,477**
Prosper Portland						
General Fund	5,772,465	0	5,772,465	6,021,910	0	6,021,910
Total Prosper Portland	**5,772,465**	**0**	**5,772,465**	**6,021,910**	**0**	**6,021,910**

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

	Revised FY 2016-17			Adopted FY 2017-18		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Special Appropriations						
General Fund	12,750,476	0	12,750,476	11,488,164	0	11,488,164
Recreational Marijuana Tax Fund	0	0	0	500,000	0	500,000
Total Special Appropriations	**12,750,476**	**0**	**12,750,476**	**11,988,164**	**0**	**11,988,164**
Total Citywide	**4,074,838,024**	**453,692,228**	**4,528,530,252**	**4,252,520,462**	**513,334,609**	**4,765,855,071**

Capital Budget by Bureau

Table 11

Financial Summaries

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

		Revised	Adopted	Capital Plan				
Bureau	**Prior Years**	**FY 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**	**5-Year Total**
Bureau of Development Services	2,296,044	3,021,103	766,975	0	0	0	0	766,975
Bureau of Environmental Services	246,456,179	83,381,077	114,361,000	130,021,000	141,435,000	157,593,000	144,345,000	687,755,000
Bureau of Fire & Police Disability & Retirement	381,670	76,000	46,451	21,931	22,424	22,929	23,800	137,535
Office of Management & Finance	13,068,013	39,213,078	90,121,160	74,354,998	66,177,426	19,492,920	11,951,538	262,098,042
Portland Bureau of Transportation	16,632,751	49,752,840	118,412,892	69,643,073	64,220,791	7,396,668	5,601,803	265,275,227
Portland Housing Bureau	0	53,105,499	19,080,000	8,250,000	2,000,000	2,000,000	0	31,330,000
Portland Parks & Recreation	8,800,136	37,157,836	61,325,691	22,667,446	8,899,000	2,099,000	1,599,000	96,590,137
Portland Water Bureau	27,618,457	62,142,000	109,220,440	122,468,300	81,343,000	123,848,000	82,135,000	519,014,740
Total City Capital Plan	**315,253,250**	**327,849,433**	**513,334,609**	**427,426,748**	**364,097,641**	**312,452,517**	**245,656,141**	**1,862,967,656**

Capital Budget by Geographic Area

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

Bureau		Revised	Adopted	Capital Plan				
Geographic Area	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Bureau of Development Services								
Citywide	2,296,044	3,021,103	766,975	0	0	0	0	766,975
Total Bureau of Development Services	**2,296,044**	**3,021,103**	**766,975**	**0**	**0**	**0**	**0**	**766,975**
Bureau of Environmental Services								
Central City	0	0	0	0	0	40,000,000	0	40,000,000
Citywide	186,497,687	56,455,077	63,285,000	68,675,000	84,834,000	79,850,000	100,815,000	397,459,000
North	61,773	94,000	901,000	4,033,000	4,110,000	826,000	1,504,000	11,374,000
Northeast	2,249,548	3,540,000	10,680,000	3,110,000	2,250,000	7,700,000	7,730,000	31,470,000
Northwest	740,146	7,185,000	8,540,000	4,300,000	2,479,000	3,100,000	4,650,000	23,069,000
Southeast	46,004,396	8,188,000	18,470,000	20,235,000	12,730,000	10,385,000	12,555,000	74,375,000
Southwest	10,902,629	7,919,000	12,485,000	29,668,000	35,032,000	15,732,000	17,091,000	110,008,000
Total Bureau of Environmental Services	**246,456,179**	**83,381,077**	**114,361,000**	**130,021,000**	**141,435,000**	**157,593,000**	**144,345,000**	**687,755,000**
Bureau of Fire & Police Disability & Retirement								
Citywide	381,670	76,000	46,451	21,931	22,424	22,929	23,800	137,535
Total Bureau of Fire & Police Disability & Retirement	**381,670**	**76,000**	**46,451**	**21,931**	**22,424**	**22,929**	**23,800**	**137,535**
Office of Management & Finance								
Central City	673,489	1,383,934	1,611,664	7,711,188	3,703,307	0	0	13,026,159
Citywide	11,434,371	7,658,590	25,682,716	13,627,506	9,557,815	7,808,924	11,851,538	68,528,499
Southeast	29,806	2,092,784	2,229,000	425,000	325,000	0	100,000	3,079,000
Southwest	930,347	28,077,770	60,597,780	52,591,304	52,591,304	11,683,996	0	177,464,384
Total Office of Management & Finance	**13,068,013**	**39,213,078**	**90,121,160**	**74,354,998**	**66,177,426**	**19,492,920**	**11,951,538**	**262,098,042**
Portland Bureau of Transportation								
Central City	13,213	579,131	1,107,116	7,520,655	0	0	0	8,627,771
Citywide	10,904,622	18,084,748	27,452,757	12,009,546	9,204,412	5,401,803	5,401,803	59,470,321
East	600,763	1,985,099	3,666,039	4,009,699	0	0	0	7,675,738
North	0	1,347,393	8,862,314	4,898,800	14,296,510	0	0	28,057,624
Northeast	1,588,683	4,902,309	22,066,477	5,972,833	16,084,000	901,865	0	45,025,175
Northeast/Southeast	523,116	2,331,908	1,734,223	2,077,756	400,000	0	0	4,211,979
Northwest	176,703	1,599,536	8,919,639	4,100,000	93,407	0	0	13,113,046
Southeast	1,202,568	7,951,057	14,537,666	5,544,735	7,529,000	1,093,000	200,000	28,904,401
Southwest	1,168,665	7,936,077	26,916,612	23,509,049	16,613,462	0	0	67,039,123
West	454,418	3,035,582	3,150,049	0	0	0	0	3,150,049
Total Portland Bureau of Transportation	**16,632,751**	**49,752,840**	**118,412,892**	**69,643,073**	**64,220,791**	**7,396,668**	**5,601,803**	**265,275,227**
Portland Housing Bureau								
Central City	0	5,648,000	1,000,000	5,700,000	0	0	0	6,700,000
Northeast	0	47,257,499	13,450,000	2,550,000	2,000,000	2,000,000	0	20,000,000
Southeast	0	200,000	4,630,000	0	0	0	0	4,630,000
Total Portland Housing Bureau	**0**	**53,105,499**	**19,080,000**	**8,250,000**	**2,000,000**	**2,000,000**	**0**	**31,330,000**
Portland Parks & Recreation								
Central City	974,290	1,553,185	6,381,000	3,070,000	0	0	0	9,451,000
Citywide	2,112,852	14,063,115	20,187,028	7,449,000	3,999,000	2,099,000	1,599,000	35,333,028
East	3,136,012	15,839,311	10,265,000	4,316,984	100,000	0	0	14,681,984
North	244,315	268,814	4,000,000	500,000	0	0	0	4,500,000
Northeast	248,570	918,029	2,612,000	400,000	0	0	0	3,012,000
Northwest	579,972	2,192,438	5,155,000	540,000	0	0	0	5,695,000

Capital Budget by Geographic Area

Table 12

Financial Summaries

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

Bureau		Revised	Adopted	Capital Plan				
Geographic Area	**Prior Years**	**FY 2016-17**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**	**5-Year Total**
Southeast	898,037	734,879	10,179,100	5,600,000	4,200,000	0	0	19,979,100
Southwest	606,089	1,588,065	2,546,563	791,462	600,000	0	0	3,938,025
Total Portland Parks & Recreation	**8,800,136**	**37,157,836**	**61,325,691**	**22,667,446**	**8,899,000**	**2,099,000**	**1,599,000**	**96,590,137**
Portland Water Bureau								
Central City	929,430	1,900,000	6,600,000	38,600,000	7,900,000	40,000,000	0	93,100,000
Citywide	177,391	22,612,000	28,727,000	26,438,300	26,180,000	34,195,000	31,050,000	146,590,300
East	0	0	62,000	0	0	0	0	62,000
North	128,548	385,000	879,000	440,000	2,670,000	280,000	0	4,269,000
Northeast	477,905	640,000	1,067,000	311,000	728,000	560,000	550,000	3,216,000
Northwest	585,739	440,000	1,230,000	2,001,000	0	0	0	3,231,000
Southeast	5,185,794	1,910,000	1,074,000	949,000	3,734,000	5,220,000	100,000	11,077,000
Southwest	202,082	226,000	1,684,000	768,000	974,000	1,238,000	2,835,000	7,499,000
Undetermined	99,779	6,629,000	13,797,440	15,261,000	24,057,000	35,455,000	35,600,000	124,170,440
West	19,831,789	27,400,000	54,100,000	37,700,000	15,100,000	6,900,000	12,000,000	125,800,000
Total Portland Water Bureau	**27,618,457**	**62,142,000**	**109,220,440**	**122,468,300**	**81,343,000**	**123,848,000**	**82,135,000**	**519,014,740**
Total City Capital Plan	**315,253,250**	**327,849,433**	**513,334,609**	**427,426,748**	**364,097,641**	**312,452,517**	**245,656,141**	**1,862,967,656**

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 2014-15	Actual FY 2015-16	Revised FY 2016-17	Adopted FY 2017-18
HISTORICAL FUNDS				
None				
Total Historical Funds	**0**	**0**	**0**	**0**
HISTORICAL SPECIAL APPROPRIATIONS				
Earl Boyles Elementary School	100,000	0	0	0
Utility Review Blue Ribbon Commission	26,739	0	0	0
New City Initiative	25,000	0	0	0
PBA Downtown Marketing	170,000	0	0	0
Innovation Fund	0	1,000,000	0	0
3 to PhD	0	400,000	0	0
PPS/Concordia Early Childhood	0	100,000	0	0
Indoor Track & Field Events	0	1,930,459	0	0
Emergency Psychiatric Facility	0	500,000	0	0
Oregon Rail Heritage Foundation	0	150,000	0	0
Rose Festival	0	100,000	0	0
PSU Institute on Aging	0	51,766	0	0
Oregon Nikkei Endowment	0	25,000	0	0
Springwater Corridor	0	40,000	0	0
Air Toxics Monitoring	0	31,250	0	0
Black Citizen Coalition	0	25,000	0	0
Legacy Health	0	500,000	0	0
Lents Stabilization	0	0	460,000	0
Council Transition	0	0	84,979	0
James Beard Public Market	0	0	200,000	0
Total Historical Special Appropriations	**321,739**	**4,853,475**	**744,979**	**0**
Total Historical Funds and Appropriations	**$321,739**	**$4,853,475**	**$744,979**	**$0**

Summary of Indebtedness – Debt Outstanding

Table 14a

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	7/1/2016	7/1/2017	Change
DEBT OUTSTANDING BY SERVICE AREA				
Public Safety				
PSSRP (Computer Aided Dispatch)	Limited Tax Revenue Bonds	$1,135,000	$0	($1,135,000)
		1,135,000	**0**	**(1,135,000)**
Parks, Recreation, & Culture				
Spectator Facilities	Limited Tax Revenue Bonds	1,667,900	0	(1,667,900)
Providence Park	Limited Tax Revenue Bonds	12,000,000	12,000,000	0
Stadium Project	Limited Tax Revenue Bonds	16,978,000	15,096,000	(1,882,000)
Portland International Raceway	Limited Tax Revenue Bonds	265,000	0	(265,000)
		30,910,900	**27,096,000**	**(3,814,900)**
Public Utilities				
Sewer System	1st Lien Revenue Bonds	603,165,000	524,975,000	(78,190,000)
	2nd Lien Revenue Bonds	982,540,000	936,165,000	(46,375,000)
	3rd Lien State Loans	14,920,587	13,554,496	(1,366,091)
Water System	1st Lien Revenue Bonds	381,645,000	440,455,000	58,810,000
	2nd Lien Revenue Bonds	220,670,000	211,405,000	(9,265,000)
Hydroelectric Power	Revenue Bonds	1,740,000	0	(1,740,000)
		2,204,680,587	**2,126,554,496**	**(78,126,091)**
Community Development				
Public Infrastructure	Limited Tax Improvement Bonds	36,805,000	32,585,000	(4,220,000)
Local Improvement line of credit	Limited Tax Revenue (secured)	2,009,971	6,025,567	4,015,596
Headwaters Apartments	Limited Tax Revenue (Housing)	9,500,000	9,170,000	(330,000)
Economic development	State Loan Guarantee	0	4,643,000	4,643,000
		48,314,971	**52,423,567**	**4,108,596**
Urban Renewal & Redev.	Airport Way Tax Increment	20,041,400	15,140,600	(4,900,800)
	Central Eastside Tax Increment	31,061,639	29,920,298	(1,141,341)
	Convention Center Tax Increment	87,555,000	83,425,000	(4,130,000)
	Lents Tax Increment	29,495,000	28,270,000	(1,225,000)
	River District Tax Increment	77,638,066	89,357,166	11,719,100
	Interstate Corridor Tax Increment	61,512,000	58,493,221	(3,018,779)
	North Macadam Tax Increment	60,837,680	58,348,486	(2,489,194)
	Gateway Tax Increment	12,552,386	12,660,988	108,602
	South Park Blocks Tax Increment	45,230,000	40,450,000	(4,780,000)
	Downtown Waterfront Tax Increment	52,370,000	45,840,000	(6,530,000)
		478,293,171	**461,905,759**	**(16,387,412)**
Transportation & Parking				
Streetcar	Limited Tax Revenue Bonds	12,650,000	11,280,000	(1,370,000)
Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	32,795,000	31,390,000	(1,405,000)
Sellwood Bridge	Limited Tax Revenue Bonds	41,375,000	39,895,000	(1,480,000)
Sellwood Bridge II line of credit	Limited Tax Revenue (secured)	20,000,000	0	(20,000,000)
Sellwood Bridge Bonds II	Limited Tax Revenue (secured)	0	29,165,000	29,165,000
Street Lighting line of credit	Limited Tax Revenue (secured)	9,824,403	14,460,000	4,635,597
Street Lighting Bonds	Limited Tax Revenue (secured)	0	0	-
Parking Paystations	Gas Tax Revenue Bonds	254,253	171,487	(82,766)
Street Improvements	Gas Tax Revenue Bonds	11,065,000	9,512,000	(1,553,000)
		127,963,656	**135,873,487**	**7,909,831**
City Support Services				

Summary of Indebtedness – Debt Outstanding

Service Area/Facility/Function	Type of indebtedness	7/1/2016	7/1/2017	Change
Equipment and Facility	Limited Tax Revenue Bonds	29,990,000	21,155,000	(8,835,000)
Pension	Limited Tax Pension Obligations	202,028,346	182,028,346	(20,000,000)
Convention Ctr Expan.	Limited Tax Revenue Bonds	73,955,102	72,111,102	(1,844,000)
South Waterfront	Limited Tax Revenue Bonds	1,656,438	0	(1,656,438)
Harbor Restoration line of credit	Limited Tax Revenue (secured)	1,408,145	425,400	(982,745)
Levee Evaluation	State Loan	402,438	533,090	130,652
Housing Opportunity Bond	Limited Tax Revenue (Housing)	5,565,000	5,040,000	(525,000)
Parks System	Voter Approved General Obligation Bonds	22,235,000	18,535,000	(3,700,000)
Public Safety	Voter Approved General Obligation Bonds	55,080,000	51,330,000	(3,750,000)
Emergency Facilities	Voter Approved General Obligation Bonds	21,935,000	19,060,000	(2,875,000)
Affordable Housing	Voter Approved General Obligation Bonds	0	35,085,000	35,085,000
PCPA	Limited Tax Revenue Bonds	775,000	0	(775,000)
River District line of credit	Limited Tax Revenue (secured)	6,898,755	24,270,957	17,372,202
Portland Building Line of Credit	Limited Tax Revenue Bonds	0	7,911,552	7,911,552
		421,929,223	**437,485,446**	**15,556,223**
TOTAL DEBT OUTSTANDING BY SERVICE AREA		**3,313,227,508**	**3,241,338,756**	**(71,888,753)**
TYPE OF INDEBTEDNESS				
	Limited Tax Pension Bonds	202,028,346	182,028,346	(20,000,000)
	Limited Tax Improvement Bonds	36,805,000	32,585,000	(4,220,000)
	Voter Approved General Obligation Bonds	99,250,000	124,010,000	24,760,000
	Gas Tax Revenue Bonds	11,319,253	9,683,487	(1,635,766)
	Revenue Bonds	2,189,760,000	2,113,000,000	(76,760,000)
	Limited Tax Revenue Bonds	280,448,714	299,395,578	18,946,864
	State Loans	15,323,025	18,730,586	3,407,561
	Tax Increment	478,293,171	461,905,759	(16,387,412)
TOTAL DEBT OUTSTANDING BY TYPE		**3,313,227,508**	**3,241,338,756**	**(71,888,753)**

Summary of Indebtedness – Actual Debt Outstanding

Table 14b

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	FY 2015-16	FY 2016-17	FY 2017-18
Actual Debt Outstanding June 30, 2016		$3,313,227,508		
Public Utilities (Sewer)	1st Lien Sewer Refunding Bonds		$156,650,000	
Public Utilities (Sewer)	2nd Lien Sewer Revenue Bonds		162,465,000	
Public Utilities (Water)	1st Lien Water Revenue and Refunding Bonds		168,525,000	
Transportation & Parking (Street Lights)	Limited Tax Revenue Bonds		16,220,000	
Transportation & Parking (Sellwood Bridge)	Limited Tax Revenue Bonds		35,780,000	
City Support Services (Housing)	GO Housing Bonds		35,085,000	
Public Safety (FPD&R)	Tax Anticipation Notes		28,770,000	
Various	Lines of Credit / State Loans		91,500,242	
			694,995,242	
Debt Redeemed FY 2016-17			(316,616,994)	
Debt Redeemed From Debt Issued FY 2016-17			(450,267,000)	
TOTAL Debt Redeemed Fiscal Year 2016-17			**(766,883,994)**	
Projected Debt Outstanding July 1, 2017			**3,241,338,756**	
Estimated Debt to be Issued Fiscal Year 2017-18				
Public Utilities (Sewer)	2nd Lien Sewer System Revenue Bonds			203,160,000
Public Utilities (Water)	First Lien Water System Revenue Bonds			98,895,000
Affordable Housing	Limited Tax Revenue Bonds			7,930,000
Fueling Station Bonds	Limited Tax Revenue Bonds			12,605,000
Public Safety (FPD&R)	Tax Anticipation Notes			44,000,000
				366,590,000
Projected Debt Redeemed Fiscal Year 2017-18				
Scheduled Debt Redemption				(381,770,807)
				(381,770,807)
Projected Debt Outstanding July 1, 2018				**3,226,157,949**

Summary of Indebtedness – Debt Service

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
FY 2017-18 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	1,943,000	493,640	2,436,640
			1,943,000	**899,128**	**2,842,128**
Public Utilities					
	Sewer System	First Lien Revenue Bonds	72,925,000	23,809,450	96,734,450
		Second Lien Revenue Bonds	29,180,000	52,129,781	81,309,781
		Third Lien Debt	1,379,871	133,163	1,513,034
			103,484,871	**76,072,394**	**179,557,265**
	Water System	First Lien Revenue Bonds	18,540,000	18,448,326	36,988,326
		Second Lien Revenue Bonds	9,715,000	9,062,975	18,777,975
			28,255,000	**27,511,301**	**55,766,301**
			131,739,871	**103,583,695**	**235,323,566**
Community Development					
	Public Infrastructure	Limited Tax Improvement Bonds	3,515,000	1,474,375	4,989,375
	Housing (Headwaters)	Limited Tax Housing Revenue Bonds	340,000	455,530	795,530
	Economic Development	State Loan Guarantee (PBOT)	1,428,000	0	1,428,000
			5,283,000	**1,929,905**	**7,212,905**
	Urban Renewal & Redev.	Airport Way Tax Increment	4,974,400	208,940	5,183,340
		Central Eastside Tax Increment	7,033,000	1,396,554	8,429,554
		Convention Center Tax Increment	4,335,000	3,476,168	7,811,168
		South Park Blocks Tax Increment	5,070,000	2,111,093	7,181,093
		Waterfront Tax Increment	6,820,000	2,672,539	9,492,539
		River District Tax Increment	30,070,000	6,121,454	36,191,454
		Gateway Tax Increment	4,600,000	382,235	4,982,235
		Lents Tax Increment	14,010,000	2,311,277	16,321,277
		North Macadam Tax Increment	12,530,000	2,691,885	15,221,885
		Interstate Tax Increment	27,270,000	3,271,273	30,541,273
			116,712,400	**24,643,419**	**141,355,819**
			121,995,400	**26,573,324**	**148,568,724**
Transportation & Parking					
	Streetcar Improvements	Limited Tax Revenue Bonds	1,425,000	451,200	1,876,200
	Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	1,460,000	1,045,300	2,505,300
	Sellwood Bridge	Limited Tax Revenue Bonds	1,555,000	1,843,450	3,398,450
	Sellwood Bridge II	Limited Tax Line of credit	0	999,371	999,371
	Parking Paystations	Gas Tax Revenue Bonds	84,735	4,081	88,817
	Street Lighting	Limited Tax Revenue Bonds	1,310,000	723,000	2,033,000
	Street Improvements	Gas Tax Revenue Bonds	1,622,000	356,101	1,978,101
			7,456,735	**5,422,504**	**12,879,239**
City Support Services					
	Pension Bonds	Limited Tax Pension Bonds	22,450,000	8,743,350	31,193,350
	Parks / Fire / Public Safety/Housing	Voter Approved General Obligation Bonds	9,265,000	4,990,528	14,255,528
	Equipment and Facilities	Limited Tax Revenue Bonds	4,965,000	3,575,618	8,540,618
	Harbor Restoration	Limited Tax Line of Credit	426,000	5,000	431,000

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
	River District General Fund	Limited Tax Line of credit	0	621,014	621,014
	Convention Center Expansion	Limited Tax Revenue Bonds	1,805,720	5,635,530	7,441,250
	Housing (HOB/STR Affordable)	Limited Tax Housing Revenue Bonds	1,345,000	402,500	1,747,500
			40,256,720	**23,973,540**	**64,230,260**
TOTAL DEBT SERVICE BY SERVICE AREA			**303,391,726**	**160,452,191**	**463,843,917**
FY 2017-18 PROJECTED DEBT SERVICE BY TYPE					
		Limited Tax Pension Bonds	22,450,000	8,743,350	31,193,350
		Limited Tax Improvement Bonds	3,515,000	1,474,375	4,989,375
		Voter Approved General Obligation Bonds	9,265,000	4,990,528	14,255,528
		Gas Tax Revenue Bonds	1,706,735	360,182	2,066,918
		Revenue Bonds	130,360,000	103,450,532	233,810,532
		Limited Tax Revenue Bonds	14,889,720	15,798,611	30,688,331
		Limited Tax Housing Revenue Bonds	1,685,000	858,030	2,543,030
		State Loans	2,807,871	133,163	2,941,034
		Tax Increment	116,712,400	24,643,419	141,355,819
TOTAL DEBT SERVICE BY TYPE			**303,391,726**	**160,452,191**	**463,843,917**

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	PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2017/18	1,943,000		103,484,871	28,255,000		5,283,000	116,712,400	6,031,735	1,425,000	29,186,000	1,805,720	9,265,000
2018/19	2,606,000		104,408,792	29,570,000		2,218,000	39,922,300	6,061,752	1,485,000	28,330,000	2,039,480	9,770,000
2019/20	2,692,000		108,717,852	31,000,000		1,803,000	38,963,900	7,345,000	1,550,000	31,315,000	2,317,480	8,480,000
2020/21	2,780,000		103,142,058	32,495,000		749,000	39,475,000	7,680,000	1,600,000	34,535,000	3,286,250	8,820,000
2021/22	2,873,000		109,041,405	27,700,000		625,000	41,335,000	8,030,000	1,675,000	38,555,000	3,807,172	9,225,000
2022/23	2,202,000		114,305,902	28,975,000		425,000	43,300,000	8,395,000	1,740,000	8,020,175	6,140,000	9,585,000
2023/24	2,855,000		70,785,547	30,320,000		445,000	44,845,000	7,025,000	1,805,000	7,850,423	6,445,000	10,055,000
2024/25	2,950,000		66,475,340	27,390,000		465,000	24,410,000	7,340,000		7,694,733	6,770,000	9,580,000
2025/26	3,045,000		58,405,300	28,580,000		480,000	13,295,000	7,670,000		6,792,228	7,115,000	9,995,000
2026/27	3,150,000		60,116,245	29,830,000		18,145,000	13,925,000	5,980,000		6,153,274	7,465,000	8,150,000
2027/28			62,489,297	31,140,000		530,000	14,560,000	6,240,000		5,982,955	7,840,000	8,455,000
2028/29			65,023,369	32,360,000		555,000	15,245,000	6,490,000		5,034,559	8,330,000	5,380,000
2029/30			67,508,953	33,550,000		10,520,000	16,000,000	6,760,000			8,750,000	1,940,000
2030/31			70,294,565	34,870,000		610,000	8,825,000	7,005,000				1,995,000
2031/32			55,755,000	36,280,000		1,760,000	3,130,000	7,260,000				2,055,000
2032/33			58,150,000	33,040,000		665,000		7,530,000				2,115,000
2033/34			44,870,000	34,415,000		3,500,000		5,270,000				2,180,000
2034/35			47,040,000	31,145,000		690,000		2,075,000				2,250,000
2035/36			21,445,000	27,610,000				2,160,000				2,320,000
2036/37			22,425,000	23,085,000				2,245,000				2,395,000
2037/38			23,460,000	19,510,000								
2038/39			24,535,000	10,140,000								
2039/40			12,815,000	5,195,000								
2040/41				5,405,000								
	27,096,000	**0**	**1,474,694,496**	**651,860,000**	**0**	**49,468,000**	**473,943,600**	**124,593,487**	**11,280,000**	**209,449,346**	**72,111,102**	**124,010,000**

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	PIR	Sewer System	Water System	Hydroelectric	Public Improvement	Urban Renewal	Public Street Improvements	Parking System	Facility and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2017/18	899,128		76,072,394	27,511,301		1,929,905	24,643,419	4,971,304	451,200	13,347,482	5,635,530	4,990,528
2018/19	835,592		62,328,599	26,199,376		1,913,054	16,997,237	4,964,915	394,200	9,392,926	5,723,770	4,496,041
2019/20	750,375		57,137,914	24,770,626		1,877,974	15,146,310	4,678,000	334,800	8,003,014	5,791,270	4,064,856
2020/21	662,347		51,730,833	23,280,376		1,859,344	13,352,273	4,336,200	272,800	5,724,421	5,174,500	3,726,544
2021/22	571,441		46,741,886	21,700,376		1,839,964	11,507,124	3,990,325	208,800	3,178,672	4,765,828	3,325,944
2022/23	477,494		41,462,389	20,428,376		1,810,999	9,540,607	3,619,500	141,800	33,622,138	2,942,750	2,953,269
2023/24	405,488		35,822,019	19,095,951		1,789,884	7,463,377	3,250,525	72,200	35,379,885	2,635,750	2,512,206
2024/25	312,700		32,614,026	17,807,751		1,767,784	5,230,616	2,936,150		37,189,518	2,313,500	2,046,531
2025/26	216,825		29,739,432	16,612,401		1,744,684	4,100,460	2,607,050		39,051,322	1,975,000	1,634,556
2026/27	110,250		26,880,703	15,363,201		1,720,834	3,465,688	2,262,650		40,997,476	1,619,250	1,258,619
2027/28			24,199,792	14,058,151		813,749	2,823,438	2,003,875		43,027,045	1,246,000	959,519
2028/29			21,647,455	12,839,251		787,414	2,139,175	1,749,200		45,120,441	854,000	694,506
2029/30			19,169,371	11,650,788		759,844	1,378,663	1,483,925			437,500	537,819
2030/31			16,381,791	10,314,538		320,970	573,250	1,235,025				479,619
2031/32			13,440,394	8,914,738		290,665	125,200	977,025				419,769
2032/33			11,038,475	7,510,576		214,075		709,450				358,119
2033/34			8,591,800	6,137,676		181,035		470,000				294,669
2034/35			6,428,650	4,708,226		34,260		259,200				226,544
2035/36			4,160,075	3,423,088				176,200				156,231
2036/37			3,174,750	2,289,075				89,800				80,831
2037/38			2,143,600	1,390,525								
2038/39			1,064,425	829,600								
2039/40			256,300	424,000								
2040/41				216,200								
	5,241,640	**0**	**592,227,073**	**297,476,167**	**0**	**21,656,435**	**118,486,835**	**46,770,318**	**1,875,800**	**314,034,339**	**41,114,648**	**35,216,719**

Summary of Defeased Indebtedness

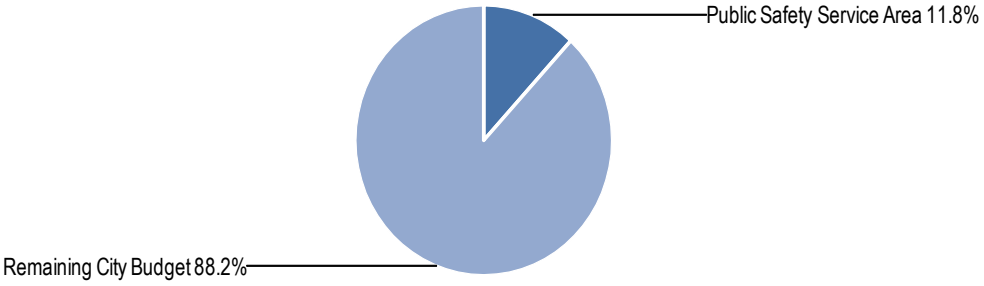
Type of Debt	Outstanding 07/01/16	Maturity FY 2016-17	Outstanding 07/01/17
The City had $52,345,000 of defeased bonds outstanding as of July 1, 2016, which were fully paid from escrow through the course of the fiscal year. As of June 30, 2017, $416,450,000 of defeased bonds are outstanding. Defeased 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 2006 A	$52,345,000	$52,345,000	$0
Series 2008 A	0	0	63,245,000
	$52,345,000	**$52,345,000**	**$63,245,000**
Sewer System Revenue Bonds:			
Series 2008 A	$0	$0	$165,345,000
Series 2008 B	0	0	$180,155,000
	$0	**$0**	**$345,500,000**
Limited Tax Revenue Bonds			
Series 2007 C	$0	$0	$7,705,000
	$0	**$0**	**$7,705,000**
TOTAL DEFEASED BONDS OUTSTANDING	**$52,345,000**	**$52,345,000**	**$416,450,000**

CITY OF PORTLAND OREGON
1851

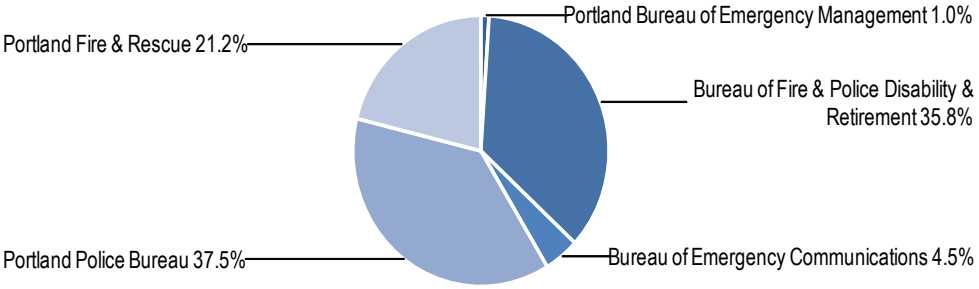
Public Safety Service Area

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

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	536,215,446	563,172,243	26,956,797	5.03
Capital	5,224,502	46,451	(5,178,051)	(99.11)
Total Requirements	**541,439,948**	**563,218,694**	**21,778,746**	**4.02**
Authorized Positions	2,159.97	2,193.77	33.80	1.56

Service Area Highlights

Description

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

Major Themes

The FY 2017-18 Adopted Budget for the Public Safety Service Area funds an additional 33.80 FTE and a net increase of $21.8 million dollars when compared to the Revised FY 2016-17 Budget. Overall, there are 2,193.77 authorized positions in this service area and a total budget of $563.2 million dollars. When compared to FY 2016-17, the total FY 2017-18 operating budget for the Public Safety service area is 5.0% greater. Increases in operating expenses are primarily driven by the increased pension and benefit costs, which are funded through the Fire & Police Disability & Retirement levy.

Additionally, other significant investments in the operating budget include resources for the addition of community service officers, crime analysts, sex assault victim advocate, the expansion of the Neighborhood Emergency Team program, and a cancer reduction plan in Portland Fire & Rescue.

Portland Police Bureau

The Portland Police Bureau's FY 2017-18 Adopted Budget is $211.3 million with 1,246.17 FTE. This is a 1.7% increase in General Fund discretionary resources when compared to the Revised FY 2016-17 Budget. Adopted Budget decision packages establish 22.0 FTE positions and eliminate 9.0 FTE positions, for a net increase of 12.5 FTE (inclusive of limited term position changes). The bureau continues to prioritize the acceleration of the hiring process to fill vacant positions as well as compliance with the terms of the DOJ settlement.

Significant changes to the FY 2016-17 Adopted Budget include:

- The elimination of the Mounted Patrol Unit. This program reduction eliminates the bureau's Mounted Patrol Unit, which is comprised of 8.0 FTE positions and one part-time employee. As a result of this reduction, the bureau will lose 4.0 FTE Police Officer positions, 1.0 FTE Police Sergeant position, 1.0 FTE Equestrian Trainer position, and 2.0 FTE Stable Attendant positions.
- The creation of a Community Service Officer pilot program. The Adopted Budget includes $1,159,293 in ongoing funding and 14.0 FTE positions for a Community Service Officer pilot program. The specific job description of the Community Service Officers will be designed to support sworn staff and provide service to community members in such a way that sworn staff members are enabled to spend more time on community policing endeavors.

- Funding changes for the Service Coordination Team (SCT) and Driving Under the Influence training in the Traffic Division. The Adopted Budget removes ongoing General Fund support for the SCT, replacing it with $410,000 from the Recreational Marijuana Tax Fund and $1,464,958 in one-time General Fund resources. The Adopted Budget also replaces $500,000 in General Fund support for DUI training in the Traffic Division with funds from Recreational Marijuana Tax Fund.

Portland Fire & Rescue

The $119.2 million FY 2017-18 Adopted Budget for Portland Fire & Rescue is 4.2% less the bureau's FY 2016-17 Revised Budget. The majority of the reduction, approximately $5.2 million, is in the bureau's capital program where resources were previously budgeted for apparatus replacement and station enhancements. Funding for capital expenses is reduced further due to the completion of multi-year bond financed infrastructure and apparatus replacement projects that are nearing completion.

Additional significant changes in the Portland Fire & Rescue FY 2017-18 Adopted Budget include:

- Increase of $50,000 in ongoing General Fund discretionary resources to fund the ongoing costs of high-speed internet in all fire stations, enabling the bureau to use a range of technology applications, such as video conferencing and streamlining training videos;
- Increase of $391,494 to fund the purchase of firefighting gear and personal protection equipment as part of the bureau's cancer reduction plan;
- Add three inspector positions within the Fire Prevention division, which will be funded by plan review and permitting fees;
- Elimination of the Dive Team and $94,900 in ongoing General Fund discretionary resources.

Bureau of Emergency Communications

The FY 2017-18 Adopted Budget for the Bureau of Emergency Communications (BOEC) is $25.1 million and 187.00 authorized positions. This represents an increase of 2.03% in operating budget. The FY 2017-18 Adopted Budget includes an additional 11 Emergency Communications Dispatch positions without additional funding. The funding for these positions was included in the prior year budget.

Portland Bureau of Emergency Management

The FY 2017-18 Adopted Budget for the Portland Bureau of Emergency Management (PBEM) is $5.8 million and 21.50 FTE. Significant funding changes for PBEM include:

- Increase of $305,087 in ongoing General Fund discretionary to maintain current service levels and reduce the bureau's dependence on grant funding to cover operational costs;
- Increase of $350,605 in ongoing General Fund resources to support and enhance the Neighborhood Emergency Team program.
- Increase of $125,814 in one-time General Fund resources to continue the Continuity of Operations (COOP) Planner for one additional year.

Bureau of Fire & Police Disability & Retirement

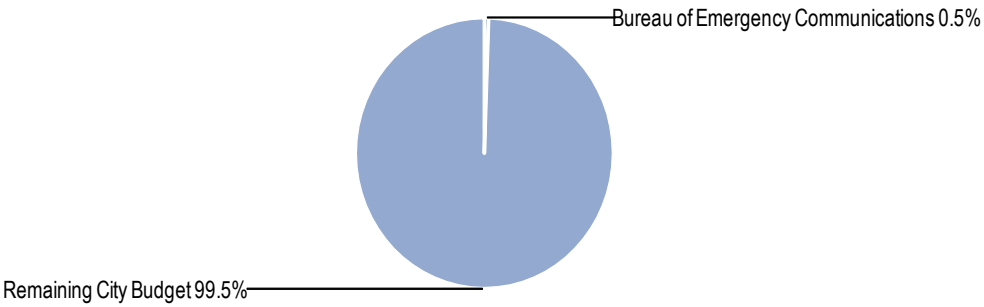
The total FY 2017-18 Adopted Budget for the Bureau of Fire & Police Disability & Retirement is 38.9% greater than the FY 2016-17 Revised Budget. The pension benefits expenditures increased 6.0% over the FY 2016-17 Revised Budget and the Oregon Public Employee Retirement System contributions are increasing by 27.0%. The Disability and Death Benefits program is budgeted at 1.2% above in FY 2017-18 than the previous year's budget. The tax levy rate in the FY 2016-17 Adopted Budget is $1.16 per $1,000 of Real Market Value. It is estimated that there will be 2,060 pension recipients in FY 2017-18.

Bureau of Emergency Communications

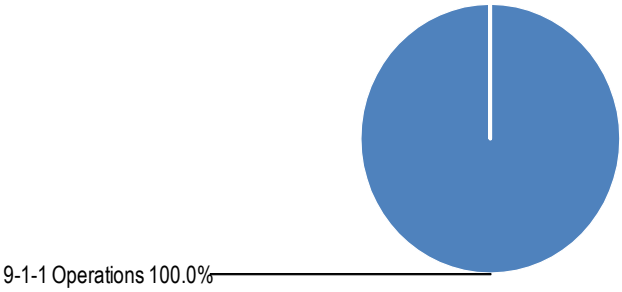
Public Safety Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Lisa St. Helen, Interim Director

Percent of City Budget

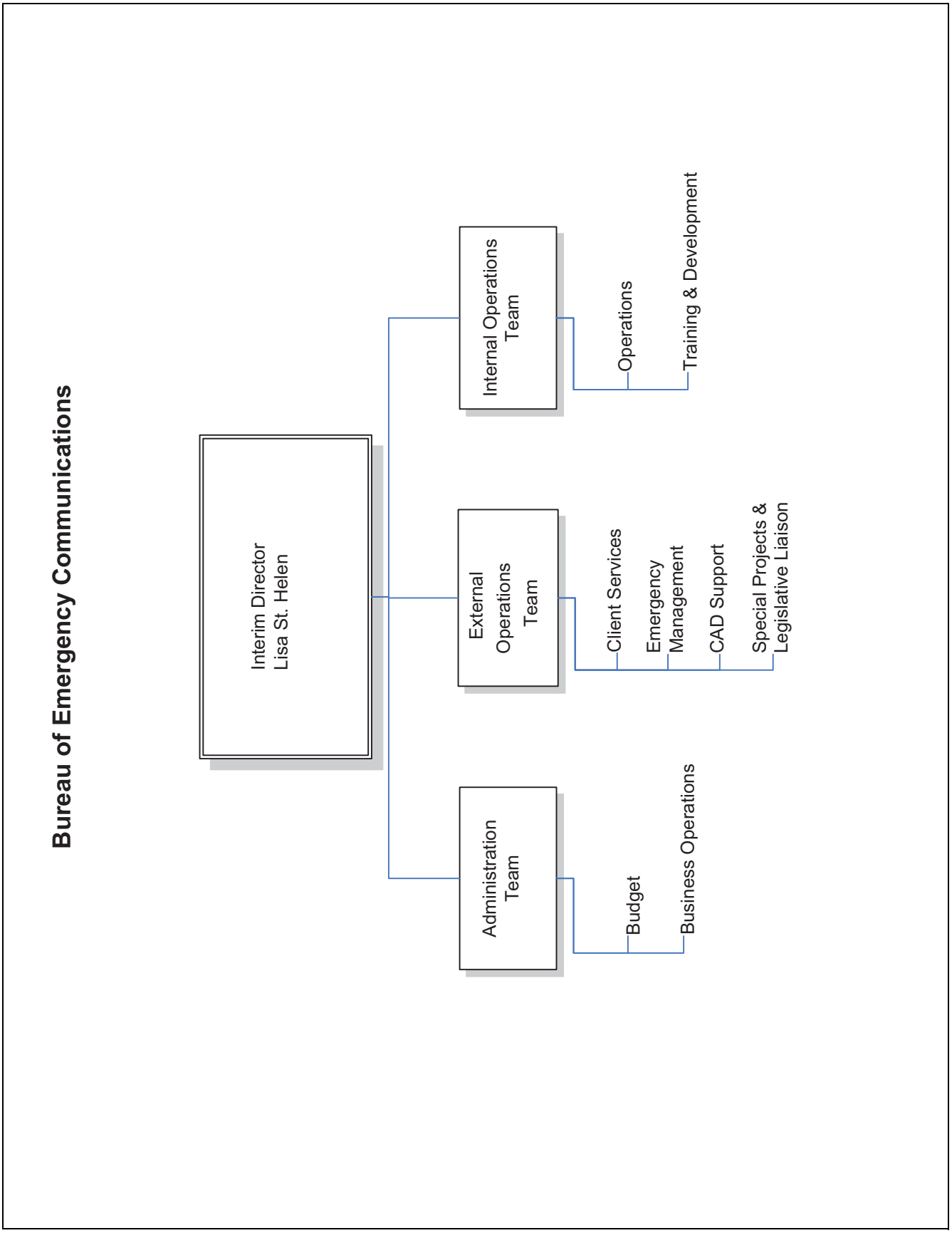


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	25,593,716	25,074,526	(519,190)	(2.03)
Capital	265,374	0	(265,374)	(100.00)
Total Requirements	**25,859,090**	**25,074,526**	**(784,564)**	**(3.03)**
Authorized Positions	169.25	187.00	17.75	10.49


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

Bureau Summary

Bureau Mission

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

Bureau Overview

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

The FY 2017-18 Adopted Budget for Emergency Communications totals $25 million, $1 million of which includes the operating budget and contingency. The Adopted Budget contains approval for 187 FTE, with on-going funding to support call taker and dispatch trainees in limited term positions. Of the full-time positions, 118 positions are available for emergency communications call-takers, dispatchers, or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues.

Strategic Direction

Operations Staffing Issues

Current operations staff includes 73 certified Emergency Communications Senior Dispatchers and four certified Call Takers for a total of 78 certified employees, a lower level than the 82 certified number reported in the previous year budget, and 33 trainees. This staffing level meets the recommendations included in an externally conducted staffing study released in April, 2017. The bureau seeks to maintain 118 certified FTE in operations, with additional limited term positions filled by trainees.

Maintaining around-the-clock operation with a lower number of certified staff leads to increased use of overtime to ensure adequate coverage for all shifts. A less than optimal level of staffing could result in a reduction in service levels for both call-taking (longer wait times) and dispatching (fewer radio nets in operation and less effective management of responder units). Low staffing is caused -in part- by retention and recruitment issues.

As partner agencies implement new response strategies, priorities, and requirements, the bureau faces the challenge of providing sufficient staffing levels to meet potential new obligations. These partner agency initiatives can have an impact on bureau workload and staffing.

Additionally, increased volume of phone calls and response incidents due to the homelessness crisis is estimated at 2,000 contacts per month.

Summary of Decision Packages

Adds

Add 11 Emergency Communications Dispatch Positions with Existing Funding

In FY 2016-17, Council approved ongoing funding for increased BOEC positions pending a consultant review of required staffing levels. The study was published on April, 2017, and recommended BOEC to incorporate 11 additional Emergency Communications Dispatcher positions. This FY 2017-18 decision package meets that recommendation, incorporating the requested positions with no increased funding.

BOEC Bargaining Agreement

The Adopted Budget allocates additional General Fund resources to support the new bargaining agreement with the American Federation of State, County and Municipal Employees Council 79 Local 189-2. Total funding is $261,536; of which $249,006 is ongoing and $12,530 is one-time for FY 2017-18.

Interagency Agreement Balancing

The FY 2017-18 Adopted Budget includes $23,212 in increased interagency costs to fund OMF services, including technology and facilities services.

9-1-1 Operations

Description

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

Goals

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

Performance

The first key performance measure of the bureau is the percent of emergency calls answered within 20 seconds. The goal, established by the User Board, is that BOEC answer 90% of calls within 20 seconds. BOEC previously reported in FY 2015-2016, that 99.6% of calls met the goal.

However, performance on this measure has been calculated incorrectly since cell phone answering technology was implemented 10 years ago. Previous call wait data did not include the wait times that cell phone callers experienced while accessing our agency through a filter that is designed to minimize accidental pocket dials. This data discrepancy was reported by the Office of the City Ombudsman in Spring, 2016.

As of November 15, 2016, BOEC has corrected the data collection to include the wait interval time for cell phone callers. The revised performance for calls answered within 20 seconds for December, 2016 was 65% and 67% for January, 2017.

Historically, the average time to answer emergency calls has fluctuated due in part to staffing levels, changes in partner agency call triage mandates that require call takers to ask additional questions and partner agency tactical dispatch needs, which are drawn from the call taker pool. The number of certified staff, currently at 78, is low compared to previous years. Recruitment, training, and retention are a continuing challenge for the bureau. The bureau goal is to increase the number of academies from two per year to three per year; and to certify trainees as call takers, assign them to Operations for about six months and then continue the training to full certification.

The bureaus other key performance measures track dispatch times for high priority police, fire, and emergency medical calls from the point at which the call comes in until the attempt to dispatch action. The performance target times for dispatch vary by call type: for police, the goal is to dispatch 90% of high priority calls in 120 seconds; for fire the goal is 60 seconds; for medical calls the goal is 90 seconds. The percentage of high priority calls dispatched within these time frames during FY 2015-16 was 70% for police calls, 69% for fire calls, and 73% for medical calls.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes 11 new Emergency Communications Dispatch positions without additional resources. The funding for these positions were included in FY 2016-17.

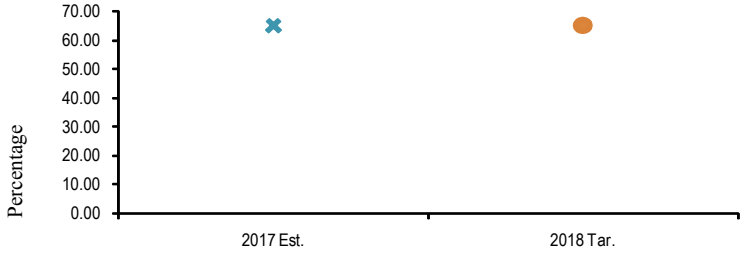
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	141.00	155.00	169.25	187.00	187.00
Expenditures					
9-1-1 Operations	5,360,732	6,953,732	9,028,473	8,662,528	8,662,528
BOEC-Indirect Costs	879,583	949,439	1,010,789	1,047,100	1,047,100
BOEC-Operating Costs	12,899,183	13,218,530	12,846,909	12,756,413	12,756,413
Total Expenditures	**19,139,498**	**21,121,701**	**22,886,171**	**22,466,041**	**22,466,041**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of emergency 9-1-1 calls answered within 20 seconds	NA	NA	65.0%	65.0%	65.0%
Percentage of police "emergency priority" calls dispatched within 120 seconds	70%	70%	75%	75%	75%
Percentage of fire "urgent priority" calls dispatched within 60 seconds	67%	69%	70%	70%	70%
Percentage of medical "priority emergency, one, or two" calls dispatched within 90 seconds	72%	73%	75%	75%	75%
Effectiveness					
Average time to answer emergency 9-1-1 calls (in seconds)	NA	NA	30	30	30
Efficiency					
Number of overtime hours	10,969	18,182	21,000	21,000	21,000
Percent of new hires who graduated from academy	100%	100%	75%	75%	75%
Workload					
Total number of emergency telephone line calls	526,243	530,343	550,000	550,000	550,000
Total number of nonemergency telephone line calls	299,007	318,916	350,000	350,000	350,000
Number of calls per emergency communications operator	7,502	7,937	8,400	8,400	8,400
Number of calls per capita	1.10	1.00	1.15	1.15	1.15

Performance Measures

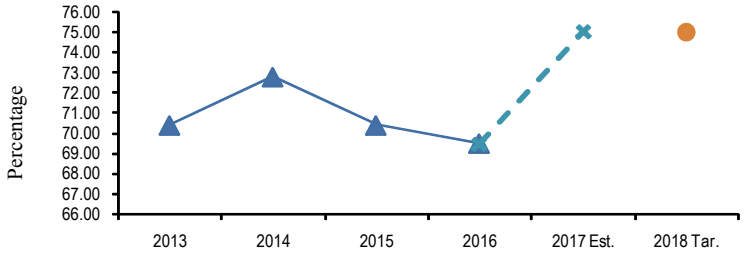
% of Emergency Calls Answered Within 20 Seconds

Previous Adopted Budget documents have reported incorrect actuals for this measure. The issue, originally reported by the City Ombudsman in Spring, 2016, was the result of an incorrect calculation that underestimated the waiting times of cell phone callers. The methodology has been corrected for the FY 2016-17 estimate and FY 2017-18 target reported in this FY 2017-18 Adopted Budget document.



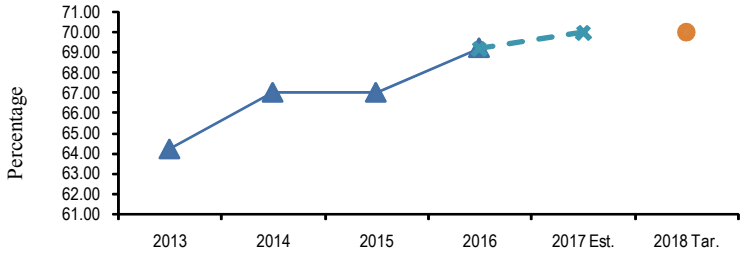
% of Police High Priority Calls Dispatched Within 120 Seconds

Dispatch times for police urgent calls have improved in the current fiscal year as a result of the VCAD upgrade project. This development resolved availability and maintenance issues that previously affected the system and possitively impacted on dispatch times.



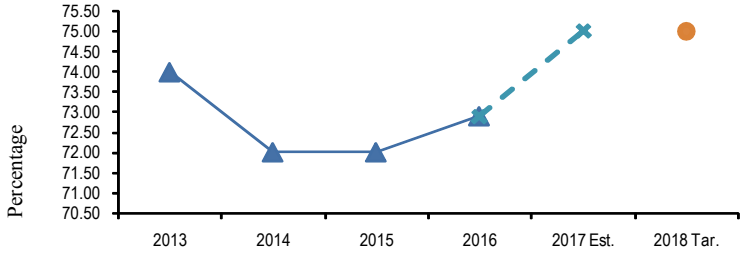
% of Fire Urgent Priority Calls Dispatched Within 60 Seconds

Dispatch performance issues related to CAD system functionality were minimized by proactively upgrading the VCAD system in FY 2015-16. The measure shows a positive marginal increase in the last years.



% of Medical Urgent Priority Calls Dispatched Within 90 Seconds

An update to call-taking procedures to support Portland Fire & Rescue (PFR) initiatives and to provide additional information to PFR may have contributed to slower dispatch times by BOEC; reaching a low point of 72% in FY 2014-15. BOEC has been capable of reverting this trend as is now estimating that 75% of calls to be dispathched within 90 seconds by the end of FY 2016-17.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	357,937	363,394	349,000	375,749	375,749
Intergovernmental	6,836,238	7,642,515	7,843,491	7,857,447	7,912,526
Miscellaneous	32,198	14,417	10,000	10,000	10,000
Total External Revenues	**7,226,373**	**8,020,326**	**8,202,491**	**8,243,196**	**8,298,275**
Internal Revenues					
Fund Transfers - Revenue	15,805,043	16,017,266	15,681,759	15,361,061	15,305,982
Total Internal Revenues	**15,805,043**	**16,017,266**	**15,681,759**	**15,361,061**	**15,305,982**
Beginning Fund Balance	2,617,343	1,527,998	1,974,840	1,470,269	1,470,269
Total Resources	**$25,648,759**	**$25,565,590**	**$25,859,090**	**$25,074,526**	**$25,074,526**
Requirements					
Bureau Expenditures					
Personnel Services	14,349,345	14,822,117	16,467,433	16,663,622	16,663,622
External Materials and Services	927,300	1,503,423	1,165,511	869,818	869,818
Internal Materials and Services	3,864,713	4,570,071	5,253,227	4,932,601	4,932,601
Capital Outlay	0	226,425	0	0	0
Total Bureau Expenditures	**19,141,358**	**21,122,036**	**22,886,171**	**22,466,041**	**22,466,041**
Fund Expenditures					
Debt Service	1,364,098	1,385,869	1,412,541	232,141	232,141
Contingency	0	0	540,449	1,477,265	1,440,195
Fund Transfers - Expense	3,615,305	1,083,903	1,019,929	899,079	936,149
Total Fund Expenditures	**4,979,403**	**2,469,772**	**2,972,919**	**2,608,485**	**2,608,485**
Ending Fund Balance	1,527,998	1,973,782	0	0	0
Total Requirements	**$25,648,759**	**$25,565,590**	**$25,859,090**	**$25,074,526**	**$25,074,526**
Programs					
Administration & Support	1,860	335	0	0	0
9-1-1 Operations	19,139,498	21,121,701	22,886,171	22,466,041	22,466,041
Total Programs	**19,141,358**	**$21,122,036**	**$22,886,171**	**$22,466,041**	**$22,466,041**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000436	Administrative Supervisor I	60,403	80,517	1.00	79,500	1.00	80,180	1.00	80,180
30000441	Business Operations Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30001533	Business Systems Analyst, Principal	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	85,322	1.00	88,815	1.00	88,815
30000031	Emerg Commun Call Taker	43,650	56,790	10.00	451,908	10.00	459,487	10.00	459,487
30000034	Emerg Commun Dispatcher, Sr	55,921	72,756	95.00	5,929,392	106.00	6,685,206	106.00	6,685,206
30000786	Emerg Commun Operations Mgr	95,888	129,917	1.00	117,540	1.00	121,560	1.00	121,560
30000787	Emerg Commun Operations Mgr, Assistant	77,064	103,563	2.00	180,624	2.00	180,624	2.00	180,624
30000035	Emerg Commun Police Dispatcher	53,826	69,990	2.00	139,992	2.00	139,992	2.00	139,992
30000789	Emerg Commun Program Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000785	Emerg Commun Supervisor	69,971	93,413	15.00	1,330,812	15.00	1,330,812	15.00	1,330,812
30000835	Emerg Commun Support Specialist	34,798	49,962	2.00	99,936	2.00	99,936	2.00	99,936
30000788	Emerg Commun Training & Dev Mgr	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000429	Emergency Communications Director	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30000487	Emergency Management Program Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000568	Financial Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000451	Management Analyst	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000452	Management Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000013	Office Support Specialist III	44,512	58,989	3.00	166,368	3.00	169,068	3.00	169,068
30000531	Training & Development Analyst	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
TOTAL FULL-TIME POSITIONS				142.00	9,608,870	153.00	10,383,156	153.00	10,383,156
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000449	Business Systems Analyst, Sr	69,971	93,413	2.58	172,072	1.00	69,972	1.00	69,972
30000031	Emerg Commun Call Taker	43,650	56,790	11.67	509,320	20.00	898,880	20.00	898,880
30000032	Emerg Commun Dispatcher, Trainee	43,650	50,546	11.00	489,232	11.00	516,792	11.00	516,792
30001028	Emerg Commun Lateral Police Disp, Trnee	48,135	62,619	2.00	99,309	2.00	104,241	2.00	104,241
TOTAL LIMITED TERM POSITIONS				27.25	1,269,933	34.00	1,589,885	34.00	1,589,885
GRAND TOTAL				169.25	10,878,803	187.00	11,973,041	187.00	11,973,041

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.

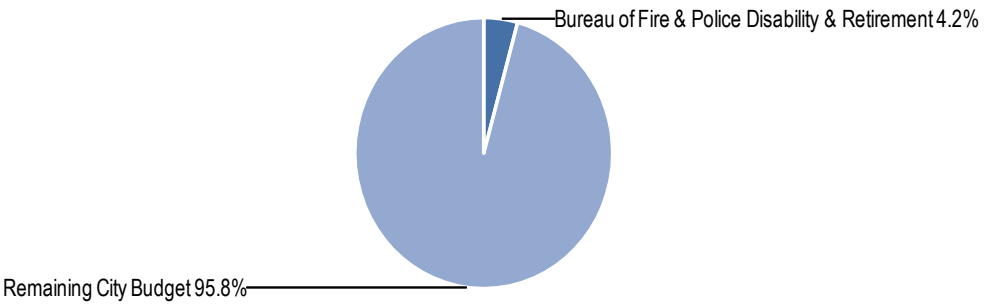
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	22,220,981	0	22,220,981	176.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	249,006	12,530	261,536	0.00	Bargaining agreement
	0	(39,688)	(39,688)	0.00	Overhead increase
	0	0	0	11.00	Add 11 positions without additonal funding
	0	23,212	23,212	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	400,000	400,000	0.00	Uninterrupted power supply replacement
Adopted Budget Additions and Reductions					
	0	(400,000)	(400,000)	0.00	Cut General Fund for uninterrupted power supply
	0	0	0	0.00	Allocate partner's share of bargaining agreement
	249,006	**(3,946)**	**245,060**	**11.00**	**Total FY 2017-18 Decision Packages**
			22,466,041	**187.00**	**Total Adopted Budget**

Bureau of Fire & Police Disability & Retirement

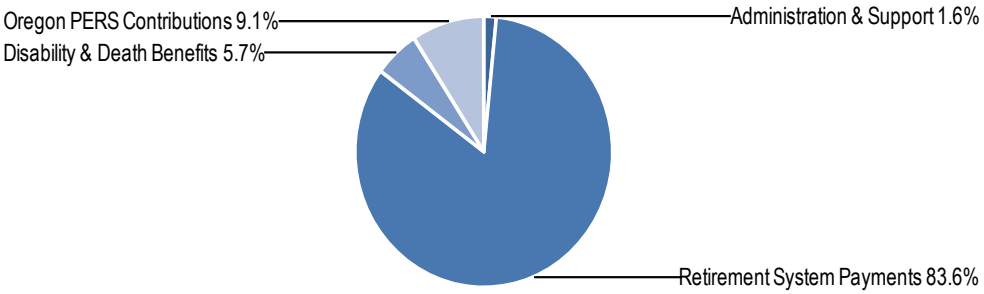
Public Safety Service Area

Dan Saltzman, Commissioner-in-Charge
Samuel Hutchison, Director

Percent of City Budget

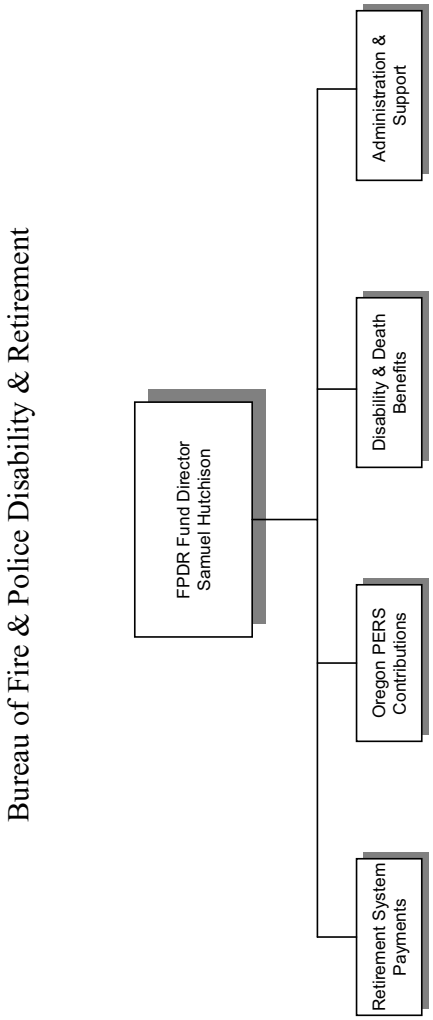


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	178,658,312	201,866,376	23,208,064	12.99
Capital	76,000	46,451	(29,549)	(38.88)
Total Requirements	**178,734,312**	**201,912,827**	**23,178,515**	**12.97**
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 & Police Disability & Retirement (FPDR) consists of four programs: two retirement programs - Retirement System Payments and Oregon Public Employees Retirement System (PERS) Contributions - Disability and Death Benefits, and Administration and Support.

Retirement System Payments

The Retirement System Payments program governs direct pension benefits to members hired before January 1, 2007 and their survivors and alternate payees. The FY 2017-18 Adopted Budget is $120.9 million, including $106,000 for program delivery. This is an increase of $6.8 million or 6.0% over the FY 2016-17 Revised Budget. It is estimated that there will be 2,060 pension recipients in FY 2017-18.

Disability and Death Benefits

The Disability and Death Benefits program administers all direct benefit costs for disability (i.e., wage replacement for lost time from work), medical claims, vocational rehabilitation, and death benefits. Estimated expenditures for FY 2017-18 total $8.2 million, an increase of $0.1 million or 1.2% from the FY 2016-17 Revised Budget. The program budget includes $1.1 million of costs related to program delivery.

Oregon PERS Contributions

The Oregon PERS Contributions program manages the reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of firefighters and police officers hired after 2006. Program expenditures are budgeted at $13.2 million for FY 2017-18, an increase of $2.8 million or 27.0% over the FY 2016-17 Revised Budget. The growth is due to the rising proportion of the sworn workforce hired after 2006, as well as to an increase in the PERS contribution rate.

Administration and Support

The Administration and Support program includes all other costs of operating the bureau. Budgeted expenditures in the Administration and Support program total $2.3 million, a decrease of $61,022 or 2.6% from the FY 2016-17 Revised Budget. The Administration and Support budget represents 1.6% of total bureau requirements. Including delivery costs allocated to the retirement and disability programs, the percentage is 2.4%.

Strategic Direction

As a provider of pension and disability benefits for the City's sworn workforce, FPDR's work contributes to the City goal to prioritize human and environmental health and safety. Benefits play an important role in recruiting and retaining the most qualified police officers and fire fighters.

FPDR adopted a three-year strategic plan in fall of 2015 and updated the FPDR Board on progress in the fall of 2016. The plan has five major themes:

Disability Program Development

To reduce on-the-job injuries and return employees to work as quickly as possible, FPDR will work with the Fire and Police Bureaus to identify high-frequency injury causes, create injury reduction programs, and expand transitional duty and vocational rehabilitation opportunities.

Progress: FPDR has identified the top three injury types and is now working to classify the most common injury causes. FPDR and Portland Fire & Rescue (PF&R) are partnering on a new training and exercise program designed to reduce injuries, begun in May 2016. The Portland Police Bureau (PPB) has doubled the number of transitional duty positions available to police officers who would otherwise be on disability, and FPDR has hired a vocational consultant to help disabled members find nonsworn employment when appropriate.

Member Service Improvement

To improve member understanding of benefits, FPDR has published a Plan Summary document. FPDR will also develop and distribute new instructions for filing disability claims and offer a wider array of retirement planning services.

Progress: In addition to publishing the new Plan Summary, FPDR redesigned pension estimates to make them more useful to younger members further from retirement. FPDR staff and bureau liaisons also began proactively contacting members who are at or near retirement but don't have a recent pension estimate; this increased the percent of those members with updated estimates from 50% to 71%.

Technology Investment

FPDR will enhance technology associated with continuity of operations plans, expand a self-service web portal, and continue efforts to transition from paper-based to electronic processes.

Progress: FPDR went live with a new self-service web portal in January 2017. The new portal can be used on non-City devices, which means retirees can now access the portal and active employees can access the portal from home. Members can update basic information, change key parameters (like their tax withholding), and print out documents (such as deposit notices and tax reports) from the convenience of their own homes.

Investment in Staff

FPDR will identify opportunities for cross-training and career development that will both prepare employees for advancement and ensure backup availability for critical tasks. FPDR will also encourage staff participation in diversity activities and trainings.

Progress: FPDR has completed a skills review for each position and documented core knowledge and essential functions for most positions. A management analyst was hired in fall of 2016 to address the most critical gap in backup roles, for the business systems analyst who maintains the database used to pay all FPDR benefits and to track member information. Staff participation in diversity trainings and events has increased notably, including a new FPDR equity book club, new monthly diversity presentations at staff meetings, and attendance at City-sponsored diversity events.

Board Development

FPDR will create a new education program for both new and experienced trustees, and work with the Mayor's office to identify diverse candidate pools for future vacancies in appointed positions.

Progress: A new Board of Trustees handbook was written and published in the fall of 2016. Two new trustees were trained by FPDR staff, also in the fall of 2016.

Summary of Budget Decisions

FPDR's FY 2017-18 budget does not include any decision packages.

Retirement System Payments

Description

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

Goals

Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to prioritize human and environmental health and safety.

Performance

The number of retirements increased from 40 in FY 2014-15 to 57 in FY 2015-16 and is expected to remain at about 50 in the near-term. An unusually large number of FPDR members are retirement eligible; however, and actual retirements could be higher. Retirement rates are notoriously unstable, influenced by collective bargaining agreements, the state of the local economy, and bureau changes as well as an individual member's age and years of service.

FPDR prepared almost double the number of usual pension estimates in FY 2015-16, and has continued to calculate far more retirement estimates than usual. Similarly, attendance at retirement workshops increased 132% in FY 2015-16 and is anticipated to remain above normal. Despite the increase in demand, the percentage of estimates prepared within one week has remained in the 75% to 80% range, primarily because FPDR increased the number of staff working on estimates. FPDR's goal is to process 80% of estimates within one week.

The percent of members eligible for retirement now or within two years who have a recent pension estimate is expected to drop from 71% to 64%. To manage the pension estimate workload increase, FPDR has suspended its outreach activities to this group. The percent of attendees who rate the retirement workshop as helpful and pension estimate accuracy remain high.

Changes to Services and Activities

In fall of 2016, City Council amended the City Charter to comply with arbitrators' orders related to the definition of final pay used to calculate FPDR Two pension benefits. The amendments defined final pay as the greater of two methods, either pay received during a 12-month period (which occasionally includes 27, rather than 26, pay checks) or pay received for 365 or 366 days (which includes 26.07 or 26.14 pay checks). The amendments were retroactive to January 1, 2013. FPDR recalculated over 100 pensions and issued $175,000 in retroactive payments. FPDR also adjusted its pension calculation and pension estimate methodology to reflect the new final pay definition going forward.

In January 2017 FPDR revised its tax offset policy to make it simpler for members subject to Oregon personal income tax to quality for an additional benefit mandated by Oregon Revised Statutes. FPDR can now accept a notarized affidavit of residency and tax status in certain circumstances.

In FY 2017-18, FPDR hopes to explore options for automating at least some portions of the pension estimate process. The current process has not been updated in decades and is labor-intensive, although it produces highly accurate results. With a doubling in the volume of pension estimate requests, this approach is less sustainable. FPDR will investigate both programming options (through the existing database) and Excel improvements.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	1.00	1.00	1.00	1.00	1.00
Expenditures					
Pension Benefits	103,355,638	107,073,584	113,996,636	120,783,123	120,783,123
Retirement Administration and Support	94,704	97,022	104,241	106,157	106,157
Total Expenditures	**103,450,342**	**107,170,606**	**114,100,877**	**120,889,280**	**120,889,280**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of FPDR 2 retirements from active service	40	57	59	52	52
Effectiveness					
Percentage of workshop participants who rated workshop helpful	100%	100%	100%	100%	100%
Percentage of members whose final pay was 99% or more of last estimate	100%	91%	91%	100%	100%
Percentage of FPDR 2 members now or soon-to-be retirement eligible who received a pension estimate in the last two years	50%	71%	63%	65%	65%
Efficiency					
Percentage of pension estimates processed within one week	73%	82%	75%	80%	80%
Workload					
Number of pension estimates	240	424	348	348	348
Number of Fire & Police Disability & Retirement 1 and 2 pension recipients	1,972	1,981	2,036	2,060	2,060
Number of pre-retirement workshop participants	53	123	78	75	75

Disability & Death Benefits

Description

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

Goals

Disability benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to prioritize human and environmental health and safety.

Performance

The percentage of the sworn workforce on disability at June 30 is expected to return to about 4.0% in FY 2016-17 and FY 2017-18 after dropping slightly in FY 2015-16. This measure can be volatile, since it reflects the number of members out on disability on a particular day of the year. Roughly 90% of claims decisions are still made within the bureau's target of 60 days, a rate that has been stable for the last several years. Nearly all claims receive a decision within 90 days. The amount of medical savings are projected to drop because total medical expenses are expected to decline in the short-term. However, savings as a percent of total medical costs are actually expected to increase slightly.

All other performance and workload measures are essentially stable.

Changes to Services and Activities

The Disability Program will focus on improving return-to-work programs and services in FY 2017-18. FPDR staff are working with both the Police and Fire Bureaus to increase the number of transitional positions available to members who are temporarily unable to perform full-duty sworn work but can still contribute to their bureaus in some capacity. Staff are also working to enhance vocational rehabilitation services for members who can never return to sworn work but may be able to find nonsworn employment.

Disability staff also created a new application process for retirees seeking reimbursement for medical expenses associated with service-related disability claims approved before their retirement.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	8.00	8.00	8.00	8.00	8.00
Expenditures					
Disability & Death Benefits	83,047	855,484	0	0	0
Disability Administration and Support	942,307	1,148,433	1,084,982	1,088,870	1,088,870
Funeral	17,693	40,348	73,400	81,900	81,900
Long-term Disability	2,074,293	3,652,368	1,745,000	1,779,000	1,779,000
Medical	2,128,131	2,222,857	3,063,000	2,776,200	2,776,200
Return to Work	453,743	409,584	388,000	469,000	469,000
Short-term Disability	1,545,785	1,923,571	1,760,000	2,024,000	2,024,000
Vocational Rehabilitation	0	2,486	10,300	10,600	10,600
Total Expenditures	**7,244,999**	**10,255,131**	**8,124,682**	**8,229,570**	**8,229,570**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of disability claims filed	360	379	360	360	360
Percentage of workforce on disability at June 30	4.2%	3.4%	4.0%	3.8%	3.8%
Effectiveness					
Amount of medical cost savings	$1,306,255	$1,382,411	$1,120,200	$1,154,000	$1,154,000
Savings as a percentage of total medical costs	38.8%	38.8%	41.7%	41.7%	41.7%
Efficiency					
Percentage of disability claims decisions in 90 days	100%	98%	98%	98%	98%
Percentage of disability claims decisions in 60 days	93%	88%	87%	87%	87%
Percentage of disability claims decisions in 30 days	67%	54%	53%	53%	53%
Workload					
Number of members on short-term disability	243	257	260	260	260
Number of medical bills	4,114	3,671	4,036	4,036	4,036
Number of long-term disability recipients	48	35	40	38	38

Administration & Support

Description

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

Goals

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

Performance

Administrative costs as a percentage of the total bureau budget have varied from 1.6% to 1.7% over the last several years, and are expected to decline to 1.5% in FY 2017-18. The drop is attributable to reduced spending on the FPDR database, following several years of upgrades as well as cost growing in other areas. FPDR's goal is to keep administrative costs below 2.0% of the total bureau budget.

Changes to Services and Activities

Working closely with the Bureau of Technology Services to ensure the highest level of data security, FPDR made its member web portal available on non-City devices in the fall of 2016. Now retirees and active members can access their FPDR information, make changes, and download documents from their own homes.

Also in 2016, FPDR hired a new finance manager and reclassified two part-time senior financial analyst positions to one full-time senior financial analyst and one full-time management analyst. The new management analyst is being trained to back up the FPDR database administrator, thereby addressing a serious threat to the bureau's continuity of operations. The finance function has retained its current staffing levels, as the management analyst is devoted to finance duties half time.

No further changes to this program are expected for FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	7.80	7.50	8.00	8.00	8.00
Expenditures					
Administration & Support	2,116,205	2,058,852	2,311,577	2,227,255	2,250,555
Total Expenditures	**2,116,205**	**2,058,852**	**2,311,577**	**2,227,255**	**2,250,555**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Administrative cost as a percentage of bureau budget	1.57%	1.61%	1.71%	1.54%	1.54%
FPDR tax levy rate (per $1,000 of Real Market Value)	$1.48	$1.30	$1.14	$1.16	$1.16

Oregon PERS Contributions

Description

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

Goals

Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to prioritize human and environmental health and safety.

Performance

FPDR does not have performance measures for this program, which simply reimburses the Police and Fire Bureaus for actual expenses. The measure below shows the percentage of the sworn workforce covered by PERS each year, currently about one-third and growing to more than 40% in FY 2017-18. As this percentage increases, expenditures for the Oregon PERS Contributions program will also increase, until they eventually overtake FPDR direct pension benefits (under the Retirement Systems Payment program) as the bureau's single largest expense.

Changes to Services and Activities

Contribution rates for public safety employees in the Oregon Public Service Retirement Plan (OPSRP), the PERS tier to which most employees hired after 2006 belong, are growing from 20.64% in FY 2015-16 and FY 2016-17 to 24.64% for the next biennium. This change increases costs for this program significantly, although the increasing proportion of the City's sworn workforce hired after 2006 is also a major factor in program growth.

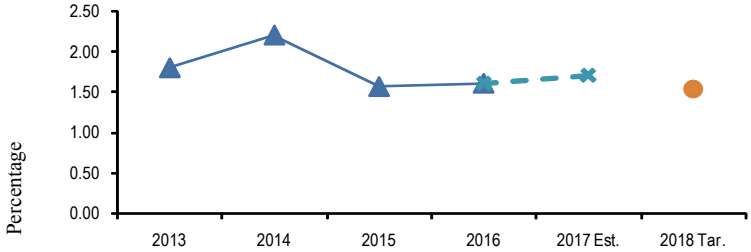
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Expenditures					
Oregon PERS Contributions	6,952,685	8,699,501	10,400,000	13,210,000	13,210,000
Total Expenditures	**6,952,685**	**8,699,501**	**10,400,000**	**13,210,000**	**13,210,000**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percent of workforce who are FPDR 3	27%	31%	38%	43%	43%

Performance Measures

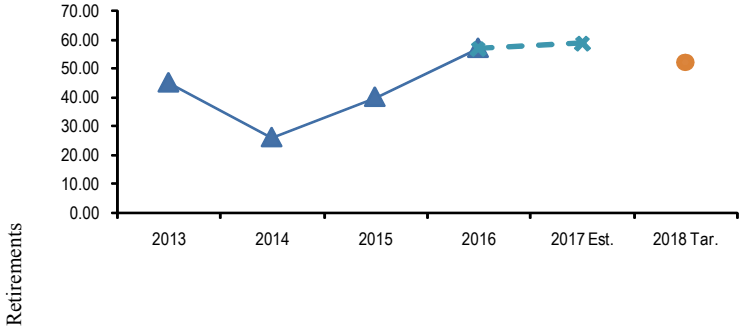
Administrative Cost as a Percentage of Bureau Budget

Administrative costs have hovered between 1.6% and 2.0% of bureau requirements 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 drop to about 1.5% of bureau requirements in FY 2017-18. If program delivery costs allocated to the retirement and disability programs are included, administrative costs in FY 2017-18 would be approximately 2.4% of the bureau budget.



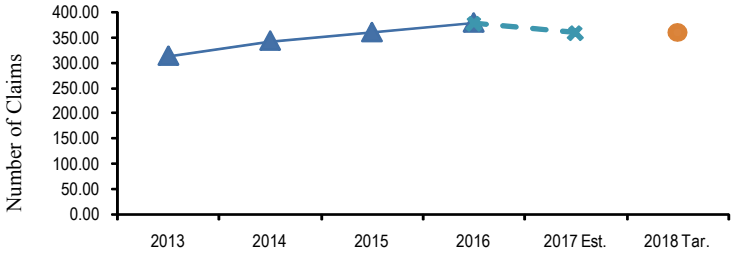
Number of FPDR 2 Retirements from Active Service

The number of retirements fluctuates from year to year, largely due to the demographics of the sworn workforce. Labor negotiations, bureau changes, and the state of the local economy also affect retirement patterns. Retirements dipped in FY 2013-14, the first year in five years when retirement with 27 pay dates in final pay (rather than the usual 26) was not available. Retirements since then have been in the 40 to 60 range each year; 59 are projected in FY 2016-17 and 52 in FY 2017-18. However, an unusually large number of members are retirement eligible and 27 pay dates are again available in the final pay calculation, so actual retirements could easily be higher.



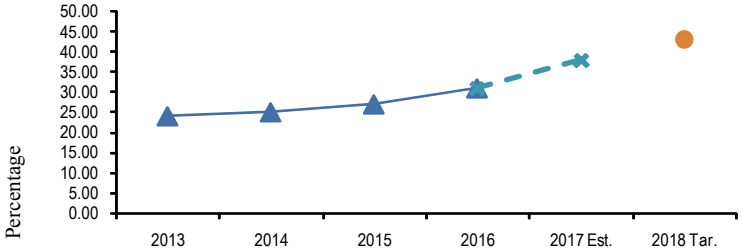
Disability Claims Filed

The number of disability claims filed grew each year for FY 2012-13 through FY 2015-16. FPDR predicts the number of claims will level off at about 360 claims per year going forward.



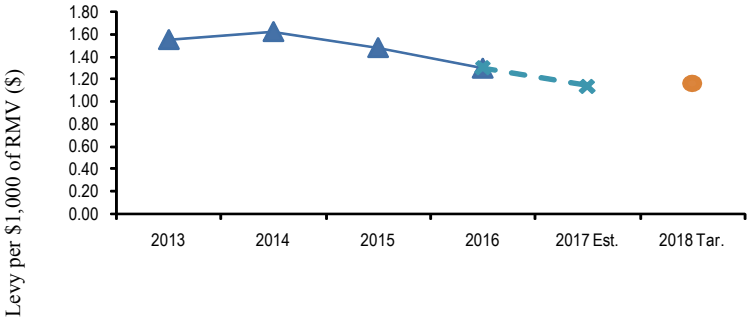
Percentage of Workforce Who are FPDR 3

FPDR 3 members are those hired in 2007 or later and are members of the Oregon Public Public Employee Retirement System (PERS) for retirement benefits. FPDR reimburses the Fire and Police Bureaus for the PERS contributions they make on behalf of these members. Currently, a little over one-third of the sworn workforce is comprised of FPDR 3 members; the percentage is expected to grow to 43% in FY 2017-18. The proportion will grow annually until it reaches 100% over the next 15 - 20 years.



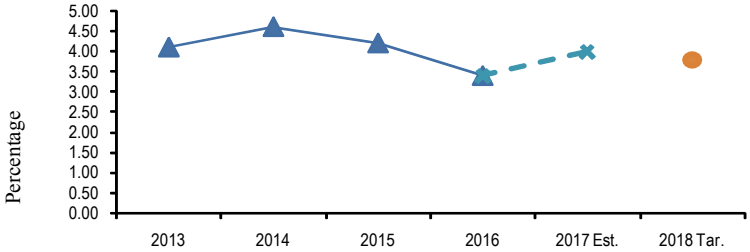
FPDR Tax Rate Per $1,000 of RMV ($)

Chapter 5 of the Portland City Charter provides FPDR with dedicated property tax levy authority of up to $2.80 per $1,000 of Real Market Value (RMV). The rate has fallen over the last several years, despite increasing FPDR requirements, because of historic RMV growth. It is projected to be $1.16 in FY 2017-18. The most recent tax levy adequacy analysis, prepared by independent actuaries, estimates a 2.6% probability that FPDR requirements will exceed the levy limit over the next 20 years.



Percentage of Workforce on Disability at June 30

The percent of the sworn workforce on disability has declined since the Charter reforms of 2007, and is now holding steady at 3.5% to 4.5%. The percentage shown includes those on short-term disability as well as long-term disability. While the number of members on short-term disability fluctuates widely from pay period to pay period, the number of members on long-term disability has decreased steadily since 2007.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	122,814,273	122,764,713	128,071,818	144,268,948	144,268,948
Charges for Services	26	44	0	0	0
Bond & Note	25,815,144	24,637,339	34,476,000	44,312,000	44,312,000
Miscellaneous	348,880	495,685	443,200	664,300	664,300
Total External Revenues	**148,978,323**	**147,897,781**	**162,991,018**	**189,245,248**	**189,245,248**
Internal Revenues					
Fund Transfers - Revenue	254	0	1,500,000	1,500,000	1,500,000
Interagency Revenue	796,492	1,076,739	905,200	1,359,000	1,359,000
Total Internal Revenues	**796,746**	**1,076,739**	**2,405,200**	**2,859,000**	**2,859,000**
Beginning Fund Balance	14,511,433	18,467,432	13,338,094	9,808,579	9,808,579
Total Resources	**$164,286,502**	**$167,441,952**	**$178,734,312**	**$201,912,827**	**$201,912,827**
Requirements					
Bureau Expenditures					
Personnel Services	1,849,884	1,948,783	2,086,912	2,119,714	2,143,014
External Materials and Services	109,869,239	116,476,183	121,312,236	128,012,797	128,012,797
Internal Materials and Services	7,967,855	9,705,354	11,461,988	14,377,143	14,377,143
Capital Outlay	77,253	53,770	76,000	46,451	46,451
Total Bureau Expenditures	**119,764,231**	**128,184,090**	**134,937,136**	**144,556,105**	**144,579,405**
Fund Expenditures					
Debt Service	25,908,928	24,762,001	34,899,037	44,835,166	44,835,166
Contingency	0	0	6,338,111	10,107,854	10,077,878
Fund Transfers - Expense	145,911	112,426	1,810,028	1,663,702	1,670,378
Total Fund Expenditures	**26,054,839**	**24,874,427**	**43,047,176**	**56,606,722**	**56,583,422**
Ending Fund Balance	18,467,432	14,383,435	750,000	750,000	750,000
Total Requirements	**$164,286,502**	**$167,441,952**	**$178,734,312**	**$201,912,827**	**$201,912,827**
Programs					
Disability & Death Benefits	7,244,999	10,255,131	8,124,682	8,229,570	8,229,570
Administration & Support	2,116,205	2,058,852	2,311,577	2,227,255	2,250,555
Retirement System Payments	103,450,342	107,170,606	114,100,877	120,889,280	120,889,280
Oregon PERS Contributions	6,952,685	8,699,501	10,400,000	13,210,000	13,210,000
Total Programs	**119,764,231**	**$128,184,090**	**$134,937,136**	**$144,556,105**	**$144,579,405**

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

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Maintenance and Reliability								
Database Capital Improvements	381,670	76,000	46,451	21,931	22,424	22,929	23,800	137,535
Total Maintenance and Reliability	**381,670**	**76,000**	**46,451**	**21,931**	**22,424**	**22,929**	**23,800**	**137,535**
Total Requirements	**381,670**	**76,000**	**46,451**	**21,931**	**22,424**	**22,929**	**23,800**	**137,535**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	1.00	69,144	1.00	69,144	1.00	69,144
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000066	Claims Technician	45,885	60,819	1.00	60,816	1.00	60,816	1.00	60,816
30000065	Claims Technician, Assistant	35,610	51,334	1.00	51,336	1.00	51,336	1.00	51,336
30000568	Financial Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000412	FPDR Director	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30001384	FPDR Financial Manager	89,149	118,747	1.00	79,820	1.00	83,091	1.00	83,091
30000582	FPDR Operations Manager	82,909	110,448	1.00	107,556	1.00	109,484	1.00	109,484
30000592	Legal Assistant, Sr	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30000451	Management Analyst	63,419	84,552	2.00	149,052	2.00	154,105	2.00	154,105
30000450	Management Assistant	49,774	76,648	1.00	76,644	1.00	76,644	1.00	76,644
30000012	Office Support Specialist II	34,798	49,962	1.00	40,638	1.00	42,992	1.00	42,992
30000480	Workers Comp/Disability Analyst, Sr	66,622	88,837	2.00	177,672	2.00	177,672	2.00	177,672
30000479	Workers Compensation/Disability Analyst	60,403	80,517	2.00	152,088	2.00	154,040	2.00	154,040
TOTAL FULL-TIME POSITIONS				17.00	1,375,910	17.00	1,390,468	17.00	1,390,468
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	1,375,910	17.00	1,390,468	17.00	1,390,468

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.

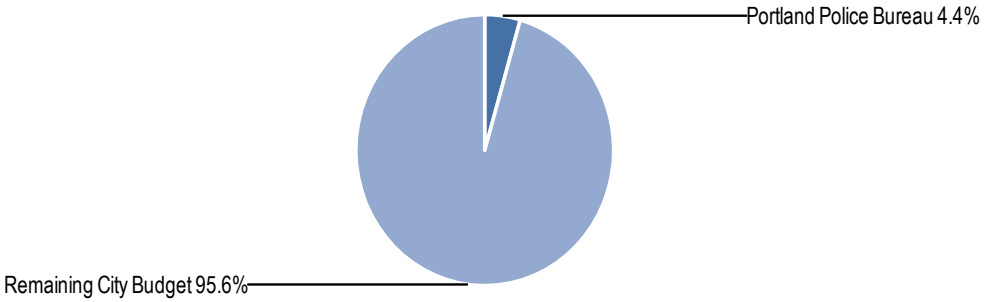
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	144,397,916	0	144,397,916	17.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	158,189	0	158,189	0.00	Technical adjustment
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	23,300	23,300	0.00	Additional OPSRP benefits
	158,189	**23,300**	**181,489**	**0.00**	**Total FY 2017-18 Decision Packages**
			144,579,405	**17.00**	**Total Adopted Budget**

Portland Police Bureau

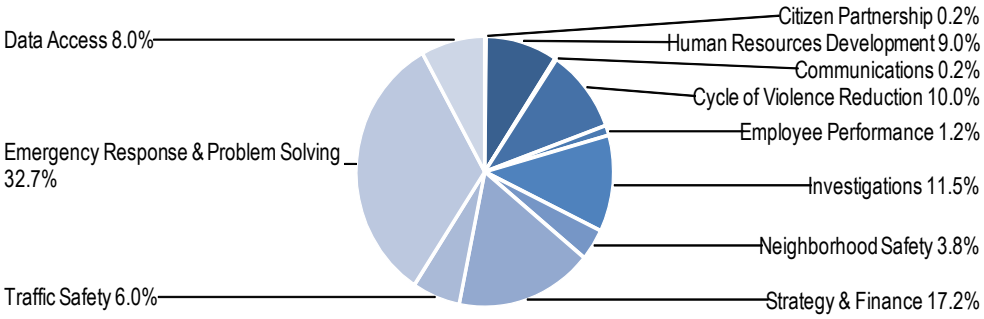
Public Safety Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Mike Marshman, Chief of Police

Percent of City Budget

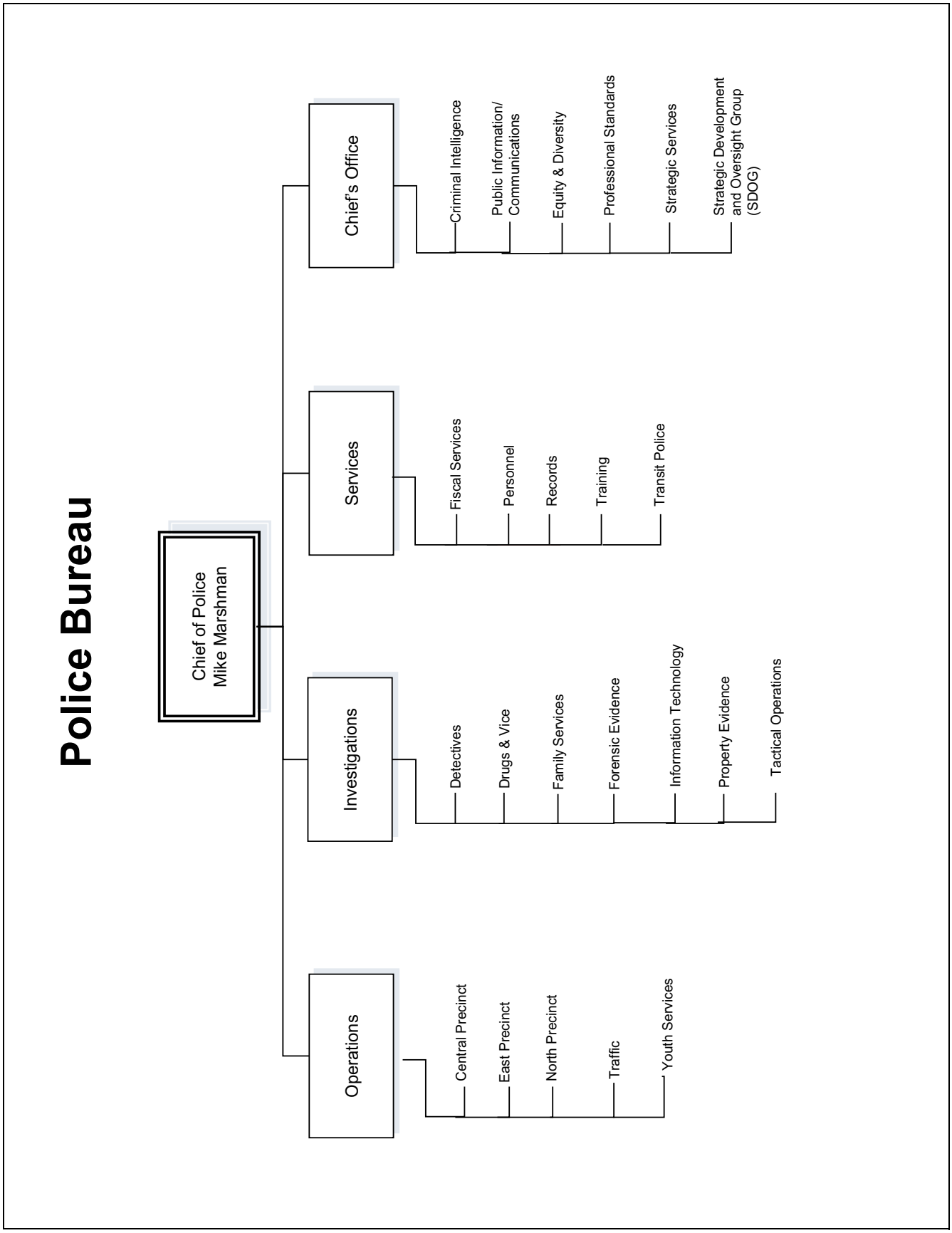


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	207,760,394	211,271,126	3,510,732	1.69
Capital	0	0	0	0.00
Total Requirements	**207,760,394**	**211,271,126**	**3,510,732**	**1.69**
Authorized Positions	1,234.17	1,246.17	12.00	0.97


Police Bureau
Chief of Police
Mike Marshman
Chief's Office
Criminal Intelligence
Public Information/ Communications
Equity & Diversity
Professional Standards
Strategic Services
Strategic Development and Oversight Group (SDOG)
Services
Fiscal Services
Personnel
Records
Training
Transit Police
Investigations
Detectives
Drugs & Vice
Family Services
Forensic Evidence
Information Technology
Property Evidence
Tactical Operations
Operations
Central Precinct
East Precinct
North Precinct
Traffic
Youth Services

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 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, the Strategic Development and Oversight Group, the Professional Standards Division, the Strategic Services Division, the Criminal Intelligence Unit, oversight of PPB Advisory Committees, and the Equity and Diversity Office.

Investigations Branch: The Investigations Branch includes the Detective Division, the Drugs and Vice Division, the Family Services Division, the Forensic Evidence Division, the Information Technology Division, the Tactical Operations Division, and the Property Evidence Division.

Operations Branch: The Operations Branch includes the Central, East, and North precincts; the Youth Services Division; the Traffic Division; Critical Incident Command; Crowd Control Incident Command; the Rapid Response Team; the Honor and Highland Guard; and the Behavioral Health Unit.

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

Strategic Direction

The bureau will continue to build an organization with diverse membership and a diverse leadership team so that anyone in the community can see members of the bureau that look like them. It will continue to provide internal training and education on how equity, culture, and race impacts the job its members do, and to make sure that its policies and practices are inclusive. A well-trained, educated, and diverse workforce focused on the community's priorities is the path to continue building trust, and will allow the bureau to tailor its public safety response to the requirements of the different segments of the community. To further support this work, the bureau is working with an outside consultant to develop a strategic plan. The facilitation of proactive community engagement will be an integral part of the planning process in order to further align the bureau's strategic direction with community interests and concerns.

Bureau Goals

The three goals for the Police Bureau reflect our commitment to developing long-term solutions to serious crime issues and to maintaining a safe city:

1. Build community trust
2. Establish internal legitimacy

3. Enhance accountability

Portland Police Services Integrated with City Plans

The City's strategic plan, the Portland Plan, contains three primary strategies, one of which is a healthy, connected city. The public safety services provided by the Police Bureau support this strategy and the plan's prioritization of human and environmental health and safety. The bureau is dedicated to providing high levels of public safety services, but struggles to maintain adequate service levels with recent years of increased staffing shortages through bureau separations exceeding capacity to recruit and hire qualified officers.

The bureau is meeting the equity mandates and goals stipulated in the Portland Plan Equity Framework, with specific organizational changes and investments. Some of these focused investments include creating a Police Bureau Diversity and Equity Office; developing multi-lingual materials that are issued to all officers to help identify and connect them with in-field translation services; tracking data to determine if the bureau is delivering services equitably across the City's geographies; improving public involvement opportunities and tracking the bureau employees' public involvement efforts; participating in the Police Community Relations Committee to facilitate discussions of race and equity as they intersect with police services; and ensuring that the bureau's advisory boards have diverse geographic, socio-economic, gender, racial, and cultural representation.

The bureau is also guided by the terms of the U.S. Department of Justice Settlement Agreement, which was entered into in 2014. It is expected that the bureau will continue to evolve to meet the changing compliance requirements of the Agreement over the next five years, and will work to ensure continued focus on the development of policies and procedures that enhance trust, accountability and community partnership.

Significant Issues - Staffing Level Crisis

The Police Bureau has a significant number of sworn vacancies and the bureau's projected rate of retirements, resignations and terminations exceeds its current ability to hire and train new officers in time to fill the resulting vacancies on patrol. Limited staffing on the street and across the bureau limits its ability to perform relationship-based policing, which requires officers have adequate time for proactive work in the community. Due to the current staffing shortage in patrol, the bureau reassigned a number of officers and sergeants from specialty units to precinct patrol functions in mid-October 2016, and additional officers work patrol shifts on a rotational basis. Reallocating resources in this manner maintains the core functions of these specialty units, though at a reduced level of service and corresponding effectiveness.

The bureau has implemented multiple strategies to make improvements to recruiting and hiring bureau members and is seeing positive effects in the form of increased hiring rates; however, impending mass retirements will necessitate hiring new officers beyond the bureau's current authorized FTE capacity. In order to have a new officer trained and independently effective in time to fill a vacant position, the process must start eighteen months before the outgoing officer leaves. A significant part of the bureau's five-year plan involves examining the current training and coaching model to address the number of necessary new hires and aligning resources to maintain the bureau's ability to provide critical and core functions. The bureau will continue to work with City Council to identify adequate resources for this transition.

Significant Issues - U.S. Department of Justice (DOJ) Settlement Agreement

The City entered into a Settlement Agreement with the U.S. Department of Justice and the U.S. Attorney for the District of Oregon on August 29, 2014, amended under court order in July 2015. Since then, the City and the Police Bureau have been engaged in substantial efforts to comply with the terms of the Agreement. In September 2016, the DOJ issued a status report outlining its assessment of the City's compliance thus far with the terms of the Agreement and provided suggested technical assistance. It found that the bureau has made substantial or partial compliance with the majority of provisions in the Agreement. The DOJ recognized that significant barriers have resulted in non-compliance with some of the other provisions. The FY 2017-18 Adopted Budget includes a one-time realignment package for a City Attorney to increase capacity and advance compliance in the areas identified.

Summary of Budget Decisions

The Police Bureau's Current Appropriation Level for FY 2017-18 is $183,572,866. This base budget is the FY 2016-17 budget increased for inflation and minor City-wide adjustments prior to ongoing changes adopted by City Council in the following decision packages.

The FY 2017-18 Adopted Budget includes 11 decision packages which provide ongoing funding decreases of $1,935,999, one-time funding increases of $2,700,340, and other revenue increases of $910,000. Adopted decision packages establish 22.0 FTE positions and eliminate 9.0 FTE positions for a net increase of 13.0 FTE positions. The total FTE increase is 12.5, net of changes to limited term positions.

Adds

Crime Analyst Positions to the Strategic Services Division

This budget package provides $208,356 in ongoing funding and the addition of 2.0 FTE Crime Analyst positions, which will be assigned to the Strategic Services Division (SSD). SSD analysts are specialized in the use of a variety of statistical and analytical products to facilitate data-informed decision making and effective deployment of resources. The use of data analytics in police work is a current standard of practice for several reasons: crime data analytics is a force multiplier for officers in the field when conducting operations; crime analysis is essential for any agency engaging in community-based policing; the skill set of a crime analyst is highly specialized with routine professional development requirements; crime, and therefore crime reporting, is dynamic in nature and having skilled data analysts ensures the right resources are available for the body of work. In addition, it is a more efficient use of resources to have data analytics to assist in problem-solving and police work as this is documented to have a significant reduction in the rate of offenses.

Until the fall of 2016, there were 2.0 FTE sworn officers assigned to SSD to work as traditional crime analysts supporting bureau data and reporting work. The officers staffing those two positions were reassigned to the precincts in order to address the shortage in patrol staffing in October 2016. This budget package restores the capacity, and allows the bureau to fill these positions with professional staff with academic training in the use of these methods and tools.

Limited-Term Program Manager for the Learning Management System

This budget package provides one-time funding of $103,488 and 1.0 FTE limited-term Program Manager position to implement and administer a new Learning Management System within the Training Division.

The U.S. Department of Justice Settlement Agreement with the City of Portland (DOJ Agreement) requires that the bureau shall develop and implement a process that provides for the collection, analysis, and review of data regarding the effectiveness of training for the purpose of improving future instruction, course quality, and curriculum. These evaluations shall measure and document student satisfaction with the training received; student learning as a result of training; and the extent to which program graduates are applying the knowledge and skills acquired in training to their jobs.

The LMS Program Manager will prepare and review training materials, monitor training compliance, support training and education programs related to the new learning management system. In addition, the manager will assist in the production of various e-learning and video training programs; coordinate with the administrative staff to ensure compliance with DPSST certification requirements; track all employees' training for accuracy; and maintain all records within the Cornerstone LMS. This employee will also provide technical support and training to end users on the operations of the learning management system and the Training Division. The bureau expects this dedicated position will address DOJ-identified weaknesses within the bureau in meeting the terms of the Agreement for training documentation and management.

Limited-Term Background Investigators for the Personnel Division

This budget package provides 3.0 FTE background investigator positions on a limited-term basis with no additional funding. These positions were added on a limited-term basis in the FY 2016-17 Fall BMP, and will continue to be funded with one-time vacancy savings for FY 2017-18.

The Police Bureau is facing an unprecedented staffing crisis driven by the fact that a large percentage of the sworn staff are eligible to retire in the next four years. Recruitment and hiring are key elements of the strategy to fill current vacancies and prepare for the coming wave of retirements, with a minimum target of 60 sworn hires per year. The bureau has modified the recruitment and hiring process to increase capacity, efficiency, and reduce the time it takes to on-board new members. Before any person is officially hired to work at the Portland Police Bureau, the candidate must pass a thorough background investigation. The Personnel Division is currently authorized 15.0 regular and 3.0 limited term non-sworn professional FTE to perform background investigation work. The effectiveness of this group will be measured against the hiring goals and by a reduction in the average time to complete background investigations.

Sex Assault Victim Advocate and Crime Analyst

This package provides $200,685 in ongoing funding and the addition of 1.0 FTE Senior Administrative Specialist (SAS) and 1.0 FTE Crime Analyst positions. The SAS will act in the role of a Victim Advocate, allowing the Sex Crimes Unit to continue providing these valuable services. Both the SAS and the Crime Analyst are currently limited-term positions, and their conversion to regular positions will provide necessary ongoing capacity for the unit to conduct investigations of all felony sex assault crimes. The advocate is often the first person the victim may encounter after the initial report is filed and without this level of personal support, it can be very difficult to proceed with investigation of these cases.

The Crime Analyst is part of a team providing criminal intelligence support to detectives for casework, managing case data and reporting to ensure compliance with City policy, and managing the increased volume of data available for conducting crime analysis. The use of data analytics in sexual assault investigations will provide better support to detectives in the task of identifying serial offenders for Measure 11 crimes, with the intent to provide better evidence for prosecution. It is anticipated based on the outcomes of other jurisdictions who assign crime analysts to felony-level sexual assault cases that there are better outcomes in assisting the detectives with solvability of complex cases, which in turn supports the survivors of sexual assault.

Community Service Officer Pilot Program

City Council has provided the bureau with $1,159,293 ongoing funding for a Community Service Officer pilot program. This package includes funding for 14.0 FTE positions; 12.0 FTE Community Service Officer positions, 1.0 FTE Police Lieutenant position, and 1.0 FTE Program Manager, in addition to the ongoing materials and services necessary to support such a program. As the program is developed, the specific job description of the Community Service Officers will be designed to support sworn staff and provide service to community members in such a way that sworn staff members are enabled to spend more time on community policing endeavors.

Other jurisdictions and law enforcement agencies in the state have employed similar programs in order to address lower-level enforcement issues and provide additional resources for taking reports; the bureau will examine other successful programs to determine a best course of action for Portland's specific needs. As the program is implemented and proven successful by improved metrics, the potential exists for the role of these individuals to expand to additional community-serving capacities.

Reductions

Eliminate Mounted Patrol Unit

This program reduction eliminates the bureau's Mounted Patrol Unit (MPU), which is comprised of 8.0 FTE positions and one part-time employee. As a result of this reduction, the bureau will lose 4.0 FTE Police Officer positions, 1.0 FTE Police Sergeant position, 1.0 FTE Equestrian Trainer position, and 2.0 FTE Stable Attendant positions. Aside from reducing the bureau's authorized position count, this reduction will have significant impacts on the bureau's ability to connect with community members. When fully staffed, the MPU reports approximately 200 business contacts per year and 1,300 individual contacts per month. Without the unit in place it is expected that the majority of these contacts/engagement

opportunities will no longer occur, as evidenced with the current configuration of the MPU in FY 2016-17. The reduction will impact members of the downtown business districts, visitors to downtown Portland, and the ability for the bureau to have a unique and widely-appreciated ambassador during numerous public events (parades, festivals, Portland Timbers and Thorns games, and other community athletic events). The MPU attended 56 such events in the past two years. The MPU horse barn has been frequented by schools, senior care facilities, and general visitors who will no longer have this opportunity to voluntarily interact with the Portland Police Bureau.

Reduce Body Worn Camera Program

This budget package is a one-time reduction in General Fund resources allocated for the body worn camera program. The total reduction of $1,276,781 includes a $190,140 reduction in Personnel Services, as well as a $1,086,641 reduction in External Materials and Services (EM&S). The bureau will retain all associated position authority for this program, though the reduction in Personnel Services eliminates funding for two of the three associated Management Assistant positions. The reduction in EM&S will have minimal impact on the bureau as the funds were allocated for items that the bureau will not yet be ready to purchase in FY 2017-18. The bureau is in the process of hiring a program manager for this program, and this individual along with two other support staff will continue to develop the policy and request for proposal process to refine the ongoing cost estimate for this program. Immediate impacts of this budget decision are minimized because the program has not formally begun; the bureau will update the estimated funding required to implement and sustain the program based on this initial phase of development.

Police Records Manager

This package reduces the bureau's ongoing General Fund resources by $187,772 and eliminates 1.0 FTE Police Captain position in the Records Division. The bureau will reclassify an existing nonsworn professional staff position in the Records Division to a civilianized Police Records Manager position. Making this change will allow for a professional administrative manager with expertise in public safety records management to oversee the division.

Realignments

Fund the Service Coordination Team with a mix of Recreational Marijuana Tax revenue and one-time General Fund resources

The Service Coordination Team (SCT) program is a critical component of the City's strategy to assist individuals that come into frequent contact with law enforcement due to mental health issues, addictions, and criminality. The program coordinates access for these individuals to stable housing and outpatient addiction rehabilitation and mental health treatment services as well as employment readiness counseling. It has successfully graduated over 180 former drug offenders from its treatment program, reducing drug and property crime recidivism among program graduates by 91%. A 2014 analysis from Portland State University found that for every dollar the City spends on the SCT, it saves $7.35 in victim, community, and judicial system costs. The SCT is also one of the compulsory elements required for the City to meet the terms of the U.S. Department of Justice Settlement Agreement.

This budget decision removes ongoing General Fund support for the SCT, replacing it with $410,000 from the Recreational Marijuana Tax Fund and $1,464,958 in one-time General Fund resources. City Code specifies the purposes for which the recreational marijuana tax revenue may be used, one of which is drug and alcohol education and treatment programs, including but not limited to services that facilitate or increase access to drug and alcohol education and treatment, and programs that support rehabilitation and employment readiness. The bureau does not anticipate this change in funding will impact program performance and outcomes in FY 2017-18. The bureau will work with City Council to identify secure, ongoing funding to support the SCT program beyond FY 2017-18.

Realign Resources for District Attorney Investigative Services

The bureau had been supporting the Multnomah County District Attorney's office (MCDA) with three police officers who provide investigative support, subpoena, and liaison functions between the MCDA office and the Police Bureau. These three officers have been transferred from the Detective Division back to precinct patrol duty to aid in covering ongoing personnel shortages. In October 2016, the bureau realigned vacancy savings to fund an intergovernmental agreement (IGA) with the County that allows the MCDA to create and fill positions that will continue to fulfill these job duties. The officers who had been working in those roles have been reassigned to precincts, where they are already making a positive impact on the staffing shortage issues. By realigning the associated personnel funding to support the DA Investigator IGA, the MCDA will maintain continuity of service levels in the body of work formerly performed by the officers.

Increase IA with City Attorney for DOJ Agreement Support

The Police Bureau did not have the capacity to review and revise the 200-plus policy and procedure directives, and particularly the 47 identified by the DOJ, in a comprehensive and timely manner. The bureau recognized the need for a more robust and efficient mechanism to roll out new and revised policies, and realigned internal resources to create a policy team which includes a Police Lieutenant, a Senior Management Analyst and a Management Analyst. The policy team is able to produce a higher volume of policies at an accelerated rate, which is a desired outcome. In the FY 2016-17 Fall BMP the bureau realigned internal resources to increase the level of reimbursement in the interagency agreement with the City Attorney's Office to increase the staffing level it would apply to assist this team with the policy review and revision process. This decision package will realign internal bureau resources to continue that service level in FY 2017-18. No additional funding is provided.

This budget package will increase the bureau's interagency payment to the City Attorney's Office by $165,250 to provide the continued services of an additional Deputy City Attorney to provide legal analysis and advice to support the Strategic Services Division's review and revision of the bureaus policies and procedures, many of which are the objects of critical significance to the U.S. Department of Justice (DOJ) Settlement Agreement (DOJ Agreement).

The City's performance meeting the requirements of the Agreement is tracked by the DOJ in regular reports. The bureau anticipates a positive impact on the pace at which the City achieves substantial compliance with the DOJ Agreement.

Emergency Response & Problem Solving

Description

The Emergency Response and Problem Solving program is the Police Bureau's largest program and it includes patrol, emergency management services, and specialized tactical units such as the Explosives Disposal Unit and the Special Emergency Response Team. Responding to crime and initiating problem-solving activities to prevent and reduce crime remain the key activities of the Portland Police Bureau. These efforts are designed to reduce the overall incidence of crime and to reduce the fear of crime in the community, promoting a sense of neighborhood and personal safety.

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's commitment to develop long-term solutions to crime and social disorder and to implement best practices for effective policing.

Performance

The bureau monitors emerging crime trends and shifts resources where necessary to address upward trends. The bureau has set the performance measure goal to respond to high priority incidents within five minutes. However, bureau-wide staffing shortages, coupled with a 18.9% increase in call volume have led to increases in the average response time to high-priority calls. In FY 2015-16, the average response time was 5.92 minutes, up from 5.50 minutes the previous year, and trending towards 6.44 minutes in FY 2016-17. It is expected this response time will remain over six minutes for high priority calls in FY 2017-18. The bureau is currently hiring new officers, however these officers will not be able to field calls for service until their 18-month training and initial probationary periods have passed.

Changes to Services and Activities

In order to address the shortage of precinct patrol officers, the Portland Police Bureau internally reallocated positions from non-patrol functions to the precincts. This effort is coupled with the continuation of using rotational staff, where officers assigned in another branch fill patrol shifts to ensure continuity of precinct operations. Both strategies reduce the effectiveness of the units from which those officers were reallocated.

The FY 2017-18 Adopted Budget eliminates the Mounted Patrol Unit including 5.0 FTE sworn and 3.0 FTE professional positions. One of the impacts of this reduction include the loss of a significant amount of community engagement in the central downtown neighborhood. Officers assigned to the Mounted Patrol Unit have frequent contact with citizens, visitors, and business owners.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	584.00	549.00	549.00	541.00	541.00
Expenditures					
Emergency Response & Problem Solving	73,017,066	73,628,983	73,389,696	69,681,041	69,142,073
Total Expenditures	**73,017,066**	**73,628,983**	**73,389,696**	**69,681,041**	**69,142,073**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of residents who feel safe walking alone in their neighborhood at night	61%	59%	59%	60%	58%
Average travel time to high priority calls in minutes	5.50	5.92	6.44	6.44	6.44
Number of Crime Against Persons offenses per 1,000 residents	NA	13.00	12.70	12.50	12.50
Number of Crime Against Property offenses per 1,000 residents	NA	74.20	78.30	82.60	82.60
Effectiveness					
Number of Crime Against Society offenses per 1,000 residents	NA	4.50	3.80	3.70	3.70
Number of Directed Patrol Calls for Service	8,143	4,037	4,000	4,000	4,000
Workload					
Number of incidents dispatched	236,940	248,405	252,684	260,000	260,000
Number of officer-initiated calls for service	138,767	115,016	90,000	85,000	85,000
Number of telephone reports	10,033	8,853	10,000	10,000	10,000
Number of dispatched calls per officer	434	519	525	525	525
Number of Citizen Online Reports	13,069	14,675	16,270	18,500	18,500
Number of Crime Against Society offenses (NIBRS data)	NA	2,753	2,370	2,400	2,400
Number of Crime Against Persons offenses (NIBRS data)	NA	7,970	7,982	8,000	8,000
Number of Crime Against Property offenses (NIBRS data)	NA	45,491	49,096	53,000	53,000
Total Reported Offenses	NA	56,214	59,448	63,400	63,400
Total Reported Incidents	NA	51,190	54,552	58,000	58,000

Investigations

Description

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

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's commitment to develop long-term solutions to crime and social disorder and to implement best practices for effective policing.

Performance

The primary measures of effectiveness tied to the Investigations program are case clearance rates for person and property crimes. However, the bureau recently converted to the National Incident Based Reporting System (NIBRS) in late FY 2015-16 and does not have enough NIBRS data collected and analyzed to provide updated clearance rates for the reported incidents. By the end of FY 2017-18, the bureau will have vetted clearance rate data for the NIBRS data sets.

Changes to Services and Activities

The FY 2017-18 Adopted Budget adds 2.0 FTE positions to the Detective Division. One Victim Advocate and one Crime Analyst position are added to the Sex Crimes Unit (SCU) to be funded with ongoing General Fund resources. There has been a significant increase in workload for SCU with the policy transition to assign and conduct investigations on all reported felony sex assaults. State laws extending the statute of limitations for reporting sexual assaults have been lengthened from six to twelve years, and 100% of all Sexual Assault Forensic Evidence (SAFE) kits are now being tested. In 2015 there were 674 felony level sexual assaults assigned for investigation. The advocate is often the first person a victim will meet at the Police Bureau, and is dedicated to informing the victim of options and supporting them through the judicial process.

In conjunction with the complexity of data collection and analysis, this budget includes the addition of a dedicated Crime Analyst for the Detective Division to provide analytical support detectives and advocates.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	169.00	171.00	177.83	178.17	178.17
Expenditures					
Investigations	23,056,085	23,158,179	24,485,328	24,473,337	24,345,140
Total Expenditures	**23,056,085**	**23,158,179**	**24,485,328**	**24,473,337**	**24,345,140**

Cycle of Violence Reduction

Description

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

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's commitment of developing long-term solutions to crime and social disorder.

Performance

Two performance measures are used to track the effectiveness of this program: the number of addresses generating drug house complaints and the clearance rate for cases involving gang violence. The gang violence case clearance rate increased from 21% in FY 2013-14 to 23% in each of the last two fiscal years. It is anticipated that the clearance rate may go down due to a reduction in resources, as six positions in GET were reallocated to staff precinct patrol.

Changes to Services and Activities

There are no changes to the services and activities of this program in the FY 2017-18 Adopted Budget.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	112.00	117.50	116.83	117.00	117.00
Expenditures					
Cycle of Violence Reduction	16,693,460	16,661,167	20,380,524	20,971,929	21,203,429
Total Expenditures	**16,693,460**	**16,661,167**	**20,380,524**	**20,971,929**	**21,203,429**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of addresses generating drug house complaints	699	595	615	620	620
Percentage of gang violence cases cleared	23%	23%	25%	25%	25%

Neighborhood Safety

Description

Neighborhood problem solving, a joint commitment of residents and neighborhood Police Officers, is a major principle of community policing. Precincts assign officers to work with residents on neighborhood problems in a specific geographic area and also assign precinct Neighborhood Response Team officers to work with neighborhood and business associations on broader strategies to address chronic problems in their specific areas of the city. Organizationally, this program consists of the Youth Services Division's School Resource Officers, Forensic Evidence Division's Home Security Locks, the precinct Neighborhood Response Teams, the Alarm Administration Unit, and the Behavioral Health Unit (BHU). School Resource Officers monitor school safety, reduce truancy, and focus on keeping youth out of the criminal justice system. The bureau's Home Security Locks program and Alarm Administration Unit contribute to the Neighborhood Safety program by working with senior citizens and vulnerable populations to properly secure their homes and by working with both business and residential alarm system owners to ensure proper system use and bureau response.

The BHU was formed in FY 2012-13 and has received ongoing General Fund discretionary resources as part of the U.S. Department of Justice Settlement Agreement funding. The unit provides focused response to calls involving behavioral health crises and connection to follow-up services.

Goals

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

Performance

One of the elements of neighborhood safety is a low burglary rate for homes and businesses. The burglary victimization rate is the effectiveness measure tied to this program; it has been consistently reported at 5% in the Auditor's Annual Survey for the past three years. Starting in 2016, the bureau began using the NIBRS data for reporting the number of crimes against property per 1,000. The FY 2017-18 Adopted Budget includes new performance measures for the Behavioral Health Unit which focus on the outcomes and populations served.

The Service Coordination Team (SCT) is a program that offers treatment to the City's most chronic low-level drug and property crime offenders to address their drug and alcohol addictions, mental health issues, and criminality. It has successfully graduated over 180 former drug offenders from its treatment program, reducing drug and property crime recidivism among program graduates by 91%. A 2014 analysis from Portland State University found that for every dollar the City spends on the SCT, it saves $7.35 in victim, community, and judicial system costs. The program is also one of the compulsory elements required for the City to meet the terms of the U.S. Department of Justice Settlement Agreement.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes a decision package that removes ongoing General Fund support for the SCT, replacing it with $410,000 from the Recreational Marijuana Tax Fund and $1,464,958 from one-time General Fund resources. City Code specifies the purposes for which the recreational marijuana tax revenue may be used, one of which is drug and alcohol education and treatment programs, including but not limited to services that facilitate or increase access to drug and

alcohol education and treatment, and programs that support rehabilitation and employment readiness. The bureau does not anticipate this change in funding will impact program performance and outcomes in FY 2017-18. The bureau will work with City Council to identify secure, ongoing funding to support the SCT program beyond FY 2017-18.

The FY 2017-18 Adopted Budget also includes $1,159,293 in ongoing funding for a Community Service Officer pilot program. This adds 14.0 FTE positions that include twelve Community Service Officer, one Police Lieutenant, and one Program Manager position. As the program is developed, the specific job description and duties of the Community Service Officer will be designed to support sworn staff and provide service to the community so that sworn members are enabled to spend more time on community policing endeavors.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	51.00	44.83	43.00	57.00	57.00
Expenditures					
Neighborhood Safety	9,173,254	8,945,785	7,371,800	8,225,650	8,013,695
Total Expenditures	**9,173,254**	**8,945,785**	**7,371,800**	**8,225,650**	**8,013,695**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Burglary victimization rate	5%	5%	5%	5%	5%
Percentage of Individuals Connected to Services by the Service Coordination Team Program	74%	84%	85%	85%	85%
Percentage of Behavioral Health Response Team Referrals Assigned	54%	50%	49%	50%	50%
Percentage of Behavioral Health Response Team Outcomes Facilitated Through Behavioral Health System Coordination (Coordinated Services, Systems Coordination, Civil Commitment)	55%	42%	49%	50%	50%
Workload					
Number of Service Coordination Team Graduates	27	24	25	25	25
Number of Behavioral Health Response Team Referrals For Service	985	1,033	1,000	1,000	1,000

Traffic Safety

Description

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

Goals

This program supports the City's goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau's commitment to develop long-term solutions to crime and social disorder and to implement best practices for effective policing. Both divisions are active partners in the City's Vision Zero plan, which is focused on reducing and eliminating traffic fatalities in the next ten years.

Performance

One of the workload indicators for this program is the number of traffic collision fatalities in a year. The other workload metric is traffic collision calls for service per 1,000 residents. Calendar year 2015 had a significant increase in the number of traffic fatalities recorded, with the year ending at 43 fatal incidents as compared to 34 in 2014. This parallels an increase in traffic collision calls for service per 1,000 residents.

Changes to Service and Activities

There are no changes to services or activities in the Traffic Safety program in the FY 2017-18 Adopted Budget. It does realign $500,000 for the program from the General Fund to the newly established Recreational Marijuana Tax Fund. As approved by voters in November 2016, this tax may be used for the enforcement and training of law enforcement personnel for the enforcement of Driving Under the Influence of Intoxicants.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	69.00	70.58	70.83	71.00	71.00
Expenditures					
Traffic Safety	13,352,826	13,651,945	14,170,726	12,598,360	12,748,484
Total Expenditures	**13,352,826**	**13,651,945**	**14,170,726**	**12,598,360**	**12,748,484**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of traffic collision fatalities annually	34	43	46	46	46
Workload					
Number of traffic collision calls for service per 1,000 residents	27	33	33	33	33

Citizen Partnership

Description

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

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal to build community trust. The activities of this program support the City Council priorities of Complete Neighborhoods and Equity and Opportunity.

Performance

Currently, the bureau does not have programmatic performance metrics associated with this program. It is anticipated that metrics may be developed as part of the work underway with the Community Engagement Plan portion of the Settlement Agreement with the United States Department of Justice.

Changes to Services and Activities

There are no changes to the activities and services of this program in the FY 2017-18 Adopted Budget. The federal 2014-15 Victims of Crime Act (VOCA) grant expired in FY 2016-17, which reduced this program's FTE position count by one.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	4.00	3.00	2.00	2.00	2.00
Expenditures					
Citizen Partnership	433,718	352,772	395,774	231,631	342,631
Total Expenditures	**433,718**	**352,772**	**395,774**	**231,631**	**342,631**

Communications

Description

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

Goals

The program supports the City's goal to ensure a safe and peaceful community and the bureau's goal to build community trust by increasing transparency and proactively providing relevant information on Police Bureau activities to the public. It supports the City Council priorities of Complete Neighborhoods and Equity and Opportunity.

Performance

The effectiveness measure for this program is the percent of citizens rating the bureau's service as good or better. Although this program influences public perceptions about bureau performance, this measure is also affected by many aspects of the bureau's operations, social trends, and national events. The satisfaction rate continues to be relatively stable with a slight reduction in the most recent survey results.

Changes to Services and Activities

There are no changes to the activities and services of this program in the FY 2017-18 Adopted Budget. The Police Sergeant position associated with the Public Information Officer function, which had previously been tracked in the Chief's Office, was moved into this program for the Adopted Budget. This accounts for the change in the program's FTE position count.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	2.00	2.00	2.00	3.00	3.00
Expenditures					
Communications	358,596	383,288	330,794	452,430	452,430
Total Expenditures	**358,596**	**383,288**	**330,794**	**452,430**	**452,430**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of citizens rating service as good or better	62%	60%	61%	61%	58%

Human Resources Development

Description

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

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

The bureau's Equity and Diversity Program Manager provides input and materials for both the Training and Personnel Divisions as significant effort is given to these two programs to enhance bureau and City equity initiatives. This position oversees the integration of equity best practices into the bureau's policies, protocols, and practices, and assists in developing an equity and diversity training curriculum for the bureau. The Equity and Diversity Office is located in the Chief's Office.

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal of establishing internal legitimacy. The program supports the City Council priorities of Complete Neighborhoods and Equity and Opportunity.

Performance

The Personnel Division has made improvements to the recruitment and hiring processes for Police Officers, so that the background investigation staff can accommodate a greater number of investigations and move a greater volume of candidates through the process more efficiently. There are two Key Performance Measures to report the bureau's progress towards goals of increasing the percent of new officer recruits who are from communities of color and/or female. In the last seven months, the bureau has made significant process improvements towards hiring and recruiting new officers, resulting in more officers being hired than in previous years.

Changes to Services and Activities

The FY 2016-17 Adopted Budget added 16.0 FTE to the Personnel Division for the enhanced focus on recruitment and timely background investigations. These resources allowed the bureau to return sworn officers to patrol functions; however three officers remain to meet the workload demands in conducting background investigations. The FY 2017-18 Adopted Budget does not include any ongoing resources to increase the staffing level of the background investigation process with civilian professionals. One-time vacancy savings will continue to be used to fund the 3.0 FTE limited-term professional staff positions through FY 2017-18.

This budget includes one-time funding to support 1.0 FTE position to provide ongoing support to the new Learning Management System (LMS) which began in the fall of 2016. This system is a requirement of the terms of the DOJ Settlement Agreement to ensure transparency and accountability with training requirements of bureau members.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	51.00	100.50	113.25	118.00	117.00
Expenditures					
Human Resources Development	13,866,852	14,157,695	19,142,456	18,351,123	19,077,561
Total Expenditures	**13,866,852**	**14,157,695**	**19,142,456**	**18,351,123**	**19,077,561**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of new sworn hires who are female	15.8%	14.3%	13.0%	15.0%	18.0%
Percentage of new sworn hires comprised of people from communities of color	26.7%	42.9%	32.0%	31.0%	35.0%

Data Access

Description

The Data Access program provides access to information about reported crimes, which is the foundation of crime analysis and problem-solving efforts of officers. Officers need access to information in the field that is reliable, timely, and comprehensive. Organizationally, this program consists of the Records Division and the Information Technology Division. The Police Bureau's Records Division, in conjunction with the Information Technology Division and the City's Public Safety System Revitalization Project (PSSRP), implemented a replacement for the Portland Police Data System. This system is known as the Regional Justice Information Network, or RegJIN, and it went live in April 2015.

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

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal of building community trust and greater transparency by providing public information quickly.

Performance

There are no programmatic performance metrics associated with this program.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes two packages that impact the Records Division. The first budget package is a one-time reduction of the bureau's General Fund resources allocated for the body worn camera program. The total reduction of $1,276,781 includes a $190,140 reduction in Personnel Services, as well as a $1,086,641 reduction in External Materials and Services (EM&S). The bureau will retain all associated position authority for this program, though the reduction in Personnel Services eliminates funding for two of the three associated Management Assistant positions. The reduction in EM&S will have minimal impact on the bureau as the funds were allocated for items that the bureau will not yet be ready to purchase in FY 2017-18. The bureau is in the process of hiring a program manager for this program; this individual, along with two other support staff, will continue to develop the policy and request for proposal process to refine the ongoing cost estimate for this program. Immediate impacts of this budget decision are minimized because the program has not formally begun; the bureau will update the estimated funding required to implement and sustain the program based on this initial phase of development would reduce, but not eliminate, the body-worn camera program for one year. The bureau will require time to develop and bargain policies, and to conduct the formal procurement process.

The second package reduces the bureau's ongoing General Fund resources by $187,772 and eliminates 1.0 FTE Police Captain position that currently manages the Records Division. The bureau will reclassify an existing nonsworn professional staff position in the Records Division to a civilianized Police Records Manager position. Making this change will allow for a professional administrative manager with expertise in public safety records management to oversee the division.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	69.00	71.00	80.75	81.00	79.00
Expenditures					
Data Access	14,276,232	15,396,844	16,800,490	17,344,941	16,982,735
Total Expenditures	**14,276,232**	**15,396,844**	**16,800,490**	**17,344,941**	**16,982,735**

Employee Performance

Description

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

Goals

The program's primary objective is to improve employee performance and, in turn, overall bureau performance. The program supports the bureau's goals to enhance accountability and build community trust.

Performance

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

Changes to Services and Activities

The percentage of cases that IPR will sustain and refer to the Police Bureau for investigation will increase as a result of a higher standard of scrutiny required by the Community Outreach/ Community Liaison overseeing administration of the Settlement Agreement with the United States Department of Justice.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	21.00	17.00	20.00	20.00	20.00
Expenditures					
Employee Performance	2,337,697	2,397,256	2,633,737	2,541,573	2,541,573
Total Expenditures	**2,337,697**	**2,397,256**	**2,633,737**	**2,541,573**	**2,541,573**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of community complains against Police, as reported by IPR, based on calendar year	90	96	90	90	90

Strategy & Finance

Description

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

Goals

This program supports the City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. The program supports the bureau commitment to implement best practices for effective policing, to develop long-term solutions to crime and social disorder, and to be fiscally responsible.

Performance

There are two new measures for force reporting in the FY 2017-18 Adopted Budget, both of which are tied to compliance with the U.S. Department of Justice Agreement. The first measure tracks the percent of total custodies in which there was no use of force. The second measure tracks the percent of all contacts where there is no use of force. These two data points are reported quarterly as part of the terms of the Agreement, and show where the bureau has made progress since 2013.

Changes to Services and Activities

The FY 2017-18 Adopted Budget converts from limited-term to ongoing 2.0 FTE Crime Analyst positions in the Strategic Services Division to support crime and data reporting needs of the bureau. As part of the operational decision to deploy sworn resources to patrol in October 2016, the Strategic Services Division lost two officer analysts, positions previously responsible for this body of work. These civilian professionals will provide information and data requested by internal and external parties and stakeholders. This will allow the bureau to continue with the current, limited level of data analytics for crime reporting and data-informed law enforcement activity.

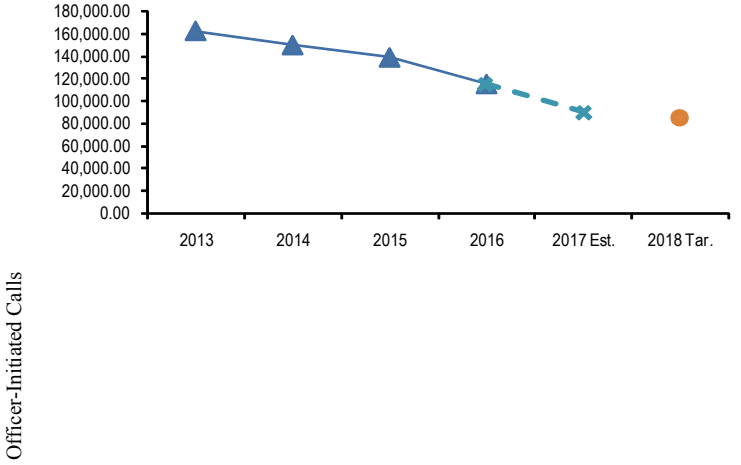
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	53.00	57.00	58.67	58.50	61.00
Expenditures					
Strategy & Finance	15,380,476	17,224,566	28,652,069	34,415,233	36,421,375
Total Expenditures	**15,380,476**	**17,224,566**	**28,652,069**	**34,415,233**	**36,421,375**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of total PPB custodies in which there was no FDCR-level force event	97.50%	97.10%	97.10%	97.10%	97.10%
Percentage of the DOJ Agreement Tasks assigned to PPB that are actively in progress or completed	88.0%	96.3%	97.0%	97.0%	97.0%
Effectiveness					
Percentage of calls for service without an Force Data Collection Report (FDCR) level force event	99.79%	99.79%	99.79%	99.80%	99.80%

Performance Measures

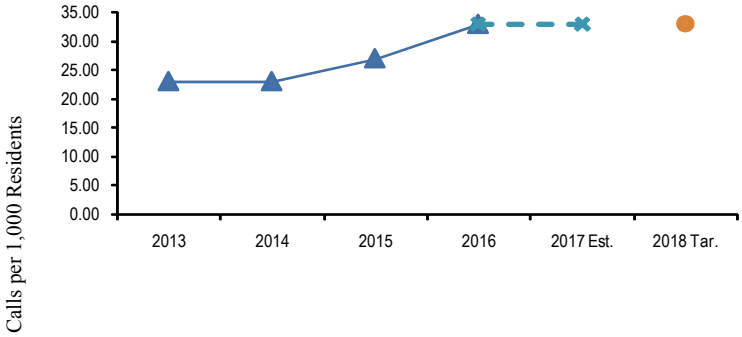
Officer-Initiated Calls for Service

Officers self-initiate a response to public safety or livability issues they encounter during patrol. These are not dispatched calls for service. Self-initiated calls for service have continued to decrease since FY 2011-12 in tandem with the increase in calls for service. The number of self-initiated calls in FY 2015-16 dropped by more than 23% when compared to FY 2013-14. A few factors have, in combination, negatively affected this measure: a reduction in sworn staffing over the recent years and increased dispatched calls for service. Dispatched calls per officer have increased by 45% since FY 2012-13, leaving less time for self-initiated or directed patrol work. The number of self-initiated calls is projected to continue to decline by 26% from FY 2015-16 reported figures to the projected number in FY 2017-18 as the bureau continues to face a staffing crisis while the demand for service continues to increase.



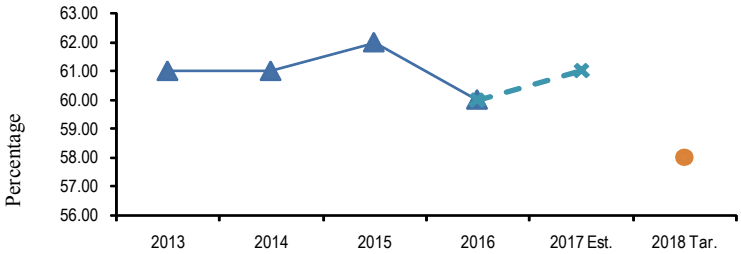
Traffic Collision Calls for Service per 1,000 Residents

This measures workload and the bureau's effectiveness at improving traffic safety, a high-priority issue for the public and the City's goals outlined in Vision Zero. The number has vacillated between 27 and 33 per 1,000 residents between FY 2014-15 and FY 2015-16. The bureau would anticipate the number to increase and remain consistent at 33 per 1,000 residents in FY 2017-18. Impacting traffic fatalities is a multi-bureau effort, of which the Police Bureau is an active partner working to reduce fatal traffic incidents.



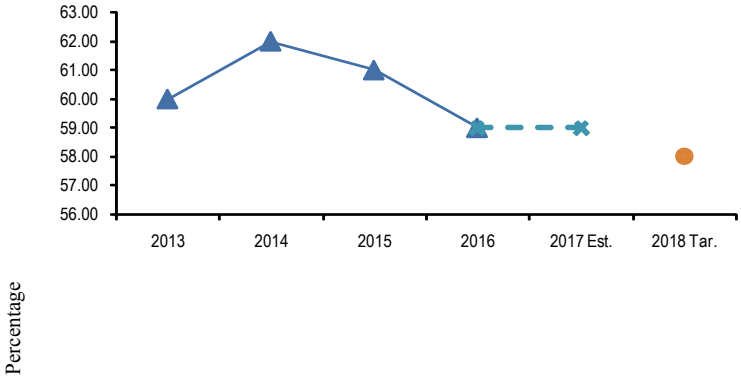
Citizens Rating Service as Good or Better

This measures the public's perception of the bureau's service as part of the City Auditor's Annual Survey of City services. The percent of citizens rating police services as good or better increased in FY 2014-15, but declined in FY 2015-16. The rating for FY 2017-18 is projected to decline to a 58% approval rating as the bureau continues to face staffing challenges and subsequent reductions in specialized support units.



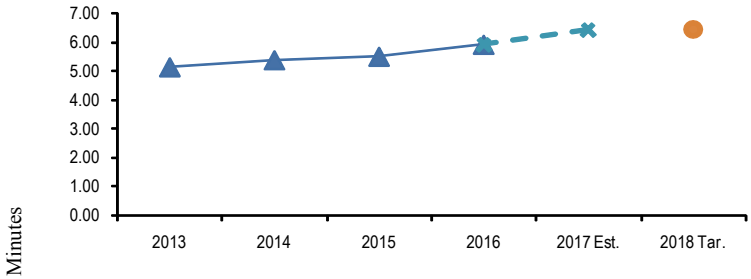
Percentage of Residents Who Feel Safe Walking Alone in Their Neighborhood at Night

This is an effectiveness metric of overall community trust of public safety operations. Since 2007, the majority of residents have consistently felt safe alone in their neighborhood at night. However, in the most recent survey the response dropped to 58% at the citywide level, which is 4% lower than FY 2013-14. The lower end of the range is in east Portland, where 26% report feeling safe walking at night to southwest Portland where 76% report feeling safe. This corresponds with the location of emergency calls occurring more frequently in east Portland than in southwest. In FY 2017-18, the survey response is projected to continue to decline due to impacts associated with increased demand for dispatched services, which may impact public perceptions of safety in the community.



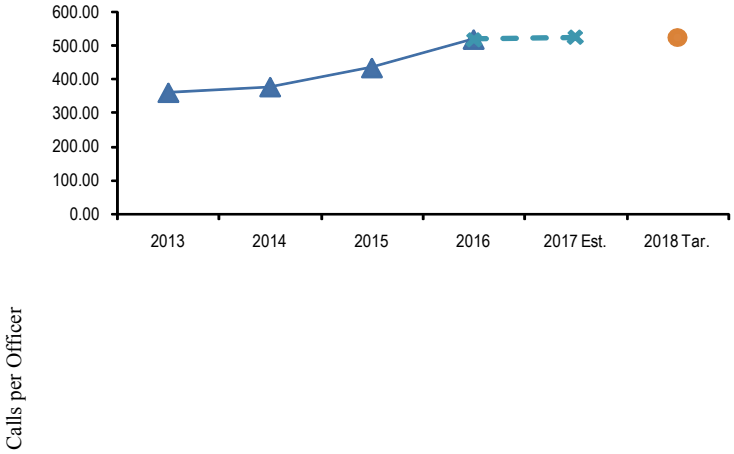
Average Travel Time to High Priority Calls

This efficiency measure is the average time from dispatch to response for high-priority emergency calls for service, which has risen annually from 4.99 minutes in FY 2011-12 to the current projected response time of 6.44 minutes in FY 2016-17. This projected response time is nearly a full minute longer than the Adopted Budget estimate for FY 2016-17. The two primary factors contributing to this increase are the declining numbers of filled sworn positions and the increasing overall demand for police services.



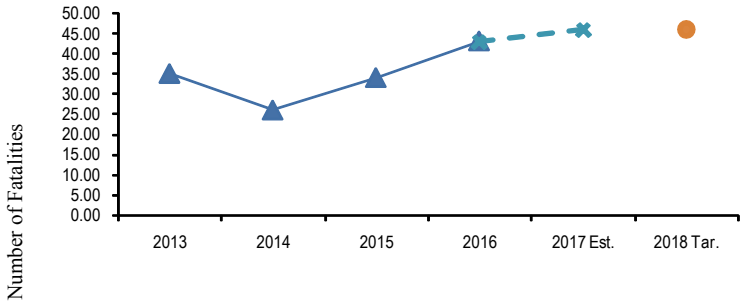
Dispatched Calls per Officer

This measures per-officer workload driven by dispatched calls. In FY 2013-14 when the bureau had very few vacant officer positions, the Dispatched Calls per Officer were 377. Since this time, the number of vacancies and the demand for police services have both increased. The bureau expects to reach 525 dispatched calls per officer in FY 2016-17, which equates to 45% increase from FY 2012-13. Dispatched calls compete with time available for self-initiated calls and officer time available for problem solving and other community policing activities. The bureau projects that the number will continue to rise in FY 2017-18. New officers have been hired to address the staffing shortage. However, the newly hired officers are not able to take calls for service until all training and probationary criteria are met, which will prolong the time period before this measure is likely to trend lower.



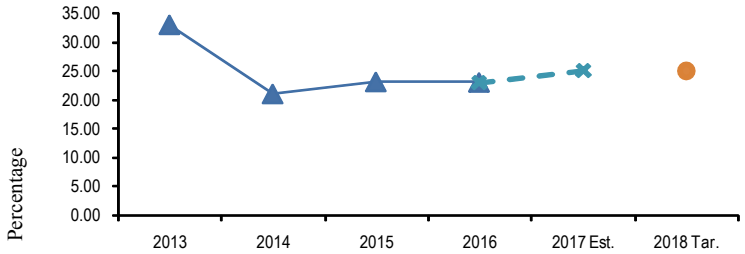
Annual Traffic Collision Fatalities

This is a measure of the bureau's effectiveness in maintaining traffic safety, which is consistently ranked the highest neighborhood concern. There were 43 traffic collision fatalities in FY 2015-16 and the projection for FY 2016-17 is 46 traffic fatalities. This prediction is based on current trends where fatal traffic accidents have increased substantially since FY 2013-14. Impacting traffic fatalities is a multi-bureau effort, in which the Police Bureau is an active partner working to reduce fatal traffic incidents.



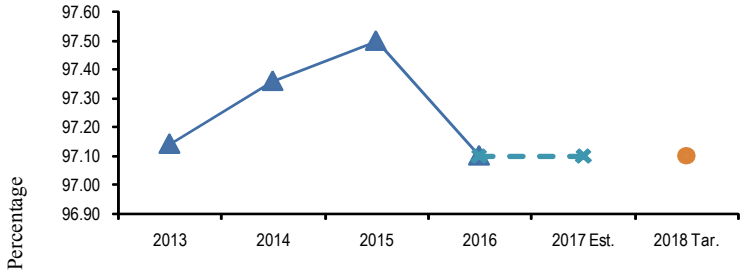
Percentage of Gang Violence Cases Cleared

This measures effectiveness in solving or otherwise clearing gang violence cases. The clearance rate has increased from 21% in FY 2013-14 to 23% each year for the past two fiscal years. The bureau projects the FY 2016-17 rate to increase to 25% at year end, and remain consistent in FY 2017-18 based on the current staffing configurations. Staffing in the Gang Enforcement Team has been reduced in order to staff patrol shifts at precincts, which may impact future clearance rates for gang cases.



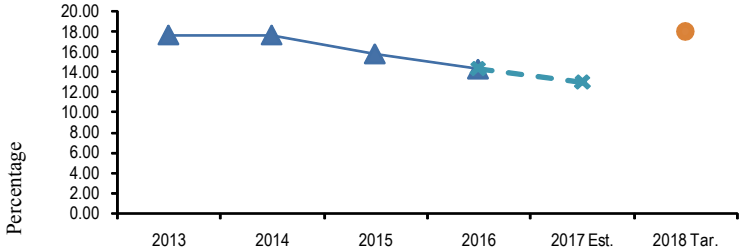
Percentage of Total PPB Custodies in which there was No FDCR-Level Force Event

This measure reports the percentage of total custodies in which there was no use of force event requiring a Force Data Collection Report (FDCR). Since 2014, the percent of custodies where there was no FDCR level event has increased from 97.1% to 97.5%. This means that less than 3% of total bureau custodies for the past 2 years have required FDCR level reporting. It is the bureau's goal to use the least amount of force, and therefore maximize the number of interactions that do not result in a use of force level event.



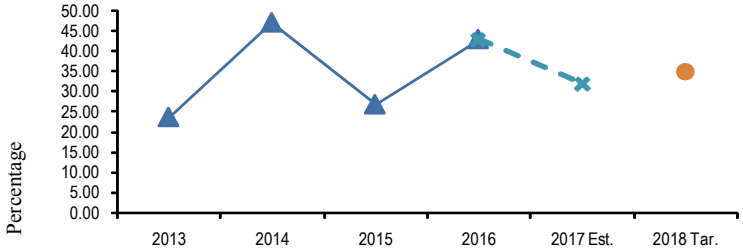
Percentage of Newly Hired Sworn Officers who are Female

Starting in FY 2016-17, the bureau has put increased resources into new officer hiring and recruitment efforts. The percent of newly hired officers comprised of women has been consistent at approximately 13% to 15% per year. In the current year, it is projected that 13% of newly hired officers will be women. The bureau's target for FY 2017-18 is for 18% of newly hired officers will identify as female, growing to an increased percentage in the following years.



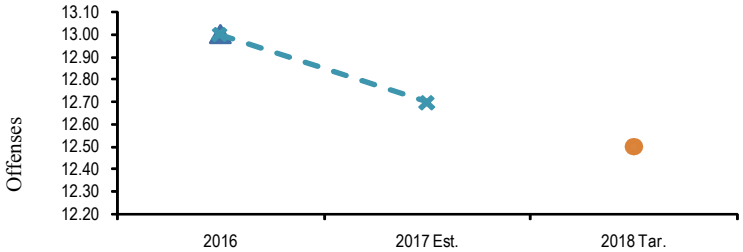
Percentage of New Sworn Hires Comprised of People from Communities of Color

Starting in FY 2016-17, the bureau has put increased resources into new officer hiring and recruitment efforts. The percent of newly hired officers comprised of people from communities of color recorded a high point of 42.9% in FY 2015-16, and in the current fiscal year the Personnel Division estimates there will be approximately 32%. The bureau's target for FY 2017-18 is for 35% of newly hired officers will identify as people of color.



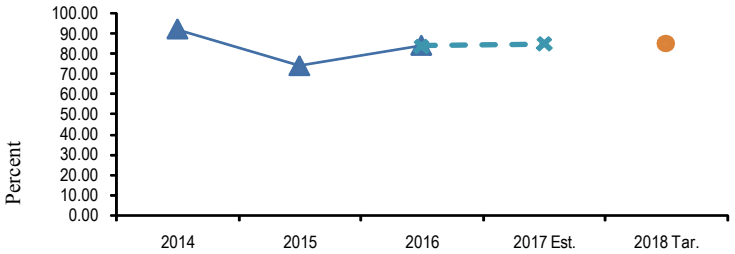
Number of Crime Against Persons Offenses per 1,000 Residents

This is a new performance measure in FY 2017-18. The Police Bureau switched to the National Incident Based Reporting System (NIBRS) in April 2015, and data has been collected in this system which can now report the number of crimes against persons per 1,000. Population does continue to increase at a rate that outpaces the growth in reported crimes against persons.



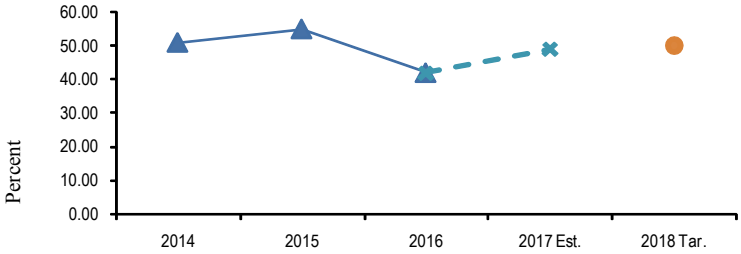
Percentage of Individuals Connected to Services by the Service Coordination Team Program

This was a new reported measure in FY 2016-17. The Service Coordination Team connects clients to drug/alcohol/mental health services through outpatient programs with contracted service providers. In FY 2017-18, the program expects the percent of clients connected to these services to be consistent at 85% as no increased resources have been made available for additional service provider contracts.



Percentage of Behavioral Health Response Team Outcomes Facilitated via Behavioral Health System

This was a new programmatic performance measure in FY 2016-17. The percentage of BHRT outcomes facilitated via the behavioral health system is projected to be 49% in FY 2017-18, which is consistent with the current year trends. It is unknown at this time if the recent introduction of the Unity Center will have an impact on the clients serviced by the BHU, which may impact future service connections.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	0	2,374,958	910,000
Licenses & Permits	1,877,702	1,334,433	1,481,000	1,381,000	1,381,000
Charges for Services	2,379,400	2,686,190	3,560,672	2,661,364	2,661,364
Intergovernmental	10,399,884	11,443,602	12,860,830	9,645,471	9,083,174
Miscellaneous	937,850	986,873	834,550	860,050	860,050
Total External Revenues	**15,594,836**	**16,451,098**	**18,737,052**	**16,922,843**	**14,895,588**
Internal Revenues					
General Fund Discretionary	162,438,571	166,548,672	179,367,260	180,463,574	184,337,207
Fund Transfers - Revenue	200,010	2,776	0	0	0
Interagency Revenue	4,279,732	4,989,924	5,804,870	7,238,080	7,238,080
Total Internal Revenues	**166,918,313**	**171,541,372**	**185,172,130**	**187,701,654**	**191,575,287**
Beginning Fund Balance	(2,776)	2,428,504	3,851,212	4,662,751	4,800,251
Total Resources	**$182,510,373**	**$190,420,974**	**$207,760,394**	**$209,287,248**	**$211,271,126**
Requirements					
Bureau Expenditures					
Personnel Services	136,717,145	140,991,824	149,089,380	150,901,193	150,269,206
External Materials and Services	14,442,748	13,935,394	26,322,843	21,966,146	24,187,275
Internal Materials and Services	29,899,762	30,389,806	31,571,605	36,207,909	36,602,645
Capital Outlay	886,607	641,456	769,566	212,000	212,000
Total Bureau Expenditures	**181,946,262**	**185,958,480**	**207,753,394**	**209,287,248**	**211,271,126**
Fund Expenditures					
Contingency	0	0	7,000	0	0
Fund Transfers - Expense	25,211	485,153	0	0	0
Total Fund Expenditures	**25,211**	**485,153**	**7,000**	**0**	**0**
Ending Fund Balance	538,900	3,977,341	0	0	0
Total Requirements	**$182,510,373**	**$190,420,974**	**$207,760,394**	**$209,287,248**	**$211,271,126**
Programs					
Citizen Partnership	433,718	352,772	395,774	231,631	342,631
Cycle of Violence Reduction	16,693,460	16,661,167	20,380,524	20,971,929	21,203,429
Investigations	23,056,085	23,158,179	24,485,328	24,473,337	24,345,140
Strategy & Finance	15,380,476	17,224,566	28,652,069	34,415,233	36,421,375
Traffic Safety	13,352,826	13,651,945	14,170,726	12,598,360	12,748,484
Data Access	14,276,232	15,396,844	16,800,490	17,344,941	16,982,735
Employee Performance	2,337,697	2,397,256	2,633,737	2,541,573	2,541,573
Human Resources Development	13,866,852	14,157,695	19,142,456	18,351,123	19,077,561
Neighborhood Safety	9,173,254	8,945,785	7,371,800	8,225,650	8,013,695
Emergency Response & Problem Solving	73,017,066	73,628,983	73,389,696	69,681,041	69,142,073
Communications	358,596	383,288	330,794	452,430	452,430
Total Programs	**181,946,262**	**$185,958,480**	**$207,753,394**	**$209,287,248**	**$211,271,126**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	6.00	352,776	6.00	356,316	6.00	356,316
30000063	Accountant II	54,912	69,139	1.00	69,144	1.00	69,144	1.00	69,144
30000434	Administrative Assistant	49,774	76,648	5.00	371,205	5.00	376,365	5.00	376,365
30000433	Administrative Specialist, Sr	46,342	71,344	6.00	358,072	7.00	426,774	7.00	426,774
30000436	Administrative Supervisor I	60,403	80,517	5.00	386,781	5.00	391,614	5.00	391,614
30000437	Administrative Supervisor II	63,419	84,552	2.00	159,267	2.00	162,337	2.00	162,337
30000771	Alarm Program Coord	63,419	84,552	1.00	74,486	1.00	77,542	1.00	77,542
30000096	Auto Servicer	42,432	52,021	4.00	208,080	4.00	208,080	4.00	208,080
30000441	Business Operations Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	82,164	1.00	85,524	1.00	85,524
30000478	Claims Analyst, Sr	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000492	Community Outreach & Informtn Rep	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30000777	Crime Analyst	66,622	88,837	14.00	1,069,140	17.00	1,302,823	17.00	1,302,823
30000776	Crime Analyst, Assistant	49,774	76,648	1.00	76,644	1.00	76,644	1.00	76,644
30000309	Crime Prevention Program Administrator	48,942	65,645	2.00	131,280	2.00	131,280	2.00	131,280
30000308	Crime Prevention Rep	44,533	59,613	0.00	0	12.00	376,128	12.00	376,128
30000079	Equestrian Trainer	44,554	54,579	1.00	54,576	0.00	0	0.00	0
30000050	Evidence Control Specialist	47,611	58,219	10.00	560,075	10.00	579,480	10.00	579,480
30000566	Financial Analyst, Assistant	49,774	76,648	1.00	76,644	1.00	76,644	1.00	76,644
30000569	Financial Analyst, Principal	82,909	110,448	1.00	98,088	1.00	100,768	1.00	100,768
30000769	Home Security Specialist	37,690	53,976	1.00	50,091	1.00	52,139	1.00	52,139
30000451	Management Analyst	63,419	84,552	6.00	457,860	6.00	468,632	5.00	389,592
30000453	Management Analyst, Principal	82,909	110,448	2.00	220,896	2.00	220,896	2.00	220,896
30000452	Management Analyst, Sr	69,971	93,413	2.00	151,680	2.00	154,470	3.00	237,462
30000450	Management Assistant	49,774	76,648	6.00	350,448	6.00	355,146	6.00	355,146
30000025	Police Administrative Support Spec, Sr	44,512	58,989	21.00	1,152,153	21.00	1,159,268	21.00	1,159,268
30000024	Police Administrative Support Specialist	34,798	49,962	28.00	1,246,682	28.00	1,268,850	28.00	1,268,850
30000300	Police Captain	128,710	139,963	14.00	1,934,296	13.00	1,829,487	13.00	1,829,487
30000431	Police Chief	143,312	205,379	1.00	174,943	1.00	182,109	1.00	182,109
30000784	Police Chief, Assistant	113,318	162,219	3.00	431,448	3.00	436,173	3.00	436,173
30000301	Police Commander	144,664	150,446	5.00	746,436	5.00	746,436	5.00	746,436
30000307	Police Criminalist	83,075	96,720	15.00	1,366,889	15.00	1,396,553	15.00	1,396,553
30000778	Police Data Research Supervisor	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000022	Police Desk Clerk	31,512	44,242	9.00	351,924	9.00	354,802	9.00	354,802
30000302	Police Detective	83,075	96,720	90.00	8,298,358	90.00	8,483,489	90.00	8,483,489
30000833	Police Evidence & Property Mgr	73,528	98,363	1.00	89,460	1.00	92,826	1.00	92,826
30000837	Police Evidence Control Supervisor	60,403	80,517	2.00	141,166	2.00	146,008	2.00	146,008
30000772	Police ID Technologies Coordinator	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000304	Police Identification Technician	57,554	73,528	18.00	1,271,967	18.00	1,292,962	18.00	1,292,962
30000775	Police Internal Affairs Investigator	63,419	84,552	9.00	728,256	9.00	731,794	9.00	731,794
30000310	Police Investigative Accountant	83,346	96,970	1.00	96,972	1.00	96,972	1.00	96,972
30000299	Police Lieutenant	114,171	124,114	30.00	3,630,923	31.00	3,789,453	31.00	3,789,453
30000297	Police Officer	60,840	84,094	651.00	51,166,060	647.00	52,216,092	647.00	52,216,092
30000306	Police Photographic Reproduction Spec	66,664	79,955	2.00	159,912	2.00	159,912	2.00	159,912
30000774	Police Program Specialist, Sr	66,622	88,837	2.00	161,754	2.00	164,739	2.00	164,739
30000020	Police Records Specialist	34,798	49,962	49.00	2,241,772	49.00	2,299,014	49.00	2,299,014
30000779	Police Records Supervisor	63,419	84,552	3.00	219,747	3.00	224,418	3.00	224,418
30000021	Police Records Training Coordinator	44,512	58,989	9.00	500,232	9.00	501,240	9.00	501,240
30000298	Police Sergeant	83,075	96,720	135.00	12,320,288	134.00	12,493,623	134.00	12,493,623

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000464	Program Coordinator	66,622	88,837	2.00	171,828	2.00	174,384	2.00	174,384
30000465	Program Manager	69,971	93,413	1.00	85,322	2.00	158,811	2.00	158,811
30000466	Program Manager, Sr	82,909	110,448	2.00	170,784	2.00	173,493	2.00	173,493
30000463	Program Specialist	60,403	80,517	4.00	261,744	5.00	329,748	5.00	329,748
30000462	Program Specialist, Assistant	49,774	76,648	15.00	1,006,616	18.00	1,185,399	18.00	1,185,399
30000495	Public Information Officer	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000083	Stable Attendant	42,432	52,021	1.00	52,020	0.00	0	0.00	0
30000531	Training & Development Analyst	63,419	84,552	3.00	211,528	3.00	217,595	3.00	217,595
30000532	Training & Development Officer	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000518	Video Production Specialist	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
TOTAL FULL-TIME POSITIONS				1,213.00	96,628,641	1,227.00	99,232,160	1,227.00	99,236,112
30000083	Stable Attendant	42,432	52,021	1.00	47,724	0.00	(604)	0.00	(4)
TOTAL PART-TIME POSITIONS				1.00	47,724	0.00	(604)	0.00	(4)
30000433	Administrative Specialist, Sr	46,342	71,344	3.83	212,095	2.50	152,147	2.50	152,147
30000777	Crime Analyst	66,622	88,837	3.50	216,001	3.50	225,522	3.00	199,872
30000309	Crime Prevention Program Administrator	48,942	65,645	0.83	40,790	1.00	52,404	1.00	52,404
30000451	Management Analyst	63,419	84,552	1.00	63,854	0.00	0	2.00	129,894
30000297	Police Officer	60,840	84,094	6.00	489,816	6.00	504,576	6.00	504,576
30000774	Police Program Specialist, Sr	66,622	88,837	1.00	66,624	0.67	44,416	0.67	44,416
30000020	Police Records Specialist	34,798	49,962	0.58	20,719	1.00	40,962	0.00	0
30000463	Program Specialist	60,403	80,517	0.58	35,238	1.00	60,408	0.00	0
30000462	Program Specialist, Assistant	49,774	76,648	2.25	132,147	3.00	176,196	3.00	176,196
30000531	Training & Development Analyst	63,419	84,552	0.58	36,995	1.00	63,420	1.00	63,420
TOTAL LIMITED TERM POSITIONS				20.17	1,314,279	19.67	1,320,051	19.17	1,322,925
GRAND TOTAL				1,234.17	97,990,644	1,246.67	100,551,607	1,246.17	100,559,033

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.

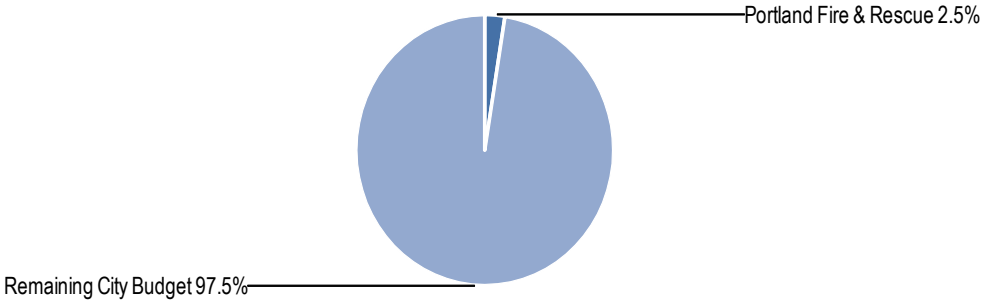
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	209,821,582	0	209,821,582	1,233.67	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	200,000	0	200,000	0.00	Technical adjustment
	0	0	0	0.00	Fund SCT from Recreational Marijuana Tax fund
	0	0	0	0.00	Fund DUI from Recreational Marijuana Tax fund
	0	(1,276,781)	(1,276,781)	0.00	Partial reduction of body worn camera program
	(1,039,469)	0	(1,039,469)	(8.00)	Elimination of the Mounted Patrol Unit
	208,356	0	208,356	2.00	Add crime analysts in the Strategic Services Division
	200,685	0	200,685	2.00	Add crime analyst and victim advocate in the SCU
	0	103,488	103,488	1.00	Add LT program manager for LMS
	0	0	0	3.00	Add limited term background investigators
	1,159,293	0	1,159,293	14.00	Create pilot Community Service Officer program
	(182,772)	0	(182,772)	(1.00)	Eliminate a captain in Records Management
	92,866	0	92,866	0.00	Balance to OMF decision packages
Approved Budget Additions and Reductions					
	0	2,502,082	2,502,082	0.00	Program carryover from FY 2016-17 Spring BMP
	(1,464,958)	1,464,958	0	0.00	Reverse SCT from Marijuana Tax fund
	0	(605,750)	(605,750)	(1.00)	Technical adjustments and LT position reduction
Adopted Budget Additions and Reductions					
	180,953	0	180,953	0.50	Technical adjustment and LT position increase
	0	(93,407)	(93,407)	0.00	10% reduction for assumed vacancies
	(645,046)	**2,094,590**	**1,449,544**	**12.50**	**Total FY 2017-18 Decision Packages**
			211,271,126	**1,246.17**	**Total Adopted Budget**

Portland Fire & Rescue

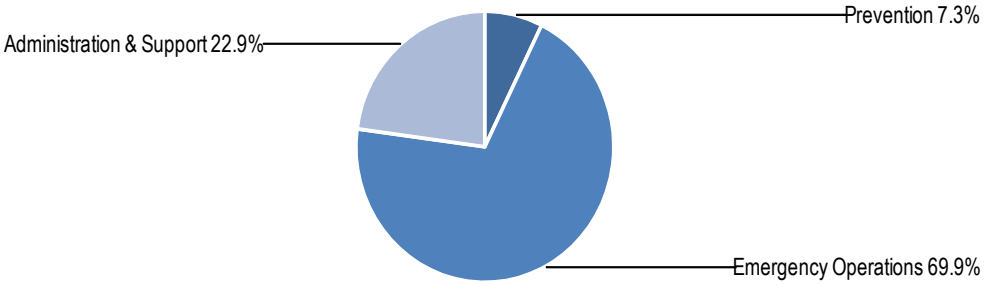
Public Safety Service Area

Dan Saltzman, Commissioner-in-Charge
Mike Myers, Fire Chief

Percent of City Budget

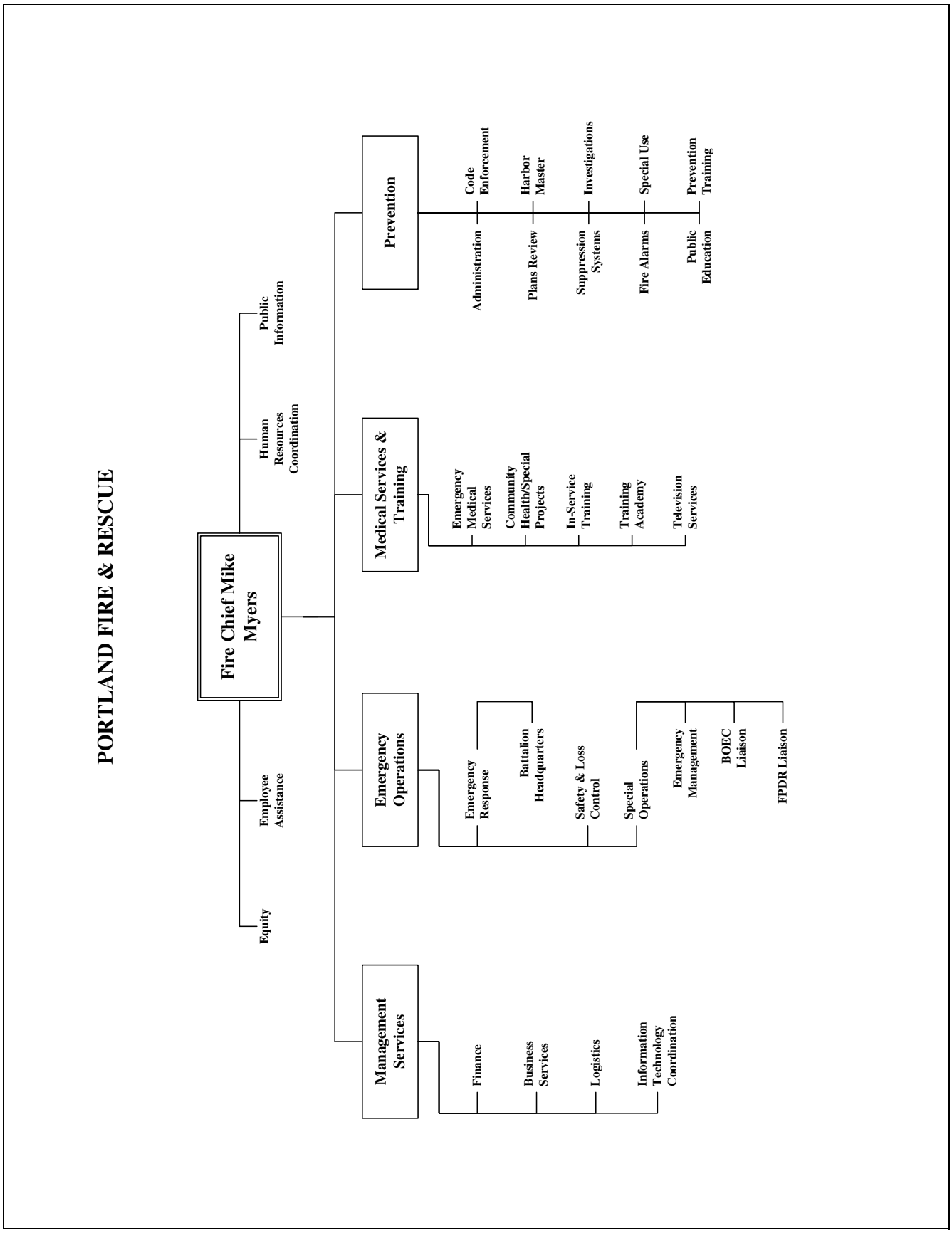


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	119,501,075	119,159,973	(341,102)	(0.29)
Capital	4,883,128	0	(4,883,128)	(100.00)
Total Requirements	**124,384,203**	**119,159,973**	**(5,224,230)**	**(4.20)**
Authorized Positions	719.80	722.10	2.30	0.32


PORTLAND FIRE & RESCUE
Fire Chief Mike Myers
Equity
Employee Assistance
Human Resources Coordination
Public Information
Management Services
Finance
Business Services
Logistics
Information Technology Coordination
Emergency Operations
Emergency Response
Battalion Headquarters
Safety & Loss Control
Special Operations
Emergency Management
BOEC Liaison
FPDR Liaison
Medical Services & Training
Emergency Medical Services
Community Health/Special Projects
In-Service Training
Training Academy
Television Services
Prevention
Administration
Code Enforcement
Plans Review
Harbor Master
Suppression Systems
Investigations
Fire Alarms
Special Use
Public Education
Prevention Training

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, and also acts as an important safety net for those experiencing homelessness or who are 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.

All-Hazards Emergency Response

In FY 2015-16, PF&R responded to over 81,000 calls for emergency services, requiring over 100,000 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 in order to maximize response reliability, 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 30 fire and rescue stations. Additional support is provided by other specialty units that are cross staffed from on-duty resources. Special units include: water rescue, marine response, urban wildland interface, structural/trench collapse, high-angle rope rescue, foam response, hazardous materials (HazMat), and chemical, biological, radiological/nuclear, and explosive (CBRNE) response.

Strategic Direction

Under the direction of new Fire Chief Mike Myers, PF&R established a new Strategic Plan in FY 2016-17. Chief Myers personally visited each fire station, each shift - 90 visits in all - to discuss the Strategic Plan and solicit input from all assigned members. Additionally, Chief Myers also met with numerous other workgroups throughout PF&R to solicit their input.

The new plan is organized around specific tasks and goals that are 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. A significant goal of the new Strategic Plan is to establish PF&R as a leader in the health of the community.

Summary of Budget Decisions

Adds

High-Speed Internet Connection to Stations

The 2017-18 Adopted Budget provides $50,000 in ongoing General Fund for the increased ongoing costs associated with adding high-speed internet connections to all PF&R stations. The current limitation in bandwidth speed to stations limits the performance and functionality of PF&R's reporting system and also inhibits PF&R's ability to utilize a range of technology applications, such as video conferencing, streaming training videos, automatically updating maps on the Mobile Data Computers on fire apparatus, and WiFi capability at stations. PF&R worked with the Bureau of Technology Services to evaluate various options to increase the internet speed to stations. This is the most cost efficient solution with an ongoing cost increase of $50,000 above PF&R's current internet cost.

Add Three Inspectors in Prevention

As approved as part of the FY 2016-17 Spring Supplemental Budget, PF&R's 2017-18 budget includes three new inspector positions in Plan Review in response to increased demand for services as a result of strong construction activities in Portland. The additional inspector positions will provide adequate staffing to meet the bureau's turnaround goals for permit processing. These positions are fully funded by plan review and permitting fees at $360,000 annually.

Cancer Reduction Plan--Phase 1

PF&R has a moral and financial responsibility to protect our firefighters. Accordingly, PF&R has developed a cancer reduction plan to reduce the risk of cancer among firefighters and the potential liability associated with long-term liability claims. The 2017-18 Adopted Budget funds the first phase of this plan by providing $391,494 in one-time General Fund to purchase turnouts and Personal

Protection Equipment (PPE) so that every frontline firefighter will have two sets of turnouts. Having a second set allows the original set to be washed, instead of wearing turnouts/PPE that have carcinogens on it that can be absorbed into the body. The lack of a second set of turnouts increases firefighters' exposure to carcinogens and risk of cancer.

Realignments

Add a Vehicle and Equipment Mechanic

The 2017-18 Adopted Budget adds an Apparatus and Equipment Mechanic position to the Apparatus Maintenance Unit to address the bureau's maintenance backlog and contracting out expenses. There are currently 270 outstanding work orders, representing approximately two months of work. This position is cost neutral through re-appropriating external material and services budget that is spent on contracting out for apparatus and equipment repair and maintenance. In addition, this position would perform apparatus warranty work and generate reimbursement revenues to offset the remaining cost of the position.

Reductions

Eliminate Dive Rescue Team

PF&R's Dive Rescue Team was reconfigured to 13 members in FY 2015-16. This staffing arrangement has proved inadequate. A full complement of dive team members must be present in order to safely enter the water, and a Dive Rescue Team with only 13 members is inadequate for consistently and safely responding to underwater rescue or recovery situations. The 2017-18 Adopted Budget eliminates PF&R's Dive Rescue Team, resulting in $94,900 in General Fund savings from the reduction in premium pay and training costs.

Administration & Support

Description

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

The Chief's Office provides overall vision, direction, and management of PF&R. The Chief ensures that PF&R complies with federal, state, and local regulations in the areas of fire suppression, emergency medical services, fire prevention, investigation, and disaster mitigation. The Chief also oversees grant opportunities, human resources, employee assistance, communications, and equity.

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

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

The Medical Services & Training Division section provides oversight and management of the training, certifications, policies, and procedures necessary to function as EMS first responders. The division has implemented several special projects focusing on community health and EMS innovations. This division ensures all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely and effectively. This division delivers in-service training on new techniques and equipment, ongoing training to meet mandatory training and recertification requirements for state and federal agencies, and new firefighter recruit training. The division also reviews all injuries and accidents and ensures compliance with Occupational Safety & Health Administration (OSHA).

Goals

The bureau's new Strategic Plan has identified 175 goals, projects, and performance measures in Administration & Support for completion by 2020.

The goals focus on every aspect of the organization including reducing outstanding work orders for facilities and apparatus, creating onboarding plans for new employees, training in procurement, improving internal and external communication, eliminating labor grievances, and creating innovative programs to address low-acuity health needs.

Performance

Highlights of FY 2015-16 included:

- PF&R completed over 6,000 hours of community outreach and partnership activities in FY 2015-16, connecting with over 106,000 citizens. Each division within PF&R continues to look for ways to expand and improve preparedness and prevention education.
- The Chief's Office and MSD are managing the implementation of the GO Bond program that was approved by voters in November 2010 to provide funding for fire apparatus replacement and the re-construction cost of Station 21. The new Station 21 was completed and opened in FY 2014-15. The fire apparatus replacement portion of the 2010 GO Bond remains within budget and is anticipated to be completed in FY 2017-18.

- The Medical Services and Training Division completed over 61,000 hours of training for sworn personnel in FY 2015-16, ensuring that all firefighters have the current knowledge, skills and physical abilities to perform their jobs safely, effectively, and comply with federal and state requirements.
- The Medical Services and Training Division completed the Community Health Assessment Team pilot program with the successful result of reducing the high utilizer cohorts use of the 9-1-1 system by 75%.
- Full-time equivalent (FTE) employees lost to on-duty injury declined from 10.3 FTE in 2014-15 to 10.1 FTE in 2015-16. PF&R continues to stress safety in training and expects hours lost to injury to continue to decline.

Changes to Services and Activities

PF&R's FY 2017-18 Adopted Budget includes $50,000 in ongoing General Fund to support high speed internet connections to stations and a realignment to support an additional vehicle and equipment mechanic.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	78.90	81.30	75.80	75.10	75.10
Expenditures					
Administration & Support	0	0	(5,309)	0	0
Chief's Office	2,027,460	2,330,704	1,254,366	1,115,530	1,115,530
Management Services	16,180,506	21,297,113	27,537,045	20,875,142	20,875,142
Training and Safety	5,433,762	7,235,515	6,040,320	5,269,789	5,269,789
Total Expenditures	**23,641,728**	**30,863,332**	**34,826,422**	**27,260,461**	**27,260,461**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Citizens contacted during community outreach/partnership activities	108,600	103,200	105,000	110,000	100,000
Time lost to on-duty injury (in full-time equivalent employees)	10.30	10.10	10.00	9.80	10.00
Effectiveness					
Percentage of residents rating service good or very good	87%	87%	89%	90%	89%
Efficiency					
Average age of frontline engines	8.80	10.00	9.00	6.00	6.00
Average age of frontline trucks	8.40	4.50	5.00	5.50	5.50
Average miles on frontline engines	89,442	99,000	90,000	60,000	60,000
Average miles on frontline trucks	62,136	35,000	38,000	44,000	44,000
Workload					
Number of frontline emergency vehicles	81	76	76	76	74
Hours of in-service training	72,895	61,100	65,000	68,000	66,000
Hours of community outreach/partnership activities	7,000	6,150	7,000	7,100	6,800

Emergency Operations

Description

The Emergency Operations Division is responsible for providing fire, medical, and other emergency incident response. Emergency response is PF&R's primary mission and the most critical and visible service the bureau provides to the community.

In FY 2015-16, PF&R responded to 10,912 calls reporting fire conditions or a suspicious fire situation (alarms, smoke in area, etc). Of these reported fires, 2,818 were actual fires requiring extinguishment, a 26% increase over the previous year. It is imperative that PF&R respond quickly to effectively handle any reported fire threat before it grows exponentially to threaten more lives and property.

As an efficiency to taxpayers, all PF&R firefighters assigned to emergency response are certified as Emergency Medical Technicians, with approximately 150 of these members certified as Paramedics. This configuration allows PF&R to provide Advanced Life Support (ALS) from each of its 30 fire and rescue stations. EMS comprises approximately 77% of all emergency responses.

Goals

The bureau's new Strategic Plan identifies over 30 performance goals and projects in Emergency Operations. The primary goal is to achieve zero fire deaths within the City of Portland. Other measures include evaluating apparatus placement and deployment models, improving training and firefighter wellness programs, and developing workload reduction and efficiency plans. Within a few months, PF&R will provide updates on the progress towards these new performance targets through internal and external reports on performance.

Performance

PF&R maintained service levels and its core emergency response responsibilities in FY 2015-16 as call volume continued to increase:

- PF&R responded to more than 81,000 emergency incidents in FY 2015-16, a 17.6% increase since FY 2011-12. In this same five-year time period, PF&R's average, on-duty emergency daily staffing has declined from 169 to 165.
- Over 100,000 unit responses were needed in FY 2015-16 to respond effectively to the 81,000 incidents, as multiple apparatus (units) are required at complex and dangerous emergencies.
- Response reliability remained steady, at 91.5% in 2015-16.
- Response time at the 90th percentile in FY 2015-16 was 7:19, increasing from 7:12 in FY 2014-15.

Changes to Services and Activities

The FY 2017-18 Adopted Budget provides $391,494 in one-time General Fund towards the first phase of PF&R's cancer reduction plan, which provides a second set of turnouts for firefighters. The Adopted Budget also eliminates the Dive Rescue Team, a reduction of $94,900 in General Fund.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	586.00	586.00	586.00	587.00	587.00
Expenditures					
Emergency Operations	75,987,979	80,224,102	81,188,851	83,246,059	83,246,059
Total Expenditures	**75,987,979**	**80,224,102**	**81,188,851**	**83,246,059**	**83,246,059**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Total number of incidents	77,581	81,038	85,333	88,746	88,346
Percentage of structural fires where flamespread was confined to room of origin	76%	76%	78%	80%	80%
Percentage of time unit from closest station is available for response	92%	92%	92%	92%	90%
Maximum response time to 90 percent of high priority calls	7.12	7.19	7.20	7.20	7.25
Successful Cardiac Arrest Resuscitation rate	49%	49%	50%	51%	50%
Effectiveness					
Number of lives lost per 100,000 residents	0.50	1.42	0.47	0.00	0.00
Property loss as a percentage of property value	0.50%	1.30%	1.00%	1.00%	1.00%
Insurance Service Office rating	2	2	2	2	2
Efficiency					
Number of incidents per average on-duty emergency staff	470	491	517	538	555
Percentage of responses (turnout and travel) to Code 3 incidents within 5:20	62%	60%	60%	60%	58%
Percentage of lower acuity healthcare and public assist calls responded to by RRV	68%	74%	77%	80%	20%
Workload					
Average number of on-duty emergency staffing	165	165	165	165	159
Number of fire incidents	2,613	2,818	2,961	3,079	3,079
Number of medical incidents	54,268	57,260	60,296	62,708	62,308
Number of other incidents	20,700	20,960	22,076	22,959	22,959
Total number of fires per 1,000 residents	4.34	4.46	4.62	4.74	4.74
Number of medical incidents per 1,000 residents	90.22	90.56	94.21	96.47	95.86
Number of reported fires (calls reporting fire conditions)	11,224	10,912	11,000	11,100	11,100
Unit responses	96,061	100,631	103,000	105,000	104,000
Number of civilian deaths due to fires	6	9	3	0	0
Value of properties saved	$2,959,858,000	$4,200,000,000	$4,000,000,000	$4,000,000,000	$4,000,000,000

Prevention

Description

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

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

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

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

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

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

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

Goals

Like the other divisions, Prevention has several new goals and targets as part of the new Strategic Plan. Prevention is especially focused on improving performance in the turnaround time for completing inspections and plan reviews. The division also will look to implement new technology including mobility solutions that will enhance performance.

Performance

Prevention Division highlights from FY 2015-16 include:

- The Prevention Division reviewed over 9,000 plans and permits in FY 2015-16, a 13.7% increase over FY 2014-15. Plans and permits are reviewed for compliance with fire and life safety codes, fire alarm and sprinkler system installations, special events, and other high risk activities.
- In FY 2015-16, over 14,200 fee code enforcement inspections and re-inspections were completed plus an additional 10,700 no-fee code enforcement inspections, re-inspections, and no-fee special request inspections that generated no revenue.
- In the course of their inspections, inspectors found 13,171 code violations and abated 72% of violations.
- The Investigation Unit investigated 1,133 fires, including 260 arson-related fires, and made 81 arrests for an arson clearance rate of 31% during FY 2015-16. This is a significant workload increase over 2014-15 that only had 872 fire investigations.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes three new inspector positions funded from plan review and permitting fees as originally approved in the FY 2016-17 Spring BMP.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	52.00	53.50	58.00	57.00	60.00
Expenditures					
Prevention	6,943,454	7,644,391	8,368,930	8,288,017	8,653,453
Total Expenditures	**6,943,454**	**7,644,391**	**8,368,930**	**8,288,017**	**8,653,453**

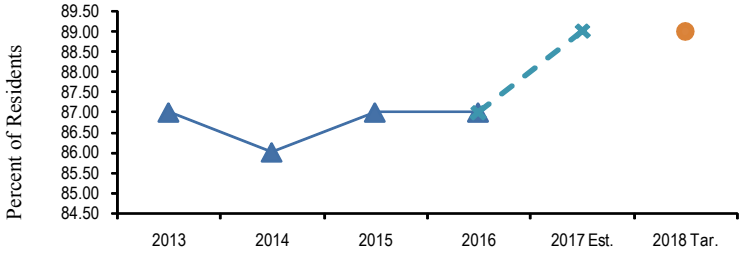
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of structural fires per 1,000 inspectable occupancies	5.16	10.00	10.00	9.90	9.90
Total number of arson incidents per 10,000 residents	3	4	3	3	3
Efficiency					
Percentage of inspectable occupancies inspected within 27 months	67%	77%	78%	80%	80%
Percentage of violations abated within 90 days of detection	77%	72%	72%	75%	75%

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Workload					
Number of inspectable occupancies	40,135	40,250	40,650	41,250	41,250
Number of structural fires in inspectable occupancies	207	402	410	410	410
Number of structural fires in non-inspectable occupancies	360	305	315	325	325
Total number of structural fires	567	707	725	735	735
Number of structural fires per 1,000 residents	0.94	1.12	1.13	1.13	1.13
Number of fee code enforcement inspections	14,950	13,423	13,600	14,200	14,200
Number of fee code enforcement re-inspections	817	826	850	940	940
Total number of code violations found	14,625	13,171	13,290	13,930	13,930
Average number of violations per inspection	0.98	0.98	0.98	0.98	0.98
Number of no-fee code enforcement inspections	2,747	3,262	3,300	3,500	3,500
Number of no-fee code enforcement re-inspections	5,410	5,205	5,300	5,400	5,400
Number of special request inspections	2,571	2,264	2,400	2,500	2,500
Number of plan review and permits	8,073	9,176	9,300	9,500	9,500
Number of fire incidents investigated	872	1,133	1,100	1,100	1,100
Numbers of arson fires	178	260	220	220	220
Numbers of arrests	42	81	65	65	65
Clearance rate	26	31	30	30	30

Performance Measures

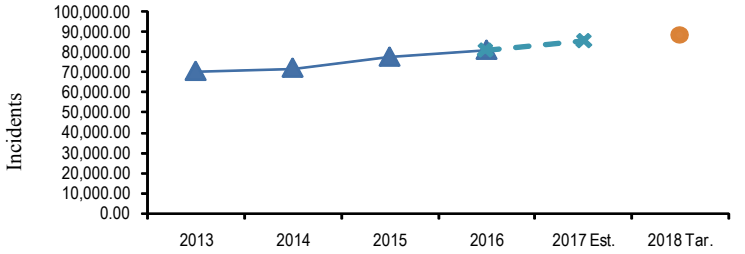
Percent of Residents Rating Service Good or Very Good

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



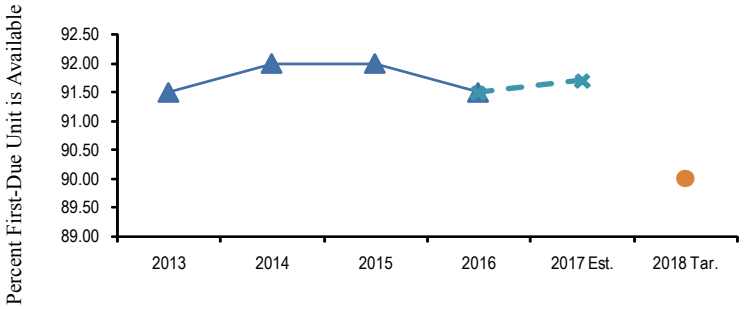
Total Number of Incidents

An incident is an individual occurrence or event that poses an immediate risk to health, life, property, or the environment. Most incidents require urgent intervention to prevent a worsening of the situation. Since FY 2011-12, the number of emergency response calls has increased by 17.6% to over 81,000 incidents annually.



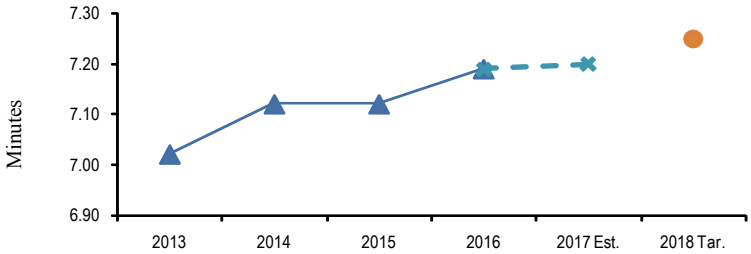
Percentage of Time Unit from Closest Station Is Available for Response

Response reliability is the measurement of whether or not a first-due unit in the Fire Management Area is available to respond when a citizen makes a call for emergency service.



Maximum Response Time to 90% of High Priority Calls

PF&R's response time goal is 5 minutes and 20 seconds or less, 90% of the time. Currently, PF&R's citywide response time at the 90th percentile for Code 3 emergency calls is 7 minutes and 19 seconds, failing to meet the bureau's goal.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Licenses & Permits	2,728,933	3,464,627	2,890,000	2,830,000	3,195,436
Charges for Services	1,602,440	1,652,319	1,595,000	1,450,000	1,450,000
Intergovernmental	2,782,931	3,096,604	768,089	635,000	635,000
Miscellaneous	426,077	294,517	152,000	205,000	205,000
Total External Revenues	**7,540,381**	**8,508,067**	**5,405,089**	**5,120,000**	**5,485,436**
Internal Revenues					
General Fund Discretionary	93,770,962	99,923,072	106,503,774	104,978,624	104,978,624
General Fund Overhead	70,015	73,010	77,098	76,137	76,137
Fund Transfers - Revenue	0	402,249	0	0	0
Interagency Revenue	3,630,479	4,517,087	5,479,450	6,719,776	6,719,776
Total Internal Revenues	**97,471,456**	**104,915,418**	**112,060,322**	**111,774,537**	**111,774,537**
Beginning Fund Balance	1,008,375	4,849,691	6,918,792	1,900,000	1,900,000
Total Resources	**$106,020,212**	**$118,273,176**	**$124,384,203**	**$118,794,537**	**$119,159,973**
Requirements					
Bureau Expenditures					
Personnel Services	92,027,419	98,738,544	98,427,568	99,421,021	99,786,457
External Materials and Services	7,276,838	7,873,498	7,403,355	7,748,008	7,748,008
Internal Materials and Services	6,025,767	6,371,018	6,566,605	7,200,304	7,200,304
Capital Outlay	1,243,137	5,748,765	11,986,675	4,425,204	4,425,204
Total Bureau Expenditures	**106,573,161**	**118,731,825**	**124,384,203**	**118,794,537**	**119,159,973**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(552,949)	(458,649)	0	0	0
Total Requirements	**$106,020,212**	**$118,273,176**	**$124,384,203**	**$118,794,537**	**$119,159,973**
Programs					
Administration & Support	23,641,728	30,863,332	34,826,422	27,260,461	27,260,461
Prevention	6,943,454	7,644,391	8,368,930	8,288,017	8,653,453
Emergency Operations	75,987,979	80,224,102	81,188,851	83,246,059	83,246,059
Total Programs	**106,573,161**	**$118,731,825**	**$124,384,203**	**$118,794,537**	**$119,159,973**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	1.00	60,384	1.00	60,384	1.00	60,384
30000063	Accountant II	54,912	69,139	1.00	64,788	1.00	66,718	1.00	66,718
30000064	Accountant III	60,466	76,045	1.00	76,044	1.00	76,044	1.00	76,044
30000061	Accounting Technician	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000434	Administrative Assistant	49,774	76,648	4.00	293,995	4.00	296,466	4.00	296,466
30000433	Administrative Specialist, Sr	46,342	71,344	4.00	248,254	4.00	252,029	4.00	252,029
30000436	Administrative Supervisor I	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30000441	Business Operations Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000440	Business Operations Supervisor	73,528	98,363	1.00	98,194	1.00	98,364	1.00	98,364
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000333	Development Services Technician II	55,973	71,406	2.00	142,824	2.00	142,824	2.00	142,824
30000489	EMS Program Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000819	EMS Specialist	95,586	106,715	2.00	202,308	2.00	203,544	2.00	203,544
30002333	Engineer-Fire Protection	89,357	108,597	1.00	89,352	1.00	89,352	1.00	89,352
30000714	Facilities Maintenance Supervisor, Sr	66,622	88,837	1.00	75,156	1.00	77,204	1.00	77,204
30000071	Facilities Maintenance Technician	62,026	69,014	3.00	198,876	3.00	202,536	3.00	202,536
30000566	Financial Analyst, Assistant	49,774	76,648	1.00	49,776	1.00	49,776	1.00	49,776
30000806	Fire Battalion Chief	116,717	122,029	15.00	1,782,576	15.00	1,829,534	15.00	1,829,534
30000803	Fire Captain	93,969	106,117	32.00	3,287,428	32.00	3,394,700	32.00	3,394,700
30000817	Fire Captain, Staff	112,484	112,484	2.00	224,976	2.00	224,976	2.00	224,976
30000432	Fire Chief	127,400	182,562	1.00	180,906	1.00	182,556	1.00	182,556
30000823	Fire Chief, Deputy	106,532	141,693	7.00	991,872	6.00	850,176	6.00	850,176
30000825	Fire Division Chief	116,660	155,164	2.00	310,320	2.00	310,320	2.00	310,320
30000793	Fire Fighter	44,455	80,312	430.00	32,830,053	430.00	33,292,316	430.00	33,292,316
30000795	Fire Fighter Specialist	47,123	85,131	5.00	354,732	5.00	366,173	5.00	366,173
30000808	Fire Inspector	81,842	92,341	22.00	1,919,922	22.00	1,955,526	25.00	2,201,046
30000811	Fire Inspector, Sr	93,969	106,117	7.00	717,580	7.00	736,808	7.00	736,808
30000812	Fire Inspector/Specialist	86,752	97,881	10.00	945,432	10.00	949,779	10.00	949,779
30000815	Fire Investigator	86,752	97,881	5.00	489,420	5.00	489,420	5.00	489,420
30000336	Fire Land Use Review Technician	60,154	76,731	1.00	76,728	1.00	76,728	1.00	76,728
30000798	Fire Lieutenant	81,842	92,341	109.00	9,765,040	109.00	9,861,595	109.00	9,861,595
30000801	Fire Lieutenant, Staff	86,752	97,881	5.00	467,766	5.00	475,485	5.00	475,485
30000826	Fire Marshal	116,660	155,164	1.00	155,160	1.00	155,160	1.00	155,160
30001082	Fire Marshal, Assistant	96,404	128,221	1.00	141,696	2.00	283,392	2.00	283,392
30000800	Fire Training Officer	86,752	97,881	3.00	282,516	3.00	285,000	3.00	285,000
30000822	Harbor Pilot	81,842	92,341	10.00	901,812	10.00	908,490	10.00	908,490
30000451	Management Analyst	63,419	84,552	2.00	146,352	2.00	151,246	2.00	151,246
30000453	Management Analyst, Principal	82,909	110,448	1.00	105,512	1.00	109,318	1.00	109,318
30000452	Management Analyst, Sr	69,971	93,413	1.00	81,708	1.00	83,940	1.00	83,940
30000012	Office Support Specialist II	34,798	49,962	2.00	91,740	2.00	94,424	2.00	94,424
30000112	Painter	56,805	63,544	1.00	63,540	1.00	63,540	1.00	63,540
30000463	Program Specialist	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30000497	Public Information Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30001558	Timekeeping Specialist	37,398	53,747	1.00	53,748	1.00	53,748	1.00	53,748
30000077	Utility Worker II	48,381	52,021	1.00	48,384	1.00	49,896	1.00	49,896
30000131	Vehicle & Equipment Mechanic	57,346	64,230	7.00	443,596	8.00	511,360	8.00	511,360
30000707	Vehicle Maintenance Supervisor I	63,419	84,552	1.00	63,420	0.00	0	0.00	0
30000708	Vehicle Maintenance Supervisor II	69,971	93,413	1.00	92,578	1.00	93,408	1.00	93,408
30000518	Video Production Specialist	60,403	80,517	2.00	155,382	2.00	158,454	2.00	158,454

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
TOTAL FULL-TIME POSITIONS				718.00	59,537,638	718.00	60,378,501	721.00	60,624,021
30000474	EAP Specialist	60,403	80,517	0.90	36,352	0.50	40,260	0.50	40,260
30000452	Management Analyst, Sr	69,971	93,413	0.90	47,971	0.60	55,359	0.60	55,359
TOTAL PART-TIME POSITIONS				1.80	84,323	1.10	95,619	1.10	95,619
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				719.80	59,621,961	719.10	60,474,120	722.10	60,719,640

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.

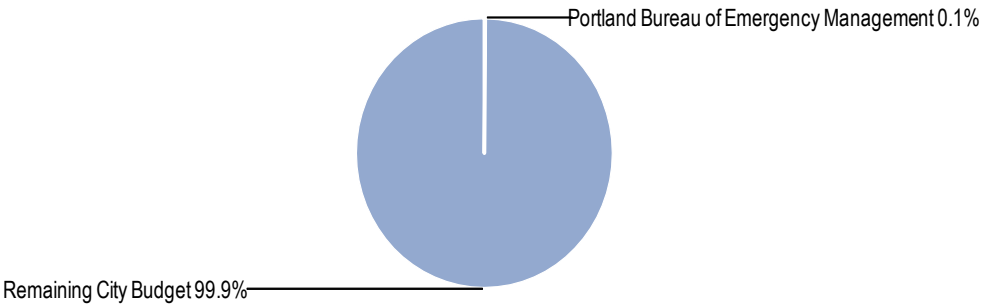
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	118,314,746	0	118,314,746	718.10	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	50,000	0	50,000	0.00	High-speed Internet for Stations
	0	391,494	391,494	0.00	Cancer Reduction Plan
	18,197	0	18,197	0.00	Interagency Agreement Changes
	0	100,000	100,000	0.00	Firefighter Memorial Relocation
	(94,900)	0	(94,900)	0.00	Elimination of Dive Team
	15,000	0	15,000	1.00	Mechanic Realignment
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	365,436	0	365,436	3.00	Add Inspector Positions
	353,733	**491,494**	**845,227**	**4.00**	**Total FY 2017-18 Decision Packages**
			119,159,973	**722.10**	**Total Adopted Budget**

Portland Bureau of Emergency Management

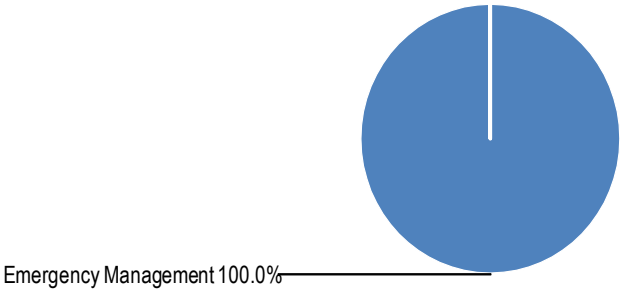
Public Safety Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Carmen Merlo, Director

Percent of City Budget

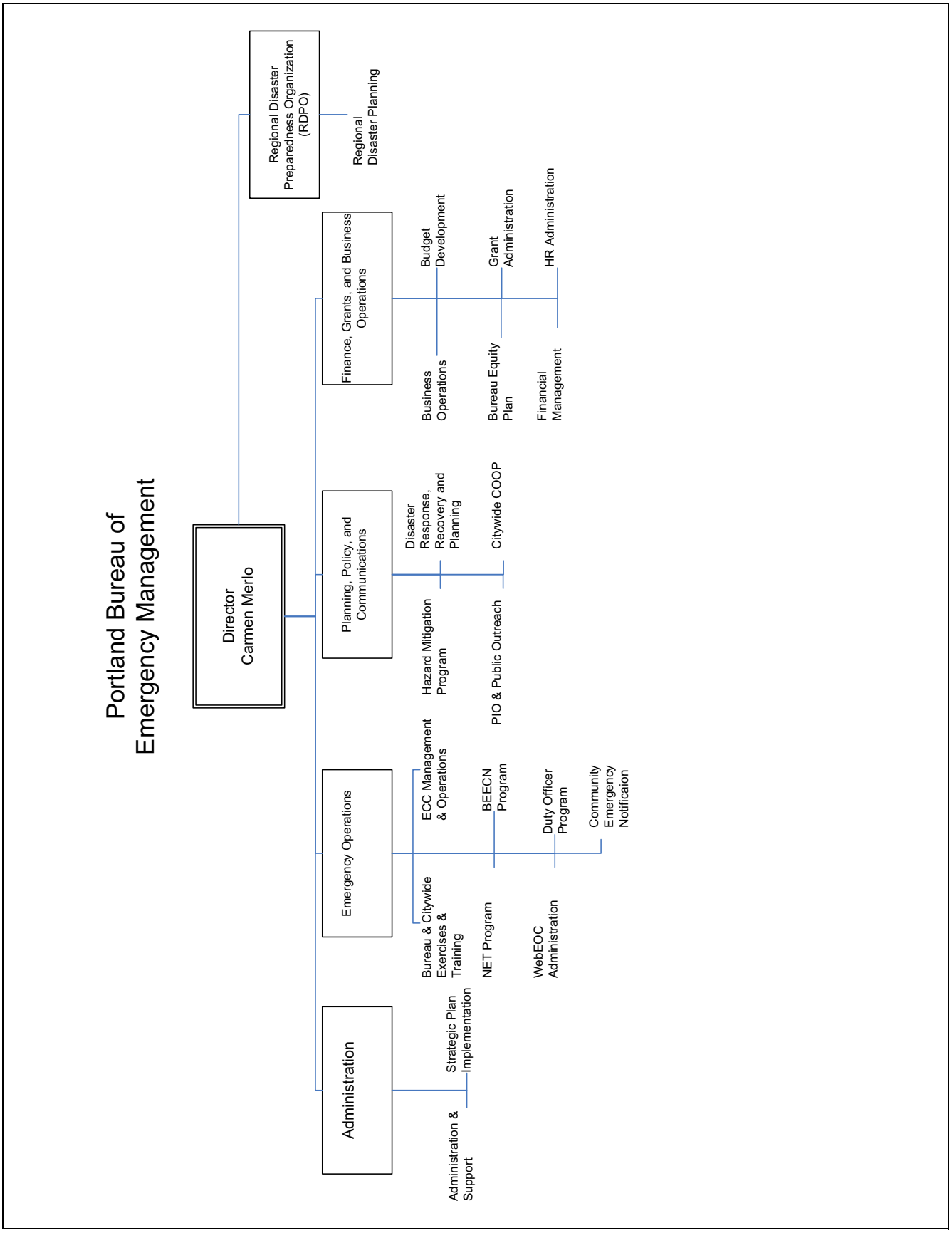


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	4,701,949	5,800,242	1,098,293	23.36
Capital	0	0	0	0.00
Total Requirements	**4,701,949**	**5,800,242**	**1,098,293**	**23.36**
Authorized Positions	19.75	21.50	1.75	8.86


Portland Bureau of Emergency Management
Director Carmen Merlo
Regional Disaster Preparedness Organization (RDPO)
Regional Disaster Planning
Finance, Grants, and Business Operations
Budget Development
Grant Administration
HR Administration
Business Operations
Bureau Equity Plan
Financial Management
Planning, Policy, and Communications
Disaster Response, Recovery and Planning
Citywide COOP
Hazard Mitigation Program
PIO & Public Outreach
Emergency Operations
ECC Management & Operations
BEECN Program
Duty Officer Program
Community Emergency Notificaion
Bureau & Citywide Exercises & Training
NET Program
WebEOC Administration
Administration
Strategic Plan Implementation
Administration & Support

Bureau Summary

Bureau Mission

The mission of the Portland Bureau of Emergency Management (PBEM) is to promote readiness, coordinate response, and build resilience for 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 capacity of the City's infrastructure, systems, and residents to adapt and thrive no matter the impacts of a disaster or other disruptive event.

Bureau Goals

The bureau's strategic plan is aligned around four goals:

1. Continue to develop the City's suite of response and recovery plans.
2. Advance Emergency Coordination Center (ECC) readiness.
3. Foster connected and resilient neighborhoods.
4. Spur innovation and workplace excellence to reduce the City's disaster risk.

Bureau Organization

PBEM's organizational structure consists of five program areas:

- Administration and Strategic Plan Implementation
- Regional Disaster Preparedness Organization
- Emergency Operations
- Planning, Policy, and Communications
- Finance, Grants, and Business Operations

Strategic Direction

Emergency Management Accreditation Program

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 neighborhood led resilience efforts throughout the city. This focus will bring the Bureau closer to achieving Emergency Management Accreditation Program (EMAP) status. In the emergency management discipline, EMAP is the industry standard for excellence. Communities achieving EMAP are among the most prepared to handle any emergency. PBEM's goal is to achieve EMAP status by 2021.

PBEM Strategic Plan

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 vulnerable communities more effectively for disasters through neighborhood led efforts. Priorities are to ensure that 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 publicly-facing program with 1,183 active volunteers that cover 57 of 96 neighborhoods. NET volunteers are actively used to supplement the City's emergency response efforts. From October 2016 to January 2017, 234 NET volunteers contributed 2,334 deployment hours for the October wind storm, gas explosion in NW, December ice storm, and inclement weather/snow storm in January. Activities that NETs participated in included:

- Assisted Fire Bureau to maintain perimeters around downed power lines (including directing vehicular and pedestrian traffic);
- Assisted Fire and Police Bureaus to maintain the scene perimeter after the gas explosion;
- Staffed homeless warming shelters;
- Cleared TriMet MAX and light rail platforms of snow;
- Cleared storm drains to prevent urban pooling; and
- Helped Transition Projects, Inc. sort donations.

PBEM's Basic Earthquake Emergency Communication Node (BEECN) program has equipped 48 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 2016, 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 seismic shaking from earthquakes and pose life safety risk to occupants as well as bystanders. Over the course of the year, the bureau staffed a Policy Committee to develop seismic code change recommendations and pursue financial and other incentives to offset the cost to building owners. PBEM additionally convened three public meetings between September and October 2016 to provide information about the proposed policy and seek feedback to inform the final recommendations. A final policy proposal will be developed and submitted to City Council for approval by Fall 2017.

Significant Issues

As the Bureau works to implement its strategic plan goals, PBEM has been confronted with a number of significant issues. The most challenging issue has been the growing reliance on federal grant funds at the same time that grant funds have been diminishing, threatening ongoing operational stability and preventing the bureau from keeping up with technology demands for Emergency Coordination Center readiness. In light of the President's Executive Order regarding sanctuary cities, it is possible that PBEM's federal grants may no longer be available beginning in FY 2017-18. These grants have traditionally subsidized costs for personnel, technology services, and rent. Additionally, federal funds pay for programmatic costs for NET and BEECN programs and hazard mitigation projects for residential seismic strengthening.

In recent years, PBEM has been tasked with providing additional programs and services. PBEM is currently working at maximum capacity with a limited number of resources, and is attempting to identify the cost of achieving all goals and mandates with the construction and adoption of PBEM's new strategic plan.

Summary of Budget Decisions

Adds

Maintaining the City's Critical Infrastructure

To address the risks outlined above, the FY 2017-18 budget includes ongoing General Fund resources totaling $305,087 to maintain current service levels without dependence on grant dollars. Grant funds are used for personnel related to operating and maintaining the City's Emergency Coordination Center, interagency agreements for facilities and BTS technology services as well as other expenses. This package enables operational stability while freeing up resources for critical one-time bureau needs such as technology and software maintenance, should grant funds continue to materialize.

Neighborhood Emergency Team (NET) program expansion

The FY 2017-18 budget includes $350,605 in ongoing General Fund resources to support and enhance the recent success and growth of the NET program. Currently, 1.0 FTE operates the program, overseeing 1,183 active volunteers and successfully training 330 new volunteers last year. This package provides the program with two additional FTE and materials and services funding to provide expanded training - including culturally specific training and outreach - to help get the existing 1,554 Portlanders on the NET waitlist trained and activated in more neighborhoods across the city.

Limited Term Continuity of Operations Planner

The FY 2017-18 Adopted budget includes carryover of $125,814 in one-time General Fund resources to continue the Continuity of Operations (COOP) Planner for one additional year. The position was funded with one-time resources in FY 2016-17 to assist City bureaus in developing COOP plans that meet FEMA standards. Many City bureaus are still struggling to develop adequate continuity of operations programs. This Planner is a subject-matter expert who serves as a resource to all bureaus and supports the development of citywide policies and processes that promote resilient provision of services.

Limited Term RDPO Administrative Assistant

The FY 2017-18 budget includes $43,000 in one-time non General Fund dollars for a limited term, part-time Administrative Assistant position to support the increased Regional Disaster Preparedness Organization (RDPO) work load. This position is funded with a combination of regionally contributed funds and federal grant funds.

Map Your Neighborhood and Mailer

The FY 2017-18 budget includes carryover of $50,000 in one-time General Fund dollars for Map Your Neighborhood and a Citywide mailer, supporting the bureau's strategic plan to develop a workbook toolkit for disaster resilience planning and incorporate best practices from other jurisdictions and research data. The mailer will include areas of natural hazard risk, steps the public can take on mitigation efforts, a fillable mini-disaster plan and information about how to register for Public Alerts.

Critical Energy Infrastructure Project

The FY 2017-18 budget includes carryover of $29,000 in one-time General Fund dollars to develop proposals to improve the seismic resilience of the critical energy infrastructure hub. Funding and project direction was originally provided by Council in the FY 2016-17 Fall Supplemental Budget.

Reductions

One Percent External Materials and Services

Less than a one percent reduction of $8,000 will come from a decrease in the Bureau's contribution to the Regional Disaster Preparedness Organization (RDPO), which will be offset by additional contributions from other jurisdictions in the five-county greater Portland region.

Emergency Management

Description

The Portland Bureau of Emergency Management's programs include:

Administration

The Director's Office provides overall direction and management in support of the bureau's mission and objectives and implementation of the bureau's strategic plan.

Regional Disaster Preparedness Organization

The Director's Office is also responsible for supporting the implementation of the Regional Disaster Preparedness Organization (RDPO). The RDPO is a partnership of government agencies, non-governmental organizations, and private sector stakeholders in the Portland Metropolitan Region working together on preparedness for terrorism, earthquakes and other disasters of regional impact. The metropolitan region spans Clackamas, Columbia, Multnomah, and Washington Counties in Oregon and Clark County in Washington. The work of the RDPO is conducted and coordinated through a well-defined structure of committees and work groups that engage elected leaders, executives and subject matter experts from more than a dozen disciplines around the region.

Emergency Operations

The Operations Section is responsible for maintaining the operational readiness of the City's Emergency Coordination Center (ECC) and citywide ECC personnel, coordinating the Duty Officer program, delivering training and educational programs to the public via the Neighborhood Emergency Team (NET) program, and coordinating the Citywide Basic Earthquake Emergency Communication Node (BEECN) program. The Operations Section is also responsible for administering the crisis management software, WebEOC, for multiple counties and jurisdictions in the Portland area and overseeing the daily operations of the bureau including specialized ECC technology and communications. Additionally, the section is responsible for teaching emergency response principles and skills to PBEM staff and ECC responders through regular exercises that test City emergency plans and create opportunities for responders to practice.

Planning, Policy and Communications

This section is responsible for developing and updating Citywide emergency plans including: operational plans for how the City will respond to emergencies; the Citywide Continuity of Operations (COOP) plan which is a strategy to continue essential City functions following a widespread disruptive event; and the Natural Hazard Mitigation Plan, which is the City's strategy to reduce risks from natural hazards over time.

Planning is stakeholder-based. It seeks to engage all bureaus with an emergency response role, representatives from partner jurisdictions and a cross-section of the broader community for public facing plans. This section is also responsible for communications and community outreach activities, which include coordinating risk and crisis communications, while managing the Portland Bureau of Emergency Management's interaction with the community and other City bureaus.

Finance, Grants and Business Operations

This section maintains the financial integrity of the Bureau through administrative support and oversight, budget development, accounting, expenditure monitoring, financial reporting, human resources and administration of several federal homeland security and hazard mitigation grants.

Goals

Climate Action Plan Goals

PBEM participates in the City's Climate Change Preparation Team and works to support the goals of the Climate Action Plan. PBEM participates in a community health response to extreme heat days, including providing cooling center volunteers when requested. Through mitigation and operational response planning, PBEM also works to strengthen the city's capacity to respond to extreme heat, floods, and landslides.

Further, PBEM is working jointly with the Bureau of Planning and Sustainability and Portland State University's Institute for Sustainable Solutions to develop time-to-recovery goals for infrastructure, including scenarios for recovering from infrastructure damage caused by the effects of climate change. This work began in 2017 and will continue through 2019.

Equity Goals

The FY 2017-18 Adopted Budget includes funding for an additional position in support of the Neighborhood Emergency Team (NET) program. As part of this program enhancement, specific focus will be on targeting outreach to underserved communities to increase the number and diversity of trained neighborhood volunteers. As part of a related effort, PBEM contracted for public opinion research to provide data on Portlanders' awareness of natural hazards, steps households have taken to prepare, and barriers to greater preparedness. The research included focus groups for low-income parents and people under 30. This data will inform updates to key outreach materials and strategies, particularly for underserved communities. It will also be used to implement a companion effort, Map Your Neighborhood, to reduce barriers to NET program participation and ensure all Portland residents have access to disaster readiness opportunities.

Portland Plan

Both the EECN and NET programs implement emergency preparedness objectives of the Portland Plan by increasing "household, block and neighborhood scale emergency preparedness, including a system of gathering places, shelters and information and food and water distribution centers."

Comprehensive Plan Goals

Resilience is a guiding principal of the City's Comprehensive Plan; it is PBEM's mission to build a resilient Portland. All of PBEM's sections advance the resilience of the City in various ways. For example, the volunteer programs promote neighborhood resilience, while work on the Unreinforced Masonry (URM) policy creates a more hazard-resilient urban form. PBEM's ongoing work to support recovery after the NW 23rd gas explosion also promotes economic resilience at the neighborhood level.

Performance

The number of new public alerts and registrations is an indicator of the number of Portlanders who recognize the possibility of a disaster and take an action to become prepared. The bureau has a target of 5,000 new registrations for FY 2017-18.

The bureau has set a target to ensure 75% of bureaus have compliant COOP plans by the end of FY 2017-18.

The percentage of neighborhoods with active NET Teams measure is an important indicator of connected, resilient neighborhoods, which is a theme of the Portland Plan. The bureau has set a target that 75% of neighborhoods will have active NET teams in FY 2017-18.

Positive ratings from PBEM classes indicates the success of PBEM's training and exercise program. The bureau has a target of 75% of participants giving a good or excellent rating in FY 2017-18.

Changes to Services and Activities

As described in the Summary of Budget Decisions section, PBEM's FY 2017-18 budget includes an increase of $898,144 in funding, including an increase in ongoing General Fund support of $650,330. The budget also includes 3.5 FTE in new and carried forward staff. These additional resources will provide the bureau with operational stability and the capacity to significantly expand community resiliency and equity programming.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	17.50	20.00	19.75	18.50	21.50
Expenditures					
Administration & Support	2,158,026	1,940,133	2,918,843	3,058,536	3,058,536
Emergency Management	24,127	23,064	(18,472)	44,100	44,100
Emergency Operations	460,155	737,152	856,911	1,407,273	1,748,199
Exercises & Training	224,079	211,020	148,298	5,162	5,162
Planning & Mitigation	198,876	428,067	432,221	240,948	445,762
Public Information Office	119,197	152,275	127,271	250,108	250,108
Regionl Disaster Prep Org	1,936	145,705	236,877	248,375	248,375
Total Expenditures	**3,186,396**	**3,637,416**	**4,701,949**	**5,254,502**	**5,800,242**

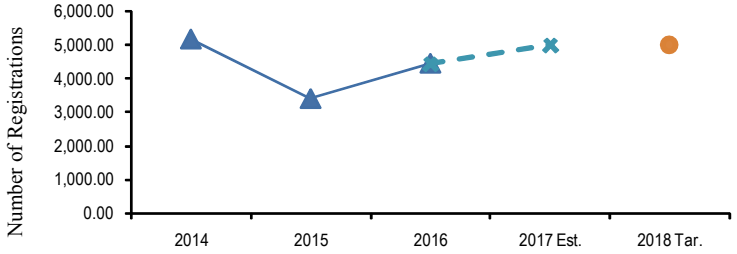
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of new PublicAlerts registrations	3,410	4,451	5,000	5,000	5,000
Percentage of bureaus with updated COOP plan that meets or exceeds FEMA standard	72%	72%	72%	75%	75%
Percentage of neighborhoods with active NET teams.	47%	59%	60%	68%	75%
Percentage of participants who rate PBEM classes and exercises as "good" or "excellent"	88%	77%	80%	60%	75%

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of bureau strategic plan objectives achieved or in progress	75%	86%	88%	25%	40%
Percentage of completed improvement plan tasks completed within a year of creation	75%	100%	100%	50%	75%
Number of City employees in a Portland Bureau of Emergency Management class or training annually	212	532	121	150	300
Percentage of bureau plans that are up-to-date according to their published standards	82%	80%	60%	60%	70%
Workload					
Number of new Neighborhood Emergency Team volunteers trained per year	137	396	109	400	900
Number of Neighborhood Emergency Team volunteers participating in advance training per year	293	120	100	100	400
Number of hours completed by students in Portland Bureau of Emergency Management classes annually	4,862	2,922	6,372	1,000	2,000
Number of active NET Teams	45	56	57	55	68

Performance Measures

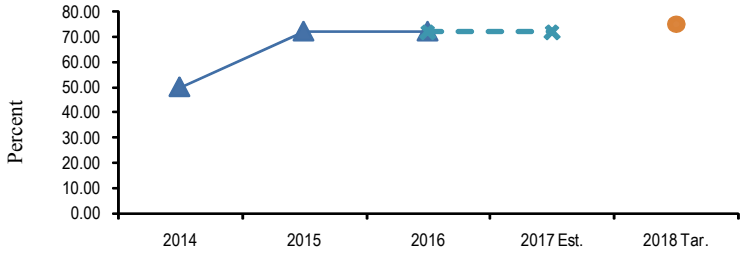
Number of New PublicAlerts Registrations

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.



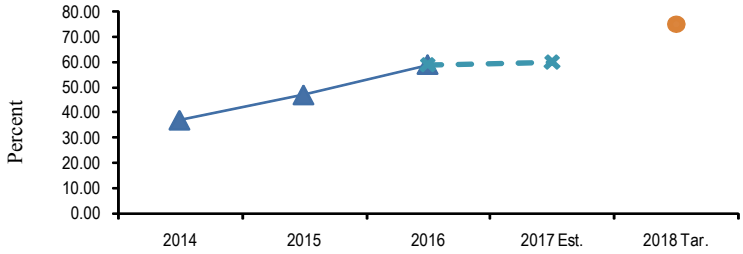
Percentage of Bureaus with Updated COOP Plans that Meet or Exceed FEMA Standard

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 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.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	0	34,706	0	183,135	0
Intergovernmental	1,700,518	991,151	2,041,428	2,181,492	2,379,282
Miscellaneous	1,740	1,350	720	0	0
Total External Revenues	**1,702,258**	**1,027,207**	**2,042,148**	**2,364,627**	**2,379,282**
Internal Revenues					
General Fund Discretionary	1,980,234	811,295	1,234,201	1,478,948	1,561,494
General Fund Overhead	1,183,147	1,404,815	1,415,600	1,751,532	1,849,466
Interagency Revenue	10,000	10,000	10,000	10,000	10,000
Total Internal Revenues	**3,173,381**	**2,226,110**	**2,659,801**	**3,240,480**	**3,420,960**
Beginning Fund Balance	(5,311,239)	(3,893,690)	0	0	0
Total Resources	**$(435,600)**	**$(640,373)**	**$4,701,949**	**$5,605,107**	**$5,800,242**
Requirements					
Bureau Expenditures					
Personnel Services	1,662,364	1,777,106	2,112,071	2,337,322	2,438,802
External Materials and Services	777,167	1,072,832	1,595,768	2,444,771	2,538,426
Internal Materials and Services	746,865	787,478	850,835	823,014	823,014
Capital Outlay	0	0	143,275	0	0
Total Bureau Expenditures	**3,186,396**	**3,637,416**	**4,701,949**	**5,605,107**	**5,800,242**
Fund Expenditures					
Fund Transfers - Expense	1,202,297	0	0	0	0
Total Fund Expenditures	**1,202,297**	**0**	**0**	**0**	**0**
Ending Fund Balance	(4,824,293)	(4,277,789)	0	0	0
Total Requirements	**$(435,600)**	**$(640,373)**	**$4,701,949**	**$5,605,107**	**$5,800,242**
Programs					
Emergency Management	3,186,396	3,637,416	4,701,949	5,254,502	5,800,242
Emergency Operations	0	0	0	350,605	0
Total Programs	**3,186,396**	**$3,637,416**	**$4,701,949**	**$5,605,107**	**$5,800,242**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000064	Accountant III	60,466	76,045	1.00	60,468	1.00	66,403	1.00	66,403
30000434	Administrative Assistant	49,774	76,648	0.00	0	1.00	49,776	1.00	49,776
30000440	Business Operations Supervisor	73,528	98,363	1.00	97,356	1.00	98,364	1.00	98,364
30000493	Community Outreach & Informtn Rep, Sr	66,622	88,837	1.00	72,984	1.00	74,734	1.00	74,734
30000430	Emergency Management Director	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000790	Emergency Management Operations Manager	89,149	118,747	1.00	89,148	1.00	92,808	1.00	92,808
30000012	Office Support Specialist II	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000464	Program Coordinator	66,622	88,837	1.00	69,156	1.00	71,289	1.00	71,289
30000465	Program Manager	69,971	93,413	1.00	92,784	2.00	163,380	2.00	163,380
30000466	Program Manager, Sr	82,909	110,448	1.00	103,644	1.00	107,892	1.00	107,892
30000463	Program Specialist	60,403	80,517	4.00	281,856	5.00	344,118	5.00	344,118
30000462	Program Specialist, Assistant	49,774	76,648	1.00	75,252	0.00	26,520	0.00	26,520
30000495	Public Information Officer	69,971	93,413	1.00	82,092	1.00	84,340	1.00	84,340
TOTAL FULL-TIME POSITIONS				15.00	1,218,516	17.00	1,373,400	17.00	1,373,400
30000434	Administrative Assistant	49,774	76,648	0.00	0	0.50	26,004	0.50	26,004
TOTAL PART-TIME POSITIONS				0.00	0	0.50	26,004	0.50	26,004
30000451	Management Analyst	63,419	84,552	1.00	63,420	1.00	63,420	1.00	63,420
30000464	Program Coordinator	66,622	88,837	3.75	290,709	2.00	166,308	3.00	254,064
TOTAL LIMITED TERM POSITIONS				4.75	354,129	3.00	229,728	4.00	317,484
GRAND TOTAL				19.75	1,572,645	20.50	1,629,132	21.50	1,716,888

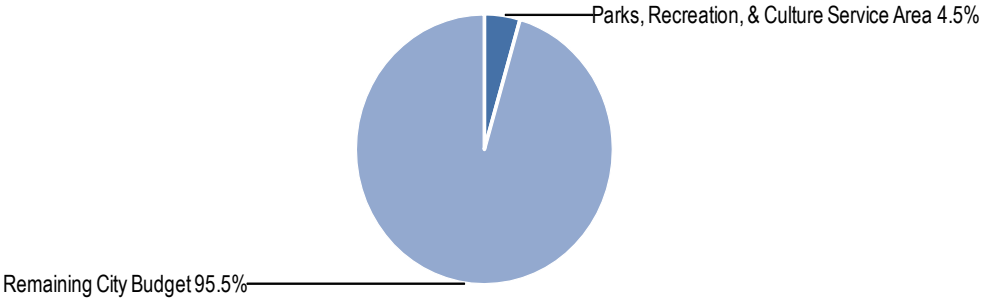
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	4,911,777	0	4,911,777	18.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	305,087	0	305,087	0.00	Federal grants backfill for ongoing operations
	0	43,000	43,000	0.50	Limited term RDPO administrative assistant
	350,605	0	350,605	2.00	NET program expansion
	2,638	0	2,638	0.00	OMF IA balancing
	(8,000)	0	(8,000)	0.00	RDPO partner contribution increase
Approved Budget Additions and Reductions					
	0	125,814	125,814	1.00	FY 2016-17 Carryover: COOP planner
	0	50,000	50,000	0.00	FY 2016-17 Carryover: Map Your Neighborhood
	0	29,000	29,000	0.00	FY 2016-17 Carryover: Energy Infrastructure Study
Adopted Budget Additions and Reductions					
	0	14,655	14,655	0.00	Updated IGA supporting WebEOC software
	0	(24,334)	(24,334)	0.00	One-time vacancy reduction for new positions
	650,330	**238,135**	**888,465**	**3.50**	**Total FY 2017-18 Decision Packages**
			5,800,242	**21.50**	**Total Adopted Budget**

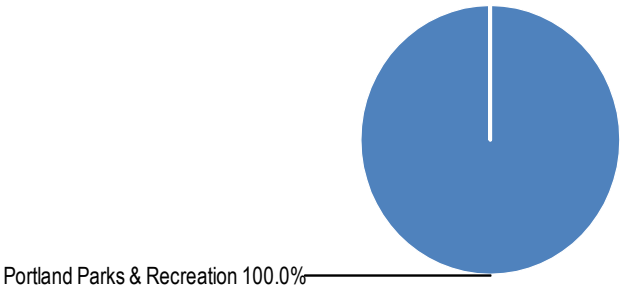
Parks, Recreation, & Culture Service Area

- Portland Parks & Recreation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	191,841,137	151,641,930	(40,199,207)	(20.95)
Capital	54,597,026	61,325,691	6,728,665	12.32
Total Requirements	**246,438,163**	**212,967,621**	**(33,470,542)**	**(13.58)**
Authorized Positions	666.32	626.45	(39.87)	(5.98)

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 2017-18 Adopted Budget is funded with $64.8 million in General Fund discretionary resources and an additional $106.2 million in non-discretionary revenue. Of a total of 626.46 FTE bureauwide, 560.92 FTE are funded in the General Fund. Changes from FY 2016-17 include the addition of $1.1 million in ongoing resources to fund the operations and maintenance of new parks and amenities, the capital costs of of which will be funded with the system development charge revenues. The Adopted Budget also includes $510,000 and 9.0 FTE to fund park rangers along the Springwater Corridor Trail and within the central city during evening hours. Funding of $200,000 is included to create a Health, Safety and Environment program within the bureau, and $52,000 was added for the annual costs of a restroom attendant at Pioneer Courthouse Square. One-time funding of $158,000 is included to fund beach access at Poetry at the Beach, along the southwest waterfront, for the 2017 summer, and one-time funding was added for capital improvements related to health, safety and environment. Ongoing funding for the preschool program was eliminated, but one-time funding was made available via the Parks Local Option Levy Fund to cover program costs at the current service levels and fee structure through FY 2017-18, with the intent that the program reaches full cost-recovery, including options for income-based scholarships, in future years. Reductions were also made in the FY 2017-18 budget, including a reduction of $137,000 for Buckman Pool, resulting in the permanent closure and a reduction of funding for the Ladd Circle Park and Rose Garden. Increased fees in the Urban Forestry program, the Arts and Music programs, and general fees at community centers will offset the reduction of General Fund resources.

Parks Construction and Maintenance Program

The FY 2017-18 Capital Improvement Plan budget is $61.3 million. Of this amount, $1.9 million is supported by the City's General Fund with remaining funding derived from grants, system development charges, the Portland Development Commission, Metro, the 2014 Parks Bond, and other sources.

Portland International Raceway

The FY 2017-18 Adopted Budget for the Portland International Raceway includes $1.9 million in program fee revenues, $1.3 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

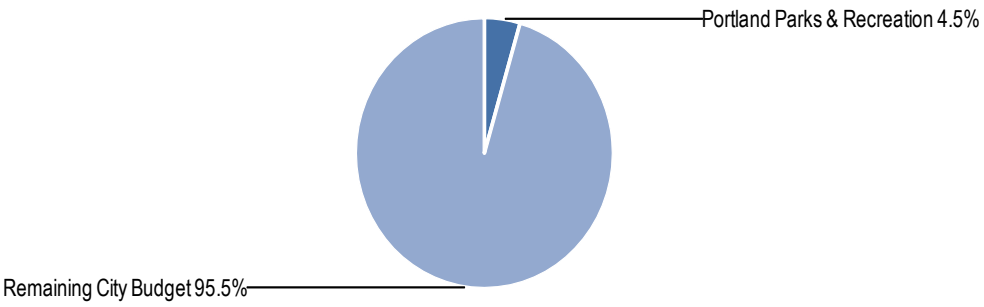
The FY 2017-18 Adopted Budget for the Golf program includes $9.4 million of program revenues, which funds $8.7 million in bureau level expenditures. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The Golf program does not receive any General Fund resources. The FY 2016-17 Adopted Budget includes 31.42 FTE.

Portland Parks & Recreation

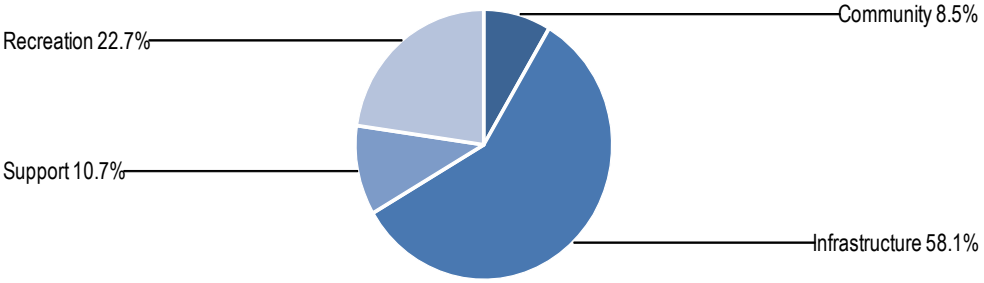
Parks, Recreation, & Culture Service Area

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

Percent of City Budget



Bureau Programs



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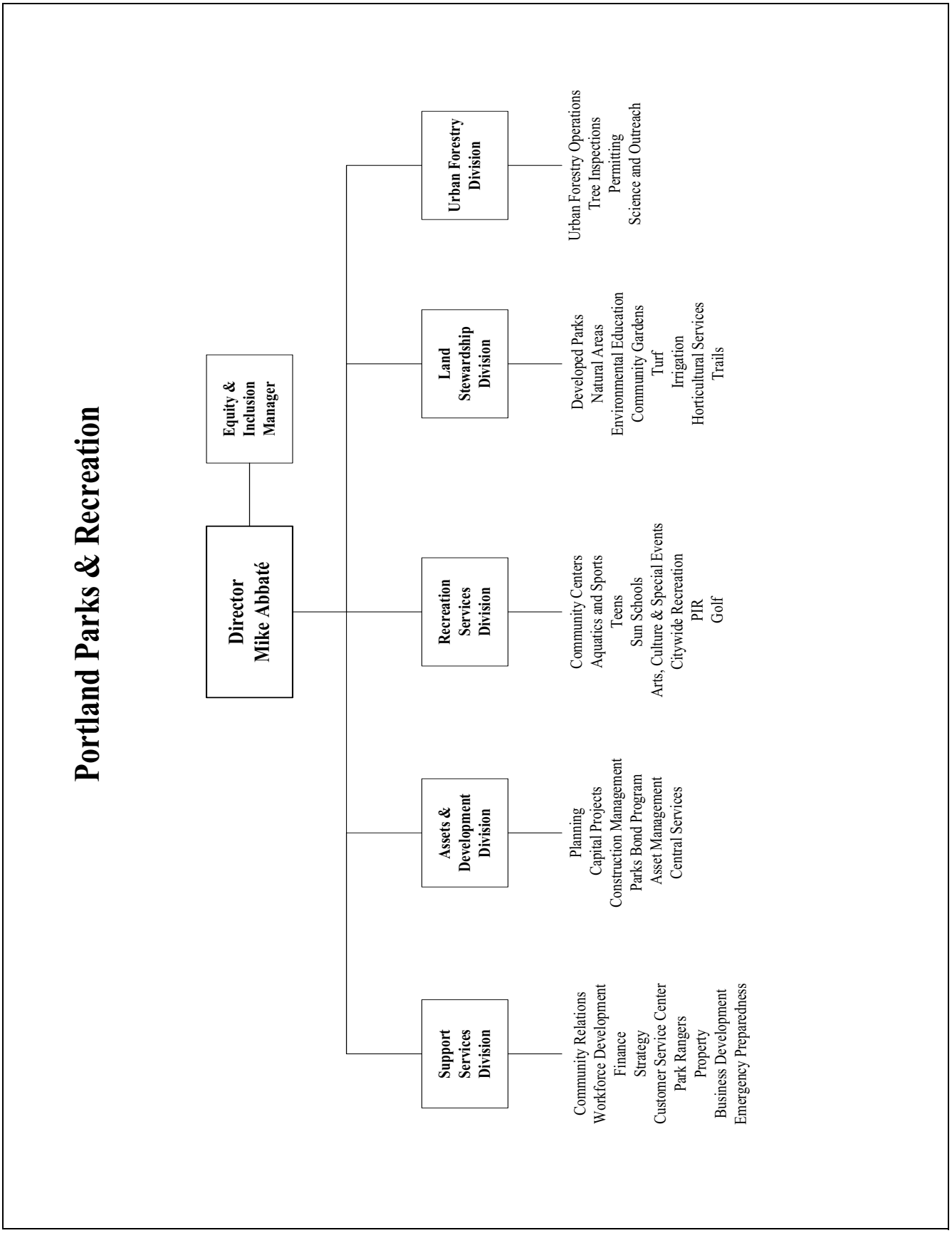

Portland Parks & Recreation
Director
Mike Abbaté
Equity &
Inclusion
Manager
Support
Services
Division
Community Relations
Workforce Development
Finance
Strategy
Customer Service Center
Park Rangers
Property
Business Development
Emergency Preparedness
Assets &
Development
Division
Planning
Capital Projects
Construction Management
Parks Bond Program
Asset Management
Central Services
Recreation
Services
Division
Community Centers
Aquatics and Sports
Teens
Sun Schools
Arts, Culture & Special Events
Citywide Recreation
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 and Outreach

Bureau Summary

Bureau Mission

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

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

The bureau accomplishes this through:

- Establishing and safeguarding the parks, natural resources, and urban forest, thereby ensuring that green spaces are accessible to all;
- Developing and maintaining excellent facilities and places for public recreation and community building;
- Providing dynamic recreation programs and services that promote health and well-being for all; 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 13 swimming pools, 11 community centers, three music/dance centers, six golf courses and one motor raceway.

The Organization

PP&R manages one of the nation's most comprehensive park and recreation systems. In 2011, Portland Parks & Recreation won the Gold Medal as the best-managed park system in the U.S. The bureau employs 626.5 full-time employees and more than 3,100 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with about 457,000 hours of volunteer time each year.

Bureau services are delivered through five divisions 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, the Summer Free for All program, aquatics, sports and teen programming, as well as specialized recreation services for seniors, for people with disabilities, and through the Schools Uniting Neighborhoods (SUN) program. This department also includes the Golf Program and Portland International Raceway.

Assets & Development

The Assets and Development Division is responsible for planning, new park design and construction, the Park Replacement Bond program, asset management, and centralized maintenance and repairs, as well as oversight, preparation, and administration of the Bureau's Capital Improvement Plan.

Support Services

The Support Services Division collaborates and coordinates with local and regional partners, provides policy direction to the bureau, engages the public in decision-making processes and 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 and financial reporting and oversight; fundraising, grants and partnerships; workforce development and bureau-wide training; performance and analysis; 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. These 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 and Inclusion team. The Equity and Inclusion Manager advises the bureau director and works collaboratively with the entire PP&R organization, as well as internal and external advisory committees, to ensure policies, programs and services are culturally responsive and meet the City's racial equity goals. The Equity and Inclusion team developed the bureau's Five-Year Racial Equity Plan, and coordinates extensively with the City's Office of Equity and Human Rights and Bureau of Human Resources.

Strategic Direction

PP&R's focus in the near term will be:

1. Addressing major maintenance needs and investing in existing parks infrastructure. The major maintenance funding gap over the next 10 years (beyond anticipated existing resources) is estimated at $248 million.

2. Closing existing service-level gaps so that all Portlanders have access to park and recreation services. This work includes building parks in areas that do not have them, 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 (using Parks for New Portlanders and other outreach efforts), and continuing to grow teen's usage of facilities and programs.

3. Delivering on the 2014 Parks Replacement Bond (Bond). PP&R has made good progress. However, the next 18-24 months are pivotal. With escalating costs and marketplace constrictions, PP&R must be extremely disciplined in order to deliver. PP&R has an excellent Oversight Committee, which is holding the bureau to benchmarks and completing the improvements that were promised to voters.

4. Continuing to diversify the workforce. There has been great success in the past three years. The new hires are significantly more diverse, promotions were for a much more diverse group of employees, and consequently, the bureau now reflects the community served to a much greater degree. But there is still much work to do. PP&R will continue this progress, using the Five-Year Racial Equity Plan as our road map and benchmark.

5. Laying the groundwork for the next long-range visioning for Portland's Parks. PP&R currently strives to meet the objectives laid out by Portlanders and the City Council in 2001 in the Parks 2020 Vision. Drawing close to the end of this decade, PP&R must lay the groundwork required for the next strategic plan. This means thinking strategically, and ensuring PP&R have the staff, systems, technology, and resources needed to develop the next 2030 or 2040 Portland Parks Vision. This will require community surveys, analytics, performance metrics, detailed inventories of assets, demographic analysis, and new approaches to engage a changing Portland.

Themes and associated goals from the latest PP&R Strategic Plan including the following:

Health

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

Recreation Services

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

Access and Equity

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

Trails

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

Asset Management

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

Sustainability

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

Summary of Budget Decisions

Adds

Convert Contracted Security Services to PP&R Rangers

The Adopted Budget includes $152,148 in ongoing General Fund discretionary and 5.0 FTE to convert the existing security contract for central city parks during evening hours into permanent positions within the Ranger Program. These positions will provide patrol and parks ambassador services in downtown parks, including Waterfront Park, South Waterfront Park, and the North Park Blocks.

Operations and Maintenance Funds for New Parks and Acquisitions

The Adopted Budget includes $1,111,237 in ongoing General Fund discretionary and 5.0 FTE to fund the operations and maintenance costs of 14 new park or amenities that will be built using SDC resources. Due to the expected timeline for when new parks and amenities will be placed into service, there is a one-time reduction of $256,400 to the FY 2017-18 funding. Included are one-time funds to City Fleet to purchase 10-15 new pieces of fleet equipment for oncoming new staff, and are budgeted as part of this package per Resolution 35960.

Health, Safety, and Environment Organizational Alignment

Ongoing funding of $200,862 in General Fund discretionary and 2.0 FTE are included in the Adopted Budget to create a Health, Safety and Environment program within Parks. This program will address lead abatement and other health issues, ultimately increasing public and worker safety.

Springwater Trail Rangers & Campsite Clean-up

The Adopted Budget includes $363,760 in ongoing General Fund discretionary and 4.0 FTE to convert limited-term positions into permanent ranger positions that will continue to patrol the Springwater Corridor and East Portland parks for the near term. These rangers will enforce the City’s camping restrictions while also providing referral services to people experiencing homelessness along the Springwater Trail.

Pioneer Courthouse Square Restroom Security/Attendant

The Adopted Budget includes $52,000 in ongoing General Fund discretionary to fund a contract for restroom services for the soon-to-be renovated restroom in Pioneer Square. Additionally, $23,000 currently funding clean-up services for a restroom at SW 3rd and Clay will be reallocated to fund the Pioneer Square contract, bringing the total funds for the contract to $75,000.

New Health, Safety, and Environment (HSE) Projects

The Adopted Budget includes $203,000 in one-time funding for capital costs of improving the health, safety and environment of Parks' visitors and employees.

Willamette River Access - Poetry at the Beach

The Adopted Budget includes $158,000 in one-time General Fund discretionary to fund the costs of opening beach access for swimming along the Willamette River near the south waterfront during the summer of 2017. Funding will provide for safety services, Park Rangers, and program staff.

Interagency Agreement Balancing

The Adopted Budget includes $272,123 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, homelessness impact reduction, and the conversion of an Assistant Claims Technician. General Fund resources have been added to fund these increased costs.

Reductions

Increased Compliance for Permitted Activities in Parks

The Adopted Budget decreases General Fund discretionary resources by $90,542, increases permit fee revenues by $125,000, and adds 0.5 FTE for parks permit monitoring, the goal of which is to monitor permitted events and then adjust permit fees as necessary. This position will increase permit revenues while also ensuring that events within Portland parks follow guidelines, lessening the negative impacts of large events and improving the preservation of parks.

Permanently Cease Operating Buckman Pool

The Adopted Budget reduces $93,528 of General Fund discretionary resources and $44,158 of program revenues from the Aquatics Program, resulting in the permanent closure of Buckman Pool. The pool is currently closed due to hazardous conditions, and the pool's owner, Portland Public Schools, has indicated that it is not willing to make the necessary repairs.

Sustainable Landscapes Initiative

The Adopted Budget reduces $96,994 of General Fund discretionary resources that currently funds 1.0 FTE Turf Tech, seasonal maintenance workers, and costs of mowing and irrigation materials. Resources are also realigned to create a program manager position who will oversee the implementation of the bureau's sustainable management practices, ultimately yielding budget savings by eliminating mowing and irrigation at ten parks after converting these sites into sustainable landscapes.

Automated Bathroom Lockup

The Adopted Budget reduces $80,000 in General Fund discretionary resources that fund seasonal ranger positions who provide lock-up services at park restrooms. Rather than having rangers conduct the nightly lock-ups, the bureau will install automated locking systems at restrooms in Portland parks that will be funded by $500,000 in system development charge (SDC) revenues.

Increase Urban Forestry Fees

The Adopted Budget decreases General Fund discretionary resources by $100,267, which would be offset by an increase in permit and enforcement fees of the Tree Code program. These fee increases will allow the Tree Code Program to maintain its current service levels while also helping it to achieve the goal of greater cost-recovery.

Eliminate Maintenance at Ladd Circle Park & Rose Gardens

The Adopted Budget decreases General Fund discretionary resources by $96,668 and 1.0 FTE, which will eliminate horticultural services at Ladd Circle Park & Rose Gardens. The park will continue to receive irrigation and mowing services. This reduction removes an inequitable service level to a small portion of the City and redistributes these savings to other General Fund needs.

Fee Increases in Arts & Music Programs

The Adopted Budget decreases General Fund discretionary resources by $70,000, which will be offset by an increase in fee revenues at the Community Music Center and Multnomah Arts Center.

Fee Increases at Community Centers

The Adopted Budget decreases General Fund discretionary resources by $100,000, which will be offset by increase in drop-in fees, rentals, and prepaid classes at various community centers.

Preschool Program

The Adopted Budget reallocates $624,711 funding from the Parks Local Option Levy Fund to the preschool program in FY 2017-18 and eliminates ongoing General Fund discretionary resources. The Adopted Budget also includes a budget note that directs the bureau to achieve full cost-recovery for the program, with appropriate low-income subsidies, after the Local Option Levy bridge funding is no longer available.

Realignments

Dutch Elm Disease Treatment to Citywide Tree Maintenance

The Adopted Budget realigns $230,000 of General Fund discretionary resources for the Urban Forestry divisions' removal of Dutch Elm Disease infected street trees to instead fund the maintenance of the publicly-owned Heritage Trees ($160,000) and the maintenance of trees on Park's properties (approximately $70,000). Reallocating these resources will allow the bureau to more equitably distribute Urban Forestry resources by servicing the City's 300 heritage trees and other Parks-owned trees.

Summer Free For All Program

The Adopted Budget realigns resources within the Summer Free for All (SFFA) program to fit within the current ongoing budget of $518,000 while retaining the core aspects of the program. Previously this program received an additional $130,000 in outside sponsorship funding or one-time General Fund discretionary resources. This program will continue to include neighborhood concerts, movie events, and mobile playgrounds offering federally-subsidized lunches; however, the program will no longer include the rock climbing wall and mobile playground sites in some locations.

Carryover

FY 2016-17 Carryover: Master Plans

The FY 2017-18 Adopted Budget includes $210,000 in one-time General Fund resources to support projects that were initially budgeted in FY 2016-17 but will continue into FY 2017-18. These projects include master plans for new parks in East Portland and the off-road cycling plan.

Budget Notes

Sustainable Funding for the Preschool Program

Council directs Portland Parks & Recreation to implement a full cost recovery plan for the Preschool Program by the end of FY 2017-18. This plan should include a scholarship component, which will be funded with an increase in program fee revenues. Outreach for the scholarship program should be targeted at communities of color and children with special needs.

Long-Term Financial Plan

Council directs Portland Parks & Recreation to develop a long-term financial plan, which specifically outlines options to address SDC-funded system expansion and long-term major maintenance needs. This plan should outline alternative funding options and possible service tradeoffs if new resources for O&M and major maintenance needs are not available. A status update should be submitted to Council along with the bureau's FY 2018-19 requested budget. The final plan should be submitted to Council in December of 2018.

Capital Budget

Capital Summary

CIP Highlights

PP&R has over $1.3 billion in assets spread over 11,697 acres of park space. The Capital Improvement Program, which builds upon City priorities, Parks 2020 Vision, and the Total Asset Management Plan, has two primary objectives: fixing the system by maintaining existing assets, and growing the system in order to provide equal recreation opportunities to all residents. PP&R does both of these as efficiently and sustainably as possible. Specifically, PP&R strives to:

- Protect and maintain those existing assets that provide desired levels of service through maintenance, rehabilitation and renewal;
- Provide new service, expand capacity to accommodate growth, and provide equitable levels of service through the expansion of existing facilities and the construction of new parks and facilities; 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 families and residents do not have ready access to parks, recreation facilities, or open space. Along with deteriorating infrastructure, this has been a community concern that is voiced regularly and was thoroughly documented in the Parks 2020 Vision Plan. PP&R has a service-level goal articulated in Vision 2020 to provide a park or natural area within a half mile of every resident in Portland. In 2015, the bureau met that service-level goal for 80% of Portlanders, but 20% of Portlanders still cannot walk to a local park or natural area within 15 minutes (average walking time for a half mile). PP&R continues to work toward ensuring that 100% of Portlanders will be within a half mile of a park or natural area. Challenges include finding appropriate properties for sale by willing sellers that can serve as new parks, obtaining upfront costs for acquisition and development, and balancing limited operating and maintenance resources.

Funding

As PP&R seeks alternative funding sources to respond to major maintenance needs, funding is readily available for other priorities. The System Development Charge (SDC) revenues and tax increment financing in urban renewal areas are effective sources of funding for land acquisition and project development where projects qualify. This is especially true where population growth and capacity-driven needs are the underlying premise to development. Since SDCs are intended to respond to increased capacity needs due to growth from housing and commercial development, SDCs are not able to be used for performing major maintenance activities on existing infrastructure. PP&R has a small allocation of major maintenance funding each year from the General Fund. With the passage of the Parks Replacement Bond in November 2014, PP&R has the opportunity to fund some of the most urgent major maintenance improvements for existing infrastructure through the Replacement Bond ($68 million). The Bond, however, will not fund the majority of the existing major maintenance needs, resulting in an anticipated unfunded gap of $248 million over the next 10 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.

Aging Infrastructure

Portland's park system dates back to 1860 and includes many heavily used facilities and active open spaces. Aging infrastructure limits service levels in developed parks, community centers, and cultural facilities. Years of reduced investment and deferred maintenance have further aged infrastructure and increased the funding gap between current investment levels and what PP&R ought to be investing in capital repair, rehabilitation, and replacement of existing infrastructure.

Certainty of Operating and Maintenance Funds

One of the greatest issues facing Portland's park system is the increasing cost of operations and maintenance (O&M). A dependable, annual revenue stream for O&M is essential to maintain the existing infrastructure in the system. PP&R is dependent upon ongoing O&M funds being approved in concert with new park construction, consistent with City financial policies.

Capital projects are prioritized within the bureaus 20-year Capital Improvement Program (CIP). Projects are rated by a committee that uses the Capital Project Review Criteria and Rating system. This rating system and criteria is included in the PP&R Capital Planning Manual.

Based upon the rating of each capital project, the CIP Committee recommends maintenance projects for inclusion in the five-year CIP, which is created for submission in the PP&R Capital Budget.

Criteria

Each capital project request is reviewed with regard to the following criteria:

- Legal compliance
- ADA compliance
- Public support
- Conformance to City and/or PP&R plans
- Effect on level of service
- Addresses equity
- Addresses human health and safety
- Protects capital assets or facilities
- Improves environmental quality
- Effect on operating and maintenance costs
- Financing/business opportunities for the capital project or ongoing maintenance

Changes from Prior Year

The following capital projects were completed during the past year:

Bond Projects

- Grant Pool PART 1
- Matt Dishman Pool
- Wilkes Loo
- Parklane Loo
- Sellwood Roof
- Peninsula Pool Study PART 1

Capital Projects

- Strausser Field
- Duniway Field
- Colwood Golf Course
- Lan Su Chinese Garden
- Westmoreland BES Culvert Work

Work continues on capital projects, including but not limited to the following:

- Thomas Cully Park Development
- Spring Garden Park Development
- A variety of Parks Replacement Bond projects
  - Grant Pool PART 2
  - Argay Tennis Courts
  - Ventura Playground
  - Couch Park Playgrounds
  - Forest Park Bridges
  - Rieke Field Renovation
  - Halprin Fountain Restoration
  - Washington Park Rose Garden
  - North Park Blocks Playground
- Gateway Discovery Park
- Luuwit View Park
- Whitaker Ponds

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;"

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. Asset management, inventory and condition information, and staff technical knowledge also inform development of capital project requests. Because park development is integral to many other city planning efforts, PP&R staff coordinates projects with a variety of Citywide teams.

City Comprehensive Plan

PP&R's Capital Improvement Program is consistent with the existing City Comprehensive Plan 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 should be based on the lowest total life-cycle costs to provide equitable levels of service and broad community support, and improvements should be located in deficient areas of the park system. These projects should support neighborhood stabilization and community development projects and policies, and be consistent with park master plans.

Financial Forecast Overview

The major challenge to PP&R's capital planning is the lack of stable revenue sources in combination with urgent and unanticipated needs that can result from deferring maintenance. There have been improvements made to the capital planning process with implementation of a five-year capital forecast, an asset management assessment approach, and an iterative process that includes open discussion of priorities with the community.

Asset Management and Replacement Plan

PP&R continues to refine and implement its asset management approach by extending 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 2018-22, the CIP reflects an expanded emphasis on capital maintenance to address ongoing major maintenance, large individual maintenance projects, and system-wide improvement projects, as well as a focus on maintaining equity of public access to existing assets. The CIP only presents projects that have anticipated funding; no unfunded projects are presented in PP&R's five-year CIP. Because the five-year plan only includes projects with anticipated funding sources, it is a subset of the full 20-year forecast of all capital projects needed to maintain existing assets or expand the system.

The funding needed for capital maintenance of the existing asset base over a ten-year forecast is over $330 million. Currently, an estimated $248 million of the anticipated major maintenance funding needs are unfunded. The internal allocation of discretionary General Fund resources for major maintenance is approximately $1.7 million, or $7.5 million over the five-year plan. PP&R continues to address its highest-priority concerns with these funds.

Capital Programs and Projects

Capital Program Descriptions

Projects within the capital program meet two primary objectives: to maintain and to expand the system. PP&R typically has fewer existing funding resources available to maintain the existing system than to expand the system through acquisition or new development. To act as a proper steward of public resources and budget accordingly, PP&R attempts to balance the two primary objectives by only expanding the system as resources are made available to sustain system maintenance over the long term. For maintenance and smaller growth projects, the bureau requests and sets aside funds each year so that maintenance and expansion needs can be adequately met.

The bureau categorizes projects into six program areas: Acquisitions; Buildings & Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads and Trails; and Enterprise. Each program area, except Acquisitions, includes maintenance as well as growth-related projects. The $95.31 million, five-year distribution of projects across program areas is as follows:

- Acquisitions - $8.48 million (9%)
- Building & Pools - $27.12 million (29%)
- Developed Parks - $33.02 million (35%)
- Green Infrastructure - $1.37 million (1%)
- Recreation Features - $12.55 million (13%)
- Utilities, Roads and Trails - $12.69 million (13%)

Funding Sources

The diverse capital funding sources for PP&R for FY 2017-18 include the following:

- Bond Funding - $20.36 million (34%)
- General Fund (including carryover) - $5.23 million (9%)
- System Development Charges (SDC) - $32.93 million (54%)
- Other Outside Funding, Donations, PDC and grants - $1.97 million (3%)

Major Projects

Major Maintenance: ongoing General Fund is $1,749,792, allocated as follows:

- $300,000 Bridge Assessment and Repair
- $60,000 Hillside Community Center DDC System
- $140,000 Children's Museum DDC System
- $175,000 Forest Park Culverts
- $315,000 East Portland Pool Replaster
- $131,000 Salmon Street Fountain Electrical Repair
- Remainder: emergencies, ADA Barrier Removal, and contingency

Buildings & Pools: Parks Replacement Bond funding will address the most critical deferred maintenance needs. Funded projects include repairing the St. Johns Community Center Roof, repairing restrooms and loos throughout the city, and providing new ones in areas that were previously underserved, and addressing Mt. Tabor Yard and Urban Forestry maintenance facilities' needs.

Green Infrastructure: Prosper Portland resources and System Development Charges (SDC) are currently funding improvements at Leach Botanical Garden. Mitigation funding from the Sellwood Bridge project is funding site restoration at the Riverview property.

Developed Parks: Major projects in this program include Luuwit View Park development and the Gateway Discovery Park project, as well as development projects at Spring Garden Park and Parklane and Errol Heights. The Parks Replacement Bond is funding major repairs at Pioneer Square.

Recreation Features: Electrical system repair at the iconic Salmon Street Springs Fountain in Governor Tom McCall Waterfront Park is funded by the General Fund Major Maintenance allocation. The Parks Replacement Bond is funding the replacement of the artificial turf at Mary Reike School in Southwest Portland, as well as replacement of the Couch, Creston, Kenton, Lents Lynchview, North Park Blocks, and Ventura Park playgrounds.

Utilities, Roads, and Trails: PP&R will inventory and assess all park bridges; this project will be funded over five years totaling $1 million. This is being funded out of the general fund Major Maintenance allocation. SDC resources will provide grant match funding 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 will fund trail bridge replacement on the Maple Trail, Macleay Park Trail, and the Springwater Corridor.

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

Net Operating and Maintenance Costs

As new assets are budgeted, the bureau will request ongoing resources to cover the expected operating and maintenance costs in the prior year budget pocess, per City financial policy. This is necessary in order to ensure that new assets are maintained and are financially sustainable.

Recreation

Description

The Recreation program provides an extensive range of programmed aquatic, arts and sports activities that are delivered at community centers, pools, parks and SUN community schools. The Recreation program also provides education and socialization opportunities that contribute to an enriched and healthy community.

Goals

The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Recreation program include the following:

- Contribute to improved health outcomes for youth through increased physical activity and improved nutrition,
- Connect more youth to the outdoors, physical activity, and their communities; and,
- Improve the recreation service delivery model through coordinated programming, integrated marketing, and supporting services.

Performance

Performance in the Recreation program is informed by strategies and goals in the bureau's Recreation Revolution Service Delivery Strategy and the bureau's Cost Recovery Policy for fee-supported programs. From the City Auditor's Annual Resident Survey, the percentage of residents rating the overall quality of parks as good or very good was 82% in FY 2015-16. For recreation centers the overall quality as good or very good declined from 75% in FY 2014-15 to 72% for FY 2015-16. Despite recent price increases, the City Auditor's resident survey indicates that 68% of residents feel that the affordability of recreation programs is good. However, PP&R has supplemental research that suggests that recreation fees are a barrier to access for Latino residents, and many customers receive scholarships. Demand for scholarships continues to increase with $630,000 of services granted annually to individuals through scholarships.

Changes to Services and Activities

Changes in FY 2017-18 include elimination of General Funds to support PP&R-sponsored Preschool programs, providing Levy Funds to operate the program for one year while a sustainable funding model is explored. Funding to support Buckman Pool has been eliminated, consistent with Portland Public Schools' recent closure of the facility due to lead paint issues. A realignment fixes a structural funding deficit in the Summer Free for All program. Fees will be increased at community centers, the Multnomah Arts Center, and the Community Music Center in order to replace General Fund resources.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	141.08	220.67	273.23	231.10	231.10
Expenditures					
Aquatics	6,241,425	6,544,168	6,953,750	6,711,712	6,711,712
Arts	1,947,974	2,164,569	1,947,050	1,925,763	1,925,763
Community and Socialization	12,412,425	14,449,555	17,678,411	17,607,411	17,607,411
Sports and Games	13,304,647	13,096,873	12,910,194	12,625,540	12,625,540
Total Expenditures	**33,906,471**	**36,255,165**	**39,489,405**	**38,870,426**	**38,870,426**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of residents rating the overall quality of parks as good or very good	85%	82%	82%	84%	80%
Percentage of residents rating the overall quality of recreation centers and activities as good or very good	75%	72%	75%	75%	70%
Effectiveness					
Total number of golf rounds played	249,061	360,615	308,357	345,293	345,293
Percentage of residents satisfied or very satisfied with the affordability of recreation programs	68%	69%	69%	69%	65%
Percentage of residents who highly rate the quality of instruction, coaching, and leadership within recreation programs	65%	61%	61%	61%	61%
Workload					
Portland International Raceway number of use days	531	563	482	525	525
Portland International Raceway attendance (estimated)	352,000	300,000	275,441	309,000	309,000

Support

Description

The Support program includes services such as financial management, long-range planning, employee services, strategy, policy development, and performance monitoring.

Goals

The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. The Support program provides services to all other programs and activities of PP&R, and is involved in progress towards all the outcomes of the Parks Strategic Plan. Goals most germane to services within the Support program include the following:

- Diversifying the workforce to reflect Portlanders; and
- Improving the recreation service delivery model through coordinated programming, integrated marketing, and supporting services.

Performance

Performance tracking in the support program relates to internal efforts to diversify PP&R's workforce, employee satisfaction and efforts towards reducing greenhouse gas emission. PP&R administers an annual employee survey to all employees. Participation in the 2016 survey included 77% of all permanent employees. Overall employee satisfaction was unchanged from the prior year at 70%. Employees rating the quality of internal communications as good declined from to 50% to 47%. Employee diversity increased by 3% in FY 2015-16; currently, 31% of PP&R's workforce are people of color. Consistent with Citywide goals, PP&R's greenhouse gas emission decreased last year. Continued investments in energy efficiency will be needed to maintain progress towards the City's goals.

Changes to Services and Activities

After several years of reductions, the FY 2017-18 does not include any significant changes to the Support Program.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	64.97	76.82	81.17	78.43	78.43
Expenditures					
Business Services	11,985,355	14,497,421	16,597,943	17,551,916	17,356,203
Planning	1,069,641	1,044,936	1,641,415	739,347	949,347
Total Expenditures	**13,054,996**	**15,542,357**	**18,239,358**	**18,291,263**	**18,305,550**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of employees satisfied or very satisfied	75%	70%	70%	75%	65%
Percentage of employees rating internal communication as good or very good	50%	47%	50%	50%	50%
Employees of color as a percentage of total	28%	31%	32%	33%	33%
Female employees as a percentage of total	56%	56%	56%	56%	56%
Annual amount of greenhouse gas emissions	11,876	12,041	12,000	12,000	10,000

Infrastructure

Description

The Infrastructure program includes all activities related to maintenance, capital construction, and design of PP&R facilities, structures, grounds, parks and natural areas. The Infrastructure program also includes all aspects of property acquisition, disposition and management.

Goals

The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Infrastructure program include the following:

- Provide equitable access to developed parks and natural areas within walking distance to all residents;
- Extend ecologically sustainable landscape management practices over the entire spectrum of green infrastructure; and
- Improve the condition of PP&R's built and natural assets by implementing an asset management program.

Performance

Performance tracking in the Infrastructure program is guided by the bureau's Asset Management program and the Parks 2020 Vision. The Asset Management program provides measures related to best practices in the management of park grounds, facilities, and amenities. Funding levels for facility maintenance remain below the target level of 2-4% of current replacement value. If this trend continues the condition of facilities over time will further decline. The percentage of residents rating the quality of facilities as good or very good is 66%. Perceptions about the quality of grounds was relatively stable in FY 2015-16 with 84% rating grounds as good or very good. Park and community center access continues to be limited for many neighborhoods in Portland, with approximately 1/5 of households lacking access to a park in their neighborhood and 70% of households lacking access to a full-service community center. The Parks 2020 Vision identifies a goal to provide access to a park within half-mile of every household. Similarly, access to a full-service community center is to be provided within a three-mile radius of all Portland households.

Changes to Services and Activities

Changes in FY 2017-18 include the reduction of staff to provide daily maintenance on park grounds and realignments to support sustainable landscape management. New General Fund resources address the needs of the bureau's Health, Safety and Environment initiative.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	205.75	212.75	226.50	229.50	229.50
Expenditures					
Capital Development	16,602,238	13,044,876	68,430,186	62,172,977	62,455,455
Maintenance	26,352,919	28,783,053	31,116,368	34,344,733	34,303,584
Property	856,740	865,376	1,348,264	2,639,156	2,619,070
Total Expenditures	**43,811,897**	**42,693,305**	**100,894,818**	**99,156,866**	**99,378,109**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of residents living within three miles of a full- service community center	69%	70%	70%	70%	70%
Number of acres of invasive weeds treated annually	1,397	2,173	2,000	2,000	2,000
Percentage of residents living within one-half mile of a park or natural area	80%	81%	81%	82%	82%
Effectiveness					
Percentage of residents rating park grounds as well maintained	84%	84%	84%	84%	84%
Percentage of residents rating park facilities as well maintained	65%	66%	66%	69%	66%
Percentage of residents rating proximity to parks as good or very good	84%	83%	83%	83%	83%
Number of park acres per 1,000 residents	19.40	19.10	19.10	19.10	19.10
Workload					
Number of miles of regional trails	156	156	156	156	156
Number of acres of natural areas	7,908	7,921	7,921	7,921	7,921

Community

Description

The Community program includes services related to community engagement, leadership, public safety, sponsorship, volunteers, and communications.

Goals

The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Community program include the following:

- Expand active recreation by partnering with the public health community; and
- Improve recreation opportunities for underserved communities.

Performance

Volunteers donated about 457,000 hours to PP&R in FY 2016-17. Perception about the safety of parks has decreased since FY 2014-15, with 79% of residents feeling safe walking alone in a park during the day, compared to 82% in FY 2014-15. Residents in East Portland reported feeling less safe when compared to all other areas.

Changes to Services and Activities

The FY 2017-18 budget includes ongoing funding for positions in the bureau's security program to maintain and improve coverage in parks most heavily impacted by homelessness, particularly the Springwater Corridor and East Portland. Other changes include additional revenue from increased compliance with existing park rules.

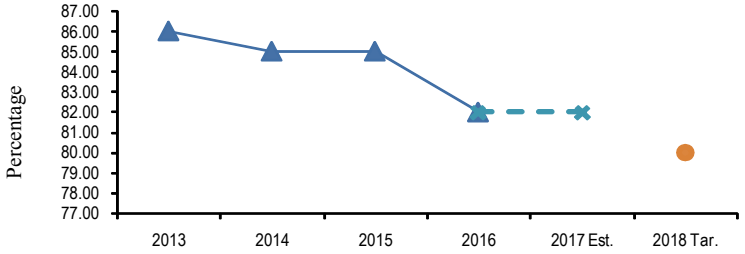
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	45.54	69.88	85.43	87.42	87.42
Expenditures					
Community Engagement	2,771,972	4,388,455	5,373,916	4,999,589	4,999,589
Leadership and Advocacy	834,214	711,260	673,548	654,959	654,959
Marketing & Communications	737,866	757,479	626,684	1,050,965	1,050,965
Visitor Services	4,424,381	5,650,579	8,150,580	7,549,673	7,797,083
Total Expenditures	**8,768,433**	**11,507,773**	**14,824,728**	**14,255,186**	**14,502,596**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of residents feeling safe or very safe walking alone in a park during the day	82%	79%	79%	79%	79%
Efficiency					
Number of annual volunteer hours	471,638	457,557	475,000	475,000	470,000

Performance Measures

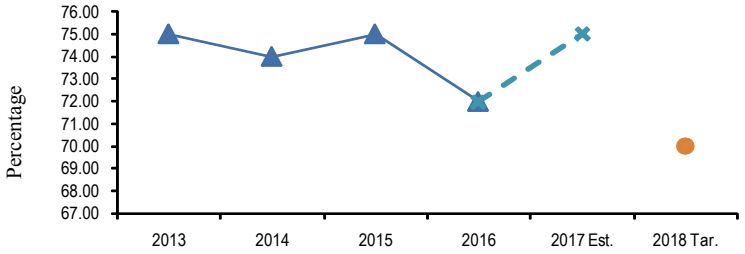
Quality of Parks

This measure reports the percentage of residents rating the quality of parks as good or very good. The goal is to reach 90% overall satisfaction.



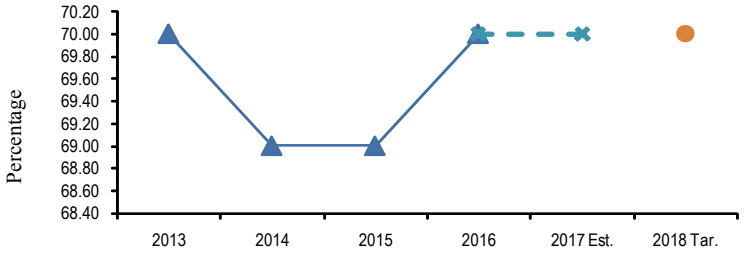
Quality of Recreation Centers and Activities

This measure reports residents' rating of the quality of recreation centers and activities as good or very good. Quality ranking for community centers has significantly improved since the early nineties. The bureau's goal is to reach 77%.



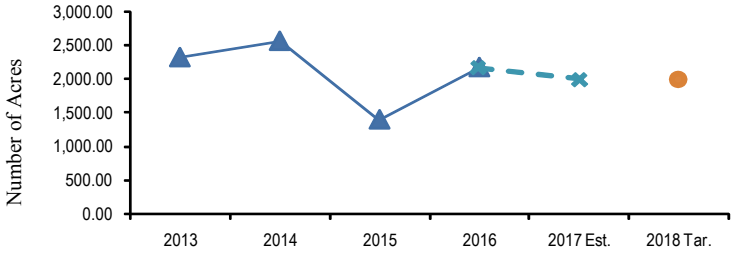
Percentage of Residents Living within 3 Miles of a Full-Service Community Center

The Parks 2020 Vision identifies a goal to provide access to a full-service community center within 3 miles of every household. Little change has been realized since the completion of the East Portland Community Center pool in 2009. Additional resources will be needed in the future to achieve this goal.



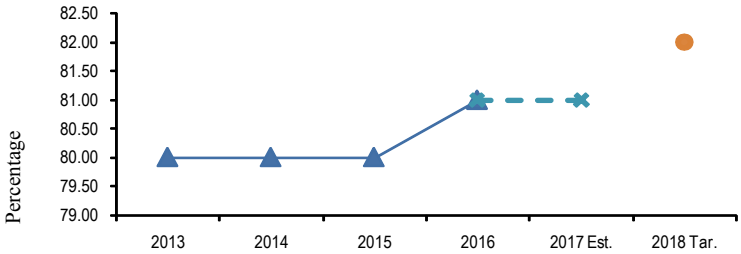
Acres of Invasive Weeds Treated Annually

In an effort to improve ecological function, PP&R treats natural area lands for the removal of invasive weeds. Natural area lands are treated using a combination of tools, including manual removal and chemical treatment where appropriate. Efforts are focused on land with the highest ecological value.



Households Living Within 1/2 Mile of a Park

As of 2016, 81% 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.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	1,051	897	500	1,315	2,076
Licenses & Permits	685,956	1,525,994	639,443	1,120,328	1,120,328
Charges for Services	50,404,162	53,332,592	55,212,157	44,278,108	44,278,108
Intergovernmental	1,775,144	1,506,609	1,143,319	345,199	345,199
Bond & Note	800,000	28,423,207	0	0	0
Miscellaneous	5,863,285	4,792,137	4,719,448	3,298,334	3,298,334
Total External Revenues	**59,529,598**	**89,581,436**	**61,714,867**	**49,043,284**	**49,044,045**
Internal Revenues					
General Fund Discretionary	48,046,913	56,372,127	62,119,424	62,585,545	62,786,007
Fund Transfers - Revenue	3,035,846	4,326,207	11,498,141	2,825,093	2,825,093
Interagency Revenue	1,919,766	1,949,966	2,344,885	2,544,223	2,544,223
Total Internal Revenues	**53,002,525**	**62,648,300**	**75,962,450**	**67,954,861**	**68,155,323**
Beginning Fund Balance	41,534,494	52,333,249	108,760,846	95,260,775	95,768,253
Total Resources	**$154,066,617**	**$204,562,985**	**$246,438,163**	**$212,258,920**	**$212,967,621**
Requirements					
Bureau Expenditures					
Personnel Services	54,619,916	60,712,721	67,644,855	69,483,062	69,425,892
External Materials and Services	22,426,087	30,104,481	35,615,203	30,448,726	30,714,436
Internal Materials and Services	10,786,742	11,320,187	12,787,369	11,988,586	11,988,586
Capital Outlay	11,709,052	3,861,218	57,279,238	58,653,367	58,927,767
Total Bureau Expenditures	**99,541,797**	**105,998,607**	**173,326,665**	**170,573,741**	**171,056,681**
Fund Expenditures					
Debt Service	1,359,856	735,835	633,944	673,698	673,698
Contingency	0	0	69,863,062	39,139,016	39,329,261
Fund Transfers - Expense	1,080,919	728,221	2,451,192	1,709,773	1,745,289
Total Fund Expenditures	**2,440,775**	**1,464,056**	**72,948,198**	**41,522,487**	**41,748,248**
Ending Fund Balance	52,084,045	97,100,322	163,300	162,692	162,692
Total Requirements	**$154,066,617**	**$204,562,985**	**$246,438,163**	**$212,258,920**	**$212,967,621**
Programs					
Administration & Support	0	0	(121,644)	0	0
Support	13,054,996	15,542,357	18,239,358	18,291,263	18,305,550
Engineering	0	(5)	0	0	0
Recreation	33,906,471	36,255,165	39,489,405	38,870,426	38,870,426
Community	8,768,433	11,507,773	14,824,728	14,255,186	14,502,596
Watershed	0	5	0	0	0
Infrastructure	43,811,897	42,693,305	100,894,818	99,156,866	99,378,109
Budget & Economics	0	7	0	0	0
Total Programs	**99,541,797**	**$105,998,607**	**$173,326,665**	**$170,573,741**	**$171,056,681**

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Acquisitions								
Central City Park Acquisition	0	3,000,000	3,000,000	0	0	0	0	3,000,000
Non Central City Park Acquistions Program	0	500,000	5,480,000	0	0	0	0	5,480,000
Total Acquisitions	**0**	**3,500,000**	**8,480,000**	**0**	**0**	**0**	**0**	**8,480,000**
Buildings & Pools								
Auto Locking Restrooms	0	0	500,000	0	0	0	0	500,000
Bloomington Park Restroom	44,824	0	200,000	0	0	0	0	200,000
Capital Equipment Reserve	401,334	157,823	99,000	99,000	99,000	99,000	99,000	495,000
Colonel Summers Park Loo	58,654	0	264,100	0	0	0	0	264,100
Computer Hardware Equipment Reserve	198,339	98,661	99,000	0	0	0	0	99,000
Couch Park Loo	49,002	0	400,000	40,000	0	0	0	440,000
Ed Benedict Park Restroom Repair	11,035	0	75,000	0	0	0	0	75,000
Emergency Sidewalk Repair	333,444	100,000	100,000	0	0	0	0	100,000
EPCC Pool Replaster	0	0	315,000	0	0	0	0	315,000
Forestry HQ Replacement	26,186	620,155	300,000	0	0	0	0	300,000
Glenwood Park Restroom	43,543	0	180,000	0	0	0	0	180,000
MAC Seismic Study	0	0	50,000	0	0	0	0	50,000
Major Maintenance	1,077,780	3,681,686	632,792	1,500,000	1,500,000	1,500,000	1,500,000	6,632,792
Mt Tabor Park Summit Restroom	116,287	0	50,000	0	0	0	0	50,000
Mt Tabor Yard Maintenance Facility	165,530	0	6,000,000	700,000	0	0	0	6,700,000
Mt. Scott Community Center Roof Repair	0	170,000	0	1,200,000	200,000	0	0	1,400,000
Peninsula Pool Improvements	0	0	300,000	3,000,000	400,000	0	0	3,700,000
Raymond Park Loo	0	0	150,000	383,800	0	0	0	533,800
Southwest Community Center Natatorium	0	(1,300,000)	100,000	600,000	600,000	0	0	1,300,000
Southwest Community Center Solar Panels	0	(182,000)	20,000	162,000	0	0	0	182,000
St Johns CC Roof	145,669	(382,000)	800,000	0	0	0	0	800,000
Urban Forestry Maintenance Facility	53,541	0	735,000	500,000	0	0	0	1,235,000
Urban Forestry Maintenance Facility, part 2	0	0	1,000,000	0	0	0	0	1,000,000
Ventura Park Loo	28,942	46,460	390,000	0	0	0	0	390,000
Total Buildings & Pools	**2,754,110**	**3,010,785**	**12,759,892**	**8,184,800**	**2,799,000**	**1,599,000**	**1,599,000**	**26,941,692**
Developed Parks								
Bond Pioneer Courthouse Square Improvements	349,314	0	100,000	0	0	0	0	100,000
Central City Park Development	0	200,000	4,000,000	0	0	0	0	4,000,000
East Holladay Park DOLA Fencing	0	0	225,000	0	0	0	0	225,000
Errol Heights Park Development	0	0	1,200,000	800,000	0	0	0	2,000,000
Gateway Discovery Park Development	1,167,403	7,651,822	800,000	233,184	0	0	0	1,033,184

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

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Halprin Parks Restoration - LID	278,431	500,000	350,000	2,870,000	0	0	0	3,220,000
Laurelhurst Park Handrails	0	0	170,000	0	0	0	0	170,000
Luuwit View Park Development	1,175,494	8,531,506	1,500,000	0	0	0	0	1,500,000
Mt Tabor Handrails	0	0	170,000	0	0	0	0	170,000
Non Central City Park Development Program	0	6,176,900	9,676,236	2,850,000	2,000,000	500,000	0	15,026,236
Parklane Park Development	1,763	48,237	450,000	1,500,000	4,000,000	0	0	5,950,000
Rocky Butte-Masonry	0	0	0	0	0	0	0	0
Spring Garden Park Development	295,928	3,104,073	100,000	0	0	0	0	100,000
Total Developed Parks	**3,268,333**	**26,212,538**	**18,741,236**	**8,253,184**	**6,000,000**	**500,000**	**0**	**33,494,420**
Green Infrastructure								
Leach Botanical Garden	461,019	377,523	500,000	800,000	0	0	0	1,300,000
Riverview Nature Area Restoration	129,474	55,527	45,000	29,462	0	0	0	74,462
Total Green Infrastructure	**590,492**	**433,050**	**545,000**	**829,462**	**0**	**0**	**0**	**1,374,462**
Park Amenities & Trails								
Columbia Children's Arboretum	0	100,000	635,000	400,000	0	0	0	1,035,000
Gateway Green Development	0	0	900,000	1,100,000	100,000	0	0	2,100,000
Total Park Amenities & Trails	**0**	**100,000**	**1,535,000**	**1,500,000**	**100,000**	**0**	**0**	**3,135,000**
Recreation Features								
Argay Tennis Court	92,323	(281,000)	900,000	0	0	0	0	900,000
Colonel Summers Splash Pad	42,994	230,006	250,000	0	0	0	0	250,000
Couch Park Playground	268,838	0	1,900,000	0	0	0	0	1,900,000
Creston Park Playground	18,298	0	720,000	0	0	0	0	720,000
Fernhill Splash Pad	0	50,000	450,000	0	0	0	0	450,000
Kenton Park Playground	13,928	0	900,000	0	0	0	0	900,000
Lents Park Playground	176,298	0	200,000	0	0	0	0	200,000
Lynchview Park Playground	46,469	(487,000)	2,200,000	850,000	0	0	0	3,050,000
North Park Blocks Playground	147,105	(44,000)	1,350,000	0	0	0	0	1,350,000
Reike Synthetic Turf	172,237	(163,000)	1,800,000	0	0	0	0	1,800,000
Salmon Street Fountain Electrical Repair	0	0	131,000	0	0	0	0	131,000
Ventura Park Playground	62,395	0	800,000	0	0	0	0	800,000
Total Recreation Features	**1,040,885**	**(694,994)**	**11,601,000**	**850,000**	**0**	**0**	**0**	**12,451,000**
Utilities, Roads & Trails								
Bridge Inventory & Assessment	101,955	348,045	300,000	0	0	0	0	300,000
Columbia Blvd Bridge @ Chimney Park	0	14,699	190,000	0	0	0	0	190,000
Hillside Community Center DDC Replacement	0	56,428	60,000	0	0	0	0	60,000
Leif Erikson Culverts & MP 6.8 Roadbed Repairs	0	20,500	575,000	0	0	0	0	575,000
Lynchview Park Irrigation	2,565	0	25,000	150,000	0	0	0	175,000

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

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Macleay Park Trail Bridges	89,314	0	700,000	0	0	0	0	700,000
Maple Trail Bridge Replacment	59,197	0	420,000	0	0	0	0	420,000
Montavilla DDC Replacement	0	31,376	15,000	0	0	0	0	15,000
Mt Scott Community Center DDC Replacement	440	46,260	23,000	0	0	0	0	23,000
Mt Scott Community Center HVAC	98,163	334,837	510,000	0	0	0	0	510,000
Mt Tabor Park South Access Trail/ Bike Path	0	100,000	50,000	400,000	0	0	0	450,000
Multnomah Art Center DDC Replacement	0	35,754	17,000	0	0	0	0	17,000
Peninsula DDC Replacement	0	23,641	12,000	0	0	0	0	12,000
Portland Childrens Museum DDC Replacement	0	136,094	140,000	0	0	0	0	140,000
Red Electric Trail Match	8,450	15,987	344,000	0	0	0	0	344,000
Riverplace Sidewalk Renovation	0	0	50,000	200,000	0	0	0	250,000
Southwest DDC Replacement	0	563	60,563	0	0	0	0	60,563
Springwater Corridor Bridges	0	(301,000)	250,000	1,800,000	0	0	0	2,050,000
Springwater Trail SE Umatilla to 13th	219,610	106,539	847,000	0	0	0	0	847,000
St Johns Community Center DDC Replacement	4,991	15,960	75,000	0	0	0	0	75,000
Ventura Park Irrigation Installation	0	0	130,000	0	0	0	0	130,000
Washington Park Sewer Replacement	0	1,729,416	560,000	500,000	0	0	0	1,060,000
Washington Park Stormwater	87,745	100,000	100,000	0	0	0	0	100,000
Washington Park West Parking Lot Improvements	25,876	150,000	300,000	0	0	0	0	300,000
Whitaker Ponds Access Improvements	248,570	713,012	1,500,000	0	0	0	0	1,500,000
Willamette Park Pathways & DOLA	199,440	897,185	400,000	0	0	0	0	400,000
Wilson Pool DDC Replacement	0	21,161	10,000	0	0	0	0	10,000
Total Utilities, Roads & Trails	**1,146,316**	**4,596,457**	**7,663,563**	**3,050,000**	**0**	**0**	**0**	**10,713,563**
Total Requirements	**8,800,136**	**37,157,836**	**61,325,691**	**22,667,446**	**8,899,000**	**2,099,000**	**1,599,000**	**96,590,137**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	2.00	101,418	2.00	110,373	2.00	110,373
30000063	Accountant II	54,912	69,139	1.00	54,912	1.00	58,516	1.00	58,516
30000064	Accountant III	60,466	76,045	1.00	76,044	1.00	76,044	1.00	76,044
30000434	Administrative Assistant	49,774	76,648	1.00	70,008	1.00	72,408	1.00	72,408
30000433	Administrative Specialist, Sr	46,342	71,344	6.00	339,588	7.00	393,596	7.00	393,596
30000436	Administrative Supervisor I	60,403	80,517	2.00	140,880	2.00	142,774	2.00	142,774
30000437	Administrative Supervisor II	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000753	Aquatic Program Supervisor	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30001737	Arborist I	48,381	52,021	2.00	104,040	2.00	104,040	2.00	104,040
30001738	Arborist II	49,130	56,160	3.00	161,448	3.00	161,448	3.00	161,448
30000248	Arborist III	55,723	63,378	6.00	380,304	6.00	380,304	6.00	380,304
30001739	Arborist IV	59,197	66,997	2.00	118,392	2.00	118,392	2.00	118,392
30000749	Arts Programs Supervisor	66,622	88,837	1.00	88,212	1.00	88,680	1.00	88,680
30000101	Automotive Equipment Oper I	45,053	54,621	6.00	308,592	6.00	308,592	6.00	308,592
30001584	Botanic Spec I-Community Gardens	56,638	72,322	1.00	72,324	1.00	72,324	1.00	72,324
30000878	Botanic Spec I-Forestry	56,638	72,322	2.00	119,016	2.00	123,976	2.00	123,976
30001333	Botanic Spec I-Trails	56,638	72,322	1.00	59,508	1.00	61,988	1.00	61,988
30000316	Botanic Spec I-Youth & Comnty Programs	56,638	72,322	4.00	260,208	4.00	265,736	4.00	265,736
30000317	Botanic Spec II-Arboretum Collection	59,634	76,066	1.00	76,068	1.00	76,068	1.00	76,068
30000319	Botanic Spec II-Environmental Education	59,634	76,066	2.00	125,412	2.00	130,644	2.00	130,644
30001005	Botanic Spec II-Forestry	59,634	76,066	3.00	201,168	3.00	205,846	3.00	205,846
30000321	Botanic Spec II-Ntrl Resource Ecologist	59,634	76,066	5.00	338,548	5.00	341,892	5.00	341,892
30000322	Botanic Spec II-Pest Mgmt	59,634	76,066	1.00	59,640	1.00	61,608	1.00	61,608
30000323	Botanic Spec II-Rose Garden	59,634	76,066	1.00	76,068	1.00	76,068	1.00	76,068
30000831	Botanic Technician I	41,766	55,973	8.00	397,918	8.00	404,512	8.00	404,512
30001383	Botanic Technician II	45,947	61,526	2.00	110,552	2.00	113,008	2.00	113,008
30000441	Business Operations Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000440	Business Operations Supervisor	73,528	98,363	1.00	84,840	1.00	86,870	1.00	86,870
30000448	Business Systems Analyst	63,419	84,552	1.00	66,024	1.00	68,274	1.00	68,274
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	92,748	1.00	93,408	1.00	93,408
30000329	CAD Technician II	55,973	71,406	1.00	71,412	1.00	71,412	1.00	71,412
30000330	CAD Technician III	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000454	Capital Improvmnt Program Planning Supvr	82,909	110,448	2.00	202,200	2.00	202,200	2.00	202,200
30000686	Capital Project Manager II	73,528	98,363	4.00	326,940	4.00	336,229	4.00	336,229
30000687	Capital Project Manager III	77,064	103,563	11.00	1,117,273	10.17	1,048,100	10.17	1,048,100
30000110	Carpenter	56,805	63,544	8.00	514,548	8.00	514,548	8.00	514,548
30002008	Community Garden Technician	45,947	61,526	1.00	46,515	1.00	48,825	1.00	48,825
30000491	Community Outreach & Informtn Assistant	49,774	76,648	1.00	53,832	1.00	56,040	1.00	56,040
30000492	Community Outreach & Informtn Rep	60,403	80,517	3.00	201,336	3.00	201,336	3.00	201,336
30000493	Community Outreach & Informtn Rep, Sr	66,622	88,837	1.00	88,781	1.00	88,836	1.00	88,836
30000494	Community Outreach & Invlvmt Program Mgr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000105	Construction Equipment Operator	47,986	61,277	2.00	122,544	2.00	122,544	2.00	122,544
30000333	Development Services Technician II	55,973	71,406	3.00	179,352	3.00	183,006	3.00	183,006
30000116	Electrician	71,074	76,710	2.00	153,432	3.00	224,508	3.00	224,508
30000119	Electrician, Supervising	78,354	84,573	1.00	80,950	1.00	84,576	1.00	84,576
30000121	Electrician/Instrument Technician	73,237	79,040	1.00	73,236	1.00	73,236	1.00	73,236
30000365	Engineer-Civil	89,357	108,597	1.00	89,352	1.00	92,709	1.00	92,709
30000358	Engineering Associate, Sr-Civil	77,272	98,509	1.00	89,352	1.00	93,828	1.00	93,828
30000324	Engineering Technician I	41,766	55,973	1.00	41,772	1.00	41,772	1.00	41,772
30000325	Engineering Technician II	55,973	71,406	1.00	55,968	1.00	57,550	1.00	57,550

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000720	Facilities Construction Proj Spec,Supvsg	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000718	Facilities Construction Project Manager	69,971	93,413	2.00	156,984	2.00	160,548	2.00	160,548
30000714	Facilities Maintenance Supervisor, Sr	66,622	88,837	1.00	82,590	1.00	85,980	1.00	85,980
30000071	Facilities Maintenance Technician	62,026	69,014	7.00	474,924	7.00	476,100	7.00	476,100
30000567	Financial Analyst	63,419	84,552	3.00	249,174	3.00	252,536	3.00	252,536
30000568	Financial Analyst, Sr	69,971	93,413	1.00	69,972	1.00	69,972	1.00	69,972
30000127	General Mechanic	51,542	64,230	2.00	128,472	2.00	128,472	2.00	128,472
30000343	GIS Technician III	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000764	Golf Course Superintendent	66,622	88,837	4.00	348,036	4.00	351,372	4.00	351,372
30000765	Golf, Director of	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000372	Graphics Designer II	55,973	71,406	1.00	61,668	1.00	64,704	1.00	64,704
30000085	Greenskeeper I	43,638	53,394	14.00	744,091	14.00	747,600	14.00	747,600
30000086	Greenskeeper II	49,130	56,160	6.00	336,960	6.00	336,960	6.00	336,960
30000087	Greenskeeper III	50,960	61,693	6.00	366,797	6.00	370,152	6.00	370,152
30001334	Horticultural Services Supervisor	66,622	88,837	1.00	86,995	1.00	88,836	1.00	88,836
30000252	Horticulturist	48,526	58,614	23.50	1,345,788	24.50	1,405,729	24.50	1,405,729
30000251	Horticulturist, Apprentice	43,139	52,416	0.00	0	0.50	18,024	0.50	18,024
30000930	Landscape Architect Project Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000098	Maintenance Mechanic	50,960	56,992	12.00	677,832	12.00	683,856	12.00	683,856
30000073	Maintenance Worker	31,512	31,512	3.00	94,536	3.00	94,536	3.00	94,536
30000451	Management Analyst	63,419	84,552	4.00	304,161	4.00	311,522	4.00	311,522
30000453	Management Analyst, Principal	82,909	110,448	3.00	321,189	3.00	328,548	3.00	328,548
30000452	Management Analyst, Sr	69,971	93,413	4.00	337,152	4.00	345,886	4.00	345,886
30000450	Management Assistant	49,774	76,648	3.00	195,408	2.90	191,052	2.90	191,052
30000750	Music Programs Supervisor	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000768	Natural Areas Supervisor	66,622	88,837	2.00	172,704	2.00	175,278	2.00	175,278
30000012	Office Support Specialist II	34,798	49,962	3.00	136,831	3.00	141,546	3.00	141,546
30000013	Office Support Specialist III	44,512	58,989	5.00	287,052	5.00	289,023	5.00	289,023
30000112	Painter	56,805	63,544	3.00	190,620	3.00	190,620	3.00	190,620
30001709	Park Ranger	40,726	53,976	15.00	656,565	22.00	1,006,351	22.00	1,006,351
30000757	Park Ranger Supervisor	49,774	76,648	2.00	113,856	3.00	166,256	3.00	166,256
30000185	Parking Code Enforcement Officer	42,182	55,411	1.00	48,384	2.00	92,874	2.00	92,874
30000439	Parks & Rec Administrative Mgr	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30001585	Parks & Rec Asset Manager	95,888	129,917	1.00	95,892	1.00	95,892	1.00	95,892
30000834	Parks & Rec Central Svcs Mgr	82,909	110,448	1.00	97,344	1.00	101,332	1.00	101,332
30000756	Parks & Rec City Nature Zone Mgr	73,528	98,363	3.00	292,440	3.00	295,092	3.00	295,092
30000746	Parks & Rec Natural Areas Manager	95,888	129,917	1.00	98,784	1.00	102,832	1.00	102,832
30000748	Parks & Rec Services Manager	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000755	Parks & Rec Zone Manager	77,064	103,563	5.00	499,884	5.00	509,405	5.00	509,405
30000428	Parks & Recreation Director	127,400	182,562	1.00	182,556	1.00	182,556	1.00	182,556
30001983	Parks & Recreation Director, Assistant	102,981	143,811	1.00	126,671	1.00	131,861	1.00	131,861
30000760	Parks Facilities Maintenance Supervisor	63,419	84,552	1.00	63,420	1.00	65,807	1.00	65,807
30000084	Parks Maintenance Crew Leader	50,918	61,506	4.00	235,452	3.00	184,536	3.00	184,536
30000759	Parks Maintenance Supervisor	63,419	84,552	6.00	437,346	6.00	450,202	6.00	450,202
30001685	Parks Maintenance Supervisor II	66,622	88,837	1.00	77,724	1.00	80,650	1.00	80,650
30000742	Parks Planner, Supervising	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30001733	Parks Property & Business Devel Mgr	77,064	113,922	1.00	95,505	1.00	99,420	1.00	99,420
30000758	Parks Security Manager	69,971	93,413	1.00	88,884	1.00	92,217	1.00	92,217
30000081	Parks Technician	46,987	53,394	33.00	1,737,224	34.00	1,799,364	34.00	1,799,364
30000761	Parks Turf Maint & Irrigatn Supvr	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000386	Planner II. City-Parks	65,395	75,587	2.00	151,176	2.00	151,176	2.00	151,176
30000392	Planner, Sr City-Environmental	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000394	Planner, Sr City-Parks	67,974	86,798	1.00	82,704	0.45	39,060	0.45	39,060
30001159	Plumber	62,774	70,283	2.00	133,056	2.00	133,056	2.00	133,056
30000464	Program Coordinator	66,622	88,837	2.00	144,928	2.00	148,140	2.00	148,140
30000465	Program Manager	69,971	93,413	2.00	154,260	4.00	307,692	4.00	307,692
30000463	Program Specialist	60,403	80,517	9.00	632,416	10.00	700,538	10.00	700,538
30000462	Program Specialist, Assistant	49,774	76,648	4.00	255,202	4.00	259,839	4.00	259,839
30000497	Public Information Manager	77,064	103,563	1.00	113,916	1.00	113,916	1.00	113,916
30000630	Public Works Supervisor II	63,419	84,552	1.00	65,004	1.00	67,002	1.00	67,002
30000766	Raceway Maintenance Supervisor	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000767	Raceway Manager	77,064	103,563	1.00	79,752	1.00	82,472	1.00	82,472
30000273	Recreation Coord I-Adaptive & Inclusive	44,824	54,954	3.00	141,954	3.00	151,184	3.00	151,184
30000268	Recreation Coord I-Aquatics	44,824	54,954	10.00	534,496	10.00	537,060	10.00	537,060
30000278	Recreation Coord I-Arts	44,824	54,954	3.00	154,740	3.00	154,740	3.00	154,740
30000281	Recreation Coord I-Custmr Svc Supp/Trg	44,824	54,954	4.00	208,284	4.00	212,874	4.00	212,874
30002410	Recreation Coord I-Fitness & Membership	44,824	54,954	1.00	44,820	1.00	44,820	1.00	44,820
30000276	Recreation Coord I-Generalist	44,824	54,954	35.00	1,825,969	32.50	1,737,773	32.50	1,737,773
30000275	Recreation Coord I-Public Events Permit	44,824	54,954	1.00	52,683	1.00	54,134	1.00	54,134
30000280	Recreation Coord I-Senior Recreation	44,824	54,954	1.00	44,820	1.00	44,820	1.00	44,820
30000269	Recreation Coord I-Teen	44,824	54,954	5.00	254,473	5.00	264,223	5.00	264,223
30001508	Recreation Coord I-Urban Parks	44,824	54,954	1.00	63,420	2.00	113,424	2.00	113,424
30000286	Recreation Coord II-Adaptive & Inclusive	47,590	58,573	1.00	47,592	1.00	47,592	1.00	47,592
30000284	Recreation Coord II-Aquatics	47,590	58,573	4.00	232,620	4.00	233,454	4.00	233,454
30000290	Recreation Coord II-Arts	47,590	58,573	1.00	47,592	1.00	47,592	1.00	47,592
30000979	Recreation Coord II-At-Risk Yth Outreach	47,590	58,573	1.00	47,592	1.00	47,592	1.00	47,592
30002034	Recreation Coord II-Educ & Enrichment	47,590	58,573	1.00	58,572	1.00	58,572	1.00	58,572
30000288	Recreation Coord II-Fitness	47,590	58,573	1.00	58,572	1.00	58,572	1.00	58,572
30000285	Recreation Coord II-Music	47,590	58,573	1.00	47,592	1.00	47,592	1.00	47,592
30002035	Recreation Coord II-Preschool	47,590	58,573	1.00	47,592	0.00	0	0.00	0
30000287	Recreation Coord II-Public Events Permit	47,590	58,573	1.00	58,572	1.00	58,572	1.00	58,572
30000292	Recreation Coord II-Senior Recreation	47,590	58,573	1.00	47,592	1.00	53,514	1.00	53,514
30002036	Recreation Coord II-Special Events&Mktg	47,590	58,573	2.00	111,012	2.00	115,092	2.00	115,092
30002033	Recreation Coord II-Sports	47,590	58,573	1.00	47,592	1.00	49,830	1.00	49,830
30002258	Recreation Facility Technician	31,512	35,152	4.00	127,575	4.00	132,244	4.00	132,244
30000256	Recreation Leader-FT-Aquatics	31,554	45,552	39.75	1,315,400	17.50	639,204	17.50	639,204
30000263	Recreation Leader-FT-Arts	31,554	45,552	2.00	63,120	2.00	72,096	2.00	72,096
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	31,554	45,552	11.00	432,480	10.00	420,560	10.00	420,560
30002409	Recreation Leader-FT-Fitness&Membership	31,554	45,552	5.50	173,580	4.50	146,508	4.50	146,508
30000261	Recreation Leader-FT-Generalist	31,554	45,552	37.75	1,347,930	34.00	1,327,636	34.00	1,327,636
30002408	Recreation Leader-FT-Instructor	31,554	45,552	9.00	284,040	8.50	301,920	8.50	301,920
30000257	Recreation Leader-FT-Music	31,554	45,552	1.00	39,000	1.00	40,584	1.00	40,584
30000262	Recreation Leader-FT-Pre-School	31,554	45,552	27.75	957,554	19.52	742,790	19.52	742,790
30002411	Recreation Leader-FT-Teen	31,554	45,552	6.00	196,800	5.00	184,776	5.00	184,776
30000267	Recreation Leader-FT-Tennis	31,554	45,552	3.00	116,112	3.00	122,712	3.00	122,712
30000744	Recreation Supervisor I	63,419	84,552	14.00	1,052,551	14.00	1,070,668	14.00	1,070,668
30000350	Right of Way Agent III	67,974	86,798	1.00	67,980	1.00	67,980	1.00	67,980
30000485	Safety & Risk Officer I	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000928	Sports Management Supervisor	66,622	88,837	1.00	66,624	1.00	68,894	1.00	68,894
30000054	Storekeeper/Acquisition Specialist II	47,611	58,219	1.00	58,224	1.00	58,224	1.00	58,224

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000056	Storekeeper/Acquisition Specialist III	53,789	66,851	1.00	66,852	1.00	66,852	1.00	66,852
30000531	Training & Development Analyst	63,419	84,552	1.00	63,420	1.00	63,420	1.00	63,420
30000250	Tree Inspector	56,306	69,659	10.00	659,784	10.00	674,484	10.00	674,484
30000080	Turf Maintenance Technician	43,638	53,394	16.00	834,888	15.00	799,086	15.00	799,086
30000763	Urban Forestry Supervisor	66,622	88,837	3.00	262,206	3.00	265,212	3.00	265,212
30000076	Utility Worker I	44,491	48,381	10.00	483,840	10.00	483,840	10.00	483,840
30000077	Utility Worker II	48,381	52,021	10.00	512,928	10.00	515,952	10.00	515,952
30000499	Volunteer Program Coordinator	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000123	Welder	56,805	63,544	1.00	63,540	1.00	63,540	1.00	63,540
TOTAL FULL-TIME POSITIONS				642.25	36,692,935	615.04	36,714,642	615.04	36,714,642
30000185	Parking Code Enforcement Officer	42,182	55,411	0.90	37,968	0.00	0	0.00	0
30002258	Recreation Facility Technician	31,512	35,152	1.80	56,712	1.00	32,730	1.00	32,730
30000263	Recreation Leader-FT-Arts	31,554	45,552	0.90	40,992	0.75	34,164	0.75	34,164
30000261	Recreation Leader-FT-Generalist	31,554	45,552	1.80	61,536	0.50	19,500	0.50	19,500
30002408	Recreation Leader-FT-Instructor	31,554	45,552	8.10	255,636	6.00	216,288	6.00	216,288
30000262	Recreation Leader-FT-Pre-School	31,554	45,552	0.90	28,404	0.75	27,036	0.75	27,036
TOTAL PART-TIME POSITIONS				14.40	481,248	9.00	329,718	9.00	329,718
30000433	Administrative Specialist, Sr	46,342	71,344	1.67	85,808	0.00	0	0.00	0
30000448	Business Systems Analyst	63,419	84,552	1.00	71,244	0.00	0	0.00	0
30000717	Facilities Construction Project Spec	60,403	80,517	1.00	60,408	1.00	60,408	1.00	60,408
30000012	Office Support Specialist II	34,798	49,962	0.68	24,621	0.00	0	0.00	0
30001709	Park Ranger	40,726	53,976	3.33	158,644	1.00	62,400	1.00	62,400
30000464	Program Coordinator	66,622	88,837	1.00	66,624	0.42	28,214	0.42	28,214
30002233	Recreation Coord I-Multicultural	44,824	54,954	1.00	52,806	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				9.68	520,155	2.42	151,022	2.42	151,022
GRAND TOTAL				666.33	37,694,338	626.45	37,195,382	626.45	37,195,382

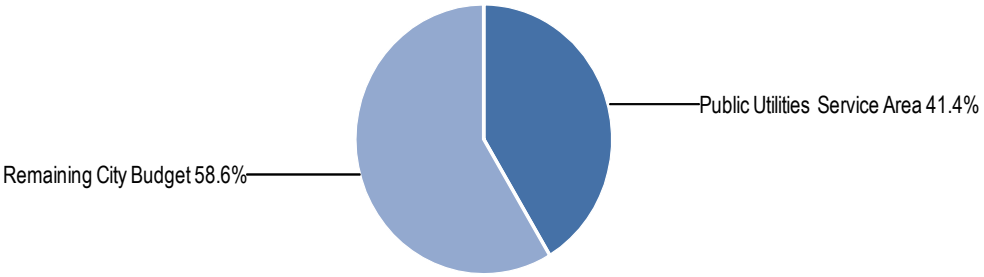
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	167,008,421	1,815,782	168,824,203	611.96	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	34,458	0	34,458	0.50	Permit fee increase
	(137,686)	0	(137,686)	(1.00)	Close Buckman Pool
	(96,994)	0	(96,994)	0.00	Sustainable Landscapes Initiative
	(80,000)	500,000	420,000	0.00	Automated bathroom lockup
	0	0	0	0.00	Increase Urban Forestry fees
	(96,668)	0	(96,668)	(1.00)	Eliminate Ladd Rose garden maintenance
	0	0	0	0.00	Fee Increases for Arts & Music programs
	0	0	0	0.00	Fee Increases at community centers
	(624,711)	0	(624,711)	0.00	Preschool Program realignment
	152,148	0	152,148	5.00	Convert downtown patrol contract
	1,111,237	(308,097)	803,140	5.00	Operation and maintenance for new parks
	200,862	0	200,862	2.00	Health, Safety, and Environment Program
	363,760	0	363,760	4.00	Springwater Trail rangers & campsite clean-up
	52,000	0	52,000	0.00	Pioneer Square security restroom attendant
	0	203,000	203,000	0.00	Health Safety and Environment capital improvements
	0	158,000	158,000	0.00	Willamette River Access - Poetry at the Beach
	272,123	0	272,123	0.00	OMF interagency balancing
	46,106	0	46,106	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	0	210,000	210,000	0.00	Program carryover
	0	332,478	332,478	0.00	Technical capital adjustments
Adopted Budget Additions and Reductions					
	0	(50,000)	(50,000)	0.00	Technical adjustment
	0	(61,235)	(61,235)	0.00	Personnel decrease
	0	51,697	51,697	0.00	Eliminate one-time O&M reduction
	1,196,635	**1,035,843**	**2,232,478**	**14.50**	**Total FY 2017-18 Decision Packages**
			171,056,681	**626.46**	**Total Adopted Budget**

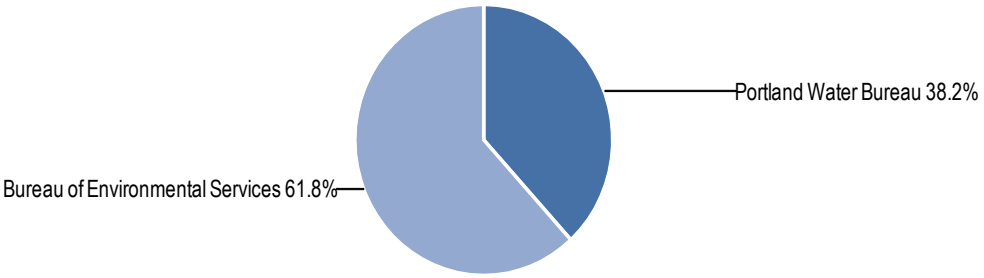
Public Utilities Service Area

- Bureau of Environmental Services
- Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	1,605,120,126	1,750,279,703	145,159,577	9.04
Capital	180,192,747	223,581,440	43,388,693	24.08
Total Requirements	**1,785,312,873**	**1,973,861,143**	**188,548,270**	**10.56**
Authorized Positions	1,147.65	1,160.50	12.85	1.12

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 2017-18 Adopted Budget includes an average monthly effective retail rate increase of 4.17% combined for water, sewer, and stormwater services. The average combined monthly single family sewer and stormwater bill for FY 2017-18 will be approximately $107.97.

Portland Water Bureau

City Council adopted a retail rate increase of 6.7% for FY 2017-18, which translates into a monthly water bill increase for the typical residential customer of $2.28. The total FY 2017-18 Adopted Budget for all funds is $753.9 million. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise $216.5 million of the total budget. The Adopted Budget also includes $217.5 million of internal transfers, $60.0 million in debt service expenses, $99.6 million in contingency, and $154.3 million in unappropriated ending fund balance.

Bureau of Environmental Services

The FY 2017-18 Adopted Budget increases sewer and stormwater rates for the average residential user by 2.95%, or by $2.06 per month for a monthly sewer/stormwater bill. The total FY 2017-18 Adopted Budget for all funds is $1.22 billion. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise $264.9 million of the total budget. The Adopted Budget also includes $337.9 million of internal transfers, $184.6 million in debt service expenses, $354.6 million in contingency and $71.1 million in unappropriated ending fund balance.

Portland Harbor Superfund

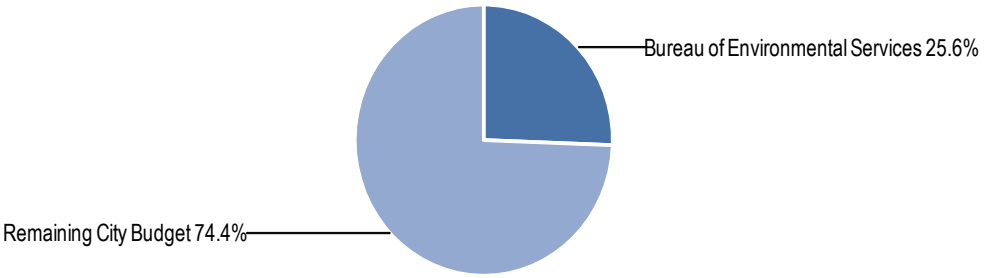
The Bureau of Environmental Services represents the City's interests on the Portland Harbor Superfund site by working with the Department of Environmental Quality to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. The FY 2017-18 Adopted Budget includes $5.0 million of expenditures related to the Portland Harbor Superfund.

Bureau of Environmental Services

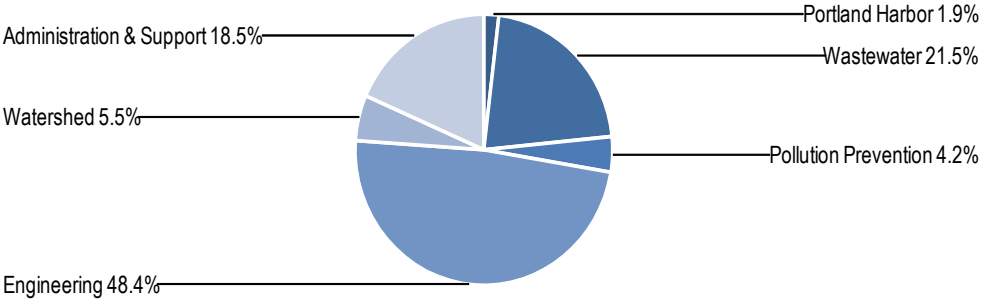
Public Utilities Service Area

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

Percent of City Budget

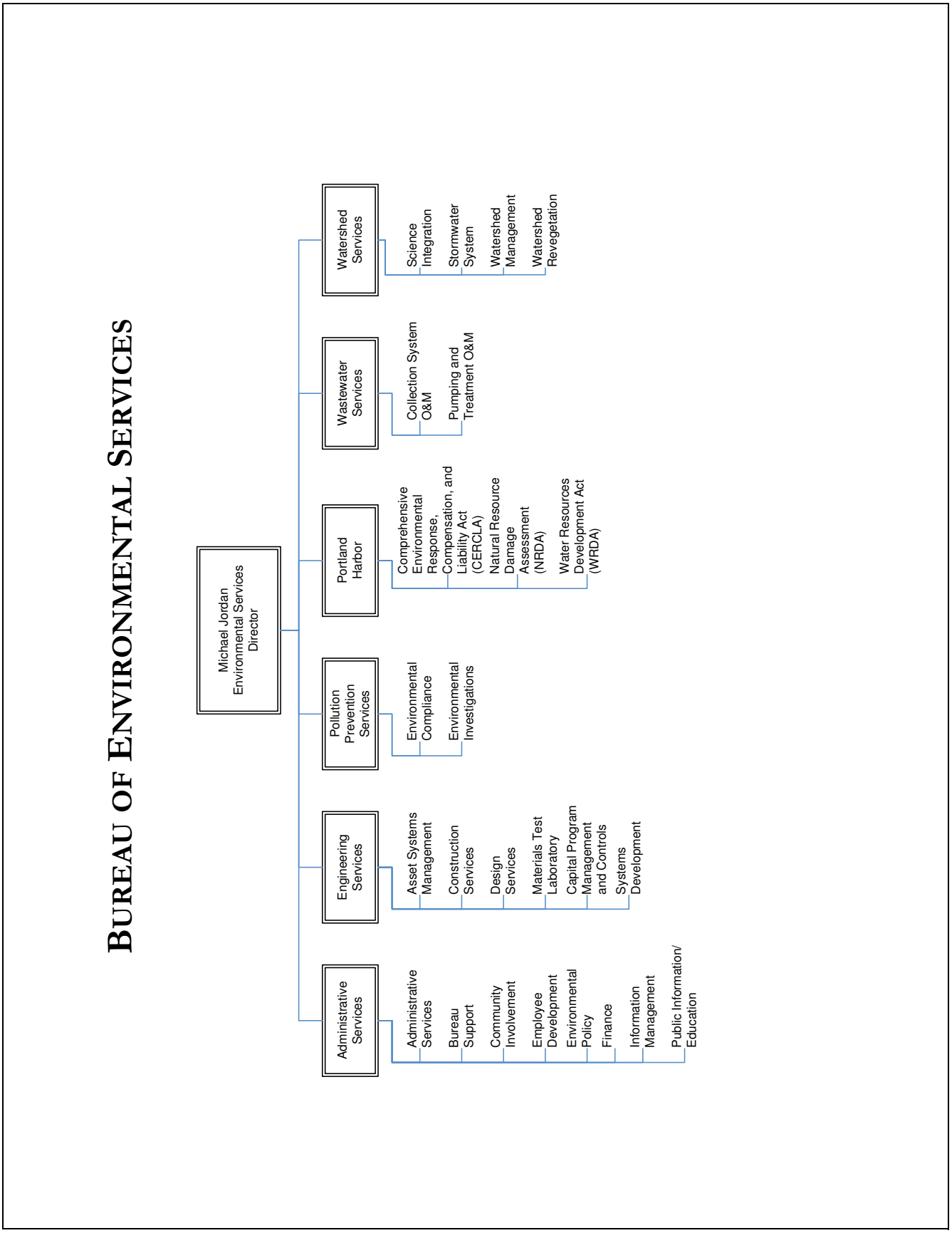


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	936,454,091	1,105,627,666	169,173,575	18.07
Capital	109,126,747	114,361,000	5,234,253	4.80
Total Requirements	**1,045,580,838**	**1,219,988,666**	**174,407,828**	**16.68**
Authorized Positions	560.80	571.90	11.10	1.98


BUREAU OF ENVIRONMENTAL SERVICES
Michael Jordan
Environmental Services
Director
Administrative Services
Administrative Services
Bureau Support
Community Involvement
Employee Development
Environmental Policy
Finance
Information Management
Public Information/ Education
Engineering Services
Asset Systems Management
Construction Services
Design Services
Materials Test Laboratory
Capital Program Management and Controls
Systems Development
Pollution Prevention Services
Environmental Compliance
Environmental Investigations
Portland Harbor
Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)
Natural Resource Damage Assessment (NRDA)
Water Resources Development Act (WRDA)
Wastewater Services
Collection System O&M
Pumping and Treatment O&M
Watershed Services
Science Integration
Stormwater System
Watershed Management
Watershed Revegetation

Bureau Summary

Bureau Mission

Environmental Services serves the Portland community by protecting public health, water quality, and the environment.

Environmental Services provides sewage and stormwater collection and treatment services to accommodate Portland's current and future needs.

Environmental Services protects the quality of surface and ground waters and conducts activities that plan and promote healthy ecosystems in our watersheds.

Bureau Overview

The bureau has six major functional program areas and serves a population of approximately 625,000. The bureau operates and maintains sanitary sewer and stormwater collection systems with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. The bureau is also the City's lead agency for watershed protection and restoration and recovery of threatened salmon and steelhead species. The bureau's six primary functional program areas are: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, and Administration & Support Services.

The FY 2017-18 Adopted Budget for operating and capital expenditures is $264.8 million. The Adopted Budget is $13.5 million - or 5.4% - higher than the FY 2016-17 Revised Budget and includes 571.9 full-time equivalent positions. The Capital Improvement Plan (CIP) expenditures in FY 2017-18 increase $5.4 million over the FY 2016-17 Revised Budget, primarily due to an increase of planned design expenditures. The operating portion, reflecting program costs, of the Adopted Budget is 5.2% or $7.2 million higher than the FY 2016-17 Revised Budget. The average single-family residential sewer and stormwater bill will increase by $2.06 per month, a 2.95% increase for FY 2017-18.

Strategic Direction

During FY 2017-18, the bureau will complete a comprehensive update to its Strategic Plan. The plan will be restructured from a static five-year plan to be a ten-year working document that will be actively used to develop operational and capital investment objectives, assess budget priorities, identify measures of performance, and assist the bureau in ongoing course correction over the life of the plan. The bureau is currently completing an outreach and engagement component that includes both internal and external bureau stakeholders. The Strategic Plan is expected to be completed during calendar year 2017, in time for use in development of the FY 2018-19 Requested Budget.

Information gathered during preliminary work on the Strategic Plan update was used to inform this FY 2017-18 Adopted Budget. As discussed below, this budget continues efforts that began last year to more diligently assess the condition of certain hard assets (pipes and pump stations) as well as long-term stormwater infrastructure needs (via the Stormwater System Plan currently in progress).

Additionally due in large part to high balances in the Rate Stabilization Fund the bureau is in a unique position to consider a financial planning strategy that realigns long-term debt and cash balance projections to improve long-term financial stability, while producing a flat rate slope that will provide ratepayers with predictable and manageable annual increases over a multi-decade period.

System Operations

The FY 2017-18 Adopted Budget includes $34.9 million to support the operation and maintenance, inspection, cleaning, and repair of 89 active pumping stations, 10 step systems, 3,027 miles of pipeline, 40,682 sewer access structures (manholes), 9,158 storm access structures, 8,624 stormwater sumps (underground injection control, or UIC), 670 miles of laterals, 503,367 linear feet of ditches, 75 miles of culverts, 54,716 stormwater inlets and catch basins, 327 trash racks, 150 manufactured stormwater facilities, and 1,989 green street stormwater facilities.

Infrastructure

A major theme for the FY 2017-18 budget continues to be inventory and condition assessment of all the major parts of the sanitary and stormwater systems. The goal of this work will be to identify the built and natural components of the systems, determine their current condition, predict their remaining useful life, and then create 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 work will lead to increased, sustained annual levels of capital investment in later years of the CIP and beyond, with the goal of creating a reliable and sustainable sewer and stormwater system that appropriately spreads both risk and cost across multiple generations.

The FY 2017-18 Adopted Budget includes $66.4 million to support capital repair and replacement of sewer system assets to prevent catastrophic failures. More than 30% of the collection system is over 80 years old and maintenance needs are anticipated to increase significantly in the near future. The bureau has committed to providing funds for repair of structurally deficient portions of the sewer collection system, and the long-term financial forecast anticipates significant capital maintenance expenditures.

Watershed Protection, Restoration, and Remediation

The FY 2017-18 Adopted Budget includes $7.0 million total 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. The CIP also includes ongoing funding for acquiring and protecting high-priority natural areas, completion of the Crystal Springs culvert replacement program, and restoration projects in each of the City's watersheds. Funding is continued for flood management and water quality improvements in Johnson Creek and for the identification, characterization, and possible cleanup of contaminated sediment sites in the Columbia Slough, pursuant to a consent order between the City and the Oregon Department of Environmental Quality (DEQ).

Water Quality Compliance

The FY 2017-18 Adopted Budget contains water quality compliance-related funding across a variety of bureau program areas, including Watershed Services, Pollution Prevention Services, and Engineering Services. Compliance with the City's National Pollutant Discharge Elimination System (NPDES) 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, 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 DEQ for the City's 8,603 stormwater sumps. The bureau will also be engaged in renewal of all three of the City's NPDES permits during FY 2017-18.

Portland Harbor Superfund

The bureau represents the City's interests on the Portland Harbor Superfund Site. Over 10 years ago, the City, 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, work will focus partnering with other government agencies and City bureaus on the next phase of work, community outreach, and working with other potentially responsible parties. The FY 2017-18 Adopted Budget includes $5.0 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 2017-18 the bureau is also assessing and preparing 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.

Summary of Budget Decisions

Budget Additions

The FY 2017-18 Adopted Budget was developed with the objective to submit a budget with a Sewer/Stormwater utility rate increase lower than the 3.25% increase approved for FY 2016-17. Additionally, the bureau is targeting a flat long-term rate slope, that is, future year increases are projected to be equal to or less than the FY2017-18 increase. The discrete changes below and other changes to programs reflect a sewer and stormwater utility rate increase of 2.95%. The ten decision packages below represent an increase of $6,754,243 and the addition of nine positions, including seven positions in the operating programs and two positions in the CIP program.

Current Service Level

As the bureau grows and as the City's sewer and stormwater existing infrastructure ages, additional efforts are needed to maintain the current level of service. The Adopted Budget includes the following items to address these issues:

- ($1,260,010) reductions for one-time expenditures from FY 2016-17, for various equipment (-$456,262), services and studies (-$438,748), facility plan update (-$200,000), and two vehicles ($-165,000).
- $68,000 for Engineering computer monitors necessary to more effectively read standard format engineering drawings and reduce the need for paper printing.
- $109,836 for an Engineering Technician III to support the System Plan Modeling and Analysis team as a result of increased permit and capital improvement projects.
- $25,000 for one internship position in the Systems Development Division to support design and construction of a sanitary sewer extension project.
- $53,347 for ongoing maintenance and support requirements for environmental compliance software that will replace an unsupported legacy system.
- $120,000 to establish an ongoing capital equipment fund for the Water Pollution Control Lab (WPCL) to ensure that capital equipment resources are available on a timely basis for the highest priority needs.
- $2,100 to support price increases to the United States Geological Survey contract.
- $132,906 for a Senior Management Analyst to assist with Equity Plan implementation and Portland Harbor community engagement. Half of this position will be funded from the $1,250,000 in the Portland Harbor decision package.
- $45,389 to provide chemicals and carbon replacements for existing and new odor control facilities.
- $61,915 to provide continuation of the Madison Farms/Gresham Transfer Programs currently in place.
- $50,000 to provide replacement capacitors for the two dry weather pumps at Swan Island Pump Station to ensure long-term reliability of the asset.
- $35,000 to provide a vehicle to support growth in the Revegetation program as a result of staff approved in FY 2016-17 Fall supplemental budget adjustment.
- $14,000 to provide replacement equipment that allows for the repair of 10 and 15 inch lateral connections.
- $58,684 for funding additional maintenance as a result of increases in the number of greenstreets.
- $175,000 for treatment plant chlorination necessary to control growth of bacteria.
- $52,000 for various treatment plant needs including secure storage for spare parts, equipment necessary for biosolids reporting, and air quality reporting meter replacement.
- $452,800 for increases in contractual agreements, including the contract with Multnomah County Drainage District.
- $104,000 for various hardware and software needs, including Microsoft Office subscription increases, software for inspectors and construction staff, monitor upgrades for compatibility mitigation, and copier replacement.

- $161,000 for various costs not included in the Portland Building Reconstruction Project and includes additional vehicle parking costs, document scanning and archiving, and a telework contingency.
- $46,106 for an increase to the interagency agreement with Portland Parks and Recreation to provide Park Rangers to assist with illegal camping issues.
- $23,000 to address space lease increases and expenses related to identifying and declaring properties surplus.

Condition Assessment

The Adopted Budget includes a number decisions representing an increased focus on condition assessment to better understand risks and prioritize investments. These include:

- $350,000 to assess the risk of failure of large diameter force mains and to help inform the asset management and CIP investment prioritization processes.
- $100,000 to increase contracted CCTV work to assess stormwater culverts and mains in support of the Stormwater System Plan.
- $57,200 for overtime to develop an ongoing condition assessment program using in-house staff and expertise.
- $250,000 for consultant services required to perform condition assessments that require technical analysis outside the expertise of plant staff.

System Planning

The Adopted Budget includes items associated with system planning initiatives in support of critical infrastructure, including:

- $100,000 for consultant services and temporary staff in support of Strategic Plan implementation.
- $30,000 to increase rain gauge coverage lacking in certain areas. The rain gauges are necessary to monitor rainfall amounts for CSO compliance, spill response, system planning and design engineering.
- $100,000 to provide technical consultant support for an update to the 2007 Sewer and Drainage Facilities Design Manual.
- $25,000 to provide for a temporary employee or contract staff support in Engineering's Program Management and Controls Division.
- $50,000 for capital equipment to collect water quality and flow data for bureau projects.
- $100,000 to provide project scoping funds necessary to support Stormwater System Plan implementation for the Watershed Programs Division.

Critical Infrastructure -- System Maintenance

The Adopted Budget includes items associated for system maintenance. The following items have been included to address this issue:

- ($38,000) reduction for completion in the current year, FY 2016-17, of equipment and software upgrades within the HYDRA (Hydrological Data Retrieval & Alarm) system of rain gauges, flow and level monitors throughout the City.
- $211,950 to provide funding for one Sr. Public Works Inspector and one Electrical Inspector to support increasing CIP projects for treatment plants and collection system work.

- $34,000 for the Pump Reliability Program to provide a proactive and preventative approach to ensure the reliability of pump stations.
- $1,000,000 for contract service to clean an estimated four digesters and dispose of the spoils.
- $20,000 for purchase of a heat treat oven to allow for heat treating to be done in-house.

Operational Efficiency

The Adopted Budget includes a number of decisions meant to increase the efficiency and productivity of bureau programs. These include:

- ($10,000) for the national certification of the bureaus field operations group delayed until FY 2019-20 or later.
- $105,258 for a Sr. Administrative Specialist in Engineering Development Review to perform centralized administrative and program support, allowing technical staff to concentrate on the increased volume of permit issuance.
- $154,230 for a Principal Management Analyst to assist with managing major process change efforts Bureau-wide.
- $96,180 for an Electronics System Technician to provide field support for the HYDRA (Hydrological Data Retrieval & Alarm) system of rain gauges, flow and level monitors throughout the City.
- $166,698 for an Engineering Technician I and an Engineering Technician II within the expanding Private Property Retrofit Program.

Emergency/Resiliency

The Adopted Budget includes decisions relating to the long term system resiliency under emergency situations. The following items have been included to address these issues:

- $150,000 to replace aging portable and fixed emergency generators used at treatment plants and pump stations to withstand isolated power outages caused by weather and electrical distribution system failures.
- $50,000 within the Emergency Management Program for emergency preparedness kits and bureau-wide emergency related trainings and events, and travel for the Emergency Program Coordinator.
- $50,000 for increased support for the Environmental Service Resiliency Master Plan for earthquake, landslides and flood emergencies.
- $25,000 for inclusion in the Cascadia Lifelines Program (CLiP), a practical research collaboration between Oregon State University and utilities to improve seismic resiliency of lifeline systems.

Regulatory

To address the bureau's responsibilities regarding regulatory and permit compliance, the following items have been included in the Adopted Budget:

- ($104,500) for completion in FY 2016-17 of mandatory Columbia Slough fish and sediment contaminant sampling.
- $500,000 for additional support for completion of the Combined and Sanitary Plan Update, in order to provide updated information on infill and redevelopment data, condition and capacity assessments, and integration with the new Stormwater System Plan.
- $50,000 for contract services in support of the SPCR program for biohazard/ hazardous waste clean ups.
- $75,000 for contract services for the Science Integration Division for a modeled assessment of in-stream investments since 2000 and future project areas of greatest impact in support of the Salmon Safe Certification.
- $30,000 to fund Environmental Service's share of the Citywide FEMA BiOp position housed within OMF.
- $900,000 to fund a parking lot cap at the Guilds lake location in support of an agreement with the Oregon Department of Environmental Quality.

Renewable Energy

To support renewable energy related initiatives, the Adopted Budget includes the following items:

- $453,000 for Wastewater Group life cycle fleet replacement and conversion to renewable compressed natural gas.
- $25,000 for partial year operating and maintenance of the compressed natural gas fueling station.
- $60,000 for increased cost for annual Renewable Energy Credit purchases.

Equity

The Adopted Budget included items to support the bureau's equity related work. These include:

- $10,000 for equity plan implementation including development of a data base for tracking purposes and to evaluate performance.
- $5,000 for high school internship cohort program with a focus on diversity and equity.

Portland Harbor

The Adopted Budget includes $1,250,000 to assist with the post-Record of Decision phase of the Portland Harbor work which includes the design and implementation of clean up actions and the allocation of liability. Funds will support technical consulting services and legal assistance from the City Attorney's Office. In FY 2017-18, half of the Senior Management Analyst position under the "Current Service Level" decision package will be funded from this increase. This position will support community engagement activities for the design and implementation phase of the clean up.

Trees Program

The Adopted Budget includes a $994,057 reduction to the fund transfer from the General Fund to Environmental Services for tree planting. Given the positive impact trees have on the stormwater system, the budget provides full funding for this program from the Sewer System Operating Fund. The program plants approximately 2,200 trees a year for stormwater management. The tree program focuses on planting events in low-canopy and under-served neighborhoods, along transit corridors, and elsewhere.

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 2.95% for the next five years and 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.

Capital Budget

CIP Highlights

Environmental Services estimates the replacement value of the bureau's assets at approximately $13.5 billion; with over $9 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. Consequently, a significant proportion of the five-year CIP (46%) 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. 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 Sewage Treatment program represents 38% of the five-year CIP, and an increase from last year's five-year plan. A significant amount of work is getting underway at both treatment plants to address both operational issues and long-term capacity issues, partially in anticipation of new permit requirements. Two projects are proposed at the Columbia Boulevard plant that provide unique opportunities: a project to convert the remaining digester gas to fuel and a project to receive commercial food waste to be processed in the digesters. Major renovations of some of the 100 pump stations are also budgeted in this program area. Unlike pipe, mechanical systems require reinvestment on a more regular cycle, generally every 25 to 50 years.

The remainder of the CIP is in Surface Water Management (9%), Systems Development (2%) and the bureaus estimated share of the Portland Building Renovation project (5%). The Surface Water Management program continues to address high priority regulatory-driven projects that meet multiple watershed health objectives. A number of projects focus on reducing pollutants in stormwater from entering streams and rivers. The Bureau currently occupies two of the fifteen floors within the Portland Building, and it is most cost effective to self-finance the bureaus estimated $40 million share of the $195 million project using 20-year sewer revenue bonds instead of paying higher rents indefinitely.

Major Issues

Environmental Services has a regular inspection program to determine pipe condition. The bureau uses capital projects and operational activities to rehabilitate or replace failing pipe. Much of the collection system pipe in the City's older neighborhoods is more than 100 years old. The March 2012 system plan identified an estimated $123 million in priority pipe maintenance needs. Updated inspections have identified approximately double that amount to be addressed in the near-term.

The Sewage Treatment program maintains and upgrades the two wastewater treatment plants and nearly 100 pump stations located throughout the collection system. As noted above, the Tryon Creek Wastewater Treatment Plant (TCWTP) is scheduled for significant investment over the next five years. Over $70 million in improvements at TCWTP is scheduled over the next ten years. Improvements will replace obsolete facilities, increase efficiency of the overall plant processes, and prepare the plant for meeting anticipated permit requirements. Operations at the Columbia Boulevard plant continue to be adjusted due to changes in the influent resulting from the combined sewer overflow (CSO) tunnel system. A new project to modify the headworks is proposed. Expansion to secondary treatment, a long anticipated project, is moving into the first year of the CIP.

Changes from Prior Year

In comparing this five-year CIP to last year's 2017-2021 CIP, the four common years (2018-2021) have increased $92.2 million or 20.2%. This figure includes $40 million for BES's estimated share of the Portland Building renovation, a project that will be managed by the City's Office of Management and Finance and for which costs were previously not included in the CIP. Excluding the Portland Building expenses, the increase over the four-year combined period is 11.3%. This increase is attributable to a combination of minor shifts in project schedules and project priorities, a 1.8% escalation factor on projects carried forward from the prior plan, and several projects at the two treatment plants (discussed below). While all projects in the five-year CIP are in FY 2017-18 dollars, escalation assumptions are incorporated into the five-year financial forecast.

Maintenance and Reliability

Planned program spending is comparable to the prior year CIP.

Sewage Treatment System

Planned program spending is higher than anticipated in the prior year CIP, primarily due to the addition of projects to address asset condition at Columbia Boulevard Wastewater Treatment Plant and cost increase for the preferred alternative at Tryon Creek Wastewater Treatment Plant.

Surface Water Management

Planned program spending is comparable to the prior year CIP.

Systems Development

Planned program spending is equal to the prior year CIP.

Council Goals and Priorities

Over the past few years, citizens and neighborhood committees have been more involved in the planning and development of the bureau's capital projects. This involvement has included interest in specific construction projects such as the stream restoration work and sewer replacement projects. Public involvement has also come in the forums of policy advisory groups for work elements like the update to the Portland Watershed Management Plan. In addition, there are a number of standing committees including the Stormwater Advisory Committee, the Watershed Science Advisory Committee, the Columbia Boulevard Wastewater Treatment Plant Citizens Advisory Committee, and the Portland Utility Board. In 2006, the bureau convened a citizen task group to review the CIP project selection criteria and CIP development strategy. This task group recommended that the bureau focus on reducing maintenance and reliability backlogs, addressing serious sewer back up problems, and advancing best management practices that have the potential to avoid future regulatory mandates.

Criteria

The CIP development strategy is consistent with the City's goal to improve water quality and the overall well-being of its citizens. It is focused on strategic and comprehensive program delivery and environmental protection and restoration within a prescribed regulatory framework. Priority is given to those projects mandated by federal and state laws and those projects that address City Council goals and objectives.

Capital Planning 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. A CIP development strategy guides project selection and scheduling. Projects are reviewed by managers in finance, program areas, operations, and engineering to ensure financial resources are expended effectively and appropriately. The CIP management team evaluates all the information from the process, meets with selected bureau project and program managers to refine cost and schedule data, and submits a recommendation to the bureau director. The bureau director reviews the findings and approves the CIP plan.

City Comprehensive Plan

The City's Comprehensive Plan (updated in June 2016) 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). 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 in order to protect the City's infrastructure investment for current and future system users. Reliability is critical to effective service and protection of public health and the environment. Increased application of internationally accepted utility asset management principles has focused the bureau's attention on assets with the highest risk and highest likelihood of failure.

The Systems Development program is intended to support the implementation of Metro's 2040 Plan and the City's 2035 Comprehensive Plan. Using asset management principles, the bureau has identified neighborhoods where sewer service is unavailable and where the existing on-site disposal facilities are at risk of failure.

In the last few years, the bureau has built multi-objective systems to address stormwater management, enhance fish and wildlife habitat, and create recreational benefits to the surrounding waters. Historically, drainage systems were constructed only to address flooding and standing water problems. Now, stormwater management projects are developed in a manner that integrates watershed health and system infrastructure needs. This multi-objective approach is incorporated into CIP projects.

Management Direction

In 2011, the bureau updated its strategic plan, incorporating an increased emphasis on asset management principles. Ongoing asset management efforts and current efforts to update the expiring strategic plan are redefining management direction regarding the long-term CIP. In calendar 2017, the bureau is reviewing the CIP development process in an effort to ensure efficient delivery of the increasingly complex mix of CIP projects. The CIP development strategy is built on the bureau's strategic plan (including the in-progress update), input from the 2006 Citizen Task Group and from the Portland Utility Board, updates to the systems plan, and the regulatory framework. The CIP is shaped significantly by strategic directives and the regulatory environment. It stresses the need for comprehensive, multi-objective solutions and reflects the objectives of River Renaissance, the City’s 2035 Comprehensive Plan, and the Portland Watershed Management Plan.

Asset Management and Replacement Plan

For the 2015 Citywide Assets Report, the bureau reported an annual funding gap of $21 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 bureau's service area. Approximately 70 percent of the stormwater system is in an unknown condition.
- Environmental Services is undertaking a 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's 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 Projects

Capital Program Descriptions

The Capital Improvement Program is divided into four program areas: Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.

Maintenance and Reliability

Projects in this program area address major maintenance requirements of the sewerage collection system including collector sewers, trunk sewers, and interceptor sewers. The sewerage collection and conveyance system includes nearly 2,000 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.

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.

Surface Water Management

The primary objective of this program is to protect the quality of surface and ground waters by addressing watershed health and public safety concerns associated with flooding, stream erosion, and urban pollution. Projects proposed under this program include construction of various types of water quality facilities (ponds, swales, greenstreets), sump retrofits, natural area and drainage protection, and stream restoration including culvert replacement. Projects are located in the Columbia Slough; Fanno, 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.

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.

Funding Sources

Planned CIP outlays total $688 million (excluding inflation) over the five-year forecast interval FY 2017-18 through FY 2021-22. 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, 1.30 on combined first and second lien debt, and an ongoing reserve of 10% of operating expenses for unforeseen financial needs. After making debt service payments, amounts in excess of those required for the 10% operating reserve are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total $103.5 million over the five-year forecast interval.
- **Bond Proceeds.** Based on current planning assumptions, the bureau's five-year CIP request anticipates $569 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.

Major Projects

Maintenance and Reliability

- **Pipe Rehabilitation Projects**: This suite of projects addresses failed pipe and pipes with the highest risk of failure. Just over one-third of the pipe system is over 80 years old. These projects are focused on reducing risk from failed or failing pipes.
- **Capacity Projects**: This suite of projects is necessary to relieve risk of sewer backup and street flooding in various basins using a combination of pipe upsizing and stormwater infiltration facilities. Projects also rehabilitate pipe in very poor condition. Priority is given to projects with the highest net benefit-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

- **Pump Station Improvement Program:** This is an ongoing program to refurbish and upgrade pump stations to meet current codes, operate more reliably, upgrade facilities to meet increased demand, and replace outdated equipment.
- **Treatment Facilities - Rehabilitation and Modification:** Both the CBWTP and TCWTP are major capital assets that require ongoing investment for repair, rehabilitation, and maintenance work to protect the capital investment and enhance system reliability. This program is key to preventing violations of the City's NPDES permit.
- **CBWTP Projects:**
  - Lagoon Reconstruction: To provide for better management of solids, this project will construct additional dikes in the existing lagoon to create more separation.
  - Secondary Treatment Expansion: Expansion of secondary treatment capacity is required for effective plant operation and to meet permit requirements.
  - Headworks Improvement, Piping Upgrades, Dewatering Improvements: These three projects will improve operational reliability at the plant.
  - Biogas Utilization and Organic Waste Receiving: These two projects convert waste products to beneficial reuse. Both are estimated to pay back the capital investment through future operational savings.
- **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

- **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.
- **Fanno/Tryon projects:** This group of projects implements the recommendations of the Fanno/Tryon Watershed Plan and the objectives of the TMDL.

- **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.
- **Stephens Creek Improvements:** This series of projects was recommended in the stormwater systems plan pilot study for this sub-watershed.

Systems Development Major Projects

- **Party Sewers:** This program 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.

Net Operating and Maintenance Costs

Each project includes estimated operating and maintenance costs or savings to be included in the operating budget once the facility comes on line. The operating and maintenance estimates for costs or savings are prepared by the Wastewater Group. The basis for the estimates depends upon the type of expected impact. The four major components for treatment plant operating and maintenance are labor, energy, chemicals, and materials. Energy and chemicals are more easily predicted. The equipment projected for installation has design parameters that more clearly dictate the resource demands. If there is a direct labor application which will have changed as a result of a project, that estimate would be accurate. However, labor and material costs are more commonly based on experienced estimates with similar projects and facilities from either the City of Portland or others.

It is important to note that operating budgets have not kept pace with the growing inventory of surface stormwater management facilities. While life cycle costs have been determined to be lower and watershed health benefits are higher for surface stormwater management as compared to pipe systems, it can be much more challenging to fund the maintenance (operating budget) costs of the surface facilities.

The planned project to capture the remaining waste biogas at Columbia Boulevard Wastewater Treatment Plant is designed to produce a positive revenue stream in the future after completion.

Administration & Support

Description

Administration & Support programs provide general management and administration for the Bureau of Environmental Services, coordinate the activities of the bureau's five service provider groups, and ensure timely and appropriate response to the public, ratepayers, and regulatory agencies. Coordination includes overseeing the development of the bureau's budget and managing review of programs, projects, and services offered by the bureau. Administration & Support provides supervision of the following specific service areas:

- The Directors Office provides top-level administration and leadership for the Bureau, including equity initiatives (under the Assistant Director). Beginning in FY 2017-18, emergency planning and coordination responsibility will move from Wastewater Services to the Directors Office.
- Public Information and Community Outreach and Involvement provides public information, communication planning, public involvement, environmental education, and internal communication services, including information and communication required to meet several state and federal requirements.
- Environmental Policy is responsible for developing environmental policies, rules and codes, and coordinating that work within the bureau and with other city bureaus, interest groups, and federal, state, and local agencies involved in environmental planning and implementation affecting the City.
- Finance includes budget development, accounting, financial planning and forecasting, debt management, rate development, project tracking and year-end financial reporting, wholesale service contract development and administration, management of the Clean River Rewards stormwater discount program, and administration of the Nonconforming Sewer Conversion program.
- Bureau Support includes the Administrative Services program that provides human resources administration, facility and property management, and fleet and telecommunications coordination. Bureau Support also encompasses Contract Management, the Bureau's Contracting Opportunities Program and Grant Management. Risk Services, included in this program, provides loss prevention, safety program and training resources, and oversees the Owner Controlled Insurance Programs (OCIP).
- Employee Development includes identifying training needs and solutions for managers and employees, coordinating internal and external education and training, and maintaining the bureau's database of employee training and development activities.
- Information Management activities include administering the bureau's data management software, strategizing data-based solutions, interfacing with central City technology services (Bureau of Technology Services and Enterprise Business Solutions), and implementing new data and software projects.

Goals

The Administration & Support programs support the City goal of protecting the natural and built environment though the following activities:

- Public Information and Community Outreach and Involvement provides information and public involvement opportunities regarding bureau policies, programs, and projects to city residents and ratepayers through print and electronic public information, community education, and a variety of community outreach activities, including meetings, tours, and stewardship activities.
- Environmental Policy monitors and helps influence legislation and regulations that protect the environment and support the bureau and City objectives.
- Bureau Support, Finance, and Employee Development perform critical business processes that facilitate efficient business operations, meet City requirements related to budgeting, contracting and personnel management, help to enhance employee skills and safety, and secure funding resources for bureau operating programs and capital construction.
- Information Management develops and maintains the data to support the bureau's asset management and operational efforts.

Performance

After several years of reduced staffing, the Clean Rivers Education Program returned to two FTEs in mid-fiscal year 2015-2016 reaching 8,723 student contacts (382 classroom and field science programs). In FY 2016-2017 the bureau expects to reach 10,000 student contacts (400 classroom and field programs).

In FY 2017-2018, the Clean Rivers Education Program is changing its performance measure from number of student contacts to number of classroom and field science programs delivered. The bureau expects to deliver 400 Clean Rivers Education programs in 2017-2018. The rationale for changing the performance measure is that school class sizes vary widely from school to school and year to year. Measuring the number of programs delivered more accurately reflects the amount of staff time invested, and provides a better way of comparing performance across years.

Changes to Services and Activities

The Adopted Budget adds 2.0 FTE to the Administration and Support Program. One Principal Management Analyst will assist with major process change efforts across the bureau and one Senior Management Analyst will assist with Equity Plan implementation and Portland Harbor community engagement.

Within the Bureau Support program, there are several new costs associated with the Portland Building reconstruction project including costs for document management and space planning ($111,000) and technology support to accommodate telework options during the move out period ($50,000). There are also new costs associated with use of Parks Rangers to monitor and assist with unauthorized camping ($41,106) and costs associated with prior Council direction to purchase renewal energy credits in accordance with the 2015 Climate Action Plan ($60,000).

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	59.60	72.00	66.35	66.35	68.35
Expenditures					
Administration	1,554,377	1,243,074	1,645,365	1,909,464	2,130,147

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Administration & Support	3,037	2,333	0	0	0
Bureau Support	8,569,190	8,350,570	11,632,453	13,278,638	13,278,638
Communications	921,130	876,307	965,979	995,844	995,844
Employee Development	544,323	648,031	57,220	57,220	57,220
Facilities	0	1,560	0	0	0
Finance	22,837,769	24,402,624	23,779,213	26,258,149	26,258,149
Information Management	5,532,632	6,215,220	5,998,300	6,174,481	6,174,481
Total Expenditures	**39,962,458**	**41,739,719**	**44,078,530**	**48,673,796**	**48,894,479**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Average single family household bill as a percent of median income	1.45%	1.48%	1.48%	1.49%	1.49%
Effectiveness					
Maintain the bureau's first lien debt service coverage ratio at 1.5 or greater	2.22	2.29	2.28	2.50	2.50
Maintain bureau's combined first and second lien debt service coverage ratio at 1.3 or greater	1.31	1.30	1.30	1.30	1.30
Efficiency					
Amount of time loss, in hours per employee, due to injury	1.40	3.20	2.36	3.00	3.00
Workload					
Number of bureau education programs delivered	384	382	400	400	400

Engineering

Description

Engineering Services serves ratepayers and the community by managing the analysis, planning, design, and construction of public improvement projects necessary to protect public health and watersheds. Engineering Services is divided into five divisions:

- Program Management & Controls develops the bureau's annual capital budget and five-year Capital Improvement Program (CIP), monitors the capital budget and program, and provides support functions for CIP delivery. The division includes administrative functions that support all Engineering Services group functions, including operations, personnel and contract services, permitting, and payment processing. The division also provides technical standards, best practices documentation and training support to all Engineering Services groups.
- Asset Systems Management provides short- and long-term engineering analyses and planning for combined, sanitary, and stormwater facilities and systems. The division is responsible for continued improvement and leadership of the bureau's asset management program. It also manages the Combined Sewer Overflow (CSO) Program, working with Wastewater Services to ensure the requirements of the City's NPDES waste discharge permit are met in a timely, cost effective, and functional manner.
- Design Services provides project management and engineering design services for capital projects ranging from pipe rehabilitation to stormwater facilities, pump stations and stream restoration. The division is responsible for ensuring each assigned project accomplishes its intended purpose on schedule, within budget, at best value, and in a manner consistent with City and bureau missions and values.
- Construction Services provides construction management and inspection services for bureau projects, development projects and projects managed by other City bureaus for assets that become part of the bureau's infrastructure (such as Milwaukie Light Rail). The division ensures quality, safe, and cost-effective construction with minimum disruption to the public.
- Systems Development provides land use and development review for private development and public works projects, issuing permits and inspecting private stormwater facilities, all to ensure consistency with City development goals and the bureaus infrastructure system needs.

In addition, Engineering Services oversees the Materials Testing Lab, which provides quality control and quality assurance of materials used in the construction of bureau assets. This involves testing, inspection, and geotechnical services, as well as evaluation of emerging technologies and products. The lab also provides services to other City bureaus, typically on a fee-for-service basis.

Goals

Engineering Services supports the City’s goals of protecting and enhancing the natural and built environment by preserving, protecting, and enhancing infrastructure. Engineering Services develops and improves wastewater and stormwater assets to preserve and enhance the value of the community's investment; aggressively controls sewer overflows and basement flooding; explores and evaluates innovative technologies and solutions; and integrates natural system concepts into design, construction, and maintenance of systems that retain or improve critical infrastructure service.

Performance

Construction management costs are targeted to be 10% of total construction costs. 80,000 linear feet of sanitary and combined sewer pipe are planned for capital repair or replacement in FY 2017-18 due to condition and capacity.

Changes to Services and Activities

The Adopted Budget adds 4.0 FTE to Engineering Services. A Senior Public Works Inspector and Public Works Inspector will assist with treatment plant construction inspections in addition to collection system related work. A Senior Administrative Specialist will provide support to the Systems Development Division which has experienced a significant increase in permit volume in the past several years.

This budget includes new funding to update the Combined and Sanitary Sewer System Plan, continue work on the Resiliency Master Plan to prepare our system for earthquakes and other disasters, and update some vehicles and computer equipment. A one-time purchase of additional rain gauges will address data gaps for CSO regulatory compliance and other needs.

Funding is also included to participate in the Cascadia Lifelines Program with Oregon State University and other utilities, for seismic resiliency best practices and coordination. A new engineering student internship is created in the Systems Development division, and a casual/temporary position is funded in Program Management and Controls to support project management software rollout and training.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	190.05	169.92	205.53	209.53	209.53
Expenditures					
Asset Systems Management	8,422,634	(1,740,461)	3,135,980	3,616,026	3,674,406
Capital Program Mgmt & Controls	82,100,791	78,689,013	110,244,764	115,212,421	115,212,421
Construction Services	1,690,225	1,844,026	1,190,047	1,242,698	1,242,698
Design	1,957,386	2,451,604	936,499	1,432,479	1,432,479
Downspout Disconnection	107,753	5,618	0	0	0
Engineering	979,050	1,388,627	1,296,261	1,617,388	1,617,388
Materials Test Lab	949,349	890,954	1,590,826	1,200,932	1,200,932
Stormwater Retrofit	364,717	28,110	0	0	0
Systems Development	4,607,007	4,331,124	3,318,067	3,901,618	3,901,618
Total Expenditures	**101,178,912**	**87,888,615**	**121,712,444**	**128,223,562**	**128,281,942**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of stormwater flooding events due to system capacity	45	132	100	100	100
Efficiency					
Construction management costs as a percentage of total construction costs	10%	14%	10%	10%	10%

Pollution Prevention

Description

Pollution Prevention Services includes two major programs: Environmental Investigations and Environmental Compliance. This service area also includes the Portland Brownfield Program.

- Environmental Investigations provides wastewater, stormwater, surface water, groundwater, gas, soil, sediment, and ecological sampling and monitoring services to all groups within the bureau. It includes project managers, field staff, and a full-service environmental laboratory to support bureau regulatory requirements, conveyance system design and operation, watershed assessment, and site investigation for utility construction and property acquisition. The group provides consultation, data analysis, and reporting for the bureau, other City bureaus, and outside agencies. These centralized services minimize contracting costs, allow for data sharing across programs and agencies, and generate consistent and high-quality data.
- Environmental Compliance manages the bureau's regulatory enforcement process including industrial pretreatment, stormwater, and other environmental regulations under the bureau's authority. This service area also ensures bureau compliance with state and federal regulatory obligations including permits governing wastewater collection and treatment, influences environmental policy and regulations developed by other entities, and manages the City's stormwater and groundwater permits under the Clean Water Act and the Safe Drinking Water Act.
- The Portland Brownfield program provides assistance for assessment and cleanup of contaminated properties through use of federal brownfield grants, matching funds from public agencies, and investment by private sector partners. Program services address soil and water contaminants to protect human and watershed health. Brownfield program projects return contaminated sites to productive economic and community use through partnership with neighborhoods and businesses.

Goals

Pollution Prevention Services continues to support the City goal of protecting and enhancing the natural and built environment by increasing innovative pollution prevention strategies. Pollution Prevention Services achieves this goal by managing the City’s NPDES wastewater and stormwater and WPCF stormwater permits to ensure compliance with the Clean Water Act and the Safe Drinking Water Act. Pollution Prevention Services regulates, permits, inspects, monitors, and analyzes wastewater and stormwater of industrial and commercial operations. Pollution Prevention Services oversees development of contaminated properties and provides technical assistance to industrial and commercial operators, homeowners, and organizations to control pollution at the source to prevent impacts to water quality and to protect the City storm and sanitary collection and treatment systems.

Performance

The following are performance highlights in the program:

- In FY 2016-17, 98.7% of industrial enforcement tests are projected to be in full compliance, which is a slight decrease in the performance of prior years. Testing requirements are being looked at and adjusted to more accurately reflect the operations of the industries and the goal for FY 2017-18 is to work with industries to increase compliance.
- Site investigations and remediation will require an anticipated average expenditure of $12,000 per site in FY 2016-17 and $10,000 per site in FY 2017-18. Total costs per project range from around $3,000 to $100,000.
- It is projected that the Water Pollution Control Laboratory will perform 62,000 lab analyses in FY 2016-17 and is expected to perform 62,000 lab analyses in FY 2017-18.
- FY 2016-17 is estimated to finish above our target of 120 SSOs due to the atypical frequency of large storm events during the year. Effective operation and maintenance of the sewer system is key to minimizing the number of Sanitary Sewer Overflows (SSOs), which protects human health and the environment, and is required to meet permit compliance. The goal for FY 2017-18 has been adjusted to 128 to more accurately reflect expansion within collection system.
- Combined Sewer Overflows (CSOs) are estimated to remain at 4 during FY 2017-18. This estimate will keep the city in compliance with the NPDES permit requirement.

Changes to Services and Activities

The Environmental Investigations program added one Electronic Systems Technician in the Data Acquisition & Monitoring Section (DA&M). This position will be responsible for maintaining equipment that is critical to the operational efficiency of the conveyance system.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	85.00	87.00	89.00	92.00	92.00
Expenditures					
Env. Monitoring & Investigation	2,031,444	2,466,806	2,525,950	2,552,213	2,552,213
Environmental Compliance	6,641,480	6,206,297	8,072,988	8,285,629	8,277,487
Pollution Prevention	363,372	384,272	495,584	387,724	387,724
Source Control	87,498	5,023	0	0	0
Total Expenditures	**9,123,794**	**9,062,398**	**11,094,522**	**11,225,566**	**11,217,424**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of sanitary sewer overflows	161	134	140	128	128
Number of combined sewer overflow events	4	5	4	4	4
Effectiveness					
Percentage of industrial enforcement tests in full compliance	99.6%	99.5%	98.7%	99.5%	99.5%

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Efficiency					
Average resources spent in site investigations and cleanup, per site investigated or remediated	$12,047	$12,123	$12,000	$10,000	$10,000
Workload					
Number of lab analyses performed each year	56,597	59,210	62,000	62,000	62,000

Portland Harbor

Description

The Portland Harbor Superfund program is managed in the Office of the Director and is budgeted in the Environmental Remediation Fund. The existence of the bureau's Superfund program is recognition by City Council that a strong City presence in the Superfund cleanup is critical. The bureau's Environmental Policy Manager, working with the Portland Harbor Senior Program Manager, oversees the Portland Harbor Superfund program. Both positions report to the bureau Director. The Environmental Policy Manager and Senior Program Manager represent the City in discussion with other potentially responsible parties, members of the community, other City bureaus, tribal governments and federal and state agencies, and are responsible for coordination with City Council.

Goals

The Superfund program supports the City's goals of protecting and enhancing environmental and human health, maintaining a working harbor and advocating for a fair allocation of cleanup costs among all parties.

Performance

- The Environmental Protection Agency (EPA) issued a cleanup Record of Decision (ROD) in early January 2017. The next steps in the cleanup process, and the City's role in that process, are yet to be determined.
- Portland Harbor staff continue to work with the River Mile 11E Group to complete obligations under an order with EPA.
- The program will continue to work with the Oregon Department of Environmental Quality (DEQ) to review investigations of upland properties that could convey contaminants to the City's stormwater conveyance system and, ultimately, the river.

Changes to Services and Activities

The program reflects an increase of $1,250,000 in FY 2017-18. The increase will fund development and implementation of a public engagement process, including 0.5 FTE of a Senior Management Analyst position added for FY 2017-18. It will also fund a technical consultant to assist the bureau with post -ROD implementation strategies and increased legal support.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	3.00	4.83	3.20	3.20	3.20
Expenditures					
CERCLA (Superfund)	734,484	1,323,402	1,177,265	2,277,265	2,277,265
Portland Harbor	2,319,267	1,875,390	3,769,379	2,698,909	2,698,909
Total Expenditures	**3,053,751**	**3,198,792**	**4,946,644**	**4,976,174**	**4,976,174**

Wastewater

Description

The Wastewater Services group protects public health, water quality, and the environment by effectively administering, operating, and maintaining wastewater and stormwater collection, pumping, and treatment systems, as well as natural areas. This is achieved in a manner that assures compliance with all applicable permits, regulations, and contracts. In addition to two wastewater treatment plants, the system includes 89 active pumping stations, 10 step systems, 3,027 miles of pipeline, 670 miles of lateral, 40,682 manholes, 8,624 stormwater sumps, 503,367 linear feet of ditches, 54,716 stormwater inlets and catch basins, 327 trash racks, 150 manufactured stormwater facilities, and 1,989 greenstreets. Additional services provided by Wastewater Services include biosolids reuse, residuals management, odor control, methane utilization, facilities management, and emergency management and response.

Inspection, cleaning, maintenance, and repair for most sewer and stormwater collection facilities as well as collection system customer response and utility locating services are provided through an interagency agreement with the Portland Bureau of Transportation Maintenance Operations (PBOT-MO) Environmental Services Division.

Wastewater Services also performs functions that support the operation, maintenance, and engineering needs related to wastewater infrastructure. These include administrative support, learning and development, support for administration of the asset management system, reporting and analysis, inventory management and procurement services related to stores for collection and treatment facilities.

Goals

Wastewater Services supports the bureau and City goal of operating infrastructure in a way that meets regulatory requirements and protecting, rehabilitating, and maintaining existing assets for long-term reliability.

Performance

The treatment process at each of the two treatment plants continues to achieve removal of 95.5% of total suspended solids and biochemical oxygen demand from the wastewater compared with the 85% regulatory performance required in the National Pollutant Discharge Elimination System (NPDES) permits. Wastewater Services plans to sustain this level of performance in FY 2017-18.

Collection and treatment facilities delivered and processed 33.0 billion gallons of wastewater during FY 2015-16, a nearly 20% increase from the previous year, largely due to a series of major storms that produced higher-than-normal rainfall between November 2015 and March 2016. Based upon the first six months of the fiscal year, it is expected that wastewater conveyed and treated could reach 30 billion gallons in FY 2016-17.

The operating and maintenance cost of wastewater treatment was approximately $603 per million gallons treated for FY 2015-16, driven down by significantly higher-than-expected flows. Based upon an assumption of typical annual flow, this figure is projected to decrease in FY 2016-17 to about $597 per million gallons treated.

In an effort to continue to preserve system capacity and prevent sanitary sewer overflows in the collection system, over 700,000 feet of sewers were inspected and over 1.7 million feet cleaned, totaling over 2.4 million feet that was inspected and cleaned in FY 2015-16. This is projected to remain approximately the same in FY 2016-17 and FY 2017-18.

Changes to Services and Activities

There are no major reorganizations or changes to existing services or activities.

New resources are being applied to condition assessment and system maintenance of critical infrastructure. There continues to be an enhanced effort to assess the condition of hard assets. This provides critical guidance on priorities for replacement of key infrastructure and helps avoid costly asset failures. It includes increasing efforts in collection system CCTV and large diameter force main inspections. Additionally, more proactive and planned maintenance focused on pump reliability at pump stations will be accomplished, as well as improved planned maintenance in digester cleanings at the Columbia Boulevard Wastewater Treatment Plant (CBWTP).

Capitalizing on renewable energy produced from digester gas (Biogas) at CBWTP remains a priority. Renewable Compressed Natural Gas (CNG) is expected to become available to fuel fleet vehicles in 2017, therefore vehicles that can accommodate this renewable fuel source are being purchased.

Adjustments within the Wastewater Services base budget include reductions resulting from the completion of key work such as condition assessment on the digester gas piping system and outfalls, as well as re-evaluating the maintenance strategy for the co-generation engines and deferring major service until the completion of the Biogas project in order to minimize down time and impacts on utility costs for the treatment plant.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	128.95	142.00	134.95	134.95	134.95
Expenditures					
Collection System	27,716,188	29,543,028	34,218,488	34,602,471	34,602,471
Maintenance	0	0	207,576	250,000	469,690
Treatment	18,869,619	20,077,533	19,878,788	21,098,581	20,878,891
Wastewater	962,471	1,051,024	1,088,128	1,126,198	1,126,198
Total Expenditures	**47,548,278**	**50,671,585**	**55,392,980**	**57,077,250**	**57,077,250**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of urgent public health and safety related service requests responded to within two-hour timeframe	94%	88%	92%	90%	90%
Effectiveness					
Percentage of biochemical oxygen demand removed	95.8%	96.0%	96.3%	85.0%	85.0%
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	NA	70,081	70,057	80,000	80,000

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Efficiency					
Cost to operate and maintain the treatment plants per million gallons treated	$681	$603	$597	$720	$720
Workload					
Amount of wastewater processed annually (in million gallons)	27,597	32,973	29,587	28,800	28,800

Watershed

Description

Watershed Services provides scientific, planning, and stewardship expertise to the bureau and the City for investments in natural and built systems that protect and improve watershed health.

The Watershed Services Group is organized into three divisions and is funded through four budget programs.

- The Stormwater System division integrates system planning, stormwater policies, and design guidelines with implementation, technical assistance, and stewardship to create a continuous and iterative plan-do-check cycle for stormwater assets.
- The Science Integration division provides scientific and technical assistance to all Environmental Service programs and to other City bureaus with respect to environmental policy, planning, projects, regulations, and monitoring.
- The Watershed Program division includes the bureau's experts on individual watersheds. The division plans, initiates, and adaptively manages projects that improve watershed health and promotes stewardship within watersheds. Working in conjunction with the bureau's stormwater and sanitary system planning, the division identifies and prioritizes watershed investments. The Watershed Programs division also works closely with Engineering Services to implement watershed enhancements and restoration projects through the bureau's capital program.
- The Watershed Revegetation program is primarily managed by Wastewater Services but is budgeted for within Watershed Services. This program reforests city natural areas and adjacent lands, plants and maintains the City's green streets, stormwater management facilities, and bureau capital projects to improve the urban forest canopy and enhance the functional ability of urban watersheds. The work of the Environmental Services Tree Program is included in this cross-group budget area as well.

Goals

Watershed Services protects and enhances the natural and built environment by improving and protecting watershed health within the urban area. These efforts support City goals and facilitate compliance with environmental regulations using a natural systems approach and green infrastructure to meet multiple objectives, minimize costs, and provide maximum benefits. Watershed Services leads the bureau’s stormwater system planning efforts. The group’s work supports the Climate Action Plan, Climate Preparation Strategy, the River Plan, the Portland Plan, and the update to the City’s Comprehensive Plan.

Performance

Watershed Services and the Watershed Revegetation program restored 9,935 feet of stream bank during FY 2015-16. The bureau is on track to meet the FY 2016-17 target to restore an additional 9,900 feet. The FY 2017-18 target is to restore an additional 19,900 feet. These targets are based on past averages. The annual amount of stream bank restoration reported each year varies based on the varying size and nature of capital projects.

In FY 2015-16, over 20,000 people contributed thousands of volunteer hours on projects organized or catalyzed by the Community Watershed Stewardship program and other watershed stewardship programs. For FY 2016-17, this measure was changed to match the participation and stewardship goal in the NPDES MS4 Permit. The permit requirement is to involve approximately 10,000 participants in community events, workshops, stewardship projects, and restoration events annually. This includes a more comprehensive report of programs and outreach efforts than the old Stewardship performance measure.

The bureau and partners planted more than 15,500 trees in FY 2015-16. Most of those were seedlings planted as part of natural area revegetation projects, and 3,959 were new street and yard trees planted to help manage stormwater runoff from streets and private property. In FY 2016-17, approximately 9,250 trees are expected to be planted, and the target for FY 2017-18 remains at 9,250 trees. The lower targets in FY 2015-16 and FY 2016-17 are due to the timing and size of natural area tree planting projects. New street and yard tree plantings are remaining consistent or growing as the program reaches out in new areas.

Changes to Services and Activities

A number of new private property efforts are projected by the Engineering Services group as an essential element of new Neighborhood to the River strategies expanding beyond the Tabor neighborhood to new areas of pipe rehabilitation and replacement. The Private Property Retrofit program (PPRP) added two additional staff to meet increasing demands. Budget funds for PPRP are organized as basin projects, with expansion of activity in the Stephens Creek area anticipated in FY 2017-18.

In FY 2016-17, the Stormwater System Plan section presented a preliminary assessment of stormwater levels of service throughout the City. This work is guiding priorities for condition assessment and sub-watershed planning in FY 2017-18 to address areas of critical need and fill data gaps.

Reports of mandatory once-in-ten-year sampling of fish tissue in the Columbia Slough will be completed in FY 2017-18. The completion of this three-year process (assessing both fish tissue and sediments) will free up funding to be restored to watershed planning efforts supporting the Stormwater System Plan.

The Adopted Budget includes a $994,057 reduction to the fund transfer from the General Fund to Environmental Services for tree planting. Given the positive impact trees have on the stormwater system, the budget provides full funding for this program from the Sewer System Operating Fund. The program plants approximately 2,200 trees a year for stormwater management in low-canopy and under-served neighborhoods, along transit corridors, and elsewhere.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	57.00	65.80	61.77	63.77	63.87
Expenditures					
Science, Fish & Wildlife	1,217,686	1,775,792	2,580,762	2,588,967	2,588,967
Sustainable Stormwater	3,498,895	3,427,331	6,024,573	6,169,808	6,169,808
Watershed	585,159	621,271	687,111	668,968	668,968
Watershed Management	3,894,797	3,064,359	2,678,249	2,684,449	2,684,449

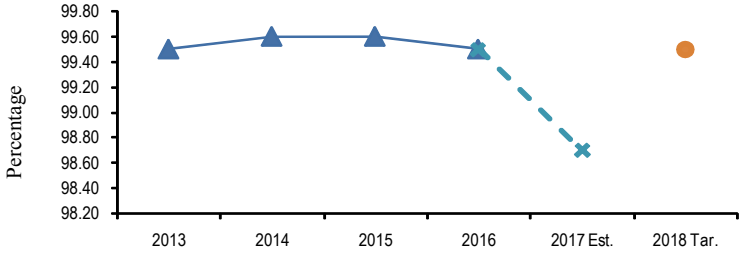
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Watershed Revegetation	968,954	3,928,050	2,178,255	2,313,856	2,326,108
Total Expenditures	**10,165,491**	**12,816,803**	**14,148,950**	**14,426,048**	**14,438,300**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Watershed Health Index for water quality	5.90	5.90	5.90	5.90	5.90
Workload					
Number of trees planted	36,418	15,514	9,250	9,250	9,250
Feet of streambank restored (not cumulative)	22,443	9,935	9,900	19,900	19,900
Number of participants in community events, workshops, stewardship, and restoration events	24,000	23,941	10,000	10,000	10,000

Performance Measures

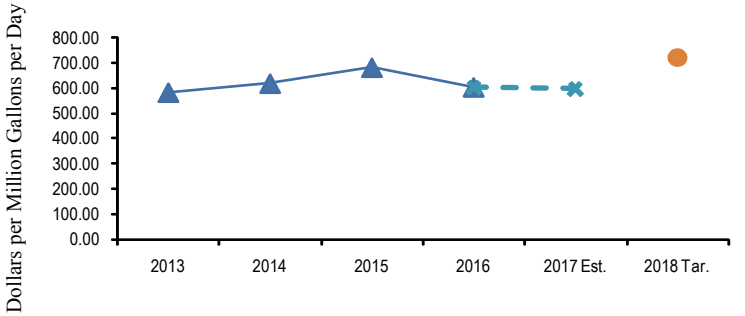
Enforcement Tests

Percentage of industrial enforcement tests in full compliance.



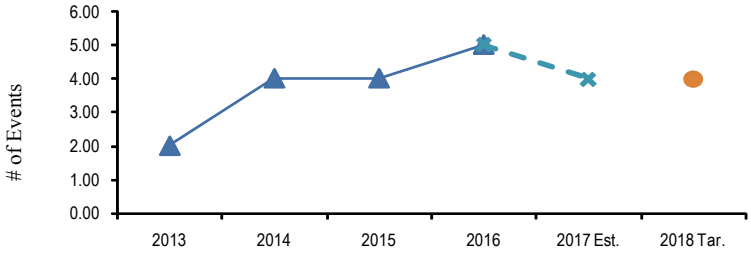
Wastewater Processing Cost

Cost to operate and maintain the wastewater treatment plants reflected in costs per million gallons. When flow is low, as in a "dry year," cost per unit increases.



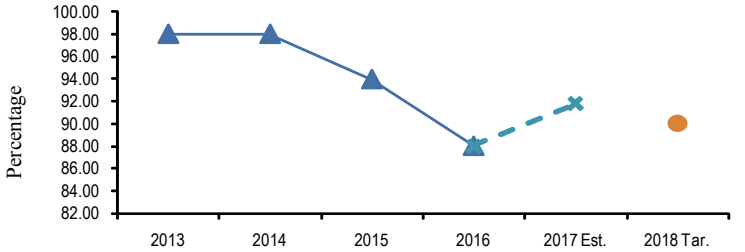
Combined Sewer Overflow (CSO) Events

The number of storm events that caused a combined sewer overflow (CSO) to either the Willamette River or the Columbia Slough. Over 100 events occurred annually prior to the start of construction of the CSO system in 1990 and 48 occurred the year before the system was completed in 2011.



Health and Safety Related Service Requests

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



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Licenses & Permits	2,013,484	1,908,089	2,295,000	2,420,000	2,420,000
Charges for Services	329,208,148	346,568,939	371,295,000	369,083,028	369,361,071
Intergovernmental	2,429,897	510,493	678,925	391,886	391,886
Bond & Note	322,591,753	441,990,563	14,300,000	229,000,000	229,000,000
Miscellaneous	2,948,401	3,949,749	3,710,000	4,681,100	4,681,100
Total External Revenues	**659,191,683**	**794,927,833**	**392,278,925**	**605,576,014**	**605,854,057**
Internal Revenues					
Fund Transfers - Revenue	301,026,796	305,620,296	358,046,792	338,772,265	338,772,265
Interagency Revenue	1,898,952	1,546,046	2,500,121	2,591,744	2,591,744
Total Internal Revenues	**302,925,748**	**307,166,342**	**360,546,913**	**341,364,009**	**341,364,009**
Beginning Fund Balance	148,885,864	324,091,360	292,755,000	272,770,600	272,770,600
Total Resources	**$1,111,003,295**	**$1,426,185,535**	**$1,045,580,838**	**$1,219,710,623**	**$1,219,988,666**
Requirements					
Bureau Expenditures					
Personnel Services	60,601,162	63,300,360	67,355,169	70,029,639	70,320,885
External Materials and Services	56,221,496	59,946,746	60,897,091	70,640,760	70,574,307
Internal Materials and Services	40,650,971	38,895,674	44,177,719	46,421,096	46,421,096
Capital Outlay	53,559,746	43,235,132	78,900,265	77,510,901	77,569,281
Total Bureau Expenditures	**211,033,375**	**205,377,912**	**251,330,244**	**264,602,396**	**264,885,569**
Fund Expenditures					
Debt Service	271,292,554	617,893,725	172,223,687	184,602,857	184,602,857
Contingency	0	0	180,067,823	354,890,934	354,624,116
Fund Transfers - Expense	303,946,952	310,571,147	363,654,084	344,504,436	344,766,124
Debt Service Reserves	0	0	78,305,000	71,110,000	71,110,000
Total Fund Expenditures	**575,239,506**	**928,464,872**	**794,250,594**	**955,108,227**	**955,103,097**
Ending Fund Balance	324,730,414	292,342,751	0	0	0
Total Requirements	**$1,111,003,295**	**$1,426,185,535**	**$1,045,580,838**	**$1,219,710,623**	**$1,219,988,666**
Programs					
Administration & Support	39,962,458	41,739,719	44,078,530	48,673,796	48,894,479
Pollution Prevention	9,123,794	9,062,398	11,094,522	11,225,566	11,217,424
Engineering	101,178,912	87,888,615	121,712,444	128,223,562	128,281,942
Citywide Equity Program	295	0	0	0	0
Distribution	0	0	(43,826)	0	0
Watershed	10,165,491	12,816,803	14,148,950	14,426,048	14,438,300
Healthy Working Rivers	24	0	0	0	0
Assessments & Improvements	372	0	0	0	0
Wastewater	47,548,278	50,671,585	55,392,980	57,077,250	57,077,250
Portland Harbor	3,053,751	3,198,792	4,946,644	4,976,174	4,976,174
Total Programs	**211,033,375**	**$205,377,912**	**$251,330,244**	**$264,602,396**	**$264,885,569**

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Maintenance and Reliability								
Alder: Buckman East Recon/Green Streets	0	0	0	310,000	720,000	3,075,000	3,130,000	7,235,000
Alder: Ladd's Addition South Recon/ Green Streets	0	0	245,000	560,000	2,040,000	2,075,000	0	4,920,000
Alder: Sunnyside East Recon/Green Streets	534,544	2,200,000	3,600,000	50,000	0	0	0	3,650,000
Alder: Sunnyside North Recon/ Green Streets	387,754	500,000	1,000,000	6,000,000	400,000	0	0	7,400,000
Alder: Sunnyside South Recon/ Green Streets	0	0	275,000	865,000	2,840,000	2,825,000	50,000	6,855,000
Beech Essex CP-G	8,265	0	0	0	0	0	930,000	930,000
Beech Essex CP-K	0	0	0	0	0	0	0	0
Beech-Essex CP-J	0	0	0	260,000	750,000	4,700,000	3,300,000	9,010,000
Burlingame Basin Infiltration and Inflow	5,941,255	1,100,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Capital Maintenance - Non-Process Facilities	1,620,637	680,000	1,700,000	2,800,000	4,900,000	750,000	1,000,000	11,150,000
Fanno Creek Infiltration and Inflow	1,420,820	0	0	320,000	1,100,000	2,700,000	5,170,000	9,290,000
Large Diameter Sewer Rehabilitation	437,492	600,000	700,000	3,200,000	9,000,000	6,000,000	18,000,000	36,900,000
Maintenance Capital - Construction	10,447,397	240,000	240,000	240,000	240,000	240,000	250,000	1,210,000
Maintenance Capital - Contract	1,578,501	0	3,000,000	3,000,000	3,500,000	4,000,000	4,000,000	17,500,000
NWN: Slabtown Sewer Replacement	581,794	7,000,000	8,000,000	2,000,000	0	0	0	10,000,000
NWN: Central Tanner	0	0	0	0	0	0	0	0
NWN: East Nicolai	0	0	0	0	0	100,000	450,000	550,000
NWN: NW Thurman St Sewer	18,578	185,000	240,000	1,600,000	579,000	0	0	2,419,000
NWN: South Tanner	0	0	0	300,000	900,000	3,000,000	4,200,000	8,400,000
Oak A - Collectors	0	0	0	0	0	0	500,000	500,000
Oak A - Sandy Trunk	0	0	0	0	500,000	1,000,000	1,000,000	2,500,000
Owner Controlled Insurance Program Phase 4	2,808,508	300,000	300,000	300,000	300,000	0	0	900,000
Phase 2 Pipe Rehabilitation	76,839,499	32,778,777	14,000,000	1,000,000	0	0	0	15,000,000
Pipe Rehabilitation Phase 3	5,941,303	7,784,000	16,000,000	23,000,000	23,000,000	23,000,000	23,000,000	108,000,000
SE Interceptor Rehabilitation	1,240,328	500,000	8,000,000	0	0	0	0	8,000,000
SLRT/Vault Monitoring	0	0	50,000	50,000	120,000	960,000	960,000	2,140,000
Small Urgent Capacity Projects	0	100,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Stark HSS-17	0	0	0	300,000	1,100,000	990,000	7,000,000	9,390,000
Structural Rehab Taggart Outfall 30	1,592,776	1,630,000	500,000	8,000,000	3,750,000	0	0	12,250,000
TGD: Richmond Neighborhood Recon/Green Streets	0	0	0	0	0	100,000	550,000	650,000
Tryon SS Protection 1A TCWTP to Hwy 43	877,673	1,000,000	100,000	1,600,000	0	0	0	1,700,000
Wheeler WHE-04	689,264	515,000	6,000,000	2,400,000	0	0	0	8,400,000
Total Maintenance and Reliability	**112,966,388**	**57,112,777**	**66,450,000**	**59,655,000**	**57,239,000**	**57,015,000**	**74,990,000**	**315,349,000**

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Preservation & Rehabilitation								
Portland Building Rehabilitation - BES floors	0	0	0	0	0	40,000,000	0	40,000,000
Total Preservation & Rehabilitation	**0**	**0**	**0**	**0**	**0**	**40,000,000**	**0**	**40,000,000**
Sewage Treatment Systems								
Airport 1 Pump Station Improvements	453,259	0	1,900,000	300,000	0	0	0	2,200,000
Alder Pump Station Upgrade	701,332	1,430,000	3,360,000	500,000	0	0	0	3,860,000
CBWTP Aeration Basins Structural Rehab	0	0	0	0	50,000	100,000	1,090,000	1,240,000
CBWTP Biogas Utilization	1,104,333	950,000	4,700,000	4,300,000	0	0	0	9,000,000
CBWTP Digester Improvements	237,004	270,000	500,000	0	0	0	0	500,000
CBWTP Fiber System Reliability	0	0	100,000	690,000	0	0	0	790,000
CBWTP Headworks Screens Improvements	0	98,000	500,000	430,000	4,000,000	4,800,000	60,000	9,790,000
CBWTP Lagoon Reconstruction	16,099,740	2,740,000	4,300,000	4,700,000	640,000	110,000	150,000	9,900,000
CBWTP Organic Waste Receiving Facility	0	63,000	235,000	245,000	2,776,000	1,519,000	0	4,775,000
CBWTP Outfall Diffusers	67,726	200,000	510,000	360,000	1,333,000	51,000	0	2,254,000
CBWTP Residuals Handling Improvements	0	0	0	0	0	50,000	500,000	550,000
CBWTP Reuse System Replacement	0	0	0	0	430,000	435,000	2,500,000	3,365,000
CBWTP Secondary Treatment Expansion Program	0	200,000	2,225,000	5,510,000	19,000,000	19,620,000	32,690,000	79,045,000
CBWTP Substation Replacement	0	0	300,000	750,000	1,500,000	2,500,000	0	5,050,000
Force Ave Pump Station Remodel	61,773	0	500,000	1,500,000	2,500,000	100,000	0	4,600,000
Inverness Pump Station Force Main	0	94,000	401,000	2,533,000	1,610,000	726,000	1,504,000	6,774,000
Pump Station Improvement Program	2,192,984	0	4,000,000	4,000,000	4,000,000	5,000,000	5,000,000	22,000,000
Repair, Rehabilitation, and Modification	35,520,920	4,000,000	3,525,000	7,300,000	4,000,000	4,000,000	4,000,000	22,825,000
TCWTP Headworks Improvements	201,136	2,000,000	6,000,000	18,000,000	27,000,000	7,000,000	3,800,000	61,800,000
TCWTP Secondary Process Improvements	31,118	780,000	820,000	2,500,000	2,400,000	0	0	5,720,000
Total Sewage Treatment Systems	**56,671,325**	**12,825,000**	**33,876,000**	**53,618,000**	**71,239,000**	**46,011,000**	**51,294,000**	**256,038,000**
Surface Water Management								
Balch Creek Trash Racks	139,774	0	300,000	400,000	1,000,000	0	0	1,700,000
Columbia Slough Outfalls	1,098,760	3,025,000	2,780,000	150,000	1,000,000	2,000,000	2,000,000	7,930,000
Culverts Phase 3	0	0	50,000	50,000	250,000	920,000	920,000	2,190,000
FT: Beaverton Hillsdale Hwy	369,286	500,000	1,065,000	200,000	1,000,000	1,000,000	0	3,265,000
FT: Boones Ferry Culvert	1,161,420	500,000	1,000,000	4,100,000	0	0	0	5,100,000

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
FT: Drainage Shoulder Improvements	0	102,000	0	133,000	521,000	1,021,000	1,021,000	2,696,000
FT: SW 45th Ave Culvert	507,785	1,115,000	1,000,000	0	0	0	0	1,000,000
FT: SW Shattuck Rd Culvert Replacement	0	0	0	0	0	0	100,000	100,000
FT: Water Quality Facility 2	0	0	0	0	0	0	0	0
JC: River Mile 9.6 Floodplain Restoration	151,102	200,000	200,000	600,000	20,000	20,000	0	840,000
JC: Brunkow	22,751	100,000	40,000	100,000	610,000	20,000	0	770,000
JC: Freeway Land Floodplain Restoration	42,920	0	0	100,000	100,000	100,000	100,000	400,000
JC: Johnson Creek Willing Seller Phase 2	7,342,277	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
JC: Oxbow	270,236	300,000	0	50,000	150,000	180,000	725,000	1,105,000
JC: Springwater Wetland	203,771	128,000	150,000	0	0	0	0	150,000
Oaks Bottom Culvert Replacement	1,532,211	200,000	100,000	1,800,000	0	0	0	1,900,000
Stephens Creek Ph 1 Improvements	392,136	822,000	500,000	1,815,000	2,011,000	3,011,000	6,000,000	13,337,000
Watershed Investment Program	8,691,856	1,451,300	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000
Watershed Land Acquisition Program	0	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Surface Water Management	**21,926,285**	**9,943,300**	**10,685,000**	**13,498,000**	**10,662,000**	**12,272,000**	**14,866,000**	**61,983,000**
Systems Development								
Drainage Improvement	2,682,659	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
Party Sewers	9,045,717	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
PBOT Interagency Reimbursement	9,603,100	350,000	350,000	350,000	350,000	350,000	350,000	1,750,000
Permit Reimbursement	1,347,058	250,000	100,000	100,000	45,000	45,000	45,000	335,000
Public Works Permit Projects	31,982,394	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Sewer Easements on Existing Sewers	27,921	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Sewer Extensions for High Risk Septic	203,332	100,000	100,000	1,000,000	100,000	100,000	1,000,000	2,300,000
Total Systems Development	**54,892,181**	**3,500,000**	**3,350,000**	**3,250,000**	**2,295,000**	**2,295,000**	**3,195,000**	**14,385,000**
Total Requirements	**246,456,179**	**83,381,077**	**114,361,000**	**130,021,000**	**141,435,000**	**157,593,000**	**144,345,000**	**687,755,000**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	3.00	207,432	3.00	207,432	3.00	207,432
30000064	Accountant III	60,466	76,045	2.00	147,408	2.00	148,850	2.00	148,850
30000434	Administrative Assistant	49,774	76,648	4.00	286,744	4.00	292,851	4.00	292,851
30000433	Administrative Specialist, Sr	46,342	71,344	5.00	260,783	6.00	338,024	6.00	338,024
30000437	Administrative Supervisor II	63,419	84,552	1.00	73,980	1.00	75,751	1.00	75,751
30000104	Automotive Equip Oper II: Tractor-Trailr	47,861	57,616	1.00	57,612	1.00	57,612	1.00	57,612
30000671	Biosolids/Reuse Program Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000320	Botanic Spec II-Generalist	59,634	76,066	5.00	362,318	5.00	367,394	5.00	367,394
30000321	Botanic Spec II-Ntrl Resource Ecologist	59,634	76,066	6.00	439,980	6.00	439,980	6.00	439,980
30000441	Business Operations Manager	82,909	110,448	2.00	218,700	2.00	220,896	2.00	220,896
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000440	Business Operations Supervisor	73,528	98,363	2.00	171,888	2.00	171,888	2.00	171,888
30000447	Business Systems Analyst, Assistant	49,774	76,648	1.00	76,644	1.00	76,644	1.00	76,644
30000449	Business Systems Analyst, Sr	69,971	93,413	5.00	443,604	5.00	443,604	5.00	443,604
30000328	CAD Technician I	41,766	55,973	3.00	125,316	3.00	130,679	3.00	130,679
30000329	CAD Technician II	55,973	71,406	9.00	627,264	9.00	627,264	9.00	627,264
30000330	CAD Technician III	67,974	86,798	5.00	407,040	5.00	409,056	5.00	409,056
30000689	Capital Program Mgmt & Controls Manager	95,888	129,917	1.00	112,908	1.00	115,603	1.00	115,603
30000686	Capital Project Manager II	73,528	98,363	3.00	272,514	3.00	281,682	3.00	281,682
30000700	Communications Engineer	73,528	98,363	2.00	182,952	2.00	185,264	2.00	185,264
30000491	Community Outreach & Informtn Assistant	49,774	76,648	2.00	119,088	2.00	122,960	2.00	122,960
30000492	Community Outreach & Informtn Rep	60,403	80,517	2.00	161,040	2.00	161,040	2.00	161,040
30000493	Community Outreach & Informtn Rep, Sr	66,622	88,837	2.00	164,760	2.00	166,832	2.00	166,832
30000494	Community Outreach & Invlvmt Program Mgr	69,971	93,413	1.00	69,972	1.00	69,972	1.00	69,972
30000455	Contracts Dev & Review Administrator	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000672	Data Acquisition & Mgmt Supervisor	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000733	Development Services Manager	89,149	118,747	1.00	110,994	1.00	115,542	1.00	115,542
30000333	Development Services Technician II	55,973	71,406	1.00	71,412	1.00	71,412	1.00	71,412
30000836	Development Supervisor II	77,064	103,563	2.00	181,413	2.00	184,602	2.00	184,602
30000576	Economist, Sr	73,528	98,363	1.00	79,392	1.00	82,644	1.00	82,644
30000635	Electrical/Instrumentation Supervisor	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000116	Electrician	71,074	76,710	9.00	684,804	9.00	687,624	9.00	687,624
30000121	Electrician/Instrument Technician	73,237	79,040	5.00	395,220	5.00	395,220	5.00	395,220
30000401	Electronic Systems Technician	58,157	74,173	3.00	222,516	4.00	286,620	4.00	286,620
30000683	Engineer, Chief	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30000682	Engineer, Principal	103,522	138,050	3.00	393,660	3.00	396,467	3.00	396,467
30000680	Engineer, Sr	89,627	119,475	18.00	1,992,327	18.00	2,015,571	18.00	2,015,571
30000681	Engineer, Supervising	96,325	128,440	9.00	1,152,228	9.00	1,155,131	9.00	1,155,131
30000365	Engineer-Civil	89,357	108,597	23.00	2,416,419	23.00	2,429,060	23.00	2,429,060
30000366	Engineer-Electrical	89,357	108,597	4.00	405,878	4.00	410,832	4.00	410,832
30000367	Engineer-Geotechnical	89,357	108,597	2.00	197,952	2.00	201,682	2.00	201,682
30000368	Engineer-Mechanical	89,357	108,597	1.00	108,600	1.00	108,600	1.00	108,600
30000358	Engineering Associate, Sr-Civil	77,272	98,509	11.00	1,025,868	11.00	1,041,405	11.00	1,041,405
30000353	Engineering Associate-Civil	63,502	85,093	17.00	1,270,876	17.00	1,300,223	17.00	1,300,223
30000324	Engineering Technician I	41,766	55,973	0.00	0	1.00	46,056	1.00	46,056
30000325	Engineering Technician II	55,973	71,406	26.00	1,715,430	27.00	1,799,026	27.00	1,799,026
30000326	Engineering Technician III	67,974	86,798	8.00	687,889	9.00	768,345	9.00	768,345
30001659	Env Svcs OCIP, Risk & Safety Officer	82,909	115,981	1.00	115,980	1.00	115,980	1.00	115,980
30001736	Environmental Compliance Mgr	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30001735	Environmental Investigations Mgr	89,149	118,747	1.00	105,037	1.00	109,343	1.00	109,343

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000669	Environmental Monitoring Svcs Group Mgr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000459	Environmental Policy Analyst	69,971	93,413	1.00	81,012	1.00	83,022	1.00	83,022
30000678	Environmental Policy Manager	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000662	Environmental Program Coordinator	66,622	88,837	8.00	659,022	8.00	668,020	8.00	668,020
30000663	Environmental Program Manager	73,528	98,363	11.00	1,028,370	11.00	1,031,637	11.00	1,031,637
30000664	Environmental Program Manager, Sr	82,909	110,448	2.00	220,896	2.00	220,896	2.00	220,896
30000661	Environmental Program Specialist	60,403	80,517	2.00	140,928	2.00	142,576	2.00	142,576
30000419	Environmental Services Director	143,312	205,379	1.00	199,570	1.00	205,380	1.00	205,380
30002358	Environmental Services Director, Asst	102,981	143,811	1.00	131,700	1.00	136,200	1.00	136,200
30000339	Environmental Specialist-Generalist	67,974	86,798	28.00	2,310,450	28.00	2,334,699	28.00	2,334,699
30001359	Environmental Svcs Public Affairs Mgr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000337	Environmental Technician I	41,766	55,973	3.00	125,316	5.00	217,428	5.00	210,936
30000338	Environmental Technician II	55,973	71,406	39.00	2,542,293	39.00	2,583,225	39.00	2,583,225
30000712	Facilities Services Specialist	60,403	80,517	1.00	79,640	1.00	80,520	1.00	80,520
30002037	Field Science Specialist	67,974	86,798	2.00	165,468	2.00	168,492	2.00	168,492
30002038	Field Science Technician	55,973	71,406	7.00	457,176	7.00	467,050	7.00	467,050
30000569	Financial Analyst, Principal	82,909	110,448	3.00	291,444	3.00	294,459	3.00	294,459
30000341	GIS Technician I	41,766	55,973	1.00	41,772	1.00	41,772	1.00	41,772
30000342	GIS Technician II	55,973	71,406	2.00	142,824	2.00	142,824	2.00	142,824
30000343	GIS Technician III	67,974	86,798	3.00	260,388	3.00	260,388	3.00	260,388
30000373	Graphics Designer III	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000340	Hydrogeologist	77,064	98,322	1.00	98,328	1.00	98,328	1.00	98,328
30000126	Industrial Machinist	57,346	64,230	1.00	64,236	1.00	64,236	1.00	64,236
30000157	Industrial Maintenance Millwright	57,346	64,230	29.00	1,853,744	29.00	1,860,748	29.00	1,860,748
30000114	Industrial Painter	56,805	63,544	1.00	63,540	1.00	63,540	1.00	63,540
30000218	Inf Syst Analyst, Principal-Gen	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000880	Inf Syst Analyst, Principal-GIS,Vertical	82,909	110,448	1.00	105,037	1.00	108,733	1.00	108,733
30000239	Instrument Technician	71,074	76,710	13.00	986,028	13.00	989,318	13.00	989,318
30001283	Laboratory Analyst II	50,502	66,664	6.00	386,157	6.00	395,226	6.00	395,226
30001284	Laboratory Analytical Specialist	57,574	76,461	5.00	372,624	5.00	375,760	5.00	375,760
30001285	Laboratory Coordinator	59,758	84,323	3.00	252,972	3.00	252,972	3.00	252,972
30000670	Laboratory Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000313	Landscape Architect	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000644	Maintenance Planner/Scheduler	60,403	80,517	6.00	429,995	6.00	435,456	6.00	435,456
30000451	Management Analyst	63,419	84,552	2.00	148,974	2.00	151,618	2.00	151,618
30000453	Management Analyst, Principal	82,909	110,448	2.00	182,994	2.00	187,092	3.00	297,540
30000452	Management Analyst, Sr	69,971	93,413	5.00	421,686	5.00	432,971	6.00	526,379
30000450	Management Assistant	49,774	76,648	2.00	133,526	2.00	135,858	2.00	135,858
30000692	Maps & Records Supervisor	66,622	88,837	1.00	77,990	1.00	81,192	1.00	81,192
30000345	Materials Testing Technician II	55,973	71,406	5.00	338,470	5.00	341,616	5.00	341,616
30000346	Materials Testing Technician III	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000012	Office Support Specialist II	34,798	49,962	5.00	241,644	5.00	244,084	5.00	244,084
30000013	Office Support Specialist III	44,512	58,989	5.00	287,052	5.00	289,461	5.00	289,461
30000677	Portland Harbor Superfund Technical Mgr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000464	Program Coordinator	66,622	88,837	5.00	400,164	5.00	408,763	5.00	408,763
30000465	Program Manager	69,971	93,413	2.00	186,816	2.00	186,816	2.00	186,816
30000466	Program Manager, Sr	82,909	110,448	2.00	180,672	2.00	186,225	2.00	186,225
30000463	Program Specialist	60,403	80,517	2.00	159,168	2.00	161,040	2.00	161,040
30000462	Program Specialist, Assistant	49,774	76,648	3.00	216,144	3.00	220,746	3.00	220,746
30000698	Property Acquisition & Services Manager	69,971	93,413	1.00	80,724	1.00	84,036	1.00	84,036

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000495	Public Information Officer	69,971	93,413	1.00	83,988	1.00	83,988	1.00	83,988
30000691	Public Works Inspection Manager	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000690	Public Works Inspection Supervisor	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000228	Public Works Inspector	62,774	71,739	15.00	1,073,136	16.00	1,144,696	16.00	1,144,696
30000229	Public Works Inspector, Sr	68,099	80,226	12.00	938,520	13.00	1,012,488	13.00	1,012,488
30000828	Records Specialist	44,512	58,989	1.00	58,992	1.00	58,992	1.00	58,992
30000481	Risk Specialist	60,403	80,517	1.00	73,404	1.00	75,663	1.00	75,663
30000482	Risk Specialist, Sr	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000485	Safety & Risk Officer I	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30001958	Statistician	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000054	Storekeeper/Acquisition Specialist II	47,611	58,219	3.00	174,672	3.00	174,672	3.00	174,672
30000056	Storekeeper/Acquisition Specialist III	53,789	66,851	1.00	65,430	1.00	66,852	1.00	66,852
30000468	Stores System Supervisor II	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000675	Wastewater Collections System Manager	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000676	Wastewater Operations Group Manager	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000163	Wastewater Operations Specialist	59,197	69,014	5.00	325,428	5.00	325,428	5.00	325,428
30000161	Wastewater Operator II	51,542	64,230	40.00	2,524,908	40.00	2,541,964	40.00	2,541,964
30000674	Wastewater Treatment Manager	95,888	129,917	2.00	241,668	2.00	245,870	2.00	245,870
30000673	Wastewater Treatment O&M Supervisor	73,528	98,363	5.00	449,088	5.00	462,146	5.00	462,146
30000656	Water Resources Program Manager	73,528	98,363	6.00	547,284	6.00	554,852	6.00	554,852
30000659	Watershed Division Manager	89,149	118,747	3.00	347,869	3.00	354,780	3.00	354,780
30000667	Watershed Revegetation Program Manager	73,528	98,363	1.00	87,192	1.00	90,172	1.00	90,172
30000666	Watershed Revegetation Program Supvr	66,622	88,837	1.00	82,164	1.00	84,124	1.00	84,124
30000660	Watershed Services Group Manager	102,981	143,811	1.00	128,352	1.00	133,620	1.00	133,620
TOTAL FULL-TIME POSITIONS				558.00	44,708,307	567.00	45,712,809	569.00	45,910,173
30000321	Botanic Spec II-Ntrl Resource Ecologist	59,634	76,066	0.90	68,460	0.90	68,460	1.00	76,068
30000339	Environmental Specialist-Generalist	67,974	86,798	0.90	78,120	0.90	78,120	0.90	78,120
TOTAL PART-TIME POSITIONS				1.80	146,580	1.80	146,580	1.90	154,188
30000698	Property Acquisition & Services Manager	69,971	93,413	1.00	85,136	1.00	88,628	1.00	88,628
TOTAL LIMITED TERM POSITIONS				1.00	85,136	1.00	88,628	1.00	88,628
GRAND TOTAL				560.80	44,940,023	569.80	45,948,017	571.90	46,152,989

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.

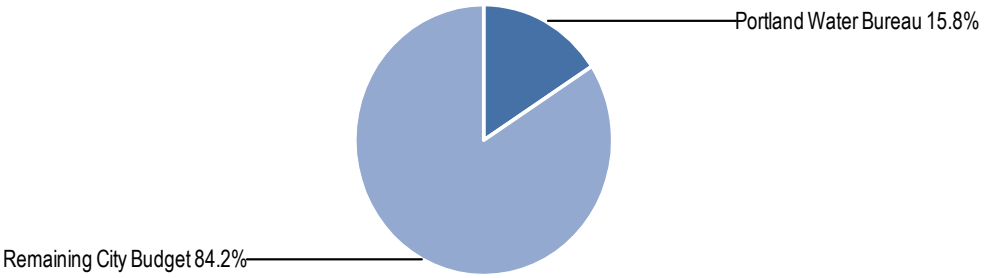
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	257,786,998	0	257,786,998	560.80	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	374,667	0	374,667	1.00	Current Service Level
	757,200	0	757,200	0.00	Condition Assessment
	346,620	0	346,620	0.00	System Planning
	1,016,000	0	1,016,000	2.00	System Maintenance
	431,708	0	431,708	5.00	Operational Efficiency
	275,000	0	275,000	0.00	Emergency/Resiliency
	624,072	0	624,072	1.00	Regulatory
	538,000	0	538,000	0.00	Renewable Energy
	15,000	0	15,000	0.00	Equity
	1,250,000	0	1,250,000	0.00	Portland Harbor
	0	0	0	0.00	Tree Program
	287,131	0	287,131	0.00	Technical Adjustments; interagency
	900,000	0	900,000	0.00	Increase contingency for regulatory activities
Approved Budget Additions and Reductions					
	12,252	0	12,252	0.10	Technical adjustment; increases position to full-time
	220,683	0	220,683	2.00	Adds two FTE
Adopted Budget Additions and Reductions					
	139,002	0	139,002	2.00	Expense of 2.0 FTE added in FY2016-17 Spring BMP
	(147,144)	0	(147,144)	(2.00)	Removes 2.0 FTE from FY 2017-18 Proposed Budget
	58,380	0	58,380	0.00	Technical adjustment
	7,098,571	**0**	**7,098,571**	**11.10**	**Total FY 2017-18 Decision Packages**
			264,885,569	**571.90**	**Total Adopted Budget**

Portland Water Bureau

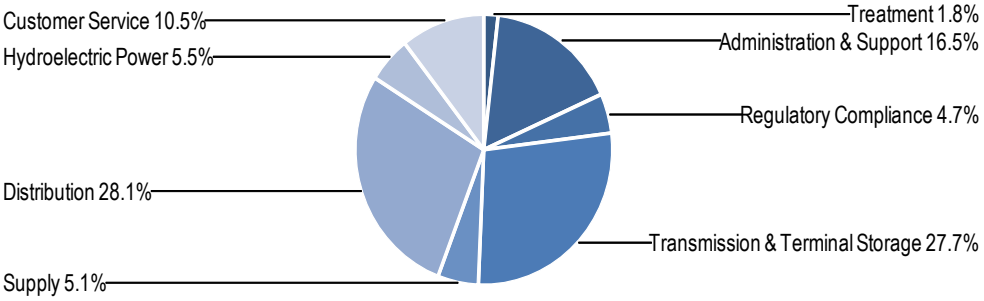
Public Utilities Service Area

Nick Fish, Commissioner-in-Charge
Michael Stuhr, P.E., Administrator

Percent of City Budget

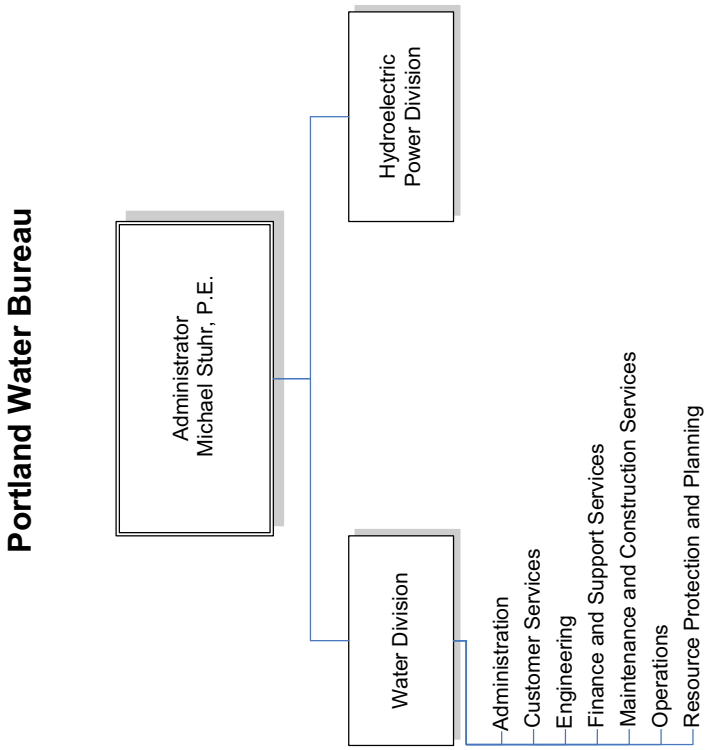


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	668,666,035	644,652,037	(24,013,998)	(3.59)
Capital	71,066,000	109,220,440	38,154,440	53.69
Total Requirements	**739,732,035**	**753,872,477**	**14,140,442**	**1.91**
Authorized Positions	586.85	588.60	1.75	0.30


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 mission of the Portland Water Bureau (Water Bureau) is:

- To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards;
- To provide the highest value to customers through customer expectations, excellent business, management, and operational practices and appropriate application of innovation and technology;
- To be responsible stewards of the public's water infrastructure, fiscal, and natural resources; and,
- To provide customers and the City Council with a water system that supports their community objectives and overall vision for the City of Portland.

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. Approximately 970,000 people, almost one-quarter of the state's population, are served from the Bull Run/Columbia South Shore Systems. Retail customers use about 65% of the water sold, and wholesale customers use the remaining 35%. 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 accounts make up approximately 10% of revenues.

The Water Division is organized around seven major programs that encompass all of the division's work:

- Supply - to protect and maintain the City's two water sources to ensure a reliable supply of high-quality water;
- Treatment - to apply treatment processes to meet federal and state water regulations and ensure the water is safe to drink;
- Transmission and Terminal Storage - to maintain the condition and reliable operation of the large pipes and large reservoirs that convey and store water between the supply sources and retail and wholesale distribution points;
- Distribution - to maintain the condition and reliable operation of the pipes, pump stations, hydrants, valves, meters, pressure regulators, services, and other assets that convey water to retail customers in the city;
- Regulatory Compliance - to monitor and meet multiple state and federal regulations for operating and providing water;
- Customer Service - to assist customers and provide water efficiency resources, billing, collection, permitting, security of bureau properties, and emergency response; and

- Administration and Support - to provide asset management, strategic planning, financial management, data management, and human resource functions.

Hydroelectric Power Division

The Hydroelectric Power Division is responsible for regulatory issues and power sales related to hydroelectric projects at two dams in the Bull Run watershed and the Vernon Station Hydroelectric Project.

Strategic Direction

The strategic direction of this budget is to continue to provide balance among the following priorities:

- Delivering an essential service at a reasonable value
- Aligning services with City priorities
- Providing customers with greater convenience in how they pay their water, sewer, and stormwater bills
- Repairing, rehabilitating, or replacing aging and high-risk assets
- Providing prudent financial management in the context of decreasing demand for water
- Continuing to meet all regulatory requirements
- Improving system reliability and resiliency
- Preparing and planning for emergencies

Key Priorities

The bureau's priorities follow Commissioner Fish's focus on four areas: capital project oversight, equity and diversity, communication, and priority initiatives identified by the Commissioner. Some of the expectations include:

- Continuing with on-time and on-budget delivery of capital projects that maintain high quality drinking water, protect public health, comply with regulations, replace aging infrastructure, and ensure seismic resilience and emergency response capability.
- Developing measurements for the bureau's culturally diverse outreach program, broadening outreach strategies for recruitments to ensure diverse pools of candidates and expanding potential employee pools to promote fairness in hiring and promotion, conducting staff development and succession planning, and ensuring the bureau's contracting continues to meet and exceed City goals for contractors certified through the Oregon State Office of Minority, Women, and Emerging Small Businesses.
- Developing a strategic communication plan and implementing specific outreach plans for major capital projects including the Willamette River Crossing and the Washington Park Reservoir 3 Project.

Budget Guidance

Commissioner Fish directed the Water Bureau and Bureau of Environmental Services (Environmental Services) to submit a budget that demonstrates commitment to operating the bureaus efficiently and economically, with a continued focus on strengthening system infrastructure. The budget direction to the bureaus was to submit a budget with a combined bill increase to reflect good value at a fair price by delivering utility services in a cost-effective manner. In addition, the budget guidance from the City Budget Office for FY 2017-18 to non-General Fund bureaus was to look for efficiencies and reductions that will keep fee and rate increases as low as possible.

Portland Utility Board (PUB) and Citizens' Utility Board (CUB)

There were two oversight groups for the FY 2017-18 budget development process. The Portland Utility Board (PUB) is an 11-member body created to strengthen oversight functions for the City's water, sewer and stormwater services. The Citizens' Utility Board (CUB) will continue to provide outside independent review of the Water Bureau and Environmental Services on behalf of residential ratepayers. The PUB and CUB were briefed on the bureau's FY 2017-18 operating budget, changes to the Five-Year Capital Improvement Plan (CIP), and the proposed retail rate increase.

Forecast Retail Water Demand

Overall, retail water demand demand has declined from FY 2004-05 through FY 2010-11, followed by relatively flat demand and a reduction in FY 2013-14. The bureau's water demand for FY 2015-16 was 25.9 million hundred cubic feet of water (ccf), or 0.8 million ccf better than planned. This is the first year in over a decade that actual water demand was above the planned demand. Retail water sales for FY 2016-17 are forecast at 25.1 million ccf and are expected to meet the forecast. 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.

Summary of Budget Decisions

Adds

Records Management

The Adopted Budget includes an additional 1.0 FTE position to manage and coordinate the record-keeping functions for the entire bureau. This position will cost $129,650 and be funded by water sales revenues. This position will assist the bureau to manage records according to state law, City Code, and legal record hold standards set by the City Attorneys' Office.

Bureau Administrative Support

The Adopted Budget includes an additional 1.0 FTE position to support the Deputy Director and the individual groups managed by that position including Public Information and Involvement, Business Operations, Emergency Management, and Security. The position will cost $112,540 and be funded by water sales revenues.

Tabor Preservation Project

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. The bureau began work on the project in FY 2016-17. The Adopted Budget includes $1,020,000 in one-time General Fund resources for FY 2017-18 to continue the maintenance, repair and preservation work.

Dodge Park

The budget includes $35,000 in ongoing General Fund resources for maintenance and operations of Dodge Park.

Water Rate

The FY 2017-18 retail water rate increase is 6.7%.

Hydroelectric Power Division Budget

The Hydroelectric Power Division's operating budget is $2,484,136. This budget supports the division's administrative and operational costs by using revenues generated from power sales. The division's budget includes 2.25 FTE positions.

Capital Budget

Capital Summary

CIP Highlights

The Water Bureau's Five-Year Capital Improvement Plan (CIP) includes approximately $519 million in water system investment needs for the five-year period beginning in FY 2017-18. The CIP budget is $109.2 million for FY 2017-18. 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 five-year FY 2017-22 CIP is for the Distribution Program, which makes up about 41% of the total. All of these projects include seismic resilience features. 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 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 Transmission and Terminal Storage Program represents about 35% of the five-year CIP. The largest project in this program is the eight-year Washington Park Reservoir 3 Project to construct a seismically resilient underground 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.

The CIP in FY 2020 includes $40 million in the Support Program to fund the Water Bureau's contribution to the renovation of the Portland Building. With this allocation, the Support Program is 11 percent of the total.

The Treatment Program makes up 7% of the five-year total. The program includes two major projects to improve or replace equipment that is at the end of useful life. The emergency backup generator for the Bull Run Headworks Facility will be improved to provide reliable power for treatment operations. An obsolete chlorine scrubber will be replaced with a new unit that requires less maintenance and greatly reduces operational hazards. These two projects total almost $1.3 million. Future projects include updates to address aging facilities, replace obsolete disinfection equipment and process improvements to enhance compliance with the federal Lead and Copper Rule.

The Supply Program makes up approximately 4% of the FY 2017-22 CIP. The program includes approximately $1.9 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 microwave communications network in the Bull Run and upgrading the electrical supply network to the Columbia South Shore Well Field Pump Station.

The Regulatory Compliance and Customer Service Programs make up the remaining approximately 2%, 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, improving system reliability and resilience, and accommodating change and growth in the city. Compliance with water-quality regulations is one of the bureau's key commitments. The bureau is currently conducting a study to determine what it can do to minimize the leaching of lead in household plumbing and has submitted an interim plan to regulators to increase corrosion treatment using current facilities. Ensuring system reliability includes repairing, replacing, or rehabilitating system elements that are obsolete or at risk of failure and making adjustment to improve operations.

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. As a large bureau, the Water Bureau's share of the Portland Building Renovation Project during the five-year period is approximately $40 million. The disbursement, located in the Support Program, is slated for FY 2020-21.

Changes from Prior Year

The bureau achieved important milestones on several of its large capital projects during the prior fiscal year, including four large projects to achieve compliance with the Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule). The Powell Butte Reservoir 2 and Kelly Butte Reservoir Projects, in their final phases at the end of FY 2015-16, were on or under budget. Water system pipes at Mount Tabor were disconnected on schedule and the design for Washington Park Reservoir 3 Project was completed before the end of the fiscal year. The bureau also completed all construction on the Interstate Facility that houses essential equipment, materials, and staff and made significant strides in the startup of the design phase for its Willamette River Crossing Project.

The Five-Year CIP is about $519 million, up from about $474 million in FY 2016-17, a difference of almost $45 million for the five-year period. The majority of the increase is the Water Bureau's share of approximately $40 million to the Portland Building Renovation Project. The renovation funds are slated to be contributed in FY 2020-21. The remainder of the increase, approximately $5.0 million, includes

projects recommended in the bureau's Headworks Facility Master Plan to update or replace aging and obsolete facilities and measures to enhance compliance with the federal Lead and Copper Rule. The Five-Year CIP changes from the prior year also includes a $20 million total project increase to complete the Washington Park Reservoir 3 Project construction.

This budget includes nearly $18 million in new major projects introduced in September 2016 for FY 2017-18. The projects include two major distribution mains projects to reduce risk. The major distribution projects include replacement of the Fulton pump mains to reduce the risk of damaging federal and state highways, I-5 and Barbur Boulevard, respectively, should a main break occur ($5 million) and replacements of Northeast Portland mains that are at the end of useful life ($1 million). New projects in or near the Bull Run Watershed safeguard a key supply route ($1.6 million) and improve conduit operations ($0.6 million). Another Supply Program project improves an existing auxiliary groundwater supply in Southeast Portland to supplement existing sources in an emergency ($1.7 million). A Washington Park disinfection facility will be improved and expanded to accommodate operations for the new underground reservoir ($1.7 million). The largest new project includes upgrades to the 35-year-old roof at Powell Butte Reservoir 1, planned to begin in FY 2018-19 ($6.1 million). 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

In 2015, the City's Draft 2035 Comprehensive Plan was released to City Council. 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 reliably providing excellent quality water that meets or exceeds all regulations; providing the highest value to customers through best practices; responsibly stewarding fiscal, natural, and built water resources; and providing a system that supports community objectives and the City's vision.

Criteria

Bureau projects in the CIP budget must 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 the logistics 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. 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-to-cost analysis. 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, efforts to expand the Low-Income Assistance Program, and a review of the bureau's Key Service Levels.

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 members of the PUB, Portland City Council, Water Bureau leadership, and the City Budget Office.

The City seeks additional input from the public during the citywide budget review. 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 six integrated guidelines for prosperity, education, human health, environmental health, resilience, and equity.

The Water Bureau supports Comprehensive Plan goals and policies in its capital program and operations. The bureaus 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. Supporting human health and safety is a key part of the bureaus mission and 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 bureaus Asset Management Program include reducing the use of energy.

Building in system resilience is part of the bureau's core mission. 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.

The bureau's equity work is multi-faceted and expanding in both capital and operations programs and projects. Key bureau communications are being evaluated and made accessible through translation and accommodations according to the Americans with Disabilities Act. Recruitment, hiring, and promotion is designed to ensure racial equity. Water Bureau actively educates the community about exposure to lead hazards and offers free tests for lead in drinking water. A financial assistance program, available to qualifying customers, may provide a bill discount, crisis assistance voucher, and other services to low-income customers. The bureau's Low-Income Assistance Program and 2016 Customer Survey both include outreach to populations that have been underserved in the past. The bureau's Racial Equity Plan is a five-year road map to improving internal and external equity awareness and efforts.

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 FY 2017-18 retail water rate increase is 6.7%. The five-year forecasted water rate increase is 6.7% each year. The forecasted rates and five year capital improvement plan do not 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 forecasted required revenue is based on total costs that are expected to be recovered from water sales, regardless of from whom they will be collected. The revenue requirements must be allocated between wholesale and retail customers to determine the specific customer class rate revenue impact. Contractual provisions specify the method of allocating costs to wholesale customers. Retail rates are set on a residual cash basis to recover the portion of the total cash basis revenue requirements not allocable to wholesale customers 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 fund indirect capital cost, such as overhead and interest, as well as direct project costs. Capital revenues provide approximately $57 million across the five years. Cash-financed capital funding from rate revenues provide approximately $167 million across the five years. Approximately 36% 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 2020-21. Starting in FY 2021-22, bond sales will be sold mainly on a biennial basis to provide necessary debt financing for the capital program. About $99 million in revenue bonds are next scheduled for sale in the spring of 2018. Proceeds totaling $437 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 ($5.7 million projected for FY 2017-18), system development charges ($3.3 million projected in FY 2017-18) and interagency capital revenues ($1.6 million projected for FY 2017-18).

Cash and Water Sales Financing

The Water Bureau has two debt service coverage planning standards for rate setting. Water Bureau's target minimum debt service coverage ratio is 1.90 on first-lien bonds (1.25 per bond covenant). The debt service coverage ratio on combined first- and second- lien stabilized bonds is 1.75 stabilized net revenue (1.10 per bond covenant). In managing the second-lien stabilized test, Water Bureau's 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 assets are currently valued at approximately $8.4 billion, with the about 92 percent in fair, good, or very good condition.

The bureau tracks its high risk assets and has addressed 42% of them and has plans to address another 35%. The bureau has implemented a monitoring and management program for the remainder of the assets. The bureau's 22 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 2,100 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.

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. Proper functioning of these assets helps the bureau to continue to operate an unfiltered system.

The Support Program includes ongoing bureau work such as finance, data management, asset management and project planning, master planning, and human resources. The Water Bureau's contribution to the Portland Building Renovation is also being managed through the Support Program.

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--Powell Butte, Kelly Butte, and Washington Park.

The Treatment Program provides for meeting or exceeding federal and state requirements for a public water system utilizing an unfiltered surface water source and a groundwater source 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 $4.6 million for Operations and Maintenance (O&M) and studies in FY 2017-18. The total amount budgeted for O&M and studies over the five years is $22.8 million. As an operating cost, these are 100% cash-financed, usually from water sales.

Major Projects

Beginning in FY 2017-18, the five-year CIP includes funding in Customer Service to replace and enhance security technology and complete minor improvements to grounds and non-operating facilities. The Cayenta Billing System upgrade for Windows 10 compliance is the major project for FY 2017-18.

The major Distribution Program projects address needs to improve system reliability and operations, strengthen elements for a seismic event, and replace aging assets. The largest FY 2017-18 project is to install a seismically resilient pipe crossing of the Willamette River ($53.1 million).

Funding for the Regulatory Compliance Program includes $11.5 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 ($4.6 million), and replacing obsolete equipment. In the Columbia South Shore Well Field, a project to upgrade the electrical supply network will improve reliability at the groundwater pump station. 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. This current five-year request includes approximately $40 million for the bureau's contribution to the renovation of the Portland Building, to be disbursed in FY 2020-21.

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 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 improve the largest system pipes, the conduits.

For the five-year period, the Treatment Program includes two projects from the Headworks Facilities Master Plan to improve reliability and efficiency as well as funding corrosion control improvements to reduce lead levels at customer taps.

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 amount than labor or efficiency savings.

Much of the CIP is dedicated to repair, replacement, or rehabilitation of the the 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, 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.

Supply

Description

The provision of water in the quantities desired by customers is a key portion of the mission of the bureau. The Supply program is focused on providing the water to retail and wholesale customers. The program includes both water from the Bull Run Watershed and water from the Columbia South Shore Well Field. In total, these systems supply a population of nearly 970,000 people and Portland-area businesses.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau's target is that the Bull Run Watershed provides 95% or more of the City's annual water supply under normal operating conditions.

Changes to Services and Activities

The budget reflects an increase for the Microwave Communications System project as planned.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	23.00	23.00	23.00	23.00	23.00
Expenditures					
Bull Run Watershed	4,841,457	4,641,054	5,854,106	7,997,617	7,997,617
Groundwater	1,692,853	3,823,574	3,312,456	3,072,705	3,072,705
Total Expenditures	**6,534,310**	**8,464,628**	**9,166,562**	**11,070,322**	**11,070,322**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of city's water supply provided by Bull Run watershed under normal operating conditions	98%	86%	95%	95%	95%

Treatment

Description

The Treatment program provides for meeting or exceeding the federal and state requirements for a public water system utilizing an unfiltered surface water source as well as a groundwater source. This program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and the associated regulatory and process control monitoring.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Treatment program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau's target is to have no violations of state and federal drinking water quality regulations (see Regulatory Compliance section).

Changes to Services and Activities

The budget reflects an increase in this program for the Headworks Generator Improvements and Chlorine Scrubber Replacement project as planned.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Expenditures					
Water Program Treatment	2,890,005	2,916,156	3,149,647	3,872,578	3,872,578
Total Expenditures	**2,890,005**	**2,916,156**	**3,149,647**	**3,872,578**	**3,872,578**

Transmission & Terminal Storage

Description

The Transmission and Terminal Storage program is for the conveyance of water from the supply sources to the city, including the terminal storage reservoirs at Powell Butte, Kelly Butte and Washington Park.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Transmission and Terminal Storage program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

This program's goal is to ensure there are no simultaneous conduit or transmission main outages that cause disruption of service to customers except in the case of natural vulnerability events that occur less often than once every 100 years, or in the case of planned maintenance shutdowns.

Changes to Services and Activities

The budget reflects an increase in this program for the Washington Park Reservoir 3 project as planned.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Expenditures					
Conduits/Transmission	1,667,994	1,947,378	2,484,873	4,705,505	4,705,505
Terminal Reservoirs	39,063,823	18,104,062	30,004,474	55,171,293	55,171,293
Total Expenditures	**40,731,817**	**20,051,440**	**32,489,347**	**59,876,798**	**59,876,798**

Distribution

Description

The Distribution program is directed at the reliable conveyance of water from the terminal storage reservoirs through the customer meters. This program includes tanks to store water and maintain system pressures, meters to accurately record usage for billing purposes, hydrants for fire protection and line-flushing purposes, and valves to alter or stop water flows under various circumstances such as line breaks or fire needs. This program includes the repair, rehabilitation, or replacement of distribution system assets.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Distribution program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The program uses the following performance goals:

- Maintains a minimum service pressure of 20 pounds per square inch (psi) during normal demands 99% of the time; and
- Meet at least 80% of standards established for inspection, testing, repair and replacement of assets that are identified as medium, high or extreme risk

Changes to Services and Activities

The capital budget increase is for the Willamette River Pipe Crossing project as planned. The increase to this program also includes funding related to replacement of radio, video, and other electronic equipment.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	213.00	192.00	201.50	200.50	200.50
Expenditures					
Distribution Mains	19,831,430	17,602,790	19,415,247	28,768,619	28,768,619
Field Support	23,564,574	12,822,434	6,669,334	7,786,547	7,786,547
Fountains	100,547	73,668	105,290	108,357	108,357
Hydrants	4,486,753	4,236,714	2,367,685	2,457,302	2,457,302
Meters	2,636,886	2,713,629	2,758,680	2,704,871	2,704,871
Pump Stations/Tanks	10,029,542	17,351,249	12,687,938	9,493,505	9,493,505
Services	11,479,848	11,005,792	7,238,524	8,148,967	8,148,967
Valves/Gates/Regulators	1,091,941	900,216	1,365,416	1,416,551	1,416,551
Total Expenditures	**73,221,521**	**66,706,492**	**52,608,114**	**60,884,719**	**60,884,719**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of identified high risk assets addressed	91%	42%	80%	80%	80%

Regulatory Compliance

Description

The Regulatory Compliance program has primarily focused on meeting or exceeding all federal and state water quality requirements as well as other regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Regulatory Compliance program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau's goal is to achieve 100% compliance with state and federal drinking water quality regulations and 100% compliance with environmental regulations (including National Pollutant Discharge Elimination System permit requirements, Clean Water Act requirements, and Endangered Species Act requirements).

Changes to Services and Activities

Recent issues nationally and locally involving lead in water along with an increase in other water quality monitoring has led to an increase in the operating budget for additional staffing and materials for increased water sampling, reporting, monitoring, and analysis.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	45.00	48.00	61.75	62.00	62.00
Expenditures					
Regulatory Compliance	6,919,173	6,137,212	9,400,131	10,274,815	10,274,815
Total Expenditures	**6,919,173**	**6,137,212**	**9,400,131**	**10,274,815**	**10,274,815**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of violations of state and federal drinking water quality regulations	0	0	0	0	0
Number of violations of state and federal environmental regulations	0	0	0	0	0

Customer Service

Description

The Customer Service program provides services including customer billing, payment collection, and staffing a call center for water, sewer, and stormwater services. It also provides water conservation, security, and grounds maintenance services for the Water Bureau. Emergency management and preparedness activities related to resilience and disaster recovery are funded through this program as well.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Customer Service program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau's measures of program performance include the following goals:

- Answer 80% of calls within 60 seconds;
- Respond to 95% of customer inquiries or requests within five days;
- Work to increase the number of customer accounts that will be paid through preferred methods to exceed 50%;
- Reduce the bureau's carbon emissions from 2007 levels; and
- Increase the percent of energy use from new renewable sources from 2007 levels.

Changes to Services and Activities

The increase to this program includes additional budget for PCI compliance and bank card fees.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	111.50	111.60	115.00	117.50	117.50
Expenditures					
Conservation/Sustainability	704,850	846,855	1,509,479	863,428	863,428
Customer Services	13,881,227	14,950,227	17,377,941	18,870,048	18,870,048
Grounds/Parks	596,149	703,406	715,161	807,618	807,618
Security/Emergency Management	1,672,955	1,897,465	2,186,888	2,295,803	2,295,803
Total Expenditures	**16,855,181**	**18,397,953**	**21,789,469**	**22,836,897**	**22,836,897**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Average minutes that customers are on hold before speaking to a customer service representative	1.50	8.38	2.00	2.00	2.00
Effectiveness					
Bureau's annual carbon emissions in metric tons of CO2e	8,004	13,965	14,008	14,008	14,008
Capacity of new renewable energy sources, kilowatts	401	400	400	400	400

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Efficiency					
Percentage of customer inquiries or requests responded to within five business days	98%	98%	95%	95%	95%
Percentage of calls answered within 60 seconds	65%	46%	80%	80%	80%
Percentage of customer payment transactions made through preferred methods	59%	53%	50%	50%	50%

Administration & Support

Description

The Administration & Support program provides financial management, strategic and asset management planning, data management, and human resource functions for the bureau.

Goals

This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Administration & Support program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance

The bureau has a goal of maintaining net revenues to provide at least 1.90 times debt service coverage on first-lien bonds, and maintaining stabilized net revenues to provide at least 1.75 times coverage on the combined annual debt service for both first and second-lien bonds. The bureau has achieved these goals in prior years and plans to achieve these goals in FY 2017-18.

Changes to Services and Activities

This program is increasing by $1.3 million and 2.0 FTE, for decision packages related to records management, administration, and Mt. Tabor preservation. This program also includes additional funding to remove Gilbert Tank and a reduction for EBS debt service.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	172.60	193.05	183.35	183.35	183.35
Expenditures					
Bureau Support	18,645,147	19,596,049	22,909,213	22,587,365	22,587,365
Data Management	2,888,830	3,124,540	3,231,731	3,568,781	3,568,781
Employee Investment	1,829,920	2,016,517	2,241,697	2,821,353	2,821,353
Planning	(13,403,697)	(11,435,559)	5,172,346	6,731,872	6,731,872
Total Expenditures	**9,960,200**	**13,301,547**	**33,554,987**	**35,709,371**	**35,709,371**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Maintain water revenue bond AAA credit rating	100%	100%	100%	100%	100%
Effectiveness					
Debt service coverage at 1.90 on first lien bonds	3.36	2.97	1.90	1.90	1.90
Debt service coverage at 1.75 on both first and second lien bonds	1.83	2.01	1.75	1.75	1.75
Percentage of budgeted Capital Improvement Plan expended	90%	90%	100%	100%	100%
Efficiency					
Percentage of projects forecast to be completed within three months of planned date	78%	77%	80%	80%	80%

Hydroelectric Power

Description

The Hydroelectric Power program provides for administrative, operational, and regulatory oversight for the Portland Hydroelectric Project (PHP). Program staff provide day-to-day oversight and coordination for the operation of the PHP, which includes the control of the levels in the City's Bull Run reservoirs, the withdrawal of water from the reservoirs, and release of water downstream for compliance with in-stream regulatory targets. Program staff coordinate all issues associated with the operation of the PHP; the sales of generated power from the PHP to Portland General Electric (PGE); all state and federal dam safety requirements associated with the PHP; the Vernon Station Hydroelectric Project; and the Washington Park and Mt. Tabor dams.

Goals

This program supports the City goal of delivering efficient, effective, and accountable municipal services. It also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to its oversight and coordination of dam safety issues and the ongoing operation of the PHP on the Bull Run River.

Performance

In FY 2016-17, the amount of power generated by the PHP is projected to be equal to 100% of its long-term annual average. For FY 2017-18, that generation is also projected at approximately 100% of the long-term average. In FY 2016-17, this program's staff will have provided all required oversight and support for the bureau's power projects and dams.

The sales agreement with PGE ends in August of 2017. Prior to the end of the contract, the bureau needs to replace the existing agreement with a new Power Purchase Agreement (PPA), Operations and Maintenance Agreement (OMA) and new Power Transition Agreement (PTA). The bureau needs the excess balance in FY 2017-18 to cover transition costs. Consequently, the Key Performance Measure related to the General Fund transfer is changed to $0.

Changes to Services and Activities

On August 31, 2017, the existing long term power sales agreement with PGE for the PHP will expire and will be replaced with new separate agreements currently under negotiation for the sale of power generated at the PHP and for the operation and maintenance of the PHP facilities.

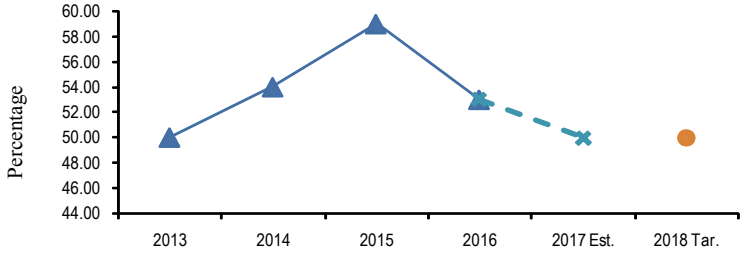
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	2.25	2.25	2.25	2.25	2.25
Expenditures					
Hydroelectric Power	473,773	817,459	797,525	11,984,136	11,984,136
Total Expenditures	**473,773**	**817,459**	**797,525**	**11,984,136**	**11,984,136**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Amount of power sold to Portland General Electric in megawatt hours	72,248	72,805	84,800	84,800	84,800
Amount of transfer of hydropower profits to General Fund	$400,000	$400,000	$0	$0	$0

Performance Measures

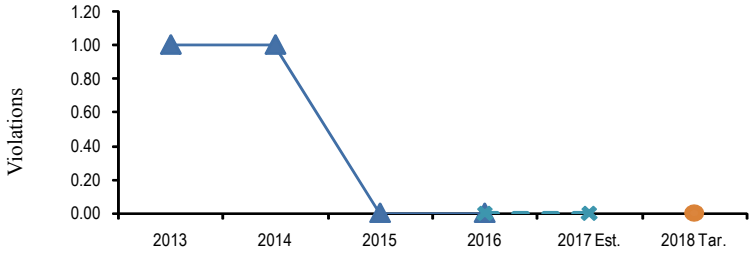
Percentage of Customer Payment Transactions Made Through Preferred Methods

In FY 2015-16 about 53% of the customers paid through preferred methods compared to the goal of 50%.



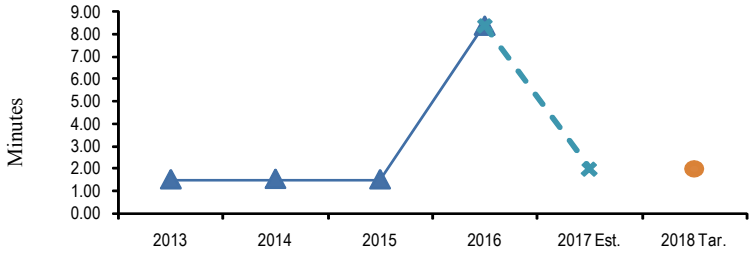
Number of Violations of State and Federal Drinking Water Quality Regulations

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



Average Time that Customers are on Hold

In FY 2015-16 the average hold time was 3:36 minutes compared to the goal of less than 2:00 minutes. This can be attributed to the temporary lost of the auto-pay functionality.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	156,843,158	172,807,586	169,325,337	176,816,927	176,816,927
Intergovernmental	631,446	757,538	555,000	526,000	526,000
Bond & Note	92,617,900	0	183,389,826	98,895,000	98,895,000
Miscellaneous	6,010,660	3,906,884	3,413,770	4,763,398	4,763,398
Total External Revenues	**256,103,164**	**177,472,008**	**356,683,933**	**281,001,325**	**281,001,325**
Internal Revenues					
Fund Transfers - Revenue	183,210,604	162,007,417	182,341,705	218,514,058	218,514,058
Interagency Revenue	3,044,570	3,232,337	3,553,520	3,347,758	3,347,758
Total Internal Revenues	**186,255,174**	**165,239,754**	**185,895,225**	**221,861,816**	**221,861,816**
Beginning Fund Balance	174,815,226	215,063,171	197,152,877	251,009,336	251,009,336
Total Resources	**$617,173,564**	**$557,774,933**	**$739,732,035**	**$753,872,477**	**$753,872,477**
Requirements					
Bureau Expenditures					
Personnel Services	58,660,238	60,965,367	67,001,679	70,695,856	70,695,856
External Materials and Services	26,127,680	27,349,579	33,306,801	44,906,166	44,906,166
Internal Materials and Services	19,377,045	20,211,260	21,776,302	22,783,614	22,783,614
Capital Outlay	53,421,017	28,266,681	41,046,000	78,124,000	78,124,000
Total Bureau Expenditures	**157,585,980**	**136,792,887**	**163,130,782**	**216,509,636**	**216,509,636**
Fund Expenditures					
Debt Service	55,855,404	56,497,872	154,824,883	60,048,640	60,048,640
Contingency	0	0	123,320,156	99,842,774	99,626,939
Fund Transfers - Expense	188,687,886	168,132,457	187,644,630	223,184,391	223,400,226
Debt Service Reserves	0	0	31,363,805	38,368,200	38,368,200
Total Fund Expenditures	**244,543,290**	**224,630,329**	**497,153,474**	**421,444,005**	**421,444,005**
Ending Fund Balance	215,044,294	196,351,717	79,447,779	115,918,836	115,918,836
Total Requirements	**$617,173,564**	**$557,774,933**	**$739,732,035**	**$753,872,477**	**$753,872,477**
Programs					
Transmission & Terminal Storage	40,731,817	20,051,440	32,489,347	59,876,798	59,876,798
Administration & Support	9,960,200	13,301,547	33,554,987	35,709,371	35,709,371
Hydroelectric Power Administration	0	0	175,000	0	0
Supply	6,534,310	8,464,628	9,166,562	11,070,322	11,070,322
Distribution	73,221,521	66,706,492	52,608,114	60,884,719	60,884,719
Regulatory Compliance	6,919,173	6,137,212	9,400,131	10,274,815	10,274,815
Treatment	2,890,005	2,916,156	3,149,647	3,872,578	3,872,578
Hydroelectric Power	473,773	817,459	797,525	11,984,136	11,984,136
Customer Service	16,855,181	18,397,953	21,789,469	22,836,897	22,836,897
Total Programs	**157,585,980**	**$136,792,887**	**$163,130,782**	**$216,509,636**	**$216,509,636**

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Customer Service								
Cayenta Upgrade	0	574,000	318,000	0	0	0	0	318,000
Security and Emergency Mgt	0	66,000	100,000	100,000	100,000	100,000	100,000	500,000
Total Customer Service	**0**	**640,000**	**418,000**	**100,000**	**100,000**	**100,000**	**100,000**	**818,000**
Distribution								
Council Crest Tank Roof	144,396	163,000	502,000	0	0	0	0	502,000
Distribution Mains	0	10,776,000	14,412,000	12,150,000	9,950,000	18,650,000	15,650,000	70,812,000
Field Support	0	2,105,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Fulton Pump Mains Replacement	0	0	60,000	570,000	630,000	30,000	2,835,000	4,125,000
Greenleaf Pump Station	585,739	140,000	1,000,000	1,000	0	0	0	1,001,000
Hydrants	0	1,369,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Meters	0	1,139,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
N Jantzen Ave west of Pavilion	128,548	135,000	19,000	0	0	0	0	19,000
NE 49th and Roselawn	0	0	127,000	101,000	678,000	10,000	0	916,000
Penridge Mains	0	300,000	230,000	2,000,000	0	0	0	2,230,000
Pump Stations and Tanks	0	1,413,000	800,000	1,658,300	3,000,000	3,000,000	3,000,000	11,458,300
SE 20th Ave Oak St north of SE Pine St	0	0	330,000	0	0	0	0	330,000
Services	0	5,275,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
SW Boones Ferry Rd at SW Arnold St Bridge	0	0	356,000	0	0	0	0	356,000
SW Vista Ave from Spring St to Laurel St	57,686	63,000	766,000	10,000	0	0	0	776,000
Willamette Blvd Bridge Main Replacement	0	250,000	860,000	440,000	2,670,000	280,000	0	4,250,000
Willamette River Pipe Crossing	929,430	1,900,000	6,600,000	38,600,000	7,900,000	0	0	53,100,000
Total Distribution	**1,845,799**	**25,028,000**	**38,462,000**	**67,930,300**	**37,228,000**	**34,370,000**	**33,885,000**	**211,875,300**
Regulatory Compliance								
Water Quality and Regulatory	0	1,564,000	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	11,500,000
Total Regulatory Compliance	**0**	**1,564,000**	**2,300,000**	**2,300,000**	**2,300,000**	**2,300,000**	**2,300,000**	**11,500,000**
Supply								
Bull Run Watershed	0	392,000	500,000	500,000	2,500,000	3,000,000	3,000,000	9,500,000
Dam 1 Needle Valve Replacement	0	170,000	252,000	2,365,000	473,000	0	0	3,090,000
Groundwater	0	515,000	390,000	210,000	50,000	550,000	550,000	1,750,000
Groundwater Electrical Supply	477,905	125,000	550,000	0	0	0	0	550,000
Headworks Septic System Replacement	0	65,000	410,000	0	0	0	0	410,000
Microwave Communications System	55,293	300,000	1,626,000	0	0	0	0	1,626,000
Road 10E MP 6.2 - 8.2	0	0	135,000	110,000	1,407,000	0	0	1,652,000
Road 10H MP 10.95 to 12.56	42,424	161,000	1,018,000	0	0	0	0	1,018,000
Road 10R MP 28.77 to 31.85	2,062	200,000	740,000	1,150,000	0	0	0	1,890,000

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Vivian Groundwater Improvements	0	0	160,000	340,000	830,000	400,000	0	1,730,000
Total Supply	**577,684**	**1,928,000**	**5,781,000**	**4,675,000**	**5,260,000**	**3,950,000**	**3,550,000**	**23,216,000**
Support								
Planning	0	1,778,000	2,900,000	2,900,000	2,900,000	2,900,000	2,900,000	14,500,000
Portland Building Contribution	0	0	0	0	0	40,000,000	0	40,000,000
Total Support	**0**	**1,778,000**	**2,900,000**	**2,900,000**	**2,900,000**	**42,900,000**	**2,900,000**	**54,500,000**
Transmission/Terminal Storage								
Conduit 3 Internal Inspection	0	0	62,000	0	0	0	0	62,000
Conduits and Transmission Mains	0	1,104,000	2,723,440	4,126,000	5,314,000	16,000,000	16,000,000	44,163,440
Gresham Conduit 2 Trestle Upgrades	11,997	150,000	655,000	230,000	0	0	0	885,000
Powell Butte Reservoir 1 Roof Upgrades	0	0	0	125,000	1,211,000	4,720,000	0	6,056,000
Sandy River Crossing Outfall	0	0	190,000	274,000	186,000	0	0	650,000
Tabor Reservoir Adjustments	5,185,794	1,800,000	159,000	0	0	0	0	159,000
Terminal Reservoirs	0	110,000	100,000	100,000	100,000	100,000	100,000	500,000
WA Park Hypochlorite Improvements	0	0	0	188,000	344,000	1,208,000	0	1,740,000
Washington Park	19,831,789	27,400,000	54,100,000	37,700,000	15,100,000	6,900,000	12,000,000	125,800,000
Total Transmission/Terminal Storage	**25,029,580**	**30,564,000**	**57,989,440**	**42,743,000**	**22,255,000**	**28,928,000**	**28,100,000**	**180,015,440**
Treatment								
Chlorine Scrubber Replacement	432	85,000	400,000	0	0	0	0	400,000
Corrosion Control Improvements	0	0	910,000	1,820,000	1,170,000	7,345,000	8,645,000	19,890,000
Headworks Generator Improvements	164,962	300,000	60,000	0	830,000	145,000	0	1,035,000
Treatment	0	255,000	0	0	9,300,000	3,810,000	2,655,000	15,765,000
Total Treatment	**165,394**	**640,000**	**1,370,000**	**1,820,000**	**11,300,000**	**11,300,000**	**11,300,000**	**37,090,000**
Total Requirements	**27,618,457**	**62,142,000**	**109,220,440**	**122,468,300**	**81,343,000**	**123,848,000**	**82,135,000**	**519,014,740**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	1.00	60,384	1.00	60,384	1.00	60,384
30000063	Accountant II	54,912	69,139	3.00	196,758	3.00	200,457	3.00	200,457
30000064	Accountant III	60,466	76,045	1.00	60,468	1.00	63,743	1.00	63,743
30000560	Accountant, Systems	63,419	84,552	1.00	78,660	1.00	81,619	1.00	81,619
30000434	Administrative Assistant	49,774	76,648	6.00	407,028	7.00	466,934	7.00	466,934
30000433	Administrative Specialist, Sr	46,342	71,344	4.00	266,972	4.00	273,420	4.00	273,420
30000436	Administrative Supervisor I	60,403	80,517	2.00	148,644	2.00	150,732	2.00	150,732
30000437	Administrative Supervisor II	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000203	Applications Analyst II-Generalist	63,419	84,552	1.00	76,352	1.00	79,483	1.00	79,483
30000204	Applications Analyst III-Generalist	69,971	93,413	2.00	177,186	2.00	180,110	2.00	180,110
30000207	Applications Analyst IV-Generalist	73,528	98,363	3.25	299,490	3.25	306,082	3.25	306,082
30000104	Automotive Equip Oper II: Tractor-Trailr	47,861	57,616	1.00	57,612	1.00	57,612	1.00	57,612
30000101	Automotive Equipment Oper I	45,053	54,621	15.00	819,360	15.00	819,360	15.00	819,360
30000441	Business Operations Manager	82,909	110,448	1.00	104,796	1.00	108,018	1.00	108,018
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000440	Business Operations Supervisor	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000449	Business Systems Analyst, Sr	69,971	93,413	2.00	186,816	2.00	186,816	2.00	186,816
30000331	CAD Analyst	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000329	CAD Technician II	55,973	71,406	4.00	270,204	4.00	270,204	4.00	270,204
30000330	CAD Technician III	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000454	Capital Improvmnt Program Planning Supvr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000399	Capital Project Manager I	67,974	86,798	3.00	260,388	3.00	260,388	3.00	260,388
30000686	Capital Project Manager II	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000687	Capital Project Manager III	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000110	Carpenter	56,805	63,544	3.00	190,620	3.00	190,620	3.00	190,620
30000492	Community Outreach & Informtn Rep	60,403	80,517	2.00	128,928	2.00	130,800	2.00	130,800
30000493	Community Outreach & Informtn Rep, Sr	66,622	88,837	2.00	146,580	2.00	148,491	2.00	148,491
30000107	Concrete Finisher	56,805	63,544	2.00	127,080	2.00	127,080	2.00	127,080
30000507	Conservation Program Coordinator, Sr	69,971	93,413	1.00	89,664	1.00	91,813	1.00	91,813
30000105	Construction Equipment Operator	47,986	61,277	20.00	1,215,612	20.00	1,220,622	20.00	1,220,622
30000455	Contracts Dev & Review Administrator	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000017	Customer Accounts Specialist I	37,336	53,830	39.00	1,913,263	39.00	1,964,220	39.00	1,964,220
30000018	Customer Accounts Specialist II	44,512	58,989	9.00	517,740	9.00	523,701	9.00	523,701
30000445	Customer Service Supervisor	69,971	93,413	5.00	439,236	5.00	444,808	5.00	444,808
30000732	Development Supervisor I	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000577	Economist, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000635	Electrical/Instrumentation Supervisor	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000116	Electrician	71,074	76,710	6.00	449,016	6.00	457,006	6.00	457,006
30000685	Engineer, Chief - Water Bureau	113,318	162,219	1.00	153,528	1.00	159,292	1.00	159,292
30000682	Engineer, Principal	103,522	138,050	5.00	690,240	5.00	690,240	5.00	690,240
30000680	Engineer, Sr	89,627	119,475	15.00	1,762,236	15.00	1,764,684	15.00	1,764,684
30000681	Engineer, Supervising	96,325	128,440	5.00	601,036	5.00	604,612	5.00	604,612
30000364	Engineer-Chemical/Environmental	89,357	108,597	1.00	108,600	1.00	108,600	1.00	108,600
30000365	Engineer-Civil	89,357	108,597	14.00	1,501,152	14.00	1,501,152	14.00	1,501,152
30000366	Engineer-Electrical	89,357	108,597	1.00	108,600	1.00	108,600	1.00	108,600
30000358	Engineering Associate, Sr-Civil	77,272	98,509	15.00	1,420,812	15.00	1,435,451	15.00	1,435,451
30000353	Engineering Associate-Civil	63,502	85,093	5.00	344,706	5.00	360,131	5.00	360,131
30000355	Engineering Associate-Mechanical	63,502	85,093	1.00	66,660	1.00	69,440	1.00	69,440
30000696	Engineering Survey Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000325	Engineering Technician II	55,973	71,406	10.00	658,887	10.00	668,094	10.00	668,094

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000326	Engineering Technician III	67,974	86,798	5.00	406,980	5.00	411,754	5.00	411,754
30000662	Environmental Program Coordinator	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000663	Environmental Program Manager	73,528	98,363	1.00	98,004	1.00	98,334	1.00	98,334
30000664	Environmental Program Manager, Sr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000661	Environmental Program Specialist	60,403	80,517	2.00	137,664	2.00	140,954	2.00	140,954
30001908	Environmental Spec-Wildlife Biologist	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000339	Environmental Specialist-Generalist	67,974	86,798	7.00	554,556	7.00	560,380	7.00	560,380
30000338	Environmental Technician II	55,973	71,406	5.00	299,398	5.00	307,684	5.00	307,684
30000567	Financial Analyst	63,419	84,552	2.00	158,532	2.00	160,809	2.00	160,809
30000569	Financial Analyst, Principal	82,909	110,448	2.00	220,896	2.00	220,896	2.00	220,896
30000568	Financial Analyst, Sr	69,971	93,413	3.00	269,820	3.00	275,244	3.00	275,244
30000127	General Mechanic	51,542	64,230	2.00	128,472	2.00	128,472	2.00	128,472
30000341	GIS Technician I	41,766	55,973	1.00	55,968	1.00	55,968	1.00	55,968
30000342	GIS Technician II	55,973	71,406	5.00	355,058	5.00	357,060	5.00	357,060
30000343	GIS Technician III	67,974	86,798	2.00	173,592	2.00	173,592	2.00	173,592
30000373	Graphics Designer III	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000252	Horticulturist	48,526	58,614	1.00	58,620	1.00	58,620	1.00	58,620
30000657	Hydroelectric Power Project Manager	82,909	110,448	1.00	89,741	1.00	93,418	1.00	93,418
30000658	Hydroelectric Power Project Mgr, Asst	73,528	98,363	1.00	87,414	1.00	90,997	1.00	90,997
30000114	Industrial Painter	56,805	63,544	2.00	127,080	2.00	127,080	2.00	127,080
30000115	Industrial Painter, Lead	59,571	66,706	1.00	66,708	1.00	66,708	1.00	66,708
30000603	Inf Syst Analyst IV(Supvr)-Gen	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000218	Inf Syst Analyst, Principal-Gen	82,909	110,448	1.00	99,408	1.00	103,137	1.00	103,137
30000239	Instrument Technician	71,074	76,710	6.00	454,656	6.00	459,826	6.00	459,826
30001408	Instrumentation & Security Systems Supvr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000241	Laboratory Analyst I	47,029	59,405	1.00	47,028	1.00	47,028	1.00	47,028
30001283	Laboratory Analyst II	50,502	66,664	2.00	124,236	2.00	127,104	2.00	127,104
30001284	Laboratory Analytical Specialist	57,574	76,461	5.00	344,544	5.00	351,536	5.00	351,536
30001285	Laboratory Coordinator	59,758	84,323	2.00	144,084	2.00	144,084	2.00	144,084
30000670	Laboratory Manager	82,909	110,448	1.00	103,980	1.00	107,175	1.00	107,175
30002384	Laboratory Supervisor	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000644	Maintenance Planner/Scheduler	60,403	80,517	3.00	228,236	3.00	233,547	3.00	233,547
30000073	Maintenance Worker	31,512	31,512	1.00	31,512	1.00	31,512	1.00	31,512
30000451	Management Analyst	63,419	84,552	5.00	410,976	6.00	499,782	6.00	499,782
30000453	Management Analyst, Principal	82,909	110,448	2.00	220,896	2.00	220,896	2.00	220,896
30000452	Management Analyst, Sr	69,971	93,413	3.00	280,224	3.00	280,224	3.00	280,224
30000450	Management Assistant	49,774	76,648	4.00	260,314	4.00	269,557	4.00	269,557
30000693	Mapping & GIS Supervisor	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000978	Mapping Data Technician II	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000653	Mechanical Systems Supervisor-Water,Sr	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000012	Office Support Specialist II	34,798	49,962	2.00	91,740	2.00	93,448	2.00	93,448
30000013	Office Support Specialist III	44,512	58,989	3.00	176,976	3.00	176,976	3.00	176,976
30000153	Operating Engineer II	52,104	67,330	4.00	236,611	4.00	249,177	4.00	249,177
30000154	Operating Engineer III	54,725	70,741	13.00	872,358	13.00	888,009	13.00	888,009
30000759	Parks Maintenance Supervisor	63,419	84,552	1.00	84,082	1.00	84,552	1.00	84,552
30000081	Parks Technician	46,987	53,394	5.00	267,000	5.00	267,000	5.00	267,000
30000398	Planner, Sr City-Water Resources	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000464	Program Coordinator	66,622	88,837	4.00	302,121	4.00	308,127	4.00	308,127
30000465	Program Manager	69,971	93,413	4.00	362,700	4.00	367,166	4.00	367,166
30000466	Program Manager, Sr	82,909	110,448	5.00	524,700	5.00	524,700	5.00	524,700

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000463	Program Specialist	60,403	80,517	4.00	289,570	4.00	299,037	4.00	299,037
30000462	Program Specialist, Assistant	49,774	76,648	3.00	165,235	3.00	172,000	3.00	172,000
30000698	Property Acquisition & Services Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000497	Public Information Manager	77,064	103,563	1.00	77,064	1.00	77,064	1.00	77,064
30000495	Public Information Officer	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000691	Public Works Inspection Manager	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000228	Public Works Inspector	62,774	71,739	2.00	143,472	2.00	143,472	2.00	143,472
30000229	Public Works Inspector, Sr	68,099	80,226	5.00	389,517	5.00	398,550	5.00	398,550
30000630	Public Works Supervisor II	63,419	84,552	8.00	656,112	8.00	661,538	8.00	661,538
30000403	Remittance Technician	37,336	52,229	1.00	52,224	1.00	52,224	1.00	52,224
30000349	Right of Way Agent II	55,973	71,406	1.00	64,704	1.00	67,434	1.00	67,434
30000482	Risk Specialist, Sr	66,622	88,837	1.00	66,624	1.00	68,213	1.00	68,213
30000486	Safety & Risk Officer II	77,064	103,563	1.00	95,946	1.00	99,876	1.00	99,876
30000645	Security Supervisor	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000029	Service Dispatcher	37,336	53,830	2.00	91,164	2.00	94,635	2.00	94,635
30000054	Storekeeper/Acquisition Specialist II	47,611	58,219	2.00	116,448	2.00	116,448	2.00	116,448
30000056	Storekeeper/Acquisition Specialist III	53,789	66,851	1.00	66,852	1.00	66,852	1.00	66,852
30000468	Stores System Supervisor II	63,419	84,552	1.00	77,028	1.00	80,184	1.00	80,184
30000224	Surveying Aide II	50,960	59,322	2.00	110,292	2.00	110,292	2.00	110,292
30000695	Surveying Supvr/Water Rights Examiner	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000225	Surveyor I	58,219	72,342	2.00	137,136	2.00	144,696	2.00	144,696
30000226	Surveyor II	73,362	85,426	1.00	85,428	1.00	85,428	1.00	85,428
30001558	Timekeeping Specialist	37,398	53,747	1.00	53,748	1.00	53,748	1.00	53,748
30000532	Training & Development Officer	69,971	93,413	1.00	69,972	1.00	69,972	1.00	69,972
30001037	Utility Locator	52,021	55,973	7.00	389,532	7.00	391,776	7.00	391,776
30000076	Utility Worker I	44,491	48,381	2.00	96,768	2.00	96,768	2.00	96,768
30000077	Utility Worker II	48,381	52,021	23.00	1,181,424	23.00	1,194,332	23.00	1,194,332
30000075	Utility Worker II, Apprentice	36,421	48,110	22.00	1,006,084	22.00	1,049,574	22.00	1,049,574
30000438	Water Administrative Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30001534	Water Bureau Emergency Management Mgr	73,528	98,363	1.00	89,484	1.00	91,619	1.00	91,619
30000512	Water Conservation Program Coordinator	66,622	88,837	2.00	170,430	2.00	173,772	2.00	173,772
30000514	Water Conservation Program Manager	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000655	Water Group Manager	102,981	143,811	4.00	575,232	4.00	575,232	4.00	575,232
30000652	Water Maintenance Supervisor, Sr	77,064	103,563	3.00	310,680	3.00	310,680	3.00	310,680
30000133	Water Meter Reader I	39,915	50,710	11.00	539,337	11.00	548,315	11.00	548,315
30000134	Water Meter Reader II	48,922	57,366	1.00	57,372	1.00	57,372	1.00	57,372
30002158	Water Meter Technician I	48,381	52,021	5.00	260,100	5.00	260,100	5.00	260,100
30000142	Water Meter Technician II	49,400	57,366	4.00	225,365	4.00	229,488	4.00	229,488
30000143	Water Meter Technician III	59,571	64,750	6.00	388,512	6.00	388,512	6.00	388,512
30000654	Water Operations & Support Manager	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000145	Water Operations Mechanic	57,429	64,522	23.00	1,469,680	23.00	1,477,848	23.00	1,477,848
30000144	Water Operations Mechanic, Apprentice	44,491	60,382	8.00	475,134	8.00	481,482	8.00	481,482
30000651	Water Quality Inspection Supervisor	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000140	Water Quality Inspector II	54,725	70,741	4.00	262,128	4.00	268,980	4.00	268,980
30000141	Water Quality Inspector III	57,429	74,214	1.00	74,220	1.00	74,220	1.00	74,220
30000647	Water Resource & Urban Affairs Coord	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000656	Water Resources Program Manager	73,528	98,363	2.00	190,116	2.00	193,386	2.00	193,386
30000138	Water Security Specialist	48,381	52,021	10.00	516,564	10.00	518,985	10.00	518,985
30000135	Water Service Inspector I	48,922	57,366	7.00	401,604	7.00	401,604	7.00	401,604
30000136	Water Service Inspector II	52,874	61,984	1.00	61,980	1.00	61,980	1.00	61,980

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000650	Water Treatment Operations Supervisor	77,064	103,563	1.00	77,064	1.00	78,905	1.00	78,905
30000146	Water Treatment Operator I	51,646	54,080	1.00	51,648	1.00	51,648	1.00	51,648
30000147	Water Treatment Operator II	54,725	70,741	9.00	580,632	9.00	608,074	9.00	608,074
30000424	Water Utility Director	143,312	205,379	1.00	189,096	1.00	196,202	1.00	196,202
30002433	Water Utility Director, Assistant	102,981	143,811	1.00	123,408	1.00	127,618	1.00	127,618
30000078	Water Utility Worker, Sr	49,130	54,621	1.00	54,624	1.00	54,624	1.00	54,624
30001081	Watershed & Conduit Supvr	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000149	Watershed Specialist I	42,432	52,021	4.00	198,492	4.00	208,080	4.00	208,080
30000151	Watershed Specialist II	49,130	54,621	2.00	109,248	2.00	109,248	2.00	109,248
30001308	Watershed Specialist III	58,594	65,686	2.00	131,376	2.00	131,376	2.00	131,376
TOTAL FULL-TIME POSITIONS				576.25	41,574,601	578.25	42,217,347	578.25	42,217,347
30000433	Administrative Specialist, Sr	46,342	71,344	0.85	35,496	0.85	36,952	0.85	36,952
30000017	Customer Accounts Specialist I	37,336	53,830	2.00	87,972	2.00	87,972	2.00	87,972
30000365	Engineer-Civil	89,357	108,597	1.00	97,752	1.00	97,752	1.00	97,752
30000012	Office Support Specialist II	34,798	49,962	1.00	41,064	1.00	41,064	1.00	41,064
TOTAL PART-TIME POSITIONS				4.85	262,284	4.85	263,740	4.85	263,740
30000017	Customer Accounts Specialist I	37,336	53,830	2.00	74,664	2.00	74,664	2.00	74,664
30000337	Environmental Technician I	41,766	55,973	2.00	100,008	2.00	100,008	2.00	100,008
30001284	Laboratory Analytical Specialist	57,574	76,461	0.75	44,763	1.00	66,051	1.00	66,051
30000403	Remittance Technician	37,336	52,229	1.00	37,332	0.50	18,672	0.50	18,672
TOTAL LIMITED TERM POSITIONS				5.75	256,767	5.50	259,395	5.50	259,395
GRAND TOTAL				586.85	42,093,652	588.60	42,740,482	588.60	42,740,482

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.

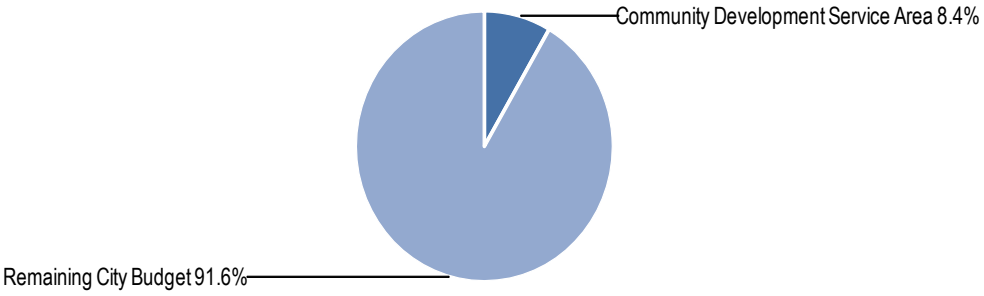
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	215,225,296	0	215,225,296	586.60	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	129,650	0	129,650	1.00	Records management support
	112,540	0	112,540	1.00	Bureau administrative support
	0	1,020,000	1,020,000	0.00	Mt. Tabor reservoir preservation project
	35,000	0	35,000	0.00	Dodge Park
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	264,340	**1,020,000**	**1,284,340**	**2.00**	**Total FY 2017-18 Decision Packages**
			216,509,636	**588.60**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

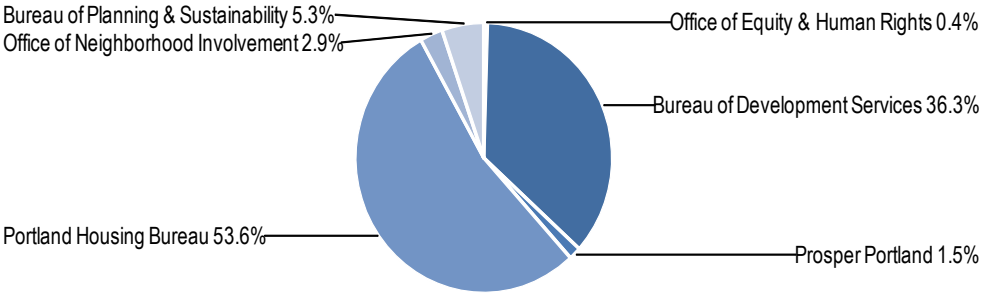
Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Office of Neighborhood Involvement
- Office of Equity & Human Rights
- Bureau of Planning & Sustainability
- Prosper Portland

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	358,660,489	379,366,207	20,705,718	5.77
Capital	56,126,602	19,846,975	(36,279,627)	(64.64)
Total Requirements	**414,787,091**	**399,213,182**	**(15,573,909)**	**(3.75)**
Authorized Positions	610.39	640.86	30.46	4.99

Service Area Highlights

Description

The Community Development Service Area includes programs in the Bureau of Development Services, Portland Housing Bureau, Bureau of Planning & Sustainability, Office of Neighborhood Involvement, Prosper Portland, and the Office of Equity & Human Rights.

Major Themes

The FY 2017-18 Adopted Budget for the Community Development Service Area funds an additional 30.46 FTE and represents an increase of $20.7 million in operating expenses when compared to the FY 2016-17 Revised Budget. The majority of these new positions are in the Bureau of Development Services, meeting continued demand for services from the construction industry. Capital expenditures in this service area are decreasing in FY 2017-18 compared to the prior year primarily due to the large purchase of the Ellington Apartments by the Portland Housing Bureau in FY 2016-17. Overall, there are 640.86 authorized positions in this service area and a total budget of $399.2 million dollars.

Bureau of Development Services

The Bureau of Development Service's (BDS) FY 2017-18 Adopted Budget totals $144.0 million. This represents a 10.8% decrease from the FY 2016-17 Revised Budget, which included a $47,220,699 interfund loan from BDS to the Portland Housing Bureau to finance the purchase of the Ellington Apartments. The bureau's budget includes personnel increases of 24.67 FTE over the FY 2016-17 Revised Budget. The new positions, funded by permit fees and charges, address workload increases due to the continued growth in the construction industry. The FY 2017-18 Adopted Budget includes the following changes:

- Eliminate the General Fund subsidy in the Land Use Services program totaling $1,058,872;
- Reduce General Fund support in the Neighborhood Inspection Program by 5%;
- Create an interagency agreement in an amount of $165,250 with the City Attorney's office to fund an attorney to address the vacant and abandoned houses; and
- Establish an interagency agreement in amount of $584,350 with the Bureau of Planning and Sustainability to fund 3.50 FTE to complete two code development projects.

Portland Housing Bureau

The Portland Housing Bureau's (PHB's) FY 2017-18 Adopted Budget totals $214.1 million, which represents a 1% increase over the FY 2016-17 Revised Budget. The bureau is experiencing substantial year-over-year budget growth in operations due primarily to anticipated acquisition and/or development of affordable housing projects, per recently awarded Notice of Funding Availability (NOFA) projects and available Housing GO Bond funds. However, this budget growth is offset by a substantial year-over-year decrease in expenditures in the bureau’s Capital plan, with a spike in FY 2016-17 due to the purchase of the Ellington Apartments.

The bureau's General Fund support is increasing by 9%, primarily due to increased funding for the Joint Office of Homeless Services (JOHS). The total FY 2017-18 JOHS General Fund contribution from the City is $26.5 million. Another significant programmatic change in FY 2017-18 is creation of the new Office of Renter-Owner Services to further the bureau's efforts to support renters and owners in achieving stable rental housing.

Bureau of Planning & Sustainability

The Bureau of Planning & Sustainability's (BPS') FY 2017-18 Adopted Budget totals $21.1 million, including $8.7 million in General Fund revenue. The bureau is adding two new positions to support Citywide Smart Cities efforts to use data and technology to improve people's lives, especially those in historically underserved communities. The FY 2017-18 budget also illustrates a shift toward implementation of the 2035 Comprehensive Plan, and includes an additional $584,000 in one-time Land Use revenue for two BPS projects related to housing: the Residential Infill Project, designed to facilitate infill development within single-family dwelling neighborhoods, and the Better Housing by Design project, revising development and design standards in Portland's multi-dwelling zones outside of the Central City (with a focus on East Portland).

Office of Neighborhood Involvement

The Office of Neighborhood Involvement's (ONI's) FY 2017-18 Adopted Budget includes 57.22 FTE and totals $11.4 million, which represents an increase of 1.77 FTE and 8.2% in funding over the FY 2016-17 Revised Budget. New funding includes the addition of $110,000 in ongoing General Fund resources for a New Portlanders program position that was funded one-time in FY 2016-17; $100,000 in one-time General Fund resources for an Accommodations Fund; $440,000 in one-time General Fund resources to expand the Graffiti Abatement program; $118,235 in one-time General Fund resources for a limited term position to track hate acts; $250,000 in one-time General Fund resources to begin work on the Public Elections program; and $230,000 in one-time program carryover resources to fund two positions to perform outreach and engagement around homelessness and housing issues.

Office of Equity & Human Rights

The Office of Equity & Human Rights' (OEHR's) FY 2017-18 Adopted Budget includes 11.9 FTE and totals $1.8 million, a 6.2% increase over the prior year revised budget. The bureau is adding a new position to enhance the City's ability to respond to and report on public accommodations. OEHR is also carrying forward $42,000 in funding for additional bureau data analysis and support, including work related to these efforts. The other major programmatic change is merging the Equitable Contracting & Purchasing Commission with the existing Fair Contracting Forum in the Office of Management & Finance due to the significant overlap in scope and mission between these two entities.

Prosper Portland (formerly the Portland Development Commission)

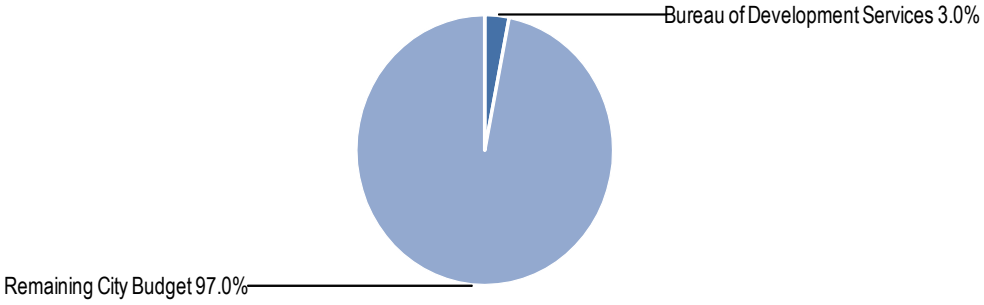
The City's FY 2017-18 Adopted Budget General Fund allocation to Prosper Portland is $6,021,910, which represents a 4.32% increase from the FY 2016-17 Revised Budget. Notable changes to the budget include ongoing reductions to the Small Business Working Capital program ($50,000). One-time additions to Prosper Portland's General Fund allocation include funding for the expansion of Venture Portland's Business Association pilot program ($166,000) and the Increase Project ($175,000).

Bureau of Development Services

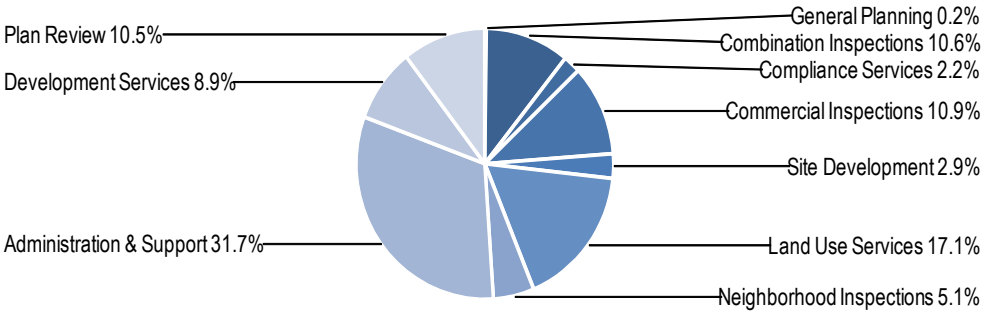
Community Development Service Area

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

Percent of City Budget

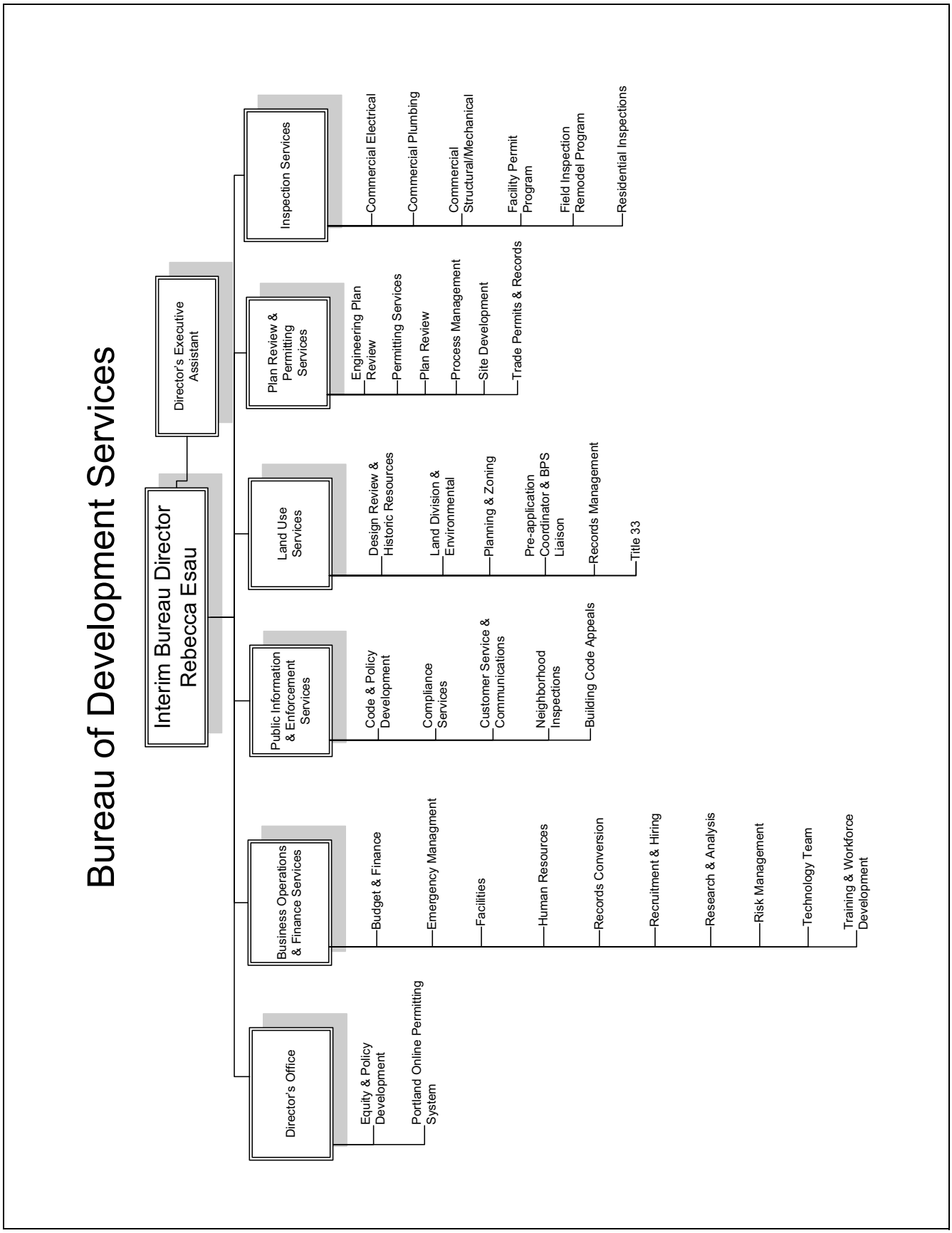


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	161,386,521	144,034,682	(17,351,839)	(10.75)
Capital	3,021,103	766,975	(2,254,128)	(74.61)
Total Requirements	**164,407,624**	**144,801,657**	**(19,605,967)**	**(11.93)**
Authorized Positions	382.70	407.37	24.67	6.45


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

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

The bureau is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control and grading. The bureau enforces the City Zoning, Sign, and Property Maintenance Codes, as well as structural, mechanical, plumbing, and electrical code violation cases.

This budget includes 407.37 FTE and an operating budget of $62.0 million. Approximately 98.5% of the bureau's revenues come from permit fees, program fees, fines, and assessments; the remaining 1.5% comes from the City's General Fund, and supports parts of BDS's Neighborhood Inspections program.

Balancing Service Provision and Fiscal Responsibility

BDS's mission requires being responsive to the development community, neighborhoods, and individuals. BDS's vision is to be the best development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry, and by addressing neighborhood and community members' concerns about the quality of development and access to development-related information and services.

This commitment to provide excellent programs and services is met within the context of a commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:

- Provide excellent programs and services, being responsive to customers and the community's changing needs;
- Pursue cost recovery for services whenever appropriate;
- Maintain prudent financial reserves to cushion the bureau against economic downturns; and
- Set reasonable fees and keep fee increases as low as possible.

State Statutes and Administrative Rules

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

Strategic Direction

In FY 2017-18 BDS will advance initiatives and address issues that are important to the bureau's organizational health and culture, programs and services, and financial security. BDS will begin implementation of a new Five-year Strategic Plan in summer 2017. The purpose of the plan is to create a living, relevant, and practical guide for the bureau in all areas of work. Focus areas include: efficient and effective services; high performing workforce; communication and community engagement; high quality customer service; diversity, equity, and inclusion; and technology integration.

BDS Racial Equity Five-Year Plan

To ensure equitable access and opportunities for all, BDS is committed to pursuing equity in its staffing, programs and services, and 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. For FY 2017-18, BDS will focus on incorporating community impact in program evaluation, building data and metrics tracking tools, and normalizing the objectives met in the first year.

Portland Online Permitting Project (POPS)

In 2016, the project experienced considerable change as BDS officially parted ways with Sierra Cedar, Inc., changed project managers, and chose to further evaluate the project to determine its future direction. During a six-month project discovery phase from January through June 2017, a new project plan will be developed and potential vendors will be explored. As part of this process, and to better reflect the nature of the work, the project was renamed the Portland Online Permitting System (POPS).

Staffing/Filling Vacancies

After losing over half its employees during the recession in 2009-2010, BDS began gradually adding back staff as the economy improved and workloads grew. In recent years, the development industry has strongly rebounded, and bureau workloads have reached historic levels. BDS has rapidly added staff positions over the last few fiscal years to address the work and restore services. Since June 1, 2016, the bureau has hired 76 permanent positions, but approximately 60 vacant positions remain. For FY 2017-18, the bureau's focus will be on filling those remaining vacant positions.

Along with filling vacancies, the bureau has identified 24 additional positions that are needed to fully address workload needs and implement service enhancements that have been requested by customers and the community. These positions were approved in the FY 2016-17 Spring Budget Monitoring Process.

Inclusionary Housing

Beginning February 1, 2017, new buildings with 20 or more residential units have come under Portland's Inclusionary Housing Program, with the goal of making affordable housing units available throughout the city. The program requires a minimum number of units be affordable to households earning no more than 80% of area median income. The program includes five alternatives for providing affordability, and varying incentives.

Inclusionary Housing could have significant positive and/or negative impacts on multi-family residential development projects in the city. Some economists have indicated that the regulations could result in less multi-family development, leading to higher housing costs. BDS will closely monitor the implementation of the regulations and their impact.

Summary of Budget Decisions

Reductions

Mandatory 5% General Fund Cut

The FY 2017-18 Adopted Budget includes a 5% reduction of BDS's General Fund allocation, totaling $105,887. BDS will backfill this reduction with program reserves, preventing serious health and sanitation concerns and supporting neighborhood livability.

Eliminate General Fund Subsidy for Land Use Services

The FY 2017-18 Adopted Budget eliminates the $1,058,872 General Fund subsidy for Land Use Services. The program is currently fully reserved with no significant risk forecasted in the immediate future. The fund status will need to be monitored in future years to determine if additional General Fund allocations or fee increases are necessary.

Interagency Agreements

Interagency with City Attorney's Office

The FY 2017-18 Adopted Budget includes an interagency agreement with the City Attorney's Office in the amount of $165,250 to fund an attorney to address vacant and abandoned houses.

Interagency with Bureau of Planning & Sustainability

The FY 2017-18 Adopted Budget includes an interagency agreement with the Bureau of Planning & Sustainability in the amount of $584,350 to fund 3.50 FTE to complete two code development projects.

Interagency Agreement Balancing

The FY 2017-18 Adopted Budget includes $48,036 in increased interagency costs provided by the Office of Management and Finance.

Budget Notes

Strengthen the Financial Advisory Committee

Council directs the Financial Advisory Committee to review the Bureau of Development Services forecasted revenues, expenditures, and underlying assumptions in order to better assist bureau staff in developing a five-year sustainable financial plan.

Funding for Code Development

Council directs 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 revenue as appropriate and permissible by law. Annual work plans and funding amounts for both bureaus should be included in the budget process for Council consideration.

Capital Budget

Capital Summary

CIP Highlights

The Portland Online Permitting System (POPS; formerly the Information Technology Advancement Project) 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, the 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. The total project cost was initially estimated at approximately $12 million.

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 by making information more easily available.

Changes from Prior Year

In FY 2016-17, the project experienced considerable change. In summer 2016, the bureau officially parted ways with the project vendor, Sierra Cedar, Inc., changed project managers, and took a step back to evaluate the project and determine its direction going forward. A third-party vendor (Virtual Information Executives) was contracted to conduct an assessment of the project in fall 2016. As part of this process, to better reflect the nature of the work and project goals, the project was renamed the Portland Online Permitting System (POPS).

Currently BDS's capital budget includes only positions that have been designated to work on the project. Vendor costs and other expenses will be estimated after the discovery phase is completed and the new project timeline, scope, and budget are developed. Most likely the bureau will revise and update its capital project budget through the FY 2017-18 Fall Budget Monitoring Process.

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 will help ensure that growth and development are well-managed by streamlining the development review process and providing much greater transparency and access to information.
- 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.

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 and print cost savings will be realized for BDS and its customers, since plan submittal, plan review, and permit issuance will be performed electronically.

Criteria

POPS is BDS's only Capital Improvement Project (CIP). The bureau's decision 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 is currently underway and will result in the selection of a new vendor later in 2017. The project is now co-sponsored by the Bureau of Technology Services.

The project has been and continues to be reviewed by the Commissioner-in-Charge, the City's Technology Oversight Committee, the Development Review Advisory Committee, and the City Budget Office. Coordination is ongoing with all of the development review bureaus, including Water, Transportation, Environmental Services, Fire, and Parks.

City Comprehensive Plan

BDS 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:

- Neighborhood Involvement - Provide for active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhood and business associations. Provide information to neighborhood and business associations which allows them to monitor the impact of the Comprehensive Plan and to report their findings annually to the Planning and Sustainability Commission.
- Housing Availability - Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of 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.

Financial Forecast Overview

Revenues for many of the bureau's programs are projected to remain stable, with a slight increase over the next two years, then a slight decrease over the last three years of BDS's Five-Year Financial Plan. 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 $200,000 annually. The bureau's Five-Year Financial Plan shows that these costs can be paid out of bureau operating funds.

Administration & Support

Description

The Administration Program provides overall direction to the bureau in order to meet program objectives. Included within this program's budget are:

- The Office of the Director, including Equity and Policy Development;
- The Business Operations and Finance Services Division, which includes Budget and Finance, Emergency Management and Safety, Training and Workforce Development, the Technology Team, human resources, recruitment, loss control/risk management, digital records conversion, and office management; and
- Customer Service and Communications.

Goals

The Administration program supports the Citywide goal to protect and enhance the natural and built environment.

Performance

The program provides services to all bureau staff and supports these bureau budget goals:

- Ensure appropriate staffing levels
- Improve access to services and programs
- Provide workforce development and training
- Ensure General Fund support for local code enforcement programs
- Review permit fees and financial reserve goals
- Ensure equity in internal and external service delivery
- Leverage advanced technology

Changes to Services and Activities

BDS Racial Equity Five-Year Plan

The Equity and Policy Development section will lead the implementation of BDS's Five-Year Racial Equity Plan, launched 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. For FY 2017-18, BDS will focus on incorporating community impact in program evaluation, building data and metrics tracking tools, and normalizing the objectives met in the first year.

Filling Staff Vacancies

In FY 2017-18, BDS recruitment staff will continue working diligently with the Bureau of Human Resources to fill vacant staff positions. Since June 1, 2016, recruitment staff has facilitated the hiring of 76 permanent positions, but approximately 60 positions remain vacant. Filling these positions quickly will be crucial in helping BDS address historically high workload levels.

BDS Strategic Plan

The Administration program will lead the implementation of a new five-year Strategic Plan in FY 2017-18. The purpose of the plan is to create a living, relevant, and practical guide for the bureau in all areas of work. The focus areas include efficient and effective services, high performing and diverse workforce, communication and community engagement, high quality customer service, equity plan implementation, and technology integration.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	46.33	51.41	67.03	67.45	71.45
Expenditures					
Administration & Support	13,466,492	14,759,670	21,966,191	19,266,636	19,659,882
Total Expenditures	**13,466,492**	**14,759,670**	**21,966,191**	**19,266,636**	**19,659,882**

Commercial Inspections

Description

The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program.

The services provided under the Commercial Inspections Program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Zoning, and Site Development codes. The Commercial Inspections Program resides in the bureau's Inspections Services Division, which also includes Combination Inspections.

Goals

The Commercial Inspections program supports the Citywide goal to protect and enhance the natural and built environment. The program also works together with both Portland Fire & Rescue and the Multnomah County Health Division to provide a safe and healthy work and living environment for Portland residents. The program further supports these bureau budget goals:

- Improve access to services and programs
- Equity in internal and external service delivery
- Leverage advanced technology

Performance

Commercial Inspections' Key Performance Measure, the percentage of inspections made within 24 hours of request, is projected to increase from 74% in FY 2015-16 to 81% in FY 2016-17, then further to 85% in FY 2017-18. The bureau's target is to complete 98% of inspections with 24 hours of request. Making progress toward this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

The number of commercial inspections is projected to decrease slightly from 57,916 in FY 2015-16 to 56,360 in FY 2016-17, then rebound to 58,000 in FY 2017-18. Commercial inspectors averaged 13.64 inspections per day in FY 2015-16; that number is projected to remain constant in FY 2016-17 and increase slightly to 14.0 in FY 2017-18.

Changes to Services and Activities

Performance Improvements

Commercial Inspections sections have been adding positions over the last few years, but the program is currently carrying 4.0 vacant FTE. Those positions will be filled in 2017, leading to projected improvements in the timeliness of inspections in FY 2017-18. For example, BDS projects that the percentage of inspections performed within 24 hours of request will increase from 68% in FY 2015-16 to 85% in FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	37.55	42.40	46.79	46.79	49.79
Expenditures					
Commercial Inspections	4,556,356	5,045,215	5,754,206	6,442,362	6,750,756
Total Expenditures	**4,556,356**	**5,045,215**	**5,754,206**	**6,442,362**	**6,750,756**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of commercial inspections made within 24 hours of request	88%	74%	81%	85%	85%
Effectiveness					
Number of commercial inspections per day, per inspector	13.32	13.64	13.64	14.00	14.00
Workload					
Number of commercial inspections	52,923	57,916	56,360	58,000	58,000

Site Development

Description

The Site Development program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 of the City of Portland Code and all required erosion control measures.

The Environmental Soils sub-program works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.

Goals

The Site Development program supports the Citywide goal to protect and enhance the natural and built environment. The Program also supports these bureau budget goals:

- Improve access to services and programs
- Ensure equity in internal and external service delivery; and
- Leverage advanced technology

Performance

The number of working days from site development plan submittal to the first review is projected to decrease from 7.92 days in FY 2015-16 to 6.64 days in FY 2016-17, then further to 6.2 days in FY 2017-18. The number of site development plan reviews performed is projected to decrease from 2,748 in FY 2015-16 to 2,492 in FY 2016-17, then increase slightly to 2,550 in FY 2017-18. The number of Site Development permit inspections performed is projected to increase from 253 in FY 2015-16 to 320 in FY 2016-17 and FY 2017-18.

Changes to Services and Activities

Environmental Soils Program Deficit

Multnomah County and the City have an intergovernmental agreement that gives BDS responsibility for the County's subsurface sewage program. BDS performs this work and is compensated with revenues that the bureau collects from permit fees for this program.

Since the end of the Mid-County sewer hookup program in 1998, revenues have dropped substantially in this program. Fee increases have been implemented several times since 1999, but the program still has a significant reserve deficit. In 2005, the City Council agreed to inflationary fee increases until the reserve deficit is paid off.

The Board of County Commissioners voted to raise fees by 10% in FY 2012-13 and agreed to 10% fee increases per year for the subsequent four years. A 10% fee increase in FY 2016-17 marked the final year of that agreement. The current forecast projects that the deficit should be eliminated by FY 2020-21.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	9.10	11.10	12.20	12.20	13.20
Expenditures					
Site Development	1,570,645	2,134,770	1,451,271	1,697,774	1,818,188
Total Expenditures	**1,570,645**	**2,134,770**	**1,451,271**	**1,697,774**	**1,818,188**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Average number of working days to first review	7.44	7.92	6.64	6.20	6.20
Workload					
Number of site development plan reviews	2,828	2,748	2,492	2,550	2,550
Number of site development permit inspections	345	253	320	320	320
Number of site development land use cases reviews	831	937	1,100	1,100	1,100
Number of sanitation permits and evaluations issued	451	443	510	510	510

Compliance Services

Description

The Compliance Services Program is composed of Zoning and Construction Code compliance workgroups. These workgroups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Landlord Training, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, Chapter 13/Systematic Inspections, and Chronic Offenders. For budgeting purposes, the Neighborhood Inspections Program is shown as a separate program.

Goals

Compliance Services supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:

- Improve access to services and programs;
- Ensure General Fund support for local code enforcement programs;
- Ensure equity in internal and external service delivery; and
- Leverage advanced technology

Performance

The bureau projects that the number of properties assessed code enforcement fees will increase from 320 in FY 2015-16 to 382 in FY 2016-17 and further to 441 in FY 2017-18. The total number of zoning code activities (violation cases, inspections, and letters) will increase from 5,110 in FY 2015-16 to 5,801 in FY 2016-17 and further to 6,121 in FY 2017-18.

Changes to Services and Activities

Accessory Short Term Rental Enforcement

In FY 2017-18, BDS will work closely with the Commissioner-in-Charge's Office and the short-term rental industry to develop systems and processes to help ensure that accessory short-term rentals are in compliance with City regulations. This issue is a high priority for the City given the current housing emergency and the scarcity of affordable housing.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	10.20	11.59	12.03	12.03	12.03
Expenditures					
Compliance Services	0	0	1,277,444	1,335,394	1,335,394
Total Expenditures	**0**	**0**	**1,277,444**	**1,335,394**	**1,335,394**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Workload					
Number of enforcement cases prepared and presented to code hearings officer	2	2	2	4	4
Number of zoning code violation statistics (cases, inspections, and letters)	4,942	5,110	5,801	6,121	6,121
Number of home occupation permits issued	105	126	80	100	100
Number of properties assessed code enforcement fees	376	320	382	441	441
Number of construction code violation cases	340	124	317	397	397

Development Services

Description

The Development Services Program manages the flow of the public permitting process, from early assistance to permit issuance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 42,000 plumbing, electrical, mechanical, and sign permits in FY 2015-16. Permitting Services staff performed intakes for 12,273 building permit applications in FY 2015-16, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.

Goals

The Development Services program supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:

- Improve access to services and programs;
- Ensure equity in internal and external service delivery; and
- Leverage advanced technology

Performance

Development Services' Key Performance Measure, the percentage of pre-issuance checks completed within two working days of the last review approval, is projected to increase significantly from 53% in FY 2015-16 to 67% in FY 2016-17 and further to 69% in FY 2017-18. Making progress in this area contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

The percentage of building permits issued over-the-counter on the same day as permit intake in FY 2015-16 was 53%; this number is projected to remain constant in FY 2016-17, then increase to 57% in FY 2017-18. The total number of building permits issued (commercial and residential) is projected to increase from 12,273 in FY 2015-16 to 12,868 in FY 2016-17 and further to 13,000 in FY 2017-18.

Changes to Services and Activities

Development Services Center (DSC) and Permitting Services Improvements

BDS is working with a space planner and security consultant to redesign the Development Services Center (DSC) and the 2nd Floor Permitting Services Center in the 1900 Building, improving customers' experience and security for employees. In addition, the bureau will implement an electronic queuing system in the DSC, providing customers with more predictable service wait times.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	37.14	41.14	44.14	44.14	50.14
Expenditures					
Development Services	489,740	573,842	5,177,301	4,982,029	5,510,269
Total Expenditures	**489,740**	**573,842**	**5,177,301**	**4,982,029**	**5,510,269**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of pre-issuance checks completed within two working days of last review approval	49.0%	53.0%	67.0%	69.0%	69.0%
Efficiency					
Percentage of building permits issued over the counter the same day as intake	55%	53%	53%	57%	57%
Workload					
Number of commercial building permits	4,260	4,570	4,824	4,900	4,900
Number of residential building permits	6,528	7,703	8,044	8,100	8,100
Total number of commercial and residential building permits	10,788	12,273	12,868	13,000	13,000
Number of electrical permits	18,422	19,159	18,864	19,204	19,204
Number of mechanical permits	10,621	11,277	11,120	11,410	11,410
Number of plumbing permits	10,512	10,657	10,776	10,852	10,852
Number of sign permits	876	804	646	658	658

Combination Inspections

Description

The Combination Inspections Program (also known as Residential Inspections) ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors and homeowners time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections Program resides in the bureau's Inspections Services Division, which also includes Commercial Inspections, the Facility Permit Program, and the Field Issuance Remodel Program.

Goals

Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these following budget goals:

- Improve access to services and programs;
- Ensure equity in internal and external service delivery; and
- Leverage advanced technology

Performance

Combination Inspections' Key Performance Measure, the percentage of inspections made within 24 hours of request, is projected to decrease significantly from 90% in FY 2015-16 to 71% in FY 2016-17 due to sustained high numbers of requested inspections. The number is projected to rebound slightly to 75% in FY 2017-18. The bureau's target is to complete 98% of inspections with 24 hours of request. Making progress toward this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

A total of 119,023 inspections were performed in FY 2015-16; this number is projected to decrease slightly to 118,794 in FY 2016-17, then rebound to 120,000 in FY 2017-18. The average number of inspections per inspector per day is projected to increase from 25.34 in FY 2015-16 to 27.99 in FY 2016-17 and 28.0 in FY 2017-18.

Changes to Services and Activities

The Combination Inspections will participate in the Permit Night and Get Legal programs.

Permit Night

In April 2017, BDS restored Permit Night, a weekly event where the Development Services Center opens in the evening with services geared toward residential customers and the community. Permit Night had been very popular with residential customers, but was suspended in February 2009 as part of the bureau's response to recession-related service changes. In FY 2017-18, the Permit Night program will involve several divisions in BDS along with other development review bureaus and will make services more accessible to a broader segment of the community.

Get Legal Program

The bureau is exploring the restoration of the Get Legal program, which was discontinued as a result of the recession. The program brings bureau specialists together to assess work done without permit and provide assistance to property owners on how to bring their property up to code. If restored, Get Legal will be available to residential and commercial low-income or special-needs property owners, and will require the expertise of several divisions in the bureau

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	37.90	45.15	48.92	48.92	52.92
Expenditures					
Combination Inspections	4,344,918	5,375,277	6,084,308	6,167,979	6,560,847
Total Expenditures	**4,344,918**	**5,375,277**	**6,084,308**	**6,167,979**	**6,560,847**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of residential inspections made within 24 hours of request	85.0%	90.0%	71.0%	75.0%	75.0%
Effectiveness					
Number of inspections per day, per inspector	24.71	25.34	27.99	28.00	28.00
Efficiency					
Number of inspection trips reduced due to multi-certified inspectors	20,686	21,245	19,674	20,500	20,500
Workload					
Number of residential inspections	99,503	119,023	118,794	120,000	120,000

Land Use Services

Description

The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code), which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the zoning code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.

Goals

LUS supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:

- Improve access to services and programs;
- Ensure General Fund support for local code enforcement programs; and
- Ensure equity in internal and external service delivery

Performance

LUS has two Key Performance Measures. First, the percentage of commercial new construction reviews completed within 20 days of application intake is projected to increase from 77% in FY 2015-16 to 80% in FY 2016-17 and FY 2017-18. Second, the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews is projected to remain constant at 42% from FY 2015-16 to FY 2016-17, then increase to 60% in FY 2017-18. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

The number of land use review and final plat applications is projected to remain constant at 880 from FY 2015-16 through FY 2017-18.

Changes to Services and Activities

Bureau of Planning & Sustainability Projects

In FY 2017-18 LUS will work closely with the Bureau of Planning & Sustainability (BPS) on the implementation of several projects related to the Portland Zoning Code, including:

- Inclusionary Housing
- Design Overlay Zone Assessment (DOZA)
- Regulatory Improvement Code Amendment Package (RICAP) 8
- Residential Infill Project
- Comprehensive Plan

Elimination of General Fund Support

This Adopted Budget eliminates the $1,058,872 General Fund subsidy for Land Use Services. The program is currently fully reserved with no significant risk forecasted in the immediate future. The fund status will need to be monitored in future years to determine if additional General Fund allocations or fee increases are necessary.

Interagency Agreement with Bureau of Planning & Sustainability

This budget includes a $584,350 interagency agreement with BPS to fund 3.50 FTE to complete two code development projects. A budget note directs BDS to coordinate with BPS and CBO to work on these projects.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	63.70	76.98	81.70	81.70	84.70
Expenditures					
Land Use Services	6,242,524	7,332,978	9,184,232	10,376,935	10,581,103
Total Expenditures	**6,242,524**	**7,332,978**	**9,184,232**	**10,376,935**	**10,581,103**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	56%	77%	80%	80%	80%
Percentage of Type II Land Use Reviews – Application Completeness Review done within 14 days of application intake	41%	42%	42%	60%	60%
Workload					
Number of land use review and final plat applications	920	880	880	880	880

Neighborhood Inspections

Description

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

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

Goals

The Neighborhood Inspections program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability. The program also supports these bureau budget goals:

- Improve access to services and programs;
- Ensure General Fund support for local code enforcement programs;
- Ensure equity in internal and external service delivery; and
- Leverage advanced technology

Performance

Neighborhood Inspections' Key Performance Measure, the number of properties cleaned up, is projected to increase from 2,391 in FY 2015-16 to 3,088 in FY 2016-17 and further to 3,100 in FY 2017-18. Making progress in this area contributes to the Portland Plan goal to ensure quality housing and to equity goals in the City's Comprehensive Plan.

The number of housing units brought up to code is projected to increase from 1,896 in FY 2015-16 to 2,560 in FY 2016-17, then further to 2,625 in FY 2017-18.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes a 5% reduction of BDS's General Fund allocation to this program, totaling $105,887. BDS will backfill this reduction with program reserves, preventing serious health and sanitation concerns and supporting neighborhood livability.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	18.02	21.61	22.48	22.48	22.48
Expenditures					
Neighborhood Inspections	1,828,133	2,474,933	3,132,969	3,176,323	3,176,323
Total Expenditures	**1,828,133**	**2,474,933**	**3,132,969**	**3,176,323**	**3,176,323**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	2,223	1,896	2,560	2,625	2,625
Effectiveness					
Number of properties cleaned up	2,391	2,391	3,088	3,100	3,100
Number of code enforcement fee waivers granted	390	721	648	666	666
Workload					
Number of nuisance inspections	8,194	8,887	9,531	10,033	10,033
Number of housing and derelict buildings inspections	2,701	3,216	4,110	4,367	4,367
Number of housing intakes	1,891	2,305	2,073	2,100	2,100
Number of nuisance intakes	4,435	4,880	4,243	4,300	4,300
Number of code enforcement fee waiver requests	410	723	700	720	720
Number of housing units inspected (includes enhanced inspection pilot beginning in 2010-11)	3,103	3,935	5,006	5,145	5,145

Plan Review

Description

The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plan Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. Staff helps permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.

Goals

The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:

- Improve access to services and programs;
- Ensure equity in internal and external service delivery; and
- Leverage advanced technology.

Performance

Plan Review has two Key Performance Measures related to building plan review, which is performed by staff from BDS and as many as five other City bureaus. In FY 2015-16, the City as a whole met its plan review turnaround goals for 72% of residential plans and 57% of commercial plans. The bureau projects that the City will meet its turnaround goals for 69% of residential plans and 57% of commercial plans in FY 2016-17; in FY 2017-18, the percentages will increase slightly to 72% for residential plans and 62% for commercial plans. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

Changes to Services and Activities

Residential Permit Night

In April 2017, BDS restored Permit Night, a weekly event where the DSC opens in the evening with services geared toward residential customers and the community. Permit Night had been very popular with residential customers, but was suspended in February 2009 as part of the bureau's response to recession-related service changes. Supporting Permit Night in FY 2017-18 will involve staff from BDS as well the other development review bureaus and will make BDS services more accessible to a broader segment of the community.

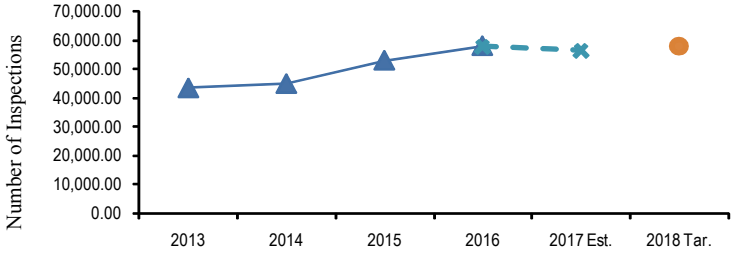
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	36.64	41.56	47.41	47.66	49.66
Expenditures					
Plan Review	7,374,641	8,781,437	6,124,672	6,263,765	6,490,265
Total Expenditures	**7,374,641**	**8,781,437**	**6,124,672**	**6,263,765**	**6,490,265**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of residential plans reviewed by all bureaus within scheduled end dates	77%	72%	69%	72%	72%
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	65%	57%	57%	62%	62%

Performance Measures

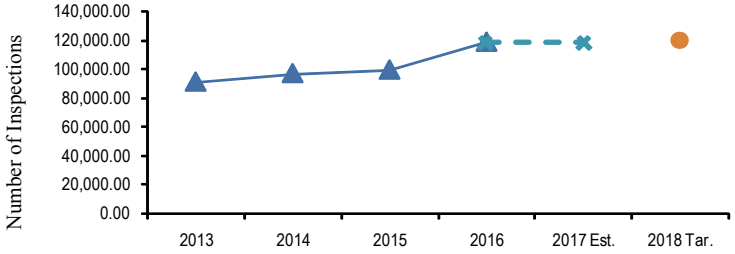
Commercial Inspections

The number of commercial inspections is projected to remain at the same level in FY 2017-18.



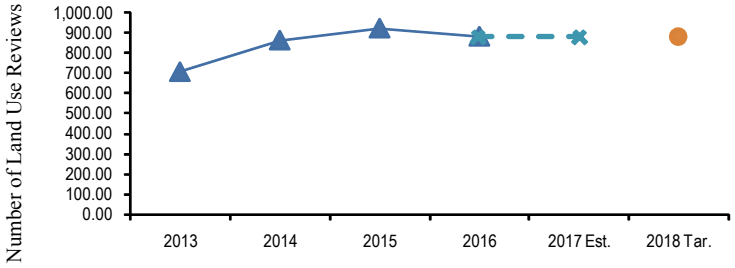
Residential Inspections

Residential inspections are expected to remain at the same level in FY 2017-18.



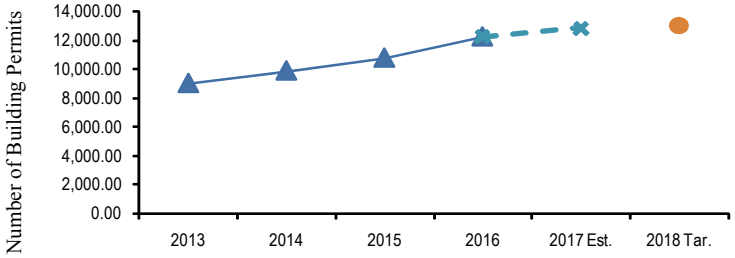
Land Use Review and Final Plat Applications

The number of land use applications is projected to remain at the same level in FY 2017-18.



Total Commercial and Residential Building Permits

The number of building permits is expected to remain at the same level in FY 2017-18.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Licenses & Permits	36,467,799	43,436,697	40,505,027	41,005,193	41,005,193
Charges for Services	15,229,118	17,347,110	16,879,963	17,007,502	17,007,502
Bond & Note	0	0	37,000,000	0	0
Miscellaneous	3,037,615	4,627,543	4,602,414	3,677,674	4,277,674
Total External Revenues	**54,734,532**	**65,411,350**	**98,987,404**	**61,690,369**	**62,290,369**
Internal Revenues					
Fund Transfers - Revenue	2,416,835	2,206,621	2,117,744	952,985	952,985
Interagency Revenue	931,983	1,013,547	1,143,386	1,267,056	1,267,056
Total Internal Revenues	**3,348,818**	**3,220,168**	**3,261,130**	**2,220,041**	**2,220,041**
Beginning Fund Balance	35,220,896	51,228,946	62,159,090	80,291,247	80,291,247
Total Resources	**$93,304,246**	**$119,860,464**	**$164,407,624**	**$144,201,657**	**$144,801,657**
Requirements					
Bureau Expenditures					
Personnel Services	27,503,553	33,729,868	40,515,848	42,509,184	44,796,264
External Materials and Services	2,263,444	2,968,976	5,187,657	4,952,008	4,952,008
Internal Materials and Services	8,890,749	9,077,087	12,837,972	12,248,005	12,248,005
Capital Outlay	1,215,763	702,191	1,611,117	0	0
Total Bureau Expenditures	**39,873,509**	**46,478,122**	**60,152,594**	**59,709,197**	**61,996,277**
Fund Expenditures					
Debt Service	945,017	1,038,216	48,385,751	1,270,656	1,270,656
Contingency	0	0	14,135,022	31,231,695	29,468,808
Fund Transfers - Expense	1,256,774	1,181,691	1,734,257	1,990,109	2,065,916
Total Fund Expenditures	**2,201,791**	**2,219,907**	**64,255,030**	**34,492,460**	**32,805,380**
Ending Fund Balance	51,228,946	71,162,435	40,000,000	50,000,000	50,000,000
Total Requirements	**$93,304,246**	**$119,860,464**	**$164,407,624**	**$144,201,657**	**$144,801,657**
Programs					
Administration & Support	13,466,552	14,759,670	21,966,191	19,266,636	19,659,882
Combination Inspections	4,344,918	5,375,277	6,084,308	6,167,979	6,560,847
Plan Review	7,374,641	8,781,437	6,124,672	6,263,765	6,490,265
Development Services	489,740	573,842	5,177,301	4,982,029	5,510,269
General Planning	0	0	0	0	113,250
Land Use Services	6,242,524	7,332,978	9,184,232	10,376,935	10,581,103
Compliance Services	0	0	1,277,444	1,335,394	1,335,394
Neighborhood Inspections	1,828,133	2,474,933	3,132,969	3,176,323	3,176,323
Commercial Inspections	4,556,356	5,045,215	5,754,206	6,442,362	6,750,756
Site Development	1,570,645	2,134,770	1,451,271	1,697,774	1,818,188
Total Programs	**39,873,509**	**$46,478,122**	**$60,152,594**	**$59,709,197**	**$61,996,277**

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

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Special Projects								
Portland Online Permitting System	2,296,044	3,021,103	766,975	0	0	0	0	766,975
Total Special Projects	**2,296,044**	**3,021,103**	**766,975**	**0**	**0**	**0**	**0**	**766,975**
Total Requirements	**2,296,044**	**3,021,103**	**766,975**	**0**	**0**	**0**	**0**	**766,975**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	3.00	188,844	3.00	195,009	3.00	195,009
30000434	Administrative Assistant	49,774	76,648	1.00	80,520	1.00	80,520	1.00	80,520
30000433	Administrative Specialist, Sr	46,342	71,344	8.00	469,752	8.00	470,736	8.00	470,736
30000436	Administrative Supervisor I	60,403	80,517	0.00	0	0.00	0	1.00	60,408
30000437	Administrative Supervisor II	63,419	84,552	1.00	63,420	1.00	65,156	1.00	65,156
30000173	Building Inspector II	69,056	79,872	16.00	1,183,257	16.00	1,210,553	18.00	1,348,673
30000174	Building Inspector, Sr	77,501	89,690	20.00	1,754,388	20.00	1,773,168	22.00	1,934,112
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	132,456	1.00	136,072	1.00	136,072
30000440	Business Operations Supervisor	73,528	98,363	0.00	0	0.00	0	1.00	73,524
30000448	Business Systems Analyst	63,419	84,552	5.00	363,948	5.00	366,967	5.00	366,967
30000447	Business Systems Analyst, Assistant	49,774	76,648	2.00	109,536	2.00	114,028	2.00	114,028
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	75,816	1.00	78,147	1.00	78,147
30000184	Code Specialist II	46,717	61,859	5.00	279,012	5.00	279,012	5.00	279,012
30000186	Code Specialist III	50,357	66,040	1.00	57,660	1.00	59,919	2.00	116,109
30000170	Combination Inspector	73,632	85,322	12.00	1,008,000	12.00	1,011,806	12.00	1,011,806
30000492	Community Outreach & Informtn Rep	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30000426	Development Services Director	127,400	182,562	1.00	182,556	1.00	182,556	1.00	182,556
30000335	Development Services Project Coord	67,974	86,798	6.00	493,836	6.00	496,188	6.00	496,188
30000332	Development Services Technician I	41,766	55,973	9.00	387,497	9.00	398,347	10.00	440,119
30000333	Development Services Technician II	55,973	71,406	32.00	2,018,758	32.00	2,075,257	36.00	2,299,129
30000334	Development Services Technician III	67,974	86,798	4.00	323,508	4.00	333,263	6.00	469,223
30000732	Development Supervisor I	69,971	93,413	0.00	0	0.00	0	1.00	69,972
30000836	Development Supervisor II	77,064	103,563	2.00	184,968	2.00	188,026	2.00	188,026
30000168	Electrical Inspector	69,056	79,872	10.00	744,150	10.00	761,456	10.00	761,456
30000169	Electrical Inspector, Sr	77,501	89,690	7.00	624,316	7.00	627,816	7.00	627,816
30000680	Engineer, Sr	89,627	119,475	2.00	209,100	2.00	209,100	2.00	209,100
30000681	Engineer, Supervising	96,325	128,440	1.00	128,436	1.00	128,436	1.00	128,436
30000367	Engineer-Geotechnical	89,357	108,597	6.00	607,212	6.00	623,398	6.00	623,398
30000368	Engineer-Mechanical	89,357	108,597	2.00	192,768	2.00	196,224	2.00	196,224
30000369	Engineer-Structural	89,357	108,597	12.00	1,194,916	12.00	1,219,935	12.00	1,219,935
30000360	Engineering Associate, Sr-Geotechnical	77,272	98,509	1.00	77,268	1.00	77,268	1.00	77,268
30000567	Financial Analyst	63,419	84,552	2.00	132,614	2.00	135,452	2.00	135,452
30000569	Financial Analyst, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000568	Financial Analyst, Sr	69,971	93,413	1.00	75,101	1.00	78,182	1.00	78,182
30000372	Graphics Designer II	55,973	71,406	1.00	64,977	1.00	68,266	1.00	68,266
30000028	Hearings Clerk	48,173	63,357	2.00	109,812	2.00	115,212	2.00	115,212
30000734	Housing Inspection Supervisor	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000171	Housing Inspector	52,562	66,539	12.00	716,685	12.00	738,732	12.00	738,732
30000172	Housing Inspector, Sr	69,368	80,288	4.00	307,754	4.00	315,031	4.00	315,031
30000736	Inspection Manager	95,888	129,917	3.00	377,215	3.00	382,192	3.00	382,192
30000735	Inspection Supervisor	82,909	110,448	4.00	414,822	4.00	425,754	5.00	508,662
30000451	Management Analyst	63,419	84,552	4.00	309,324	4.00	313,840	4.00	313,840
30000453	Management Analyst, Principal	82,909	110,448	1.00	108,268	1.00	110,448	1.00	110,448
30000452	Management Analyst, Sr	69,971	93,413	3.00	273,678	3.00	278,791	4.00	348,763
30000450	Management Assistant	49,774	76,648	6.00	324,996	6.00	332,113	6.00	332,113
30000011	Office Support Specialist I	31,678	45,261	1.00	45,264	1.00	45,264	1.00	45,264
30000012	Office Support Specialist II	34,798	49,962	15.00	629,412	15.00	659,048	15.00	659,048
30000013	Office Support Specialist III	44,512	58,989	7.00	344,488	7.00	355,050	8.00	404,784
30000730	Plan Review Supervisor	82,909	110,448	3.00	276,264	3.00	276,264	3.00	276,264
30000377	Planner I, City-Land Use	59,488	68,640	10.00	631,955	10.00	650,003	10.00	650,003

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000381	Planner I, City-Urban Design	59,488	68,640	2.00	122,434	2.00	128,400	3.00	187,884
30000384	Planner II. City-Environmental	65,395	75,587	1.00	65,400	1.00	68,370	1.00	68,370
30000385	Planner II. City-Land Use	65,395	75,587	15.00	1,079,010	15.00	1,096,775	16.00	1,096,871
30000389	Planner II. City-Urban Design	65,395	75,587	8.00	566,074	8.00	579,668	9.00	645,068
30000375	Planner, Associate	53,976	62,462	8.00	453,720	8.00	466,755	8.00	466,755
30000725	Planner, Principal	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000393	Planner, Sr City-Land Use	67,974	86,798	11.00	911,136	11.00	929,296	11.00	929,296
30000397	Planner, Sr City-Urban Design	67,974	86,798	3.00	252,204	3.00	256,978	3.00	256,978
30000724	Planner, Supervising	82,909	110,448	5.00	522,600	5.00	531,117	5.00	531,117
30000374	Planning Assistant	34,944	44,595	3.00	115,560	3.00	120,229	3.00	120,229
30000231	Plans Examiner, Commercial	72,259	83,658	19.00	1,521,759	19.00	1,535,196	22.00	1,768,386
30000230	Plans Examiner, Residential	59,446	68,786	4.00	243,864	4.00	251,560	4.00	251,560
30000232	Plans Examiner, Sr	78,520	90,896	4.00	342,672	4.00	350,148	4.00	350,148
30000164	Plumbing Inspector	69,056	79,872	5.00	384,288	5.00	392,759	5.00	392,759
30000165	Plumbing Inspector, Sr	77,501	89,690	4.00	358,752	4.00	358,752	4.00	358,752
30000464	Program Coordinator	66,622	88,837	1.00	69,030	1.00	71,856	1.00	71,856
30000465	Program Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000466	Program Manager, Sr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000463	Program Specialist	60,403	80,517	3.00	213,360	3.00	215,830	3.00	215,830
30000177	Site Development Inspector I	60,382	69,867	2.00	126,948	2.00	129,148	2.00	129,148
30000178	Site Development Inspector, Sr	77,501	89,690	2.00	175,176	2.00	178,326	2.00	178,326
30000531	Training & Development Analyst	63,419	84,552	1.00	66,024	1.00	68,499	1.00	68,499
TOTAL FULL-TIME POSITIONS				357.00	26,496,834	357.00	26,995,963	381.00	28,517,509
30000385	Planner II. City-Land Use	65,395	75,587	0.90	68,028	0.90	68,028	0.90	68,028
30000392	Planner, Sr City-Environmental	67,974	86,798	0.90	78,120	0.90	78,120	0.90	78,120
30000393	Planner, Sr City-Land Use	67,974	86,798	0.90	78,120	0.90	78,120	0.90	78,120
TOTAL PART-TIME POSITIONS				2.70	224,268	2.70	224,268	2.70	224,268
30000448	Business Systems Analyst	63,419	84,552	1.00	74,880	1.00	77,946	1.00	77,946
30000333	Development Services Technician II	55,973	71,406	3.00	189,435	3.00	198,037	3.00	198,037
30000334	Development Services Technician III	67,974	86,798	2.00	155,062	2.00	158,507	2.00	158,507
30000168	Electrical Inspector	69,056	79,872	1.00	79,872	1.00	79,872	1.00	79,872
30000369	Engineer-Structural	89,357	108,597	1.00	98,917	1.00	103,848	1.00	103,848
30000450	Management Assistant	49,774	76,648	2.00	141,967	2.00	144,651	2.00	144,651
30000011	Office Support Specialist I	31,678	45,261	0.67	21,120	1.00	34,399	1.00	34,399
30000012	Office Support Specialist II	34,798	49,962	2.00	76,572	2.00	79,012	2.00	79,012
30000013	Office Support Specialist III	44,512	58,989	1.58	77,370	2.00	103,014	2.00	103,014
30000381	Planner I, City-Urban Design	59,488	68,640	1.00	68,640	1.00	68,640	1.00	68,640
30000384	Planner II. City-Environmental	65,395	75,587	1.00	65,400	1.00	65,400	1.00	65,400
30000385	Planner II. City-Land Use	65,395	75,587	2.00	151,176	2.00	151,176	2.00	151,176
30000231	Plans Examiner, Commercial	72,259	83,658	1.00	72,264	1.00	76,504	1.00	76,504
30000230	Plans Examiner, Residential	59,446	68,786	0.75	45,324	1.00	64,740	1.00	64,740
30000164	Plumbing Inspector	69,056	79,872	1.00	77,304	0.67	53,248	0.67	53,248
30000497	Public Information Manager	77,064	103,563	1.00	77,064	1.00	77,064	1.00	77,064
30001031	Technology Capital Project Manager I	95,888	129,917	1.00	95,892	1.00	95,892	1.00	95,892
TOTAL LIMITED TERM POSITIONS				23.00	1,568,259	23.67	1,631,950	23.67	1,631,950
GRAND TOTAL				382.70	28,289,361	383.37	28,852,181	407.37	30,373,727

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.

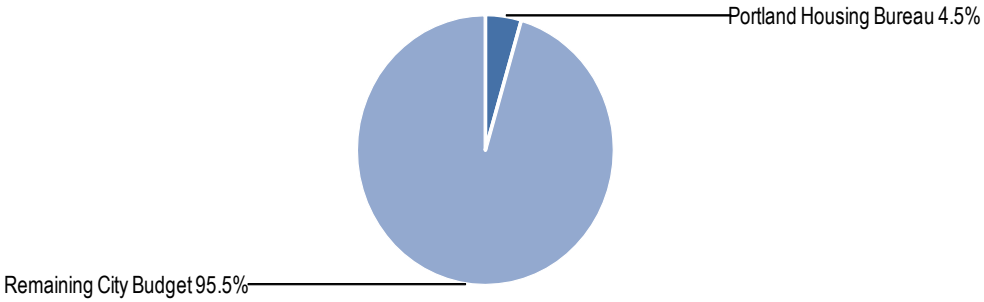
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	59,476,320	0	59,476,320	383.37	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(1,058,872)	0	(1,058,872)	0.00	Eliminate General Fund subsidy for Land Use Services
	(105,887)	0	(105,887)	0.00	Budget reduction
	165,250	0	165,250	0.00	Interagency agreement with City Attorney's Offce
	584,350	0	584,350	0.00	Interagency with Bureau of Planning & Sustainability
	0	48,036	48,036	0.00	OMF interagency balancing.
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	600,000	600,000	0.00	Interest income
	2,287,080	0	2,287,080	24.00	Add 24 positions approved in Spring BMP
	1,871,921	**648,036**	**2,519,957**	**24.00**	**Total FY 2017-18 Decision Packages**
			61,996,277	**407.37**	**Total Adopted Budget**

Portland Housing Bureau

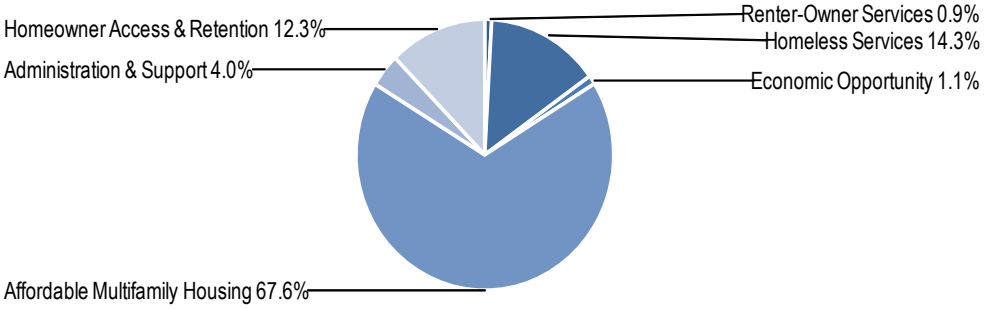
Community Development Service Area

Ted Wheeler, Commissioner-in-Charge
Kurt Creager, Director

Percent of City Budget

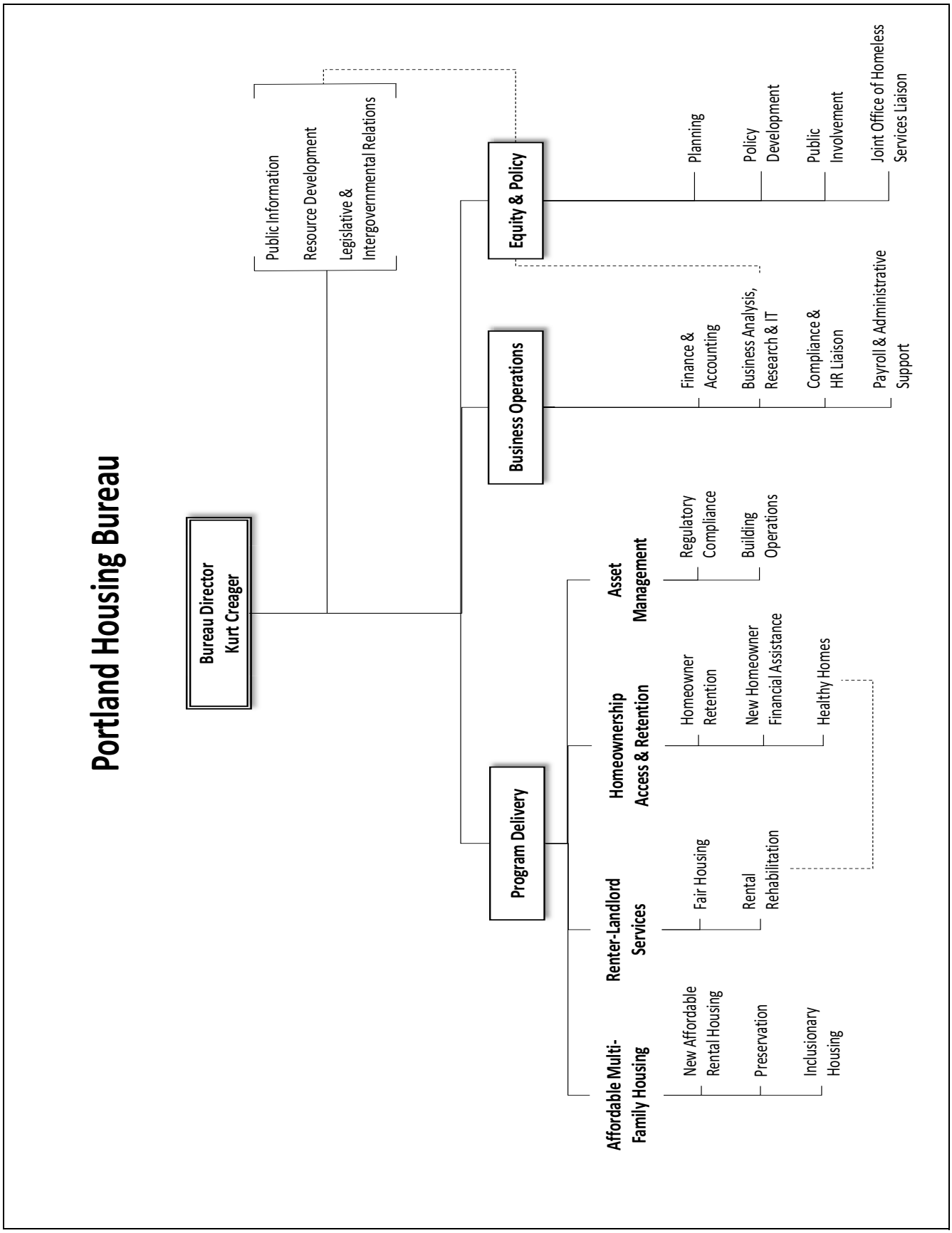


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	158,049,372	195,030,268	36,980,896	23.40
Capital	53,105,499	19,080,000	(34,025,499)	(64.07)
Total Requirements	**211,154,871**	**214,110,268**	**2,955,397**	**1.40**
Authorized Positions	61.92	66.92	5.00	8.07


Portland Housing Bureau
Bureau Director
Kurt Creager
Public Information
Resource Development
Legislative &
Intergovernmental Relations
Equity & Policy
Planning
Policy
Development
Public
Involvement
Joint Office of Homeless
Services Liaison
Business Operations
Finance &
Accounting
Business Analysis,
Research & IT
Compliance &
HR Liaison
Payroll & Administrative
Support
Program Delivery
Asset
Management
Regulatory
Compliance
Building
Operations
Homeownership
Access & Retention
Homeowner
Retention
New Homeowner
Financial Assistance
Healthy Homes
Renter-Landlord
Services
Fair Housing
Rental
Rehabilitation
Affordable Multi-
Family Housing
New Affordable
Rental Housing
Preservation
Inclusionary
Housing

Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (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 rental and owner-occupied housing; supporting and sponsoring 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 best 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 Housing Bureau stewards several sources of public funds for investments in quality affordable housing. These investments span the continuum of housing services, including programs to prevent and end homelessness, develop rental housing for low-income individuals and families, and provide targeted homeownership and home retention support. The primary funding for these investments comes from Tax Increment Financing (TIF) that directs at least 45% of all tax increment financing expenditures from Urban Renewal Areas (URA's) to affordable housing under City policy. Other sources include City General Fund dollars, federal funds, and new local sources, including the Construction Excise Tax, Inclusionary Zoning fees, short-term rental revenue, and the Housing Investment Fund.

The Housing Bureau's federal funding comes from the U.S. Department of Housing and Urban Development (HUD) in the form of entitlement grants (the Community Development Block Grant and HOME) and competitive grant funds. The bureau deploys these resources in alignment with the Council-enacted Consolidated Plan, primarily as loans and grants for capital construction of new or rehabilitated housing, homeownership programs, and economic opportunity programs.

Bureau priorities are grounded in data and guided by principles of racial justice, social and racial equity, and robust community participation. While Portland leads the state in housing production, work remains to be done in ensuring access to housing and services for Portland's most vulnerable residents. Findings published in the 2016 State of Housing Report further show how historic and institutional barriers to accessible housing, homeownership, and economic stability continue to systematically disadvantage communities of color. The bureau recognizes its responsibility to address these disparities, and allocates time and resources to achieve more equitable outcomes from its investments.

The Housing Bureau continually seeks to align its priorities, maximize funding leverage, and partner on regional solutions. As part of federal planning and reporting requirements, the bureau works closely with its jurisdictional partners to perform joint federal funding oversight, Fair Housing analysis and policy recommendations, and gather input on community priorities through a series of public hearings. Through the Joint Office of Homeless Services (Joint Office), the bureau leads local policy and planning efforts in coordination with Multnomah County to improve alignment with state and local government partners working to prevent homelessness and support economic stability.

The Portland Housing Advisory Commission (PHAC) advises both the bureau and City Council on strategic priorities, alignment opportunities, and tradeoffs inherent in the expenditure of public funds. Although the Commission does not have an explicit decision making role, it helps shape the Housing Bureau's federal Consolidated Plan, and also serves as the bureau's budget advisory committee.

Strategic Direction

Since it was created in 2009, the Housing Bureau has worked to expand its scope and respond to the evolving demands of a rapidly shifting housing landscape. Originally an urban renewal agency with a focus on housing production, the Housing Bureau has since added education, policy development, and direct program administration to round out a broad and comprehensive approach to addressing the city's unmet housing needs. Additionally, as Portland's demographics continue to shift from being majority owner-occupied households to majority renter households, the bureau too has shifted from compliance management into active asset management.

The FY 2017-18 Adopted Budget represents a bold increase in resources that aligns staffing and funding so that the bureau is poised to implement a host of new programs. These investments align with the 2035 Comprehensive Plan, which tasks the bureau with developing policy to preserve mobile home parks, as well as expanding land banking work and anti-displacement strategies. The declaration of a citywide housing emergency in 2015, currently extended until fall 2017, was a call to the bureau to both ramp up unit production to meet the growing need for affordable multifamily rental housing, and participate in solutions to the homeless crisis.

The primary means by which the bureau impacts housing affordability and homelessness in the city is through the production of affordable housing units. With City Council approval of the TIF Lift, the Construction Excise Tax, and Inclusionary Zoning, as well as voter approval of a $258.4 million bond issue, an unprecedented surge in unit production for both rental and homeownership opportunities is underway. As the bureau responsible for administering the City's new bond resources, the Housing Bureau will also be expanding its role as an owner/operator of affordable rental properties, beginning with the recent acquisition of the 263-unit Ellington Apartments. The bureau is leading a process with community partners to identify strategies for the development of future assets.

The February 2017 implementation of Inclusionary Housing represents another new business line for the Housing Bureau. This program requires the inclusion of affordable units in new apartment buildings with 20 or more housing units, offering incentives to developers for their participation. Developers can opt out of providing the affordability requirements by paying a Fee-In-Lieu, which goes toward supporting the program and funding new affordable rental units.

New homeownership programs are going into place in FY 2017-18. These include renewed emphasis on current multifamily ownership housing development, as well as new and updated mortgage assistance programs. Additional resources from Prosper Portland fund homeownership and home retention programs, and an Accessory Dwelling Unit program will be developed with community stakeholders. Both programs households between 80% and 120% Area Median Income (AMI) in N/NE Portland.

The Bureau is also developing new and expanded services to protect and stabilize renters. This initial program development is very modest in order to provide a platform for City Council to add a mix of additional renter-owner services in the future, as well as potential new programs associated with legislation under consideration in the State Legislature.

Summary of Budget Decisions

Adds

Office of Renter-Owner Services

Given the intense impacts of rising rents upon low-income Portlanders - many of whom are families with children, seniors, people with disabilities and people of color - the Housing Bureau will develop new tools and programming in order to further the bureau's efforts to support renters and owners achieve stable rental housing. This new capacity creates two full-time housing program coordinators and would allow the bureau to develop and implement new policies and programs critical to preventing the displacement of vulnerable rental households. The FY 2017-18 Adopted Budget includes $915,486 in General Fund resources to support the first year of operation ($335,600 ongoing, $579,886 one-time).

Joint Office of Homeless Services

The City/County intergovernmental agreement creating the Joint Office established a baseline funding level of $15.0 million plus inflation from each entity. The Adopted Budget also transfers $1,704,100 in existing ongoing General Fund resources for Permanent Supportive Housing from the Housing Bureau to the Joint Office. The budget additionally allocates $8,666,171 in one-time General Fund resources and $750,000 in one-time program carryover for supportive housing, homelessness diversion, rapid rehousing, emergency shelter, and other services deemed a priority by the Joint Office and its governing and advisory bodies. The total City FY 2017-18 General Fund contribution to the Joint Office is $26.5 million.

Interagency Agreement Balancing

The Adopted Budget includes $2,858 in increased interagency costs to fund Office of Management & Finance services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician. General Fund resources have been added to fund these increased costs.

Reductions

Rental Rehabilitation Program

This program provides funding to address potential or outstanding violations of Title 29, the City Housing Maintenance Code, in multi-family units in order to address health and safety issues that can potentially impact the health of tenants. With a maximum investment of $25,000 per unit, the program requires property owners to maintain affordable rents for low-income renters for a period of 10 years. While this program has a base ongoing General Fund budget of $1.5 million, FY 2017-18 funding is reduced to $578,413 due to the pilot nature of the program and desire to reallocate resources on a one-time basis to meet other pressing housing and homeless services needs. Pending the results of the pilot, full funding will be restored to this program in FY 2018-19.

Short-Term Rental Revenue

The Adopted Budget includes a $24,624 reduction to the General Fund transfer to the Housing Investment Fund (HIF) base budget. The FY 2017-18 budgeted transfer totals $1.2 million. The Adopted Budget assumes the bureau will bond against this revenue stream, generating $8.7 million in one-time resources for affordable housing property acquisition and development. As a result, $1.0 million of the HIF revenue stream is being retained in the Bureau of Revenue and Financial Services to pay for debt service on these bonds

Carryover

FY 2016-17 Carryover

A total of $632,055 in one-time General Fund resources is included in the Adopted Budget as carryover from FY 2016-17. This includes $487,500 for the Rental Rehabilitation Program, which is part of the $578,413 total program budget for FY 2017-18, and $144,555 for homeowner retention services in East Portland.

Capital Budget

Capital Summary

CIP Highlights

In FY 2017-18, the bureau is taking on a new role as asset manager of affordable housing units acquired and constructed using proceeds from the 2016 General Obligation housing bond. The bureau currently manages four properties:

- The Joyce Hotel, acquired in FY 2016-17, will require major renovations to address seismic and other life safety issues while maintaining current occupancy capacity at the Joyce Hotel.
- The Ellington Apartments, also acquired in FY 2016-17, will require continued major maintenance needs as expected with a mature property.
- The Fairfield Apartments, reclassified as a City asset in FY 2016-17, will eventually need a major renovation. Timing and funding for these efforts are still in the early planning stages.
- The Headwaters Apartments, also reclassified as a City asset, is a newer building that needs minor building code renovations as part of its refinancing. Major maintenance work will be required as the building matures.

Major Issues

In addition to new construction, the bureau will acquire assets in various states of maturity and with varying major maintenance and renovation needs.

Changes from Prior Year

As noted above, capital assets are new for the Housing Bureau in FY 2017-18. Previous activity reflects acquisition costs for the Fairfield, Joyce and Ellington; and the construction of the Headwaters.

Council Goals and Priorities

In addition to the recent voter approved Housing General Obligation Bond, the bureau's capital investments are made with consideration to the 2035 Comprehensive Plan as discussed further below.

Criteria

The Housing Bureau is entering into 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 is currently under development. 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 been used for due diligence on the acquisition of the Joyce Hotel and the Ellington Apartments, and those staff have provided high-level estimates of capital needs for those buildings.

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 vast majority of the bureau's financial activity is in the form of gap financing, and the shift to owning capital assets represents a new role. The Housing Bureau's history has been defined by urban renewal tax increment funding (TIF) 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, but is expected to experience another 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 the Housing General Obligation Bond authority. Council action would be required to create additional URAs, increase maximum indebtedness depending on forecasted tax growth capacity, or refer additional bonds to the ballot.

In absence of that action, there will be a significant reduction during the period four to eight years into the forecast in both gap financing and capital acquisition and construction, as well as near elimination of the bureau's homeownership programs. Limited resources will require difficult decisions as to whether a shift is required toward regulation and asset management, and away from development.

Asset Management and Replacement Plan

Both Housing Bureau gap financed and owned apartment buildings are required to have asset management plans and replacement reserves. For the gap financed projects, the bureau has an asset management group that currently reviews regulatory agreements for compliance with asset management requirements, grant funding requirements, and in some cases financial condition. In addition, physical condition inspections are done by construction coordinators as requested by the asset management team. For Housing Bureau-owned buildings, property management contractors are required to provide multi-year capital needs assessments for review by bureau staff.

Administration & Support

Description

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

Goals

The goals of the Director's Office include:

- Ensuring the bureau advances goals, strategies, and investment priorities from the Strategic Plan, with a focus on advancing the bureau's equity agenda; and
- Working collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland.

The goals of the Business Operations division include:

- Ensuring that administrative functions are delivered consistently, reliably, effectively, and within regulatory compliance; and
- Supporting the bureau's equity goals through internal business practices, quality data, contract goals, and publications on the website.

The goals of the Equity and Policy team include:

- Developing and advancing affordable housing, homelessness, renter protections, and anti-displacement policy initiatives; and
- Developing and advancing racial equity initiatives for the bureau's decision making processes, budget development, policy development, program and service delivery, and operational management.

Performance

Performance goals for the Administration & Support program are focused on improving customer service relationships, using a data-driven approach to bureau policy and decision making, and managing administrative costs.

Changes to Services and Activities

Staff for the new Office of Renter-Owner Services will initially report to the Equity and Policy and Data Team managers, as program and data system development occur in the first year of operation.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	30.20	30.09	32.99	33.22	34.22
Expenditures					
Administration & Support	772,428	567,400	652,395	588,613	588,613
Business Services	4,697,600	4,508,283	5,611,433	5,649,330	5,905,248
Director's Office	577,847	804,218	482,899	534,309	534,309
Planning & Policy	(3)	0	634,085	645,489	765,865
Total Expenditures	**6,047,872**	**5,879,901**	**7,380,812**	**7,417,741**	**7,794,035**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage utilization of minority contracts in housing construction (contract $ awarded)	13%	19%	15%	15%	15%

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage utilization of minority, women, and emerging small business contracts in housing contruction (contract $ awarded)	30%	31%	20%	20%	20%
Efficiency					
Administrative costs as a percentage of bureau level budget	10%	11%	4%	4%	4%
Administrative costs as a rolling three-year average	11%	12%	6%	5%	5%

Economic Opportunity

Description

The Economic Opportunity Initiative (EOI) is a citywide program focused on increasing the incomes and economic self-sufficiency of very low-income residents. As part of the initiative, the Housing Bureau passes Community Development Block Grant (CDBG) funds to Prosper Portland to support programs and services in three categories: adult workforce, youth workforce, and microenterprise.

Goals

Prosper Portland administers the microenterprise component and contracts with seven community agencies to provide services. Worksystems, Inc. administers the adult and youth workforce components and contracts with eleven community agencies to provide employment services. The goals of the program are to increase the incomes and economic opportunities for very low-income Portland residents through workforce and microenterprise development. EOI is focused on reaching participants who often face multiple barriers to employment, including but not limited to: homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of educational credentials and job preparation skills.

Performance

EOI program performance is summarized in the performance measures table, which includes both trend and projection information. Overall, the effectiveness measures reflect good to strong performance.

Changes to Activities and Services

Programs are funded at approximately the same level of CDBG funding as FY 2016-17 and are budgeted based on a standard percentage appropriation of awarded annual entitlement funds from HUD.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	0.09	0.08	0.09	0.09	0.09
Expenditures					
Economic Opportunity	7,987	11,842	11,778	12,516	12,516
Microenterprise Growth	561,908	503,165	502,668	0	0
Workforce Development	1,701,262	1,628,729	1,627,556	2,087,620	2,087,620
Total Expenditures	**2,271,157**	**2,143,736**	**2,142,002**	**2,100,136**	**2,100,136**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of workforce participants employed at graduation	73%	79%	55%	80%	80%
Percentage of microenterprises increasing economic stability at program exit	57%	79%	55%	80%	80%
Workload					
Total number of workforce participants	1,212	1,029	1,100	1,100	1,100
Total number of Microenterprise participants	353	300	300	300	300

Homeless Services

Description

The City makes significant investments in programs and community initiatives to prevent and end homelessness for thousands of individuals and families each year. The budget for Homeless Services is passed to and administered by the City/County Joint Office of Homeless Services, which was new in FY 2016-17. Funds are contracted by the Joint Office to more than 19 nonprofit and public agencies to provide a comprehensive range of services, including supportive housing, diversion, rapid rehousing, safety off the streets, system coordination, to assist people experiencing homelessness or housing instability.

Goals

Based on the projection of maintaining current FY 2016-17 service levels, the FY 2017-18 goals for Homeless Services are to provide 4,374 housing placements and 5,020 prevention services.

Performance

In FY 2017-18, Homeless Services performance will be measured by six key indicators:

- Total number of homeless households placed in permanent housing;
- Retention rate of households placed in permanent housing at six and twelve months;
- Number of households prevented from becoming homeless (through provision of rent assistance and housing services);
- Average length of time spent in homeless shelter (all populations);
- Number of individuals who have been homeless for a year or less; and
- Percentage of households moved from homelessness into housing that subsequently return to homelessness.

Changes to Services and Activities

The FY 2017-18 Adopted Budget General Fund contribution for the Joint Office is $26,457,771. This investment reflects the City's continued commitment to prevent and end homelessness through leadership with A Home for Everyone and in response to the declared State of Emergency for housing and homelessness. The FY 2016-17 Revised Budget includes one-time mid-year funding for emergency shelter. The Adopted Budget also transfers $1.7 million in existing permanent supportive housing resources from the Housing Bureau to the Joint Office.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	4.18	4.11	0.74	0.60	0.60
Expenditures					
Homeless Rapid Re-housing	3,268,425	4,687,007	142,000	0	0
Homelessness Diversion	0	0	1,100,000	161,970	161,970
Housing Access	665,311	1,365,671	0	0	0
Housing Access & Retention	23,726	61,753	0	9,703,217	11,120,271
Permanent Supportive Housing	0	0	0	0	(1,704,100)
Rapid Re-housing	0	0	14,417,297	5,108,198	5,108,198
Safety Off The Streets	0	0	9,054,053	7,805,830	7,805,830
Shelter & Emergency Services	5,238,971	6,153,115	0	0	0
Supportive Housing	6,727,844	7,103,978	1,979,775	3,120,470	4,824,570

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
System Support Services	0	0	845,915	825,726	825,726
Total Expenditures	**15,924,277**	**19,371,524**	**27,539,040**	**26,725,411**	**28,142,465**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Total number of homeless individuals placed in permanent housing	3,909	4,049	4,324	3,524	4,374
Retention rate of households placed in permanent housing at 12 months	78%	74%	85%	85%	85%
Number of individuals prevented from becoming homeless	3,522	3,922	4,900	4,295	5,020
Percentage of households moved from homelessness into housing that subsequently return to homelessness	3%	6%	5%	5%	5%
Effectiveness					
Average length of time (days) spent in homeless shelter (all populations)	23	25	35	45	35
Number of individuals who have been homeless for a year or less	779	779	779	779	779

Affordable Multifamily Housing

Description

The Affordable Multifamily Housing program is responsible for administering and managing investments in the development and preservation of affordable housing. Funding sources for investment activities include Tax Increment Financing, Housing Investment Fund, Community Development Block Grant, HOME, and Housing General Obligation Bond dollars. The City's prior investment assets in an affordable housing portfolio of more than 13,600 units are monitored through compliance testing as well as risk analysis. As needed, restructures of existing investments with partners occur to help maintain and stabilize properties in the affordable housing portfolio.

Goals

The team has two major goals:

- Strategic investment of public resources to create and maintain a citywide portfolio of affordable housing via prudent structuring of investments through negotiation, underwriting, and closing in partnership with the City Attorney's Office and the Office of Management & Finance; and
- Control, oversight, and disbursement of bureau funds before, during, and after project construction, and proactive management of Bureau investments using analytical tools to guide informed lending decisions, including early assessment of risk.

Performance

The Housing Bureau is striving to produce at least 500 newly affordable units each year with an overall goal of producing at least 10,000 new regulated affordable housing units by 2035. This constitutes 8% of the projected new stock of housing in Portland, in alignment with historic trends. These performance metrics are directly tied to the 2035 Comprehensive Plan Policies 5.24 and 5.25 to preserve and produce affordable housing to meet the needs not met by the private market.

Changes to Activities and Services

In November 2016 voters approved $258,400,000 in general obligation bonds for the purpose of building, purchasing and/or rehabilitating an estimated 1,300 affordable housing units. The bureau is working with the Mayor and Stakeholder Advisory Group to guide future investments over the implementation of the bond. The Adopted Budget includes a position to establish property management practices to steward these new public assets effectively.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	13.49	13.93	18.55	18.88	19.88
Expenditures					
Affordable Housing Restru	39,097	1	0	0	0
Fair Housing	0	601,702	945,478	0	0
Housing Development Support	1,078,404	919,095	2,894,136	2,671,882	1,626,183
Inclusionary Housing	0	0	1,785,067	4,206,894	4,206,894
New Construction	15,841,117	(1)	0	0	0
NewAffordableRentalHomes	100,000	14,846,901	96,645,111	111,228,042	118,689,944
Preservation	1,604,110	(1)	0	0	0
Preservation & Asset Mgmt	0	3,533,786	10,415,788	5,747,178	6,058,578

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Property Management	0	0	2,550,131	2,423,269	2,548,273
Rehabilitation	9,557,074	(445)	0	0	0
Total Expenditures	**28,219,802**	**19,901,038**	**115,235,711**	**126,277,265**	**133,129,872**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Housing units opened that are newly affordable	182	362	687	650	650
Effectiveness					
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Affordable housing units preserved	156	58	263	150	150
Rolling three-year average of total units opened and preserved	382	461	496	650	650
Percentage of housing units opened or preserved in high opportunity areas	55%	50%	54%	75%	75%
Efficiency					
Average investment per rental housing unit	$51,000	$75,700	$75,000	$100,000	$100,000

Homeowner Access & Retention

Description

The Homeowner Access & Retention program invests in services to help families, particularly from communities of color, access and retain homeownership. Support for low income, first-time homebuyers includes pre-purchase education and counseling as well as financial assistance provided for down payments. The program also administers incentive programs for the development of new homeownership opportunities for low- and moderate-income households, including property tax and system development charge exemptions.

The program also serves to prevent displacement of long-time community residents by helping current homeowners retain their homes through home repair programs, foreclosure prevention, education and counseling, and case management.

Goals

The goals of the Homeowner Access & Retention program include:

- Increasing the number of new homebuyers from communities of color;
- Enabling homeownership;
- Stabilizing vulnerable homeowners through foreclosure prevention services; and
- Providing home repair services to current homeowners so they can retain their homes

Performance

Performance is directly tied to the *2035 Comprehensive Plan* Policy 5.24 to preserve and produce affordable housing to meet the needs not met by the private market by coordinating plans and investments with housing providers and organizations.

Changes to Services and Activities

Accessory Dwelling Units

One strategy for helping low-income homeowners retain their homes is to support the creation of Accessory Dwelling Units located within the existing structures or elsewhere on the property. With funding from Prosper Portland, the bureau is in the process of engaging stakeholders to develop a program for implementation in FY 2017-18.

Development of Affordable Homeownership Opportunities

The Housing Bureau will continue to increase its focus in FY 2017-18 on subsidizing the development of new homeownership opportunities. A further emphasis on multifamily homeownership development is intended to allow the bureau to finance homeownership for households with lower incomes than can typically secure private mortgage financing.

Homeownership Access and Retention Support for Moderate-income Homeowners

Prosper Portland has allocated Interstate URA TIF resources to homeownership and home retention programs targeting households between 80% and 120% AMI. In FY 2017-18, the Housing Bureau will continue to administer these resources on behalf of Prosper Portland, utilizing the bureau's Preference Policy.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	8.96	8.71	9.55	9.88	9.88
Expenditures					
Healthy Homes	652,630	476,748	1,418,151	710,728	710,728
Homebuyer & Foreclosure Education/Counseling	660,553	627,196	0	0	0
Homebuyer Financial Svcs	2,058,786	1,506,782	2,498,708	6,028,699	5,982,176
Homeowner Retention Svcs	1,933,315	2,676,202	5,504,492	7,095,517	7,840,072
Homeownership Development	46,877	4,310	2,385,743	13,754,326	9,254,326
Tax Exemption & Fee Waiver	320,353	430,807	485,418	325,684	415,684
Total Expenditures	**5,672,514**	**5,722,045**	**12,292,512**	**27,914,954**	**24,202,986**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	28%	10%	28%	10%	10%
Percentage of households receiving home repairs and retaining their homes 12 months after services	83%	80%	80%	80%	80%
Effectiveness					
Number of households receiving indirect assistance through foregone revenue (mortgage credit certifcate, limited tax exemption, and system development charge exemption)	335	196	335	200	200
Workload					
Number of households receiving homebuyer education or counseling	996	1,594	2,100	2,100	2,100
Number of households receiving home repairs	516	635	850	650	650

Renter-Owner Services

Description

For many years, the Housing Bureau has funded services intended to support the stability of of rental households, including renter and owner education, emergency renter relocation, fair housing testing and legal aid assistance for tenants. Both demand for services and the number of renter households in Portland are increasing, and the bureau is consolidating all related funding and programming under a new Office of Renter-Owner Services program in the FY 2017-18 Adopted Budget.

Goals

Goals are as follows:

- Educate landlords and tenants on rights and responsibilities
- Support renter stability by providing Legal Aid Services
- Facilitate centralized online application for bureau funded rental units
- Protect health of renter households by providing emergency relocation assistance
- Create systems to register rental units and track evictions.

Performance

The program goals described above will be measured using the following performance measures. Each measure below corresponds to the identically-numbered goal above.

- 20,000 renter and owner clients will receive education
- Over 450 households will receive legal aid support
- 800 households will utilize NoAppFee
- 40 households with health issues will be relocated to new units

Changes to Services and Activities

The new Office of Renter-Owner Services will enhance current programming in the following ways:

- Create Housing Bureau staffing capacity to develop new programs and policies to better address the need for renter-owner services, including a rental unit registration system and the identification, tracking, and reporting of tenant notices evictions and connection of impacted households to support services;
- Support a more robust implementation of NoAppFee that would increase the number of households connected with rental housing from 500 to 800; and
- Support an increase in the number of renter households receiving legal aid support from 75 households to over 450.

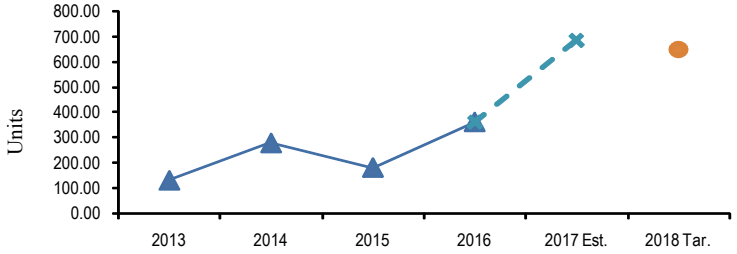
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	0.00	0.00	0.00	2.25	2.25
Expenditures					
Fair Housing	0	0	0	762,590	762,590
Renter Landlord Services	0	0	0	935,600	915,486
Total Expenditures	**0**	**0**	**0**	**1,698,190**	**1,678,076**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of successful referrals to PHB regulated housing units wiht NoAppFee application	NA	NA	NA	500	800
Workload					
Number of renter clients who were provided information and referrals	NA	NA	350	427	657

Performance Measures

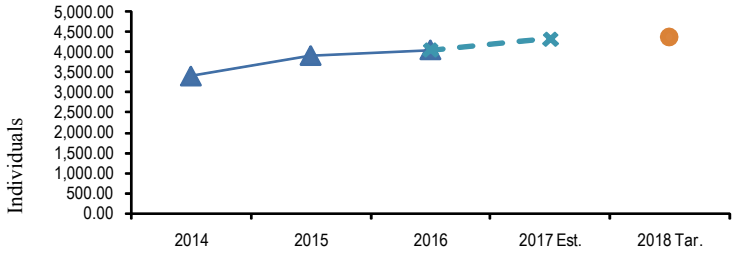
Housing Units Opened that are Newly Affordable

PHB opened 362 newly affordable units in FY 2015-16. The bureau anticipates opening another 687 in FY 2016-17 and 650 in FY 2017-18. All PHB-sponsored 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 .



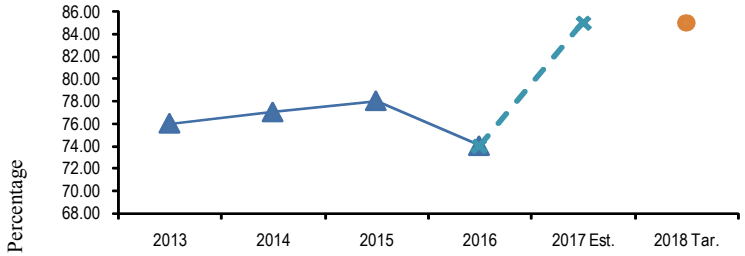
Total Number of Homeless Individuals Placed in Permanent Housing

PHB placed 4,049 individuals in permanent housing in FY 2015-16 and anticipates 4,324 in FY 2016-17. 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.



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 six and 12 months after placement, and retention targets are 80% for six months and 70% for 12 months. A higher number indicates more people are staying in housing. Retention rates for prior fiscal years have consistently exceeded the target for 12 months.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	0	0	2,688,000	4,557,101	4,557,101
Charges for Services	515,911	580,353	4,745,454	5,981,306	6,071,306
Intergovernmental	37,442,139	31,299,757	78,301,665	105,499,894	99,589,873
Bond & Note	3,515,000	0	84,257,499	48,241,692	53,131,848
Miscellaneous	15,261,239	8,036,728	9,041,357	9,740,015	10,306,470
Total External Revenues	**56,734,289**	**39,916,838**	**179,033,975**	**174,020,008**	**173,656,598**
Internal Revenues					
General Fund Discretionary	13,127,076	17,783,088	27,301,382	28,277,854	29,819,349
Fund Transfers - Revenue	1,070,000	2,674,554	2,987,492	1,078,543	1,183,543
Interagency Revenue	79,701	51,054	95,964	104,910	115,838
Total Internal Revenues	**14,276,777**	**20,508,696**	**30,384,838**	**29,461,307**	**31,118,730**
Beginning Fund Balance	10,001,301	22,747,502	1,736,058	6,337,609	9,334,940
Total Resources	**$81,012,367**	**$83,173,036**	**$211,154,871**	**$209,818,924**	**$214,110,268**
Requirements					
Bureau Expenditures					
Personnel Services	5,727,573	6,264,010	7,058,198	7,683,651	7,807,095
External Materials and Services	51,263,561	45,221,400	87,796,924	179,218,624	176,109,053
Internal Materials and Services	1,144,488	1,532,834	1,556,977	1,520,822	1,620,822
Capital Outlay	0	0	68,177,978	3,710,600	11,510,600
Total Bureau Expenditures	**58,135,622**	**53,018,244**	**164,590,077**	**192,133,697**	**197,047,570**
Fund Expenditures					
Debt Service	1,381,301	1,512,023	38,905,769	12,861,374	12,511,374
Contingency	0	0	4,266,448	3,586,787	3,166,976
Fund Transfers - Expense	624,487	762,654	3,392,577	1,261,690	1,384,348
Total Fund Expenditures	**2,005,788**	**2,274,677**	**46,564,794**	**17,709,851**	**17,062,698**
Ending Fund Balance	20,870,957	27,880,115	0	(24,624)	0
Total Requirements	**$81,012,367**	**$83,173,036**	**$211,154,871**	**$209,818,924**	**$214,110,268**
Programs					
Administration & Support	6,047,872	5,879,901	7,380,812	7,417,741	7,794,035
Affordable Multifamily Housing	28,219,802	19,901,038	115,235,711	126,277,265	133,129,872
Economic Opportunity	2,271,157	2,143,736	2,142,002	2,100,136	2,100,136
Renter-Owner Services	0	0	0	1,698,190	1,678,076
Homeless Services	15,924,277	19,371,524	27,539,040	26,725,411	28,142,465
Homeowner Access & Retention	5,672,514	5,722,045	12,292,512	27,914,954	24,202,986
Total Programs	**58,135,622**	**$53,018,244**	**$164,590,077**	**$192,133,697**	**$197,047,570**

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

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Acquisitions								
3000 SE Powell Boulevard	0	200,000	4,630,000	0	0	0	0	4,630,000
Total Acquisitions	**0**	**200,000**	**4,630,000**	**0**	**0**	**0**	**0**	**4,630,000**
Buildings								
Ellington Apartments	0	47,257,499	13,450,000	2,550,000	2,000,000	2,000,000	0	20,000,000
Joyce Hotel	0	5,648,000	1,000,000	5,700,000	0	0	0	6,700,000
Total Buildings	**0**	**52,905,499**	**14,450,000**	**8,250,000**	**2,000,000**	**2,000,000**	**0**	**26,700,000**
Total Requirements	**0**	**53,105,499**	**19,080,000**	**8,250,000**	**2,000,000**	**2,000,000**	**0**	**31,330,000**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	34,798	49,962	1.00	44,700	1.00	46,614	1.00	46,614
30000441	Business Operations Manager	82,909	110,448	1.00	104,016	1.00	107,576	1.00	107,576
30000569	Financial Analyst, Principal	82,909	110,448	1.00	110,100	1.00	110,390	1.00	110,390
30000568	Financial Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30001592	Housing Administrative Specialist, Sr	54,350	71,968	3.00	168,714	3.00	175,392	3.00	175,392
30001591	Housing Business Systems Analyst, Asst	58,386	77,355	1.00	74,812	1.00	77,352	1.00	77,352
30001361	Housing Construction Coordinator	61,277	81,245	2.00	148,596	2.00	151,372	2.00	151,372
30001362	Housing Construction Coordinator, Sr	67,621	89,648	3.00	231,596	3.00	239,766	3.00	239,766
30000417	Housing Director	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30001260	Housing Director, Assistant	95,888	129,917	1.00	110,076	1.00	112,708	1.00	112,708
30001587	Housing Financial Analyst	64,397	85,322	2.00	161,964	2.00	165,088	2.00	165,088
30001588	Housing Financial Analyst, Assistant	58,386	77,355	2.00	148,716	2.00	151,166	2.00	151,166
30001367	Housing Lead Grant Program Coordinator	67,621	89,648	1.00	76,852	1.00	79,994	1.00	79,994
30001369	Housing Loan Compliance Analyst	54,350	71,968	1.00	54,348	1.00	56,188	1.00	56,188
30001364	Housing Loan Coordinator	58,386	77,355	1.00	68,580	1.00	71,364	1.00	71,364
30001365	Housing Loan Coordinator, Sr	64,397	85,322	2.00	157,932	2.00	160,693	2.00	160,693
30001596	Housing Management Assistant	58,386	77,355	2.00	116,784	2.00	118,951	2.00	118,951
30001363	Housing Portfolio Finance Coordinator	71,157	94,266	4.00	349,620	4.00	355,362	4.00	355,362
30001595	Housing Program Coordinator	67,621	89,648	10.92	892,583	12.92	1,043,388	12.92	1,043,388
30001593	Housing Program Specialist	61,277	81,245	4.00	259,105	4.00	264,678	4.00	264,678
30001594	Housing Program Specialist, Assistant	58,386	77,355	3.00	226,214	3.00	231,294	3.00	231,294
30000451	Management Analyst	63,419	84,552	1.00	79,555	1.00	82,704	2.00	164,640
30000453	Management Analyst, Principal	82,909	110,448	1.00	86,316	1.00	88,676	1.00	88,676
30000452	Management Analyst, Sr	69,971	93,413	2.00	172,445	2.00	175,685	2.00	175,685
30000012	Office Support Specialist II	34,798	49,962	1.00	34,800	1.00	38,476	1.00	38,476
30000464	Program Coordinator	66,622	88,837	2.00	177,672	2.00	177,672	2.00	177,672
30000465	Program Manager	69,971	93,413	1.00	84,072	1.00	86,942	2.00	168,638
30000466	Program Manager, Sr	82,909	110,448	1.00	100,268	1.00	104,378	1.00	104,378
30000495	Public Information Officer	69,971	93,413	1.00	74,712	1.00	77,262	1.00	77,262
TOTAL FULL-TIME POSITIONS				57.92	4,570,772	59.92	4,806,755	61.92	4,970,387
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30001591	Housing Business Systems Analyst, Asst	58,386	77,355	0.67	38,928	1.00	59,968	1.00	59,968
30001595	Housing Program Coordinator	67,621	89,648	0.75	50,715	1.00	69,726	1.00	69,726
30001593	Housing Program Specialist	61,277	81,245	0.67	40,848	1.00	62,952	1.00	62,952
30001594	Housing Program Specialist, Assistant	58,386	77,355	1.00	57,816	1.00	59,994	1.00	59,994
30000451	Management Analyst	63,419	84,552	0.92	61,380	1.00	69,240	1.00	69,240
TOTAL LIMITED TERM POSITIONS				4.00	249,687	5.00	321,880	5.00	321,880
GRAND TOTAL				61.92	4,820,459	64.92	5,128,635	66.92	5,292,267

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.

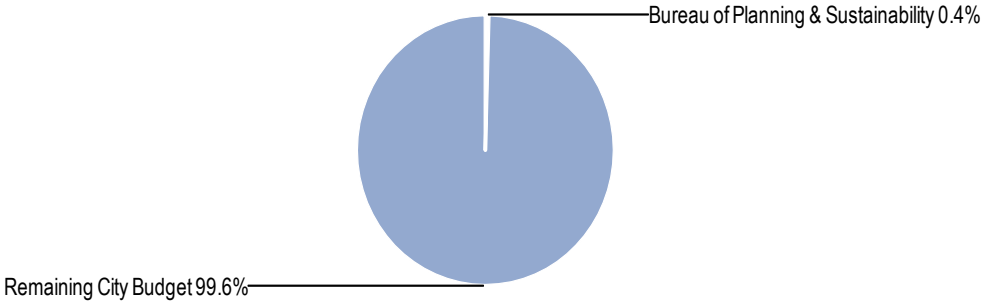
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	180,612,483	0	180,612,483	62.92	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	3,505,226	0	3,505,226	0.00	Joint Office of Homeless Services base increase
Mayor's Proposed Budget Decisions					
	335,600	600,000	935,600	2.00	Office of Renter-Owner Services
	1,704,100	7,999,117	9,703,217	0.00	Joint Office of Homeless Services funding above baseline
	0	487,500	487,500	0.00	FY 2016-17 Carryover: Rental Rehabilitation Program
	2,858	0	2,858	0.00	OMF interagency balancing
	(809,087)	(600,000)	(1,409,087)	0.00	Reduce Rental Rehabilitation program funding
	(1,704,100)	0	(1,704,100)	0.00	Permanent Supportive Housing base transfer
Approved Budget Additions and Reductions					
	0	144,555	144,555	0.00	FY 2016-17 Carryover: Homeowner Retention
	0	2,111,779	2,111,779	0.00	Adjustments to align with project spending
	0	253,071	253,071	0.00	Technical adjustments
	0	0	0	2.00	Realignment to create new positions
Adopted Budget Additions and Reductions					
	0	(20,114)	(20,114)	0.00	One-time vacancy reduction for new positions
	0	1,417,054	1,417,054	0.00	Joint Office of Homeless Services additional funding
	0	107,181	107,181	0.00	Transfer for Joyce Hotel operating costs
	0	900,000	900,000	0.00	Hill Park project carryover
	0	52	52	0.00	Housing Investment Fund General Fund overhead adjustment
	0	295	295	0.00	Tax Increment Financing Reimbursement Fund General Fund overhead adjustment
	3,034,597	**13,400,490**	**16,435,087**	**4.00**	**Total FY 2017-18 Decision Packages**
			197,047,570	**66.92**	**Total Adopted Budget**

Bureau of Planning & Sustainability

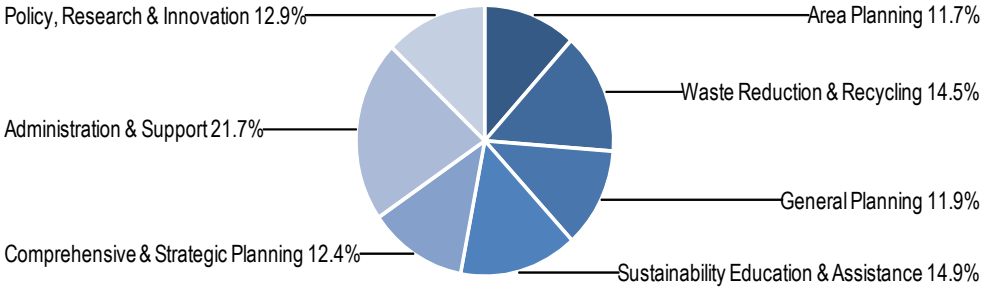
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Susan Anderson, Director

Percent of City Budget

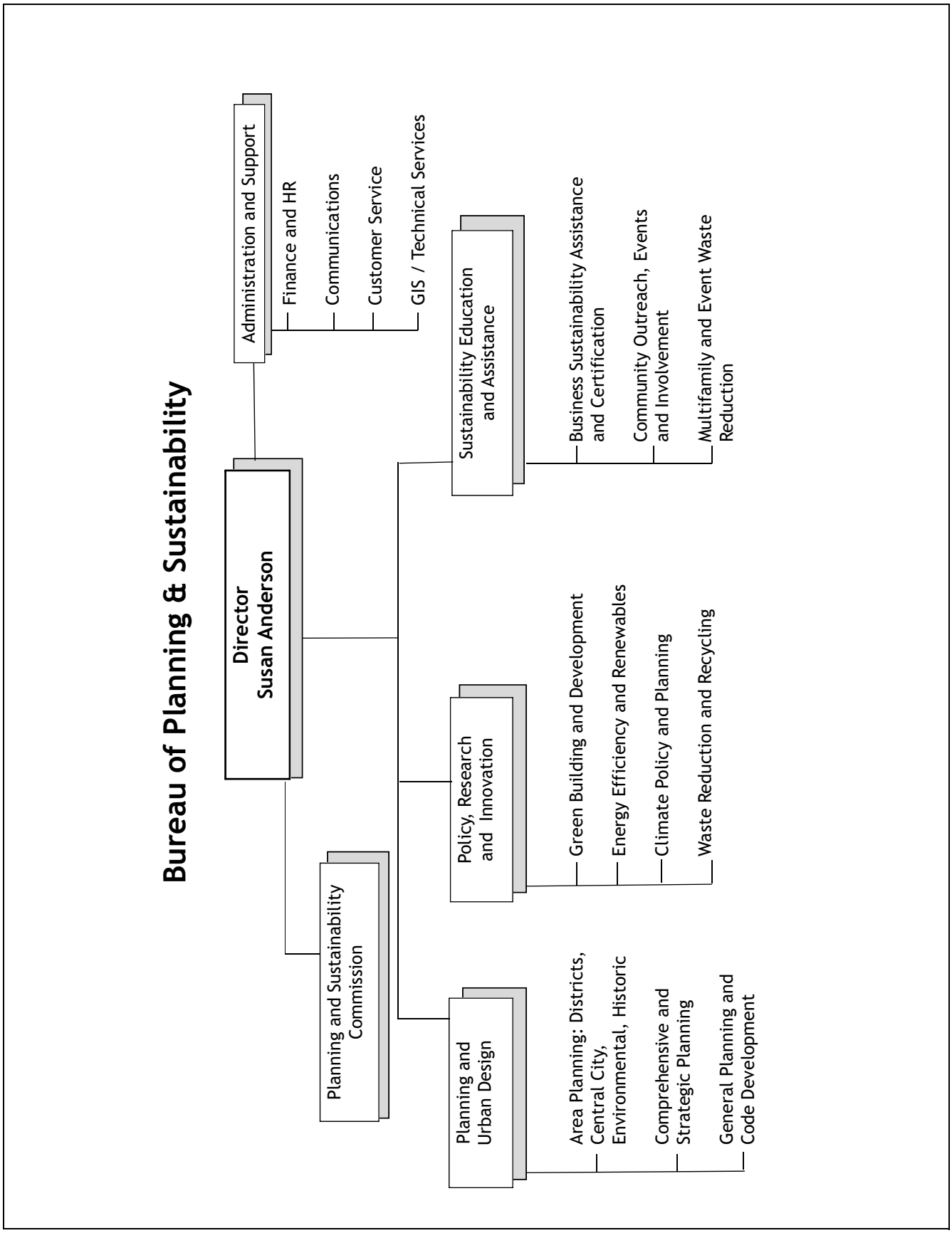


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	21,200,920	21,061,145	(139,775)	(0.66)
Capital	0	0	0	0.00
Total Requirements	**21,200,920**	**21,061,145**	**(139,775)**	**(0.66)**
Authorized Positions	99.43	97.45	(1.97)	(1.99)


Bureau of Planning & Sustainability
Director
Susan Anderson
Administration and Support
Finance and HR
Communications
Customer Service
GIS / Technical Services
Planning and Sustainability Commission
Sustainability Education and Assistance
Business Sustainability Assistance and Certification
Community Outreach, Events and Involvement
Multifamily and Event Waste Reduction
Policy, Research and Innovation
Green Building and Development
Energy Efficiency and Renewables
Climate Policy and Planning
Waste Reduction and Recycling
Planning and Urban Design
Area Planning: Districts, Central City, Environmental, Historic
Comprehensive and Strategic Planning
General Planning and Code Development

Bureau Summary

Bureau Mission

Advance a sustainable city that is prosperous, healthy, resilient and equitable.

Bureau Overview

The Bureau of Planning & Sustainability (BPS) integrates sustainability principles into the core of Portland's strategic planning, land use planning, and development policies. The depth of staff expertise and extensive community engagement 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. To accomplish these objectives, BPS works with City Council, the Planning and Sustainability Commission, other City bureaus, public agencies, businesses, non-profits, and community members to create big picture plans; set development policy; motivate action; and research, demonstrate, and evaluate innovative approaches. All of this is in service to promoting a more prosperous, educated, healthy and equitable city as called for in the Portland Plan.

Strategic Direction

Create and Champion Big Picture Plans

In FY 2017-18, BPS will complete the Central City 2035 Plan and Willamette River Central Reach Plan, and implement projects from the recently-adopted 2035 Comprehensive Plan, the 2015 Climate Action Plan, and 2014 Climate Change Preparation Strategy. These placed-based strategies focus on affordable housing, equitable development and place-making, including:

- SW Corridor Equitable Housing Strategy
- Brentwood Darlington Complete Community Assessment
- Green Loop planning

Set Development Rules, Code and Policies

BPS develops zoning regulations, development standards and other code provisions to implement the big picture plans. For FY 2017-18, these include such projects as the Residential Infill Project, Multi-Dwelling Housing Code, Community Design Standards and Guidelines, and Home Energy Score. With the completion of several major big picture plans, implementation will be a greater focus for the bureau in the next few years. To meet this demand, BPS will need to realign its staff and skills to move toward plan implementation.

Motivate Voluntary and Market-Based Action

The bureau engages, educates and collaborates with residents, businesses, community organizations and neighborhoods to promote sustainable practices, choose active transportation options, support healthy homes and workplaces, and to encourage energy and resource conservation, recycling and composting.

Research, Demonstrate and Evaluate Innovative Approaches

The bureau investigates local conditions and global best practices, pilots new projects and programs, and informs policy makers and the community on significant and emerging planning and sustainable development issues.

Summary of Budget Decisions

Adds

Smart Cities

The FY 2017-18 Adopted Budget allocates $256,000 in ongoing resources to fund two Management Analyst positions to help coordinate and manage Citywide, cross-agency smart cities strategy and projects. Successful implementation of this strategy, structure and action plan will require a mechanism for internal and external collaboration that articulates priorities, clarifies roles among city leadership and bureaus, and identifies focus areas and goals. Central among these priorities are equity, resiliency, and affordability, which are not routinely evident in smart cities projects in many cities. Funding for these positions has been reduced by $19,961 (10% on a one-time basis to reflect anticipated vacancy savings early in the fiscal year.

Housing

The Adopted Budget includes one-time Land Use Services fee revenue through an interagency agreement with the Bureau of Development Services to complete two code development projects:

- The Residential Infill Project ($387,000) is designed to facilitate infill development within single-family dwelling neighborhoods. FY 2017-18 deliverables include zoning code and map amendments; public outreach including a staffed call center; public hearings; and staff trainings on the administration of the new code.
- Better Housing by Design ($197,000) will revise development and design standards in Portland's multi-dwelling zones outside of the Central City, with a focus on East Portland. This project focuses on updating zoning code, street connectivity and other regulations to ensure new construction better meets the needs of current and future residents.

Interagency Agreement Balancing

The Adopted Budget includes $4,670 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician. General Fund resources have been added to fund these increased costs.

Reductions

General Fund Reduction

The Adopted Budget includes an ongoing General Fund reduction of $81,038. This reduces contract funding and 0.25 FTE related to demographic and housing analysis.

Grant Funding Reduction

The Adopted Budget reflects the conclusion of Metro grant funding for a planning project that will be complete by the end of June 2017 rather than FY 2017-18 as originally anticipated.

Carryover

FY 2016-17 Program Carryover

The FY 2017-18 Adopted Budget carries forward $53,000 in one-time General Fund resources to complete the Off-Road Cycling Project, Historic Resource Inventory, Federally Mandated Floodplain Regulation Update, and Beach Access Master Plan.

Budget Note

Land Use Revenue

Council directs 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 revenue as appropriate and permissible by law. Annual work plans and funding amounts for both bureaus should be included in the budget process for Council consideration.

Comprehensive & Strategic Planning

Description

The Comprehensive and Strategic Planning program focuses on policies, projects and services that have citywide impact. This program's functions are at the core of the City's long-range planning efforts and engagement with the region's growth management program.

This program includes four subprograms:

- Comprehensive Plan Update/Portland Plan
- Coordinated Land Use and Transportation/Transit Planning
- Policy and Research
- Urban Design and Historic Preservation

Top priorities for FY 2017-18 include:

- State acknowledgment of the 2035 Comprehensive Plan through the state Land Conservation and Development Commission;
- Completion of the initial code and map amendments for the new Comprehensive Plan, and training BDS to implement the new codes;
- Collaboration with the Housing Bureau on housing and anti-gentrification strategies;
- Initial implementation of transit-related community development actions for the Inner Powell / Outer Division Transit Corridor (partially funded with a Metro grant);
- Continued development of design and development plans for the SW Transit Corridor, in partnership with PBOT and TriMet;
- Collaboration with Metro, TriMet, PBOT, Housing Bureau to develop the Equitable Housing Strategy for the SW corridor (partially funded with Metro and federal grants);
- Coordination with PBOT to develop next generation Transportation and Parking Demand Management programs;
- A study of development potential on 82nd Avenue (partially funded with a Metro grant);
- Initiation of an update of multi-dwelling development standards and regulations (partially funded with a Metro grant);
- Economic and urban design analysis related to new zoning code provisions for single-dwelling and multifamily development; transit corridor development strategies; and design standards and guidelines; and
- Economic and urban design analysis related to specific development proposals such as the USPS site / Broadway Corridor; Zidell; OMSI; and Prosper Portland projects.

Goals

This program works to advance a prosperous, healthy, resilient and equitable city. Specific goals focus on creating healthy connected neighborhoods, centers, and corridors; promoting economic prosperity for business and households; protecting and improving natural resources; and guiding future growth to increase equity and resilience.

Performance

Reaching a capture rate of greater than 30 percent of the development of new housing in the region is important for the vitality of Portland neighborhoods, as well as for regional climate change and compact growth objectives. In FY 2015-16, about 37% of new housing units in the region were built in Portland. Similarly, Portland captured 37.5% of the tri-county population growth from 2010-2016.

Changes to Services and Activities

No major changes are anticipated for FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	14.70	17.32	15.32	14.50	14.50
Expenditures					
Code Development	576,501	(244)	0	0	0
Comprehensive & Strategic Planning	1,076,566	7,838	0	0	0
Policy & Research	0	419,024	673,978	395,663	410,663
Portland & Comprehensive Plan	1,726,925	1,308,517	1,821,593	1,213,006	1,228,006
Urban Design	0	351,767	475,748	505,582	505,582
Total Expenditures	**3,379,992**	**2,086,902**	**2,971,319**	**2,114,251**	**2,144,251**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of new housing units in the four-county region that are within the City of Portland	37%	37%	37%	35%	40%
Percentage of Portlanders living in complete neighborhoods	64%	63%	66%	64%	65%
Effectiveness					
Overall city livability: percentage of respondents rating "good" or "very good"	74%	63%	65%	65%	65%
Planning for future land use: percentage of respondents rating "good" or "very good"	31%	24%	25%	25%	25%

Administration & Support

Description

This group provides a broad array of services to enable an efficient, well-functioning organization. These actions include leadership by the bureau director, communications team, GIS / technology services and day-to-day support of finance, human resources and administrative staff.

Goals

The program works to make the bureau operations run as efficiently and smoothly as possible in support of the overall bureau goal of creating a prosperous, healthy, resilient and equitable city.

Performance

The bureau continues to meet stringent federal requirements for grant compliance. In internal administration, BPS conducts bi-annual surveys of internal customer service and continually refines operating procedures for clarity and ease of access to program staff.

Changes to Services and Activities

No major changes are anticipated for FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	12.25	11.75	14.00	14.00	14.00
Expenditures					
Bureau Operating Costs	1,042,856	1,171,272	1,866,318	1,908,472	1,908,472
Business Services	1,358,856	1,351,042	809,774	861,297	861,297
Communications	68	0	1,700	0	0
Director's Office	447,146	461,140	461,226	477,940	477,940
Operations	(2)	0	0	0	0
Technical Administrative Support	313,656	311,537	225,286	497,788	497,788
Total Expenditures	**3,162,580**	**3,294,991**	**3,364,304**	**3,745,497**	**3,745,497**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Workload					
Value of grants and contracts awarded	$2,039,160	$951,990	$1,800,000	$1,500,000	$1,500,000

Area and Environmental Planning

Description

The Area Planning and Environmental Planning program develops plans, code amendments, and development strategies for specific parts of the City, including centers, neighborhoods and environmental resources.

The Area and Environmental Planning program has three subprograms:

- District Planning: This program focuses on community development. District Liaisons build relationships with community organizations and stakeholders to help them be effective forces in City decision making regarding planning and development. They maintain expertise about local issues and bring this knowledge to the work of City bureaus. With communities, they identify and undertake projects to address development issues and goals.
- Central City Planning: This program is responsible for district planning for the Central City. It works closely with Central City communities and stakeholders. It leads and collaborates with other bureaus on Central City projects. It implements the Central City Plan through planning, changes to development codes and guidelines, and consultation with developers, communities, bureaus, and other Central City interests.
- Environmental Planning: Like District and Central City Planning, this program maintains relationships and lines of communication with environmental interests. It also conducts technical analysis to support the update and maintenance of the City's environmental regulations, including environmental overlay zones and in the greenway and proposed river overlay zones along the Willamette River.

The top priorities for FY 2017-18 for this program are:

- Completion of the Central City 2035 Plan and related new zoning code provisions;
- Consultation and support for major development projects: United States Postal Service site/Broadway corridor; Zidell; OMSI; Oregon Department of Transportation blocks; Broadway/Wielder.
- Completion of the River Plan / Central Reach;
- Initiation of the River Plan / South Reach;
- Initiation of a multi-year program of environmental code improvement to protect natural resources and implement the Comprehensive Plan.
- Analysis of environmental and development issues, including development in the flood plain and related Biological Opinion work.
- North Portland Coalition building;
- Brentwood Darlington community assessment
- SW Corridor housing strategy;
- Cully residential infill study; and
- Overhaul of the ABCs of Land Use training with a focus on community capacity building, collaborative community partnerships and quality public engagement in City processes.

Goals

Specific goals focus on creating healthy connected neighborhoods, centers and corridors; protecting and improving natural resources; and guiding future growth to increase equity and resilience.

This program also works to support a prosperous, healthy, resilient and equitable city, with a focus on helping neighborhood, district and environmental interests and manage the changes that come with growth and development.

Performance

District Planning:

The ratings for percentage of people living in walkable complete neighborhoods with access to shopping are headed in a positive direction, but there continues to be considerable variation between neighborhoods. In East Portland neighborhoods, the program's work seeks to increase these complete community characteristics and address gentrification pressures.

In inner east neighborhoods, the program works to increase or maintain community satisfaction with the design and management of new development/ change and address gentrification pressures where relevant.

Central City Planning:

CC2035 includes draft performance targets for the Central City related to transportation, jobs and housing, riverbank enhancement, tree canopy and public space. These measures are still under review as part of the plan, but once adopted will allow the bureau to measure the performance of the Central City in a number of ways.

Environmental Planning:

Performance is measured by the percentage of High- and Medium-ranked resources identified in the Natural Resources Inventory (NRI) that are protected or conserved either though zoning, acquisition or other tools.

Changes to Services and Activities

In FY 2017-18, the Central City work will shift from finalizing the Central City 2035 Plan to implementation.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	18.20	16.42	16.50	15.50	15.50
Expenditures					
Central City Planning	901,728	889,326	647,986	728,356	741,356
District Planning	880,030	855,293	1,102,626	846,771	846,771
River & Environmental	0	406,053	417,444	420,224	430,224
River Planning	4,570	0	0	0	0
Total Expenditures	**1,786,328**	**2,150,672**	**2,168,056**	**1,995,351**	**2,018,351**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of significant natural resources protected through non-regulatory and/or regulatory measures	82%	82%	83%	83%	83%
Percentage of residents rating neighborhood livability "good" or "very good"	86%	85%	85%	82%	86%
Percentage of residents rating access to shopping and other services "good" or "very good"	75%	75%	75%	75%	75%

Policy, Research, & Innovation

Description

The Policy, Research, and Innovation program provides research, analysis, technical assistance, demonstration projects, and policy and program development to advance City goals around an equitable, prosperous, healthy, and low-carbon community. Specifically, the program addresses:

- Climate change
- Energy efficiency and renewable energy
- Green building and high-performance development
- Ecodistricts
- Food policy and programs
- Equity
- Sustainability in City operations and Green Team support
- Human health
- Accessible housing types and Accessory Dwelling Units (ADUs)
- Deconstruction

Efforts focus on policy, programs, and projects that support innovation and institutionalize sustainable practices. The program also monitors legislative issues related to sustainable development, develops federal, state, Metro and foundation funding proposals to support bureau priorities, and coordinates broad sustainability initiatives, such as the City's Climate Action Plan.

Goals

Key goals for FY 2017-18 include implementing performance scores for houses and mid-size commercial buildings, increasing the use of electric vehicles in Portland, seeking resources to support community organizations working on climate change, accelerating the installation of solar electric systems, and improving access to healthy food in Portland neighborhoods.

Performance

Countering the national trend, local emissions of carbon dioxide, the primary cause of climate change, continue to decline in both per capita and absolute terms. Portland has achieved a 21% reduction compared to an 8% increase for the U.S. as a whole. On a per capita basis, emissions are now 41% lower than 1990 levels. This reflects a wide range of efforts by the City, businesses, residents, and many community partners to create walkable neighborhoods, reduce energy use, increase active transportation, reduce solid waste, and increase renewable energy sources like solar, wind and biomass.

Changes to Services and Activities

No major changes are anticipated for FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	13.35	14.57	13.80	15.30	15.30
Expenditures					
Clean Energy	312,778	277,879	415,120	735,604	735,600
Climate Policy & Planning	669,048	701,067	960,609	978,533	958,572
Green Building & Development	578,335	608,607	877,895	410,471	410,471

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Policy Analysis and Research	(23)	0	0	0	0
Policy, Research & Innovation	72,015	42,881	0	0	0
Sustainable City Government	4,845	3,494	58,402	0	0
Sustainable Food	153,467	165,585	128,944	114,820	114,820
Total Expenditures	**1,790,465**	**1,799,513**	**2,440,970**	**2,239,428**	**2,219,463**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage reduction in per person carbon emissions from 1990 levels	41%	41%	42%	43%	42%
Effectiveness					
Per capita residential energy use (million BTUs)	27.70	26.70	26.00	26.00	26.00
Number of certified green buildings in Portland	2,362	2,573	2,600	2,800	2,800
Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars)	$7.27	$7.66	$6.20	$6.35	$6.35
Percentage of City electricity use from renewable resources	68.8%	100.0%	100.0%	100.0%	100.0%
Number of residential and commercial solar energy systems installed in Portland since 2006	3,163	3,748	4,000	4,400	4,300
Workload					
Number of development projects provided with green building assistance	4	4	15	6	6
Number of design and construction industry professionals trained in green building practices	1,057	1,212	1,000	1,200	1,200

Waste Reduction & Recycling

Description

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

Residential waste program responsibilities include franchising residential collection companies, enforcing service standards, setting rates, educating customers, and promoting waste reduction and recycling in coordination with the bureau's Sustainability Education and Assistance program.

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

Goals

The program works to achieve City Council's goal of recycling 75% of all solid waste. In early 2017 BPS reported on the accomplishments and progress over the past eight years and outlined near-term priority projects:

- Mandatory Business Food Scrap Collection
- Improvements to Multifamily Recovery Programs
- Sustainable Consumption and Production Strategy

Performance

City City Council established a goal of recovering (i.e., recycling plus composting) 75% of all solid waste. The recovery rate as of FY 2015-16 was 64%. The drop in the recycling rate reflects a change in the methodology used by the Oregon Department of Environmental Quality, which previously applied a credit of 6% for jurisdictions that had programs in place to support activities like backyard composting. Implementation of mandatory business food scrap collection over the next several years is expected to have a significant positive impact on the total recovery rate.

Changes to Services and Activities

BPS will continue expansion of the provision of public trash can collection to additional business districts, as well as continuing to focus primarily on policy and programs to serve commercial and multifamily properties.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	9.60	9.50	9.50	9.50	9.50
Expenditures					
Solid Waste Commercial	776,870	1,118,215	1,368,842	1,522,846	1,522,846
Solid Waste Residential	1,006,767	940,950	1,066,937	986,896	986,896
Total Expenditures	**1,783,637**	**2,059,165**	**2,435,779**	**2,509,742**	**2,509,742**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of waste recycled or composted	69%	64%	64%	65%	65%
Effectiveness					
Percentage of residential material diverted from wastestream	63%	63%	63%	64%	64%
Percentage of commercial material diverted from wastestream	71%	64%	64%	65%	65%
Citizen satisfaction with solid waste and recycling programs (percentage of respondents rating "good" or "very good")	74%	76%	75%	76%	76%
Efficiency					
Typical residential garbage and recycling monthly bill, adjusted for inflation (in year 2000 dollars)	$29.35	$29.15	$29.15	$29.15	$29.15
Workload					
Pounds of solid waste generated per household	816	802	817	780	780
Tons of solid waste generated by businesses	277,975	257,748	285,000	255,000	255,000

Sustainability Education & Assistance

Description

The Sustainability Education and Assistance program engages, educates and collaborates with residents, businesses, community organizations, and neighborhoods to make informed decisions about sustainable practices, with a particular focus on resource conservation. The team's responsibilities include design, development, coordination, implementation, and evaluation of community engagement programs and events.

Programs run by the Sustainability Education and Assistance team include:

- Sustainability at Work - business assistance and certification
- Event Recovery Program - assistance and equipment
- Portland Climate Action Now! Campaign
- Fix-it Fairs
- Community Collection Events
- Master Recycling Program
- Garage, recycling, and composting educational materials, campaign, and engagement
- Resourceful PDX
- General sustainability related community engagement and involvement

Efforts focus on motivating voluntary and market-based actions through the implementation of customer-focused programs and campaigns that advance City and bureau goals around a sustainable city that is prosperous, healthy, resilient and equitable.

Goals

The Sustainability Education and Assistance programs support the City's goals to reduce carbon emissions 80% below 1990 levels by 2050 and recover 75% of all waste. FY 2017-18 priority projects include launching a mandatory business food scrap collection program, ensuring equitable garbage and recycling services for multifamily residents, and creating a sustainable consumption and production strategy. The Sustainability Education and Assistance programs also advance the bureau goals of prosperity, health, resiliency and equity.

Performance

In FY 2017-18, the program expects to reach 190,000 residents, 25,000 multifamily households, and 800 businesses with sustainability outreach and assistance.

Changes to Services and Activities

There are no major changes planned for FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	17.77	16.40	17.40	16.90	16.90
Expenditures					
Business Sustainability Assistance	747,167	722,366	810,163	805,737	805,737
Communications	384,014	348,912	381,883	548,202	548,202
Multifamily	285,150	348,392	382,687	426,589	426,589
Residential Outreach	767,039	736,406	809,495	787,828	787,828

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Sustainability Education & Assistance	38,457	8,434	0	0	0
Total Expenditures	**2,221,827**	**2,164,510**	**2,384,228**	**2,568,356**	**2,568,356**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Efficiency					
Cost per-Fix-It Fair workshop participant	$66.14	$87.73	$68.00	$71.00	$71.00
Workload					
Number of residents reached by sustainability training and outreach	190,238	193,464	190,000	204,000	204,000
Number of businesses reached by sustainability outreach and training	1,112	2,313	1,400	2,850	2,850
Number of multifamily units provided with waste reduction assistance	12,870	21,300	25,000	25,000	25,000
City staff receiving sustainability training or train-the-trainer assistance	69	61	60	30	30
Number of citizens participating in workshops	1,484	1,223	1,900	1,300	1,300

General Planning

Description

This program includes overall management and communications for planning programs, policy research staff, GIS staff, and the Code Development program.

The Code Development program leads the Regulatory Improvement Program, which develops and manages an annual package of zoning code improvements in collaboration with the Bureau of Development Services. The program also leads major code improvement projects.

A major focus of the FY 2017-18 workplan is improvement of the City's design review process and tools. The Code Development program will complete the Design Overlay Zone Assessment (DOZA) and start implementing its recommendations. This includes an update of the Community Design Standards and Guidelines. BDS land use fees will be used to support this work.

The program is the bureau's lead on special projects related to acute development issues. These emerge every year, vary in scale, become priorities for City Council and the community, and require a quick, thorough, data-driven response. The Code Development Program also provides expert code development services to other bureau projects, such as the Central City 2035 Plan and the Better Housing by Design project.

The General Planning program includes staff positions for demographic and economic technical analysis. These positions support policy development and other projects bureau-wide and in other City bureaus, such as the Inclusionary Housing Program.

Priorities include:

- Update of Central City development regulations as part of the CC 2035 Plan;
- Completion of code changes for the Residential Infill Project;
- Completion of DOZA and initiation of an update to the community design standards;
- The Regulatory Improvement Code Amendment Program (RICAP); and
- Continued work on acute development issues, which currently includes code issues related to the provision of affordable housing and emergency shelter.

Goals

This program works to improve the function, effectiveness, and efficiency of BPS planning programs through management and expert services; improve the City Zoning Code; and provide technical analysis. The program helps implement Comprehensive Plan policies related to creating healthy connected neighborhoods; developing centers and corridors; promoting economic prosperity for business and households; protecting and improving natural resources; and guiding future growth to increase equity and resilience.

Performance

Since this program's current work plan is concentrated on upgrades to the city design, BPS has used a design related question from the Auditor's survey as a performance measure: the percentage of residents rating the attractiveness of new residential development "good" or "very good." The ability to meet its growth and density goals can be affected by acceptance of growth and change by the public, as well as by the efficiency and effectiveness of the permit review processes, including design review.

Changes to Services and Activities

Funding is included in the FY 2017-18 Adopted Budget to complete the Residential Infill Development project and develop new improvements to the design review system. This implements key recommendations of the new Comprehensive Plan and the CC2035 Plan.

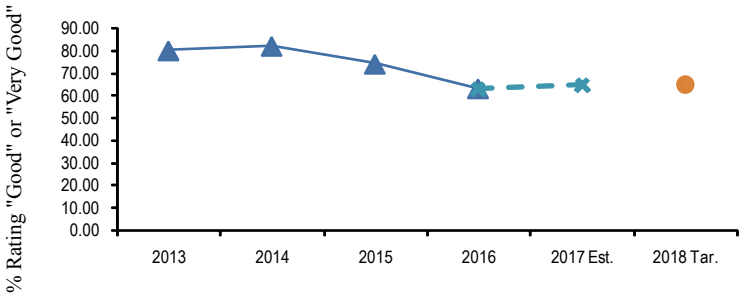
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	11.65	13.17	12.90	11.75	11.75
Expenditures					
Code Development	0	914,063	1,343,675	1,078,060	1,078,060
General Planning	0	1,010,582	1,048,056	978,239	978,239
Total Expenditures	**0**	**1,924,645**	**2,391,731**	**2,056,299**	**2,056,299**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of residents rating the attractiveness of new residential development "good" or "very good"	46%	41%	42%	38%	43%

Performance Measures

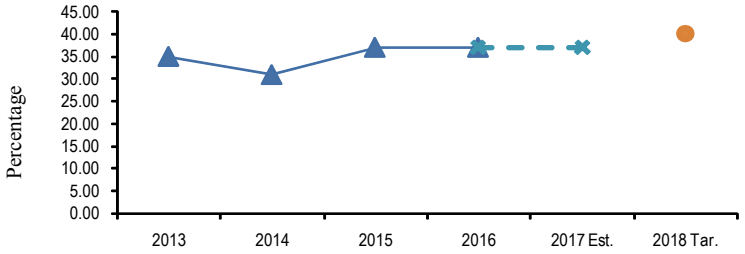
Citywide Livability Rating

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



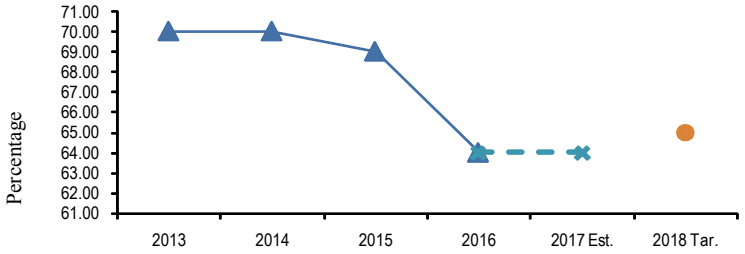
Percentage of New Housing in Four County Region within City

Portland's share of the region's housing has increased notably in recent years, reflecting increasing residential development in the city.



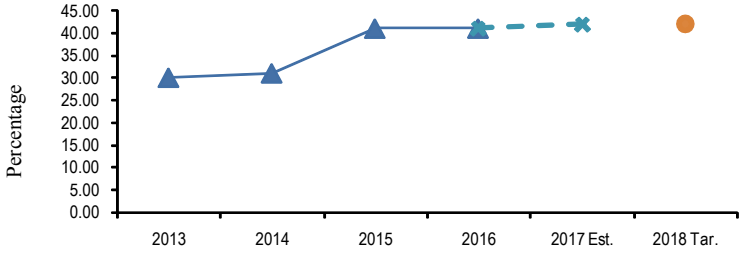
Percentage of Waste Recycled or Composted

Portland's recovery rate is about twice the national average. Program changes, including collecting food scraps from residences, contributed to the 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 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Licenses & Permits	2,816,877	2,857,780	2,957,729	2,995,133	2,995,133
Charges for Services	2,385,530	2,636,220	2,806,284	3,002,909	3,002,909
Intergovernmental	2,125,088	972,241	2,749,527	1,323,253	1,323,253
Miscellaneous	81,536	97,375	83,313	92,423	92,423
Total External Revenues	**7,409,031**	**6,563,616**	**8,596,853**	**7,413,718**	**7,413,718**
Internal Revenues					
General Fund Discretionary	7,475,956	8,220,743	7,878,022	7,877,187	7,910,226
General Fund Overhead	587,547	783,723	794,790	759,035	759,035
Fund Transfers - Revenue	246	0	0	0	0
Interagency Revenue	432,748	412,080	1,081,942	1,325,850	1,325,850
Total Internal Revenues	**8,496,497**	**9,416,546**	**9,754,754**	**9,962,072**	**9,995,111**
Beginning Fund Balance	1,102,793	2,486,989	2,849,313	3,652,316	3,652,316
Total Resources	**$17,008,321**	**$18,467,151**	**$21,200,920**	**$21,028,106**	**$21,061,145**
Requirements					
Bureau Expenditures					
Personnel Services	10,676,023	10,975,950	11,865,378	12,305,558	12,285,597
External Materials and Services	2,015,063	2,208,023	3,737,515	2,560,472	2,613,468
Internal Materials and Services	2,422,684	2,292,120	2,553,494	2,362,894	2,362,894
Total Bureau Expenditures	**15,113,770**	**15,476,093**	**18,156,387**	**17,228,924**	**17,261,959**
Fund Expenditures					
Debt Service	50,304	55,265	62,016	67,638	67,638
Contingency	0	0	80,361	68,293	68,293
Fund Transfers - Expense	164,254	177,643	192,699	185,688	193,278
Total Fund Expenditures	**214,558**	**232,908**	**335,076**	**321,619**	**329,209**
Ending Fund Balance	1,679,993	2,758,150	2,709,457	3,477,563	3,469,977
Total Requirements	**$17,008,321**	**$18,467,151**	**$21,200,920**	**$21,028,106**	**$21,061,145**
Programs					
Administration & Support	3,162,580	3,294,991	3,364,304	3,745,497	3,745,497
General Planning	0	1,924,645	2,391,731	2,056,299	2,056,299
Area Planning	1,786,328	2,150,672	2,168,056	1,995,351	2,018,351
Policy, Research & Innovation	1,790,465	1,799,513	2,440,970	2,239,428	2,219,463
Comprehensive & Strategic Planning	3,379,992	2,086,902	2,971,319	2,114,251	2,144,251
Waste Reduction & Recycling	1,783,637	2,059,165	2,435,779	2,509,742	2,509,742
Specialized Planning	988,941	(4,305)	0	0	0
Sustainability Education & Assistance	2,221,827	2,164,510	2,384,228	2,568,356	2,568,356
Total Programs	**15,113,770**	**$15,476,093**	**$18,156,387**	**$17,228,924**	**$17,261,959**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	1.00	69,144	1.00	69,144	1.00	69,144
30000433	Administrative Specialist, Sr	46,342	71,344	4.00	235,504	4.00	243,522	4.00	243,522
30000436	Administrative Supervisor I	60,403	80,517	1.00	70,908	1.00	73,812	1.00	73,812
30000448	Business Systems Analyst	63,419	84,552	1.00	78,343	1.00	81,554	1.00	81,554
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	89,128	1.00	92,358	1.00	92,358
30000184	Code Specialist II	46,717	61,859	1.00	61,860	1.00	56,352	1.00	56,352
30000492	Community Outreach & Informtn Rep	60,403	80,517	4.00	307,020	4.00	308,804	4.00	308,804
30000506	Conservation Program Coordinator	66,622	88,837	4.00	282,207	4.00	316,165	4.00	316,165
30000507	Conservation Program Coordinator, Sr	69,971	93,413	5.00	436,907	5.00	443,327	5.00	443,327
30000509	Conservation Program Manager	82,909	110,448	1.00	100,086	1.00	104,184	1.00	104,184
30000505	Conservation Program Specialist	60,403	80,517	4.00	283,836	4.00	285,132	4.00	285,132
30000566	Financial Analyst, Assistant	49,774	76,648	1.00	74,112	1.00	76,634	1.00	76,634
30000568	Financial Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000373	Graphics Designer III	67,974	86,798	1.00	71,412	1.00	73,505	1.00	73,505
30000212	Inf Syst Tech Analyst IV-Vertical GIS	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000451	Management Analyst	63,419	84,552	3.00	229,776	4.75	349,748	4.75	349,748
30000450	Management Assistant	49,774	76,648	1.00	64,142	1.00	66,767	1.00	66,767
30000011	Office Support Specialist I	31,678	45,261	1.00	44,184	1.00	45,264	1.00	45,264
30000012	Office Support Specialist II	34,798	49,962	1.00	42,260	1.00	45,338	1.00	45,338
30000377	Planner I, City-Land Use	59,488	68,640	1.00	65,400	1.00	65,400	1.00	65,400
30000384	Planner II. City-Environmental	65,395	75,587	1.00	75,588	1.00	75,588	1.00	75,588
30000385	Planner II. City-Land Use	65,395	75,587	8.00	591,066	7.50	559,915	7.50	559,915
30000389	Planner II. City-Urban Design	65,395	75,587	1.00	75,588	1.00	75,588	1.00	75,588
30001053	Planner, Chief	123,573	172,598	1.00	170,298	1.00	172,596	1.00	172,596
30000725	Planner, Principal	95,888	129,917	2.00	231,960	2.00	236,148	2.00	236,148
30000391	Planner, Sr City-Economic	67,974	86,798	2.00	169,500	2.00	172,910	2.00	172,910
30000392	Planner, Sr City-Environmental	67,974	86,798	1.00	67,980	1.00	69,982	1.00	69,982
30000393	Planner, Sr City-Land Use	67,974	86,798	7.00	604,503	7.00	607,572	7.00	607,572
30000397	Planner, Sr City-Urban Design	67,974	86,798	2.00	155,920	2.00	159,404	2.00	159,404
30000724	Planner, Supervising	82,909	110,448	3.00	319,564	3.00	323,613	3.00	323,613
30001054	Planning & Sustainability Director	143,312	205,379	1.00	204,600	1.00	205,380	1.00	205,380
30000464	Program Coordinator	66,622	88,837	2.00	155,460	2.00	155,460	2.00	155,460
30000466	Program Manager, Sr	82,909	110,448	1.00	120,784	1.00	121,488	1.00	121,488
30000462	Program Specialist, Assistant	49,774	76,648	3.00	189,804	3.00	196,466	3.00	196,466
30000495	Public Information Officer	69,971	93,413	1.00	74,736	1.00	77,286	1.00	77,286
30000508	Solid Waste & Recycling Program Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30001509	Web Designer	49,774	76,648	1.00	76,644	1.00	76,644	1.00	76,644
TOTAL FULL-TIME POSITIONS				76.00	6,178,632	77.25	6,371,458	77.25	6,371,458
30000506	Conservation Program Coordinator	66,622	88,837	1.80	117,816	1.80	121,623	1.80	121,623
30000462	Program Specialist, Assistant	49,774	76,648	0.90	41,388	0.90	42,798	0.90	42,798
TOTAL PART-TIME POSITIONS				2.70	159,204	2.70	164,421	2.70	164,421
30000492	Community Outreach & Informtn Rep	60,403	80,517	2.00	134,113	2.00	138,645	2.00	138,645
30000506	Conservation Program Coordinator	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000507	Conservation Program Coordinator, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000505	Conservation Program Specialist	60,403	80,517	1.00	60,408	0.50	32,496	0.50	32,496
30000342	GIS Technician II	55,973	71,406	1.00	59,004	1.00	59,004	1.00	59,004
30000373	Graphics Designer III	67,974	86,798	1.00	82,704	1.00	82,704	1.00	82,704
30000451	Management Analyst	63,419	84,552	1.83	149,760	1.50	126,828	1.50	126,828
30000450	Management Assistant	49,774	76,648	2.00	119,489	1.50	114,024	1.50	114,024
30000381	Planner I, City-Urban Design	59,488	68,640	1.00	62,460	1.00	65,388	1.00	65,388

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000385	Planner II. City-Land Use	65,395	75,587	2.90	219,204	4.00	302,364	4.00	302,364
30000375	Planner, Associate	53,976	62,462	4.00	233,000	1.00	58,289	1.00	58,289
30001658	Plg & Sust Policy, Rsrch & Oper Mgr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000462	Program Specialist, Assistant	49,774	76,648	1.00	65,720	1.00	68,417	1.00	68,417
TOTAL LIMITED TERM POSITIONS				20.73	1,511,914	17.50	1,374,211	17.50	1,374,211
GRAND TOTAL				99.43	7,849,750	97.45	7,910,090	97.45	7,910,090

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.

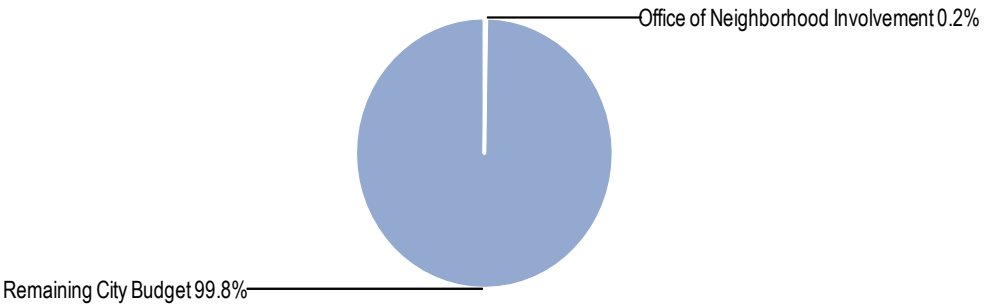
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	16,526,751	0	16,526,751	92.70	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	584,350	584,350	3.50	Housing
	256,000	0	256,000	2.00	Smart Cities
	4,670	0	4,670	0.00	OMF interagency balancing
	0	(61,806)	(61,806)	(0.50)	End of Metro Funds
	(81,038)	0	(81,038)	(0.25)	Ongoing General Fund reduction
	(3)	0	(3)	0.00	Technical adjustment
Approved Budget Additions and Reductions					
	0	15,000	15,000	0.00	Carryover - Off-Road Cycling
	0	15,000	15,000	0.00	Carryover - Historic Resource Inventory
	0	10,000	10,000	0.00	Carryover - Floodplain Regulations
	0	13,000	13,000	0.00	Carryover - Beach Access
	(4)	0	(4)	0.00	Technical adjustment
Adopted Budget Additions and Reductions					
	0	(19,961)	(19,961)	0.00	One-time vacancy reduction for new position
	179,625	**555,583**	**735,208**	**4.75**	**Total FY 2017-18 Decision Packages**
			17,261,959	**97.45**	**Total Adopted Budget**

Office of Neighborhood Involvement

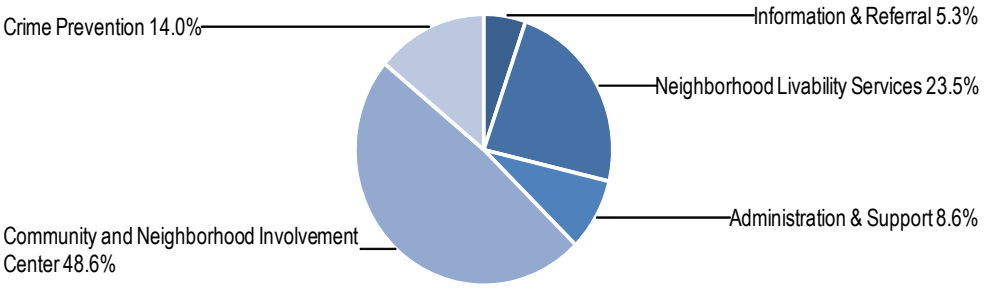
Community Development Service Area

Chloe Eudaly, Commissioner-in-Charge
David Austin, Interim Director

Percent of City Budget

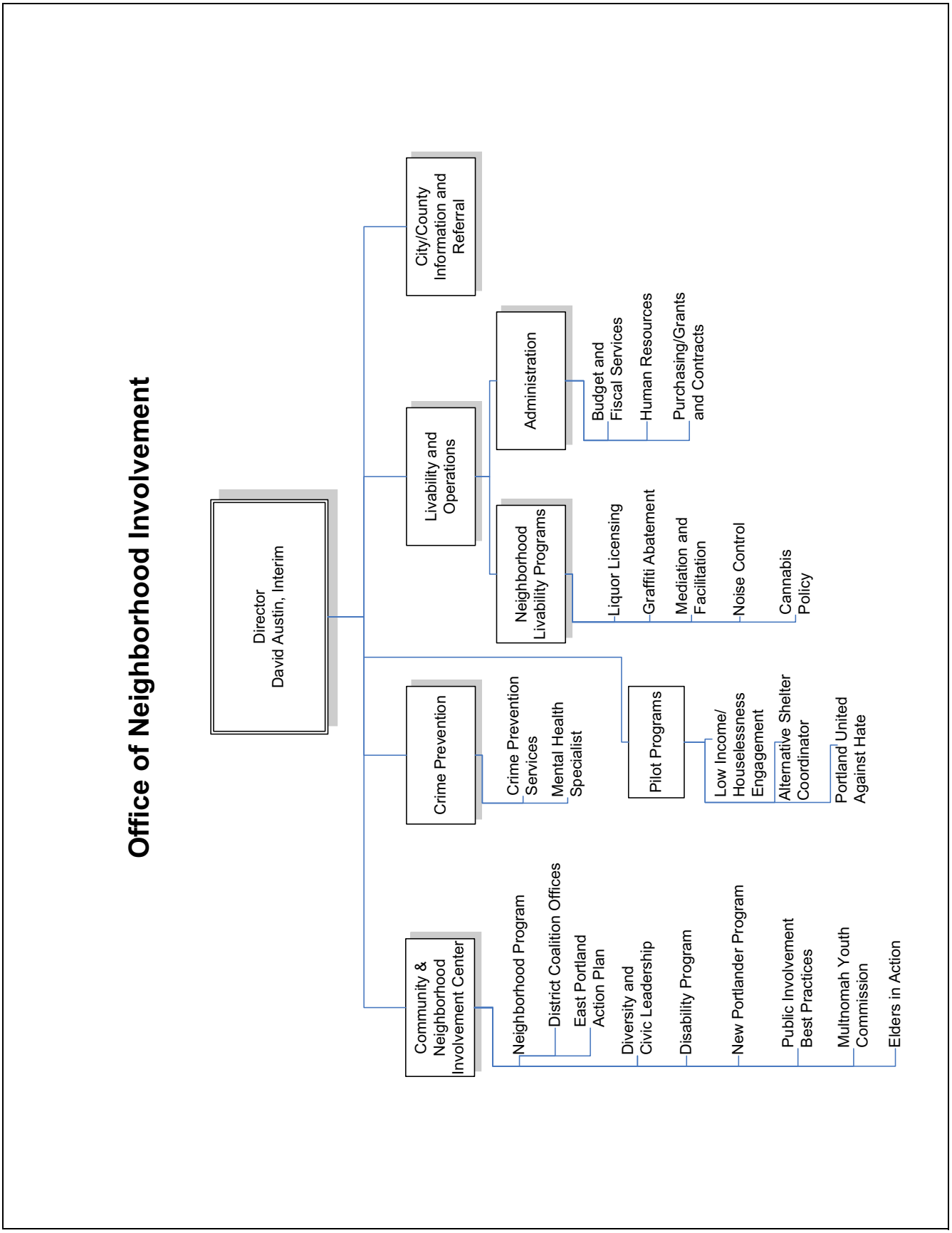


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	10,568,555	11,431,769	863,214	8.17
Capital	0	0	0	0.00
Total Requirements	**10,568,555**	**11,431,769**	**863,214**	**8.17**
Authorized Positions	55.45	57.22	1.77	3.19


Office of Neighborhood Involvement
Director
David Austin, Interim
City/County Information and Referral
Livability and Operations
Administration
Budget and Fiscal Services
Human Resources
Purchasing/Grants and Contracts
Neighborhood Livability Programs
Liquor Licensing
Graffiti Abatement
Mediation and Facilitation
Noise Control
Cannabis Policy
Crime Prevention
Crime Prevention Services
Mental Health Specialist
Pilot Programs
Low Income/ Houselessness Engagement
Alternative Shelter Coordinator
Portland United Against Hate
Community & Neighborhood Involvement Center
Neighborhood Program
District Coalition Offices
East Portland Action Plan
Diversity and Civic Leadership
Disability Program
New Portlander Program
Public Involvement Best Practices
Multnomah Youth Commission
Elders in Action

Bureau Summary

Bureau Mission

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

Bureau Overview

Bureau Goals

Office of Neighborhood Involvement programs and activities focus on advancing the following goals:

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

Bureau Organization

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

Community and Neighborhood Involvement Center

Services and programs include:

- Civic engagement, leadership development, and organizational capacity building services, including the Neighborhood Program, Diversity and Civic Leadership (DCL) Program, Disability Program, Multnomah Youth Commission, New Portlander Program (immigrants/refugees), Elders in Action, and East Portland Action Plan; and
- Public Involvement Best Practices Program, including coordination of the Public Involvement Advisory Council (PIAC) and consultation for City bureaus on engagement best practices.

Crime Prevention Center

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

City/County Information and Referral Program

Services include information and referrals to City and Multnomah County services, and limited administrative support to the bureau.

Neighborhood Livability Services Center

The goal of the program center is to provide a range of problem solving tools, resources, and technical assistance to achieve a positive impact on livability and nuisance issues in the community. Programs provide technical assistance, enforcement and facilitation services to address concerns and support to businesses to help them abate nuisance issues. Programs and services include: Graffiti Abatement Program, Liquor Licensing Program, Neighbor Mediation and Facilitation Program, Noise Control Program, and the Cannabis (Marijuana) Policy Program.

Administration

ONI Administration consists of the Director, Operations Manager, and a Financial Analyst as well as the new additions of a Grants and Contracts Analyst and Administrative Assistant. Services include strategic direction and policy, budget and financial management, and personnel management and support.

Strategic Direction

Introduction

Portland is fortunate to have people who care passionately about the community and participate actively in civic governance. The Office of Neighborhood Involvement and its partner organizations, including neighborhood associations, district coalitions, Diversity and Civic Leadership (DCL) organizations, Elders in Action, New Portlanders Policy Council, Multnomah Youth Commission, Resolutions Northwest, and the Public Involvement Advisory Council, have served as key partners in promoting public participation in local governance, cultivating community leadership, and building the organizational capacity of our community partners to effectively engage their constituents. ONI's strategic direction focuses on engaging the broad diversity of our community in civic life, strengthening Portland's communities by providing the tools and support so they can effectively address their own needs, and enhancing the community's role in public decision making.

Expanding Civic Engagement: Focus on Equity and Complete Neighborhoods

The Office of Neighborhood Involvement’s civic engagement mission aligns with the Portland Plan’s framework for equity and the Comprehensive Plan’s focus on Complete Neighborhoods. ONI’s programs, primarily the Community and Neighborhood Involvement Center (CNIC), have a critical role in expanding involvement of underrepresented communities in efforts to reduce disparities in City services and expand opportunities for people to engage in shared governance. For over 40 years ONI’s neighborhood program has supported neighborhood associations as an integral community involvement component of Portland’s planning and development efforts to foster Complete Neighborhoods.

ONI's strategy builds community and organizational capacity to affect public policy and build community through our 15 partner organizations and 95 neighborhood associations who provide leadership training, community organizing, communications, outreach, technical assistance, fiscal management, and small grants services. ONI supports culturally specific programming for people of color, immigrants and refugees, people with disabilities, youth, and older adults. In FY 2016-17 the DCL program expanded with temporary small grant funding to 14 additional partners serving underrepresented communities.

Strengthening neighborhood and culturally-specific efforts are both critical to expanding civic engagement opportunities and complying with the Comprehensive Plan and Title VI. ONI supports these communities through building organizational relationships and networks; advocating for transparency and accountability in public involvement; building capacity for people to participate in policy, planning, and budgeting processes; advocating for Portland to be more physically accessible, language accessible, and age-friendly; responding to and addressing livability issues; and supporting community health and public safety.

Expanded Administrative Capacity and Response to Audit

In 2016, ONI was subject to an audit that documented some of the bureau's administrative priorities to support our strategic direction. ONI received authority for and hired a Management Analyst to focus on contracts management and improvement of performance measurements for ONI's Community and Neighborhood Involvement Centers programs. Implementation of draft priorities include:

Remainder of FY 2016-17:

- Establish audit response priorities/outcomes/indicators
- DCL future - Develop staff recommendations, do focus groups, engage stakeholders; Revise, review recommendations with Commissioner and BAC.
- Funding equity - Collect and analyze data regarding equitable funding.

First Quarter, FY 2017-18:

- Core tasks - CNIC strategic plan community forums and review with Commissioner; finalize CNIC work plans.
- Updating framework - Form draft plan for updating code language; simplify process to update ONI Standards.
- Report to Council - Compile annual performance measures.

Second Quarter, FY 2017-18:

- DCL Future - Brief commissioners and bring to Council.
- Funding equity - Continue work to finalize methodology.
- Grantee accountability - Simplify performance reporting.

Third-Fourth Quarter, FY 2017-18:

- Updating framework - Update ONI Standards.
- Grantee accountability - Update grantee contracts.
- Core tasks - Draft and finalize ONI Public Involvement Policy.

Budget Advisory Committee and Priorities

The Office of Neighborhood Involvement developed its budget using a collaborative process resulting in modified consensus on decisions. The Office of Neighborhood Involvement's Bureau/Budget Advisory Committee (BAC) involved 72 participants including bureau staff and a wide range of affected stakeholders. The bureau has historically realigned funding internally to support core programming and prioritize preserving funding for external partners and existing staff that provide direct services to the community. The BAC committed to a set of core values to frame the budget development process, most of which centered on advancing equity, not increasing inequities in a cut year, not increasing the burden on the most underfunded partners and programs, and thinking of the good of the whole system.

Funding equity within ONI's civic engagement programs has been identified as a critical issue and resolving inequity will remain the top priority for the bureau.

Summary of Budget Decisions

The ONI FY 2017-18 Budget includes funding for the following priorities:

Adds

Continue Expanded New Portlander Program Staff, $110,000

The Adopted Budget continues to support the New Portlander Policy Council with a Program Specialist (1.0 FTE) as it operates as a Commission to advise City Council and City agencies on immigrant and refugee issues. This position provides additional capacity to allow the existing 1.0 FTE to focus on and expand collaborative projects with other City agencies (Equity in Practice Partnerships) and better utilize our immigrant and refugee community leaders (Community Engagement Liaisons) to provide culturally specific consultation to bureaus on their public involvement projects.

ONI Accommodations Fund, $100,000

The FY 2017-18 budget provides one-time funds of $100,000 to restore a centralized fund to support all ONI programs and services to provide tools to make it easier for traditionally underrepresented communities to participate in civic life, activities, events and meetings. The funds will be used to allow community members to overcome barriers to participation by providing support for needs related to language/interpretation, childcare, transportation and ADA accessibility.

Portland United Against Hate, $465,000

The Adopted Budget provides one-time funds of $465,000 for a community-initiated partnership between community-based organizations and the City. This funding leverages City resources with $346,765 in one-time resources through Special Appropriations to provide grants to fund a network of culturally specific organizations to serve as central points of contact for the reporting of acts of intimidation, hate speech, or hate crimes. The partnership also recruits a network of volunteers to support communities being targeted, and trains these volunteers in areas such as knowing your rights, interruption of acts of intimidation and other targeting behaviors, and being an ally. The City component of the partnership includes $118,235 for a limited term staff person to coordinate the core team, support development of program mission and strategic plan, support program refinement and information sharing with related efforts in other Oregon municipalities, statewide and nationally; collect and evaluate data; coordinate

regular meetings of all partners for problem-solving and information sharing; pull in other City partners as needed; and manage all contracts related to the program. Additionally, this funding includes a materials and services budget for translation, interpretation, accommodations, development and printing of materials in various safe harbor languages, and appropriate background checks for volunteers.

Graffiti Program One-Time Expansion, $440,000

The FY 2017-18 budget provides one-time General Fund resources of $440,000 for a one-time expansion of the Graffiti Abatement Program, specifically to hire contractors to proactively remove up to 1.2 million square feet of graffiti. This effort complements the complaint-driven approach of the current ongoing program. With the budget increase, the service model will change from one that has been a request-based removal service for businesses and other private properties to instead proactively offer graffiti removal services to private property locations with graffiti. The complaint-driven process will remain in place, and property owners will still be expected to make efforts in performing graffiti removal on their businesses and properties according to code requirements. The proactive service will not replace general accountability.

Continue Noise Control Administrative Support

The Liquor Licensing and Noise Control have historically shared 1.0 FTE, and this continues the addition of a second FTE that allows each high volume program to have dedicated administrative support. Both programs have the same "busy season" and have also experienced substantial increases in workload that requires paperwork processing, answering complaints, mailings, and filings. Council authorized one-time resources to implement this staffing in FY 2016-17 and it has proven successful. This provides ongoing funding through Noise Control Revenues to sustain the critical support.

The Adopted Budget includes $2,814 in General Fund resources to support increased interagency costs to fund OMF services. It also includes $2,209 in General Fund overhead and $96,495 in one-time General Fund resources for the City Hall Exterior Masonry Project. The Mental Health Specialist position is converted from General Fund to overhead funding beginning in FY 2017-18.

Carry Forward from FY 2016-17

The budget includes carry-forward from FY 2016-17 funds of $230,000 for homeless/houseless outreach. The funds will provide resources for 2.0 FTE, one to focus on Low-Income Tenant and Houseless Engagement and one to work on Alternative Shelter Coordination.

Public Election Fund

Council adopted changes to City Code 2.16 Election Reform in 2016, and the budget includes $250,000 in one-time General Fund resources for the Public Elections Fund. An evaluation will take place in 2017 to determine appropriate staffing to manage the fund.

Crime Prevention

Description

The Crime Prevention program involves neighbors in community policing efforts. Coordinators work with police precincts, community members, neighborhood associations, district coalitions, state agencies, City bureaus, businesses, and service providers to address crime and livability issues.

Goals

This program is linked to City goals to ensure a safe and peaceful community and improve the quality of life in neighborhoods. This program supports ONI's goals of increasing the number and diversity of people who are involved and volunteer in their communities; strengthening neighborhood and community capacity to build identity, skills, relationships, and partnerships; providing tools and resources to improve neighborhood and community livability and safety; and providing accurate information as well as responsive and effective services to community members and organizations. The program works to achieve these goals in fulfilling its mission to organize and support community partnerships to prevent crime and the fear of crime.

Although not part of the Crime Prevention Program services, this branch of ONI also includes a Mental Health Specialist (MHS). The MHS provides training and support to City bureaus, Council offices, and key partners to improve their interactions with people experiencing mental illness and crisis. The MHS also serves as a liaison between the City and the groups, organizations, individuals, and agencies that serve the mental health community.

Performance

ONI anticipates minimal changes to bureau performance measures in the Crime Prevention Program in FY 2017-18. The bureau's key performance measure, percentage of residents who feel safe walking alone in their neighborhood at night, is expected to be consistent with the current year estimate of 60%.

In addition, in FY 2017-18 the Crime Prevention program will:

- Play a key role in helping the community adjust to increasingly limited police resources;
- Expand the use of social media to reach Portland's tech-savvy residents;
- Continue to support community members involved in crime prevention groups such as Public Safety Action Committees, Neighborhood Watches, and Community Foot Patrols;
- Work closely with the Portland Police Bureau and neighborhood coalitions to improve functioning and attendance at Public Safety Action Committees;
- Continue to provide problem-solving advice and support to community members; and
- Continue production of training materials on the most critical crime prevention techniques.

In FY 2017-18, the Mental Health Specialist will:

- Continue to provide training and support to City bureaus seeking to improve their service to and interactions with community members experiencing mental illness; and
- Continue to provide a resource to the mental health community in promoting civic involvement

Changes to Services and Activities

Two years after the Crime Prevention Program assigned some staff members to citywide duties, and the remainder to slightly larger geographic assignments, all members of the program report feeling more effective in the delivery of services, even after the loss of 1 of the citywide positions for FY 2016-17. Although the program lost one Crime Prevention Coordinator, it received funding for administrative support that has allowed the manager to more effectively focus on higher priority policy issues and problem solving.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	13.58	14.00	14.00	14.00	14.00
Expenditures					
Crime Prevention	1,383,015	1,410,705	1,468,275	1,478,807	1,478,807
Mental Health Program	5,184	113,137	126,000	123,770	123,770
Total Expenditures	**1,388,199**	**1,523,842**	**1,594,275**	**1,602,577**	**1,602,577**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of residents who feel safe walking alone in their neighborhood at night	61%	59%	57%	55%	56%
Workload					
Number of crime prevention groups supported	626	439	330	380	380
Number of problem location cases processed	2,655	2,439	2,500	2,500	2,500
Number of crime prevention trainings for the public	471	496	550	550	550
Number of site security assessments performed	163	192	225	250	250

Information & Referral

Description

The City of Portland/Multnomah County Information and Referral (I&R) program is a central resource for basic information and referral to all City and County programs as well as other local community and social services. The program staff provide assistance by phone, to walk-in patrons at both the Portland Building and City Hall, and through electronic communication. The I&R program is a joint venture with costs shared equally between the City and County, including funding through City General Fund overhead for the majority of the City share.

Goals

The program's mission is to simplify access to services for community members to local government and the services it provides.

Performance

The program will continue to meet or exceed the performance benchmarks set out in the City/County agreement of 90% of calls answered within 25 seconds and fewer than 5% of calls abandoned. The numbers of calls, walk-ins, and emails received and responded to have remained pretty steady over the past couple of years, though the complexity of calls have changed. Call volume had declined over the past decade but seems to have leveled out over the past two years. Contacts via electronic means of communication have steadily increased over the past several years and the I&R program has taken on a more and more significant role providing administrative and customer service support to other programs within the bureau.

Specific program objectives for FY 2017-18 include:

- Work with City and County bureaus and departments to improve customer service Citywide; and
- Assist with the process of developing a Citywide customer relationship management system and possibly a 3-1-1 Call Center to improve delivery of services to community members.

Changes to Services and Activities

There are no significant changes expected at this time, although moving forward with a 311/CRM initiative would have a significant impact on this program.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	5.75	5.75	5.85	5.75	5.75
Expenditures					
Information & Referral	560,009	569,119	596,685	601,614	601,614
Total Expenditures	**560,009**	**569,119**	**596,685**	**601,614**	**601,614**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of calls answered in less than 25 seconds	92%	93%	90%	90%	90%
Workload					
Number of calls and email inquiries responded to	115,687	110,742	125,000	115,000	115,000

Administration & Support

Description

The Office of Neighborhood Involvement's administrative staff is charged with management of the bureau's fiscal, personnel, and policy issues. Administration staff will ensure the bureau continues to prioritize responding to and implementing recommendations from the Five Year Plan to Increase Community Involvement, the Portland Plan, Public Involvement Standards, and other priorities identified by Council. ONI's administration expanded staffing in FY 2016-17 for the first time since the addition of many new programs including the Noise Control, Cannabis/ Marijuana Policy, Mental Health Specialist, Youth Commission, and New Portlander Programs, as well as sizeable grants expansions with programs. These additions will allow improved coordination across the bureau, more efficient use of existing management and program staff, and capacity to respond to recommendations resulting from recent audit and planned improvements to processes and performance tracking.

Goals

The Office of Neighborhood Involvement's administration supports the City goals of improving the quality of life in neighborhoods and to deliver efficient, effective, and accountable municipal services. Administration provides the support and policy direction for all of ONI's programs and ensures that they are advancing the bureau's mission and goals.

Performance

In recent years, the bureau's efficiency measures around administration as a portion of total bureau staff and costs have declined as the bureau has expanded programmatically. The expansion of staff in FY 2016-17 in this division to address added programmatic workloads and complexity has increased the staff and cost ratios of this division.

The bureau is expected to continue to expand the number of people it engages in civic and leadership programming, as demonstrated in bureau key performance measures targets.

Changes to Services and Activities

The bureau will have a new Director in 2017 and is under a new Commissioner-in-charge. Any significant program changes at the bureau could have an impact on overall administration as well.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	3.00	3.00	5.00	5.00	5.00
Expenditures					
Administration & Support	479,122	507,080	753,616	737,341	987,341
Total Expenditures	**479,122**	**507,080**	**753,616**	**737,341**	**987,341**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of participants in civic engagement activities	NA	107,353	91,200	91,500	91,000
Number of Problem Solving Cases	NA	1,460	1,540	1,710	1,360
Number of people participating in trainings, leadership development, and organizational development	NA	12,110	10,030	10,100	10,000
Efficiency					
Administration staff as percentage of total bureau staff	7.3%	5.9%	9.2%	9.6%	9.0%
Administration budget as percentage of total bureau budget	6.2%	5.6%	6.5%	7.3%	6.6%
Workload					
Communications - number of people informed and/or referred	NA	124,239	138,720	127,320	118,320
Communications - number of print and digital communications distributed	NA	4,524,115	4,324,500	4,310,000	4,308,000

Community and Neighborhood Involvement Center

Description

The Community and Neighborhood Involvement Center (CNIC) is at the core of ONI's mission and goals. The CNIC programs work with a diverse network of neighborhood and community-based, non-profit organizations engaging geographically-defined neighborhoods, communities of color, immigrants and refugees, seniors, youth, and people with disabilities to encourage and support broad and effective community involvement. Our work is in partnership with community organizations, volunteer boards and commissions, and other City and County agencies.

Neighborhood Program (Civic Engagement)

Portland's neighborhood network is made up of 95 neighborhood associations and their respective seven district coalition offices. Neighborhood association participants review, deliberate, and advocate for neighborhood interests to local government as well as organize a wide range of community-building activities such as block parties and cleanups. The program also supports advocacy efforts of the East Portland Action Plan (EPAP).

Diversity and Civic Leadership (DCL) Program (Civic Engagement)

The Diversity and Civic Leadership (DCL) Program funds six grantees serving communities of color, immigrants and refugees through a strategy of leadership development, culturally relevant community building, and new channels of communication with City officials to affect public policy.

Disability Program (Civic Engagement and Public Safety)

The Disability Program has two programs, one focusing on civic engagement of the disability community and the other on emergency preparedness for people most vulnerable in disasters. Engagement services include information and referral, consultation to City agencies, community-building and awareness activities, and establishing a newly funded Disability Leadership Academy.

Public Involvement Best Practices Program (Civic Engagement)

The Public Involvement Best Practices Program is a Citywide program that partners with community and City agencies to strengthen and institutionalize public involvement principles, policies, processes, and practices. The program provides bureau-specific consultation and technical assistance, coordinates the Public Involvement Advisory Council (PIAC), and Citywide procedural and best practices tools development, Citywide training, and public policy.

Youth Program - Multnomah Youth Commission (Civic Engagement)

The Multnomah Youth Commission (MYC), the official youth policy body for both Multnomah County and the City of Portland, is a group of young people aged 13 to 21 years old that strives to provide a voice for youth in the County and City's work. MYC has three major policy project areas including eliminating youth gang, sexual, and dating violence and cyber-bullying; raising high school graduation rates through addressing chronic absenteeism; and expanding access to transit youth pass.

New Portlander Program (Civic Engagement)

The New Portlander Program supports intentional integration of immigrant and refugee families, the one-in-five Portlanders who are foreign-born and reside primarily in under-served neighborhoods, into the civic life of the City. Program services include Equity in Practice Partnerships and Community Engagement Liaisons providing bureau-specific consultations, New Portlander Commission providing policy recommendations, and Families on the Move providing community presentations and dialogues.

Elders in Action (Civic Engagement)

ONI provides a grant to Elders in Action, a private nonprofit organization, to support advocacy for the needs of older adults and to organize and train older adults to advocate for themselves.

Goals

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

- increase the number and diversity of people involved in their communities;
- strengthen community capacity; and
- increase community impact on public decisions.

Performance

Key civic engagement performance measures - the number of people at CNIC activities and number of people in leadership trainings - is expected to increase from the current year estimate due to additional FTE capacity within the New Portlander Program, Disability Program's leadership academy, and one-time funding, including the Housing Emergency Community Engagement project carried over from FY 2016-17. New add package proposals for accommodations fund and community response to hate crimes will also increase participation rates.

Changes to Services and Activities

The FY 2017-18 budget makes the expanded New Portlander Program specialist positions ongoing, restores one-time General Fund resources for accommodation fund for language, ADA, and childcare accessibility and funds Portland United Against Hate, a community response to hate crimes project.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	11.00	12.70	15.10	14.97	16.97
Expenditures					
Disability Services	140,632	120,910	164,091	151,816	151,816
Diversity Civic Leaders	0	7,235	990,710	961,410	961,410
Elder Services	147,915	302,338	155,704	160,842	160,842
Neighborhood Outreach & Support	3,672,713	4,288,762	3,733,585	3,671,871	3,901,871
New Portlanders Program	64,265	146,829	222,736	249,980	249,980
Youth Outreach	0	6,543	113,650	129,737	129,737
Total Expenditures	**4,025,525**	**4,872,617**	**5,380,476**	**5,325,656**	**5,555,656**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of residents that have been involved in a community project or attended a public meeting at least once	38%	40%	40%	40%	40%
Effectiveness					
Number of people trained on leadership and organizational development skills	5,857	6,834	5,800	5,800	6,000
Number of activities - events, meetings, and community projects by community groups	4,630	4,466	4,500	4,500	4,600
Number of partnerships among events, activities, and projects with underrepresented groups	2,653	3,352	2,800	2,800	2,850
Workload					
Number of direct communications distributed	3,540,314	3,864,795	3,700,000	3,700,000	3,700,000

Neighborhood Livability Services

Description

Neighborhood Livability Services provides a range of problem-solving tools and resources to address neighborhood livability and nuisance problems. The Livability Center's mission is to proactively engage and provide equitable access to services in order for community members to utilize their collective power to impact quality of life.

Graffiti Abatement Program

The Graffiti Abatement Program supports neighborhood livability by decreasing graffiti in partnership with Portland Police, neighborhood and business associations, youth groups, community partners, and volunteers. The program receives reports of graffiti, coordinates contracts for free removal of graffiti on properties that meet a particular criterion, enforces the graffiti codes, refers graffiti to other agencies for removal, coordinates volunteer graffiti removal efforts, and supports partnerships with other agencies and jurisdictions to improve graffiti abatement and enforcement efforts.

Liquor Licensing Program

The Liquor Licensing Notification Program coordinates community input during the liquor license recommendation process, problem solves nuisance activity and public safety issues at establishments that sell liquor through enforcement of the City's Time-Place-and-Manner code, and informs local and state alcohol policy. The program is primarily funded through revenues collected from liquor license processing fees established by state law. The goal of the program is to ensure that liquor establishments and licensed events operate in a manner that does not negatively impact neighborhood livability or public safety.

Cannabis Program

The Cannabis Program (formerly the Marijuana Policy Program) was added to the Livability Programs by City Council in November 2014. The Program helps to establish clear expectations of the newly legalized industry through enforcement of 14B.120, engagement with industry and community on policy initiatives, and strategizing through collaboration on best practices to fit the needs of an urban environment. The program is funded entirely through licensing fees as established by City Council in 2015.

Neighborhood Mediation and Facilitation Program

The City of Portland has funded neighborhood mediation services for over 20 years. Since FY 2002-03, the Office of Neighborhood Involvement has contracted with Resolutions Northwest to provide free neighborhood mediation services, collaborative decision-making and problem solving facilitation for groups and communities in conflict, and community conflict resolution training and education.

Noise Control

The Noise Control program investigates noise complaints, enforces the Noise Code, and reviews and issues short-term noise variances for community events and other activity that requires greater allowances of sound. Additionally, the program staffs the Noise Review Board that makes recommendations on major noise variance applications, consults with City bureaus on technical noise issues, and helps set the tone for Citywide livability and environmental health.

Goals

The Neighborhood Livability programs support the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods. The Livability programs advocate for citizens, acting as liaisons for Portland communities in many forums. The Livability Programs work to promote civic engagement in ensuring that neighborhoods and communities have a voice in establishing standards and expectations for their communities.

Performance

Annual liquor license applications continue to increase every year, with an overall increase of 30% from 2008 to present. Additionally, the program has also engaged in extensive policy work including the Street Closure Pilot Project, the Mayor's Late Night Activity Initiative, the Portland Bar Academy, and Special Events. The related problem solving has increased.

The Graffiti program is continuing to expand its network and collaboration, particularly around abating hate graffiti using Rapid Response teams. In FY 2015-16, the number of collaborative clean-ups conducted by the program increased by more than 100%. Graffiti reports continue to increase, and the City was able to leverage nearly $500,000 in savings to the community by providing free clean up services to victims of graffiti that meet particular criteria. With additional $440,000 in one-time funds, the program will shift to more proactive graffiti removal that will increase overall performance and impact of the program in Portland.

The Noise Control Office continues to experience increases in noise complaints related to construction and music. With one Noise Officer and one inspector, the resources to respond are very limited. Although complaints received from the public increased significantly, the types of calls received are often not able to be addressed through enforcement (such as noise from human voices). In the past, program staff have engaged in multiple inspections even when there is a violation in an effort to mediate the issues. In recent years, citations have been issued more immediately in cases where there is a clear violation, which has reduced behavior in violation of Title 18 more quickly. The resources needed for administrative intake and education of the public have increased. Variance permits increased by 20% in FY 2015-16 and are expected to continue to increase as the population grows in number and density.

Changes to Services and Activities

The Noise Control program collects revenues to recover the program costs, but over half of the program is currently supported by General Fund resources. The FY 2017-18 budget includes continued funding through program revenues for 1.0 FTE program administrative support.

The Cannabis Program has been focused on state policy and the initiation of a local licensing and enforcement system. As the program continues to develop, the focus will shift to enforcement to address the illegal market, and problem solving concerns as they arise, as well as initiating best practices for events and smoking lounges. The receipt of revenues is expected to fluctuate over the next few years.

The budget includes a significant increase to the Graffiti Abatement program with $440,000 in one-time resources to expand services to proactively remove graffiti. This complements the complaint-driven approach and should have positive impact on the livability in Portland. Graffiti removal performed on private property will increase by at least double and be done proactively, as well as responding to complaints.

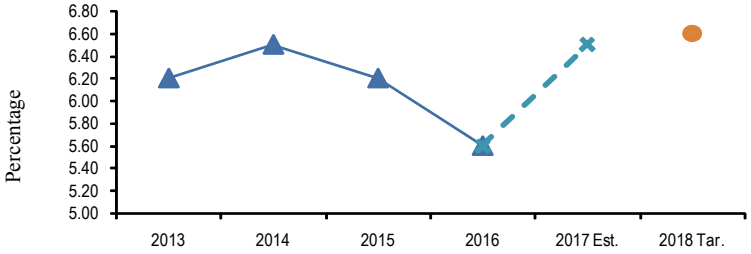
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	7.08	15.08	15.50	15.50	15.50
Expenditures					
Graffiti Reduction	356,879	227,513	358,634	805,351	805,351
Liquor License Notification	269,171	210,522	201,303	215,377	215,377
Marijuana Licensing	0	598,989	900,000	895,679	895,679
Neighborhood Mediation	316,625	28,000	252,388	260,717	260,717
Noise Control	414,178	421,446	531,279	507,457	507,457
Total Expenditures	**1,356,853**	**1,486,470**	**2,243,604**	**2,684,581**	**2,684,581**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of liquor licenses with complaints addressed through the Time, Place, and Manner Ordinance enforcement	67%	85%	70%	70%	70%
Percentage of clients satisfied with mediation services	100%	99%	90%	90%	90%
Workload					
Number of noise violation inspections	220	262	250	300	300
Number of noise variances processed	649	641	700	700	700
Number of noise code violation cases	704	526	550	550	550
Number of mediation cases	374	458	410	400	400
Number of liquor license applications processed	5,226	5,992	6,100	6,100	6,100
Number of facilitation cases	36	38	36	35	35
Number of graffiti reports	8,179	8,966	8,500	9,000	14,000

Performance Measures

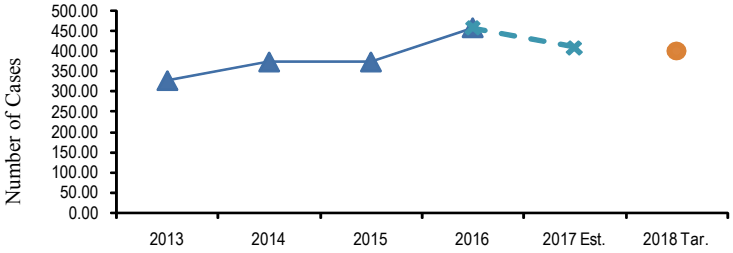
Administration Budget as Percentage of Total Budget

Administration had remained constant at 3.0 FTE for years despite new programs and bureau growth, until 2017 when 2.0 FTE were added to manage increased workload. Changes to the overall bureau budget with reductions and also additions of new programs have resulted in a fluctuating perentage.



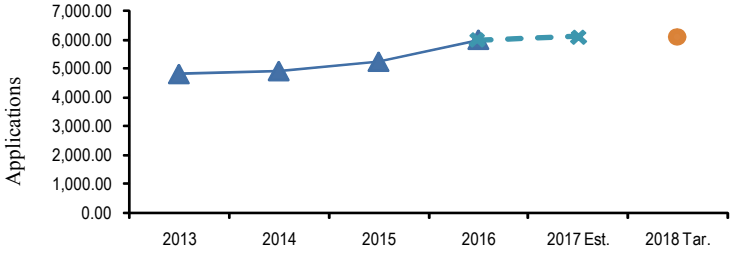
Number of Mediation Cases

Expanded outreach efforts increased the caseload slightly, but the mediation caseload has remained relatively stable for the past several years.



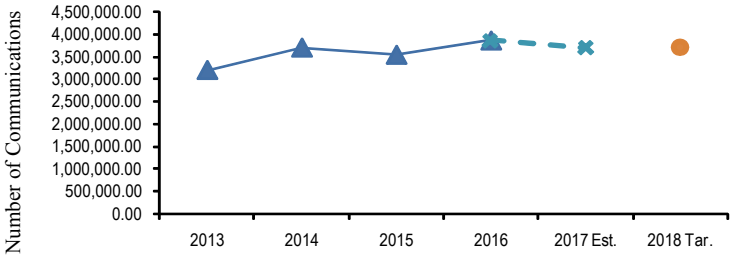
Liquor License Applications

Liquor applications for new outlets and temporary sales licenses continue to increase while staffing levels have remained constant, resulting in workload issues for the program.



Number of Direct Communications

The Community and Neighborhood Involvement Center data includes data tracked by programs and 15 partner organizations. There has been a steady increase as ONI and its partners have focused on increased outreach and communications to expand participation.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	393,202	788,698	1,294,869	1,322,042	1,322,042
Intergovernmental	272,072	280,804	286,191	300,807	300,807
Miscellaneous	47,405	35,130	14,500	0	0
Total External Revenues	**712,679**	**1,104,632**	**1,595,560**	**1,622,849**	**1,622,849**
Internal Revenues					
General Fund Discretionary	6,718,224	7,575,961	8,668,894	9,080,027	9,242,866
General Fund Overhead	361,398	209,744	282,340	230,432	297,593
Fund Transfers - Revenue	0	0	0	0	250,000
Interagency Revenue	17,426	18,791	21,761	18,461	18,461
Total Internal Revenues	**7,097,048**	**7,804,496**	**8,972,995**	**9,328,920**	**9,808,920**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$7,809,727**	**$8,909,128**	**$10,568,555**	**$10,951,769**	**$11,431,769**
Requirements					
Bureau Expenditures					
Personnel Services	4,064,326	4,632,461	5,494,605	5,630,295	5,842,431
External Materials and Services	3,095,810	3,510,150	4,253,446	4,412,383	4,680,247
Internal Materials and Services	649,591	816,517	820,504	909,091	909,091
Total Bureau Expenditures	**7,809,727**	**8,959,128**	**10,568,555**	**10,951,769**	**11,431,769**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	(50,000)	0	0	0
Total Requirements	**$7,809,727**	**$8,909,128**	**$10,568,555**	**$10,951,769**	**$11,431,769**
Programs					
Administration & Support	479,122	507,080	753,616	737,341	987,341
Community and Neighborhood Involvement Center	4,025,525	4,872,617	5,380,476	5,325,656	5,555,656
Neighborhood Livability Services	1,356,853	1,486,470	2,243,604	2,684,581	2,684,581
Information & Referral	560,009	569,119	596,685	601,614	601,614
Special Appropriations - Community Development	0	0	(101)	0	0
Assessments & Improvements	19	0	0	0	0
Crime Prevention	1,388,199	1,523,842	1,594,275	1,602,577	1,602,577
Total Programs	**7,809,727**	**$8,959,128**	**$10,568,555**	**$10,951,769**	**$11,431,769**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	49,774	76,648	1.00	49,776	1.00	51,306	1.00	51,306
30000437	Administrative Supervisor II	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000440	Business Operations Supervisor	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000184	Code Specialist II	46,717	61,859	5.00	259,853	5.00	276,808	5.00	276,808
30000309	Crime Prevention Program Administrator	48,942	65,645	11.00	685,342	11.00	696,221	11.00	696,221
30000503	Disability Program Specialist	60,403	80,517	1.00	65,004	1.00	67,002	1.00	67,002
30000567	Financial Analyst	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000016	Information & Referral Specialist	34,798	49,962	5.00	249,840	4.90	244,848	4.90	244,848
30000451	Management Analyst	63,419	84,552	1.00	80,376	1.00	82,568	1.00	82,568
30000415	Neighborhood Involvement Director	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000502	Neighborhood Office Supervisor	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000500	Neighborhood Programs Coordinator	60,403	80,517	2.00	159,807	2.00	160,929	2.00	160,929
30000737	Noise Control Officer	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000012	Office Support Specialist II	34,798	49,962	3.00	112,590	4.00	167,824	4.00	167,824
30000464	Program Coordinator	66,622	88,837	1.00	79,992	1.00	83,280	1.00	83,280
30000465	Program Manager	69,971	93,413	3.00	280,224	3.00	280,224	3.00	280,224
30000463	Program Specialist	60,403	80,517	6.00	384,938	7.70	546,802	7.70	546,802
30000462	Program Specialist, Assistant	49,774	76,648	2.00	106,704	3.00	167,823	3.00	167,823
TOTAL FULL-TIME POSITIONS				47.00	3,103,394	50.60	3,414,583	50.60	3,414,583
30000491	Community Outreach & Informtn Assistant	49,774	76,648	2.70	112,799	1.87	128,106	1.87	128,106
30000502	Neighborhood Office Supervisor	66,622	88,837	0.75	66,624	0.75	66,624	0.75	66,624
30000464	Program Coordinator	66,622	88,837	1.00	88,848	1.00	88,848	1.00	88,848
TOTAL PART-TIME POSITIONS				4.45	268,271	3.62	283,578	3.62	283,578
30000012	Office Support Specialist II	34,798	49,962	1.00	39,990	0.00	0	0.00	0
30000463	Program Specialist	60,403	80,517	2.00	140,142	1.00	70,476	3.00	214,476
30000462	Program Specialist, Assistant	49,774	76,648	1.00	55,224	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				4.00	235,356	1.00	70,476	3.00	214,476
GRAND TOTAL				55.45	3,607,021	55.22	3,768,637	57.22	3,912,637

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.

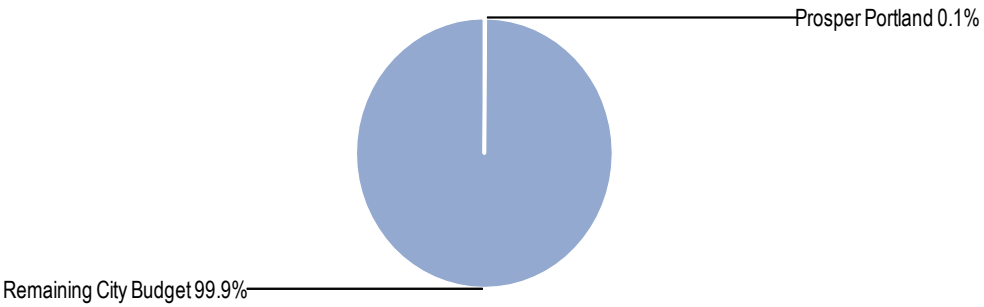
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	10,082,016	0	10,082,016	52.22	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	110,000	0	110,000	1.00	Continue expanded New Portlanders program
	0	100,000	100,000	0.00	One-time Accommodations fund
	0	440,000	440,000	0.00	Graffiti program one-time expansion
	0	0	0	1.00	Continue Noise Control administrative support
	0	118,235	118,235	1.00	Portland United Against Hate data position
	2,814	98,704	101,518	0.00	OMF Interagency balancing
Approved Budget Additions and Reductions					
	0	230,000	230,000	2.00	FY 2016-17 carryover - homeless/housing outreach
	0	250,000	250,000	0.00	Public elections campaign funds
	0	0	0	0.00	Convert Mental Health Specialist to overhead
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	112,814	**1,236,939**	**1,349,753**	**5.00**	**Total FY 2017-18 Decision Packages**
			11,431,769	**57.22**	**Total Adopted Budget**

Prosper Portland

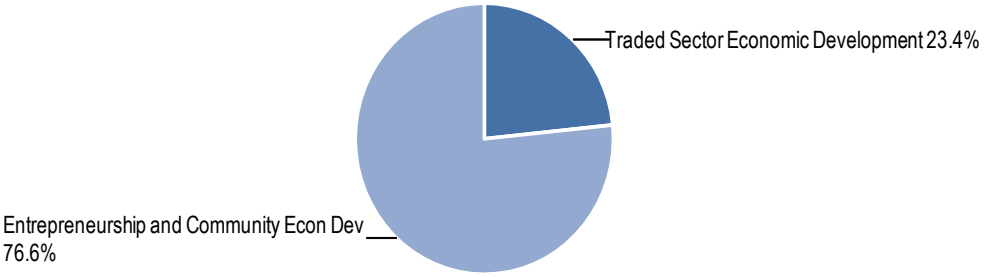
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Kimberly Branam, Executive Director

Percent of City Budget

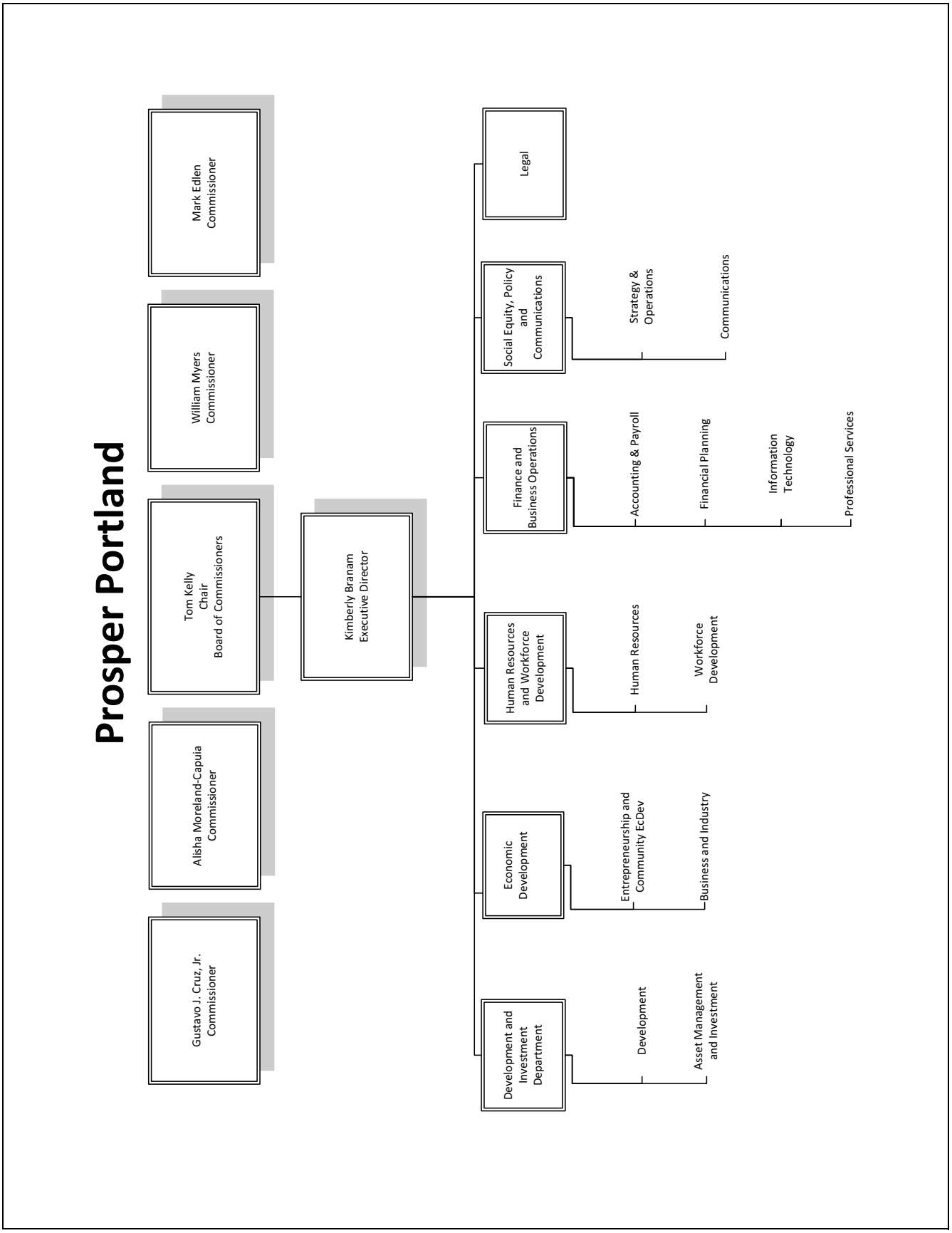


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	5,772,465	6,021,910	249,445	4.32
Capital	0	0	0	0.00
Total Requirements	**5,772,465**	**6,021,910**	**249,445**	**4.32**


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 redevelopment agency. 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 goal of the Strategic Plan is to achieve widely shared prosperity among all residents of Portland by harnessing and expanding Prosper Portland's tools for job creation, place-making, and economic opportunity. To achieve this goal, Prosper Portland organizes its work around five key objectives:

- Create healthy, complete neighborhoods throughout Portland
- Access to high quality employment for Portland residents
- Foster wealth creation within communities of color and low-income neighborhoods
- Form 21st century civic networks, institutions and partnerships and
- Operate an equitable, innovative and financially sustainable agency

Prosper Portland's budget is fully aligned with the Strategic Plan and divided into Neighborhood Economic Development and Traded Sector Economic Development.

Prosper Portland manages 10 traditional and six micro Neighborhood Prosperity Initiative (NPI) Urban Renewal Areas (URAs) and engages in public-private partnerships to redevelop and revitalize key commercial corridors and centers across the city. Working with private and non-profit partners, Prosper Portland pursues strategic redevelopment projects in both the Central City and neighborhoods that match current market needs and generate the maximum social and financial return for the City. 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 creates healthy and vibrant communities throughout the city.

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 Tax Increment Financing (TIF). General Fund resources extend the agency's work beyond URA boundaries and real estate investments to provide critical non-physical assistance that supports business growth and economic opportunity through staff expertise, working capital, and technical assistance. Together, TIF and General Fund support allow for a web of activities that connect people and resources to build a more equitable economy.

Strategic Direction

Prosper Portland focuses its work on building an equitable economy, especially for communities of color and those who have been historically underserved. Our vision is to make Portland one of the most globally competitive, equitable, and healthy cities in the world.

Summary of Budget Decisions

Adds

Small Business Growth

Prosper Portland's FY 2017-18 budget includes $175,000 in one-time General Fund resources for Small Business growth. This addition will augment Prosper Portlands Microenterprise and Small Business Development Program, which focuses on stabilizing businesses owned by underrepresented entrepreneurs. This will allow Prosper Portland to fund two Small Business Growth programs in FY 2017-18:

- The Increase Project will serve between 20 and 30 growth-oriented entrepreneurs of color, many of whom have graduated from other micro or small business technical service programs and are prepared to expand their businesses.
- The Entrepreneur Development Program, operated by the Xxcelerate Fund, will serve approximately 20 women-founded traded sector startup companies, with an additional focus on women of color.

Both programs will:

- Increase access to financing
- Increase market access
- Increase mentoring opportunities
- Increase owner know-how

Film and Video

Prosper Portlands FY 2017-18 Budget includes a one-time General Fund resources of $142,240 to offset the realignment of Film and Video funds to the Healthcare Cluster. One-time General Fund support was added so that the City can maintain the function for one year while identifying alternatives to fund the function in future years

Venture Portland Catalytic Investment Initiative

Prosper Portlands FY 2017-18 Budget includes a one-time General Fund resources of $166,000 to support the Venture Portland Catalytic Initiative. Funding will implement efforts that address disparities and strengthen East and North Portland Business Districts by increasing membership, volunteerism, and revenue.

Entrepreneurship Carryover

Prosper Portlands FY 2017-18 Budget includes $30,000 in prior year carryover to provide a final disbursement to the Portland Economic Investment Corporation (PEIC) for operating resources to manage the Portland Seed Fund and Inclusive Startup Fund through 2019.

Innovation Fund (Bridging the Tech Divide)

Prosper Portlands FY 2017-18 Budget includes $70,000 in prior year carryover to fully implement the second phase of Mercatus, an online platform dedicated to supporting entrepreneurs of color. Funding will support ongoing outreach to Latino, Asian and Native American businesses, expanded marketing and communications, and ongoing website fees, popup events and speaker series.

Reductions

Entrepreneurship

Prosper Portland's FY 2017-18 budget includes a $50,000 ongoing reduction to the Startup PDX Challenge. Traditionally this program has provided in-kind services, technical assistance and a cash award. The Startup PDX Challenge has been a popular program in underrepresented communities and has been a significant milestone for underrepresented entrepreneurs who have used this cash investment to launch their companies. The $50,000 reduction will cut the financial award given to the winners and reduces resources available to the external organization that will administer the program.

Cluster Development/International

Prosper Portland's FY 2017-18 budget includes a $20,000 ongoing reduction for materials and services. Each of the four industry clusters currently funded (Athletic and Outdoor Gear and Apparel, Green Cities Products and Services, Technology and Media, and Metals and Machinery Manufacturing) will experience a $4,000 budget cut for next fiscal year. The international budget would also experience the same cut. This will reduce the service delivery for each area impacted but allow the bulk of the work to continue. It is anticipated this cut will impact 3-4 programs within the cluster budget that directly assist international efforts and traded sector job growth. Further, 1-2 programs will likely find efficiencies in service delivery and will experience minimal impacts. Types of impacts will include:

- Support to industry associations
- Direct delivery of programming for traded sector businesses located in Portland such as trade show support and supply chain events
- Programs supporting the business case for diversity and inclusion efforts, assisting with hiring candidates from underrepresented populations and inclusive workplace trainings

Realignments

Cluster Development - Film and Video to Healthcare Cluster

Funding programmed in prior years for Film and Video is being realigned to implement a fifth cluster (Healthcare) as identified in the Prosper Portland Strategic Plan. The realignment will fund one staff position and services to support the Healthcare Cluster/Anchor Institution strategy. Outcomes include more than 50 healthcare cluster business retention/expansion visits, entrepreneur programs to support emerging healthcare cluster business and launching of supply-chain programs focused on connecting priority businesses to healthcare procurement.

Moving funding from Film and Video will remove all ongoing General Fund for the Portland Film Office and the entirety of its function. Prior year (FY 2015-16) film activity supported by the office included 480 permits and $206,000 in revenue for the Portland Bureau of Transportation, and 173 permits and $144,000 in revenue for the Bureau of Parks and Recreation. These functions will continue however with one-time General Fund support (as detailed above).

Entrepreneurship and Community Economic Development

Description

The Entrepreneurship and Community Economic Development (ECED) program fosters economic opportunity and neighborhood vitality throughout Portland. This work allows the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support wealth creation through business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy. The FY 2017-18 Adopted Budget for the Community Economic Development program totals $4,614,518 after including add-packages and $234,299 for the City's transfer of NPI shared revenue. ECED programs include:

- Neighborhood Prosperity Initiative (NPI) and Main Street Network
- Venture Portland
- Small and Micro Business Development Program
- Entrepreneurship
- Youth and Adult Workforce - Economic Opportunity Initiative
- Small Business Working Capital Fund

NPI and Main Street Network

Prosper Portland partners with eight community-based organizations located in North, Northeast, and East Portland to drive economic development in priority neighborhoods. These districts are Alberta Main Street, Division-Midway Alliance, Historic Parkrose, Our 42nd Avenue District, St. Johns Main Street, the Cully Blvd. Alliance, the Jade District, and the Rosewood Initiative.

The FY 2017-18 Adopted Budget for the NPI and Main Street Network program totals $1,040,887 in City General Fund resources (including City General Fund Revenue Sharing).

Venture Portland

Venture Portland is the City's key partner in building the capacity of Portland's 37-plus neighborhood business districts. Venture Portland's work focuses on regular training and technical assistance workshops for the districts, administration of a business district grant program, and increasing the visibility of districts through marketing support. The FY 2017-18 Adopted Budget for this program totals $492,726 when including one-time add-packages.

Small and Micro Business Development

The Small and Micro Business Development Program provides business technical assistance and support to businesses owned by people with low incomes, people of color and people with limited English proficiency. Technical assistance and support is delivered to more than 600 businesses annually though Prosper Portland-managed contracts with non-profit community-based organizations such as Microenterprise Enterprise Services of Oregon, Portland State University Business

Outreach Program and Hispanic Metropolitan Chamber of Commerce. In early 2017, Prosper Portland issued a Request for Proposals to build and implement the Small Business Technical Assistance Partnership (SBTAP). The Small and Micro Business Development Program will maintain its existing focus, but the composition of service providers may change.

The FY 2017-18 Adopted Budget for this program totals $1,193,190 in City General Fund resources. This program is also anticipated to be funded with $502,667 in Community Development Block Grant Funds and $365,000 in Enterprise Zone resources.

Inclusive Entrepreneurship Support

Through this program Prosper Portland supports the growth of innovative startups and scalable small businesses in Portland. Companies that start and grow in Portland are key drivers of the City's long-term economic and job growth. Prosper Portland seeks ways to foster the next generation of successful Portland companies and create an ecosystem where all entrepreneurs have access to the resources they need to succeed.

Prosper Portland is leading a number of initiatives to develop and assist entrepreneurs seeking to grow companies with a national or international impact. Recent notable successes include the Portland Seed Fund (PSF), an early-stage startup accelerator, the Startup PDX Challenge, a competition designed to connect startups founded by women and communities of color to Portland's entrepreneurial ecosystem, and the Inclusive Startup Fund managed by Elevate Capital.

In FY 2017-18 Prosper Portland will begin to increase the capacity of local technical assistance providers and increase linkages between inclusive entrepreneurship programs and small business development programs. Prosper Portland's inclusive entrepreneurship program portfolio will become part of the Small Business Technical Assistance Partnership (SBTAP), and programs like the Startup PDX Challenge will be operated by external providers. This approach will create more efficiency in small business assistance delivery and bring together providers serving traded sector startups and small businesses. A Request for Proposals was issued in early 2017 and by FY 2017-18 partners will be selected and under contract to provide technical assistance through a continuum of programs that serve underrepresented entrepreneurs.

The FY 2017-18 Adopted Budget for Entrepreneurship Support totals $546,420. Prosper Portland's Adopted Budget also includes an allocation from the Enterprise Zone fund of $100,000, bringing total resources for Inclusive Entrepreneurship Support to $616,420.

Adult and Youth Workforce Development

Prosper Portland collaborates with Worksystems, Inc. (WSI) to co-fund and administer workforce development programs for low-income Portlanders with significant barriers to employment. WSI contracts with non-profit providers which serve approximately 1,481 individuals, with up to three years of individualized support and training providing an emphasis on career track employment.

The FY 2017-18 Adopted Budget for this program is $1,289,994 in City General Fund resources. Prosper Portland-funded portion of this program is also anticipated to be funded with non-City General Fund including $1,584,953 in Community Development Block Grant funds, and $175,000 from Enterprise Zone resources.

Small Business Working Capital

The Small Business Working Capital Program is utilized to increase access to capital for small businesses. The aim of the program is to promote wealth creation for small-scale, low-income, immigrant, and/or minority-owned firms (target businesses) who aim to grow their businesses. As such, resources are prioritized for businesses that have historically faced barriers accessing financing from traditional lenders.

The FY 2017-18 Adopted Budget for Small Business Working Capital totals $51,299 in City General Fund resources.

Goals

The ECED program supports the following Strategic Plan objectives.

- Objective II. Access to high quality employment for Portland residents
- Objective III. Foster wealth creation within communities of color and low-income neighborhoods
- Objective IV. Form 21st century civic networks, institutions and partnerships

The ECED program also supports implementation of the City's equity initiative. The Youth and Adult Workforce initiative described in this section supports the City's goal to expand economic opportunities and A Home for Everyone. Entrepreneurship programs support Prosper Portland's efforts to increase the percentage of small businesses registered in Multnomah County founded or owned by women or people of color, thereby contributing to the goal of equitable wealth creation.

Performance

The goal of the ECED programs is to reach and deliver services primarily to low-income, immigrant, and minority residents, business owners and communities. ECED programming around small business development, workforce development, and community-driven economic development consistently reaches this audience.

Since the implementation of the 2011 Neighborhood Economic Development Strategy, Prosper Portland has grown a network of eight community-driven economic development organizations in vulnerable neighborhoods, and has aligned its business technical assistance and workforce development initiatives with these communities. Prosper Portland is focusing on increasing investment in startups owned by or employing top executives that are women and people of color (Equitable Access to Capital) through implementation of the Inclusive Startup Fund and ongoing entrepreneurship support programming.

Changes to Activities and Services

Entrepreneurship reduction of $50,000 will cut the cash award used for programs such as StartupPDX. Traditionally, the cash award served as very early seed money for minority startup founders who lack networks of wealth to secure early capital from friends and family. Eliminating the cash award, five to six promising startup founders of color will not be able to access this early seed money. Previous Startup PDX Challenge winners have provided feedback that the early seed money was instrumental in getting their businesses off the ground in the early stages.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Expenditures					
Community Economic Development	0	0	0	234,299	0
Entrepreneurship and Community Econ. Dev.	3,383,484	148,113	1,296,192	806,588	1,040,887
Local Partner Initiatives	0	347,013	484,483	0	492,726
Neighborhood Business Development	0	1,100,499	983,923	999,490	1,790,910
Neighborhood Commercial Corridor Initiatives	0	1,792,378	0	0	0
Workforce Development	0	1,258,190	1,339,216	0	1,289,995
Total Expenditures	**3,383,484**	**4,646,193**	**4,103,814**	**2,040,377**	**4,614,518**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of households at or above self-sufficiency	63.0%	63.0%	66.0%	66.0%	66.0%
Percentage of workforce in Multnomah County earning at least a middle wage	45.0%	49.0%	50.0%	50.0%	50.0%
Ratio of private investment to PDC financial assistance	6.89	8.80	6.00	6.00	6.00
Effectiveness					
Number of volunteer hours provided by NPI and Main Streets Districts	24,835	31,237	35,000	35,000	35,000
Net number of businesses (NPI and Main Street Districts)	50	23	25	25	25
Net number of full-time hires (NPI and Main Street Districts)	128	149	55	55	55
Net number of part-time hires (NPI and Main Street Districts)	25	65	30	30	30
Operating funds raised by NPI & Main Streets Districts	$504,952	$945,298	$400,000	$500,000	$500,000
Percentage of businesses of color served by the Small and Micro Business Development Program	77%	80%	70%	75%	75%
Percentage of business owners with limited English proficiency served by the Small and Micro Business Development Program	41%	37%	30%	30%	30%
Percentage of businesses with a Median Family Income (80% or less) at enrollment served by the Small and Micro Business Development Program	97%	96%	90%	90%	90%
Rating of overall client satisfication with business technical assistance (range 1 to 5)	NA	NA	4.50	4.50	4.50
Percentage of youth participants people of color in workforce development	76%	77%	70%	70%	70%
Percentage of adult participants people of color in workforce development	60%	64%	50%	50%	50%
Efficiency					
Amount of private funds raised by business district associations to match Venture Portland grants	$260,266	$327,805	$300,000	$300,000	$300,000

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Workload					
Number of technical assistance hours to business district associations by Venture Portland	17,779	1,454	1,000	1,000	1,000
Number of training hours provided to business district associations by Venture Portland	803	984	700	700	700
Number of volunteer hours provided by Venture Portland board members and other volunteers	1,745	1,534	1,700	1,700	1,700
Amount of grant to Venture Portland	$79,000	$70,120	$68,000	$68,000	$68,000
Number of projects funded by Venture Portland	29	31	30	30	30
Number of business district associations receiving grants from Venture Portland	22	22	30	30	30
Number of businesses served by the Small and Micro Business Development Program	353	309	320	320	320
Number of technical assistance hours provided by the Small and Micro Business Development Program	1,248	12,135	15,800	12,000	12,000
Number of youth participants in workforce development	660	698	525	656	656
Number of adult participants in workforce development	771	1,082	1,100	825	825

Traded Sector Economic Development

Description

Consistent with Prosper Portland's Strategic Plan, the agency prioritizes investments and focuses resources to increase access to family-wage jobs and grow existing businesses in target traded sector industries, thereby encouraging local economic expansion and inclusive growth. The Traded Sector program also includes cross-industry initiatives focused on global trade and investment, business attraction, enhancing Portland's inclusive innovation and entrepreneurship ecosystem, and small business lending. The Adopted Budget totals $1,407,392 after accounting for targeted reductions of $70,000 and adding add-packages. Traded Sector programs include:

Cluster Development

Employment trends within target clusters over the past five years reflect the positive impact of customized business development and industry initiatives, combined with efforts to promote international business opportunities.

The cluster development activities focus on three related and complementary sets of activities:

- Business development to support quality job growth through business and industry expansion
- Business development to alleviate barriers to growth
- Business recruitment in partnership with Greater Portland Inc.
- Global trade and investment

With a heightened focus on positioning the city's economic growth to provide job opportunity for residents across Portland, these core activities support the competitive industries that provide high-quality employment opportunities and work to fill these jobs with people of color and residents of low-income neighborhoods.

The FY 2017-18 Adopted General Fund Budget for Cluster Development totals $1,265,152. Prosper Portland's Adopted Budget also includes an allocation from the Enterprise Zone fund of $515,000, bringing total resources for Cluster Development to $1,780,152.

Business Development

Business development visits focus on providing direct or referral technical assistance, access to loans and grants to aid expansion, workforce development, market analysis, real estate and site development services, identification of supply-chain opportunities, and access to international trade resources.

To facilitate the growth of local businesses and encourage continued investment, Prosper Portland will seek to enroll eight new companies into the City's Enterprise Zone program. Prosper Portland will broaden the use of public benefit agreements (PBAs) with businesses participating in the Enterprise Zone program.

In addition, Prosper Portland manages target industry initiatives to enhance the competitiveness, profile, and inclusiveness of four of the five target clusters identified in the Strategic Plan: Athletic and Outdoor Gear and Apparel, Green Cities Products and Services, Technology and Media, and Metals and Machinery Manufacturing.

Each cluster is guided by an industry action plan outlining target initiatives/ programs, including efforts focused on marketing/branding, professional networking, talent diversity, peer mentoring, workforce development, lean manufacturing and access to capital. A core focus across all Prosper Portland business development activity will be to prioritize assistance to businesses creating accessible middle-wage jobs for under-represented populations or located in priority neighborhoods.

Business recruitment in partnership with Greater Portland Inc.

Greater Portland Inc (GPI) is a regional public-private economic development partnership focused on helping companies relocate to the Portland-Vancouver metro area. The City and Prosper Portland invest in GPI to: 1) coordinate regional recruitments among greater Portland's various local economic development organizations; and 2) lead regional marketing and branding to promote Greater Portland as one of the nation's most competitive and vibrant metropolitan economies.

In FY 2017-18 Prosper Portland, in partnership with GPI, will strive to secure seven business relocations to the city and proactively develop 15 priority leads across target industries.

Global Trade and Investment

In FY 2017-18 Prosper Portland will focus on implementing Greater Portland Global (GPG), the regions trade and investment strategy, in partnership with GPI, Business Oregon, and other local export assistance providers. Prosper Portland will continue to prioritize export assistance to local companies by organizing business trips to priority markets in Canada, Mexico, Japan and Germany.

The FY 2017-18 General Fund resources dedicated to export promotion are also critical to continue relationships with strategic trade consultants who provide Portland-based firms with a suite of customized trade services and fund travel. In FY 2017-18, Prosper Portland will emphasize Foreign Direct Investment (FDI) as outlined in the GPG. FDI represents a major opportunity for the region to attract foreign capital to capitalize existing businesses, gap-finance redevelopment projects, and recruit companies to facilitate broader job creation.

The FY 2017-18 goal is to help 40 local firms access and utilize trade and investment services and close 12 international business contracts.

Goals

Traded sector economic development efforts support Prosper Portland’s Strategic Plan objectives of (Objective II) Access to Employment and (Objective III) Equitable Wealth Creation. Specifically, they support Prosper Portland’s efforts to:

- Increase percent of workforce in Multnomah County earning at least a middle wage to 48%
- Equitable job access and closing the unemployment rate gap between white workers and workers of color
- Create 13,000 new middle-wage jobs
- Increase employees in regional foreign-owned establishments by 3,686 jobs

Performance

Performance of Traded Sector programs can be found in the performance measures table, which includes both trend and projection information. Traded Sector programs are targeted to help achieve Prosper Portland's Key Performance Metrics of Prosperous Households, Quality Economic and Job Growth, and Equitable Access to Capital.

Traded Sector programs assist with the goal of increasing the percentage of households at or above self-sufficiency (Prosperous Households) and increasing the percent of workforce earning at least a middle wage (Quality Economic and Job Growth) through the creation of family-wage jobs and growing existing businesses in target traded sector industries. Traded sector businesses have an oversized impact on the regional economy through indirect impacts. Overall, Multnomah County has experienced a growth of 70,700 private sector jobs between Q3 2010 and Q3 2016, and 16,000 in the last year alone.

Changes to Services and Activities

The realignment of the Film and Video budget to Healthcare provides resources to begin implementing Prosper Portland's fifth industry cluster as identified with the Strategic Plan. Due to the one-time Film and Video add-package, work related to Film and Video will continue in FY 2017-18. The reduction of $20,000 to Traded Sector programming will decrease the materials and services budget by approximately 4.6%, reducing trade-show support, supply chain events and programs supporting diversity and inclusion efforts in the four traded sector industry clusters and international work.

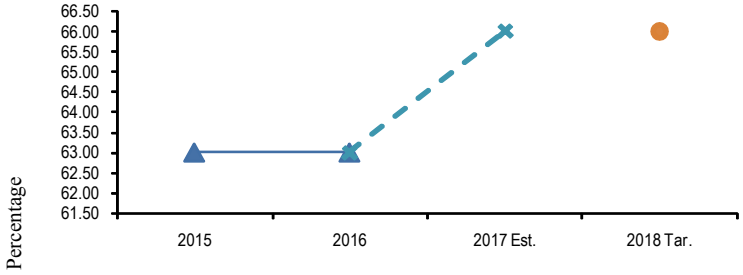
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Expenditures					
Entrepreneurship Support	0	859,103	453,683	566,420	0
Traded Sector Business Development	0	1,505,327	1,380,101	(50,000)	0
Traded Sector Economic Development	1,687,896	(35,149)	(165,133)	1,407,392	1,407,392
Total Expenditures	**1,687,896**	**2,329,281**	**1,668,651**	**1,923,812**	**1,407,392**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of start-up investment to firms founded, owned, or led by women	NA	44%	60%	60%	60%
Percentage of start-up investment to firms founded, owned, or led by people of color	NA	72%	75%	75%	75%
Percentage of non-TIF resources for operating budget	75.0%	71.0%	60.0%	60.0%	60.0%
Effectiveness					
Number of Traded Sector business retention, expansion visits	500	500	600	350	425
Number of Traded Sector business relocations (within Portland)	7	17	8	10	10
Workload					
Number of Traded Sector business clients	350	375	450	300	300
Number of Traded Sector direct assistance, referral activities	550	550	550	400	400
Number of Portland Traded Sector firms receiving export assistance	60	45	75	40	40
Number of Traded Sector international contracts (Portland only)	11	10	10	10	10

Performance Measures

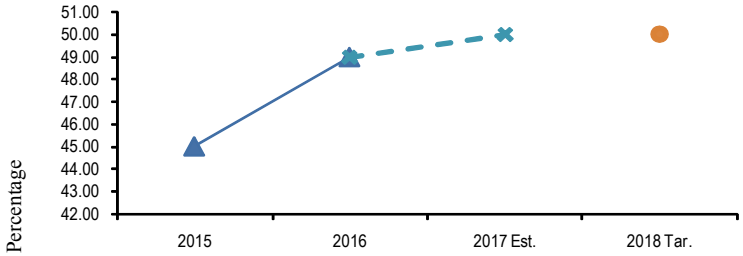
Percentage of Households at or Above Self-Sufficiency

The self-sufficiency standard measures how much income a family of a certain composition must earn to meet basic needs. The standard is a measure of income adequacy that is based on the costs of the basic needs for working families: housing, child care, food, health care, transportation, and miscellaneous items, as well as tax impacts. An increase in the percent of households at or above the self-sufficiency standard benchmarks the Cityís ability to foster economic opportunity for all Portlanders.



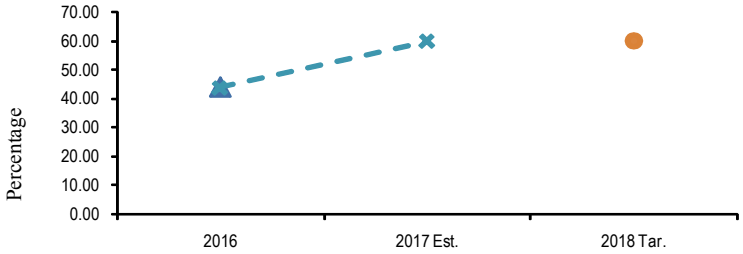
Percentage of Workforce in Multnomah County Earning at Least a Middle Wage

Workers earning a middle wage or higher ($42,000+ per year in 2014 dollars) will have the necessary income to meet self-sufficiency standards in Multnomah County for various family sizes and types. Increasing the percent of workforce earning a middle wage from 45% to 48% by 2020 will add more than 28,000 quality jobs to the economy. 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.



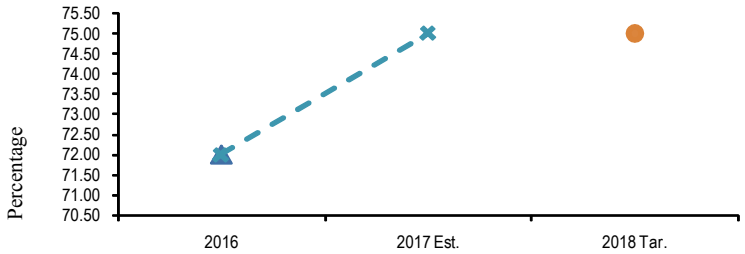
Percentage of Startup Investments to Firms Founded, Owned, or Led by Women

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.



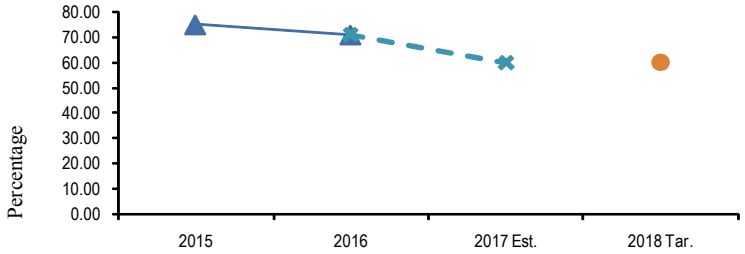
Percentage of Startup Investments to Firms Founded, Owned, or Led People of Color

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.



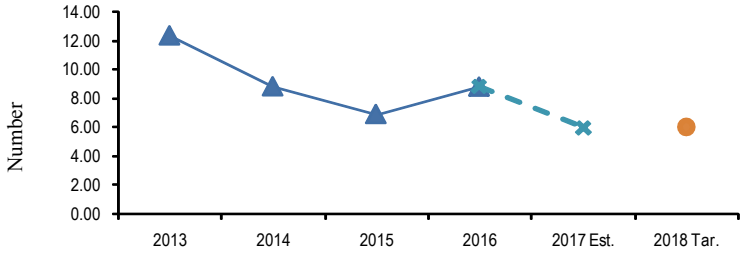
Percentage of Non-TIF Resources for Operating Budget

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.



Ratio of Private Investment to PDC 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.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Intergovernmental	449,092	48,221	0	0	0
Total External Revenues	**449,092**	**48,221**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	5,297,524	6,975,474	5,772,465	5,768,410	6,021,910
Total Internal Revenues	**5,297,524**	**6,975,474**	**5,772,465**	**5,768,410**	**6,021,910**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$5,746,616**	**$7,023,695**	**$5,772,465**	**$5,768,410**	**$6,021,910**
Requirements					
Bureau Expenditures					
External Materials and Services	5,746,616	7,023,695	5,772,465	5,768,410	6,021,910
Total Bureau Expenditures	**5,746,616**	**7,023,695**	**5,772,465**	**5,768,410**	**6,021,910**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$5,746,616**	**$7,023,695**	**$5,772,465**	**$5,768,410**	**$6,021,910**
Programs					
Economic Opportunity	226,144	0	0	1,804,221	0
Entrepreneurship and Community Econ Dev	3,383,484	4,646,193	4,103,814	2,040,377	4,614,518
Accounting	449,092	48,221	0	0	0
Traded Sector Economic Development	1,687,896	2,329,281	1,668,651	1,923,812	1,407,392
Total Programs	**5,746,616**	**$7,023,695**	**$5,772,465**	**$5,768,410**	**$6,021,910**

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.

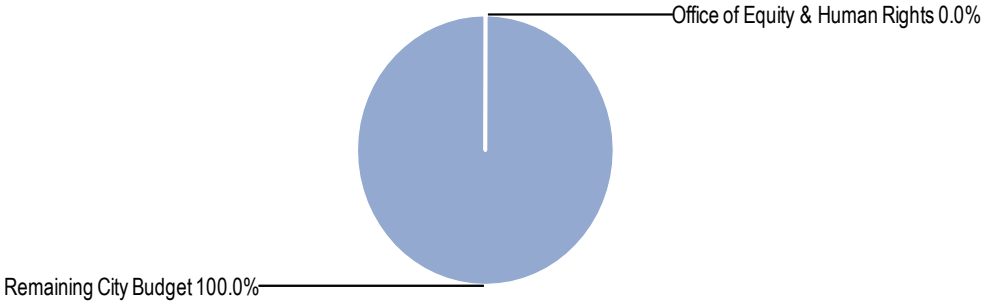
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	5,508,670	0	5,508,670	0.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	87,500	87,500	0.00	Small Bsiness Growth
	0	142,240	142,240	0.00	Film & Video Office
	0	100,000	100,000	0.00	Venture Portland Catalytic Investment Initiative
	(20,000)	0	(20,000)	0.00	External Materials and Services Reduction
	(50,000)	0	(50,000)	0.00	Entrepreneurship Support Reduction
Approved Budget Additions and Reductions					
	0	30,000	30,000	0.00	FY 2016-17 Carryover: Entrepreneurship Support
	0	70,000	70,000	0.00	FY 2016-17 Carryover: Innovation Funds
	0	66,000	66,000	0.00	Venture Portland Catalytic Investment Initiative Increase
	0	87,500	87,500	0.00	Small Business Growth
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	(70,000)	**583,240**	**513,240**	**0.00**	**Total FY 2017-18 Decision Packages**
			6,021,910	**0.00**	**Total Adopted Budget**

Office of Equity & Human Rights

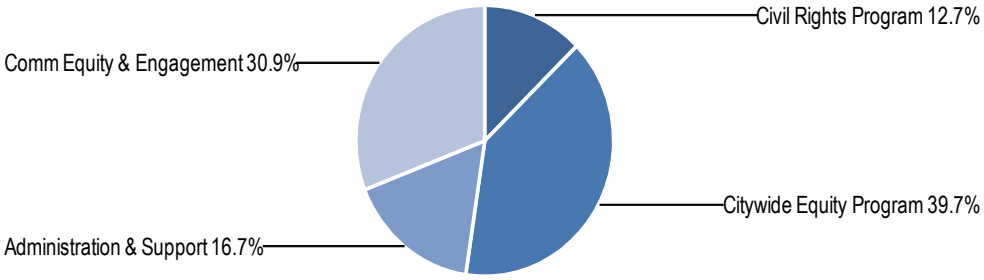
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Dante James, Director

Percent of City Budget

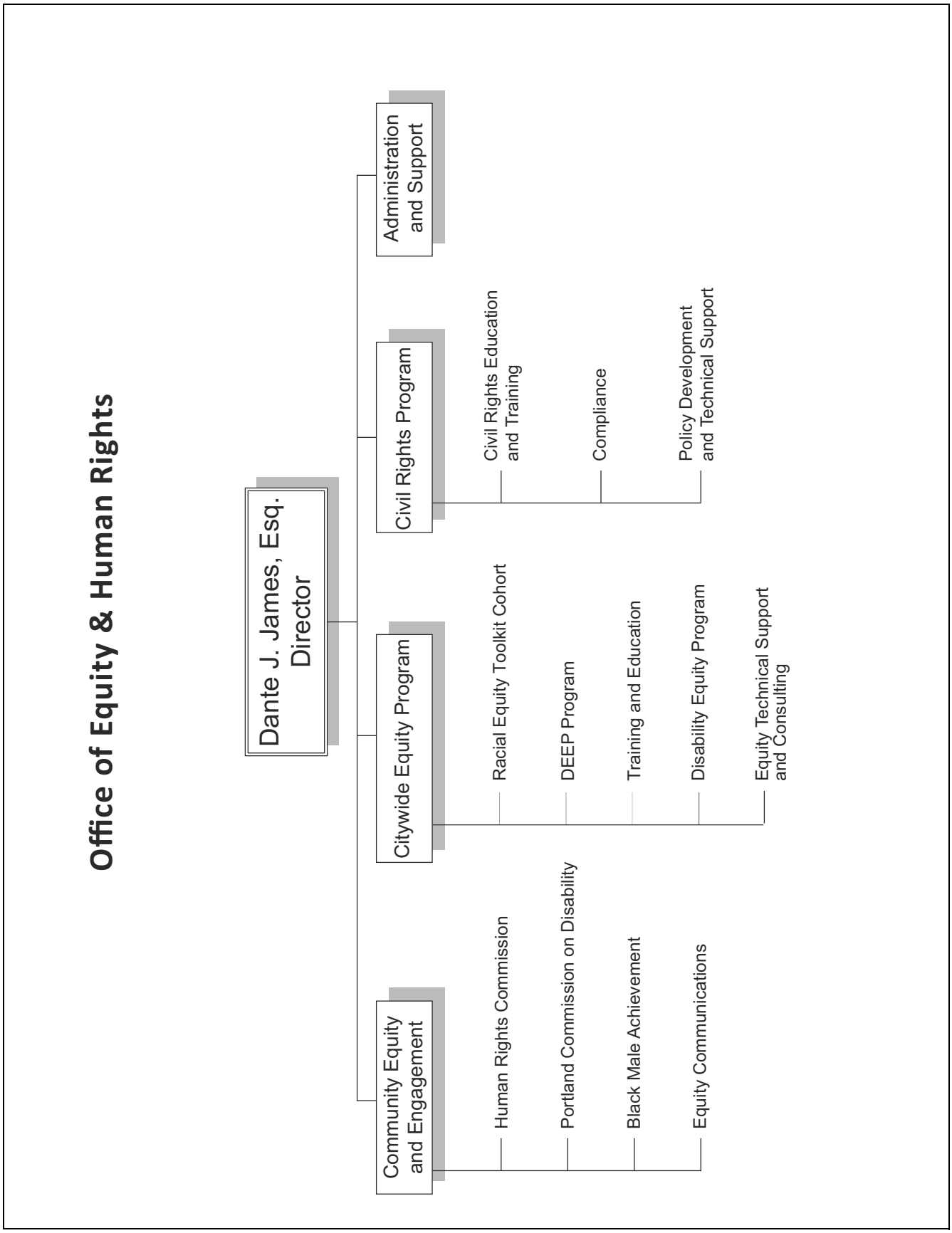


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	1,682,656	1,786,433	103,777	6.17
Capital	0	0	0	0.00
Total Requirements	**1,682,656**	**1,786,433**	**103,777**	**6.17**
Authorized Positions	10.90	11.90	1.00	9.17


Office of Equity & Human Rights
Dante J. James, Esq.
Director
Administration and Support
Civil Rights Program
Civil Rights Education and Training
Compliance
Policy Development and Technical Support
Citywide Equity Program
Racial Equity Toolkit Cohort
DEEP Program
Training and Education
Disability Equity Program
Equity Technical Support and Consulting
Community Equity and Engagement
Human Rights Commission
Portland Commission on Disability
Black Male Achievement
Equity Communications

Bureau Summary

Bureau Mission

The mission of the Office of Equity & Human Rights (OEHR) is to provide education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access and opportunity, starting with issues of race and disability.

Bureau Overview

The Office of Equity & Human Rights was created in September 2011 by City Council. The office provides services to all City bureaus in the areas of training and technical assistance related to promoting equity and reducing disparity throughout the City. The office has four programs carried out by twelve employees: the Citywide Equity Program, the Community Equity & Engagement Program, the Civil Rights Program, and Administration & Support. The office is responsible for administration and staffing of the Human Rights Commission, the Portland Commission on Disability, and the Diverse and Empowered Employees of Portland. The office also administers the Black Male Achievement Initiative.

Strategic Direction

The Framework for Equity in the Portland Plan describes the equity approach to be undertaken by the city, and outlines the action items for various bureaus and provides a framework of program-specific goals. The overall long-term goals are as follows:

1. Create a Citywide Equity Initiative
2. Collect and review City data that reflects on and informs equity work
3. Create an equity strategy for City bureaus and staff.

The office has expanded on these goals by addressing Title II of the Americans with Disabilities Act and Title VI of the Civil Rights Act, creating overall Citywide racial equity goals, guiding bureaus through the process of developing racial equity plans, expanding training and education, and engaging in the budget process using an equity lens. The office today is considered a national model.

The bureau is in the process of develop a new strategic plan, which will introduce new specific goals for the next five years of operation. This plan is expected to be completed in early FY 2017-18.

Summary of Budget Decisions

Adds

Create City Disability Equity Program

The FY 2017-18 Adopted Budget adds $110,440 in General Fund resources and one FTE to enhance the City's ability to respond to and report on public accommodations. OEHR coordinates Citywide efforts to comply with the Americans with Disabilities Act Title II requirements. This expanded capacity will help OEHR provide additional training, guidance, and technical support to individual bureaus.

FY 2016-17 Carryover: Data Analysis Support

$42,000 in one-time General Fund resources is carried forward from FY 2016-17 for bureau data analysis and support, including work related to the Disability Equity Program.

Interagency Agreement Balancing

The Adopted Budget includes $408 in increased interagency costs to fund Office of Management & Finance services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician. General Fund resources have been added to fund these increased costs.

Reductions

Merge the Equitable Contracting & Purchasing Commission (ECPC) with the Fair Contracting Forum

Due to the significant overlap in scope and mission between the ECPC and Fair Contracting Forum in the Office of Management & Finance, the Adopted Budget merges these two entities to facilitate better alignment between the ECPC's mission and procurement staff, data, and leadership. The transition reduces the bureau's budget by $25,000 in ongoing General Fund resources.

Administration & Support

Description

This program provides strategic support and direction for bureau staff, executive level assistance to the director, support to the senior policy team and program area staff, and administration of general bureau business operations

Goals

The Administration & Support program supports the Citywide goal of effective and efficient management and governance of City resources, including personnel management, budget, and non-financial resources.

Performance

The performance of this program will be measured by how well the office remains within its budget. Last year, the office accomplished this goal.

Changes to Services and Activities

In FY 2016-17, City Council authorized the use of existing OEHR resources to create a permanent 0.6 FTE position to provide the bureau with administrative support. This Senior Administrative Specialist has been invaluable given that the only other support position in the bureau is the Director's Executive Assistant. The new position has provided support for a number of staff as well as the several commissions the office oversees.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	0.95	1.95	1.95	1.95	2.02
Expenditures					
Administration	231,784	132,615	175,007	292,687	299,116
Total Expenditures	**231,784**	**132,615**	**175,007**	**292,687**	**299,116**

Citywide Equity Program

Description

Within the Citywide Equity Program, there are three major components:

Equity Training & Education: This program designs and delivers training sessions to City staff on equity concepts and implementation methodologies, focusing on race and disability. Participants learn to recognize institutional barriers to just distribution of resources, and develop strategies to remove barriers in policies, programs, and practices.

Equity Technical Support & Consulting: This team provides consulting, technical assistance, and equity tools to bureaus regarding policy and program development and review, as well as inclusive outreach and recruitment. This program also provides Citywide assistance in evaluating or changing policies or practices.

Racial Equity Toolkit Cohort: This project supports the use of the Racial Equity Toolkit (RET) in bureaus, which is designed to provide a template for how to use an equity lens on programs or policies. OEHR will launch a cohort quarterly of teams from bureaus who propose a project on which to apply the RET.

Diverse Empowered Employees of Portland (DEEP): DEEP is a cross-bureau employee-led network of cultural affinity groups that supports, sponsors and hosts mentoring activities, affinity group activities, speaking engagements and cultural heritage events for the City. OHER provides light administrative and budget support to DEEP.

Goals

Equity Training & Education will develop and deliver training curriculum on institutionalized racism and equitable service delivery to individuals with disabilities.

Equity Technical Support & Consulting will develop customer service survey instruments to measure the effectiveness of these services.

Racial Equity Toolkit Cohort will support up to six bureau teams quarterly with training, technical assistance and regular meetings for peer learning and support to achieve competencies for implementing the RET within their bureau.

Performance

The bureau trained 1,637 employees in FY 2015-16 after the Equity 101 training became mandatory for all employees. Projected trainings for FY 2016-17 and FY 2017-18 are somewhat lower as the bureau moves quickly toward its target of training 100% of City employees by FY 2018-19.

While the bureau does not have direct control over workforce demographics, OEHR is responsible for tracking and reporting this information on its Workforce Demographics dashboard to show City progress toward equity targets. This dashboard recently migrated to the Tableau platform, enabling access on mobile devices and allowing data to be refreshed more frequently. Disability Status was also added as an employee demographic field.

Changes to Services and Activities

The Racial Equity Toolkit Cohort evolved from the Fellowship For Racial Equity Program that OEHR proposed to create in the last budget cycle. OEHR made this programmatic shift in response to bureau needs for focused support in the development and implementation of Five-Year Racial Equity Plans.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	5.10	3.80	3.67	4.67	4.50
Expenditures					
Citywide Equity Council	126,078	133,867	0	0	0
Citywide Equity Program	0	0	0	100,440	100,440
DEEP Program	28,125	30,967	29,787	23,504	23,504
Equitable Purchasing & Contracting Comm	0	0	67,170	30,015	(3,000)
Racial Equity Toolkit Cohort	0	0	108,842	83,355	129,795
Tech Support & Consulting	291,880	312,061	306,535	229,158	233,611
Training & Education	220,334	248,729	307,501	218,527	225,188
Total Expenditures	**666,417**	**725,624**	**819,835**	**684,999**	**709,538**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of City management that are employees of color	20%	16%	19%	17%	18%
Percentage of City employees that have completed Equity 101 training	18%	54%	63%	76%	81%
Effectiveness					
Percentage of City workforce that are employees of color	18%	20%	18%	20%	25%
Workload					
Number of City employees who received equity trainings annually	662	1,637	750	750	1,000
Number of requests by City bureaus or elected officials for equity consultation or technical assistance	10	15	12	20	30
Number of bureau consultations regarding the Language Access Program					

Community Equity & Engagement

Description

The Community Equity & Engagement Program contains five components:

- **Black Male Achievement Program (BMA):** The BMA initiative addresses disparities for Black men and boys in education, employment, criminal justice and community & family stability. The program leads a collective of community organizations to create access and opportunity to jobs and to affect policy change.
- **Human Rights Commission (HRC):** The HRC works to eliminate discrimination and bigotry in order to strengthen inter-group relationships and to foster greater understanding, inclusion and justice for Portlanders. The commission works independently, with only budget and administrative support from OEHR.
- **Portland Commission on Disability (PCoD)** The bureau's disability program has primarily supported the work of PCoD, whose mission is to guide the City in ensuring that it is a more universally accessible city. The commission seeks accessibility in the built environment, employment, livability and health and outreach.
- **Equity Communications:** This program promotes the work of the office to the community and within City government, creating informational resources and reports, videos, and other materials about OEHR.

Goals

The Community Equity and Engagement Program priorities and goals are in close alignment with the Portland Plan Action Item #6: to include people not generally represented in decision making, advisory committees and technical teams, and to recognize non-geographic based communities in public involvement.

Performance

Program-specific performance is measured as follows:

- The **Black Male Achievement Program** will continue to act as a convener, facilitator, policy guide, and collective voice to obtain data, push for policy change, increase program scale, and exert influence to create awareness and change for the betterment of Black men and boys. Participation in BMA programs and activities is expected to continue to increase in FY 2017-18.
- The **Human Rights Commission** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials. The commission recently evaluated and improved its organizational structure and processes, and in FY 2017-18 will explore how best to measure performance as an advisory body elevating the voice of the community and its concerns.
- The **Portland Commission on Disability** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials and participate in the Community Oversight Advisory Board. This figure is expected to increase in FY 2016-17 and FY 2017-18 following the commission's restructuring in FY 2015-16.
- **Equity Communications** will drive media requests, create the OEHR annual report, create multi-media material for OEHR's work, and create traffic on social media.

Changes to Services and Activities

In FY 2016-17, administration of the Equitable Contracting & Purchasing Commission (ECPC) was transferred to OEHR. The FY 2017-18 Adopted Budget merges ECPC with the Fair Contracting Forum in the Office of Management & Finance. This change is reflected in an ongoing General Fund reduction of $25,000.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	3.10	3.30	3.67	3.67	3.75
Expenditures					
Black Male Achievement Pg	43,215	142,931	178,261	183,203	183,203
Disability Commission	139,283	266,332	122,541	125,459	126,875
Equity Communications	76,709	96,027	99,900	103,693	103,693
Human Rights Commission	91,473	99,237	138,059	137,052	137,904
New Portlander Program	52,930	(2)	0	0	0
Total Expenditures	**403,610**	**604,525**	**538,761**	**549,407**	**551,675**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	3	2	0	5	6
Number of participants who engaged in BMA sponsored/hosted activities or programs	NA	590	650	600	700
Workload					
Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	6	2	10	10	15

Civil Rights Program

Description

The Civil Rights Program oversees and ensures that the City and its bureaus are in compliance with federal civil rights laws and regulations, specifically regarding Title VI of the 1964 Civil Rights Act and Title II of the Americans with Disabilities Act (ADA).

Title VI of the Civil Rights Act of 1964 states that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, or national origin. The City also requires its contractors and grantees to comply with this policy.

Title II of the ADA prohibits all state and local governments from discriminating on the basis of disability, and promotes equal access for and full participation of citizens. The City works to ensure that every program, service, benefit, activity and facility operated or funded by the City is accessible to people with disabilities. The City strives to eliminate barriers that may prevent persons with disabilities from accessing facilities or participating in City programs, services and activities

Goals

The goal of the Civil Rights Program is to ensure equitable participation and impacts of City programs, services, and activities, and remove barriers to access to all City services, resources, and opportunities for all Portlanders.

Performance

The Key Performance Measures associated with the Civil Rights Program track Citywide progress toward 1) translating essential documents into safe harbor languages and 2) removing barriers identified in the ADA Title II Transition Plan. OEHR supports these goals through training, providing technical assistance, providing information, tracking compliance, and more.

Changes to Services and Activities

A new position has been added in FY 2017-18 to increase OEHR's capacity to coordinate and support the City's efforts to comply with ADA Title II requirements, including enhanced data collection and analysis.

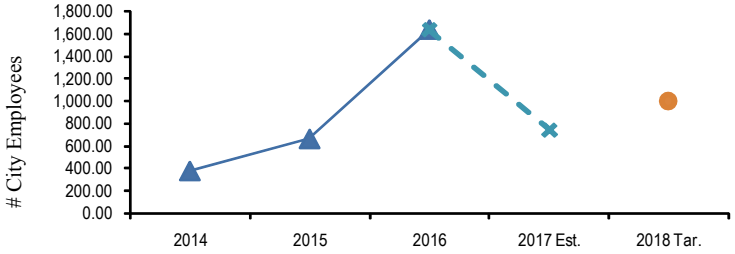
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	0.85	0.95	1.61	1.61	1.63
Expenditures					
Civil Rights Program	309,695	293,741	149,053	224,956	226,104
Total Expenditures	**309,695**	**293,741**	**149,053**	**224,956**	**226,104**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of bureaus that have translated essential documents into the safe harbor languages	0%	48%	90%	50%	60%
Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	23%	34%	90%	50%	60%
Workload					
Number of bureau consultations regarding Title II / Title VI	52	100	60	60	75

Performance Measures

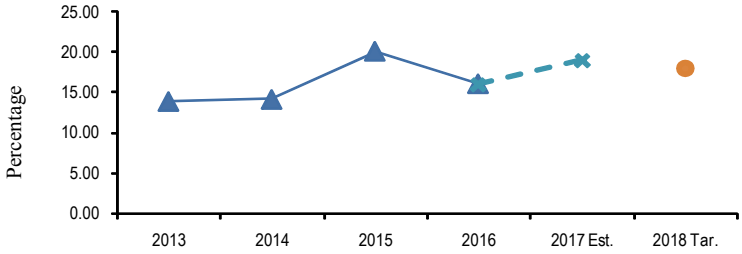
Employees Receiving Equity 101 Training

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.



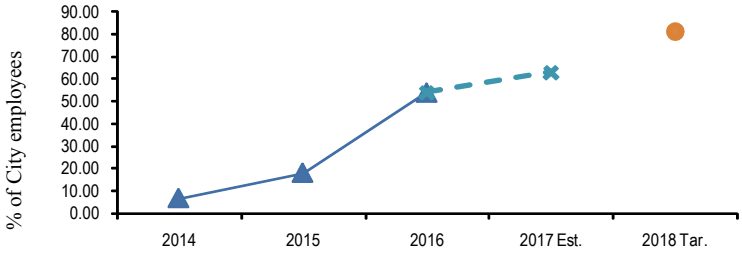
Percentage of City Managers that are Employees of Color

OEHR has almost no direct influence 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.



% 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).



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	2,912	4,300	0	0	0
Intergovernmental	0	750	5,000	0	0
Miscellaneous	0	47,506	0	0	2,428
Total External Revenues	**2,912**	**52,556**	**5,000**	**0**	**2,428**
Internal Revenues					
General Fund Discretionary	842,839	1,260,328	1,096,789	1,114,869	1,146,825
General Fund Overhead	718,275	516,088	575,741	631,491	631,491
Fund Transfers - Revenue	22,740	0	0	0	0
Interagency Revenue	30,076	5,823	5,126	5,689	5,689
Total Internal Revenues	**1,613,930**	**1,782,239**	**1,677,656**	**1,752,049**	**1,784,005**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,616,842**	**$1,834,795**	**$1,682,656**	**$1,752,049**	**$1,786,433**
Requirements					
Bureau Expenditures					
Personnel Services	1,273,386	1,530,004	1,368,311	1,440,799	1,430,755
External Materials and Services	194,042	170,843	130,320	110,886	144,386
Internal Materials and Services	149,414	133,198	184,025	200,364	211,292
Total Bureau Expenditures	**1,616,842**	**1,834,045**	**1,682,656**	**1,752,049**	**1,786,433**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	750	0	0	0
Total Requirements	**$1,616,842**	**$1,834,795**	**$1,682,656**	**$1,752,049**	**$1,786,433**
Programs					
Administration & Support	231,784	132,615	175,007	292,687	299,116
COCL Support	0	77,515	0	0	0
Citywide Equity Program	666,417	725,624	819,835	684,999	709,538
Civil Rights Program	309,695	293,741	149,053	224,956	226,104
Govern. For Racial Equity	5,336	25	0	0	0
Comm Equity & Engagement	403,610	604,525	538,761	549,407	551,675
Total Programs	**1,616,842**	**$1,834,045**	**$1,682,656**	**$1,752,049**	**$1,786,433**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	49,774	76,648	1.00	70,308	1.00	72,708	1.00	72,708
30001758	Equity and Human Rights Director	113,318	162,219	1.00	156,720	1.00	161,368	1.00	161,368
30000452	Management Analyst, Sr	69,971	93,413	1.00	93,408	2.00	166,248	2.00	166,248
30000464	Program Coordinator	66,622	88,837	5.00	414,814	5.00	426,761	5.00	426,761
30000465	Program Manager	69,971	93,413	2.00	194,688	1.00	87,696	1.00	87,696
30000463	Program Specialist	60,403	80,517	0.00	0	1.00	67,500	1.00	67,500
TOTAL FULL-TIME POSITIONS				10.00	929,938	11.00	982,281	11.00	982,281
30000433	Administrative Specialist, Sr	46,342	71,344	0.90	25,020	0.90	26,052	0.90	26,052
TOTAL PART-TIME POSITIONS				0.90	25,020	0.90	26,052	0.90	26,052
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				10.90	954,958	11.90	1,008,333	11.90	1,008,333

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.

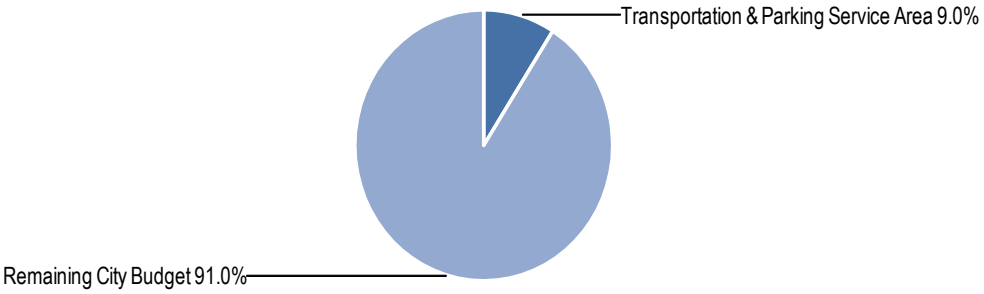
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	1,660,512	5,689	1,666,201	10.90	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	110,440	0	110,440	1.00	Create City Disability Equity Program
	(25,000)	0	(25,000)	0.00	Merge ECPC and Fair Contracting Forum
	408	0	408	0.00	OMF interagency balancing
	0	0	0	0.00	Carryover - Data Analysis support
Approved Budget Additions and Reductions					
	0	42,000	42,000	0.00	Carryover - Data Analysis support
	0	2,428	2,428	0.00	External Equity 101 Trainings
Adopted Budget Additions and Reductions					
	0	(10,044)	(10,044)	0.00	One-time vacancy reduction for new position
	85,848	**34,384**	**120,232**	**1.00**	**Total FY 2017-18 Decision Packages**
			1,786,433	**11.90**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

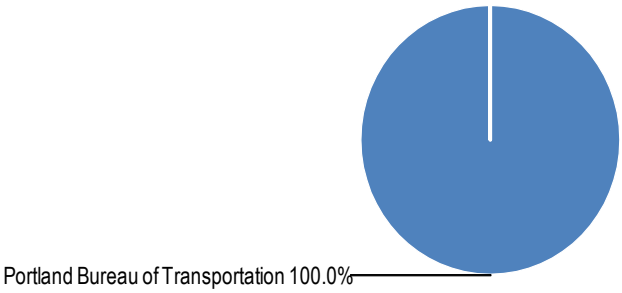
Transportation & Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	296,900,189	310,466,033	13,565,844	4.57
Capital	85,723,096	118,412,892	32,689,796	38.13
Total Requirements	**382,623,285**	**428,878,925**	**46,255,640**	**12.09**
Authorized Positions	866.12	881.32	15.20	1.75

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 2017-18 Adopted Budget is $428.9 million. Of that amount, the Capital Improvement Plan for FY 2017-18 totals $118.4 million.

PBOT's FY 2017-22 financial forecast is balanced and does not require reductions. Major changes from the prior five-year financial forecast include but are not limited to the following:

- Parking permit revenue increased by $8.5 million due to an increase in the number of permits sold as a result of adding two permit zones and expanding five;
- The ending fund balance for FY 2015-16 was $8.0 million higher than budgeted primarily due to parking revenues ending the year above budget, as well as a payment from Multnomah County reimbursing the bureau for Sellwood Bridge services;
- FY 2021-22 was not balanced and had a deficit of $13.5 million; and
- Higher inflation factors increased costs by $3.0 million over the forecast.

With the passage of Measure 26-173 in May 2016 and the heavy-vehicle tax, the Portland Bureau of Transportation will receive an estimated $74.0 million over four years to address critical transportation needs, including safer connections to schools and preventive roadway maintenance. Even with the new funding sources, additional investment is needed to prevent the further long-term deterioration of the City’s transportation infrastructure. The local commitment that residents made with the passage of the new transportation funding measures will make it easier for the City to go to the state legislature in 2017 and seek additional statewide revenue.

Significant changes to PBOT's budget in FY 2017-18 include:

- An addition of $10.2 million in one-time General Fund resources for various projects and initiatives.
- The realignment of PBOT's annual allocation of $1.98 million of utility license fees from ongoing General Fund resources to fund Build Portland debt services starting in FY 2018-19. This initiative is expected to provide a significant infusion of resources to the bureau for maintenance and improvement activities in future years.
- $1.5 million in ongoing Recreational Marijuana Tax revenues is being dedicated to the bureau's Vision Zero safety initiative.

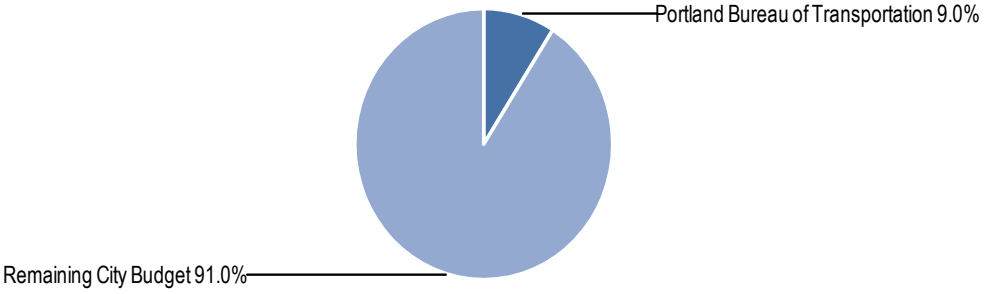
With regards to fund reserves, the Portland Bureau of Transportation maintains a Transportation Reserve Fund (separate from the operating fund) but has been unable to dedicate the desired 10% level of discretionary revenues.

Portland Bureau of Transportation

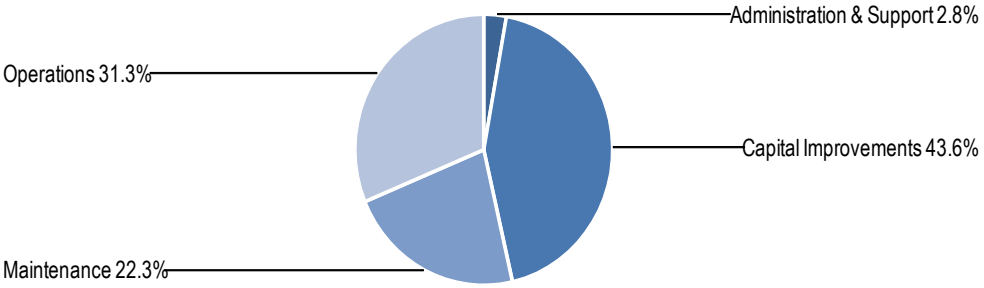
Transportation & Parking Service Area

Dan Saltzman, Commissioner-in-Charge
Leah Treat, Director

Percent of City Budget



Bureau Programs



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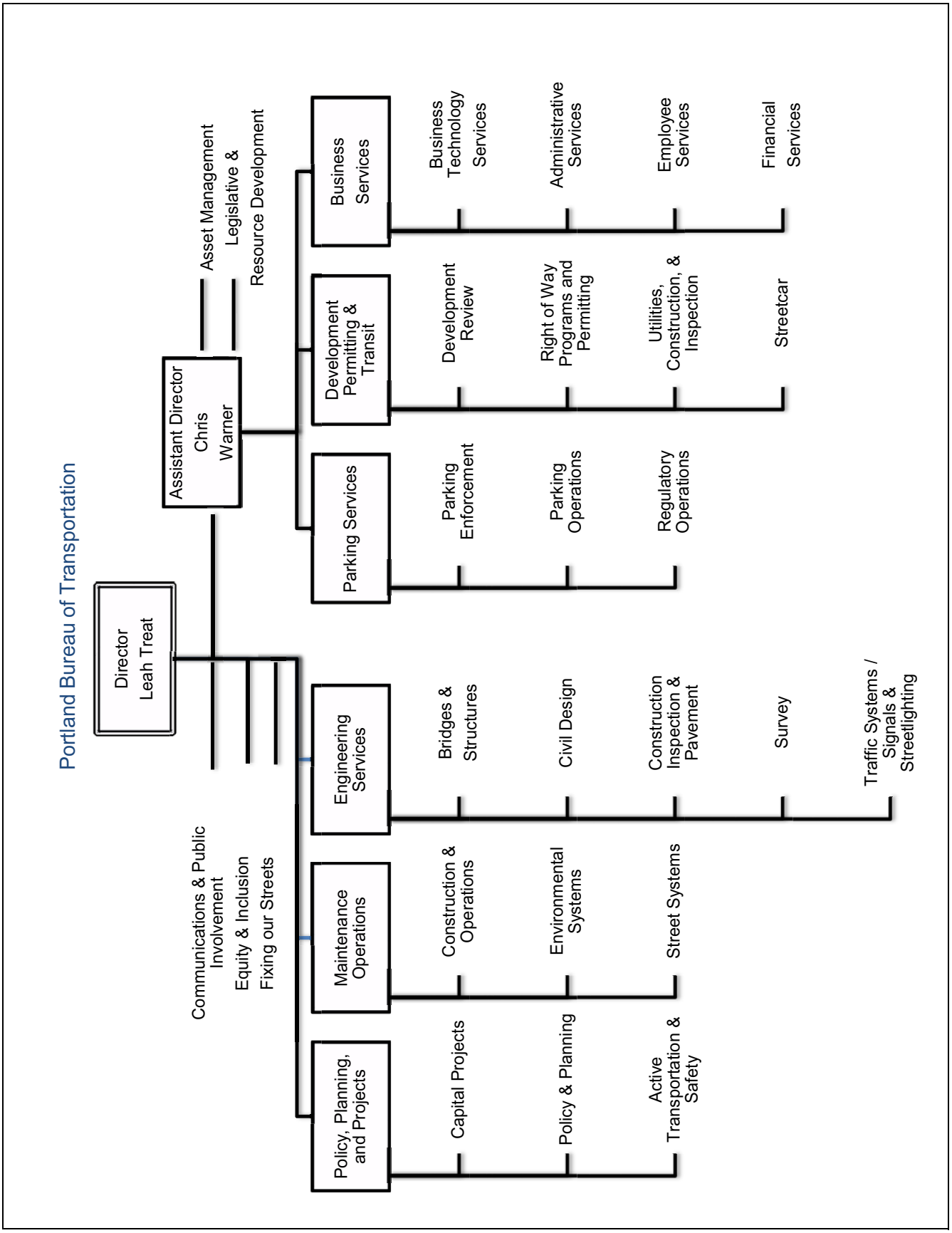

Portland Bureau of Transportation
Director
Leah Treat
Assistant Director
Chris
Warner
Asset Management
Legislative &
Resource Development
Communications & Public
Involvement
Equity & Inclusion
Fixing our Streets
Policy, Planning,
and Projects
Capital Projects
Policy & Planning
Active
Transportation &
Safety
Maintenance
Operations
Construction &
Operations
Environmental
Systems
Street Systems
Engineering
Services
Bridges &
Structures
Civil Design
Construction
Inspection &
Pavement
Survey
Traffic Systems /
Signals &
Streetlighting
Parking Services
Parking
Enforcement
Parking
Operations
Regulatory
Operations
Development
Permitting &
Transit
Development
Review
Right of Way
Programs and
Permitting
Utilities,
Construction, &
Inspection
Streetcar
Business
Services
Business
Technology
Services
Administrative
Services
Employee
Services
Financial
Services

Bureau Summary

Bureau Mission

The Portland Bureau of Transportation (PBOT) is the steward of the City's transportation system and a community partner in shaping a livable city. We plan, build, manage and maintain an effective and safe transportation system that provides access and mobility.

Bureau Overview

Portland is a national leader in safe, effective, and sustainable transportation solutions. The transportation system consists of over $11 billion in assets that facilitate the movement of people, goods, and services within Portland.

PBOT employs over 800 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 four budget programs: Administration and Support Services, Capital Improvements, Maintenance, and Operations. There is not a one-to-one correlation between groups and budget programs as some organizational units support more than one program area.

Strategic Direction

Goals and Objectives

In 2014, the bureau developed Portland Progress, a two-year work plan to guide the bureau's work. Portland Progress provides the real, tangible steps the bureau can take to realize its vision of transportation as a catalyst for economic development, environmental sustainability and social equity. At the end of 2016, we concluded the first iteration of Portland Progress. In 2017, we will release a new versions of Portland Progress for 2017-19.

Portland Progress' six major themes are:

- **Preserve and Operate** every element of Portland’s transportation system. Every mile of pavement, every streetlight, every pavement marking must be maintained to continue to provide this critical backbone to our city.
- Embrace **Vision Zero**. PBOT aims to make our transportation system the safest possible and to move towards zero traffic-related fatalities and serious injuries in the next 10 years.
- **Build a Future** for our growing city. Improve connectivity, thereby improving the opportunity to reach jobs, schools, and housing within an affordable transportation budget.

- **Manage City Assets**. Efficient management of the right-of-way, through public space permitting and curbside management, can help reduce congestion, improve access, and protect the quality of our natural and built environment and street assets.
- Build the **Health + Vitality** of our city's neighborhoods. Healthy and connected neighborhoods are a fundamental goal of the Portland Plan.
- **Shoring up the Foundation** of PBOT's internal operations. Restore, reenergize, and refocus both PBOT as an institution as well as the individuals and organizational units that comprise

Key Performance Measures

PBOT's FY 2017-18 Adopted Budget includes the following Key Performance Measures:

- Transportation assets are maintained, measured by percent of City-owned bridges in non-distressed condition (a combination of fair or better condition, non-structurally deficient and/or non-weight restricted). Given that PBOT's Portland Progress has adopted replacing one weight restricted bridge per year, by 2020, 85% of PBOT's bridges are projected to be in a non-distressed condition.
- Portland Streetcar supports a growing Central City, providing reliable and efficient transit service, measured by increasing streetcar ridership. Annual ridership is projected to be 6,100,000 in 2020.
- Portland streets are safe for all users, regardless of how they travel, measured as reducing traffic fatalities. The City's Vision Zero Task Force has a goal of eliminating traffic related fatalities by 2025. The City's 2035 Comprehensive Plan also has a goal of eliminating traffic related fatalities from Portland's transportation system.
- Portland creates livable neighborhoods, manages its growth, and limits its greenhouse gas emissions by expanding sustainable commuting, as measured by commuter trips made by walking, biking, transit, carpool or telecommute. Portland Progress, the Climate Action Plan and the Bike Plan for 2030 call for 70% of Portlanders to commute by walking, biking, transit, carpool or telecommute by 2030.
- Transportation assets are maintained, measured by percentage of local streets in fair or better condition. The target year is 2025 and the strategic target is 70% in fair or better condition and no more than 11% in very poor condition, as referenced in PBOT's Asset Status + Condition Report 2015.
- Transportation assets are maintained, measured by percentage of busy collector/arterial) streets in fair or better condition. The target year is 2025 and the strategic target is 80% in fair or better condition and no more than 2% in very poor condition, as referenced in PBOT's Asset Status + Condition Report 2015.

Transportation Funding

On May 17th, 2016, Portland voters passed Measure 26-173, Portland's first local funding source dedicated to fixing our streets. Measure 26-173 will raise an estimated $64 million over four years. In the same month, the Portland City Council also passed the Heavy Vehicle Use Tax, a measure that will generate an estimated $10 million over four years.

PBOT will invest this money in a wide variety of street improvement and safety projects across the entire city. Fixing Our Streets will help PBOT expand preventive street maintenance that saves money, prevents potholes and makes it easier and safer to move goods around the city. It will support our work to make it safer for children to walk to school. It will also allow us to build more sidewalks, traffic signals, streetlights and bike lanes.

Summary of Budget Decisions

The FY 2017-18 Adopted Budget includes a $1,980,000 reduction in ongoing General Fund resources, an additional $10,186,000 in one-time General Fund resources, $1,590,000 in Recreational Marijuana Tax Fund resources, and $465,000 new funding from other sources.

General Fund Resources

Snow and Ice Weather Response

$300,000 one-time General Fund resources are dedicated to contract services for snow removal during extreme winter events.

$30,000 one-time General Fund resources are allocated for three snow plow blades to be outfitted on existing City vehicles.

Major Maintenance & Infrastructure Replacement Projects

A total of $7,200,000 in one-time General Fund Resources from the Capital Set-Aside is provided for the following projects:

- $5,000,000 for ADA Sidewalks - the replacement of corners with ADA-accessible curb ramps totaling approximately 1,000 ramps
- $950,000 for the Traffic Signal Reconstruction Program - the rebuilding or replacement of up to five traffic signals that are subject to failure
- $100,000 for the Rapid Flashing Beacon Improvement Program - the repair and improvement of approximately 25 rectangular rapid flashing beacons
- $500,000 for Guardrail Upgrades - the upgrade or replacement of approximately 20 deficient guardrail sites in the City
- $650,000 for the N Greeley Multi-use Path - the construction of a multi-use pathway on N Greeley Ave to improve safe usage by bicyclists and pedestrians

Smart Cities - AT&T Nodes

A total of $426,000 in one-time General Fund resources are provided to implement Smart Cities digital infrastructure in partnership with AT&T.

Downtown Marketing Initiative

A total of $250,000 in one-time General Fund resources are dedicated to the Downtown Marketing Initiative.

Realignment of Utility License Fee (ULF) Allocation to the Build Portland Initiative

PBOT's annual allocation of $1,980,000 of utility license fees from ongoing General Fund resources is realigned in order to fund Build Portland debt services starting in FY 2018-19. One-time resources are maintained in FY 2017-18, and Build Portland will provide a significant infusion of resources to PBOT for maintenance and improvement activities in future years.

Recreational Marijuana Tax Fund Resources

Vision Zero

A total of $1,590,000 ($1,464,958 in ongoing and $125,042 one-time) from the Recreational Marijuana Tax Fund is added for projects intended to improve transportation safety and further advance the City's Vision Zero goals. Projects budgeted in FY 2017-18 include:

- Build capital safety improvements on two segments and five intersections in the High Crash Network
- Improve safe pedestrian and bicycle access to transit stops along key bus routes, identifying and building suggested improvements at three priority transit stops
- Improve street design to support safe speeds in conjunction with posted speed reduction, by implementing improvements on four to six streets
- Improve data collection and analysis by hiring staff or contracting out analysis work to completer traffic studies

Other Resources

The FY 2017-18 Adopted Budget includes add packages supported by other funding:

- Public Works Permitting Positions ($200,000) - Due to increased development permitting activities, PBOT is adding two positions to review and inspect development construction work to meet city specification and standards.
- Streetcar Operations ($183,000) - Two positions are added for Streetcar Operations: 1) a Training and Development Analyst funded by Trimet and fare revenue to address training and documentation of preventative maintenance processes for City and TriMet staff; 2) a Streetcar Officer funded by fare revenue for field support during peak weekday operating hours.
- Regulatory Operations ($82,000) - A position funded by service charges and fees is added to cover increased workload for the Regulatory Operations towing program.

Realignments

The FY 2017-18 Adopted Budget includes realignment packages to convert limited term positions to permanent positions, add new positions, and balance interagency agreements within current appropriations levels.

Position Realignments

- Regulatory Operations - convert to permanent five limited term positions providing regulatory services for Private-For-Hire-Towing city-wide.
- Development Services - due to an increase in permit activities, PBOT is converting nine limited term position to permanent to allow the programs to meet their performance goals for permit processing timelines and program coordination.

- Parking Operations- convert to permanent one limited term position that provides parking management services and customer support for on-street parking.
- Active Transportation & Safety- convert to permanent three limited term positions that provide transportation demand services for the Active Transportation & Safety program.
- Parking Operations- add position approved in fall 2016 Budget Monitoring Process that provides parking management services and customer support for on-street parking.
- Traffic Maintenance - add position approved in Fall 2016 Budget Monitoring Process.
- Material Distribution Center - add position approved in Fall 2016 Budget Monitoring Process.
- Environmental Services - add a Public Works Supervisor to manage swing shift staff.
- Traffic Investigations- add two positions to work on customer inquiries about safety concerns and to work on visibility complaints
- Signals and Streetlighting - add one new Engineering Tech II position to handle the workload associated with capital project and permit review work.
- Parking Operations - cut one vacant position and move appropriation to materials and services to support meter operations.

Interagency Agreement Balancing

A total of $614,002 are appropriated for increased interagency costs to fund Office of Management & Finance (OMF) services.

Budget Note

Funding for Youth Bus Pass

Council is funding $967,000 in transportation services to lower-income high school students who attend the Parkrose, David Douglas, and Portland Public School Districts. Council expresses its intent to hold a work session to determine the appropriate allocation of these resources, followed by action to appropriate those funds. Furthermore, Council directs PBOT to complete an independent, objective analysis of TriMet's actual costs associated with the program, either through increased expenses or foregone revenues.

Vision Zero

The City is providing $1,590,000 for PBOT's Vision Zero initiative to improve transportation safety in the city. While the funds are allocated mainly for designated infrastructure improvements, Council directs that PBOT be provided flexibility, within activities allowable in the Recreational Marijuana Fund, to dedicate a portion of the resources to public education purposes, particularly in East Portland.

Capital Budget

Capital Summary

Investing in Portland's transportation system is critical to keeping people and goods moving and the City remaining economically competitive. The work to update the twentieth-century system to the international standards required of a twenty-first century city is expensive and complex.

The Capital Improvement Program (CIP) is a five-year spending plan to modernize Portland's transportation system through strategic construction projects. It is updated annually as part of the overall budget process. At the core, the CIP is a list of projects, estimated costs and revenue sources. The five-year FY 2017-18 to 2021-22 Adopted CIP (excluding decision packages) includes 99 projects at a total cost of $318 million.

CIP Highlights

The five-year FY 2017-18 to 2021-22 Adopted CIP strives to achieve the goals of City Council and to provide a diversity of transportation modes and alternatives for citizens. Funding from Fixing Our Streets, grants, contracts, developer fees and other external sources will provide the majority of funding, approximately 97% in FY 2017-18. PBOT's discretionary General Transportation Revenue (GTR) funding makes up the remaining 3%.

Some of the improvements laid out in the CIP will provide new facilities in areas without complete infrastructure, such as sidewalks and other crossing improvements in East Portland through East Portland Access to Transit and East Portland Access to Employment and SW Capital Hwy. Some projects and programs will re-build and improve obsolete infrastructure for continued, safe use, such as traffic signal replacements city-wide and pavement restoration.

A number of new projects in this CIP are targeted at improving safety to support Portland's Vison Zero goal including investments on streets identified as high crash corridors such as 122nd Avenue, 82nd Avenue, West Burnside or SW Beaverton Hillsdale Hwy.

This CIP also includes investment in a number of new cycling facilities including the 20's Greenway, the 70's Greenway, the 4M Greenway. The Central City Multi-Modal Project will provide improved cycling, walking and transit access to the central city. These investments will be complemented by two new bridges; the NW Flanders Bridge over I-405 and the Sullivan's Crossing Bridge over I-84.

Other improvement projects support economic development by improving freight movement including large bridge projects such as the Rivergate Overcrossing and targeted street improvements on freight corridors such as at NE Columbia and MLK Jr. Blvd, and Time Oil Rd/Burgard Rd. 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.

Major Issues

PBOT still lacks an ongoing source of discretionary funding relying on 97% grants and restricted funding sources. PBOT's CIP has been developed to align with existing resources and honor funding commitments on key regional projects. The bureau will likely continue to operate in a fiscally-constrained environment due to higher-than-projected expenditures and lower-than-projected revenues, and bond repayment and debt service costs. Future federal and state grant dollars have been in decline, in December 2015 Congress reauthorized the Surface Transportation Act, while the new program provides new opportunities to fund certain types of projects the amount of federal funds available for general transportation project remained at roughly the same level as previous acts.

Over-reliance on grant dollars has created the perception of inequitable service distribution. Unlike discretionary General Transportation Revenue (GTR) funding, grant dollars cannot be re-allocated to a different need or project location that may be a higher priority for PBOT, including performing maintenance activities.

GTR projections show little sign of improvement and PBOT estimates on average $9 million annually will be committed to Portland-Milwaukie Light Rail and new Sellwood Bridge debt service payment over the life of the debt.

The declining discretionary GTR has also reduced PBOT's ability to build smaller pedestrian and bike improvements and safety projects (active transportation improvements). It is probable that in the out years the majority of the available discretionary funding will be needed to match grant funds.

Changes from Prior Year

The five-year FY 2017-18 to 2021-22 Adopted CIP includes 55 new projects. The majority of these projects come from the Fixing Our Streets funding. These projects are wide-ranging, from sidewalk, pedestrian, and bike safety improvements to structural and paving rehabilitation and preservation projects that support business development, employment opportunities, and access to businesses.

Council Goals and Priorities

The Portland Plan, adopted by Council in April 2012, includes strategies for developing a prosperous, educated, healthy and equitable city over the next 25 years. PBOT has implementation responsibilities as outlined in the 5-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 of the programs and projects within the FY 2017-18 Adopted CIP continue existing projects or bring projects to completion. Most of new projects added to the CIP are from the new Fixing Our Streets funding.

The PBOT CIP includes sidewalks and greenways for safer and better access for walking, biking, and public transit, street improvements for main streets, local streets and freight routes, as well as regional transit projects. The goal is to provide transportation choices for residents, employees, visitors, and firms doing business in Portland, while making it more convenient to walk, bicycle, take transit, therefore avoiding the need to drive to meet daily needs.

Capital Planning and Budgeting

Capital Planning Process

Transportation capital project requests come from a variety of sources. The bureau receives requests for capital improvements from neighborhoods, businesses and individuals, and partner agencies. Projects are identified and developed through neighborhood plans and studies adopted by City Council, such as the East Portland In Motion Implementation Strategy. The bureau works with other public agencies and private organizations to develop projects that have shared transportation goals. All of these projects are compiled into the TSP and are evaluated based on their ability to improve the following outcomes; Safety, Neighborhood Access, Opportunity Access, Economic Benefits, Health, Equity, climate, Cost Effectiveness, Community Support of Opposition. 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 failure and safety needs.

City Comprehensive Plan

The FY 2017-18 Adopted CIP for capital programs and projects are consistent with the priorities identified in the TSP, a 20-year planning document mandated by the State Transportation Planning Rule. The TSP meets State and regional planning requirements and addresses local transportation goals for cost-effective street, transit, freight, bicycle, and pedestrian improvements. The Transportation Element of the TSP is a part of the City's Comprehensive Plan.

The TSP contains nearly 300 City-led major transportation projects, which address capital improvements for all modes of transportation and are consistent with Metro's 2040 Growth Concept, the long term vision for the region. The TSP is the primary document for guiding transportation CIP investments. It identifies major improvements and includes a list of significant projects. Many projects identified through plans may not be defined as 'significant' or major projects, but are still important. For these projects, the TSP also contains a set of ten Citywide programs:

- Pedestrian Network Completion
- Bikeway Network Completion
- Neighborhood Greenways
- High Crash Corridors
- Safe Routes to School
- Transit Priority
- Freight Priority
- Transportation System Management
- Transportation & Parking Demand Management

- Alternative Street Design Program

Financial Forecast Overview

The FY 2017-18 to FY 2021-22 Adopted CIP is supported by several funding sources, including Fixing Our Streets, bond proceeds, federal, state and local grants, and regional partnership agreements. The CIP is also supported by the State Highway Fund (motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and parking revenues, which together represent General Transportation Revenues (GTR).

GTR is PBOT's primary discretionary funding source. Over the years, the ongoing GTR in the CIP program has been reduced significantly from $9.4 million per year in FY 2011-12 to $2.5 million. In FY 2017-18, ongoing GTR in the CIP was increased to $2.7 million. The reduction in discretionary funding has significantly reduced PBOT's ability to fund road rehabilitation projects as well as safety projects such as sidewalks improvements, pedestrian safety improvements, bicycle projects, and signals and streetlight reconstruction. The remaining GTR in the CIP is used primarily to match federal and state grants and fund local capital maintenance projects.

The primary funding source for the PBOT CIP is federal and state grants. However, federal and state agencies are facing funding challenges. The State Highway Trust Fund faces declining income from the Gas Tax and debt service payments for the Oregon Transportation Investment Act. The Federal Highway Trust Fund is close to insolvency, which could affect future revenues is Congress does not identify a long term solution through reauthorization of the Federal Transportation Act.

As federal and state grant opportunities arise, PBOT staff review the grant criteria with partnering bureaus and consider potentially eligible projects from the TSP, modal plans, and other implementation plans or strategies adopted by Council. These potential projects are reviewed with bicycle, pedestrian, and freight advisory committees; senior management; and the larger community when warranted. Final selection of the projects for application is also contingent upon identifying local matching funds.

Asset Management and Replacement Plan

Asset Management is a system used to determine the proper repairs at the proper time for infrastructure. Certain assets have reserve funds that are used for major maintenance and capital replacement. Other infrastructure does not have reserve funds, but prioritization and strategic maintenance are applied to maximize the life of the asset. Condition monitoring is conducted on a number of assets. Knowing the condition of an asset allows the bureau to apply the right fix at the right time and to appropriately plan maintenance and operations dollar needs.

Public Facilities Plan Overview

The TSP serves as the Public Facilities Plan for transportation. This is noted in Goal 11.6 of the City's Comprehensive Plan. The TSP provides a framework for providing urban public facilities and 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
- Maintain transportation assets

- Enhance public health and community livability
- Support economic vitality
- Operate efficiently and effectively

The FY 2017-18 Adopted 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

On May 17, 2016, Portland voters passed Measure 26-173, Portland's first local funding source dedicated to fixing our streets. Measure 26-173 will raise an estimated $64 million over four years. In the same month, the Portland City Council also passed the Heavy Vehicle Use Tax, a measure that will generate an estimated $10 million over four years.

PBOT will invest this money in a wide variety of street improvement and safety projects across the entire city. Fixing Our Streets will help PBOT expand preventive street maintenance that saves money, prevents potholes and makes it easier and safer to move goods around the city. It will support our work to make it safer for children to walk to school. It will also allow us to build more sidewalks, traffic signals, streetlights and bike lanes. Some of the projects funded by the new revenue sources, include sidewalk improvements in East Portland and SW Capitol Hwy.

Grants and Contracts

This category includes State and Federal grants as well as contracts with other local jurisdictions, such as 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. Funds are allocated to municipalities 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. Projects supported in part by Prosper Portland funds include construction of SW Bond: Gibbs to River Parkway in South Waterfront and NE Halsey/Weidler streetscape improvements in the Gateway district.

Interagency Funding

These projects are funded by the City's General Fund and other City bureaus.

Local Improvement Districts (LID)

Property owners can join together to form an LID as a means of sharing costs to build needed transportation infrastructure. LIDs make local street improvements possible that promote public safety and community livability, as well as enhance property values.

LID projects often rely on public subsidies to make the project affordable for the benefiting property owners. However, there is no funding available to subsidize new LIDs. Without a new funding source, the LID program for local streets will likely be very limited to commercial or developer-requested LIDs. LID funding for FY 2017-18 is $7.1 million, and $7.1 million total over the next five years.

System Development Charges (SDC)

Developers are charged to defray the cost of capital and system improvements necessary to achieve a level of service to accommodate growth associated with all new development. SDC funds are collected annually and accounted separately from other bureau program revenues. The funds are allocated to the CIP budget as qualifying projects are initiated.

The SDC program was adopted by City Council in 1997 and renewed in 2007. Strict criteria govern the projects that may use SDC funds. About $45 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 the NE 47th Ave project.

PBOT is currently working on renewing 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. This new program will be adopted in 2017 and incorporated into the CIP as projects are funded.

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 near future.

The FY 2017-18 Adopted CIP has $3.7 million of discretionary GTR funding, including $1 million carryover from FY 2016-17 to complete construction of current projects. The remaining $2.7 million is used for capital maintenance projects such as signals and street lighting replacements, and to leverage state and federal grants.

General Fund Support

The FY 2017-18 Adopted CIP includes $464,000 ongoing General Fund support for the 'Out of the Mud' program for improving unpaved streets. PBOT is also receiving $7.2 million in one-time General Fund support for Maintenance and Infrastructure Replacement projects.

Other Local Funding

Other local funds such as permit fees, bond revenues, and miscellaneous service charges and fees comprise about $17 million of the five-year CIP.

Prosper Portland, through tax-increment financing, has been a major partner in developing and funding transportation-related projects in PBOT's CIP. Prosper Portland funding is difficult to predict beyond the specific commitments already made to PBOT. As a result, Prosper funding in the forecast appears to be reduced significantly after FY 2017-18. PBOT is working with Prosper Portland to improve forecasts of Prosper Portland funding for future projects.

Major Projects

There are 53 new projects in the FY 2017-18 Adopted CIP. Most of the new projects added to the CIP are from the new Fixing Our Streets Funding. New projects include:

- Flanders Crossing, NE
- 70s Greenway Killingsworth-Cully Park
- 122nd Ave: Johnson Creek Br Repl, SE
- Foster Rd: 82nd-91st, SE
- Denver Ave: Lombard-Watts, N
- Williams Ave: Stanton-Cook, N
- 4th Ave: Lincoln-Burnside, SW
- Capitol Hwy: Multnomah-Texas, SW
- Vermont St: Capitol-Oleson, SW
- 136th Ave: Foster-Division, SE
- 50th Ave: Division-Hawthorne, SE
- Naito Pkwy: Harrison-Jefferson, SW
- Alberta St: 15th-30th, NE
- 42nd Ave & Wisteria Dr, NE
- Capitol Hwy: Multnomah Village - West Portland, SW
- 148th Ave: Halsey - Glisan, NE
- 112th Ave: Powell-Market, SE
- 102nd Ave: Sandy - I-84, NE
- Flavel St: 84th - 92nd, SE
- David Douglas School District - SR2S, SE
- Sunderland Rd Bridge Replacement, N
- MLK Blvd @ Going, Holman & Bryant, N
- Safer & More Efficient Rail Crossings
- Columbia Blvd: Interstate Pl-Kerby, N
- Front Ave: 9th-19th LID, NW
- Safer Shoulders (BES Partnership)
- 7th/9th Ave Greenway: Lloyd-Fremont, NE
- 82nd Ave Crossing Improve, SE/NE
- 102nd Ave Crossing Improvements, NE
- 122nd at Davis Crossing, NE
- Safe Routes to School, CW
- Wilson High School - SRTS, SW
- East Portland in Motion Bike Facility, SE
- Glisan St & I-205 Ramp Enhancement, NE

- I-205 Undercrossing @ Halsey, NE
- Montavilla-Springwater Connector, SE/NE
- Powell St Lighting: I-205-174th, SE
- Priority Ramps/ADA Transition Plan, CW
- Safer Access to Bus Shelters, SE/NE
- Southwest in Motion Bike Lanes, SW
- Southwest in Motion Xing Priorities, SW
- Sullivan's Crossing over I-84, NE
- Streetcar eFare Start-Up
- Streetcar Lloyd District Turnback
- Streetcar Security Cameras
- Streetcar Vehicle Acquisition
- US 30 Xing Enhance (Linnton), NW
- 4M Greenway: 130th-174th, SE
- 20th Ave Bike: Jefferson-Raleigh, NW
- 122nd Ave Safety Improve, Ph II, SE/NE
- HOP Greenway: Gateway TC-132nd, NE
- ODOT Partnership (City streets/ State highways connections)
- Bond Ave: Gibbs - Porter, SW
- Lombard Streetscape: Drummond-Albina, N
- Multnomah Blvd @ Garden Home, SW

Major transportation projects can span multiple fiscal years as the projects move from concept through development, design, and construction phases. In 2016 PBOT completed or advanced to construction several major projects:

- Oak St. Naito-10th Ave, SW - Grinding, paving and corner sidewalk ramp construction to meet ADA standards.
- 20s Bikeway: Harney-Lombard, NE/SE - Crossing improvements at major intersections and traffic calming to reduce traffic volumes and speeds on local streets.
- Cook at Vancouver LID, N - New signals
- 45th & California LID, SW - Rebuilding new streets and sidewalks
- Willamette Blvd Semi-Viaduct @ MP 2.3, N - Replace semi-viaduct with retaining wall
- Broadway Dr Wall E of House #980, SW - Retaining wall
- 86th Ct. & Steele St LID, SE - Rebuilding new streets and street lights
- 122nd Ave: I-84 Ramp-Skidmore, NE - Paving, grind and over, and signals
- Glisan St at 90th Ave, NE - Removed bridge and filled void rock and asphalt

Net Operating and Maintenance Costs

Some capital improvements in the FY 2017-18 Adopted CIP, particularly the preservation and rehabilitation programs, reduce long-term maintenance liabilities, as the assets being developed replace old, high-maintenance assets that will no longer require maintenance for several years. Other investments expand the system in response to the demands of growth. As the system expands, operating costs increase, further intensifying fiscal pressures on discretionary revenue. Existing resources are not adequate to maintain and operate the system in a sustainable manner. Capital maintenance backlogs grow annually under current funding levels.

Administration & Support

Description

The Administration & Support Program is primarily supported by the Office of the Director and the Business Services Group.

Office of the Director

The Office of the Director provides leadership as well as overall policy, communications, and strategic direction for the Bureau of Transportation. The Office of the Director also helps operating programs integrate new technologies and leading-edge methods into their business practices to maximize efficiency. PBOT carefully manages revenues and expenditures to ensure that citizens obtain the optimum benefit from every dollar invested in the City's transportation system. The Office of the Director includes the following programs: Director and Assistant Director, Communications and Public Involvement, Legislative and Resource Development, Equity and Inclusion, Asset Management, and Fixing Our Streets.

Business Services Group

The Business Services Group provides administrative, employee, finance, accounting, procurement, contracting, safety, training and business technology services for PBOT. The group includes the following programs: Administrative Services, Employee Services, Financial Services, and Business Technology Services.

Goals

Expected accomplishments for the Office of the Director and the Business Services Group for FY 2017-18 include:

- Provide leadership for the City's transportation system
- Provide communications, outreach, resource development, and equity support services for transportation programs and projects
- Provide financial management for transportation services
- Track asset management for transportation infrastructure
- Provide support services for transportation staff
- Implement action items from Portland Progress, PBOT's two-year work plan

Performance

This group has two performance measures which are expected to remain consistent with the FY 2016-17 values. The average span of control (or employee to supervisor ratio) is expected to be 8.3 to 1 in FY 2017-18, while the percentage of administrative costs within the bureau's budget will likely stay at about 5%.

Changes to Services and Activities

The Fixing Our Streets Program provides oversight and management for street improvement and safety projects across the entire city, coordinating project delivery and equitably addressing needs and visions of neighborhoods.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	67.17	71.50	79.50	79.50	93.70
Expenditures					
Administration & Support	(42,857)	(153,931)	0	0	0
Business Services	(5,075,771)	(5,889,996)	409,304	2,694,536	2,789,536

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Field Support	7,667,328	4,269,751	3,937,404	1,248,062	2,437,954
Support Services	7,627,033	8,607,304	2,499,658	2,897,012	2,697,119
Total Expenditures	**10,175,733**	**6,833,128**	**6,846,366**	**6,839,610**	**7,924,609**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Efficiency					
Average span of control - (employee to supervisor ratio)	8.80	8.60	8.30	8.30	8.30
Percentage of administrative costs within Portland Bureau of Transportation budget	5%	6%	6%	6%	5%

Capital Improvements

Description

The Capital Improvements Program is primarily supported by the Policy, Planning and Projects Group and the Engineering Services Group. The work of these groups is detailed in the Capital Budget section of this Requested Budget document.

Goals

The Capital Improvement Program categories are based on the following goals: improve transportation safety, maintain transportation assets, enhance public health and community livability, support economic vitality, and operate efficiently and effectively.

Performance

There are two key performance measures focused on street condition: the percentage of collector / arterial streets in fair or better condition and the percentage of local streets in fair or better condition. These two measures are reported in the Maintenance program section on the following pages.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes some realignments to convert limited term positions to permanent positions and add new positions within current appropriation levels.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	80.00	76.00	87.00	92.90	92.90
Expenditures					
Asset Management	3,520,879	3,039,017	20,822,705	21,006,835	21,006,835
Capital Improvements	52,301	22,937	0	0	0
Centers and Main Streets	10,023,064	4,924,922	0	0	0
CIP Support - Engineering Services	6,075,460	4,438,227	5,241,036	4,518,657	4,518,657
Economic Vitality	175,544	3,360,111	12,336,263	34,358,272	34,358,272
Freight and Industrial Areas	1,463,472	2,493,607	0	0	0
Health & Livability	6,193,472	4,896,948	10,488,146	18,793,214	18,793,214
Local Street Development	302,300	310,194	0	0	0
Neighborhood Livability	6,766,000	2,441,255	0	0	0
Preservation and Rehabilitation	27,333,172	6,012,285	0	0	0
Safety	3,781,825	3,936,454	42,574,070	43,847,755	43,847,755
Safety and Congestion Management	8,477	506,127	0	0	0
Special Projects	114,098	1,551,625	0	0	0
Total Expenditures	**65,810,064**	**37,933,709**	**91,462,220**	**122,524,733**	**122,524,733**

Maintenance

Description

The Maintenance Program is primarily supported by the Maintenance Operations Group, which is charged with the responsibility of preserving the public investment of billions of dollars in transportation facilities and sewer infrastructure by inspecting, cleaning, maintaining, and repairing all transportation and sewer related infrastructure within the City of Portland. The infrastructure consists of paved streets, sewers, sidewalks, bridges, curbs, street corners, retaining walls, guardrails, stairways, traffic signals, traffic control devices, street lights, street signs, and pavement markings. Traffic signals and street lights are maintained by the Engineering Services Group, and parking paystations are maintained by the Parking and Regulatory Services Group. In addition, the Maintenance Operations Group performs around-the-clock response to emergencies such as storms, floods, and other incidents that inhibit safe transportation.

The Maintenance Operations Group is organized into four programs: Street Systems, Maintenance Construction and Operations, Environmental Systems, and Emergency Management.

Goals

Expected accomplishments for the Maintenance Operations Group in FY 2017-18 include:

- Maintain transportation infrastructure assets, including approximately 1,900 lane miles of improved arterial and collector streets, 3,000 lane miles of improved local streets, 350 centerline miles of bikeways, and 1,700 traffic calming devices, 9 million square yards of sidewalks, 3,100 centerline miles of curbs, and 38,000 corners, and 160 bridges
- Maintain the City's sewer system, valued at approximately $13 billion
- Clean arterial streets approximately six to eight times per year, clean local streets approximately one to two times per year, remove approximately 13,000 cubic yards of leaves as part of the Leaf Day program
- Respond to snow, ice, and other weather events and safety hazards
- Implement action items from Portland Progress

Performance

The maintenance of transportation assets are evaluated by the following Key Performance Measures:

- Percent of City-owned bridges in non-distressed condition (a combination of fair or better condition, non-structurally deficient and/or non-weight restricted) - given that PBOT's Portland Progress plan has adopted replacing one weight restricted bridge per year, 85% of PBOT's bridges are projected to be in a non-distressed condition by 2020.
- Percentage of local streets in fair or better condition - the strategic target is 70% in fair or better condition and no more than 11% in very poor condition, as referenced in PBOT's 2015 Asset Status + Condition Report, by 2025.
- Percentage of busy (collector or arterial) streets in fair or better condition - the strategic target is 80% in fair or better condition and no more than 2% in very poor condition, as referenced in PBOT's 2015 Asset Status + Condition Report, by 2025.

Changes to Services and Activities

PBOT programs have been re-organized in recent years to improve service delivery. The Stormwater program is now part of the Environmental System Maintenance program.

The FY 2017-18 Adopted Budget includes some realignments to add a new position within current appropriation levels.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	330.60	346.37	360.78	365.65	353.45
Expenditures					
Electrical Maintenance	3,773,884	4,750,846	5,108,500	5,141,100	5,141,100
Environmental System Maintenance	19,028,691	19,897,118	24,323,740	24,892,967	25,025,651
Indirect Services	5,401,912	5,548,227	1,487,277	2,115,193	1,785,671
Maintenance	(112)	743,459	0	1,161,183	168,129
Mall Maintenance	1,704,501	1,203,423	761,837	807,000	807,000
Sidewalk Preservation	3,417,340	3,352,228	4,470,602	4,977,128	4,977,128
Stormwater Maintenance	860,415	772,686	0	0	0
Street Preservation	13,746,853	15,158,235	18,736,122	18,452,743	18,376,267
Structures	1,713,293	1,850,618	2,036,266	2,187,045	2,187,045
Traffic Maintenance	2,480,805	2,409,016	4,004,531	4,141,874	4,218,350
Total Expenditures	**52,127,582**	**55,685,856**	**60,928,875**	**63,876,233**	**62,686,341**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of PBOT-owned bridges in non-distressed condition	84%	85%	85%	85%	85%
Percentage of "busy" (collector/arterial) streets in fair or better condition	55%	53%	53%	55%	55%
Percentage of local streets in fair or better condition	43%	40%	40%	42%	42%

Operations

Description

The Operations program is supported by the Policy, Planning, and Projects Group, the Parking Services Group, the Development Permitting and Transit Group, and the Engineering Services Group.

The Policy Planning and Projects Group takes transportation ideas from long-range planning and policy realms, through project development, all the way to construction of large capital projects and smaller programmatic investments, and supports the effectiveness of investments through education and encouragement programs.

The Parking Services Group is responsible for managing on-street parking, including curb zone management, meter district operations, community outreach, customer service, asset maintenance and parking permit programs; managing the City's six Smartpark garages; and providing parking enforcement city-wide. This group also provides regulatory services for private-for-hire-vehicles and towing.

The Development Permitting and Transit Group facilitates public and private development opportunities which lead to job creation, housing construction, safety enhancements, and enhanced neighborhood livability. This group regulates the use of the right-of-way, including development review, utility permitting, right-of-way permitting, and right-of-way acquisitions. This group oversees development, operation and maintenance of the Portland Streetcar system and Portland Aerial Tram.

The Engineering Services Group provides technical support for transportation projects that enhance neighborhood access and livability, preserve and rehabilitate facilities, and support land use through improvements to the city street and structures system. Engineering and Technical Services provides technical support for capital projects, including structural and civil engineering, and construction inspection and survey services. This program also manages the City's Signal and Streetlighting systems.

Goals

The Policy Planning and Projects Group works to: plan, design, or build approximately 50 capital projects; implement action items from the Vision Zero Plan; provide Safe Routes to Schools Program for approximately 100 schools, reaching 36,000 students; provide SmartTrips Program reaching approximately 40,000 people; hold five Sunday Parkways events, including approximately 110,000 participants; operate the Bikeshare system with 1,000 bicycles; complete the 2035 Transportation System Plan update, the Central City 2035 Plan, Connected Centers Plans; Growing Transit Communities and Enhanced Corridors Plans; Freight Parking and Loading Plan; and Overdimensional Routes Plan; and implement action items from Portland Progress, PBOT's two-year work plan.

The Parking Services Group works to: manage parking in the right of way, including approximately 1,750 parking paystations supporting 12 million transactions annually; issue approximately 40,000 Parking Permits; enforce parking regulations city-wide, responding to approximately 23,000 requests for parking enforcement and 35,000 complaints about abandoned vehicles; manage six City-

owned parking garages, with 2 million transactions annually; regulate private-for-hire vehicles which provide for over 6.5 million rides annually and certifies over 12,000 drivers and vehicles; regulates the city-wide towing program that oversees over 25,000 tows per year; and implement action items from Portland Progress, PBOT's two-year work plan.

The Development Permitting and Transit Group works to manage the use of the City's right-of-way, including approximately 3,100 requests for utility permits; respond to approximately 14,000 requests for sidewalk, parking, or lane use; support 1,500 requests for community use of the right of way; ensure development building permits include streets, stormwater, sidewalks and street trees; manage and operate the Portland Streetcar, supporting approximately 4.5 million trips per year; operate the Portland Aerial Tram, supporting approximately 1.25 million trips per year; and implement action items from Portland Progress, PBOT's two-year work plan.

The Engineering Services Group works to: provide construction, inspections, and survey services for approximately 100 capital and permit projects; maintain the City's bridges and structures including approximately 160 bridges, 600 retaining walls, 200 stairways, 30 centerline miles of guardrails, and 5,000 feet of harbor wall; operate and maintain approximately 900 traffic signals, 300 traffic control devices, and 55,000 streetlights; process approximately 1,000 requests for traffic safety investigations and traffic control changes; and implement action items from Portland Progress, PBOT's two-year work plan.

Performance

The program's performance can be evaluated by its Key Performance Measures.

- The Portland Streetcar system supports a growing Central City, providing reliable and efficient transit service as measured by increasing streetcar ridership. Annual ridership is projected to be 6,100,000 in 2020.
- Portland's streets are safe for all users, regardless of how they travel, measured as reducing traffic fatalities. The City's Vision Zero Task Force has a goal of eliminating fatal injuries by 2025. The City's 2035 Comprehensive Plan also has a goal of eliminating traffic-related fatalities from Portland's transportation system.
- Portland creates livable neighborhoods, manages its growth, and limits its greenhouse gas emissions by expanding sustainable commuting, as measured by the percent of commuter trips made by walking, biking, transit, carpool, or telecommuting. Portland Progress, the Climate Action Plan, and the Bike Plan for 2030 call for 70% of Portlanders to commute by such means by 2030.

Changes to Services and Activities

PBOT programs have been re-organized in recent years to improve service delivery:

- Parking Enforcement and Parking Operations are shown together in the Parking Program;
- Regulatory Operations was transferred to PBOT from the Bureau of Revenue;
- Transportation Options programs were transferred to Active Transportation & Safety, Transportation Planning, and Modal Coordination programs; and
- Bike Share began operations in 2016.

The FY 2017-18 Adopted Budget includes some realignments to convert limited term positions to permanent positions and add new positions within current appropriation levels.

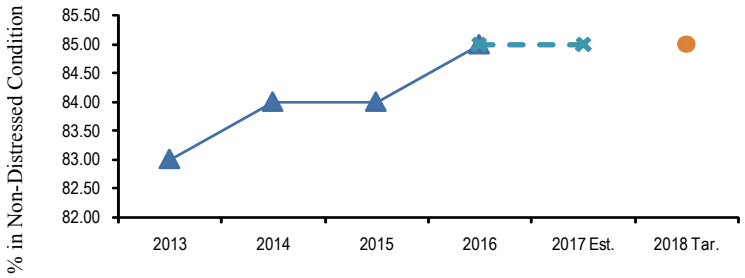
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	282.53	300.50	338.83	339.77	341.27
Expenditures					
Active Transportation	3,020,586	3,175,995	3,700,376	5,170,850	5,170,850
Bike Share Operations	0	200,000	3,200,000	3,200,000	3,200,000
Development Services	5,613,911	7,084,812	9,852,700	10,502,248	10,502,248
Emergency Preparedness	497,941	1,721,840	209,454	594,359	594,359
Engineering Services	2,415,032	1,922,652	2,591,200	2,303,800	2,303,800
Indirect Services	552,451	597,708	0	69,828	0
Modal Coordination	0	404,516	602,358	753,750	753,750
Parking Enforcement	350,938	671,931	0	0	0
Parking Garage Operations	5,642,219	6,793,217	11,017,766	8,710,850	8,960,850
Parking Operations	(225,353)	100,576	0	0	0
Parking Program	11,634,629	11,936,794	16,372,190	17,401,284	17,401,284
Recycling Operations	722,304	767,192	1,127,915	1,118,494	1,188,322
Regulatory Operations	1,092,742	1,140,534	2,697,200	4,522,000	4,522,000
Street Cleaning	4,874,655	5,111,220	6,295,941	6,487,191	6,487,191
Street Lighting	6,183,908	5,860,079	5,822,101	6,040,166	6,040,166
Streetcar Operations	10,492,021	13,407,347	13,793,446	14,034,532	14,034,532
TR Partnership Contrib	902,177	1,132,315	1,233,247	1,124,979	636,889
Traffic Operations	1,945,074	1,946,038	2,513,367	2,804,700	2,804,700
Traffic Signals	1,541,836	1,482,106	1,112,700	1,129,000	1,129,000
Tram Operations	530,950	221,354	375,000	375,000	375,000
Transportation Options	231,909	110,391	0	0	0
Transportation Planning	2,301,962	1,677,743	1,682,545	1,704,676	1,704,676
Total Expenditures	**60,321,892**	**67,466,360**	**84,199,506**	**88,047,707**	**87,809,617**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of trips made by people walking and bicycling, including to transit (calendar year)	24%	26%	27%	28%	28%
Annual streetcar ridership	4,623,520	4,313,571	4,800,000	5,000,000	5,000,000
Total number of traffic fatalities citywide (calendar year)	28	37	44	44	42
Effectiveness					
Percentage of public works permits completed within Portland Bureau of Transportation's set of interim timelines from beginning to end of permitting process	95%	94%	90%	90%	90%
Percentage of Streetcar on-time performance	81%	82%	82%	82%	82%
Efficiency					
On-street parking expenses as a percentage of revenues	31%	26%	25%	25%	25%
Percentage of Streetcar fare revenue contribution to operating budget	11%	7%	8%	9%	9%

Performance Measures

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 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	0	0	13,250,000	18,500,000	18,500,000
Miscellaneous Fund Allocations	0	0	0	125,042	1,590,000
Licenses & Permits	6,848,288	8,375,150	7,831,200	9,763,300	9,763,300
Charges for Services	67,077,574	76,710,729	81,113,478	85,132,519	85,132,519
Intergovernmental	78,077,550	85,775,985	97,067,732	111,006,712	111,006,712
Bond & Note	26,196,709	13,824,403	31,000,000	7,124,506	16,874,506
Miscellaneous	6,105,550	6,343,354	2,188,430	2,204,447	2,204,447
Total External Revenues	**184,305,671**	**191,029,621**	**232,450,840**	**233,856,526**	**245,071,484**
Internal Revenues					
Fund Transfers - Revenue	19,061,630	36,184,106	27,162,431	29,978,791	27,796,833
Interagency Revenue	30,128,942	28,569,343	33,167,466	31,987,212	31,987,212
Total Internal Revenues	**49,190,572**	**64,753,449**	**60,329,897**	**61,966,003**	**59,784,045**
Beginning Fund Balance	35,771,530	80,846,171	89,842,548	133,550,379	124,023,396
Total Resources	**$269,267,773**	**$336,629,241**	**$382,623,285**	**$429,372,908**	**$428,878,925**
Requirements					
Bureau Expenditures					
Personnel Services	70,823,239	77,146,270	96,639,504	100,529,462	100,692,430
External Materials and Services	72,644,202	52,582,351	77,546,112	66,696,737	66,190,786
Internal Materials and Services	25,840,483	26,487,883	34,783,414	33,290,324	33,290,324
Capital Outlay	19,129,847	11,702,549	34,467,937	80,771,760	80,771,760
Total Bureau Expenditures	**188,437,771**	**167,919,053**	**243,436,967**	**281,288,283**	**280,945,300**
Fund Expenditures					
Debt Service	22,383,564	27,609,207	14,873,775	17,408,592	17,408,592
Contingency	0	0	109,807,174	118,514,272	118,075,801
Fund Transfers - Expense	14,200,082	13,277,430	12,832,322	10,488,714	10,776,185
Debt Service Reserves	0	0	1,673,047	1,673,047	1,673,047
Total Fund Expenditures	**36,583,646**	**40,886,637**	**139,186,318**	**148,084,625**	**147,933,625**
Ending Fund Balance	44,246,356	127,823,551	0	0	0
Total Requirements	**$269,267,773**	**$336,629,241**	**$382,623,285**	**$429,372,908**	**$428,878,925**
Programs					
Administration & Support	10,178,233	6,833,128	6,846,366	6,839,610	7,924,609
Operations	60,321,892	67,466,360	84,199,506	88,047,707	87,809,617
Capital Improvements	65,810,064	37,933,709	91,462,220	122,524,733	122,524,733
Maintenance	52,127,582	55,685,856	60,928,875	63,876,233	62,686,341
Total Programs	**188,437,771**	**$167,919,053**	**$243,436,967**	**$281,288,283**	**$280,945,300**

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Local Street Design								
Public Work Permits	0	1,750,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
Total Local Street Design	**0**	**1,750,000**	**2,200,000**	**2,200,000**	**2,200,000**	**2,200,000**	**2,200,000**	**11,000,000**
Safety								
102nd Ave Crossing Improvements, NE	0	0	291,034	0	0	0	0	291,034
102nd Ave: Sandy - I-84, NE	0	0	149,456	0	0	0	0	149,456
112th Ave: Powell-Market, SE	0	0	633,307	0	0	0	0	633,307
122nd at Davis Crossing, NE	0	0	0	137,931	0	0	0	137,931
122nd Ave Safety Improve, Ph II, SE/NE	0	0	316,210	1,815,687	0	0	0	2,131,897
122nd Safety Improvements, SE/NE	523,116	2,174,681	46,441	0	0	0	0	46,441
148th Ave: Halsey - Glisan, NE	0	0	1,454,497	0	0	0	0	1,454,497
20th Ave Bike: Jefferson-Raleigh, NW	0	0	0	199,724	0	0	0	199,724
4M Greenway: 130th-174th, SE	0	0	551,724	0	0	0	0	551,724
70s Greenway Killingsworth-Cully Park	0	0	0	800,000	3,211,000	579,733	0	4,590,733
7th/9th Ave Greenway: Lloyd-Fremont, NE	0	0	46,724	105,000	400,000	0	0	551,724
82nd Ave Crossing Improve, SE/NE	0	0	704,000	0	0	0	0	704,000
Active Transportation Improvements	0	2,676,910	6,250,000	600,000	600,000	600,000	600,000	8,650,000
Burgard Rd at Time Oil Rd, N	529,128	619,899	265,719	0	0	0	0	265,719
Burnside St: 8th-24th, W	141,431	1,098,569	3,105,977	0	0	0	0	3,105,977
Capitol Hwy: Multnomah Village - West Portland, SW	0	0	730,000	1,275,676	7,899,569	0	0	9,905,245
Central City Multi-Modal Safety Projects	13,213	579,131	1,107,116	7,520,655	0	0	0	8,627,771
Connect Cully, NE	0	649,654	423,620	2,906,155	0	0	0	3,329,775
David Douglas School District - SR2S, SE	0	0	1,080,276	0	0	0	0	1,080,276
Downtown I-405 Ped Safety Imp, SW	0	357,520	1,837,311	0	0	0	0	1,837,311
East Portland Access to Employment	0	1,226,817	965,727	4,009,699	0	0	0	4,975,426
East Portland in Motion Bike Facility, SE	0	500,000	185,379	0	0	0	0	185,379
Flander Crossing, NE	0	0	1,347,007	4,100,000	93,407	0	0	5,540,414
Flavel St: 84th - 92nd, SE	0	0	261,515	0	0	0	0	261,515
Foster Rd: 82nd-91st, SE	225,522	825,000	4,090,485	0	0	0	0	4,090,485
Foster Rd: Powell Blvd - 90th Ave, SE	225,522	4,139,789	3,602,052	0	0	0	0	3,602,052
Glisan St & I-205 Ramp Enhancement, NE	0	0	400,000	0	0	0	0	400,000
Halsey/Weidler: 103rd - 113th, NE	219,548	1,462,846	5,080,878	0	0	0	0	5,080,878

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Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
HOP Greenway: Gateway TC-132nd, NE	0	0	551,724	0	0	0	0	551,724
Hwy Safety Improvement Prgm (HSIP) & Safety Ops CW	0	1,207,178	3,346,023	358,975	0	0	0	3,704,998
I-205 Undercrossing @ Halsey, NE	0	0	0	500,000	1,183,000	0	0	1,683,000
MLK Blvd @ Going, Holman & Bryant, N	0	0	339,724	0	0	0	0	339,724
Montavilla-Springwater Connector, SE/NE	0	0	0	151,724	400,000	0	0	551,724
Multnomah Blvd @ Garden Home, SW	0	0	0	507,000	1,649,000	0	0	2,156,000
ODOT Partnership	0	0	389,517	0	0	0	0	389,517
Powell St Lighting: I-205-174th, SE	0	0	0	345,379	0	0	0	345,379
Priority Ramps/ADA Transition Plan, CW	0	0	331,034	0	0	0	0	331,034
Safe Routes to School, CW	0	0	0	6,428,941	3,802,609	0	0	10,231,550
Safer & More Efficient Rail Crossings	0	0	391,379	0	0	0	0	391,379
Safer Access to Bus Shelters, SE/NE	0	0	110,345	110,345	0	0	0	220,690
Safer Shoulders (BES Partnership)	0	0	823,679	0	0	0	0	823,679
Southwest in Motion Bike Lanes, SW	0	0	0	185,379	0	0	0	185,379
Southwest in Motion Xing Priorities, SW	0	0	0	551,724	0	0	0	551,724
Southwest Portland in Motion, SW	0	167,132	78,132	0	0	0	0	78,132
Sullivan's Crossing over I-84, NE	0	0	1,085,086	1,093,747	10,000,000	322,132	0	12,500,965
US 30 Xing Enhance (Linnton), NW	0	0	185,381	0	0	0	0	185,381
Wilson High School - SRTS, SW	0	0	1,289,276	0	0	0	0	1,289,276
Total Safety	**1,877,480**	**17,685,126**	**43,847,755**	**33,703,741**	**29,238,585**	**1,501,865**	**600,000**	**108,891,946**
Health & Livability								
20th Ave: Raleigh-Upshur LID, NW	176,703	1,599,536	5,941,157	0	0	0	0	5,941,157
Bike Parking, CW	0	70,000	70,000	70,000	70,000	70,000	70,000	350,000
Dolph Ct & Spring Garden St. LID, SW	50,868	725,000	735,484	0	0	0	0	735,484
East Portland Access Transit	600,763	758,282	2,700,312	0	0	0	0	2,700,312
Federal and State Program Match Fund	0	312,994	500,000	23,808	1,283,457	1,283,457	1,283,457	4,374,179
Front Ave: 9th-19th LID, NW	0	0	1,446,094	0	0	0	0	1,446,094
Gravel Street Program	0	615,346	464,404	464,404	464,404	464,404	464,404	2,322,020
LID Street Design	0	178,500	176,000	0	0	0	0	176,000
Marine Drive Path: NE 112th Ave-185th Ave Sec.	135,832	355,980	624,153	0	0	0	0	624,153
OR99W: SW 19th Ave to SW 26th - Barbur Blvd Demo	14,304	235,122	793,989	1,115,092	0	0	0	1,909,081
PDC Small Projects	0	200,000	200,000	0	0	0	0	200,000

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

Bureau Capital Program		Revised	Adopted			Capital Plan		
Project	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
Powell-Division High Capacity Transit	751,524	1,223,828	1,198,652	2,249,356	1,769,000	1,093,000	200,000	6,510,008
Pre-LID Street Design	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Red Electric Trail, SW	133,185	321,557	1,712,969	0	0	0	0	1,712,969
Total Health & Livability	**1,863,179**	**6,626,145**	**16,593,214**	**3,952,660**	**3,616,861**	**2,940,861**	**2,047,861**	**29,151,457**
Asset Management								
122nd Ave: Johnson Creek Br Repl, SE	0	1,262,440	300,000	2,200,000	0	0	0	2,500,000
136th Ave: Foster-Division, SE	0	0	0	750,000	5,760,000	0	0	6,510,000
42nd Ave & Wisteria Dr, NE	0	0	669,000	0	0	0	0	669,000
4th Ave: Lincoln-Burnside, SW	0	0	0	650,000	2,773,000	0	0	3,423,000
50th Ave: Division-Hawthorne, SE	0	0	1,345,000	0	0	0	0	1,345,000
Alberta St: 15th-30th, NE	0	0	0	430,000	1,290,000	0	0	1,720,000
Bridges/Overpasses	0	1,099,866	594,467	0	124,724	124,724	124,724	968,639
Burnside: W 24th-E Cesar Chavez	312,987	1,937,013	44,072	0	0	0	0	44,072
Capitol Hwy: Multnomah-Texas, SW	0	0	350,000	1,350,000	0	0	0	1,700,000
Columbia Blvd: Interstate Pl-Kerby, N	0	0	1,850,000	0	0	0	0	1,850,000
Denver Ave: Lombard-Watts, N	0	0	235,000	703,000	0	0	0	938,000
Lighting Efficiency Program, CW	10,375,494	5,500,000	7,124,506	0	0	0	0	7,124,506
Naito Pkwy: Harrison-Jefferson, SW	0	40,000	2,841,630	0	0	0	0	2,841,630
Signal Communication System, CW	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Signal Reconstruction, CW	0	2,944,446	1,399,609	303,809	349,609	349,609	349,609	2,752,245
Street Light Replacement, CW	0	529,609	229,609	229,609	229,609	229,609	229,609	1,148,045
Sunderland Rd Bridge Replacement, N	0	0	295,490	50,000	494,510	0	0	840,000
Taylors Ferry Rd. Rockslide Abatement, SW	17,209	182,791	499,452	0	0	0	0	499,452
Vermont St: Capitol-Oleson, SW	0	0	2,559,000	0	0	0	0	2,559,000
Williams Ave: Stanton-Cook, N	0	0	620,000	0	0	0	0	620,000
Total Asset Management	**10,705,690**	**13,546,165**	**21,006,835**	**6,716,418**	**11,071,452**	**753,942**	**753,942**	**40,302,589**
Economic Vitality								
10th and Yamhill Parking Garage	45,432	1,196,131	8,651,091	12,551,358	0	0	0	21,202,449
47th Ave: Columbia-Cornfoot, NE	180,809	1,015,955	4,240,147	0	0	0	0	4,240,147
Bond Ave: Gibbs - Porter, SW	0	0	510,442	4,197,665	4,291,893	0	0	9,000,000
Bond: Gibbs-River Pkwy, SW	907,667	3,815,592	3,886,516	925,431	0	0	0	4,811,947
Columbia Blvd ITS, N/NE	0	157,227	557,227	0	0	0	0	557,227
Columbia Blvd/MLK Blvd, N	1,052,494	1,100,716	2,323,002	0	0	0	0	2,323,002
Columbia Blvd: Cully Blvd & Alderwood Rd, NE	0	317,158	4,130,654	0	0	0	0	4,130,654
Going to the Island Freight Improvements, N	0	21,450	111,450	445,800	0	0	0	557,250
Lombard Streetscape: Drummond-Albina, N	0	0	1,996,386	0	0	0	0	1,996,386
Parking Machines	0	300,000	1,250,000	1,250,000	0	0	0	2,500,000

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

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
South Rivergate Freight Project, N	0	716,743	959,182	3,700,000	13,802,000	0	0	18,461,182
St. Johns Truck Strategy, Ph. II, N	0	609,200	2,794,806	0	0	0	0	2,794,806
Streetcar eFare Start-Up	0	0	406,816	0	0	0	0	406,816
Streetcar Lloyd District Turnback	0	0	256,778	0	0	0	0	256,778
Streetcar Security Cameras	0	0	500,000	0	0	0	0	500,000
Streetcar Vehicle Acquisition	0	0	459,995	0	0	0	0	459,995
SW Corridor Transit Project	0	895,232	1,730,596	0	0	0	0	1,730,596
Total Economic Vitality	**2,186,402**	**10,145,404**	**34,765,088**	**23,070,254**	**18,093,893**	**0**	**0**	**75,929,235**
Total Requirements	**16,632,751**	**49,752,840**	**118,412,892**	**69,643,073**	**64,220,791**	**7,396,668**	**5,601,803**	**265,275,227**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	3.00	175,164	3.00	179,047	3.00	179,047
30000434	Administrative Assistant	49,774	76,648	7.00	499,994	7.00	507,988	7.00	507,988
30000433	Administrative Specialist, Sr	46,342	71,344	1.00	56,436	2.00	104,316	2.00	104,316
30000436	Administrative Supervisor I	60,403	80,517	2.00	161,040	2.00	161,040	2.00	161,040
30000437	Administrative Supervisor II	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000207	Applications Analyst IV-Generalist	73,528	98,363	2.00	196,728	2.00	196,728	2.00	196,728
30000090	Asphalt Raker	48,381	52,021	12.00	606,060	12.00	606,060	12.00	606,060
30000102	Automotive Equip Oper II: Sewer Vacuum	47,861	57,616	9.00	502,893	9.00	507,078	9.00	507,078
30000103	Automotive Equip Oper II: Street Sweeper	47,861	57,616	11.00	614,220	11.00	614,220	11.00	614,220
30000104	Automotive Equip Oper II: Tractor-Trailr	47,861	57,616	1.00	47,856	1.00	47,856	1.00	47,856
30000101	Automotive Equipment Oper I	45,053	54,621	51.00	2,757,096	51.00	2,757,096	51.00	2,757,096
30000441	Business Operations Manager	82,909	110,448	1.00	102,000	1.00	105,490	1.00	105,490
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	135,000	1.00	135,000	1.00	135,000
30000440	Business Operations Supervisor	73,528	98,363	3.00	288,972	3.00	291,816	3.00	291,816
30000448	Business Systems Analyst	63,419	84,552	1.00	80,795	1.00	83,881	1.00	83,881
30000447	Business Systems Analyst, Assistant	49,774	76,648	1.00	64,512	1.00	67,152	1.00	67,152
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000331	CAD Analyst	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000329	CAD Technician II	55,973	71,406	3.00	214,236	3.00	214,236	3.00	214,236
30001259	Capital Program Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000399	Capital Project Manager I	67,974	86,798	3.00	241,572	3.00	241,572	3.00	241,572
30000686	Capital Project Manager II	73,528	98,363	7.00	622,536	7.00	624,776	7.00	624,776
30000687	Capital Project Manager III	77,064	103,563	5.00	448,745	5.00	455,753	5.00	455,753
30000110	Carpenter	56,805	63,544	5.00	317,700	5.00	317,700	5.00	317,700
30001809	Collection System Investigator	54,205	60,528	4.00	242,112	4.00	242,112	4.00	242,112
30001808	Collection System Video Inspector	54,205	60,528	6.00	363,168	6.00	363,168	6.00	363,168
30000492	Community Outreach & Informtn Rep	60,403	80,517	1.00	67,392	1.00	70,152	1.00	70,152
30000493	Community Outreach & Informtn Rep, Sr	66,622	88,837	1.00	83,175	1.00	86,487	1.00	86,487
30000107	Concrete Finisher	56,805	63,544	13.00	819,288	13.00	819,288	13.00	819,288
30000105	Construction Equipment Operator	47,986	61,277	18.00	1,056,949	18.00	1,063,044	18.00	1,063,044
30000733	Development Services Manager	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30000334	Development Services Technician III	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000732	Development Supervisor I	69,971	93,413	2.00	147,288	2.00	149,664	2.00	149,664
30000836	Development Supervisor II	77,064	103,563	3.00	293,820	3.00	299,674	3.00	299,674
30000634	Electrical Supervisor	69,971	93,413	2.00	158,016	2.00	160,123	2.00	160,123
30000116	Electrician	71,074	76,710	18.00	1,363,968	18.00	1,379,478	18.00	1,379,478
30000121	Electrician/Instrument Technician	73,237	79,040	1.00	79,044	1.00	79,044	1.00	79,044
30000237	Electronics Technician II:Traffic Signal	61,818	74,942	3.00	224,820	3.00	224,820	3.00	224,820
30000683	Engineer, Chief	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30000684	Engineer, City Traffic	103,522	138,050	1.00	138,048	1.00	138,048	1.00	138,048
30000682	Engineer, Principal	103,522	138,050	2.00	267,960	2.00	267,960	2.00	267,960
30000680	Engineer, Sr	89,627	119,475	10.00	1,098,716	10.00	1,102,860	10.00	1,102,860
30000681	Engineer, Supervising	96,325	128,440	6.00	724,458	6.00	729,153	6.00	729,153
30001734	Engineer-Bridge	89,357	108,597	3.00	287,304	3.00	287,304	3.00	287,304
30000365	Engineer-Civil	89,357	108,597	5.00	518,568	5.00	523,752	5.00	523,752
30000370	Engineer-Traffic	89,357	108,597	7.00	740,952	7.00	740,952	7.00	740,952
30000358	Engineering Associate, Sr-Civil	77,272	98,509	8.00	741,294	9.00	809,088	9.00	809,088
30000362	Engineering Associate, Sr-Structural	77,272	98,509	1.00	98,508	1.00	98,508	1.00	98,508
30000363	Engineering Associate, Sr-Traffic	77,272	98,509	10.00	890,951	10.00	907,060	10.00	907,060
30000353	Engineering Associate-Civil	63,502	85,093	10.00	693,575	11.00	792,188	11.00	792,188

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000696	Engineering Survey Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000324	Engineering Technician I	41,766	55,973	15.00	668,309	19.00	857,043	19.00	857,043
30000325	Engineering Technician II	55,973	71,406	26.00	1,642,331	29.00	1,858,348	30.00	1,914,316
30000326	Engineering Technician III	67,974	86,798	7.00	558,144	7.00	561,510	7.00	561,510
30001810	Env Policy & Hazardous Materials Coord	77,064	98,322	1.00	98,328	1.00	98,328	1.00	98,328
30000095	Environmental Systems Crew Leader	58,302	63,378	11.00	697,224	11.00	697,224	11.00	697,224
30000567	Financial Analyst	63,419	84,552	2.00	156,504	2.00	159,444	2.00	159,444
30000566	Financial Analyst, Assistant	49,774	76,648	1.00	49,776	1.00	49,776	1.00	49,776
30000569	Financial Analyst, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000568	Financial Analyst, Sr	69,971	93,413	3.00	280,224	3.00	280,224	3.00	280,224
30000127	General Mechanic	51,542	64,230	2.00	128,472	2.00	128,472	2.00	128,472
30000341	GIS Technician I	41,766	55,973	1.00	55,968	1.00	55,968	1.00	55,968
30000342	GIS Technician II	55,973	71,406	7.00	467,988	7.00	472,236	7.00	472,236
30000343	GIS Technician III	67,974	86,798	3.00	250,198	3.00	257,660	3.00	257,660
30000372	Graphics Designer II	55,973	71,406	1.00	67,980	1.00	71,412	1.00	71,412
30000166	Lighting & Signal Inspector	72,779	84,219	1.00	84,216	1.00	84,216	1.00	84,216
30000855	Maintenance Group Manager	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000644	Maintenance Planner/Scheduler	60,403	80,517	3.00	213,060	3.00	216,024	3.00	216,024
30000451	Management Analyst	63,419	84,552	4.00	272,007	5.00	342,288	5.00	342,288
30000453	Management Analyst, Principal	82,909	110,448	5.00	455,235	5.00	465,115	5.00	465,115
30000452	Management Analyst, Sr	69,971	93,413	7.00	572,087	7.00	577,755	7.00	577,755
30000450	Management Assistant	49,774	76,648	1.00	63,648	1.00	66,256	1.00	66,256
30000978	Mapping Data Technician II	67,974	86,798	2.00	144,510	2.00	151,478	2.00	151,478
30000347	Materials Quality Compliance Specialist	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000012	Office Support Specialist II	34,798	49,962	9.00	412,078	9.00	420,203	9.00	420,203
30000013	Office Support Specialist III	44,512	58,989	6.00	294,684	6.00	302,283	6.00	302,283
30000112	Painter	56,805	63,544	1.00	63,540	1.00	63,540	1.00	63,540
30000185	Parking Code Enforcement Officer	42,182	55,411	66.00	3,317,130	66.00	3,351,506	66.00	3,351,506
30000638	Parking Control Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000637	Parking Enforcement Supervisor	66,622	88,837	4.00	296,052	4.00	303,636	4.00	303,636
30001859	Parking Pay Station Analyst	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000099	Parking Pay Station Technician	50,939	61,506	8.00	444,522	7.00	393,958	7.00	393,958
30000385	Planner II. City-Land Use	65,395	75,587	2.00	148,386	2.00	151,176	2.00	151,176
30000388	Planner II. City-Transportation	65,395	75,587	1.00	71,868	1.00	71,868	1.00	71,868
30000375	Planner, Associate	53,976	62,462	2.00	117,313	2.00	122,688	2.00	122,688
30000393	Planner, Sr City-Land Use	67,974	86,798	2.00	170,523	2.00	173,592	2.00	173,592
30000396	Planner, Sr City-Transportation	67,974	86,798	5.00	418,596	5.00	418,596	5.00	418,596
30000395	Planner, Sr City-Transportation Modeling	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30000640	Portland Streetcar Maintenance Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000643	Portland Streetcar Maintenance Supvr	63,419	84,552	4.00	317,541	4.00	328,415	4.00	328,415
30000639	Portland Streetcar Operations Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000839	Portland Streetcar Operations Supvr	63,419	84,552	4.00	323,272	4.00	329,516	4.00	329,516
30000464	Program Coordinator	66,622	88,837	4.00	333,444	4.00	338,448	4.00	338,448
30000465	Program Manager	69,971	93,413	6.00	533,256	6.00	538,398	6.00	538,398
30000466	Program Manager, Sr	82,909	110,448	2.00	213,720	2.00	216,191	2.00	216,191
30000463	Program Specialist	60,403	80,517	8.00	554,377	8.00	561,419	8.00	561,419
30000462	Program Specialist, Assistant	49,774	76,648	2.00	141,660	3.00	193,656	3.00	193,656
30000497	Public Information Manager	77,064	103,563	1.00	123,240	1.00	123,240	1.00	123,240
30000495	Public Information Officer	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000632	Public Works Division Manager	95,888	129,917	3.00	312,756	3.00	318,349	3.00	318,349

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000690	Public Works Inspection Supervisor	69,971	93,413	2.00	163,380	2.00	163,380	2.00	163,380
30000228	Public Works Inspector	62,774	71,739	9.00	606,072	11.00	750,902	11.00	750,902
30000229	Public Works Inspector, Sr	68,099	80,226	6.00	481,392	7.00	549,492	7.00	549,492
30000679	Public Works Permit Engineering Manager	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000630	Public Works Supervisor II	63,419	84,552	22.00	1,691,830	23.00	1,786,646	23.00	1,786,646
30000190	Regulatory Program Administrator	67,163	83,075	1.00	80,640	1.00	82,873	1.00	82,873
30000189	Regulatory Program Specialist	46,717	61,859	5.00	289,078	9.80	524,686	9.80	524,686
30000697	Right of Way Acquisition Supervisor	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000348	Right of Way Agent I	41,766	55,973	2.00	86,356	2.00	89,660	2.00	89,660
30000349	Right of Way Agent II	55,973	71,406	3.00	198,792	3.00	198,792	3.00	198,792
30000350	Right of Way Agent III	67,974	86,798	3.00	260,388	4.00	332,700	4.00	332,700
30000481	Risk Specialist	60,403	80,517	1.00	71,196	1.00	74,109	1.00	74,109
30000485	Safety & Risk Officer I	69,971	93,413	2.00	163,380	2.00	163,380	2.00	163,380
30000029	Service Dispatcher	37,336	53,830	4.00	215,328	4.00	215,328	4.00	215,328
30000197	Sidewalk Inspector	55,723	63,378	6.00	372,648	6.00	372,648	6.00	372,648
30000089	Sign Maker	56,805	63,544	1.00	63,540	1.00	63,540	1.00	63,540
30000402	Signals & Street Lighting Technician	67,974	86,798	1.00	86,796	1.00	86,796	1.00	86,796
30002133	Site Operations Crew Leader	58,302	63,378	2.00	126,768	2.00	126,768	2.00	126,768
30000053	Storekeeper/Acquisition Specialist I	45,302	55,453	1.00	53,170	1.00	55,452	1.00	55,452
30000054	Storekeeper/Acquisition Specialist II	47,611	58,219	4.00	232,896	4.00	232,896	5.00	286,980
30000056	Storekeeper/Acquisition Specialist III	53,789	66,851	3.00	200,556	3.00	200,556	3.00	200,556
30000468	Stores System Supervisor II	63,419	84,552	1.00	80,184	1.00	83,472	1.00	83,472
30000702	Street Lights/Signals Manager	82,909	110,448	1.00	102,388	1.00	106,586	1.00	106,586
30000091	Street Maintenance Crew Leader	58,302	63,378	10.00	618,612	10.00	618,612	10.00	618,612
30001883	Streetcar Officer	37,690	53,976	2.00	97,705	3.00	147,205	3.00	147,205
30001079	Survey Project Support Tech	58,219	63,565	1.00	63,564	1.00	63,564	1.00	63,564
30000224	Surveying Aide II	50,960	59,322	6.00	347,604	6.00	347,604	6.00	347,604
30000694	Surveying Supervisor	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000225	Surveyor I	58,219	72,342	4.00	289,392	4.00	289,392	4.00	289,392
30000226	Surveyor II	73,362	85,426	4.00	329,652	4.00	331,698	4.00	331,698
30001558	Timekeeping Specialist	37,398	53,747	5.00	244,329	5.00	247,725	5.00	247,725
30000092	Traffic Crew Leader	56,202	61,131	8.00	479,184	8.00	479,184	8.00	479,184
30000699	Traffic Investigations Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000531	Training & Development Analyst	63,419	84,552	0.00	0	1.00	73,992	1.00	73,992
30001183	Transportation Demand Mgmt Assistant	36,338	46,384	2.00	74,448	2.00	76,907	2.00	76,907
30000351	Transportation Demand Mgmt Spec I	55,973	71,406	3.00	187,190	6.00	360,909	6.00	360,909
30000352	Transportation Demand Mgmt Spec II	67,974	86,798	5.00	425,856	5.00	429,888	5.00	429,888
30000853	Transportation Dev Perm &Transit Grp Mgr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000420	Transportation Director	143,312	205,379	1.00	198,408	1.00	205,380	1.00	205,380
30002083	Transportation Director, Assistant	113,318	162,219	1.00	154,008	1.00	158,216	1.00	158,216
30000642	Transportation Division Manager	95,888	129,917	6.00	672,622	6.00	694,869	6.00	694,869
30000740	Transportation Planner, Supervising	82,909	110,448	3.00	280,260	3.00	286,340	3.00	286,340
30000739	Transportation Planning Coordinator	66,622	88,837	3.00	265,632	3.00	266,508	3.00	266,508
30000741	Transportation Planning Manager	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000854	Transportation Systems Grp Mgr	102,981	143,811	1.00	128,460	1.00	133,289	1.00	133,289
30001037	Utility Locator	52,021	55,973	5.00	278,531	5.00	279,840	5.00	279,840
30000076	Utility Worker I	44,491	48,381	13.00	613,440	13.00	613,440	13.00	613,440
30000077	Utility Worker II	48,381	52,021	133.00	6,838,668	133.00	6,868,917	134.00	6,917,301
30000123	Welder	56,805	63,544	2.00	127,080	2.00	127,080	2.00	127,080
TOTAL FULL-TIME POSITIONS				828.00	55,555,319	853.80	57,532,208	856.80	57,690,644

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000324	Engineering Technician I	41,766	55,973	0.50	20,880	0.00	783	0.50	21,663
30000463	Program Specialist	60,403	80,517	0.60	48,312	0.60	48,312	0.60	48,312
30000189	Regulatory Program Specialist	46,717	61,859	0.80	37,368	0.80	40,362	0.80	40,362
30000029	Service Dispatcher	37,336	53,830	2.70	100,800	2.70	104,496	2.70	104,496
30000351	Transportation Demand Mgmt Spec I	55,973	71,406	0.50	27,984	0.50	29,227	0.50	29,227
30000352	Transportation Demand Mgmt Spec II	67,974	86,798	0.50	43,404	0.50	43,404	0.50	43,404
TOTAL PART-TIME POSITIONS				5.60	278,748	5.10	266,584	5.60	287,464
30000433	Administrative Specialist, Sr	46,342	71,344	0.75	34,758	0.00	0	0.00	0
30000491	Community Outreach & Informtn Assistant	49,774	76,648	1.00	76,644	1.00	76,644	1.00	76,644
30000116	Electrician	71,074	76,710	0.58	41,931	1.00	76,716	1.00	76,716
30000358	Engineering Associate, Sr-Civil	77,272	98,509	1.00	77,582	0.92	74,283	0.92	74,283
30000363	Engineering Associate, Sr-Traffic	77,272	98,509	1.00	77,268	1.00	81,036	1.00	81,036
30000353	Engineering Associate-Civil	63,502	85,093	1.00	77,268	0.00	0	0.00	0
30000324	Engineering Technician I	41,766	55,973	2.83	118,700	0.00	0	0.00	0
30000325	Engineering Technician II	55,973	71,406	2.83	165,858	0.00	0	0.00	0
30000452	Management Analyst, Sr	69,971	93,413	1.75	134,187	2.00	154,191	2.00	154,191
30000375	Planner, Associate	53,976	62,462	1.67	92,600	2.00	115,220	2.00	115,220
30000839	Portland Streetcar Operations Supvr	63,419	84,552	1.00	80,160	1.00	82,078	1.00	82,078
30000464	Program Coordinator	66,622	88,837	0.50	33,312	1.00	66,624	1.00	66,624
30000465	Program Manager	69,971	93,413	0.50	34,986	0.00	0	0.00	0
30000466	Program Manager, Sr	82,909	110,448	0.75	62,181	1.00	82,908	1.00	82,908
30000463	Program Specialist	60,403	80,517	0.92	72,754	1.00	80,136	1.00	80,136
30000462	Program Specialist, Assistant	49,774	76,648	3.83	212,551	4.00	240,342	4.00	240,342
30000228	Public Works Inspector	62,774	71,739	1.00	69,228	0.00	0	0.00	0
30000189	Regulatory Program Specialist	46,717	61,859	3.18	159,022	0.00	22,928	0.00	22,928
30000350	Right of Way Agent III	67,974	86,798	0.83	57,508	0.00	(3)	0.00	(3)
30001183	Transportation Demand Mgmt Assistant	36,338	46,384	2.00	77,052	2.00	80,104	2.00	80,104
30000351	Transportation Demand Mgmt Spec I	55,973	71,406	2.58	144,584	0.00	5,650	0.00	5,650
30000739	Transportation Planning Coordinator	66,622	88,837	1.00	74,880	1.00	78,932	1.00	78,932
TOTAL LIMITED TERM POSITIONS				32.52	1,975,014	18.92	1,317,789	18.92	1,317,789
GRAND TOTAL				866.12	57,809,081	877.82	59,116,581	881.32	59,295,897

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.

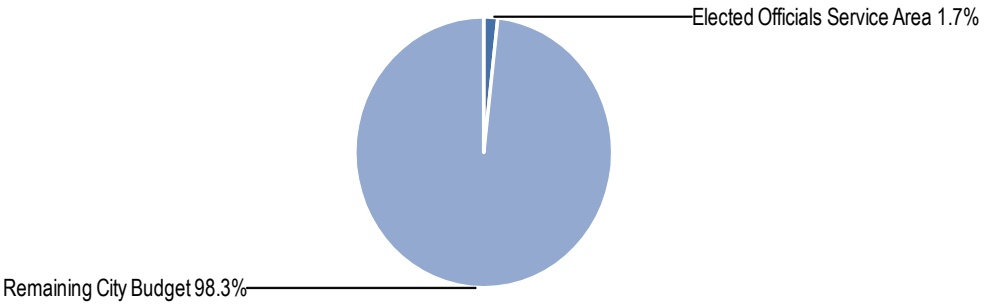
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	269,690,601	0	269,690,601	870.32	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	1,590,000	1,590,000	0.00	Vision Zero initiatives
	0	330,000	330,000	0.00	Snow and ice weather response
	0	7,200,000	7,200,000	0.00	Major maintenance and asset replacement projects
	200,000	0	200,000	2.00	Public Works permitting positions
	183,000	0	183,000	2.00	Streetcar positions
	82,000	0	82,000	1.00	Regulatory operations positions
	0	426,000	426,000	0.00	Smart Cities - AT&T nodes
	(1,980,000)	1,980,000	0	0.00	Elimination of Utility License Fee allocation
	0	0	0	2.00	Traffic investigations positions
	0	5,680	5,680	0.00	BPS IA increase for traffic modeling services
	0	0	0	1.00	Environmental Services position
	0	0	0	0.00	Convert Regulatory operations positions to ongoing
	0	0	0	0.00	Convert Development Services positions to ongoing
	0	0	0	0.00	Convert Parking Operations positions to ongoing
	0	0	0	0.00	Convert Active Transportation positions to ongoing
	0	0	0	1.00	Parking Operations position
	0	0	0	(1.50)	Cut vacant Parking Operations position
	0	967,000	967,000	0.00	Youth bus pass
	614,002	0	614,002	0.00	OMF IA adjustments
Approved Budget Additions and Reductions					
	0	250,000	250,000	0.00	Downtown marketing initiative
	0	0	0	1.00	Signal & streetlighting position
	0	0	0	0.50	Add back vacant parking operations position
	0	223,017	223,017	0.00	Carryover for Project Management Software
	95,000	0	95,000	0.00	Part-time staff for HR support
	1,464,958	(1,464,958)	0	0.00	Vision Zero converted to ongoing, funded by Recreational Marijuana Tax revenues
Adopted Budget Additions and Reductions					
	0	0	0	2.00	Fall BMP positions
	20,000	36,000	56,000	0.00	Document scanning & archiving software
	0	(967,000)	(967,000)	0.00	Youth Bus Pass funding moved to Special Appropriations
	678,960	**10,575,739**	**11,254,699**	**11.00**	**Total FY 2017-18 Decision Packages**
			280,945,300	**881.32**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

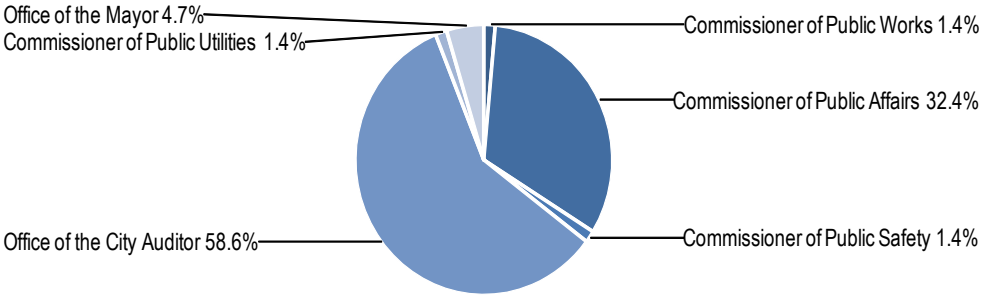
Elected Officials Service Area

- Office of the City Auditor
- Office of the Mayor
- Commissioner of Public Affairs
- Commissioner of Public Safety
- Commissioner of Public Utilities
- Commissioner of Public Works

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	69,355,709	82,818,004	13,462,295	19.41
Capital	0	0	0	0.00
Total Requirements	**69,355,709**	**82,818,004**	**13,462,295**	**19.41**
Authorized Positions	108.88	112.48	3.60	3.31

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 2017-18 Adopted Budget for the Office of the Mayor is $3.8 million. This represents a 27.64% increase from the FY 2016-17 Revised Budget. The Adopted Budget increases existing funding for the SummerWorks program by $360,000 in ongoing General Fund resources, supporting a total of 220 interns in FY 2017-18. New ongoing resources ($390,110) are added to for three additional Commissioner Staff Representative positions. One-time General Fund dollars in the amount of $130,000 are transferred from Special Appropriations COCL/COAB resources for a Senior Policy Advisor who will coordinate City wide efforts to comply with the Department of Justice settlement agreement.

Commissioners' Offices

The FY 2017-18 Adopted Budget for the Commissioner of Public Affairs includes $60,000 in one-time General Fund resources to provide eviction prevention services through the Gateway Center for Domestic Violence Services. There are no significant changes to other commissioners' office budgets.

Office of the City Auditor

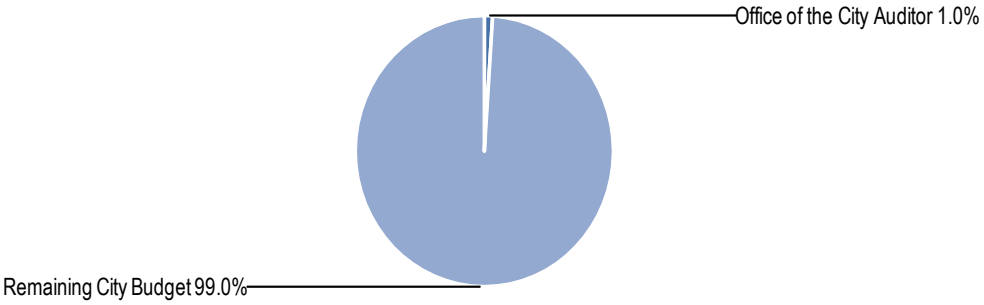
The Auditor's Office FY 2017-18 Adopted Budget includes 53.7 FTEs and a total budget of $48.5 million. The program expenses total $12.1 million. The Adopted Budget includes $69,870 in ongoing General Fund resources to increase the Independent Police Review (IPR) Assistant Manager from part time to full time, $131,234 in ongoing General Fund dollars for a Senior Staff Attorney, and $147,000 in a one-time General Fund for an audit of the Regional Arts and Culture Council. The Auditors Offices materials and services budget was reduced by $88,448 in ongoing General Fund resources. The Auditor will no longer perform the Annual Community Survey as a result of this reduction. Debt previously issued for the archive space at Portland State University was refinanced resulting in annual savings of $100,000 that will be returned to the General Fund through a $100,000 reduction in ongoing General Fund resources.

The Auditor's Office manages the Bancroft Bond Interest and Sinking Fund ($20.8 million in the FY 2017-18 Adopted Budget), the Assessment Collection Fund ($80,735), and the Local Improvement District Fund ($19.8 million).

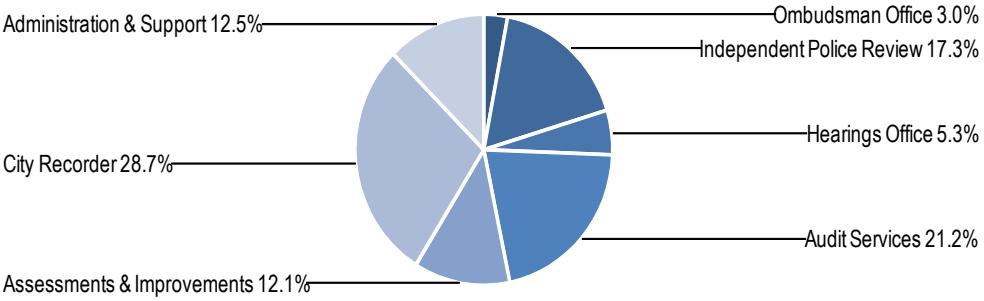
Office of the City Auditor

Elected Officials Service Area
Mary Hull Caballero, City Auditor

Percent of City Budget

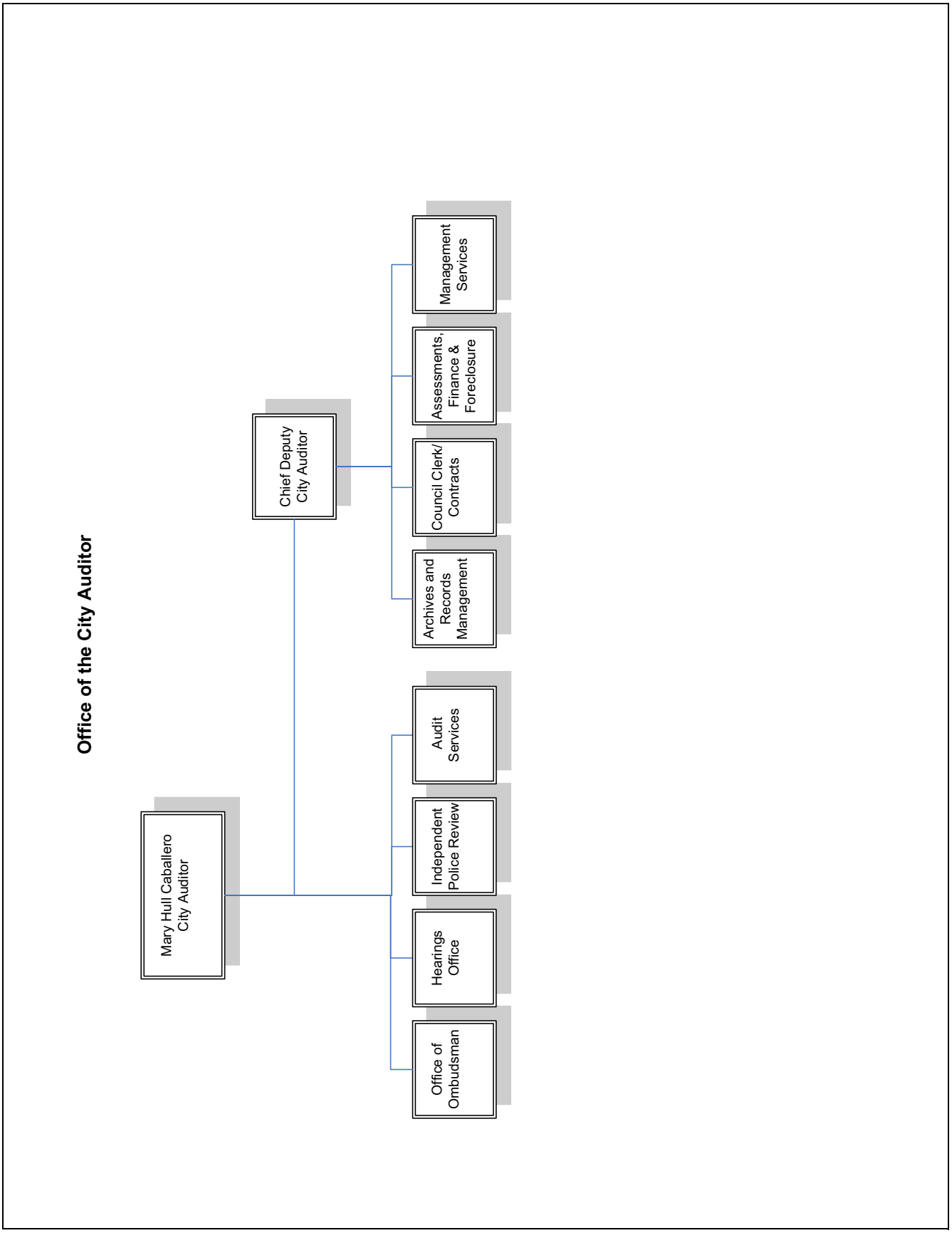


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	39,901,168	48,517,568	8,616,400	21.59
Capital	0	0	0	0.00
Total Requirements	**39,901,168**	**48,517,568**	**8,616,400**	**21.59**
Authorized Positions	52.20	53.70	1.50	2.87


Office of the City Auditor
Mary Hull Caballero
City Auditor
Chief Deputy
City Auditor
Office of
Ombudsman
Hearings
Office
Independent
Police Review
Audit
Services
Archives and
Records
Management
Council Clerk/
Contracts
Assessments,
Finance &
Foreclosure
Management
Services

Bureau Summary

Bureau 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.

Bureau Overview

The elected City Auditor provides accountability for the use of public resources. City Charter requires the Auditor to be professionally certified and assigns the Auditor a variety of responsibilities, including conducting performance audits, administering City elections, maintaining all official records of the City, overseeing the Council agenda and meetings, and other accountability functions. City Code also authorizes the Auditor to provide civilian oversight of the Portland Police Bureau, impartial hearings of appeals of City decisions, and independent investigations of complaints.

The FY 2017-18 operating budget for the Auditor's Office totals approximately $10.6 million, which provides funding for a wide range of programs and responsibilities. The remainder of the budget appears in funds managed by the Assessments, Finance & Foreclosure program, which finances both large and small local improvement projects on behalf of other bureaus.

Strategic Direction

Implement Charter Changes to Protect Auditor's Independence

A proposal to amend the City Charter was approved by Portland voters at the May 16, 2017 special election. The changes provide the Auditor's Office administrative independence from City bureaus and offices and add the City Ombudsman as a responsibility of the Auditor. An implementation phase has begun to address rule-making, polices and procedures, and technical adjustments in collaboration with the Mayor, the Office of Management & Finance, the City Budget office, the City Attorney's Office, and others.

Promote Transparency, Accountability, and Equity in our Work

Work will continue on two priorities of the Auditor’s Office: improving how results of audits, investigations and other information are communicated to the public; and making progress on the development of equity goals, strategies and outcomes. Effectively communicating results of accountability assessments of City bureaus and community member complaints requires the Auditor’s Office to keep pace with how the public consumes information. The changing nature of technology and the increasing complexity of government responsibilities make this an ongoing challenge. In the fall of 2016, Auditor’s Office employees participated in an all-staff workshop to add to their knowledge of equity issues and set in motion a process for developing measurable goals and methods to evaluate progress. The commitment of the Auditor’s Independent Police Review toward implementation of the terms of the settlement agreement with the U.S. Department of Justice also remains a priority.

Summary of Budget Decisions

Adds

IPR Assistant Program Manager to Full-Time

The FY 2017-18 Adopted Budget includes $67,870 of ongoing General Fund resources to increase an IPR Assistant Program Manager position from part time to full time. The increase rebalances responsibilities in response to an increased investigative workload. Eleven of 13 subordinate employees report directly to the division's Director, who is also responsible for reviewing 40 percent of IPR's cases, managing systemic policy reviews, and overseeing community outreach. The Director is also the Auditor's Office's lead contact for the City's settlement agreement with the U.S. Department of Justice. The increase in this position will delegate some responsibilities from the Program Manager to be shifted, such as coordinating policy reviews and community outreach assignments, as well as taking responsibility for reviewing more cases.

Senior Staff Attorney

This addition is a combination of ongoing General Fund resources ($131,234) and realignment of existing Auditor's Office funding ($50,000). This position will be supervised by and accountable to the Auditor. With regard to the office's oversight functions, consultation with the City Attorney's Office creates the appearance of an impairment to the independence of the Auditor's Office, and therefore its objectivity. This addition will provide much-needed independent counsel for advice about legal risks and how best to mitigate them in carrying out the office's responsibilities. The position will also provide legal and policy research to the Auditor and division managers.

This position is not intended to replace all services currently provided by the City Attorney's Office and such services will continue to be sought in areas where the Auditor's Office is not in conflict with the City's position, such as employment and labor, Council operations, and litigation defense.

Regional Arts and Culture Council (RACC) Audit

At the request of Mayor Wheeler and Commissioner Fish, the Auditor's Office will conduct an audit of the Regional Arts and Culture Council (RACC), an independent non profit agency that acts as the City of Portland's cultural arm. The audit is funded by $147,000 of additional General Fund resources and will focus on agency operations pursuant to its agreement with the City. An audit scope will be defined once the project is launched and preliminary information-gathering is completed.

City Hall Exterior Masonry Project

The adopted budget allocates one-time General Fund resources of $321,125 for the Auditor's Office's portion of a Facilities Services project to repair City Hall's exterior. This is an interagency agreement with the Office of Management & Finance based on square footage of the Auditor's Office in City Hall and applied to all City hall tenants at the request of Facilities Services to complete the project.

Interagency Balancing - Office of Management and Finance

The adopted budget allocates $4,209 in General Fund resources to the Auditor's Office for increased interagency costs to fund Office of Management & Finance services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and conversion of an Assistant Claims Technician.

Carryovers

Auditor's Independence Program Carryover

The Auditor's Office will carryover $50,000 in external materials and services funds to offset anticipated costs related to implementing the Charter changes passed at the May 16, 2017, special election. The costs associated with this effort in the current year have included the shared costs of the election, technical training, and legal services. Continuing implementation into FY 2017-18, the office expects costs for professional or consulting services to assist with the transition.

Software Carryovers

The budget includes a $50,000 carryover of external materials and services funds to complete work already underway for the Lobbyist Registration application and replacement of unsupported case management software in the Hearings Office.

Security Enhancements Carryover

A carryover of $50,000 of external materials and services funds will allow the office to proceed with additional planning and begin work on "hardening" some walls and rooms of its offices in City Hall. In response to the security assessment and threats of violence against staff, the Auditor prioritized physical buffers in some reception areas, which were estimated to cost about $200,000, and will proceed with work on this project in FY 2017-18 as funds are available.

Reductions

External Materials and Services Reduction

The adopted budget includes a cut to ongoing General Fund resources of $88,448. This cut includes elimination of the annual Community Survey, reduction of funds for the external financial audit, and reduction of miscellaneous services for office-wide needs.

The annual Community Survey has been conducted by the Audit Services division since 1990, providing rich historical and trend data. Council, bureaus and members of the public frequently use the survey data in research, decision-making and communications. The survey is, however, for informational purposes only and is not a core part of the Audit Services divisions mission.

By Charter, the contract for the mandatory external audit of the City's Comprehensive Annual Financial Report is administered through the Auditors Office. The Office has historically budgeted more than anticipated to be spend on the audit in order to ensure an adequate buffer in case of cost overruns during the audit. This cut eliminates budget for cost overruns by $50,000.

The Adopted Budget includes a reduction of $13,946 in external materials and services for the Management Services division, which provides leadership and administrative support for the Auditors Office. This cut may put limits on the Auditors ability to provide resources, training, and other services to staff.

Archive Debt Refund

The FY 2017-18 Adopted Budget includes a reduction of $100,000 in on-going General Fund resources. The Auditor's Office expects savings beginning in FY 2017-18 of approximately $100,000 due to refinancing of the Archives and Records Center bond debt. Based on current credit market conditions, total net present value debt service savings is projected to be approximately $755,000, which represents 9.9% of the gross proceeds of the Refunding Bonds. Savings estimated at approximately $100,000 per year is expected uniformly through FY 2027-28.

Audit Services

Description

The mission of the Audit Services Division is to promote equitable, efficient, effective, and fully accountable City government. The division conducts independent audits in accordance with government auditing standards that provide objective information and recommendations to City elected officials, managers, and the public.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls, and improve the equity, efficiency, and effectiveness of City government operations. Since 1985, Audit Services has issued more than 300 audit reports. Recent audits assessed the Portland Building reconstruction's planning phase, reviewed City compliance with the American's with Disabilities Act, and provided recommendations on City costs resulting from presidential campaign visits.

Goals

Audit Services supports the City goal of delivering efficient, effective, and accountable City services and the Auditor's Office goal of improving City accountability and performance by reporting impartial audit results and recommendations to decision makers and the public.

Performance

Audit Services issued nine audit reports in FY 2015-16 to help improve the City's accountability and to identify opportunities for increased efficiency and effectiveness. This number was lower than the target for the year due to turnover and staff changes. The goal for FY 2017-18 is 12 reports. The number of audits issued is an important measure of office activity and productivity and can be compared year-to-year, as well as measured against other offices and against the number of auditors on staff.

In FY 2015-16, the cost per audit hour rose from $125 to $142, even as division expenditures remained consistent with prior years. The rise in cost per audit hour is attributable to employee turnover, training, and changes that decreased the number of available audit hours, which are part of the calculation for this measure. Costs are expected to remain at approximately $147 per billable audit hour this year and next as the division returns to normal staffing and as personnel costs rise. Cost per billable hour can be reviewed against other audit providers' costs and is useful in forecasting total audit costs.

In FY 2015-16, City management implemented, or was in the process of implementing, 78 percent of audit recommendations, a decrease from the prior year's implementation rate and below the goal of 85 percent. The goal for FY 2017-18 remains the industry standard of 85 percent. Some bureaus decline to implement recommendations due to differences in management's approach, or they may have not yet responded to recommendations. This trend has increased recently. As a long-term strategic goal for the City, the division has set a 90 percent rate for bureaus to implement or be in the process of implementing Audit Services recommendations by FY 2021-22. This measure closely aligns with the Portland Plan's intention to be measurable and accountable in all of its stated goals and benchmarks.

Changes to Services and Activities

After a confluence of staff turnover and changes, the division has stabilized with two recent hires and expects a return to normal production and output of audits. Time previously spent on the annual Community Survey, eliminated in the adopted budget, will be replaced by work on other audit projects, thereby maintaining the same number of reports throughout the year.

The division continues to use an equity lens in the auditing process to determine if disparate outcomes have occurred for some groups. Auditors review geographic, socio-economic, and cultural impacts, as well as disparities internally and externally throughout programs and services. This process began in FY 2015-16.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	12.12	11.80	11.20	11.20	11.20
Expenditures					
Audit Services	1,679,307	1,531,420	1,767,134	1,839,068	2,086,068
CAFR Audit	328,003	320,972	308,625	370,883	370,883
Single Audit	112,733	32,828	105,022	108,173	108,173
Total Expenditures	**2,120,043**	**1,885,220**	**2,180,781**	**2,318,124**	**2,565,124**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of audit report recommendations implemented or in process	80%	78%	84%	85%	85%
Efficiency					
Full cost per audit hour	$114	$142	$142	$147	$147
Workload					
Number of audit reports issued	12	9	12	12	12

Independent Police Review

Description

The Independent Police Review (IPR) is an impartial oversight agency under the authority of the independently elected City Auditor. IPR was created to improve police accountability, promote higher standards of police services, and increase public confidence. IPR receives complaints, conducts investigations, reviews and participates in ongoing police administrative investigations, and monitors and reports on complaint status. IPR participates as a voting member of the Police Review Board, which is the body that reviews allegations of police misconduct and recommends discipline. Through IPR's code authority, the City Auditor hires outside experts to review officer-involved shootings and in-custody deaths. Staff in IPR provide assistance to the Citizen Review Committee, which reviews and rules on appeals of investigation findings and advises the Portland Police Bureau.

Goals

The City Auditor's goal is to ensure that IPR carries out its civilian oversight responsibilities in a manner that is professional, unbiased, responsive, and fair. The work of IPR supports the City goal of delivering efficient, effective, and accountable services.

Performance

In FY 2015-16, IPR received approximately 415 complaints; 400 complaints are projected for FY 2017-18. As a part of the City of Portland's settlement agreement with the U.S. Department of Justice, the City is required to complete investigations of complaints against police in 180 days total; IPR has 60 days to complete its portion. In FY 2015-16 IPR met this goal 29 percent of the time. For FY 2017-18, the division has set a goal of 45 percent of cases complete within 60 days. Additional staff approved in the FY 2016-17 adopted budget have been hired and are expected to assist in quicker turnaround of these cases. IPR set a long-term strategic goal to complete 50 percent of investigations within 60 days by FY 2018-19.

Changes to Services and Activities

The U.S. Department of Justice Settlement agreement with the City continues to cause workload increases in both the scope and breadth of cases, including a requirement to dismiss fewer complaints and conduct more independent investigations. The Adopted Budget increases the Assistant Program Manager position from part-time to full-time. This position primarily focuses on internal complaint cases from Police Bureau employees, which have increased 56 percent over the prior year. This increase will free up time for the director to focus on independent investigations, outreach, and policy reviews that may identify systemic issues.

IPR has begun a year-long strategic planning effort to focus its work and gain public input on its direction. This process involves every staff member and include community listening sessions throughout the Spring of 2017. The five-year strategic plan will identify IPR's foundational priorities and build toward IPR's vision of a Portland where equitable enforcement and trust in police leads to a safer community.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	11.50	12.08	13.50	14.00	14.00
Expenditures					
Independent Police Review	1,522,715	1,660,447	1,852,025	2,095,887	2,095,887
Total Expenditures	**1,522,715**	**1,660,447**	**1,852,025**	**2,095,887**	**2,095,887**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of IPR investigations completed in 60 days	NA	29%	24%	45%	45%
Workload					
Number of community complaints to Independent Police Review	386	415	422	400	400

Ombudsman Office

Description

The Ombudsman's Office is an independent, impartial program that receives complaints from the public and City employees about administrative acts of the City. The Ombudsman has the authority to investigate complaints to determine whether the City has acted fairly and reasonably. If a complaint is substantiated, the Ombudsman will work with the complainant and the bureau to find a fair solution and may advocate for systemic changes to policies or procedures to avoid subsequent problems. If a complaint is unfounded, the Ombudsman will explain the reasoning and the implications to the complainant.

The Ombudsman's Office plays a significant role in addressing public concerns, thus avoiding more costly conflicts and increasing trust in government. The Ombudsman promotes government accountability by conducting impartial administrative investigations, identifying areas for systemic reform, targeting outreach to historically underserved communities, and managing the Auditor's anonymous tip line, www.opencitytipline.com, which receives reports of alleged fraud, waste, abuse, and other governmental misconduct.

Goals

The Ombudsman's Office supports the City goal of providing responsive, equitable, and effective municipal services and the Auditor's goals of improving City accountability and providing meaningful oversight of City bureaus. By resolving complaints and making recommendations to improve administrative practices and procedures, the Ombudsman promotes fairness and justice in City government.

Performance

The Ombudsman’s Office responds to more than 400 new contacts annually. The Office focuses on investigating complaints that either suggest a system-wide problem or that involve an important principle of good government. For FY 2015-16, the goal was for bureaus to accept at least 70 percent of the Ombudsman's recommendations, a 10 percent increase from the prior year's target; the actual acceptance rate was 88 percent. The acceptance goal in FY 2017-18 is 75 percent.

Changes to Services and Activities

The Ombudsman’s Office continues to conduct high-impact investigations and pursue administrative and legislative reform based on the results of those investigations. In the May 16, 2017, special election, voters approved amendments to the City Charter, including adding the Office of the Ombudsman as a Charter responsibility of the City Auditor.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	1.50	2.50	2.00	2.00	2.00
Expenditures					
Ombudsman Office	205,790	323,234	380,270	361,296	361,296
Total Expenditures	**205,790**	**323,234**	**380,270**	**361,296**	**361,296**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of Ombudsman's Office recommendations accepted by bureaus	87%	88%	85%	75%	75%
Workload					
Number of complaints and requests to the Ombudsman	455	517	420	380	380

Hearings Office

Description

The Hearings Office provides a forum for public hearings and renders objective decisions based on City Code on matters over which City Council grants it jurisdiction. The office hears cases initiated by a government body against a person or property and cases brought by parties who believe that a governmental determination is not legally or factually correct.

The office provides appeal hearings for City bureaus, conducts hearings on certain types of land use applications, and hears cases pursuant to intergovernmental agreements with other agencies.

Goals

The office supports the City goal of delivering efficient, effective, and accountable municipal services and the Auditor's goal of improving City accountability and performance by reporting its independent and impartial reviews, findings, conclusions, and recommendations.

Performance

In FY 2015-16, the Hearings Office processed 576 cases; the estimate for FY 2017-18 is 350 cases based on current projections. Recent declines in the number of cases is primarily due to the discontinuation of TriMet appeals cases. The number and types of cases brought to the Hearings Office is difficult to project.

Changes to Services and Activities

In the FY 2016-17 adopted budget, Council approved a change in the way the Hearings Office is funded, stabilizing the swing of office revenue from year to year. Interagency agreements with several bureaus were eliminated and replaced by General Fund dollars, providing consistent resources for the office to process appeals and enforcement of City decisions. This change eliminated incentives for bureaus to charge members of the public for access to the appeals process. In concert with this shift, the Hearings Office has begun to examine ways to increase access and understanding of Hearings Office services and the appeal process, such as exploring the possibility of offering evening appeal hearings one evening per month.

The FY 2016-17 budget also eliminated TriMet exclusion appeals cases, which were transferred back to TriMet in November 2016.

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FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	3.50	3.50	3.50	3.50	3.50
Expenditures					
Hearings Office	581,318	574,210	669,754	647,065	647,065
Total Expenditures	**581,318**	**574,210**	**669,754**	**647,065**	**647,065**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Workload					
Number of code, appeal, land use, and tow Hearings Office cases	637	576	500	350	350

City Recorder

Description

The City Recorder function consists of two divisions that develop and maintain accurate and objective documentation of City business and records. These are the Council Clerk/Contracts and the Archives & Records Management divisions.

Council Clerk / Contracts

As the administrator of Council sessions, Council Clerk staff prepare the agenda, process ordinances and resolutions, compile official minutes, and provide easy access to Council proceedings. Staff also produce the official versions of City Charter and Code, give final approval of City contract documents, approve claims for payment against the City, and disburse payments.

Archives & Records Management

Archives & Records Management is responsible for records retention schedules, records storage, confidential records destruction, preservation of historical records, and reference and retrieval services for the public and City employees at the Portland Archives and Records Center. Staff members assist elected officials and bureaus in managing their public records legally and efficiently. They help bureaus develop records retention schedules that meet their needs and give guidance and instruction on public records issues. Archives & Records Management also administers the Efiles HPRM/TRIM electronic records management and retention system to ensure that the City's electronic records comply with retention regulations and are easily accessible.

Goals

This program supports the City goal of delivering efficient, effective, and accountable services and the Auditor Office's goal of ensuring open and transparent Council deliberations and access to records.

Performance

In FY 2015-16, the average time to provide Council meeting minutes to the public was three months, an improvement of three months from the previous year. The division expects to maintain this turnaround at an average of three months in FY 2017-18. In FY 2015-16, the Council Clerk spent 270 hours in Council meetings. The estimate for FY 2017-18 remains 270 hours, based on the length of current meetings.

In FY 2015-16, the division assisted 1,114 researchers and expects 950 in FY 2017-18. Cost per HPRM/TRIM transaction continue to decrease as use of the system increases Citywide. Costs were approximately $0.05 per transaction for FY 2015-16, and the goal is $0.07 in FY 2017-18.

Changes to Services and Activities

City employees and the public continue to heavily access public documents through HPRM/TRIM and EFiles (the public access portal of HPRM/TRIM). Assisting employees and the public with public records requests and research continues at a level that has more than doubled since the Portland Archives Records Center moved to the Portland State University campus in May 2010. The office is also engaged in partnerships to build public awareness of City information resources in underrepresented communities. Recent efforts include publication of a historical guide to City of Portland records related to African Americans and partnerships with community groups and the Multnomah County Library to promote related events, conversations, and exhibits.

Archives & Records Management is working with the City Attorney's Office to develop policies impacting text messaging and other public records issues, and is developing more effective standards for managing email. The office continues its efforts to deploy HPRM/TRIM to additional bureaus, and has been working closely on records issues with bureaus impacted by the Portland Building move. To improve employees' knowledge and understanding of their public recordkeeping responsibilities and expectations, Archives & Records Management has completed and implemented a mandatory online, interactive records management training.

The office has worked with Council to adjust the filing timelines for the Council meeting agenda and will continue to work with the Office of Management & Finance in its efforts to improve Council document filing processes. No other major changes to the Council Clerks /Contracts division are envisioned.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	14.00	14.00	13.50	13.50	13.50
Expenditures					
Archives & Records Management	2,556,349	2,611,780	2,640,971	2,581,552	2,581,552
Council Clerk & Contracts	779,798	848,306	863,445	896,776	896,776
Total Expenditures	**3,336,147**	**3,460,086**	**3,504,416**	**3,478,328**	**3,478,328**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Average number of months to make Council meeting minutes available to public	6	3	3	3	3
Efficiency					
TRIM transaction cost per record	$0.10	$0.05	$0.07	$0.07	$0.07
Workload					
Number of researchers assisted by Portland Archives and Records Center staff	993	1,114	900	950	950
Number of hours Clerk spends in Council meetings	273	302	270	270	270

Assessments, Finance, and Foreclosure

Description

The Assessments, Finance, and Foreclosure program provides a wide range of services to property owners through special assessments. The program helps plan and finance local improvement projects, such as sewer, street, and sidewalk improvements. The program also assists with code enforcement efforts, such as nuisance abatements and demolitions, assesses penalties, and provides property owners with a variety of financing mechanisms to pay off assessments. The program oversees the Local Improvement District (LID) Fund, the Bancroft Bond Fund, and the Assessment Collection Fund.

The primary objective of the Foreclosure program is to protect the interest of bondholders and taxpayers by recovering costs incurred by the City. Program staff works closely with the Portland Bureau of Transportation, Bureau of Development Services, Bureau of Environmental Services, Portland Water Bureau, and Portland Parks & Recreation in providing counseling and assistance to property owners regarding their assessments. Staff investigates and conducts research to see if individuals qualify for financial assistance, prepares individual payment plans, contacts other agencies for assistance as needed, and makes recommendations to Council on properties that may be foreclosed by the City.

Goals

The Assessments, Finance, and Foreclosure program supports the City's goal of improving the quality of life in the neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers.

Performance

In FY 2015-16, the Foreclosure program, which works with homeowners to collect delinquent liens and other debts and to prevent foreclosure, collected $2.2 million dollars, a record number for the division. The goal for FY 2017-18 is $1,000,000, due to the decrease in staff time spent collecting funds and a City wide shift to focusing on foreclosure of certain unoccupied nuisance properties. For the Assessment program, in FY 2015-16, there were 1,708 new assessments; the estimate for FY 2017-18 is 2,035. In FY 2015-16, there were 854 assessments per staff person; there are 1,019 estimated for FY 2017-18. Activity level is based on the number, size, scope, and timing of projects brought by other bureaus for assessment. Large LID assessments are a primary driver of workload.

Changes to Services and Activities

The Foreclosure program will continue to work closely with the Bureau of Development Services, the City Treasurer, the Police Bureau, the Office of Neighborhood Involvement, and Commissioners' offices to recommend properties to Council for foreclosure. The Foreclosure manager receives files from Development Services on properties that are vacant and distressed, causing problems for the health and safety of the neighborhoods in which they are located. These properties must have delinquent City liens to be considered for foreclosure. The Foreclosure manager reviews the files, attempts to contact property owners and parties of interest, and prepares a list of recommended properties to foreclose for Council's vote. The goal is to bring a list to Council three to four times per year. The reinvigoration of this program has led to distressed properties being sold, repaired, or otherwise having their violations corrected or liens paid off.

The Assessment program will have a slight increase in activity in FY 2017-18 compared to the current year with the partial funding and final assessment of two large LID projects. Significant budget changes can occur with the sale of special assessment bonds to finance large LID projects and the increased use of system development charges to pay for City infrastructure.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Expenditures					
Assessments & Improvements	1,600,471	1,664,892	1,470,351	1,465,673	1,465,673
Total Expenditures	**1,600,471**	**1,664,892**	**1,470,351**	**1,465,673**	**1,465,673**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Annual amount recovered in lieu of foreclosure by the Foreclosure program	$1,284,942	$2,192,475	$1,100,000	$1,000,000	$1,000,000
Efficiency					
Number of assessments per staff person	977	854	998	1,019	1,019
Workload					
Number of new liens assessed	1,953	1,708	1,995	2,035	2,035

Management Services

Description

Direct Public Support

This division houses the Elections program, which is responsible for managing elections processes for the City. Management Services also administers the Lobbyist Registration program and Political Consultant Registration program, registers lobbying and political consulting entities, receives and publishes reports, and maintains the online reporting application. Management Services administers and maintains the repository of the Portland Policy Documents. Staff members review documents that add, delete, and/or amend Citywide policies and makes them available online.

Administrative Support

Management Services is also the Auditor's executive office, providing leadership, accountability, and support for all activities of the bureau. These functions include policy analysis, budgeting, accounting, human resources, timekeeping, maintenance of online presence, purchasing, and information technology projects and systems. This division serves as a contact point for other bureaus and offices in the City.

Goals

Management Services helps attain the City's goal of delivering efficient, effective, and accountable municipal services, as well as the Auditor's goal of providing leadership and accountability.

Performance

In FY 2015-16, administrative costs were 7.8 percent of the total operating budget, meeting the goal of being under 10 percent. The FY 2017-18 target is 7.5 percent. In FY 2015-16, the Elections Officer processed 38 elections filings in a busy election year, the majority of which were candidate filings. The Elections Office estimates three filings by the end of FY 2016-17 and 15 filings in FY 2017-18 during a non-Mayoral election year.

Changes to Services and Activities

The Auditor is implementing changes to the division in FY 2017-18 that include reorganization to more efficiently share services office-wide, such as communications and data analysis. Additionally, charter changes recently approved by voters will bring authority for most administrative processes into the Auditor's office, thereby increasing the workload and level of expertise required to manage the office.

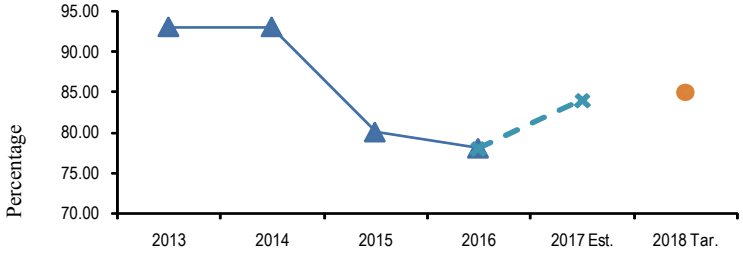
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	4.50	4.50	5.50	6.50	6.50
Expenditures					
Administration & Support	668,157	666,360	1,117,624	1,476,377	1,509,328
Total Expenditures	**668,157**	**666,360**	**1,117,624**	**1,476,377**	**1,509,328**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Efficiency					
Administrative costs as a percentage of total budget: goal is 10% or less	8.0%	7.8%	7.5%	7.5%	7.5%
Workload					
Number of election filings	6	38	3	15	15

Performance Measures

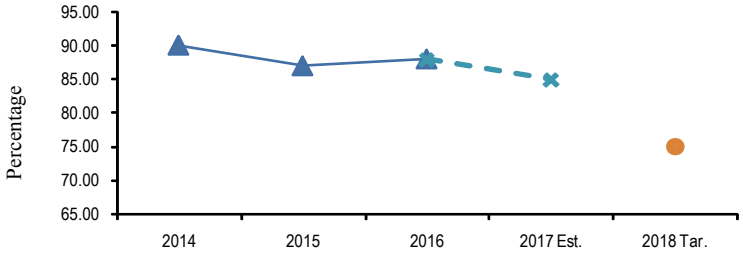
Percentage of Audit Recommendations Implemented or in Process

In FY 2015-16, 78 percent of Audit Service's report recommendations were implemented or in the process of being implemented by City bureaus. Management's approach and lack of information from bureaus about whether or not recommendations have been implemented contribute to lower achievement of the goal. The goal for FY 2017-18 is 85 percent, which is within the industry standard.



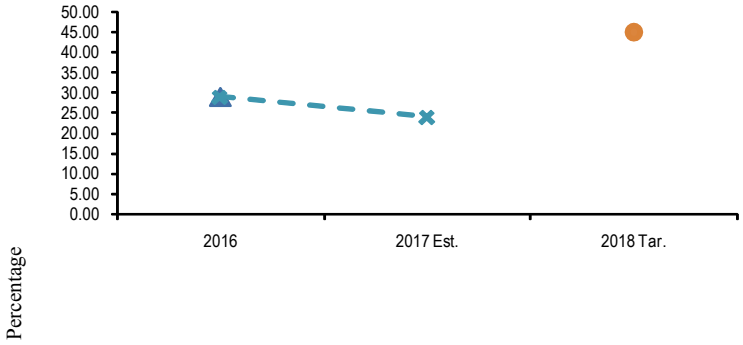
Percentage of Ombudsman's Office Recommendations Accepted by Bureaus

In FY 2015-16, the goal was set to have 70% of the Ombudsman's recommendations accepted by City bureaus; 88% were actually accepted. The goal for FY 2017-18 is 75%.



Percent of IPR Investigations Completed Within 60 Days

This measure tracks a key deadline for compliance with the City's portion of the settlement agreement with the U.S. Department of Justice. The 60 day deadline is the Independent Police Review's portion of time to complete an investigation. For FY 2015-16, the division completed 29 percent of cases within the deadline and has targeted 45 percent for FY 2017-18. The division's long-term strategic goal is to reach 50 percent of investigations completed within 60 days by FY 2018-19. Potential changes to the workload of investigators due to increasing types and amounts of cases to be investigated may change this target. The division will monitor and update the figure as necessary.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	1,319,553	1,458,386	1,201,965	1,139,417	1,139,417
Bond & Note	0	2,329,971	4,017,599	13,629,814	13,629,814
Miscellaneous	10,127,372	10,441,519	6,671,184	6,502,603	6,502,603
Total External Revenues	**11,446,925**	**14,229,876**	**11,890,748**	**21,271,834**	**21,271,834**
Internal Revenues					
General Fund Discretionary	3,617,190	3,514,658	4,231,984	5,732,987	5,940,794
General Fund Overhead	4,654,012	4,742,122	5,183,821	4,382,749	4,454,893
Fund Transfers - Revenue	64,414	0	500,000	0	0
Interagency Revenue	139,333	67,521	169,314	158,904	158,904
Total Internal Revenues	**8,474,949**	**8,324,301**	**10,085,119**	**10,274,640**	**10,554,591**
Beginning Fund Balance	17,993,650	17,297,763	17,925,301	16,691,143	16,691,143
Total Resources	**$37,915,524**	**$39,851,940**	**$39,901,168**	**$48,237,617**	**$48,517,568**
Requirements					
Bureau Expenditures					
Personnel Services	5,653,086	5,753,671	6,264,753	6,680,625	6,663,576
External Materials and Services	1,351,601	1,266,950	1,483,032	1,546,859	1,833,859
Internal Materials and Services	3,279,976	3,213,855	3,427,436	3,615,266	3,625,266
Total Bureau Expenditures	**10,284,663**	**10,234,476**	**11,175,221**	**11,842,750**	**12,122,701**
Fund Expenditures					
Debt Service	10,319,764	11,147,448	6,272,188	11,173,693	11,173,693
Contingency	0	0	2,934,538	2,511,678	2,511,675
Fund Transfers - Expense	13,334	544,515	5,732,264	7,855,579	7,855,582
Debt Service Reserves	0	0	13,786,957	0	0
Total Fund Expenditures	**10,333,098**	**11,691,963**	**28,725,947**	**21,540,950**	**21,540,950**
Ending Fund Balance	17,297,763	17,925,501	0	14,853,917	14,853,917
Total Requirements	**$37,915,524**	**$39,851,940**	**$39,901,168**	**$48,237,617**	**$48,517,568**
Programs					
City Recorder	3,336,147	3,460,086	3,504,416	3,478,328	3,478,328
Administration & Support	668,157	666,360	1,117,624	1,476,377	1,509,328
Operations and Strategic Support	0	25	0	0	0
Progress Board	25	0	0	0	0
Independent Police Review	1,522,715	1,660,447	1,852,025	2,095,887	2,095,887
Ombudsman Office	205,790	323,234	380,270	361,296	361,296
Assessments & Improvements	1,600,471	1,664,892	1,470,351	1,465,673	1,465,673
Audit Services	2,120,043	1,885,220	2,180,781	2,318,124	2,565,124
Assessments, Finance & Foreclosure	249,997	2	0	0	0
Hearings Office	581,318	574,210	669,754	647,065	647,065
Total Programs	**10,284,663**	**$10,234,476**	**$11,175,221**	**$11,842,750**	**$12,122,701**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	49,774	76,648	1.00	71,868	1.00	74,808	1.00	74,808
30000433	Administrative Specialist, Sr	46,342	71,344	2.00	127,440	2.00	132,669	2.00	132,669
30002208	Archives & Records Mgmt Coord	66,622	88,837	2.00	155,211	2.00	158,421	2.00	158,421
30000542	Archives & Records Mgmt Spec	46,342	71,344	2.00	96,972	2.00	100,932	2.00	100,932
30000544	Archives & Records Mgmt Spec, Sr	60,403	80,517	1.00	76,872	1.00	79,765	1.00	79,765
30000545	Archivist, City	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000596	Attorney, Sr Deputy City	102,981	143,811	0.00	0	1.00	123,408	1.00	123,408
30000551	Audit Services, Director of	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000558	Auditor, Chief Deputy City	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000003	Auditor, City	114,254	114,254	1.00	114,252	1.00	114,252	1.00	114,252
30000448	Business Systems Analyst	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000546	Clerk to City Council	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000491	Community Outreach & Informtn Assistant	49,774	76,648	1.00	60,282	1.00	62,754	1.00	62,754
30000492	Community Outreach & Informtn Rep	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30000493	Community Outreach & Informtn Rep, Sr	66,622	88,837	1.00	86,286	1.00	88,428	1.00	88,428
30000553	Complaint Investigator	63,419	84,552	8.00	608,362	8.00	625,309	8.00	625,309
30000547	Council Support & Contracts Supervisor	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000568	Financial Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000552	Foreclosure Program Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000028	Hearings Clerk	48,173	63,357	2.00	111,528	2.00	115,212	2.00	115,212
30000598	Hearings Officer	95,888	129,917	1.00	121,404	1.00	126,384	1.00	126,384
30000556	IPR Program Manager	95,888	129,917	1.00	127,591	1.00	129,912	1.00	129,912
30000555	IPR Program Manager, Assistant	77,064	103,563	1.00	101,940	2.00	202,305	2.00	202,305
30000451	Management Analyst	63,419	84,552	2.00	163,824	2.00	163,824	2.00	163,824
30000452	Management Analyst, Sr	69,971	93,413	1.00	81,084	1.00	84,408	1.00	84,408
30000450	Management Assistant	49,774	76,648	2.00	146,046	2.00	148,884	2.00	148,884
30000550	Management Auditor, Principal	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000549	Management Auditor, Sr	69,971	93,413	7.00	622,650	7.00	632,135	7.00	632,135
30000012	Office Support Specialist II	34,798	49,962	2.00	90,300	2.00	93,452	2.00	93,452
30000013	Office Support Specialist III	44,512	58,989	1.00	44,508	1.00	44,508	1.00	44,508
30000554	Ombudsman, City	82,909	110,448	1.00	109,752	1.00	110,448	1.00	110,448
TOTAL FULL-TIME POSITIONS				50.00	4,109,768	52.00	4,403,814	52.00	4,403,814
30000598	Hearings Officer	95,888	129,917	0.50	47,940	0.50	47,940	0.50	47,940
30000555	IPR Program Manager, Assistant	77,064	103,563	0.50	47,492	0.00	2	0.00	2
30000549	Management Auditor, Sr	69,971	93,413	1.20	107,208	1.20	110,035	1.20	110,035
TOTAL PART-TIME POSITIONS				2.20	202,640	1.70	157,977	1.70	157,977
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				52.20	4,312,408	53.70	4,561,791	53.70	4,561,791

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.

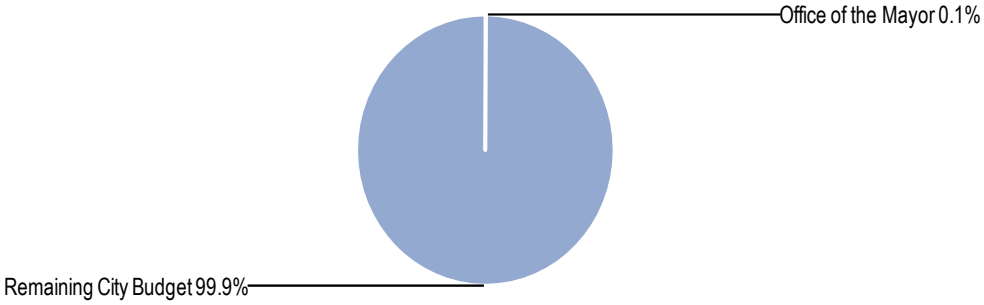
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	11,508,969	0	11,508,969	52.20	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	69,870	0	69,870	0.50	IPR Manager to FT
	131,234	0	131,234	1.00	Staff Attorney
	1,925	319,200	321,125	0.00	OMF IA Balancing
	(88,448)	0	(88,448)	0.00	Materials and Services Reduction
	(100,000)	0	(100,000)	0.00	Archvie debt service refund
Approved Budget Additions and Reductions					
	0	147,000	147,000	0.00	RACC Audit
	0	100,000	100,000	0.00	FY 2016-17 Carryover: Auditor Priorities
	0	50,000	50,000	0.00	FY 2016-17 Carryover: IT Applications
Adopted Budget Additions and Reductions					
	0	(17,049)	(17,049)	0.00	10% reduction for new position
	14,581	**599,151**	**613,732**	**1.50**	**Total FY 2017-18 Decision Packages**
			12,122,701	**53.70**	**Total Adopted Budget**

Office of the Mayor

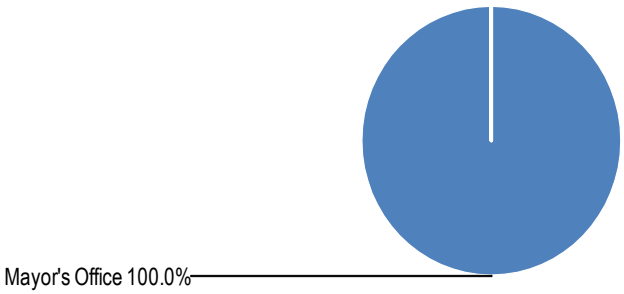
Elected Officials Service Area

Mayor Ted Wheeler, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	3,039,802	3,880,060	840,258	27.64
Capital	0	0	0	0.00
Total Requirements	**3,039,802**	**3,880,060**	**840,258**	**27.64**
Authorized Positions	17.00	20.00	3.00	17.65

Bureau Summary

Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2017-18 Adopted Budget for the Mayor's Office reflects this by dedicating staff resources to programs that reflect key priorities to make Portland a livable, thriving city for everyone.

Bureau Assignments

Mayor Wheeler has the following City bureaus in his portfolio:

- Bureau of Emergency Communications
- Bureau of Emergency Management
- Bureau of Planning & Sustainability
- City Budget Office
- Prosper Portland
- Portland Housing Bureau
- Portland Police Bureau
- Office of the City Attorney
- Office of Equity & Human Rights
- Office of Management & Finance
- Office of Government Relations

In addition, the Mayor has the following liaison responsibilities:

- A Home for Everyone (with Commissioner Eudaly)
- The League of Oregon Cities (with Commissioner Fritz)
- Home Forward
- Local Public Safety Coordinating Council
- Mt. Hood Cable Regulatory Commission
- Portland Community Media
- Human Rights Commission
- Travel Portland
- Regional Disaster Preparedness
- Organization-Policy Committee

Summary of Budget Decisions

Adds

SummerWorks

The Mayor's Office received $360,000 in ongoing General Fund Overhead and Discretionary to fund SummerWorks. This $360,000 in ongoing funding was added to the $190,000 of ongoing funding that is already part of the FY 2017-18 budget.

Commissioner Staff Rep Positions

The FY 2017-18 budget includes ongoing General Fund Overhead and Discretionary funding for three Commissioner Staff Rep positions to the Mayor's Office along with an allocation for their External and Internal Materials and Services costs. For FY 2017-18, the General Fund resources were reduced from $390,110 to $358,949 to reflect assumed vacancy savings at the beginning of FY 2017-18.

External Materials and Services Funding

The Adopted Budget adds $60,000 in ongoing funding for External Materials and Services expenditures.

Fiscal Year 2016-17 Carryover for Staffing Support

The FY 2017-18 budget includes $100,000 to support initiatives such as the Housing Bond Implementation, Tenant Protections, Technology Innovation, and Innovative Alternatives to Street Camping.

City Hall Exterior Masonry Project

The Adopted Budget allocated $1,272,331 in General Fund resources for a City Hall exterior masonry repair project. The project is funded via one-time increases to interagency agreements between Facilities Services and tenant offices, allocated based on square footage occupied. As a City Hall tenant office, the Mayor's Office was allocated $81,413 on one-time General Fund discretionary resources and $74,440 in General Fund overhead resources.

Office of Management and Finance (OMF) Interagency Agreement Balancing

The Adopted Budget allocated $1,485 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician.

Realignment

Sovereign Government Relations Position

The Adopted Budget realigns $112,000 in funding from the Mayor's Office into Government Relations to fund the Sovereign Government Relations/Tribal Liaison position.

Department of Justice Senior Policy Advisor

The Adopted Budget realigns $130,000 in one-time funding to to the Mayor's Office from Special Appropriations COCL/COAB resources to fund a Senior Policy Advisor.

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	0	286	0	0	0
Intergovernmental	11,797	47,189	0	0	0
Miscellaneous	0	1,210	0	0	0
Total External Revenues	**11,797**	**48,685**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,371,853	1,973,321	1,493,840	2,019,961	2,051,446
General Fund Overhead	1,145,021	1,216,131	1,545,962	1,791,260	1,828,614
Total Internal Revenues	**2,516,874**	**3,189,452**	**3,039,802**	**3,811,221**	**3,880,060**
Beginning Fund Balance	(4,381)	(35,391)	0	0	0
Total Resources	**$2,524,290**	**$3,202,746**	**$3,039,802**	**$3,811,221**	**$3,880,060**
Requirements					
Bureau Expenditures					
Personnel Services	1,639,381	1,735,938	1,778,440	2,429,499	2,498,338
External Materials and Services	625,214	954,632	751,833	715,563	715,563
Internal Materials and Services	295,086	395,378	509,529	666,159	666,159
Total Bureau Expenditures	**2,559,681**	**3,085,948**	**3,039,802**	**3,811,221**	**3,880,060**
Fund Expenditures					
Fund Transfers - Expense	0	105,000	0	0	0
Total Fund Expenditures	**0**	**105,000**	**0**	**0**	**0**
Ending Fund Balance	(35,391)	11,798	0	0	0
Total Requirements	**$2,524,290**	**$3,202,746**	**$3,039,802**	**$3,811,221**	**$3,880,060**
Programs					
Mayor's Office	2,516,499	3,086,118	3,039,802	3,681,221	3,880,060
Policy, Research & Innovation	0	0	0	130,000	0
Mayor's Office - Public Safety	43,182	(170)	0	0	0
Total Programs	**2,559,681**	**$3,085,948**	**$3,039,802**	**$3,811,221**	**$3,880,060**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	40,248	62,005	1.00	40,248	1.00	41,628	1.00	41,628
30000005	Commissioner's Staff Rep	51,126	93,434	13.00	897,660	16.00	1,131,061	16.00	1,131,061
30000001	Mayor	135,678	135,678	1.00	135,684	1.00	135,684	1.00	135,684
30000008	Mayor's Chief of Staff	98,946	148,408	1.00	148,404	1.00	148,404	1.00	148,404
30000007	Mayor's Deputy Chief of Staff	82,160	102,731	1.00	82,164	1.00	82,164	1.00	82,164
TOTAL FULL-TIME POSITIONS				17.00	1,304,160	20.00	1,538,941	20.00	1,538,941
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				17.00	1,304,160	20.00	1,538,941	20.00	1,538,941

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

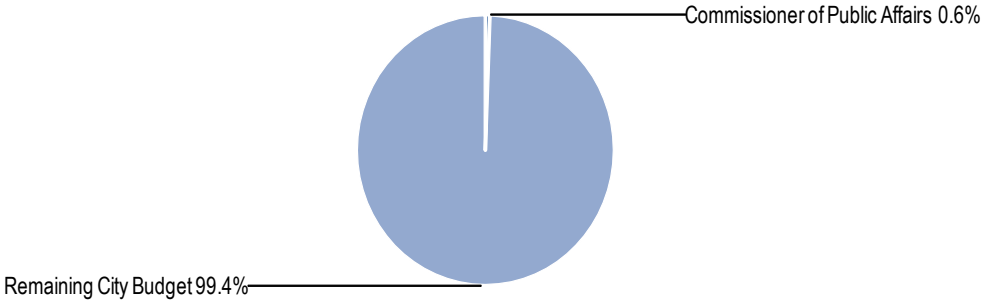
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	2,822,959	0	2,822,959	17.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	2,814	0	2,814	0.00	COLA adjustments
Mayor's Proposed Budget Decisions					
	360,000	0	360,000	0.00	SummerWorks
	390,110	0	390,110	3.00	Mayor's CSR Positions
	0	130,000	130,000	0.00	DOJ Sr. Policy Advisor
	60,000	0	60,000	0.00	External Materials and Services
	1,485	155,853	157,338	0.00	OMF Interagency Balancing
	(112,000)	0	(112,000)	0.00	Sovereign Government Relations/Tribal Liasion
Approved Budget Additions and Reductions					
	0	100,000	100,000	0.00	FY 2016-17 Carryover - Staff Support
Adopted Budget Additions and Reductions					
	0	(31,161)	(31,161)	0.00	10% reduction for new positions
	702,409	**354,692**	**1,057,101**	**3.00**	**Total FY 2017-18 Decision Packages**
			3,880,060	**20.00**	**Total Adopted Budget**

Commissioner of Public Affairs

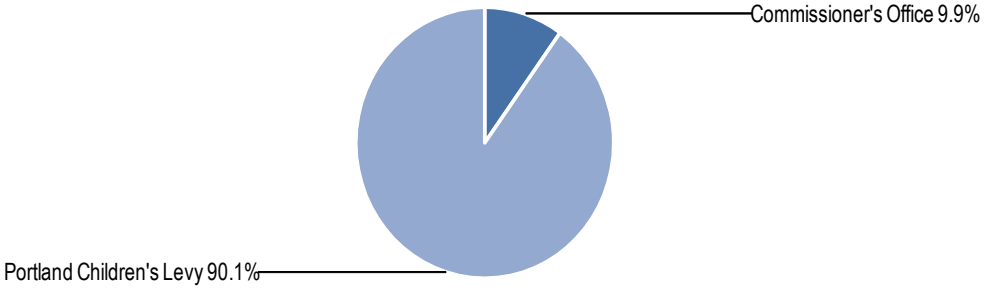
Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	23,167,234	26,870,803	3,703,569	15.99
Capital	0	0	0	0.00
Total Requirements	**23,167,234**	**26,870,803**	**3,703,569**	**15.99**
Authorized Positions	14.88	14.88	0.00	0.00

Bureau Summary

Bureau Overview

The Office of the Commissioner of Public Affairs is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus and liaison responsibilities. The financial tables in this document include financial information on the Children's Levy Fund.

Bureau Assignments

The Commissioner of Public Affairs is responsible for the following bureaus:

- Portland Bureau of Transportation
- Portland Fire & Rescue
- Portland Children's Investment Fund (Children's Levy)
- Gateway Center for Domestic Violence Services
- Fire & Police Disability & Retirement

In addition, the Commissioner has the following liaison responsibilities:

- 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

Adds

Eviction Prevention Services

The FY 2017-18 Adopted Budget allocated $60,000 in one-time General Fund resources to provide an estimated 45 to 50 households with eviction prevention services through the Gateway Center for Domestic Violence Services.

City Hall Exterior Masonry Project

The Adopted Budget allocated $1,272,331 in General Fund resources for a City Hall exterior masonry repair project. The project is funded via one-time increases to interagency agreements between OMF Facilities Services and tenant offices, allocated based on square footage occupied. As a City Hall tenant office, the Commissioner of Public Affairs was allocated $56,131 in one-time General Fund discretionary resources and $23,939 in General Fund overhead resources.

Interagency Agreement Balancing

The Adopted Budget allocated $916 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician.

Portland Children's Levy

Description

The purpose of the Portland Children's Levy is to prevent childhood hunger, to help children arrive at school ready to learn, to provide safe and constructive after-school alternatives for students, to prevent child abuse and neglect, and to help children in foster care succeed.

Goals

The Portland Children's Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a five-year property tax levy, most recently approved by voters in 2013, and is estimated to provide $18.9 million in FY 2017-18. The Children's Investment Fund is projected to have a fund balance of $5.8 million on July 1, 2017. Funding categories as provided in the ballot measure language are:

- Early Childhood
- Child Abuse Prevention and Intervention
- After School
- Mentoring
- Foster Care
- Hunger Relief

Performance

Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. The Children's Levy Allocation Committee awards grants through a competitive process. The allocation committee consists of a City of Portland commissioner, a Multnomah County commissioner, a member of the Portland Business Alliance, and two members appointed by the City and County respectively. Under provisions of the Levy, no more than 5% of the fund may be spent for expenses associated with administering the fund. The fund is audited annually to ensure compliance.

In FY 2014-15, the allocation committee chose 59 grants to fund for three years, beginning July 1, 2014. The total of these grants is $32.9 million. These grants average $11 million per year.

In FY 2015-16, when revenue projections were increased, the allocation committee awarded 10 additional grants totaling $5.9 million, increased funding to existing grants by $1.5 million, allocated up to $500,000 for grantee training and quality improvement, and allocated $200,000 over the remaining four years of the current levy for system building and supporting systems partners.

In the spring of 2017, the Children's Levy Allocation Committee will make decisions concerning the renewal of existing grants and possible funding of new grants. The allocation committee plans to allocate $36 million over the final two years of the current levy.

Changes to Services and Activities

Services and activities for the Children's Levy are substantially similar to those in prior years.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	3.93	3.97	3.98	3.98	3.98
Expenditures					
Administration & Support	596,901	686,346	719,437	742,353	742,353
Investing in Children	10,242,406	14,199,796	18,000,000	18,200,000	18,200,000
Portland Children's Levy	265	214	3,489	0	0
Total Expenditures	**10,839,572**	**14,886,356**	**18,722,926**	**18,942,353**	**18,942,353**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of children served	19,900	26,632	26,600	26,600	26,600
Efficiency					
Administrative cost as percentage of cumulative tax revenue	4.9%	4.9%	5.0%	5.0%	5.0%
Workload					
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	59	69	69	69	69

Commissioner's Office

Description

The Office of the Commissioner of Public Affairs supports and assists in the management of initiatives and priorities set forth by the Commissioner. The program also contains the budget and staff for the Gateway Center for Domestic Violence Services.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	10.55	10.90	10.90	10.90	10.90
Expenditures					
Commissioner's Office	885,223	989,363	1,078,268	1,187,027	1,187,027
Domestic Violence	655,556	714,562	1,008,337	900,622	900,622
Total Expenditures	**1,540,779**	**1,703,925**	**2,086,605**	**2,087,649**	**2,087,649**

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	12,525,091	15,275,571	17,230,629	18,983,154	18,983,154
Intergovernmental	27,000	0	27,000	27,000	27,000
Miscellaneous	44,404	91,106	20,890	24,733	24,733
Total External Revenues	**12,596,495**	**15,366,677**	**17,278,519**	**19,034,887**	**19,034,887**
Internal Revenues					
General Fund Discretionary	993,774	1,139,352	1,451,502	1,410,921	1,410,921
General Fund Overhead	511,761	538,812	587,213	624,995	624,995
Total Internal Revenues	**1,505,535**	**1,678,164**	**2,038,715**	**2,035,916**	**2,035,916**
Beginning Fund Balance	2,274,275	3,970,954	3,850,000	5,800,000	5,800,000
Total Resources	**$16,376,305**	**$21,015,795**	**$23,167,234**	**$26,870,803**	**$26,870,803**
Requirements					
Bureau Expenditures					
Personnel Services	1,570,640	1,714,289	1,821,919	1,866,538	1,866,538
External Materials and Services	10,643,721	14,682,686	18,716,901	18,840,291	18,840,291
Internal Materials and Services	165,990	193,306	270,711	323,173	323,173
Total Bureau Expenditures	**12,380,351**	**16,590,281**	**20,809,531**	**21,030,002**	**21,030,002**
Fund Expenditures					
Contingency	0	0	2,332,703	5,815,801	5,815,801
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
Total Fund Expenditures	**25,000**	**25,000**	**2,357,703**	**5,840,801**	**5,840,801**
Ending Fund Balance	3,970,954	4,400,514	0	0	0
Total Requirements	**$16,376,305**	**$21,015,795**	**$23,167,234**	**$26,870,803**	**$26,870,803**
Programs					
Portland Children's Levy	10,839,572	14,886,356	18,722,926	18,942,353	18,942,353
Commissioner's Office	1,540,779	1,703,925	2,086,605	2,087,649	2,087,649
Total Programs	**12,380,351**	**$16,590,281**	**$20,809,531**	**$21,030,002**	**$21,030,002**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000010	Children's Levy Commissioner's Staff Rep	82,909	110,448	0.90	99,408	0.90	99,408	0.90	99,408
30000002	Commissioner	114,254	114,254	1.00	114,252	1.00	114,252	1.00	114,252
30000004	Commissioner's Admin Support Specialist	40,248	62,005	3.00	157,101	3.00	162,774	3.00	162,774
30000006	Commissioner's Chief of Staff	86,819	115,419	1.00	114,943	1.00	115,416	1.00	115,416
30000005	Commissioner's Staff Rep	51,126	93,434	5.00	414,098	5.00	423,407	5.00	423,407
TOTAL FULL-TIME POSITIONS				10.90	899,802	10.90	915,257	10.90	915,257
30000010	Children's Levy Commissioner's Staff Rep	82,909	110,448	3.08	297,402	3.08	304,699	3.08	304,699
30000004	Commissioner's Admin Support Specialist	40,248	62,005	0.90	36,228	0.90	36,228	0.90	36,228
TOTAL PART-TIME POSITIONS				3.98	333,630	3.98	340,927	3.98	340,927
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				14.88	1,233,432	14.88	1,256,184	14.88	1,256,184

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.

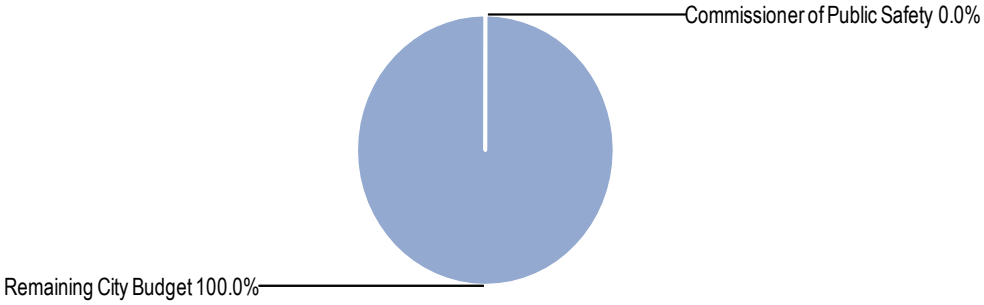
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	20,886,805	0	20,886,805	14.88	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	2,211	0	2,211	0.00	COLA adjustment, Commissioner's Office
Mayor's Proposed Budget Decisions					
	0	60,000	60,000	0.00	Eviction prevention services
	419	80,567	80,986	0.00	OMF Interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	2,630	**140,567**	**143,197**	**0.00**	**Total FY 2017-18 Decision Packages**
			21,030,002	**14.88**	**Total Adopted Budget**

Commissioner of Public Safety

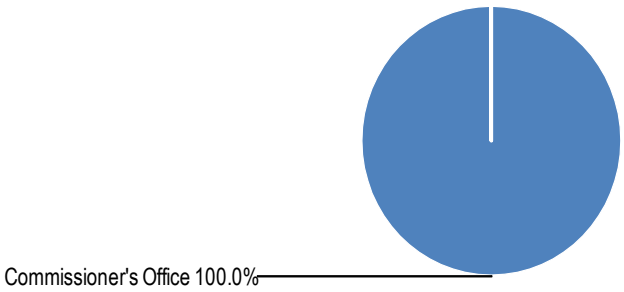
Elected Officials Service Area

Chloe Eudaly, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	1,076,405	1,181,555	105,150	9.77
Capital	0	0	0	0.00
Total Requirements	**1,076,405**	**1,181,555**	**105,150**	**9.77**
Authorized Positions	8.00	8.00	0.00	0.00

Bureau Summary

Bureau Overview

The Commissioner of Public Safety is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members. As a whole, the Council promotes a livable and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. The Commissioner provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

The Commissioner of Public Safety is responsible for the following bureaus:

- Office of Neighborhood Involvement
- Bureau of Development Services

In addition, the Commissioner has the following liaison responsibilities:

- A Home for Everyone (with Mayor Wheeler)
- Public Involvement Advisory Committee
- New Portlanders Policy Council
- Metro Policy Advisory Committee (MPAC)
- Multnomah County Animal Control
- Portland Commission on Disability

Summary of Budget Decisions

Adds

City Hall Exterior Masonry Project

The Adopted Budget allocated $1,272,331 in General Fund resources for a City Hall exterior masonry repair project. The project is funded via one-time increases to interagency agreements between OMF Facilities Services and tenant offices, allocated based on square footage occupied. As a City Hall tenant office, the Commissioner of Public Safety was allocated $34,380 in one-time General Fund discretionary resources and $40,480 in General Fund overhead resources.

Interagency Agreement Balancing

The Adopted Budget allocated $654 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician.

Budget Notes

Community-Driven, Inclusive Budgeting Process

The FY 2017-18 budget includes $50,000 in Recreational Marijuana Tax revenue to be allocated via a community-driven, inclusive process, to be managed by the City Budget Office with guidance from Commissioners Eudaly and Fritz. The project managers shall report to Council by November 30th, 2017 on their progress.

Funding allocated through this process will go toward the following: support for neighborhood small businesses, especially women-owned and minority-owned businesses, including but not limited to business incubator programs, management training, and job training opportunities; and providing economic opportunity and education to communities disproportionately-impacted by cannabis prohibition.

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	188	69	0	0	0
Miscellaneous	0	29	0	0	0
Total External Revenues	**188**	**98**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	392,183	425,582	490,208	540,549	540,549
General Fund Overhead	511,998	538,812	586,197	641,006	641,006
Total Internal Revenues	**904,181**	**964,394**	**1,076,405**	**1,181,555**	**1,181,555**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$904,369**	**$964,492**	**$1,076,405**	**$1,181,555**	**$1,181,555**
Requirements					
Bureau Expenditures					
Personnel Services	763,541	838,012	834,061	931,588	911,588
External Materials and Services	30,968	12,251	51,380	14,624	24,624
Internal Materials and Services	109,860	114,229	190,964	235,343	245,343
Total Bureau Expenditures	**904,369**	**964,492**	**1,076,405**	**1,181,555**	**1,181,555**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$904,369**	**$964,492**	**$1,076,405**	**$1,181,555**	**$1,181,555**
Programs					
Commissioner's Office	904,369	964,492	1,076,405	1,181,555	1,181,555
Total Programs	**904,369**	**$964,492**	**$1,076,405**	**$1,181,555**	**$1,181,555**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000002	Commissioner	114,254	114,254	1.00	114,252	1.00	114,252	1.00	114,252
30000004	Commissioner's Admin Support Specialist	40,248	62,005	1.00	42,456	1.00	44,196	1.00	44,196
30000006	Commissioner's Chief of Staff	86,819	115,419	1.00	103,200	1.00	107,436	1.00	107,436
30000005	Commissioner's Staff Rep	51,126	93,434	4.00	286,566	4.00	291,534	4.00	291,534
TOTAL FULL-TIME POSITIONS				7.00	546,474	7.00	557,418	7.00	557,418
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000005	Commissioner's Staff Rep	51,126	93,434	1.00	63,678	1.00	66,288	1.00	66,288
TOTAL LIMITED TERM POSITIONS				1.00	63,678	1.00	66,288	1.00	66,288
GRAND TOTAL				8.00	610,152	8.00	623,706	8.00	623,706

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.

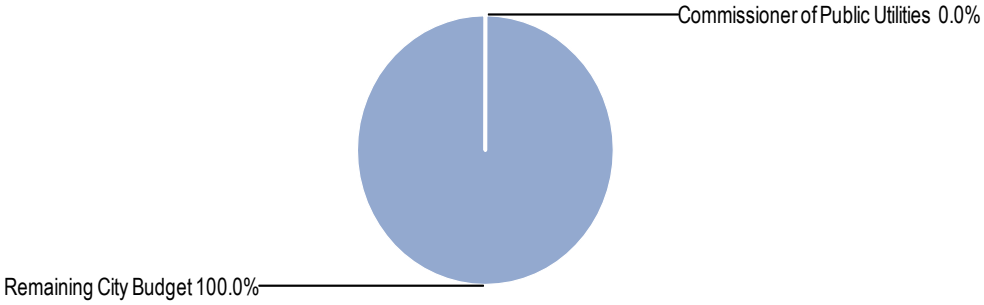
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	1,104,549	0	1,104,549	8.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	1,492	0	1,492	0.00	COLA adjustment
Mayor's Proposed Budget Decisions					
	299	75,215	75,514	0.00	OMF Interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,791	**75,215**	**77,006**	**0.00**	**Total FY 2017-18 Decision Packages**
			1,181,555	**8.00**	**Total Adopted Budget**

Commissioner of Public Utilities

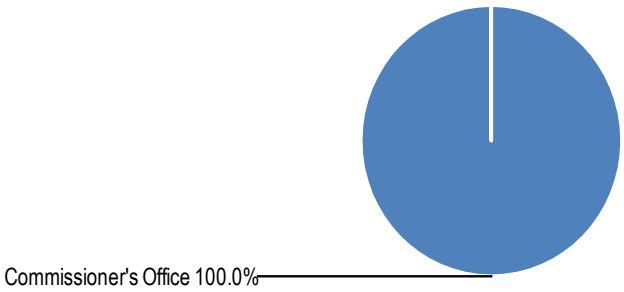
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	1,094,976	1,186,931	91,955	8.40
Capital	0	0	0	0.00
Total Requirements	**1,094,976**	**1,186,931**	**91,955**	**8.40**
Authorized Positions	7.90	7.90	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, customer service, and helping citizens, staff, and elected officials work together to achieve equity in access to services and jobs, and equitable outcomes in fees and rates that affect Portlanders.
- Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the Metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.
- Commissioner Fritz is particularly passionate about serving the most vulnerable people in our community, including at-risk students, survivors of human trafficking, people living outside, and people experiencing mental illnesses.

Bureau Assignments

The Commissioner of Public Utilities is responsible for the following bureaus:

- Portland Parks & Recreation

In addition, the Commissioner has the following liaison responsibilities:

- The League of Oregon Cities (with Mayor Wheeler)
- Metro Policy Advisory Committee (MPAC)
- Visitors Development Fund Board (VDF Board)
- Portland Parks Foundation
- Bureau Of Emergency Communication (BOEC) User Board

Summary of Budget Decisions

Adds

City Hall Exterior Masonry Project

The Adopted Budget allocated $1,272,331 in General Fund resources for a City Hall exterior masonry repair project. The project is funded via one-time increases to interagency agreements between OMF Facilities Services and tenant offices, allocated based on square footage occupied. As a City Hall tenant office, the Commissioner of Public Utilities was allocated $36,984 in one-time General Fund discretionary resources and $43,267 in General Fund overhead resources.

Interagency Agreement Balancing

The Adopted Budget allocated $639 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician.

Budget Notes

Community-Driven, Inclusive Budgeting Process

The FY 2017-18 budget includes $50,000 in Recreational Marijuana Tax revenue to be allocated via a community-driven, inclusive process, to be managed by the City Budget Office with guidance from Commissioners Eudaly and Fritz. The project managers shall report to Council by November 30th, 2017 on their progress.

Funding allocated through this process will go toward the following: support for neighborhood small businesses, especially women-owned and minority-owned businesses, including but not limited to business incubator programs, management training, and job training opportunities; and providing economic opportunity and education to communities disproportionately-impacted by cannabis prohibition.

Commissioner's Office

Description

The Office of the Commissioner of Public Utilities supports and assists in the management of initiatives and priorities set forth by the Commissioner.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	7.00	8.00	7.90	7.90	7.90
Expenditures					
Commissioner's Office	891,132	912,233	1,080,002	1,186,931	1,186,931
Protected Sick Time	0	0	14,974	0	0
Total Expenditures	**891,132**	**912,233**	**1,094,976**	**1,186,931**	**1,186,931**

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	78	0	0	0	0
Total External Revenues	**78**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	379,093	373,421	506,820	543,146	543,146
General Fund Overhead	511,961	538,812	588,156	643,785	643,785
Total Internal Revenues	**891,054**	**912,233**	**1,094,976**	**1,186,931**	**1,186,931**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$891,132**	**$912,233**	**$1,094,976**	**$1,186,931**	**$1,186,931**
Requirements					
Bureau Expenditures					
Personnel Services	756,047	686,327	822,546	814,608	814,608
External Materials and Services	22,407	100,384	79,572	137,937	137,937
Internal Materials and Services	112,678	125,522	192,858	234,386	234,386
Total Bureau Expenditures	**891,132**	**912,233**	**1,094,976**	**1,186,931**	**1,186,931**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$891,132**	**$912,233**	**$1,094,976**	**$1,186,931**	**$1,186,931**
Programs					
Commissioner's Office	891,132	912,233	1,094,976	1,186,931	1,186,931
Total Programs	**891,132**	**$912,233**	**$1,094,976**	**$1,186,931**	**$1,186,931**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	114,254	114,254	1.00	114,252	1.00	114,252	1.00	114,252
30000004	Commissioner's Admin Support Specialist	40,248	62,005	2.00	92,068	2.00	95,272	2.00	95,272
30000006	Commissioner's Chief of Staff	86,819	115,419	1.00	115,416	1.00	115,416	1.00	115,416
30000005	Commissioner's Staff Rep	51,126	93,434	3.00	200,924	3.00	208,952	3.00	208,952
TOTAL FULL-TIME POSITIONS				7.00	522,660	7.00	533,892	7.00	533,892
30000004	Commissioner's Admin Support Specialist	40,248	62,005	0.90	29,079	0.90	30,271	0.90	30,271
TOTAL PART-TIME POSITIONS				0.90	29,079	0.90	30,271	0.90	30,271
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				7.90	551,739	7.90	564,163	7.90	564,163

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.

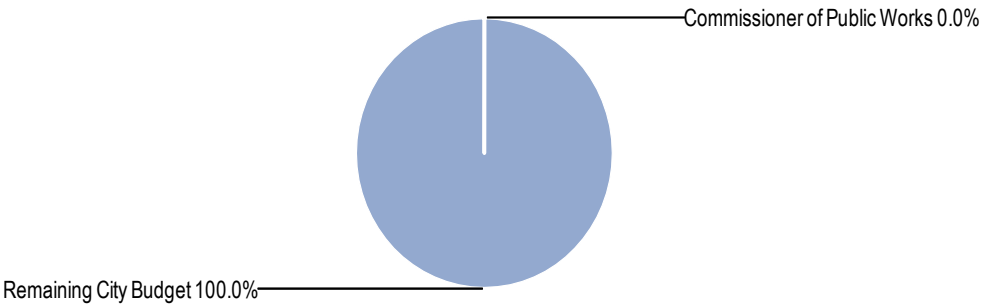
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2017-18	1,104,549	0	1,104,549	7.90	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	1,492	0	1,492	0.00	COLA adjustment
Mayor's Proposed Budget Decisions					
	292	80,598	80,890	0.00	OMF Interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,784	**80,598**	**82,382**	**0.00**	**Total FY 2017-18 Decision Packages**
			1,186,931	**7.90**	**Total Adopted Budget**

Commissioner of Public Works

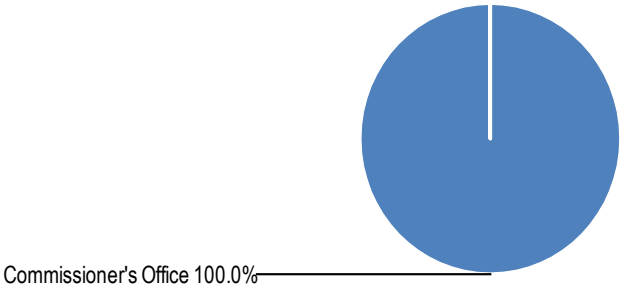
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	1,076,124	1,181,087	104,963	9.75
Capital	0	0	0	0.00
Total Requirements	**1,076,124**	**1,181,087**	**104,963**	**9.75**
Authorized Positions	8.90	8.00	(0.90)	(10.11)

Bureau Summary

Bureau Overview

The Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

The Commissioner of Public Works is responsible for the following bureaus:

- Bureau of Environmental Services
- Portland Water Bureau
- Bureau of Hydroelectric Power

In addition, the Commissioner has the following liaison responsibilities:

- Elders in Action
- Regional Arts & Culture Council
- Venture Portland
- Regional Water Consortium Board
- Royal Rosarians
- Rose Festival Foundation
- Metropolitan Exposition and Recreation Commissioner (MERC)
- Visitor Development Fund Board (VDF Board)
- Portland'5 Centers for the Arts
- Portland Utility Review Board

Summary of Budget Decisions

Adds

City Hall Exterior Masonry Project

The FY 2017-18 Adopted Budget allocated $1,272,331 in General Fund resources for a City Hall exterior masonry repair project. The project is funded via one-time increases to interagency agreements between OMF Facilities Services and tenant offices, allocated based on square footage occupied. As a City Hall tenant office, the Commissioner of Public Works was allocated $34,316 in one-time General Fund discretionary resources and $40,092 in General Fund overhead resources.

Interagency Agreement Balancing

The Adopted Budget allocated $638 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician.

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	0	846	0	0	0
Miscellaneous	57	0	0	0	0
Total External Revenues	**57**	**846**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	393,005	409,114	490,080	540,478	540,478
General Fund Overhead	511,940	538,812	586,044	640,609	640,609
Total Internal Revenues	**904,945**	**947,926**	**1,076,124**	**1,181,087**	**1,181,087**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$905,002**	**$948,772**	**$1,076,124**	**$1,181,087**	**$1,181,087**
Requirements					
Bureau Expenditures					
Personnel Services	767,417	776,170	858,489	907,271	907,271
External Materials and Services	14,634	18,842	34,780	39,475	39,475
Internal Materials and Services	122,951	153,760	182,855	234,341	234,341
Total Bureau Expenditures	**905,002**	**948,772**	**1,076,124**	**1,181,087**	**1,181,087**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$905,002**	**$948,772**	**$1,076,124**	**$1,181,087**	**$1,181,087**
Programs					
Commissioner's Office	905,002	948,772	1,076,124	1,181,087	1,181,087
Total Programs	**905,002**	**$948,772**	**$1,076,124**	**$1,181,087**	**$1,181,087**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000002	Commissioner	114,254	114,254	1.00	114,252	1.00	114,252	1.00	114,252
30000004	Commissioner's Admin Support Specialist	40,248	62,005	1.00	40,248	1.00	41,904	1.00	41,904
30000006	Commissioner's Chief of Staff	86,819	115,419	1.00	98,784	1.00	102,832	1.00	102,832
30000005	Commissioner's Staff Rep	51,126	93,434	5.00	322,680	5.00	334,004	5.00	334,004
TOTAL FULL-TIME POSITIONS				8.00	575,964	8.00	592,992	8.00	592,992
30000005	Commissioner's Staff Rep	51,126	93,434	0.90	46,008	0.00	0	0.00	0
TOTAL PART-TIME POSITIONS				0.90	46,008	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.90	621,972	8.00	592,992	8.00	592,992

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

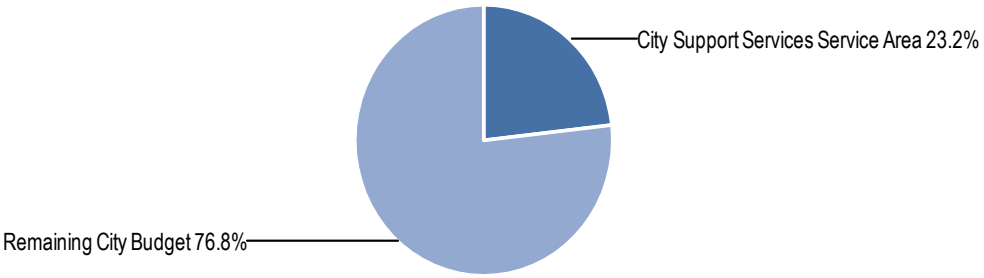
	Amount				
Action	**Ongoing**	**One-Time**	**Total Package**	**FTE**	**Decision**
FY 2017-18	1,104,549	0	1,104,549	8.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	1,492	0	1,492	0.00	COLA Adjustment
Mayor's Proposed Budget Decisions					
	292	74,754	75,046	0.00	OMF Interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,784	**74,754**	**76,538**	**0.00**	**Total FY 2017-18 Decision Packages**
			1,181,087	**8.00**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

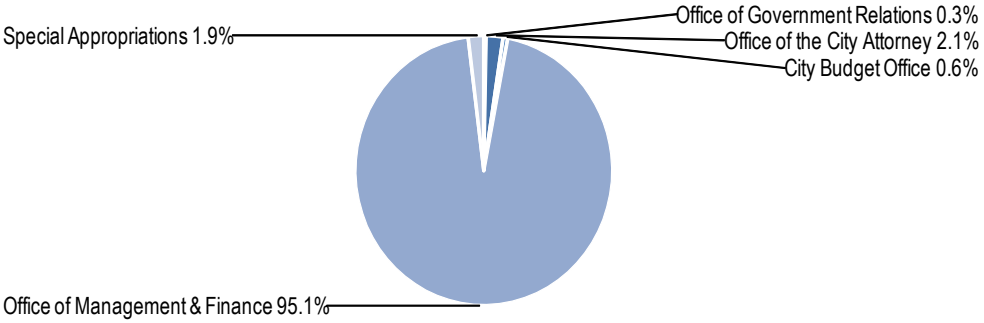
City Support Services Service Area

- Office of the City Attorney
- City Budget Office
- Office of Government Relations
- Office of Management & Finance
- Special Appropriations

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	494,545,789	524,968,863	30,423,074	6.15
Capital	71,828,255	90,121,160	18,292,905	25.47
Total Requirements	**566,374,044**	**615,090,023**	**48,715,979**	**8.60**
Authorized Positions	743.60	756.70	13.10	1.76

Service Area Highlights

Descriptions

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

Major Themes

City Budget Office

The bureau's FY 2017-18 Adopted Budget is $3.59 million. The budget includes $960,000 in one-time carryover funding from FY 2016-17 for a project to replace the end-of-life budgeting software used by City financial managers.

Office of the City Attorney

The FY 2017-18 Adopted Budget for the City Attorney's Office is $13.0 million, an increase of $7.1% and 1.00 FTE from the prior year revised budget. This includes the addition of a limited term Deputy City Attorney to continue work addressing vacant and abandoned homes in Portland. FY 2017-18 also includes a total of $233,000 in carryover funds from FY 2016-17 to pay for expenses related to technology upgrades, the Portland Harbor Natural Resources Trustees Participation Agreement, and continues support for Barriers to Unemployment.

Office of Management & Finance

The FY 2017-18 Adopted Budget for the Office of Management and Finance totals $584.7 million, an increase of 8.8% from the FY 2016-17 Revised Budget. The FY 2017-18 Adopted Budget includes $60 million for continued work on the reconstruction of the Portland Building. The bureau received General Fund one-time resources of $1,394,609 to support tax collection activities and $350,000 to begin planning for a Citywide 3-1-1 service. Additionally, OMF customer bureaus received $1,272,331 in one-time General Fund resources to support maintenance work performed by OMF on City Hall.

Office of Government Relations

The FY 2017-18 Adopted Budget for the Office of Government Relations is $1.8 million, an increase of 11.3% from the FY 2016-17 Revised Budget. The Adopted Budget includes one new position to add capacity for intergovernmental coordination and strategic community outreach.

Special Appropriations

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

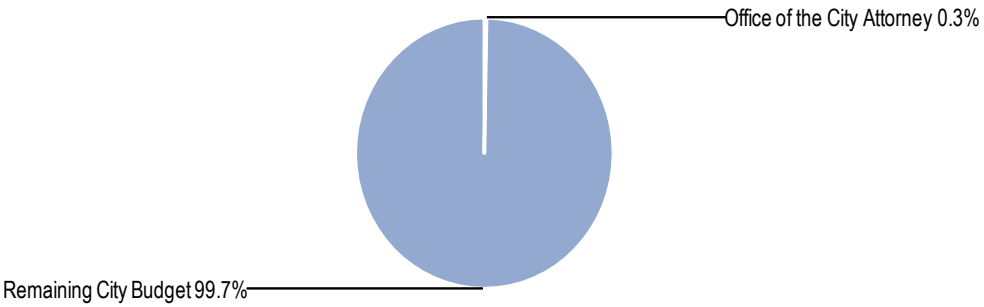
Special Appropriations in the FY 2017-18 Adopted Budget total $11.0 million. Major items in the General Fund include $275,000 in one-time resource for the City's share of the Columbia River Levee project, and $200,000 in one-time funding to support the Experience PDX program. Additionally, there is $500,000 in one-time Marijuana Fund resources to fund the participatory budgeting process.

Office of the City Attorney

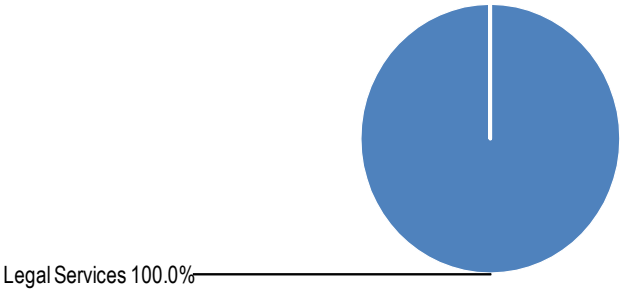
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Tracy Reeve, City Attorney

Percent of City Budget

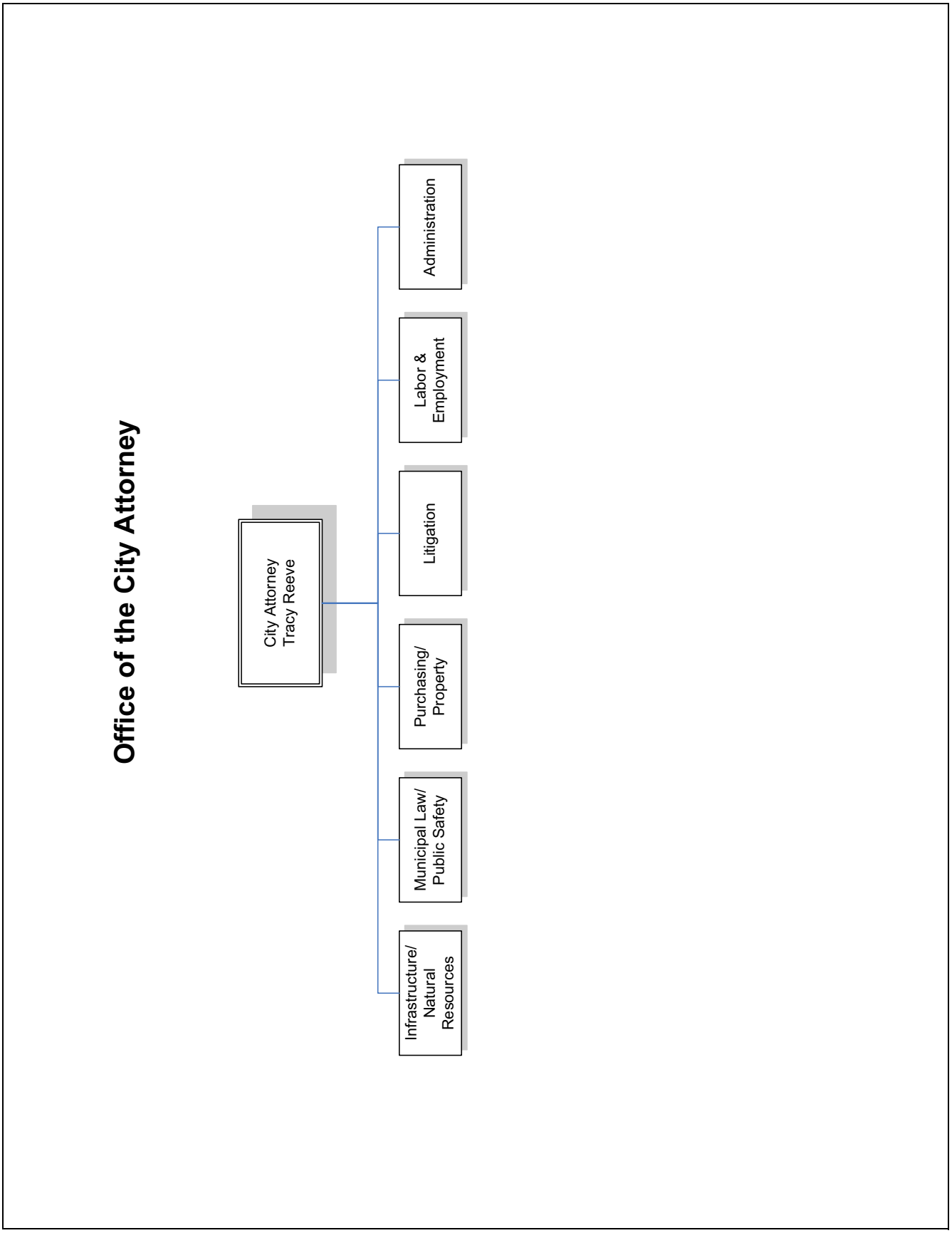


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	12,160,649	13,025,877	865,228	7.11
Capital	0	0	0	0.00
Total Requirements	**12,160,649**	**13,025,877**	**865,228**	**7.11**
Authorized Positions	66.30	67.30	1.00	1.51


Office of the City Attorney
City Attorney
Tracy Reeve
Infrastructure/
Natural
Resources
Municipal Law/
Public Safety
Purchasing/
Property
Litigation
Labor &
Employment
Administration

Bureau Summary

Bureau Mission

To provide excellent, objective, timely and cost-effective legal advice and advocacy in support of the City's policy goals and to ensure that the official actions of the City, its elected officials and employees comply with the law.

Bureau Overview

The City Attorney's Office is responsible for all of the legal affairs of the City. The office represents the City, the Mayor, other elected officials and the City's bureaus and offices in all affirmative and defensive civil litigation, and administrative and quasi-judicial proceedings. Office attorneys draft and review local legislation, procurement contracts, real estate leases, intergovernmental agreements and other documents and legal instruments. The City Attorney's Office provides legal counsel to City officials on a wide range of issues including: environmental law; constitutional law; civil rights; employee benefits; proposed legislation; public records requests and legal records management; personnel and labor law issues; tort claims; workers' compensation; construction contracts and claims; land use planning; equity; diversity and affirmative action; revenue and taxation; policing, fire, rescue and emergency services; code enforcement; housing; telecommunications; franchises and utilities; and collection of revenues owed to the City. Office attorneys advise on policy development and program implementation, advocate and negotiate on behalf of the City, and provide training to elected officials, City boards and commissions and City employees in a wide variety of areas.

The City Attorney's Office consists of five legal practice groups, staffed with 42 lawyers and 27 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 48% of the total operating resources of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue and General Fund overhead recovery revenue. The FY 2017-18 Adopted Budget includes 67.3 FTE. The personnel services category represents 83% of the office's expenditures.

Strategic Direction

The City Attorney’s Office has four main goals:

1) To provide the highest level of customer service to clients through preventive legal advice that is timely, accurate and easy to access.

2) To effectively and vigorously advocate for the City’s interests in state and federal courts and otherwise.

3) To support and advance the City’s objective of achieving equity in all of its programs, services and activities.

4) To ensure accountability for the office's professional performance and effective stewardship of public resources.

Customer Service

The City Attorney's Office actively seeks to impart helpful, accurate, and timely preventative legal advice. Clients are encouraged to involve the City Attorney's Office at early levels of decision making, even if a significant legal issue has not yet been identified. City attorneys work with clients to provide solutions-oriented legal services to help achieve City policy objectives. The City Attorney's Office commits to an initial response time goal of one business day on any client inquiry. Clients are regularly surveyed, both formally and informally, to solicit feedback on the quality of legal services provided and how the City Attorney's Office can improve.

Effective Advocacy

The City Attorney's Office handles cases in state and federal courts and in other proceedings, such as the Employment Relations Board and the Land Use Board of Appeals. Attorneys evaluate cases to determine how best to protect the City's interests, including through early alternative dispute resolution where the City faces some legal risk, the strategic use of offers of judgment to minimize the risk of adverse outcomes in cases taken to trial, and the vigorous defense or prosecution of cases through pretrial motions, trial and on appeal. 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

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 has a Community Justice and Civil Rights Work Group that shares information and collaborates on legal strategies to advance equity, justice and civil rights Citywide. The office works to foster a professional atmosphere where diversity is appreciated and valued, and equity is the norm. This is accomplished by seeking to uncover and eliminate individual conscious and unconscious biases through training, education, discussion, honest self-appraisal, and through other cultural and diversity activities.

Ensuring Accountability and Effective Stewardship of Public Resources

The City Attorney 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 outside counsel. The City Attorney's 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 2017-18 is $151. The average outside counsel rate is $388 and rates can range as high as $500 per hour. A goal of the City Attorney's Office is to minimize the number of occasions when outside counsel is hired by having sufficient in-house staff available.

Summary of Budget Decisions

Additions

Legal Services to PPB for DOJ work

The Adopted budget includes $165,250 is one-time funding for an interagency agreement between the Portland Police Bureau (PPB) and the City Attorney's Office for the City Attorney to provide a dedicated resource to work on directives pertaining to the Department of Justice settlement agreement.

Vacant/Abandoned Houses Attorney

The Adopted budget includes $165,250 in one-time funding for a position to work on the Zombie Homes initiative. This position is funded with an interagency agreement between the Bureau of Development Services (BDS) and the City Attorney's Office.

City Hall Exterior Masonry Project

The Adopted budget allocates $1,272,331 in General Fund resources for a City Hall exterior masonry repair project. The project is funded via one-time increases to interagency agreements between Facilities Services and tenant offices, allocated based on square footage. As a City Hall tenant, the City Attorney's Office was allocated $254,480 in one-time General Fund discretionary resources and $95,379 in General Fund overhead resources in the Adopted budget to match the Facilities Services interagency agreement.

Interagency Agreement Balancing

The Adopted budget includes $4,080 in increased interagency costs to fund OMF services, including technology disaster planning, enhanced property management, expansion of the Technology Business Consultant program, and the conversion of an Assistant Claims Technician. General Fund resources have been added to fund these increased costs.

Portland Harbor Natural Resource Trustees Carryover

$108,001 will be carried over to the FY 2017-18 budget for expenses related to the Portland Harbor Natural Resource Trustees Participation Agreement. City Council authorized the City's participation in funding the Portland Harbor Natural Resource Damage Assessment Plan to resolve liability before a Record of Decision is issued for the Portland Harbor Superfund Site.

Removal of Barriers to Employment Carryover

$25,000 will be carried over to the FY 2017-18 budget for contracting with BOLI for Removal of Barriers to Employment. Funds will be used for outreach and education to the public, to contract with agencies who provide services to returning citizens, and to contract with BOLI for administrative enforcement of complaints for violations of Portland City Code Chapter 23 .10 and implementing administrative regulations addressing the removal of barriers to employment.

Software Technology Replacement Fund Carryover

$200,000 will be carried over to the FY 2017-18 budget to begin a software technology replacement fund for the office. The office currently uses several key software programs to assist with litigation, trial presentation and matter management. The office has been searching for cost-efficient replacements for its outdated software systems, but implementation costs add a significant amount that cannot be funded within one budget year.

Budget Notes

Citywide Text Message Archiving

Council directs each City bureau to enroll all City owned phones, as well as any other City owned cellular device that uses text messaging, in the SMARSH archiving system or an approved alternative administered by the Office of the City Attorney. This enrollment should occur at the beginning of FY 2017-18. City bureaus will also work with the City Attorney's Office and the City Archivist to properly retain those messages according to state law, including moving them into HP Records Manager or an approved alternative for longer term archiving. The Bureau of Technology Services is directed to act as the agent for cost recovery through its cellular phone service billing platform.

Legal Services

Description

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

Goals

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

Performance

The City Attorney's Office achieved excellent results in the past year, with 90% of contested cases resolved on terms favorable to the City. The office continues to focus efforts toward increasing the number of Citywide training hours provided. The total cost for legal services in the City Attorney's Office remains significantly lower than for outside legal services. Additionally, the office increased the diversity of its lawyer and non-lawyer professional staff in its hiring over the past year, and several attorneys in the office were honored with prestigious awards, including the 2016 Oregon State Bar President's Diversity & Inclusion Award and the Oregon State Bar Real Estate and Land Use Section Award of Merit for extraordinary service and professionalism.

Changes to Services and Activities

The Adopted budget includes two one-time Deputy City Attorney positions to support efforts addressing vacant and abandoned homes and to support the Police Bureau with DOJ Settlement implementation and other legal needs.

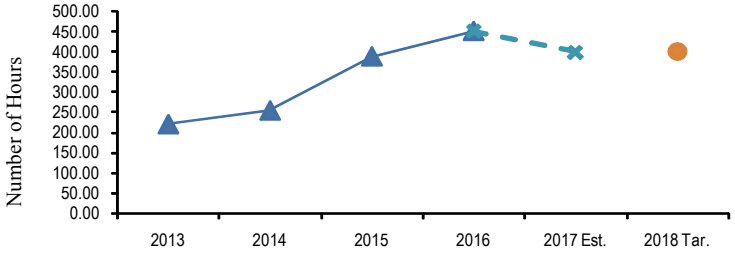
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	62.05	64.30	66.30	67.30	67.30
Expenditures					
Legal Services	10,852,593	10,767,908	12,160,649	12,592,876	13,025,877
Total Expenditures	**10,852,593**	**10,767,908**	**12,160,649**	**12,592,876**	**13,025,877**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of training hours provided by City Attorney staff to other City staff	388	451	400	400	400
Annual costs of outside counsel	$331,624	$316,443	$470,000	$400,000	$400,000
Cost of service per attorney hour	$133	$138	$146	$148	$151
Percentage of cases favorably resolved	89%	95%	90%	85%	85%
Workload					
Number of litigation cases	1,259	1,624	1,650	1,600	1,600
Number of contracts reviewed and approved	8,892	8,983	8,900	9,000	9,000

Performance Measures

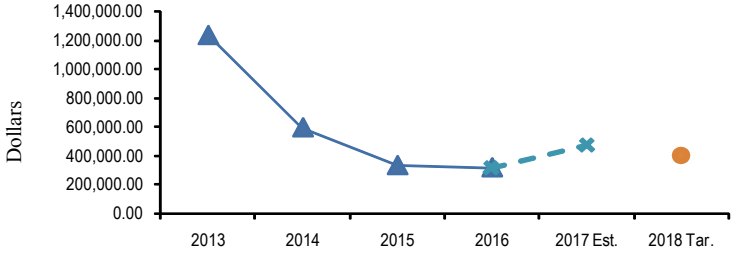
Training Hours

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



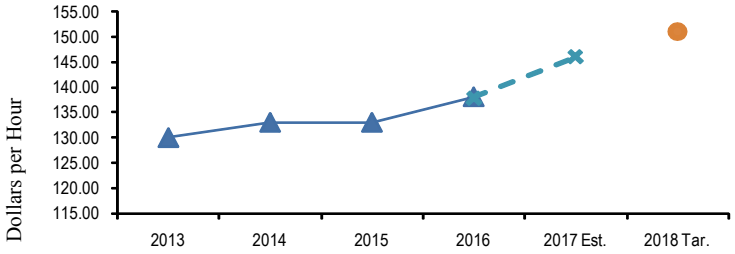
Annual Costs of Outside Counsel

Some outside counsel costs are unavoidable but the office strives to minimize these costs by having sufficient in-house staffing. 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 costs. The average rate for outside counsel is $375 per hour. At $151 per hour, the City Attorney cost of service is only 41% of outside counsel costs. The increase in costs over prior year is primarily due to the City Hall exterior masonry repair project and one-time technology upgrades in the office.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	22,507	85,709	106,000	30,000	30,000
Miscellaneous	1,979	0	0	0	0
Total External Revenues	**24,486**	**85,709**	**106,000**	**30,000**	**30,000**
Internal Revenues					
General Fund Discretionary	2,762,205	1,881,809	2,704,181	3,038,999	3,191,303
General Fund Overhead	2,892,929	3,174,964	3,524,279	3,399,015	3,579,712
Interagency Revenue	5,172,877	5,625,426	5,826,189	6,124,862	6,224,862
Total Internal Revenues	**10,828,011**	**10,682,199**	**12,054,649**	**12,562,876**	**12,995,877**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$10,852,497**	**$10,767,908**	**$12,160,649**	**$12,592,876**	**$13,025,877**
Requirements					
Bureau Expenditures					
Personnel Services	9,194,166	9,336,197	10,255,677	10,704,807	10,804,807
External Materials and Services	775,265	457,209	741,756	511,942	844,943
Internal Materials and Services	883,066	974,502	1,163,216	1,376,127	1,376,127
Total Bureau Expenditures	**10,852,497**	**10,767,908**	**12,160,649**	**12,592,876**	**13,025,877**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$10,852,497**	**$10,767,908**	**$12,160,649**	**$12,592,876**	**$13,025,877**
Programs					
Administration & Support	(100)	0	0	0	0
Facilities Services	4	0	0	0	0
Legal Services	10,852,593	10,767,908	12,160,649	12,592,876	13,025,877
Total Programs	**10,852,497**	**$10,767,908**	**$12,160,649**	**$12,592,876**	**$13,025,877**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30002134	Attorney, Assistant Deputy City	69,971	93,413	2.00	139,944	2.00	144,724	2.00	144,724
30000597	Attorney, Chief Deputy City	113,318	162,219	5.00	802,764	5.00	806,446	5.00	806,446
30000418	Attorney, City	143,312	205,379	1.00	192,822	1.00	200,724	1.00	200,724
30000595	Attorney, Deputy City	95,888	129,917	16.00	1,888,281	16.00	1,923,020	16.00	1,923,020
30000596	Attorney, Sr Deputy City	102,981	143,811	13.50	1,875,924	13.50	1,888,321	13.50	1,888,321
30000440	Business Operations Supervisor	73,528	98,363	1.00	98,364	1.00	98,364	1.00	98,364
30000600	Law Office Administrator	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000591	Legal Assistant	49,774	76,648	7.00	444,512	7.00	455,868	7.00	455,868
30000592	Legal Assistant, Sr	60,403	80,517	4.00	312,072	4.00	314,964	4.00	314,964
30000450	Management Assistant	49,774	76,648	1.00	56,868	1.00	58,808	1.00	58,808
30000012	Office Support Specialist II	34,798	49,962	2.00	91,740	2.00	94,180	2.00	94,180
30000593	Paralegal	60,403	80,517	6.00	439,259	6.00	452,449	6.00	452,449
30000830	Paralegal Supervisor	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000594	Paralegal, Sr	66,622	88,837	3.00	240,009	3.00	244,997	3.00	244,997
30000462	Program Specialist, Assistant	49,774	76,648	1.00	61,032	1.00	62,904	1.00	62,904
TOTAL FULL-TIME POSITIONS				64.50	6,847,447	64.50	6,949,625	64.50	6,949,625
30000596	Attorney, Sr Deputy City	102,981	143,811	0.80	115,044	0.80	115,044	0.80	115,044
TOTAL PART-TIME POSITIONS				0.80	115,044	0.80	115,044	0.80	115,044
30000595	Attorney, Deputy City	95,888	129,917	1.00	95,892	2.00	220,008	2.00	220,008
TOTAL LIMITED TERM POSITIONS				1.00	95,892	2.00	220,008	2.00	220,008
GRAND TOTAL				66.30	7,058,383	67.30	7,284,677	67.30	7,284,677

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.

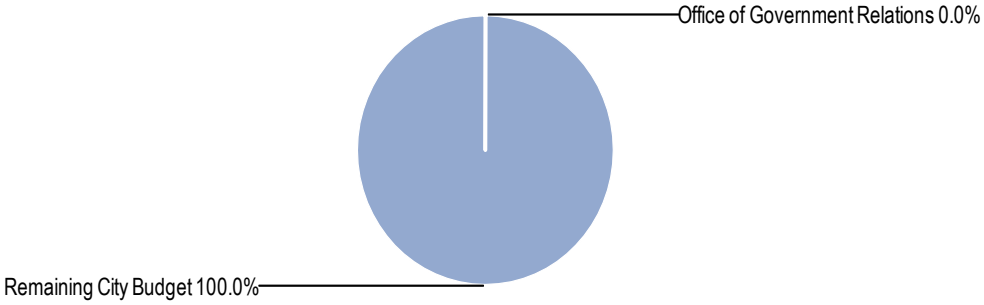
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	11,908,437	0	11,908,437	65.30	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	165,250	165,250	1.00	Legal Services to PPB for DOJ work
	0	165,250	165,250	1.00	Vacant/abandoned homes attorney
	1,866	352,073	353,939	0.00	OMF IA Balancing
Approved Budget Additions and Reductions					
	0	200,000	200,000	0.00	FY 2016-17 Carryover- Technology Fund
	0	108,001	108,001	0.00	FY 2016-17 Carryover- Portland Harbor
	0	25,000	25,000	0.00	FY 2016-17 Carryover- Barriers to Employment
	0	100,000	100,000	0.00	HC IA adjustment
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,866	**1,115,574**	**1,117,440**	**2.00**	**Total FY 2017-18 Decision Packages**
			13,025,877	**67.30**	**Total Adopted Budget**

Office of Government Relations

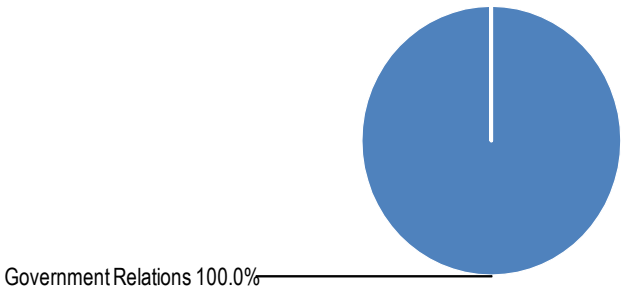
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Elizabeth Edwards, Interim Director

Percent of City Budget

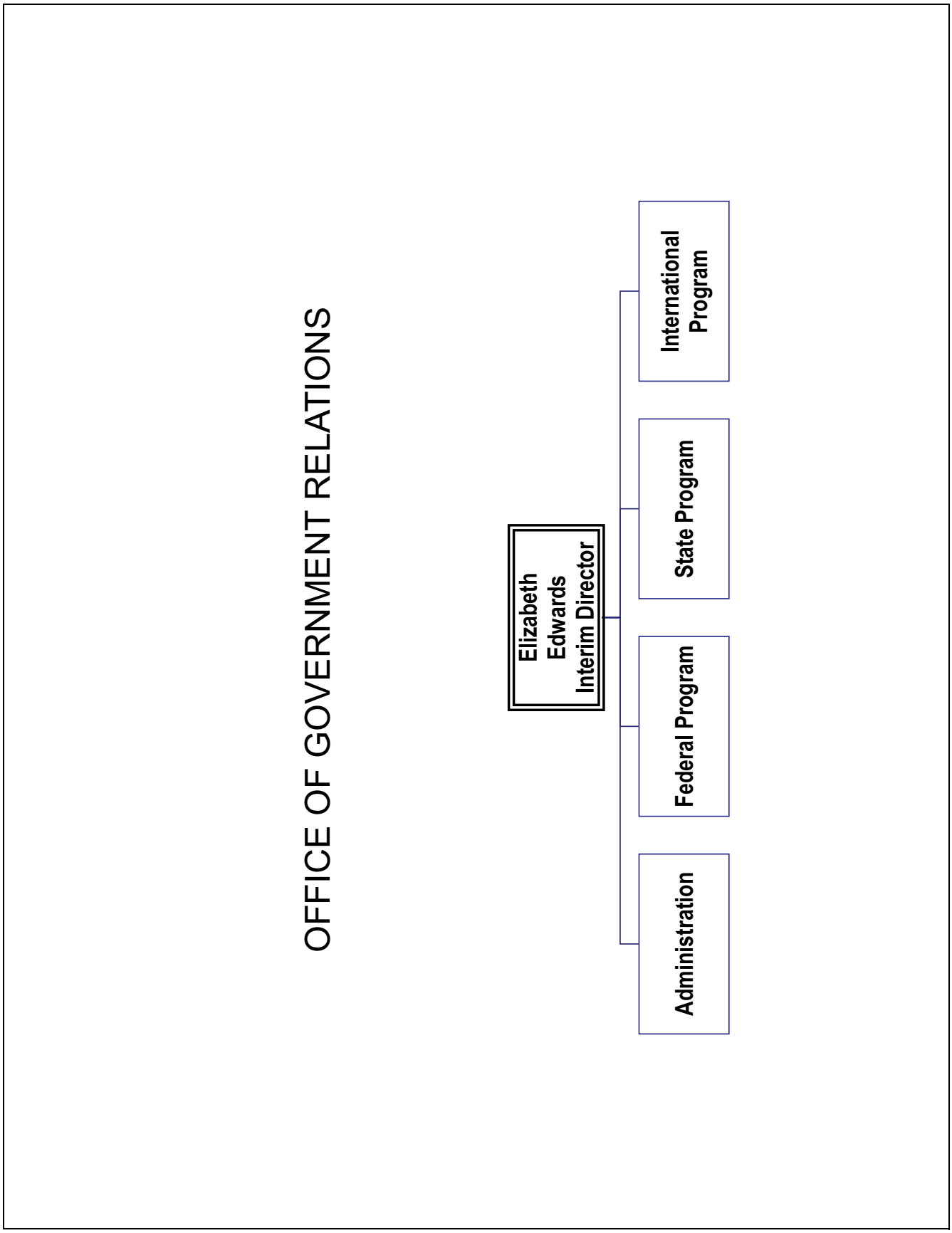


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	1,629,587	1,814,150	184,563	11.33
Capital	0	0	0	0.00
Total Requirements	**1,629,587**	**1,814,150**	**184,563**	**11.33**
Authorized Positions	9.00	10.00	1.00	11.11


OFFICE OF GOVERNMENT RELATIONS
Elizabeth Edwards Interim Director
Administration
Federal Program
State Program
International Program

Bureau Summary

Bureau Mission

The mission of the Office of Government Relations is to advance the City of Portland's legislative and intergovernmental policy objectives. The Office provides effective representation, strategic advice, and quality service to the City Council and all City bureaus.

Bureau Overview

Government Relations represents the City Council, the Auditor, bureaus, and the Prosper Portland on legislative and administrative issues in Salem and in Washington, DC. Government Relations advances City policy goals and initiatives through effective advocacy to federal, state, and regional governments, as well as a broad range of non-governmental interests. Government Relations also 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 federal and state legislative priorities with the City Council and City bureaus, advancing the City's legislative agendas in Salem and Washington, DC, building and maintaining effective working relationships with intergovernmental officials, and using technology to advance our advocacy capabilities.

At the federal level, Government Relations will focus on advancing the City Council's key federal priorities in Congress and with federal agencies, including: Affordable Housing, Homeless Assistance & Support Services; Sanctuary Cities; Investment in Urban Infrastructure; the Urban Area Security Services Initiative Funding, and Municipal Bonds (infrastructure financing), as well as advancing the City's interests on several other federal issues. The Office will coordinate all federal requests for support at the City and work closely with each bureau and office to ensure that requests are prioritized and not in direct competition. In addition, Government Relations will facilitate opportunities to advance City priorities at a national level, through organizations such as the U.S. Conference of Mayors. The process for beginning planning for the 2018 federal agenda will begin in fall of 2017.

For the 2017 state legislation session, the City Council adopted a consensus legislative agenda that covers Affordable and Stable Housing (Just-Cause Eviction Standard, Rent Stabilization, and funding for affordable housing and homeless services), Sustainable Transportation Funding, Improving Air Quality, Protecting and Enhancing Local Funding and Authority, and Supporting Rural Communities. These and many other issues will be advanced with the advocacy efforts by, and the strategic advice from, Government Relations. The process for beginning planning for the 2018 state legislative session will begin in the summer of 2017.

Provide Quality, Effective, and Timely Customer Service

The office continues to focus on the highest quality of customer service by keeping our clients informed with timely information and quality updates, providing high quality strategic advice, creating continuous improvements to services, and fostering an environment of employee engagement and satisfaction.

Elevate Portland's International Reputation

Since taking the program from the Mayor's Office in March 2014, Government Relations has worked hard to increase the program's capacity by promoting international partnerships and exchanges that further Portland's policy objectives, fostering successful Sister City Associations, and working to make Portland a more welcoming international city.

Advance Equity

Government Relations is committed to improving equity in its internal operations and in the delivery of advocacy services. The office will work to create opportunities for Portland to become a more inclusive and equitable city, promote an inclusive and supportive work environment to retain and develop employees, and expand recruitment and outreach efforts to communities of color and other underserved communities.

Summary of Budget Decisions

Adds

Commissioner's Staff Representative

The FY 2017-18 Adopted Budget includes $112,000 for the Office of Government Relations to fund a Commissioner’s Staff Representative position transferred from the Mayor’s Office to add capacity for intergovernmental coordination and strategic community outreach. The above amount was reduced by $7,994 on a one-time basis to reflect anticipated savings early in the fiscal year.

Interagency Agreement Balancing

The FY 2017-18 Adopted Budget includes $42,309 in increased interagency costs to fund OMF services, including technology and facilities services. General Fund resources have been added to fund these increased costs.

Government Relations Services

Description

The mission of the Office of Government Relations is to advance the City of Portland's legislative and intergovernmental policy objectives. The office provides effective representation, strategic advice, and quality service to the City Council and all city bureaus.

Goals

The Legislative program supports the citywide goal of delivering efficient, effective, and accountable municipal services. Government Relations completed a strategic planning effort during FY 2015-16 that identified four goals over the next five years: advocate effectively for the City of Portland; provide quality, effective, and timely customer service; elevate Portland's international reputation; and advance equity.

Performance

In FY 2016-17, the office met nearly all of the performance measure targets that were established. From the 2016 customer service survey, customers rated the Office's overall performance at 97% Excellent or Very Good, which meets the target of 97%. Also from the 2016 survey, 100% of clients again reported that Government Relations was responsive to their requests, meeting the performance target. The only target not met was number of international delegations received. The office welcomed about 94 visiting delegations in the last year, and the target was 100.

During the 2016 short state legislative session, Government Relations tracked 207 bills (approximately 73% of all bills introduced) and passed 100% of City priorities on the City's agenda. These successes included: $10 million for the Emergency Housing Account and State Homeless Assistance Program, lifting the longstanding preemption on inclusionary zoning and local construction excises taxes, improving tenant protections statewide, increasing the minimum wage, and limiting coal-generated power while increasing in-state production of clean energy.

During 2016, Government Relations acted on each of the priorities in the City's federal agenda. Highlights include: helping to secure $3 million from the Urban Area Security Initiative for Portland Bureau of Emergency Management (PBEM) and regional safety partners, helping to secure $728,000 for housing for victims of domestic violence living with HIV/AIDS through a US Department of Housing and Urban Development (HUD)/Department of Justice (DOJ) Victims of Domestic Violence Grant, working with Portland Bureau of Transportation (PBOT) and community partners to secure the designation of a Smart Cities Initiative Finalist, securing ecosystem restoration projects along the Willamette River in the Water Resources Development Act, working with Oregon's federal delegation and the Environmental Protection Agency (EPA) on the Portland Harbor Superfund Clean Up, and advocating grant opportunities for our community partners like Work Systems, Inc. and the Blanchet House of Hospitality.

The International Relations program continued to mature in 2016 developing strategically significant intergovernmental relationships locally and abroad. Some highlights includes: developing local and regional relationships within New Zealand and Japan on seismic and emergency management policies strengthening ties with the local diplomatic community, and ensuring compliance with diplomatic protocols fostering successful sister city programs; and supporting a C40 Cities Climate Leadership Group trip to Mexico City, where Portland received the 2016 award in Climate Action Plans & Inventories.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes 1.0 FTE for intergovernmental coordination and strategic community outreach.

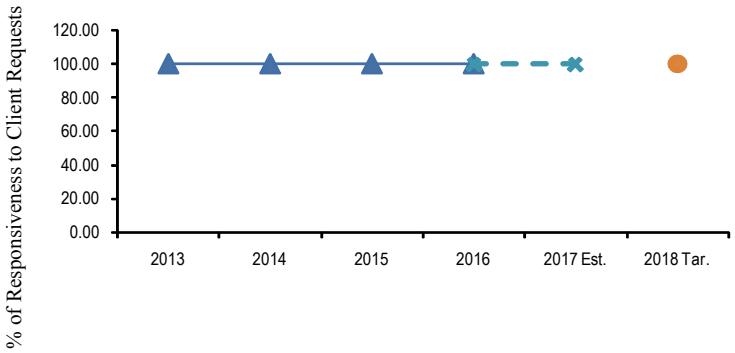
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	9.40	8.00	9.00	10.00	10.00
Expenditures					
Government Relations	1,372,388	1,508,436	1,629,587	1,822,144	1,814,150
Total Expenditures	**1,372,388**	**1,508,436**	**1,629,587**	**1,822,144**	**1,814,150**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Responsiveness to client requests	100%	100%	100%	100%	100%
Percentage of respondents rating services as "excellent" or "very good"	97%	97%	97%	97%	97%
International delegations received	70	90	94	100	100
Effectiveness					
Percentage of respondents reporting progress made on state, federal, or intergovernment issues	60%	82%	70%	75%	75%
Workload					
Percentage of targeted legislators contacted	90%	90%	90%	90%	90%

Performance Measures

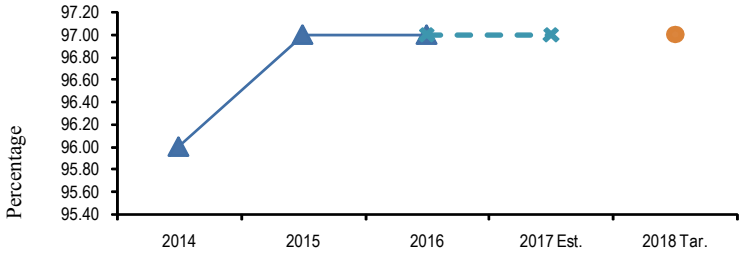
Responsiveness to Client Requests

Percentage of clients surveyed responded that our office was either "Very Responsive" or "Responsive." The Office sends an annual customer service survey to all bureaus and offices. This measure indicates whether OGR responds in a timely manner to requests for service. For the 2016 reporting period, 100% of the respondents indicated that OGR was either "Very Responsive" or "Responsive." None indicated that OGR was unresponsive.



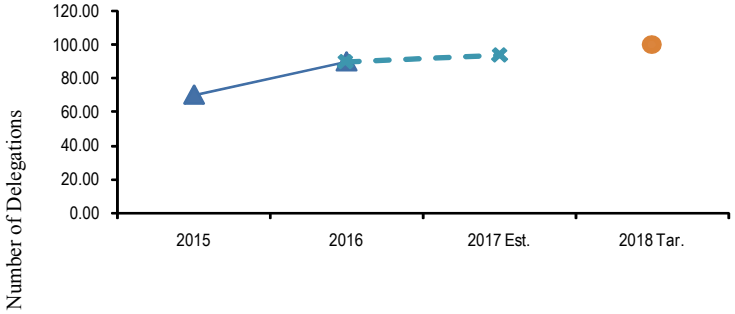
Percentage of Respondents Rating Services as "Excellent" or "Very Good"

Percentage of respondents in the Office's annual customer service survey answering "Excellent" or "Very Good" when asked to rate the overall performance of OGR. The Office sends an annual customer service survey to all bureaus and offices. This measure indicates a rating of OGR's overall customer service. For the 2016 reporting period, 97% of the respondents indicated either "Excellent" or "Very Good."



International Delegations Received

The number of visiting delegations welcomed on an annual basis.These delegations range from international groups of students to high-ranking public officials. In FY 2016-17, OGR realigned funding to create an ongoing FTE for an International Relations Associate (IR Associate). The IR Associate added needed capacity starting in October of 2016 and helped to support and facilitate an increased volume of international delegations received, although still narrowly missing the performance target.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Intergovernmental	0	35,000	35,000	35,000	35,000
Total External Revenues	**0**	**35,000**	**35,000**	**35,000**	**35,000**
Internal Revenues					
General Fund Discretionary	542,110	590,897	640,843	733,884	730,228
General Fund Overhead	692,445	740,153	766,383	863,955	859,617
Interagency Revenue	137,833	142,386	187,361	189,305	189,305
Total Internal Revenues	**1,372,388**	**1,473,436**	**1,594,587**	**1,787,144**	**1,779,150**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,372,388**	**$1,508,436**	**$1,629,587**	**$1,822,144**	**$1,814,150**
Requirements					
Bureau Expenditures					
Personnel Services	926,329	1,033,816	1,128,238	1,287,923	1,279,929
External Materials and Services	288,284	309,078	295,267	308,300	308,300
Internal Materials and Services	157,775	165,542	206,082	225,921	225,921
Total Bureau Expenditures	**1,372,388**	**1,508,436**	**1,629,587**	**1,822,144**	**1,814,150**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,372,388**	**$1,508,436**	**$1,629,587**	**$1,822,144**	**$1,814,150**
Programs					
Government Relations	1,372,388	1,508,436	1,629,587	1,822,144	1,814,150
Total Programs	**1,372,388**	**$1,508,436**	**$1,629,587**	**$1,822,144**	**$1,814,150**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	40,248	62,005	2.00	126,558	2.00	128,748	2.00	128,748
30000005	Commissioner's Staff Rep	51,126	93,434	3.00	239,420	4.00	297,318	4.00	297,318
30000414	Government Relations Director	113,318	162,219	1.00	160,620	1.00	161,551	1.00	161,551
30000498	Government Relations Lobbyist	82,909	110,448	2.00	205,764	2.00	209,677	2.00	209,677
30001783	State Government Relations Manager	89,149	118,747	1.00	115,500	1.00	117,397	1.00	117,397
TOTAL FULL-TIME POSITIONS				9.00	847,862	10.00	914,691	10.00	914,691
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	847,862	10.00	914,691	10.00	914,691

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.

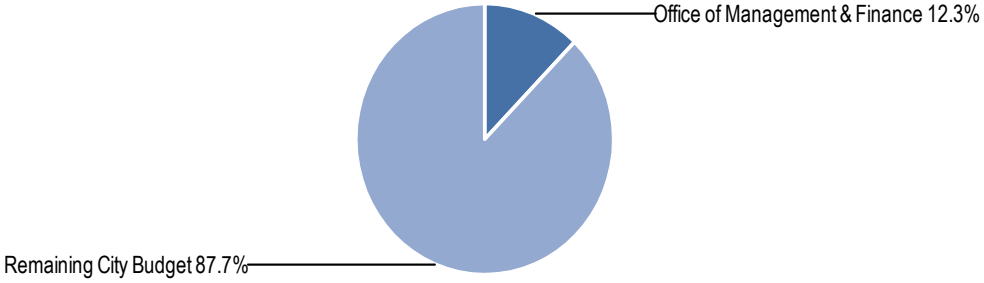
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	1,668,105	0	1,668,105	9.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	112,000	0	112,000	1.00	Sovereign government relations position
	0	42,039	42,039	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	(7,994)	(7,994)	0.00	10% reduction for assumed vacancies
	112,000	**34,045**	**146,045**	**1.00**	**Total FY 2017-18 Decision Packages**
			1,814,150	**10.00**	**Total Adopted Budget**

Office of Management & Finance

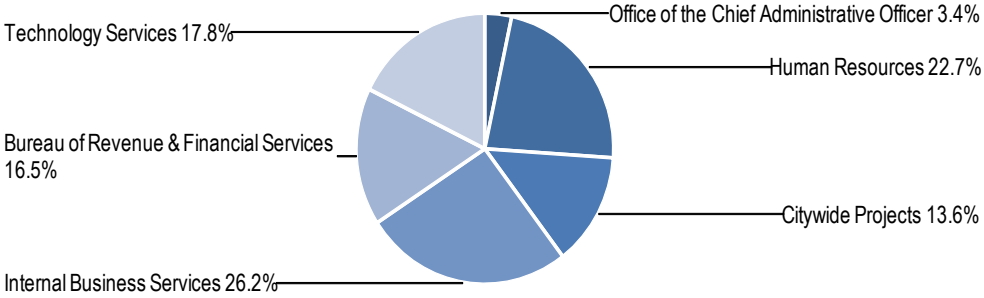
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Tom Rinehart, Chief Administrative Officer

Percent of City Budget

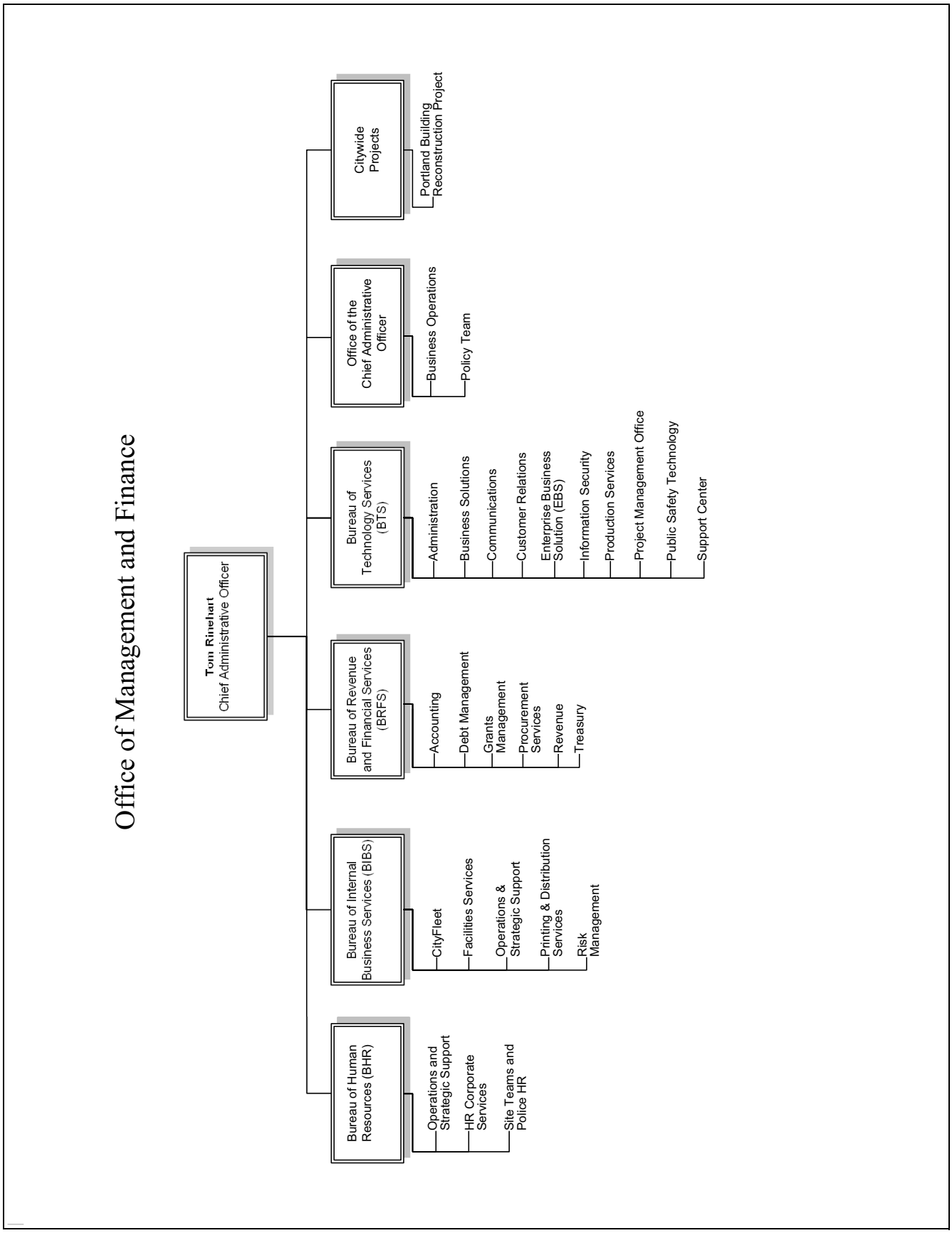


Bureau Divisions



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	465,538,872	494,547,558	29,008,686	6.23
Capital	71,828,255	90,121,160	18,292,905	25.47
Total Requirements	**537,367,127**	**584,668,718**	**47,301,591**	**8.80**
Authorized Positions	650.30	661.40	11.10	1.71


Office of Management and Finance
Tom Rinehart
Chief Administrative Officer
Bureau of Human Resources (BHR)
Operations and Strategic Support
HR Corporate Services
Site Teams and Police HR
Bureau of Internal Business Services (BIBS)
CityFleet
Facilities Services
Operations & Strategic Support
Printing & Distribution Services
Risk Management
Bureau of Revenue and Financial Services (BRFS)
Accounting
Debt Management
Grants Management
Procurement Services
Revenue
Treasury
Bureau of Technology Services (BTS)
Administration
Business Solutions
Communications
Customer Relations
Enterprise Business Solution (EBS)
Information Security
Production Services
Project Management Office
Public Safety Technology
Support Center
Office of the Chief Administrative Officer
Business Operations
Policy Team
Citywide Projects
Portland Building Reconstruction Project

Bureau Summary

Bureau Mission

To be a trusted partner creating smart solutions for the City and our community.

Bureau Overview

Services to the City

The Office of Management & Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF consists of the bureaus of Human Resources, Internal Business Services, 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 and Policy Team. OMF also provides services to other government agencies including the Public Safety Radio System, Integrated Regional Network Enterprise, RegJIN, Multnomah County Business Income Tax collection, CityFleet, and Printing & Distribution. The bureau is guided by a 2012-17 Strategic Plan that identifies the organizational mission, values, goals, strategies, and performance measures.

Summary of Resources

The office is funded through a combination of resources. 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. Documents describing the funding methodologies were shared with customers and posted on the OMF website. In FY 2017-18, 4.7% 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 General Obligation (GO) Bond 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 serve outside agency customers.

Strategic Direction

OMF's 2012-17 Strategic Plan was accepted by City Council in May 2013. The plan organizes OMF's goals around four strategic themes, which are areas where the office must excel to achieve the mission and vision and to deliver value to customers. The themes are quality customer service, operational excellence, financial sustainability, and workforce development. Each OMF program area notes how it supports goals related to achieving these strategic themes.

In the fall 2016, OMF began foundational strategic planning work in anticipation of a new CAO leading the organization in January 2017. This included an environmental scan and customer/stakeholder feedback.

Based on this work, the direction of City leadership, and the requirement to submit General Fund reduction package, the CAO outlined three focus areas for OMF's Requested Budget:

- Maximize revenue collection to strengthen the City's financial position;
- Bolster critical services to bureaus, specifically related to recruitment, procurement, IT mobility, and data management; and
- Focus one-time requests on truly one-time needs.

OMF will continue strategic planning and workplan development in the coming year. Support for Citywide and Council priorities will be critical, as will moving forward with initiatives that meet customers' needs and expectations.

Citywide Plans

OMF's 2012-17 Strategic Plan was developed with linkage to the Portland Plan. The office adopted the value of equity, which is in alignment with the Portland Plan's equity goals. The strategic plan includes goals and strategies that directly support the Portland Plan's priority of prosperity, and indirectly support the Portland Plan priorities through development and work with City bureaus that provide direct services to the community. Examples include implementation of the Social Equity Contracting Strategy and the Diversity, Outreach, and Employment Resources program.

Each OMF bureau completed an equity assessment that rolled up into a five-year OMF Equity Plan in support of the Citywide Racial Equity Goals and Strategies adopted by City Council in July 2015. These plans outline steps that will be taken to positively impact equitable outcomes.

Significant Issues

OMF has a cross-bureau, enterprise perspective and will continue to lead with recommended solutions to make the City work better. The following significant issues must be addressed to reduce operational and financial risks to the City.

Portland Building Reconstruction Project: In 2015, City Council approved Resolution #37158 directing OMF to complete the Portland Building Reconstruction project by the year 2020 for a cost not to exceed $195 million. This project will impact many bureaus and is necessary to preserve the City's asset investment and provide a safe and productive work environment for City staff to serve the public. The new building must accommodate rapidly changing technology, an increasingly mobile workforce, and flexible work spaces.

Data Center Move Project/Disaster Recovery: The City relies extensively on technology in order to provide critical services to the public. A large-scale disaster could result in destruction of numerous technology systems that are essential for the ongoing operation of the City. In addition, ensuring the integrity of the systems that keep customer information is essential for public trust. The current Data Center location is not sustainable through the Portland Building reconstruction nor in a disaster situation; therefore, it must be moved and a redundant backup location secured.

Employer of Choice: City Council adopted a resolution in September 2016 directing OMF to lead the Employer of Choice initiative to attract, develop, and retain a diverse, culturally competent, fully engaged workforce that provides excellent public services. The City's identity as an Employer of Choice reflects the City's values as an employer emphasizing public service, public trust, equitable outcomes, diversity and inclusion, and ethical conduct. This commitment will

enhance the City's ability to recruit new employees in an increasingly competitive market, a critical need as one third of the City's current workforce is eligible to retire and several bureaus have identified hiring and training as key organizational issues. The significance of this issue continues to grow given impending retirements, population increases, and a more transitory workforce.

Asset Management: OMF manages City facilities infrastructure and technology infrastructure, and both have been impacted by budget reductions in maintenance and replacement funding. Deferring some types of maintenance leads to more expensive fixes when the systems and assets fail.

Security: In the FY 2016-17 Fall Supplemental Budget, Council approved funding for a comprehensive security review of City-owned properties. The consultants are evaluating risks and vulnerabilities of City properties and will provide their recommendations for security enhancements. The consultant's report will address physical security infrastructure design, security staffing, and policies and procedures. Future costs for additional security measures are expected.

Summary of Budget Decisions

Adds

BHR - Recruitment and Accommodation Coordination

Adds $123,834 and 1.0 FTE in ongoing General Fund overhead and discretionary resources to fund an Accommodations Coordinator in the Bureau of Human Resources (BHR). The position will be responsible for coordinating and centralizing requests for reasonable accommodations and monitor the City's response. This position will also work on furthering implementation of the Model Employer program.

BIBS - Add Assistant Claims Technician Position

Adds $77,886 in ongoing interagency rates and 1.0 FTE for an Assistant Claims Technician (ACT) in Risk Management to provide administrative support to Workers Compensation and Tort/Liability claims adjusters.

BIBS - City Hall Exterior Masonry Rehabilitation

Adds $1,272,331 through one-time interagency rates for exterior masonry rehabilitations at City Hall.

BIBS - Convert Assistant Program Specialist to Permanent

Adds $99,363 in ongoing interagency rates to convert a limited-term Assistant Program Specialist into a permanent position. This position has primary responsibility for management of the City's Single Point-of-Contact (POC) system and has been funded for two years through one-time General Fund discretionary appropriation for the campsite services program. This package funds the position through an increase in Coordinated Campsite Cleanup Program rates with real property-owning bureaus.

BIBS - Convert Engineer and Program Coordinator to Permanent

Adds $116,653 via ongoing interagency rates and $141,395 through Major Maintenance project budgets to convert two limited term positions into permanent positions. The Building Engineer position will manage major maintenance packages, back up another Building Engineer, and serve as an in-house engineering expert. The Asset Management Program Coordinator will be responsible for developing and maintaining an asset management program for Facilities Services owned and managed buildings (approximately 3 million square feet) valued at approximately $500 million.

BIBS - Facilities Services Specialist

Adds $108,009 and 1.0 FTE through interagency rates for a Facilities Services Specialist position. This package combines the work being done by an existing limited-term Facilities Services Specialist position and an existing limited-term Operations Support Specialist III position into a single ongoing position. The position will provide support for management, operations, and leasing of property and facilities.

BIBS - Homelessness Impact Reduction

Adds $952,109 and 1.0 FTE in Facilities Services through interagency agreements with property-owning bureaus to expand programming to reduce the impacts of homelessness, including a contract with Central City Concern. This also provides funding for fast turnaround campsite cleanups that do not require initiation by property-owning bureaus.

BIBS - Utility Worker II

Adds $84,947 and 1.0 FTE through interagency rates for a Utility Worker II position. The position will free up Facilities Maintenance Technicians (FMTs) for work that requires more technical skills while delegating more general assignments to the Utility Worker II.

BRFS - Construction Project Procurement Staff

Adds $50,000 in one-time General Fund discretionary and overhead resources for a process improvement effort in Procurement Services. This add comes in conjunction with a budget note directing OMF to explore alternative cost allocation models and reexamining the division's service levels.

BRFS - IGA Tax Collection Reimbursement Budget Note

Adds $640,050 and 7.0 FTE in one-time General Fund resources for the Business Income Tax collection program. A budget note in FY 2016-17 permanently reduced the Revenue Divisions General Fund CAL target by $640,050, assuming Multnomah County would increase their contribution to the Business Income Tax collection program administered by the City. No increase has occurred and the funds will be used to continue basic tax collection operations.

BRFS - Integrated Tax System

Adds $248,336 in one-time General Fund resources and 2.0 FTE to develop and manage business requirements for a new Integrated Tax System (ITS) to allow Revenue Division to replace its aging, multi-platform tax administration system. The 2.0 FTE will gather requirements, develop the Request for Proposal (RFP), lead the vendor selection team and have overall project management responsibility once a vendor is selected.

BRFS - IRS Federal Tax Information

Adds $526,111 in one-time General Fund resources, 2.0 FTE, and related BTS costs to Revenue Division for the IRS Government Liaison Data Exchange Program, allowing the Revenue Division to continue receiving Federal Taxpayer Information (FTI). The data allows Revenue Division to identify outstanding tax liabilities and increase collections.

BRFS - Utility Franchise Auditor

Adds $113,500 in ongoing General Fund resources and 1.0 FTE to continue audits in the Office for Community Technology (OCT) Franchise Management and Utility License Programs. A decision package including the Revenue Auditor position was approved for one year in FY 2015-16, and again for one year in FY 2016-17, and has collected over $1.5 million and billed more than $1.3 million.

BTS - Technology Disaster Planning Analyst

Adds $131,719 in interagency revenue and 1.0 FTE for a disaster planning analyst (Senior Business Systems Analyst) to implement threat mitigation strategies for the City's information and technology systems in case of an unforeseen disaster.

CAO - 3-1-1 Project Management Implementation Plan

Adds $350,000 in General Fund discretionary and overhead resources to the Chief Administrative Officers Office to begin scoping and planning the Citywide implementation of a 3-1-1 centralized customer service system.

CAO - Biological Opinion Program Manager

Adds $75,944 and 0.5 FTE for a Biological Program Manager. The City of Portland is required to respond to new direction from the federal government to reduce the impacts of development in the 100-year floodplain on threatened and endangered species. Multiple bureaus requested a Biological Opinion Program Manager position within OMF to coordinate the City's response.

CAO - OMF Interagency Balancing

Adds $20,785 in General Fund discretionary and overhead resources to fund OMF services on behalf of the General Fund portion of OMF.

CAO - Strategic Projects and Policy Team Realignment

Adds $252,244 of General Fund discretionary and overhead funding and 1.5 FTE to the Office of the CAO to implement an OMF Strategic Projects and Policy Team.

Reductions

BHR - Reclassification of Position

Reduces $88,332 in General Fund discretionary and overhead resources. As a result, one Human Resources Coordinator position will be reclassified to a Human Resources Technician position.

BIBS - Facilities Strategic Projects and Policy Team Realignment

Reduces $148,165 of ongoing interagency rates within BIBS Facilities. The 2.0 FTE associated with this package will be moved to the Office of the CAO.

BRFS - Accounting External Materials and Services Reduction

Reduces the Accounting Division's materials and services budget by $20,000 in ongoing General Fund resources.

BRFS - Procurement Budget Reduction

Reduces the Procurement Division's materials and services budget by $36,448 in ongoing General Fund discretionary and overhead resources, which will reduce Procurement's ability to hire consultants and provide training to customer bureaus and Procurement staff.

BRFS - Utility Franchise and Wireless Consulting Legal Support

Reduces Revenue Division's materials and services budget for Utility Franchise and Wireless Consulting legal support services by $20,000 in ongoing General Fund resources.

CAO - Staff Support for Citywide Projects

Reduces $82,615 in General Fund and interagency rate charges to Business Operations. Net reduction is comprised of personnel services and materials and services reductions, which are partially offset by interagency increases with BTS and Mt. Hood Cable and Regulatory Commission.

Realignments

BHR - PERS Realignment of Resources

Realigns $88,266 from the General Fund to the Health Insurance Operating Fund for personnel costs for the BHR Payroll PERS position and change the positions reporting structure to the Health & Financial Benefits Team. General Fund savings are offset with administrative fee revenue.

BTS - Bureau of Technology Services Public Safety Position Transfers

Transfers the remaining 3.0 FTE on the Public Safety System Revitalization Project (PSSRP) to BTS, where work will continue on public safety technology projects. The balance of PSSRP resources are transferred to the Technology Services Fund to support public safety projects and 2.0 positions. BTS interagency rates are increased by $140,230 to support a consolidated Public Safety Technology Business Consultant position.

BRFS - FY 2016-17 Carryover BRFS

The FY 2017-18 Adopted Budget includes carryover funds for decision packages approved in the FY 2016-17 Adopted Budget equating to $120,132 of General Fund discretionary and overhead funds for the Bureau of Revenue and Financial Services.

Budget Notes

The following budget notes were issued by Council, providing directives to OMF on a variety of budgetary and operational issues:

Develop Options for OMF Central Services Funding Models

OMF central service providers in the General Fund are currently funded with a combination of resources including General Fund overhead, General Fund discretionary, and interagency charges. This funding methodology does not always allow OMF to provide the level of services demanded by City bureaus. In addition, many of the administrative cuts taken by Council in recent years have hampered OMFs ability to respond to growing service demands. As a result, some additional services are funded through direct-billed interagency agreements or decentralized staff assignments, which can result in inconsistencies in service levels, policy oversight, and compliance.

Council directs OMF to work with CBO and customer bureaus to develop options and make recommendations to ensure that support services are able to meet the demands of City bureaus. The recommendations will be shared with Council with the FY 2017-18 Fall BMP, so that any changes in funding methodology can be incorporated into the FY 2018-19 budget process.

IRS Data Exchange Program

Council directs the Revenue Division to work with the IRS to develop options to acquire ongoing and/or retroactive access to IRS Data Exchange Federal Taxpayer Information, and report on these options as part of FY 2018-19 budget development. In the event that retroactive access to FTI is not an option, the Revenue Division is directed to provide information on the minimum level of resources that would preserve access to FTI on an ongoing basis.

Council further directs the Revenue Division to provide the following information during FY 2018-19 budget development, in order to inform future funding decisions:

- A return on investment (ROI) analysis for this program for FY 2016-17 and for the FY 2017-18 year-to-date period. Consistent with all past revenue-generating add packages and long-standing CBO budget analysis, the analysis should include the costs of the program as allocated by the Council in the add package, as well as a breakdown of actual collections by ongoing and one-time categories. The analysis should also show the ROI of this program relative to the Revenue Divisions other revenue-generating activities.
- A projection of costs and new ongoing and one-time revenue collections for FY 2018-19.

Multnomah County Tax Collection Reimbursement

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.

Council also directs the City Budget Office to backfill the bureaus $640,050 current appropriation level reduction on a one-time basis in FY 2017-2018 and FY 2018-19.

Integrated Tax System Implementation

The FY 2017-18 Adopted Budget allocates one-time General Fund resources for two limited term positions in the Bureau of Revenue and Financial Services to develop requirements and begin implementation of an Integrated Tax System. As the estimated length of time for this project is three years, Council directs the City Budget Office to allocate one-time General Fund resources for these positions in FY 2018-19 and FY 2019-20.

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. The plan will be submitted with OMF's Fall BMP, so that recommendations can be considered during the FY 2018-19 budget process. The plan should include recommendations and supporting analysis for a phase-in timeline, rental rates and tenant impacts.

A robust asset management program is critical to ensuring the appropriate usage of major maintenance funding and timely execution of projects. Council further directs that OMF-Facilities Services address the following issues in the OMF FY 2018-19 Requested Budget submission:

- Service Level Definitions: OMF-Facilities Services will formalize and clarify the service levels provided to tenant customers under its major maintenance policies, and communicate these definitions to tenant customers.
- Major Maintenance Project Prioritization: OMF-Facilities will develop a robust asset management prioritization framework and all major maintenance projects will be prioritized based on a standardized analysis of cost, risk, and service level.
- Performance Management: OMF-Facilities Services will work with CBO and the Citywide Asset Managers Group to develop a suite of performance measures designed to appropriately monitor and track progress in Facilities Services.

Capital Budget

Capital Summary

CIP Highlights

Highlights of the OMF CIP include the following:

Fueling Station Replacements: CityFleet manages 10 fuel stations that enable the use of specialized alternative fuels, multiple fuel blends, and quality control of the fuel dispensed to vehicles and equipment, and that provide extended storage for emergency fueling. CityFleet previously replaced the Sandy River and Stanton Yard fuel stations, and added a fuel station at the Police East Precinct. The City's remaining fueling sites are beyond their useful life and Council approved $12 million of cash and debt financing in the FY 2014-15 Fall BMP to replace them. The design for five of the fuel stations is underway, and construction is expected to start in 2018. In addition, the City is developing two new fueling stations, one on the Eastside and one at the Jerome Sears facility.

Data Center Move: The Data Center Move project is BTS's most critical project and has the potential to have the largest impact on bureau customers. The Data Center Move project is a multi-year project that permanently relocates the City's primary Data Center to a hosted facility to ensure continuity of operations and recovery of critical systems in the event of a natural or man-made disaster. Planned project costs for FY 2017-18 total $6 million, with total project costs estimated to be slightly less than $10 million.

Portland Building Reconstruction Project: In October 2015, City Council directed the Office of Management & Finance to reconstruct the Portland Building for an amount not to exceed $195 million by the end of 2020. The Owners Representative and progressive Design-Build-Relocate contracts were executed in 2016 and Phase 1, including target budget and scope, was completed in December 2016. Design is proceeding, with relocations anticipated for the second half of 2017, and construction anticipated to begin in 2018.

Spectator Venues and Visitor Activities: The project to replace half of the roof at Providence Park is underway. The estimated project cost for FY 2017-18 is $1 million.

Major Issues

Bureau of Internal Business 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 at $5.6 million, which is approximately 1.4% of replacement value compared with industry best practice of 2-3%, or approximately $12.3 million annually. Facilities Services 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. Generally, major maintenance projects are not capital improvements and are detailed in the BIBS Five-Year Plan, though there are some exceptions as noted in this document.

City Sustainability Goals: The 2015 Climate Action Plan requires a 53% reduction in carbon emissions from City operations by 2030. OMF has determined that an annual 2% reduction in OMF-owned building energy use, a 55% increase in waste recovery in OMF-owned buildings, and OMF sedan fleet electrification will result in OMF meeting its 2030 target. Facilities Services has identified specific projects that will contribute approximately 40% of the required building emissions reductions, notably the Portland Building reconstruction, expansion of the strategic energy management program with the Energy Trust of Oregon, routine HVAC

system upgrades, planned photovoltaic installations, and LED lighting upgrades. With the recent implementation of EnergyCAP utility management software and the ongoing development of an industry-standard asset management program, Facilities Services will identify other energy-saving opportunities, some of them requiring new capital investment, to satisfy the remaining requirement.

Additionally, the 2017 Electric Vehicle Plan requires BIBS to develop strategies for funding and retrofitting existing City-owned facilities with electric vehicle chargers. Electric vehicles and the infrastructure necessary to support them will require significant capital investment in coming years.

Bureau of Technology Services

Funding BTS Projects: While BTS has some major maintenance funding available in its budget to cover capital projects, those funds are often not sufficient to meet all financial demands of CIPs 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 demands for service, or finds savings through efficiencies. Since technology reserves are not considered to be a sustainable or consistent source of revenue available for major maintenance spending, BTS will continue to struggle to maintain and update existing technology systems.

Critical Technology Recovery in a Disaster: The City relies extensively on technology in order to provide critical services to the public. A large scale natural or man-made disaster can result in catastrophic destruction of numerous technology systems that are essential for ongoing City operations. Key services relying on technology include communications for law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payable. Although BTS has invested significantly in improving the reliability and availability of key technology systems, a large disaster localized in the Portland area could result in complete loss of these critical technology assets, which would take months to restore.

BTS has begun taking steps to ensure its ability to continue operations during local disasters through the Data Center Move project. This project will permanently move the City's Data Center and secure hosting at dual locations: one regional, and another in a region at low risk for disasters such as earthquakes, floods, and hurricanes.

Mobility: During the development of the Citywide IT strategic plan, greater mobility was identified as one the highest customer priorities. In order to deliver mobile applications, BTS must implement a sustainable and standardized Mobile Application Management platform. The implementation will allow support across the enterprise and will integrate with BTS' Mobile Device Management strategy for supporting mobile devices.

Spectator Venues and Visitor Activities

The major 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. All of these 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.

Veterans Memorial Coliseum (VMC): The most challenging venue for the SVVAF program is the VMC, a facility that is almost 60 years old. The facility suffers from significant deferred major maintenance, has not seen a major capital reinvestment since its original construction, and the SVVAF does not have sufficient resources to fund the needed capital repairs and improvements. 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. In FY 2016-17, a capital project to replace the VMC roof was completed.

Providence Park: Built in 1926, it has seen two major capital reinvestment projects in the last 15 years, the first in FY 2000-01 and the second in FY 2011-12. Most of the major maintenance and capital improvement needs of the facility were addressed during those projects. More recent capital investments have focused on security needs. An anticipated replacement of half of the facility roof, which was not performed during recent renovation projects, is scheduled in FY 2017-18 and estimated at $1 million.

Changes from Prior Year

Significant changes for the OMF CIP for 2017-18 include the following:

Bureau of Technology Services: Moving the Enterprise Business Solution (EBS) to the BTS program structure, resulting in better alignment in project intake and management.

Spectator Venues and Visitor Activities: The scheduled roof replacement at the Veterans Memorial Coliseum was completed in FY 2016-17. The roof replacement at Providence Park remains in the FY 2017-18 CIP and is estimated to cost $1 million.

Citywide Projects: The Portland Building Reconstruction project completed Phase 1 and reports containing detailed budget, scope, and timeline were produced.

Strategic Direction

Council Goals and Priorities

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

Bureau of Internal Business 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 planning and well-managed growth. Infrastructure maintenance is vital to the City's long-term fiscal health, resiliency, and its ability to deliver services. The bureau invests capital in a manner consistent with the City's sustainability and equity goals, while ensuring that those investments are timed correctly and of sufficient magnitude to meet the City's sustainability and equity targets.

Bureau of Technology Services: As an internal service fund, Technology Services indirectly supports City goals through the services it provides to other bureaus. Those goals include ensuring a safe and peaceful community through work with Police, Fire and Emergency Communications, promoting economic vitality and opportunity through work with utility service providers, improving neighborhood quality of life through work with the Office of Neighborhood Involvement, and operating and maintaining an effective transportation system by providing technology support to Transportation.

Criteria

Bureau of Internal Business Services: As part of the annual budget process, Facilities Services updates five-year major maintenance plans for each building owned or managed by OMF. Projects are planned and prioritized over five years within the constraints of the major maintenance funds for each building or group of buildings (as is the case with Police facilities). These projects include, but are not limited to, replacement of building components at the end of their life cycle, resource efficiency improvements, ADA transition plan projects, and life/safety and seismic retrofits.

Each major maintenance project planned for the upcoming budget year requires a write-up document detailing the project scope, estimated schedule and costs, assumptions, and risks. Only projects that extend the life of the asset are considered capital improvement projects. Facilities Services ranks projects for each building based on a six-point scale. Ongoing efforts to develop an industry-standard asset management program will further improve this process in the coming years.

CityFleet manages the fleet replacement program to provide for the timely replacement of vehicles and equipment, realize the lowest possible cost of ownership over vehicle life, and create a predictable fleet replacement schedule and budget. CityFleet established a fund for the replacement of vehicles for all participating departments. CityFleet works with bureaus on specifications for replacement vehicles to ensure they meet bureau needs. There are significant costs associated with the purchase, installation, and maintenance of electric vehicle charging equipment. Currently, bureaus are required to pay for electric vehicle (EV) infrastructure directly, and these costs are not included in the replacement fund. However, the 2017 Electric Vehicle Strategy adopted by Council in December 2016 directs CityFleet to help lead development of a new funding mechanism for this infrastructure. In addition to vehicle replacement managed through the CityFleet replacement fund, CityFleet will procure new and replacement vehicles and equipment for the Water Bureau and the Bureau of Environmental Services (BES) on a direct-bill basis. The Water Bureau and BES budget for both additional scheduled replacement vehicles and equipment in their respective Capital Budgets.

Bureau of Technology Services: For this capital plan, BTS continues to focus on the critical core elements of its infrastructure, with an emphasis on infrastructure that addresses maintenance, security, and reliability of key systems, and provides the capacity to meet the City's changing business needs. The CIP was a coordinated effort between the Technology Services programs of Communications, Production Services, Information Security, Support Center, Enterprise Architecture, Business Solutions, Enterprise Business Solution, and Police IT. Priority was given to essential core services and system upgrades and replacements that maintain the stability and security of core data services, continuity of critical services, customer requirements, and asset replacements that facilitate cost savings and efficiencies.

Spectator Venues and Visitor Activities: Decision-making for SVVAF activities is primarily driven by the age and condition of the venues, and the City's obligations as defined in the various operating agreements. Generally, projects are undertaken based on the criticality of the need and availability of resources in the Fund.

Capital Planning and Budgeting

Capital Planning Process

Bureau of Internal Business Services: The capital planning process is closely tied to OMF's overall asset management program. The asset management program drives the capital projects proposed in the CIP and the major maintenance projects in the budget and detailed in OMF's Five-Year Plan. OMF works closely with its customers to understand their businesses and how their assets support and serve their work objectives. Projects in the CIP and major maintenance plans were developed with input from internal and external customers, staff who maintain the infrastructure, and City Council's established goals, objectives, and policies.

Bureau of Technology Services: The programs in BTS responsible for the CIP identified their projects and reasons for inclusion and submitted them to a management review group for coordination and approval. Priority was given to items that supported the clear business needs of BTS and its customers. As BTS is responsible for the City's information technology and communications infrastructure, primary coordination opportunities exist in maintaining a secure, robust infrastructure in order to maintain business continuity in the event of a disaster.

Spectator Venues and Visitor Activities: The SVVAF program does not apply a specific process to prepare its very small 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 in turn driven by the financial management parameters of the Spectator Venues and Visitor Activities Fund.

City Comprehensive Plan

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

- Police: The siting and organization of public safety response facilities are based largely on the City's physical size, growth, density, and demographic patterns. The Police Bureau Master Plan effort is closely connected to the City's growth projections and geographical form.
- Fire & Rescue: The siting and adaptation of Fire & Rescue stations is highly dependent on neighborhood boundaries and neighborhood preferences. The foundation of the fire management area is the City's comprehensive land use plan and the regularly produced response time study.
- Downtown Buildings: The Portland Building, City Hall, Justice Center, and 1900 Building were all sited based on identified preferences in the downtown plan, particularly for the three located in the designated government center within downtown. The 1900 Building was sited and operates as part of the University Center Plan, supporting the south end of downtown and sharing the area with Portland State University. In addition, the City-owned spectator and performance facilities support downtown and Lloyd District as the major cultural center for the region.

Financial Forecast Overview

OMF has some ongoing resources to fund capital projects. Vehicle replacement rates charged to bureaus through CityFleet interagency service agreements fund vehicle replacement projects. BTS rates fund major maintenance projects, some of which are capitalized. EBS rates fund projects to continually improve the City's enterprise business system. 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 and timing of projects in the plan.

Other organizations in OMF fund capital projects with one-time resources. BTS uses reserves to fund some of its CIP projects. Accumulated net revenues in the Spectator Venues and Visitor Activities Fund provide the funding for VMC and Providence Park projects. Financial projections of these one-time resources for the funds determine the level and timing of projects in the plan.

OMF is a service provider to other bureaus, and the majority of OMF's capital projects are driven by the needs of these customers or the need to replace or improve assets the City utilizes in its provision of services to community members. For these capital projects, OMF proposes decision packages. If Council approves the package, the customers provide the funding. This funding may be in the form of one-time cash or through an increase in interagency rates to support debt financing.

Asset Management and Replacement Plan

These replacement and new construction projects are one part of OMF's asset management program, which also includes the regular major maintenance of assets. These major maintenance projects do not meet the definition of capital expenses, and are not included in this plan. They are included in the OMF Five-Year Plan.

Bureau of Internal Business 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. Facilities Services is in the process of modernizing the asset management program in order to improve the condition of existing assets, improve resiliency and sustainability, and reduce long-term costs. Program improvements will include the development of a more standardized process that ranks and prioritizes projects according to risk and consequences of failures.

CityFleet administers a fleet replacement program and fund to provide for the timely replacement of vehicles and equipment, realize the lowest possible cost of ownership over vehicle life, and create a predictable fleet replacement schedule and budget for City bureaus.

Bureau of Technology Services: Technology Services currently has a component in some interagency rates that provides funding for major maintenance projects. For FY 2017-18, that funding totals slightly more than $1.4 million. These funds are used to cover both CIP and operating projects in the Communication, Production Services, and Information Security programs. In a typical year, Technology Services will rely on a combination of major maintenance funding plus additional technology reserves (from budget savings) to cover the cost of projects. For FY 2017-18, the bureau needed more than $2 million in technology reserves in addition to other funding sources in order to cover the cost of its planned capital projects. As a result, the minimum annual funding needs are at least $3.4 million. FY 2017-18 is an atypical year and projects have been intentionally restricted due to the Data Center Move project and Portland Building Reconstruction project. A more accurate annual estimate of capital project ongoing funding needs would typically approach $4 million. Project planning, either for maintaining, upgrading, or replacing major assets, is conducted annually using the expertise of program managers and supporting staff. Projections beyond a few years can be difficult as technology is constantly and rapidly changing. Technology Services has schedules and estimates in place for future years, but recognizes that there is a degree of fluidity in those plans resulting from technology improvements not currently known at this time.

Spectator Venues and Visitor Activities: The only capital project expected within the Spectator Venues and Visitor Activities program is a roof replacement project. Little annual funding is needed for a sustainable level of maintenance for this project. Any maintenance expenses that are not the obligation of the third-party operator will be provided through the annual repair budget from the Spectator Venues and Visitor Activities Fund. 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

Bureau of Internal Business Services: Facilities Services manages and maintains safe and energy-efficient facilities that support City operations and public use. Services are provided to 3.5 million square feet of buildings and properties ranging from police precincts, office buildings, labs, parking structures, emergency services, radio towers, and Bull Run headworks facilities. Properties are primarily located in the downtown core area and within City limits, but extend as far as Mt. Hood. Services include procuring properties, new construction, major renovations and maintenance projects, preventive maintenance, and full property management.

CityFleet provides professional and technical services for municipal fleet vehicles and specialized equipment to meet the day-to-day and emergency response needs of the City and provides fleet services for other governmental agencies. CityFleet manages key programs that include new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and motor pool. CityFleet work is performed on a diverse fleet of over 3,150 units including patrol cars, dump trucks, hybrid and electric vehicles, and construction equipment. Vehicles and equipment managed by CityFleet are valued at approximately $125 million. Mission-critical service is provided through nine fueling stations and seven maintenance facilities. CityFleet is also a regional service provider for local governmental agencies.

Bureau of Technology Services: BTS does not have a comprehensive capital program, but rather separate programs within the bureau that each have a capital component. The goals and objectives of those programs help to define what capital projects that program will undertake.

Three programs in BTS are responsible for the majority of the capital projects:

- The Communications program focuses on the IRNE voice and data system as well as the City's radio system. This program has 11 projects planned for FY 2017-18 totaling just under $2 million.
- Production Services focuses on hardware, in particular the Data Center. This program has eight projects planned for FY 2017-18 totaling approximately $7.5 million.
- Information Security is responsible for maintaining and ensuring the overall safety and security of the City's technology systems. There are six projects scheduled for FY 2017-18 at a cost of just under $1 million.

Spectator Venues and Visitor Activities: The goals and objectives of the Spectator Venues and Visitor Activities capital program are to meet the City’s contractual obligations and to preserve these valuable facilities. The capital program needs are primarily driven by the age and condition of the venues. Historically, development, redevelopment, and major enhancements of these venues have been through public-private funding partnerships. Absent this type of partnership, funding for the capital program is limited by the capacity of the Spectator Venues and Visitor Activities Fund. Currently, the Veterans Memorial Coliseum is most in need of a major renovation. Within the next five years, it is likely that some of the Portland'5 facilities will be identified as needing major renovation and potentially replacement.

Funding Sources

The OMF CIP includes both funded and unfunded projects. Funded projects are those where current service level resources cover the costs of the projects and no decision package is required. Unfunded projects are those that have no current service level resource to cover their costs.

The projects in this plan are funded from a variety of sources.

- Vehicle replacement rates charged to bureaus through CityFleet interagency (IA) service agreements fund vehicle replacement projects.
- BTS rates and reserves fund a number of CIP projects. Reserves are used because IA rates do not provide sufficient resources to fund all projects.
- A combination of BIBS-Facilities Services major maintenance money, General Fund cash, interagency revenues, and debt will be used to fund the Portland Building Reconstruction project.
- Interagency revenue from City bureaus fund a BTS project to relocate the City's data center. Net revenues in the Spectator Venues Fund provide funding for VMC and Providence Park projects.

Major Projects

Bureau of Internal Business Services

Fueling Station Replacements: CityFleet manages 10 fuel stations enabling the use of specialized alternative fuels, multiple fuel blends, and quality control of the fuel dispensed to the City's vehicles, equipment, and other government agencies. CityFleet previously replaced the Sandy River and Stanton Yard fuel stations, and added a fuel station at the Police East Precinct. The City's remaining fueling sites are beyond their useful life and Council approved $12 million of cash and debt financing in the FY 2014-15 Fall BMP for replacement. The design work for replacement of five fuel stations is underway, with construction expected to start in FY 2018-19.

Municipal Service Center: The Kerby Garage, CityFleet's primary maintenance facility, is functionally obsolete and does not meet the needs of modern fleet operations. The facility provides only a fraction of the required workspace, and significant portions of the multi-level building are weight restricted, which hinders operations. The facility is in need of major repairs and improvements. The Kerby Garage and associated yards are located adjacent to and contiguous with PBOT's Maintenance Operations facility. PBOTs Maintenance Operations facility is similarly outdated and in poor condition. Both CityFleet and PBOT facilities have significant seismic vulnerabilities due to their age, condition, and location underneath the Fremont Bridge. This jeopardizes City bureaus' fleet assets, and thus the City's ability to respond, in the event of a major earthquake.

Redevelopment of the site to improve efficiencies, including relocation of uses from potential co-location of similar uses, has the potential to notably improve City operations on a daily basis and during emergency events. A modern facility will provide more economical and effective support for essential daily operations across City bureaus, safe snow and ice response coordination, and efficient regional emergency response. CityFleet and the Bureau of Transportation agreed to split the cost to develop a comprehensive master plan. The plan is currently underway with completion anticipated for early 2018.

Jerome Sears Westside Operations Center: The City took possession of the former US Army Reserve Center in southwest Portland in July 2012. The approximately four-acre site was acquired from the Army under the condition, via a Quit Claim Deed, that it be used primarily for emergency operation. In June 2013, a master plan was completed that identified four funding levels to phase in the work that is required to occupy the building and prepare the site for use by City bureaus, including installation of a fuel station, and to ultimately upgrade the two-story building to essential facility status.

In 2016, BIBS moved forward with the design, engineering and construction of the fuel station. However, in mid-2016 the project was placed on hold to allow time for a feasibility study to be completed for the potential relocation of Portland Fire & Rescues (PF&R) logistics center from its current Clinton Triangle site in SE Portland, which Prosper Portland plans to redevelop into affordable housing. The study is scheduled for completion in the latter part of 2017. PF&R and OMF received a budget note in the FY 2016-17 budget to examine the feasibility of the relocation.

Jasmine Block Feasibility Study: PSU is developing a 200,000 to 260,000 square foot building on a three-quarter block, with Portland Community College and the City as partners. The City and PSU are working on a development agreement for the City to purchase 30,000 square feet of the building. The agreement will be brought to Council in summer 2017.

Union Station: This facility is managed by Facilities Services through an agreement with the Prosper Portland. The building is in need of significant seismic, electrical and plumbing system, ADA, and major interior improvements. The estimated $45 million needed to complete restoration of Union Station exceeds its major maintenance reserve and the current revenue stream from building operations. Prosper Portland was recently awarded additional funding from the Federal Rail Administration for a Phase III Facility Improvements project to complete design and environmental planning (PE/NEPA) and track improvements for the remainder of the necessary repairs to the facility. In coming years, Facilities and Prosper Portland will need to work together to develop a funding strategy for the renovations.

East Portland Community Site: In response to continued interest in improving access to City services in East Portland, the Strategic Planning team is exploring options for locating customer service or other East Portland focused City functions east of 82nd Avenue. Staff is in the preliminary phases of exploring bureau interests through interviews with bureau representatives.

CityFleet Vehicle Replacement: In FY 2017-18, there are a total of 350 vehicles scheduled for replacement. Of these, 281 are fully funded through the CityFleet Fund, including 107 for the Portland Police Bureau, 50 for the Bureau of Transportation, 34 for Parks, 7 for Portland Fire & Rescue, and 10 for the Bureau of Development Services, with the balance to other bureaus. Water Bureau and BES fund their replacement vehicles.

Bureau of Technology Services

Data Center Move and Disaster Recovery: The Data Center Move project is the largest and most crucial of all the BTS projects. Completion of this project will better position BTS for future growth, continued operations, and an improved ability to withstand and recover from any unforeseen disasters.

IRNE Voice System Technology Refresh: This project results in the migration from, and ultimate retirement of, the City's analog voice switch, which has primary components that are no longer supported. Migration to the existing Avaya Communication Manager Private Branch Exchange (PBX) system will move the City to a Voice Over Internet Protocol (VOIP) Solution. Anticipated work in FY 2017-18 includes continued work on the transition to a system-wide VOIP telephone system, configuration and installation of core infrastructure components, and installation of supporting services and technical training. The project costs are estimated at $2.64 million.

Replacement of Telecommunications Management System: This project replaces the City's Telecommunications Management system. The new system integrates with a call accounting program installed as part of the Voice Technology Refresh CIP, and also directly integrates with SAP. Total costs for this project are estimated at $354,000.

Mobile Application Management: This project will allow for standards-based development, maintenance, and consistent support for multiple operating systems such as iOS, Android, and Windows, along with a wide variety of mobile device types including phones, tablets, and mobile PCs. The estimated total cost of this project is $547,000.

Citywide Projects

Portland Building Reconstruction Project: In October 2015, City Council directed the Office of Management & Finance to reconstruct the Portland Building for an amount not to exceed $195 million. The Owner's Representative and progressive Design-Build-Relocate contracts were executed in 2016 and Phase 1, including target budget and scope, was completed in December 2016. Design is proceeding, with relocations anticipated for the second half of 2017, and construction anticipated for 2018. This project is on target for completion by the end of 2020.

Spectator Venues and Visitor Activities

In FY 2017-18, replacement of half of the facility roof at Providence Park, which was not completed during the renovation projects, will be undertaken and completed. The project is scheduled to take place July-Sept 2017 and is currently estimated at $1 million. No other CIP projects are specifically planned for the Spectator Venues during the five-year CIP window.

Net Operating and Maintenance Costs

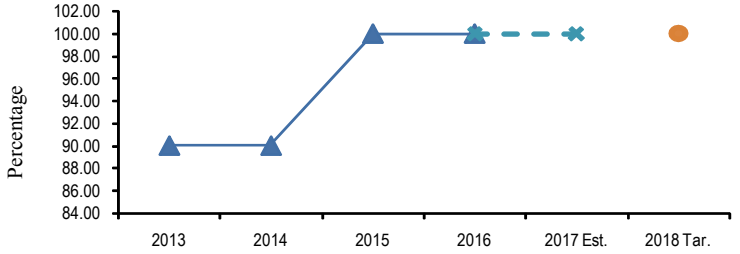
OMF's approach to estimating net operating and maintenance costs will depend on the project. For new facilities, OMF will use costs per square foot of comparable facilities to estimate costs. For replacement or improvement of building components, OMF relies on engineer and consultant estimates. For BTS and EBS technology projects, cost estimates are based on new or additional maintenance and service contracts that result from their projects.

In this plan, a project with a material change in net operating and maintenance costs is the BTS Data Center Move project. However, the project is not well enough defined at this point to estimate costs.

Performance Measures

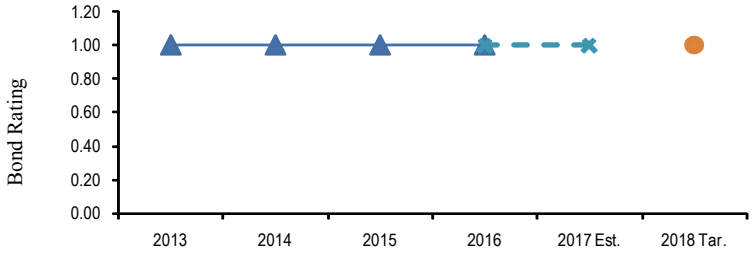
Percentage of Recruitments Meeting Original or Renegotiated Timelines

This measure identifies the commitment from the hiring manager and the recruitment analysts to ensure timelines are met or renegotiated.



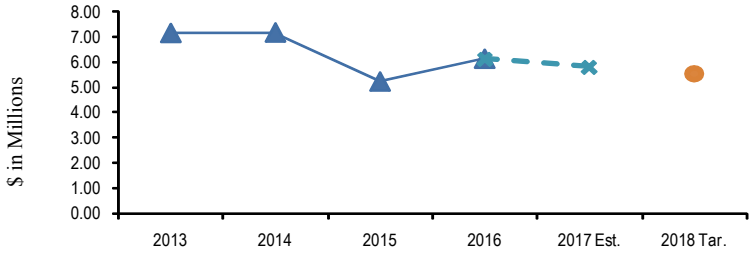
City's Unlimited Tax General Obligation Bond Rating (1=Aaa)

The City continues to maintain the highest Aaa bond rating.



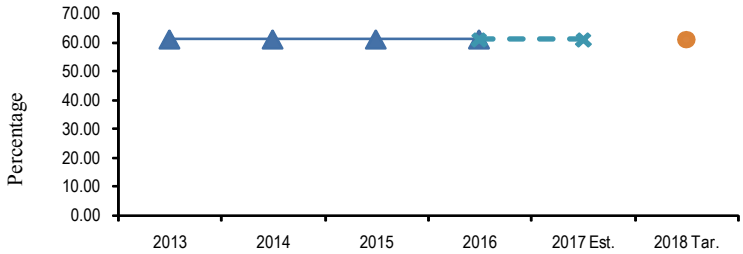
Business License Tax Gap - Estimated Difference Between Business Taxes Paid/Owed (in millions)

The tax gap sums the estimated difference between business taxes paid and business taxes owed. A lower value indicates better performance.



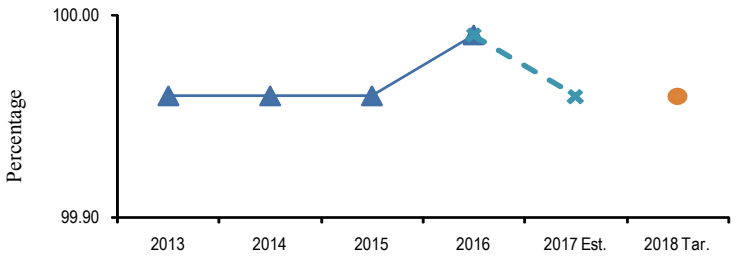
Percentage of OMF-Owned City Facilities Maintained in Good or Better Condition

Annual condition inspections of all buildings in the OMF portfolio are conducted (excluding spectator venues), which are then rated based on the projected major maintenance and repair cost as compared to the replacement cost of the building. The ratings include poor, fair, and good condition.



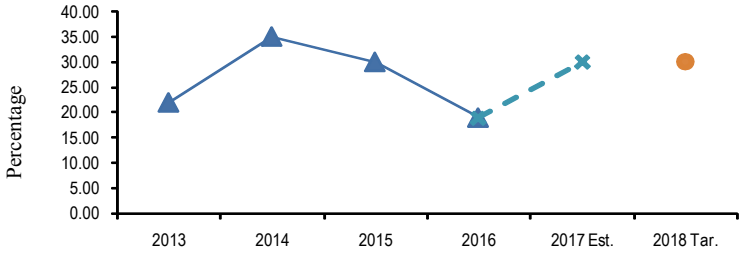
Percentage Availability of Network (Excluding Scheduled Maintenance)

This measures the infrastructure availability that allows the City's workforce to access City technology applications and tools, anytime, anywhere, including the use of mobile devices.



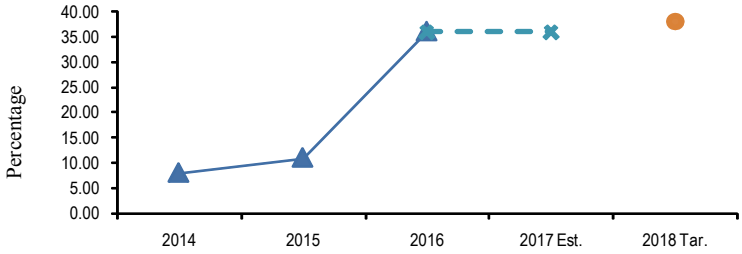
Percentage of All Subcontracting Dollars Awarded to MWESB Subcontractors

City council initiatives focus on growing the capacity of MWESB firms. City efforts are gaining ground with more subcontracting dollars going to MWESB's for construction and professional services contracts.



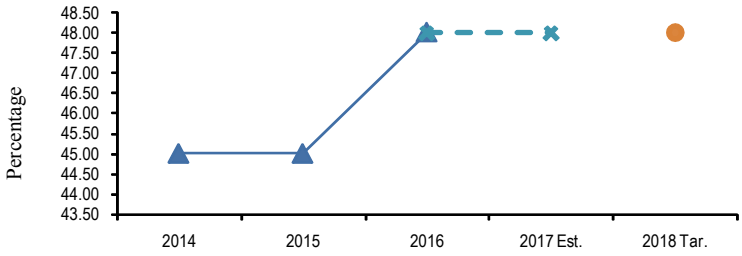
Percentage of Sedans that are Electric or Plug-in Hybrid

The 2015 Climate Action Plan requires 20% of sedans are electric (includes plug-in hybrid per BPS) by end of FY 2015-16.



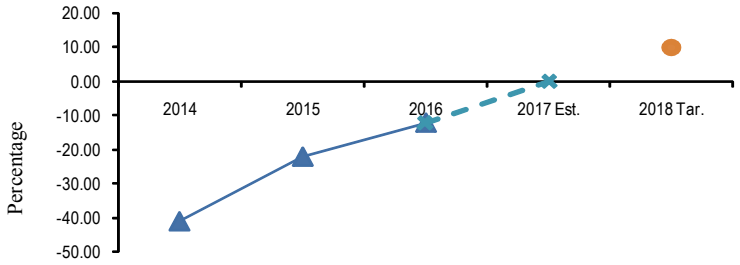
Basic Copy Center Rate as a Percentage of Private Sector Rate

Printing & Distribution's basic copy center rate is at $0.034 and the local average rate is $0.07.



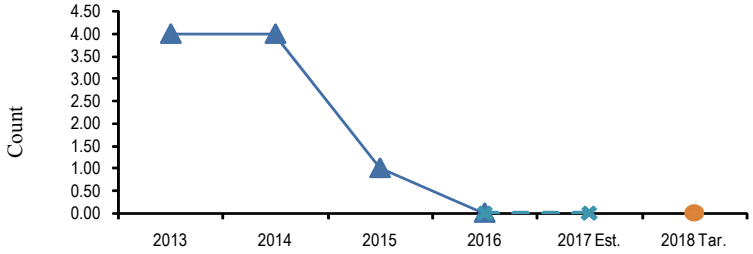
Change in the Cost of General Liability Claims Over the Prior Four Years

General Liability claims increased in FY 2015-16 primarily due to severe winter weather. FY 2016-17 is expected to be in line with FY 2015-16 and the four-year average of $2.7M. Though General Liability claims can be volatile from year to year, FY 2017-18 is expected to increase not more than 10% over the four-year average.



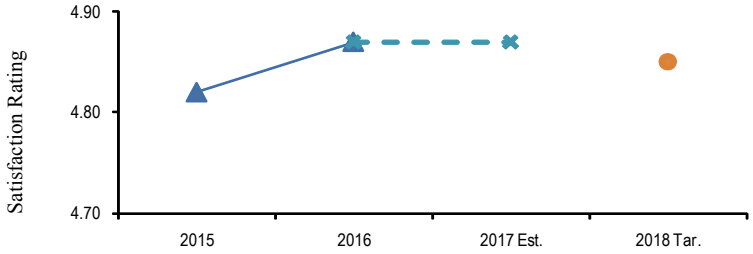
Number of CAFR Review Audit Deficiency Comments from External Auditors

Zero audit deficiencies demonstrates no material concerns by the City's external auditors regarding the controls over the financial systems and processes.



Help Desk Satisfaction Rating (scale 1 to 5)

The measure demonstrates how satisfied customers are with the City's Technology Help Desk, as measured against industry best practices.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	25,287,806	27,718,679	32,463,200	33,500,000	33,500,000
Miscellaneous Fund Allocations	0	0	0	(3,000,000)	(3,000,000)
Licenses & Permits	5,288,533	5,337,129	5,663,450	5,717,500	5,717,500
Charges for Services	67,937,124	73,112,416	71,432,573	71,226,021	88,257,581
Intergovernmental	12,173,507	11,136,962	10,892,141	11,478,854	11,478,854
Bond & Note	25,770,356	4,500,000	37,433,172	69,992,147	69,992,147
Miscellaneous	5,674,389	7,706,540	5,532,450	5,513,400	5,832,406
Total External Revenues	**142,131,715**	**129,511,726**	**163,416,986**	**194,427,922**	**211,778,488**
Internal Revenues					
General Fund Discretionary	14,153,369	15,170,590	15,870,834	16,272,190	16,420,472
General Fund Overhead	10,289,892	10,810,909	10,661,968	10,992,935	11,139,615
Fund Transfers - Revenue	12,333,342	6,968,186	4,708,805	2,454,058	2,442,355
Interagency Revenue	135,401,309	140,216,070	158,504,025	165,553,014	166,072,914
Total Internal Revenues	**172,177,912**	**173,165,755**	**189,745,632**	**195,272,197**	**196,075,356**
Beginning Fund Balance	172,048,508	179,320,245	184,204,509	163,726,291	176,814,874
Total Resources	**$486,358,135**	**$481,997,726**	**$537,367,127**	**$553,426,410**	**$584,668,718**
Requirements					
Bureau Expenditures					
Personnel Services	72,313,557	75,668,931	81,736,892	83,845,094	83,996,628
External Materials and Services	153,614,010	153,367,344	228,544,869	210,889,494	233,229,756
Internal Materials and Services	24,440,516	25,444,299	27,376,632	28,396,050	28,501,214
Capital Outlay	12,728,510	12,034,169	33,528,883	56,048,106	51,792,745
Total Bureau Expenditures	**263,096,593**	**266,514,743**	**371,187,276**	**379,178,744**	**397,520,343**
Fund Expenditures					
Debt Service	25,251,061	19,980,624	15,753,163	12,607,436	12,607,436
Contingency	0	0	144,280,426	155,270,194	167,955,801
Fund Transfers - Expense	8,819,988	5,243,904	6,146,262	6,370,036	6,585,138
Total Fund Expenditures	**34,071,049**	**25,224,528**	**166,179,851**	**174,247,666**	**187,148,375**
Ending Fund Balance	189,190,493	190,258,455	0	0	0
Total Requirements	**$486,358,135**	**$481,997,726**	**$537,367,127**	**$553,426,410**	**$584,668,718**
Divisions					
Citywide Projects	18,647,995	9,681,935	41,164,773	53,803,564	53,912,933
Office of the Chief Administrative Officer	6,853,199	8,756,969	16,495,078	13,338,102	13,338,102
Human Resources	63,296,988	67,063,530	77,090,479	73,025,315	90,327,465
Internal Business Services	71,119,464	70,016,286	107,753,802	103,766,212	103,963,800
Bureau of Revenue & Financial Services	51,331,229	55,630,172	62,328,835	65,264,697	65,409,760
Technology Services	51,847,718	55,365,851	66,354,309	69,980,854	70,568,283
Total Divisions	**$263,096,593**	**$266,514,743**	**$371,187,276**	**$379,178,744**	**$397,520,343**

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
BTS								
Cherwell Capability Expansion	595,305	80,000	100,000	100,000	0	0	0	200,000
Comm Center Data Center Remediation	0	0	445,000	90,000	170,000	0	0	705,000
Critical Security Controls Framework	0	300,000	140,000	0	0	0	0	140,000
Data Center Move and Disaster Recovery	48,324	2,165,757	6,000,000	1,700,000	0	0	0	7,700,000
Enterprise Mobility Infrastructure	5,509	162,321	237,179	104,800	104,800	4,800	0	451,579
Enterprise Network Technology Refresh	2,627,859	535,708	118,800	108,900	358,900	208,900	100,000	895,500
Forest Heights IR Site Purchase	0	830,000	260,000	0	0	0	0	260,000
Implement Smart Card Technology	0	0	0	100,000	0	0	100,000	200,000
Install Sensors In Remote Antenna Testing and Monitoring	0	0	75,000	0	0	0	0	75,000
Install VHF and 700 MHz NSPAC Repeaters at Radio Sites	0	175,000	175,000	125,000	125,000	0	0	425,000
IRNE Construction - Fiber	655,285	90,000	144,953	65,000	65,000	65,000	65,000	404,953
IRNE Network Technology Refresh	1,282,939	1,299,836	75,000	75,000	75,000	75,000	75,000	375,000
IRNE Voice System Tech. Refresh	151,332	1,654,483	491,245	400,000	0	0	0	891,245
Microwave Radio Upgrades for Spur Sites	0	0	250,000	125,000	125,000	0	0	500,000
Mobile Application Management	0	0	324,400	54,560	54,640	54,720	58,800	547,120
Office 365 Implementation	997,926	100,000	145,000	516,887	0	0	0	661,887
Radio Site Video Security Monitoring	0	0	75,000	75,000	75,000	0	0	225,000
Replace Telecomm Management System	29,806	127,784	254,000	0	0	0	0	254,000
SAN Storage Expansion	4,717,793	766,110	571,296	334,896	394,896	1,643,640	609,792	3,554,520
Secure Web Gateway Technology Refresh	10,792	200,000	155,000	0	0	0	0	155,000
Wireless Network Expansion	341,307	159,375	134,400	134,400	34,400	34,400	100,000	437,600
Total BTS	**11,464,177**	**8,646,374**	**10,171,273**	**4,109,443**	**1,582,636**	**2,086,460**	**1,108,592**	**19,058,404**
CityFleet								
BDS Vehicle Replacement	0	0	150,782	0	0	82,841	0	233,623
Fire Bureau Vehicle Replacement	0	0	723,735	277,901	189,665	26,664	426,331	1,644,296
Golf Vehicle Replacement	0	0	303,966	191,352	418,649	78,131	280,904	1,273,002
Office of Management and Finance Vehicle Replacement	0	0	290,069	246,155	300,297	150,484	153,090	1,140,095
Parks Vehicle Replacement	0	0	1,927,387	1,201,591	478,208	731,040	791,529	5,129,755
PBOT Vehicle Replacement	0	0	8,512,151	4,999,963	5,658,706	1,766,599	3,775,743	24,713,162
Police Vehicle Replacement	0	0	2,942,853	3,026,101	1,254,654	2,886,705	5,415,349	15,525,662
Replace and Construct Fueling Stations	673,489	1,383,934	1,611,664	7,711,188	3,703,307	0	0	13,026,159
Total CityFleet	**673,489**	**1,383,934**	**16,462,607**	**17,654,251**	**12,003,486**	**5,722,464**	**10,842,946**	**62,685,754**
Facilities								

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

Bureau Capital Program Project	Prior Years	Revised FY 2016-17	Adopted FY 2017-18	Capital Plan FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	5-Year Total
PCC HVAC Centralization	0	660,000	1,000,000	0	0	0	0	1,000,000
Total Facilities	**0**	**660,000**	**1,000,000**	**0**	**0**	**0**	**0**	**1,000,000**
Citywide Projects								
Enterprise Asset Management Pilot	0	405,000	1,795,000	0	0	0	0	1,795,000
Portland Building Reconstruction Project	930,347	28,077,770	60,597,780	52,591,304	52,591,304	11,683,996	0	177,464,384
Total Citywide Projects	**930,347**	**28,482,770**	**62,392,780**	**52,591,304**	**52,591,304**	**11,683,996**	**0**	**179,259,384**
Accounting								
CAFR Software Replacement	0	0	59,500	0	0	0	0	59,500
Total Accounting	**0**	**0**	**59,500**	**0**	**0**	**0**	**0**	**59,500**
Revenue								
IRS Data Exchange Program	0	40,000	35,000	0	0	0	0	35,000
Total Revenue	**0**	**40,000**	**35,000**	**0**	**0**	**0**	**0**	**35,000**
Total Requirements	**13,068,013**	**39,213,078**	**90,121,160**	**74,354,998**	**66,177,426**	**19,492,920**	**11,951,538**	**262,098,042**

Human Resources

Overview

The Bureau of Human Resources provides strategic leadership and management for Citywide human resources systems. These systems link to the overall business strategies of City Council and bureaus as they relate to strategic support, operations, benefits and wellness, payroll, classification and compensation, outreach, employment and diversity services, training and workforce development, labor relations, and affirmative action reporting. The bureau is responsible for developing and maintaining the City's Human Resources Administrative Rules, providing administrative support to the Civil Service Board, and ensuring compliance with the Health Insurance Portability and Accountability Act, as well as state and federally mandated leave laws (e.g., Family Medical Leave Act and Oregon Family Leave Act). The bureau is the SAP Human Capital Management business process owner.

Human Resources is responsible, through corporate level activities and site teams, for helping bureaus recruit, develop, and retain a competent and highly qualified workforce that is representative of the communities the City serves. The bureau manages the Portland Police Bureau's Personnel Division, the City's health insurance programs, and the deferred compensation program. Additionally, the bureau provides leadership and expertise to the City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

Employer of Choice

The Bureau of Human Resources leads the City’s Employer of Choice initiative, which identifies the City as a values-based employer to attract, develop and retain a diverse, culturally competent, fully engaged workforce. This work is supported by the Champions Circle, a committee of employees representing a cross section of bureaus that is responsible for proactively engaging and supporting all City bureaus in the Employer of Choice initiative. The Bureau of Human Resources is also responsible for the following Citywide initiatives that support Employer of Choice: Citywide onboarding; Path to Leadership training; centralized training opportunities, both web-based and classroom; employee wellness programs; talent development and mentorship; and the ongoing Classification/Compensation Study for non-represented employees.

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 of persons with disabilities.

HR Corporate Services

Description

HR Corporate Services consists of four functions. Classification/Compensation designs, implements, monitors, and maintains Citywide classification and compensation plans, ensuring a neutral, non-discriminatory approach to the description of work and compensation in the City. Diversity, Outreach, and Employment Resources provides Citywide recruitment strategy consulting, including focused outreach services to increase the diversity of the City's workforce, processes, and programs. Labor Relations oversees negotiations, responds to grievances, and acts as the official City representative with nine employee bargaining units. Training and Workforce Development creates and implements training programs Citywide.

Goals

HR Corporate Services supports the City's goal of delivering efficient, effective, and accountable municipal services by providing the legal framework for compensation, seeking high quality candidates, educating the workforce on equity, planning labor negotiation strategies, and providing training and development opportunities. It also supports the Office of Management & Finance (OMF) goals of:

- Providing programs to attract, on-board, develop, and retain a skilled, knowledgeable, and diverse City workforce;
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability, and business needs;
- Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities;
- Delivering business solutions that take into account customer needs and interests; and
- Leading Citywide initiatives that help bureaus plan for, and adapt to, a changing workforce.

Performance

City job recruitments continue to meet the original or renegotiated timeline at approximately 100%. The percentages for female and minority applicants are expected to reach 44% for female applicants and 30% for minority applicants in FY 2016-17.

The bureau tracks the number of diverse candidates interviewed and the number of diverse candidates hired into City positions. This ties into the BHR 2014-17 Strategic Plan initiative of onboarding for new employees and the OMF 2012-17 Strategic Plan goal of providing programs to attract, on-board, develop, and retain a skilled and knowledgeable diverse City workforce. Bureaus can begin outreach efforts prior to posting a recruitment, resulting in more diverse applicants and a diverse workforce. This metric will be assessed as outcomes are developed.

Changes to Services and Activities

Classification/Compensation is conducting the Citywide, Non-Represented Classification and Compensation Study. Phase I developed position descriptions for each non-represented employee, which will serve as the foundation for a new classification system, and for performance management in the future. Phase II began with drafting new classifications to which employees will be allocated and will be completed in 2017.

The Training and Workforce Development program intends to expand capability of the e-Learning and Citywide training programs to deliver additional learning opportunities to employees, as well as creating new supervisory and leadership development programs to support the City's Employer of Choice initiative and the new employee on-boarding process. Expansion is dependent on implementation of a new learning management system capable of supporting e-learning.

Process re-engineering in the Diversity, Outreach, and Employment Resources program will be completed in 2017. Process improvement should help but is not likely to entirely entirely address applicant and bureau concerns without additional personnel.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	20.00	23.00	22.75	22.00	22.00
Expenditures					
Citywide Training	10,208	98,698	214,146	203,284	203,284
Class/Compensation	570,217	590,314	599,178	636,936	636,936
Diversity/Affirmative Action	398,196	462,001	420,347	373,952	373,952
Employment/Development	609,675	787,182	810,311	717,755	717,755
Labor Relations	754,995	818,613	809,485	834,895	834,895
Total Expenditures	**2,343,291**	**2,756,808**	**2,853,467**	**2,766,822**	**2,766,822**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of recruitments meeting original or renegotiated timelines	100%	100%	100%	100%	100%
Percentage of focused outreach program participants on an eligible list who are hired	NA	20%	22%	22%	22%
Effectiveness					
Percentage of diverse (protected class) applicants per fiscal year - female	38%	40%	44%	46%	46%
Percentage of diverse (protected class) applicants per fiscal year - minority	28%	28%	30%	32%	32%

Operations and Strategic Support

Description

Operations and Strategic Support consists of three programs: the Director's Office, Benefits/Wellness, and Operations. The Director's Office provides bureau oversight and direction; develops and maintains the City's Administrative Rules and policies; provides consultation to bureau directors and City Council; manages the bureau's budget; oversees and administers the Citywide family leave program, pre-employment medical programs, and the targeted severance program; and provides administrative support for the Civil Service Board. The Benefits/Wellness program manages and administers the City's employee benefit plans and the 457 Deferred Compensation plan. The Operations program manages, administers, and coordinates the City's human resources and payroll systems, including overseeing the Organization Management, Personnel Administration, Payroll, and Time Administration programs of SAP Human Capital Management (HCM).

Goals

The Operations and Strategic Support program supports the City's goal of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities;
- Delivering business solutions that take into account customer needs and interests;
- Leading Citywide initiatives that help bureaus plan for and adapt to a changing workforce; and
- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance.

Performance

The payroll program strives to have all payroll checks directly deposited to employee accounts to ensure prompt payment and save paper resources/ The percent of employees enrolled in direct deposit is expected to remain consistent in FY 2017-18. Employee enrollment in the Health Coaching program is expected to increase as the bureau improves outreach to employees with chronic illnesses. Ensuring plan participants with chronic illnesses are connected to programs with an evidence based approach will mitigate negative trends and moderate claim costs over time. By setting communication and participation targets, the City will use this strategy to moderate increases in behavioral risk factors that lead to chronic disease.

Changes to Services and Activities

The FY 2017-18 budget includes a position to centrally coordinate accommodation requests, a recommendation in the Model Employer for Persons with Disabilities Strategic Plan adopted by City Council in September 2016. The position will also be responsible for other elements of that plan. Resources will also be reallocated for a BHR Payroll PERS position from the General Fund to the Health Fund, creating more support for this position's activities, and a position will be reclassified to focus more on developing metrics and data.

The City's goal is to implement a wellness incentive through premium share. The program will begin in 2017 and encourages employees to receive treatment by a primary care provider at least every two years, or face a premium increase of 5%.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	38.00	38.00	37.00	37.08	38.00
Expenditures					
Benefits/Wellness	(33,906)	540	0	0	0
Deferred Compensation	250,740	299,710	319,531	371,310	313,236
Health Insurance	53,082,993	56,116,407	67,304,706	63,630,020	80,836,733
HR Systems & Records	3,445,147	3,608,044	3,983,046	3,750,929	3,738,750
Total Expenditures	**56,744,974**	**60,024,701**	**71,607,283**	**67,752,259**	**84,888,719**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of payroll checks direct deposited	90%	93%	94%	95%	95%
Workload					
Number of employees enrolled in health coaching programs	511	620	650	650	750

Site Teams and Police HR

Description

Site Teams and Police HR provide human resources consultation, services, programs, and training to ensure that bureau directors, managers, supervisors, and employees have the information and resources necessary to meet business and work-related needs. The Human Resources Site Teams facilitate bureaus' use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices.

Goals

Site Teams support the City's goal to deliver efficient, effective, and accountable municipal services and support the Office of Management & Finance goals to:

- Lead Citywide initiatives that help bureaus plan for and adapt to a changing workforce;
- Provide programs to attract, on-board, develop and retain a skilled, knowledgeable, and diverse City workforce;
- Increase Citywide employee participation in wellness programs and safety initiatives; and
- Provide streamlined business processes that are easy to understand, efficient, and ensure compliance.
- Deliver business solutions that take into account customer needs and interests.
- Collaborate with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.

Performance

This program is reviewing data currently collected to determine the most relevant indicators of performance.

Changes to Services and Activities

Site Teams and Police Human Resources are helping bureaus review business processes through a lens that promotes more equitable outcomes for staff, customers, and stakeholders.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	20.00	20.00	20.00	19.00	20.00
Expenditures					
Site Teams and Police HR	2,444,904	2,560,200	2,629,729	2,506,234	2,671,924
Total Expenditures	**2,444,904**	**2,560,200**	**2,629,729**	**2,506,234**	**2,671,924**

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	57,158,593	61,345,802	60,997,629	62,296,270	79,327,830
Miscellaneous	1,247,435	1,343,354	1,174,118	1,159,766	1,218,772
Total External Revenues	**58,406,028**	**62,689,156**	**62,171,747**	**63,456,036**	**80,546,602**
Internal Revenues					
General Fund Discretionary	3,598,936	2,269,904	4,329,830	3,982,202	4,052,414
General Fund Overhead	4,613,348	4,731,336	4,681,376	4,636,303	4,719,602
Fund Transfers - Revenue	27	0	0	0	0
Interagency Revenue	272,576	286,558	385,445	329,480	329,480
Total Internal Revenues	**8,484,887**	**7,287,798**	**9,396,651**	**8,947,985**	**9,101,496**
Beginning Fund Balance	15,316,246	18,596,694	21,946,145	24,277,369	31,454,420
Total Resources	**$82,207,161**	**$88,573,648**	**$93,514,543**	**$96,681,390**	**$121,102,518**
Requirements					
Bureau Expenditures					
Personnel Services	8,905,803	9,694,755	9,981,994	10,168,432	10,321,943
External Materials and Services	53,124,286	56,240,706	65,943,887	61,685,728	78,834,367
Internal Materials and Services	1,266,899	1,128,069	1,164,598	1,171,155	1,171,155
Total Bureau Expenditures	**63,296,988**	**67,063,530**	**77,090,479**	**73,025,315**	**90,327,465**
Fund Expenditures					
Debt Service	29,900	32,850	36,862	40,204	40,204
Contingency	0	0	16,100,066	23,310,539	30,416,692
Fund Transfers - Expense	283,579	141,755	287,136	305,332	318,157
Total Fund Expenditures	**313,479**	**174,605**	**16,424,064**	**23,656,075**	**30,775,053**
Ending Fund Balance	18,596,694	22,958,693	0	0	0
Total Requirements	**$82,207,161**	**$90,196,828**	**$93,514,543**	**$96,681,390**	**$121,102,518**
Programs					
Accounting	(9)	0	0	0	0
Administration & Support	7,296	1,034	0	0	0
Benefits	1,823,793	1,707,801	0	0	0
Debt Management	0	(5)	0	0	0
Diversity Development/Affirmative Action	7,000	9,971	0	0	0
Employment & Development	2,978	3,034	0	0	0
HR Corporate Services	2,343,291	2,756,808	2,853,467	2,766,822	2,766,822
Labor Relations	4	0	0	0	0
Operations and Strategic Support	56,744,974	60,024,701	71,607,283	67,752,259	84,888,719
Site Teams and Police HR	2,444,904	2,560,200	2,629,729	2,506,234	2,671,924
Special Appropriation - City Support Services	(77,243)	0	0	0	0
Treasury	0	(14)	0	0	0
Total Programs	**63,296,988**	**$67,063,530**	**$77,090,479**	**$73,025,315**	**$90,327,465**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	1.00	64,981	1.00	67,274	1.00	67,274
30000064	Accountant III	60,466	76,045	1.00	60,468	1.00	60,468	1.00	60,468
30000562	Accounting Supervisor, Sr	69,971	93,413	1.00	80,667	1.00	83,976	1.00	83,976
30000433	Administrative Specialist, Sr	46,342	71,344	6.00	367,924	6.00	372,322	6.00	372,322
30000436	Administrative Supervisor I	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30001586	Affirmative Action/Diversity Analyst, Sr	63,419	84,552	1.00	78,468	1.00	81,686	1.00	81,686
30002383	Assistant to the HR Director	60,403	80,517	1.00	65,436	1.00	68,124	1.00	68,124
30000539	Benefits Analyst	63,419	84,552	3.00	254,052	3.00	256,652	3.00	256,652
30001535	Benefits Coordinator	69,971	93,413	1.00	69,972	1.00	69,972	1.00	69,972
30000541	Benefits Manager	89,149	118,747	1.00	129,945	1.00	131,628	1.00	131,628
30000538	Benefits Specialist	60,403	80,517	1.00	68,748	1.00	71,333	1.00	71,333
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000533	Classification/Compensation Analyst, Sr	63,419	84,552	3.00	237,822	3.00	242,602	3.00	242,602
30000535	Classification/Compensation Manager	89,149	129,917	1.00	128,022	1.00	129,912	1.00	129,912
30000530	Diversity, Outreach & Emp Resources Mgr	89,149	118,747	1.00	89,148	1.00	89,148	1.00	89,148
30000527	Employment & Development Coordinator	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000569	Financial Analyst, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000568	Financial Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000522	Human Resources Analyst, Sr	63,419	84,552	4.00	330,684	4.00	333,051	4.00	333,051
30000523	Human Resources Coordinator	69,971	93,413	13.00	1,173,690	13.00	1,186,449	13.00	1,186,449
30000409	Human Resources Director	127,400	182,562	1.00	182,556	1.00	182,556	1.00	182,556
30000526	Human Resources Director, Assistant	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30000525	Human Resources Manager, Police	89,149	118,747	1.00	118,304	1.00	118,752	1.00	118,752
30000524	Human Resources Site Team Manager	89,149	118,747	3.00	326,652	2.00	207,900	3.00	326,652
30001633	Human Resources System Manager	89,149	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30001858	Human Resources System Specialist	60,403	80,517	5.00	362,148	5.00	370,016	5.00	370,016
30000520	Human Resources Technician	49,774	76,648	4.00	241,516	4.00	248,904	5.00	298,680
30001834	Labor Relations Analyst	60,403	80,517	1.00	64,776	1.00	66,986	1.00	66,986
30001833	Labor Relations Analyst, Senior	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000536	Labor Relations Coordinator	77,064	103,563	3.00	280,956	3.00	283,578	3.00	283,578
30000537	Labor/Employee Relations Manager	89,149	131,622	1.00	131,628	1.00	131,628	1.00	131,628
30000011	Office Support Specialist I	31,678	45,261	1.00	40,668	1.00	42,868	1.00	42,868
30000012	Office Support Specialist II	34,798	49,962	1.00	34,800	1.00	38,476	1.00	38,476
30000013	Office Support Specialist III	44,512	58,989	4.00	202,904	4.00	212,464	4.00	212,464
30000464	Program Coordinator	66,622	88,837	2.00	159,023	3.00	246,453	3.00	246,453
30000463	Program Specialist	60,403	80,517	1.00	60,408	1.00	60,408	1.00	60,408
30000531	Training & Development Analyst	63,419	84,552	2.00	163,630	2.00	166,872	2.00	166,872
30001708	Training & Development Manager	82,909	110,448	1.00	118,752	1.00	118,752	1.00	118,752
TOTAL FULL-TIME POSITIONS				78.00	6,536,620	78.00	6,589,082	80.00	6,757,610
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000522	Human Resources Analyst, Sr	63,419	84,552	0.75	47,565	0.00	0	0.00	0
30000520	Human Resources Technician	49,774	76,648	1.00	61,920	0.08	5,160	0.00	14,688
TOTAL LIMITED TERM POSITIONS				1.75	109,485	0.08	5,160	0.00	14,688
GRAND TOTAL				79.75	6,646,105	78.08	6,594,242	80.00	6,772,298

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 2017-18	73,149,666	0	73,149,666	78.08	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(165,690)	0	(165,690)	(1.00)	BHR Site Team reduction
	0	0	0	0.00	PERS realignment of resources
	(88,332)	0	(88,332)	0.00	Reclassification of HR coordinator position
	123,834	0	123,834	1.00	Accomodations coordinator position
	5,837	0	5,837	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	17,054,406	0	17,054,406	0.00	Techical adjustments - PPA Health Fund
	165,690	0	165,690	1.00	Add back Site Team Manager
	94,233	0	94,233	0.92	Limited term position - Health Insurance Fund
Adopted Budget Additions and Reductions					
	0	(12,179)	(12,179)	0.00	10% reduction to capture vacancy savings
	17,189,978	**(12,179)**	**17,177,799**	**1.92**	**Total FY 2017-18 Decision Packages**
			90,327,465	**80.00**	**Total Adopted Budget**

Bureau of Internal Business Services

Overview

The Bureau of Internal Business Services (BIBS) serves the public and businesses by directly supporting City bureaus and providing cost-effective services to customers both internal and external to the City. BIBS is comprised of five divisions: Operations and Strategic Support, CityFleet, Facilities Services, Risk Management, and Printing & Distribution.

Operations and Strategic Support provides oversight and support to the four other BIBS divisions through policy development, planning and coordination, and standardization to ensure seamless service delivery that meets customers' diverse needs.

CityFleet provides professional and technical services for municipal fleet vehicles and specialized equipment to meet both the day-to-day needs of the City and to handle emergency events. Key programs include new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and the motor pool. Fleet performs work on a technologically diverse fleet of over 3,150 units valued at approximately $135 million.

Facilities Services maintains approximately 3.5 million square feet of buildings and properties, including Police precincts, office buildings, labs, parking structures, emergency services, radio towers, and the Bull Run headworks facilities.

Risk Management minimizes the City's financial risk while creating and promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation programs in addition to managing the City's commercial insurance portfolio including property, excess workers' compensation, and excess liability insurance. Risk Management advises and assists bureaus in managing risk of injury involving employees, City property, and the public.

Printing & Distribution (P&D) provides centralized reproduction and mailing services to the City, other agencies, and the public. P&D supports bureaus' cost-control efforts through ongoing consultation services and ensures the City's printing and mailing standards are used on all projects.

Facilities Services

Description

Facilities Services manages and maintains safe and energy-efficient facilities that support City operations and public use. Services are provided to 3.5 million square feet of buildings and properties, including police precincts, office buildings, labs, parking structures, emergency service buildings, radio towers, and Bull Run headworks facilities. Services include procuring properties, new construction, major renovations, maintenance projects, preventive maintenance, and property management.

Goals

By maintaining and providing services to City owned and operated properties, Facilities Services supports the City's goals of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure;
- Developing OMF business processes that support the City's sustainability goals;
- Delivering business solutions that consider customer needs and interests; and
- Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.

Performance

The Key Performance Measure showing the percent of OMF owned and operated City facilities (excluding Spectator Venues) maintained in good or better condition supports the OMF 2012-17 Strategic Plan strategy of engaging City stakeholders to identify critical technology and facilities infrastructure, including historically significant assets. The operations team, with 15 facilities maintenance technicians, completed approximately 7,000 scheduled and unscheduled work orders during FY 2015-16. The average space maintained per technician is nearly 300,000 square feet, compared to an industry average of 50,000 square feet.

Most buildings in the Facilities Services portfolio are maintained in fair or better condition, according to a building condition assessment completed in 2015, though the deferred maintenance backlog continues to grow.

OMF is required to reduce energy use by approximately 2% annually in order to meet the 2015 Climate Action Plan target established for 2030. In FY 2015-16, OMF owned buildings experienced an energy use decrease of 8% per square foot over the prior three-year average.

Changes to Services and Activities

Facilities Services is currently developing an asset management program and associated major maintenance plans, with ongoing funding in FY 2017-18 for two FTEs to permanently staff the program. Funding is also being added for a new position type, Utility Worker II, to handle work that does not require the skill set of a licensed maintenance technician.

Facilities Services also received an increase in interagency revenue to perform additional clean-up work on properties impacted by camping and homelessness. The funding converts a limited-term Assistant Program Specialist position to permanent to manage the City's One Point of Contact program for campsite cleanup, adds a position to collect data and manage external public customer service concerns, and provides reserves for fast turnaround campsite clean-up.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	33.54	37.81	39.92	41.00	40.00
Expenditures					
Facilities Services	4,392	0	22,632	87,320	87,320
Facilities Strategic Plan	2,606	422,200	561,824	146,618	146,618
Operations and Maintenance	11,735,711	14,589,253	30,513,271	24,702,065	29,464,075
Project Management	6,544,351	1,037,213	6,834,561	4,312,834	4,230,496
Property Management	833,845	1,986,554	2,265,215	1,914,581	1,819,511
Spectator Facilities	(3,634)	0	0	0	0
Support Services	2,465,697	1,677,794	2,188,102	2,514,836	2,514,398
Total Expenditures	**21,582,968**	**19,713,014**	**42,385,605**	**33,678,254**	**38,262,418**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of OMF owned City facilities (excluding spectator venues) maintained in good or better condition	61%	61%	61%	61%	61%
Efficiency					
Major maintenance funding as percentage of 3% replacement value industry best practice	43%	43%	43%	43%	57%
Change in energy usage per gross square foot (kBTU/ Sq ft) for OMF owned buildings over the prior three-year average	-22%	-8%	-2%	-2%	-2%

Fleet Services

Description

CityFleet provides professional and technical services for municipal fleet vehicles and specialized equipment to meet the day-to-day and emergency response needs of the City and other governmental agencies. CityFleet manages programs including new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and the motor pool. CityFleet work is performed on a diverse fleet of over 3,150 units, including patrol cars, dump trucks, hybrid and all-electric vehicles, and construction equipment. Vehicles and equipment managed by CityFleet are valued at approximately $135 million. Mission-critical service is provided through ten fueling stations and seven maintenance facilities. CityFleet is responsible for maintaining emergency generators, renting construction equipment, and disposing of vehicles at the end of their economic lifecycles.

Goals

Through high quality and skilled service delivery, CityFleet supports the City's goals of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- Delivering business solutions that take into account customer needs and interests;
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis, and communication; and
- Developing OMF business processes that support the City's sustainability goals.

Performance

CityFleet was recognized as an Elite Fleet for the fifth year in a row in 2016, and received certification by the Government Fleet Management Alliance (GFMA) and the Coalition for Green Fleet Management for completion of the Certified Fleet Management Operation (CFMO) and Tier 5 CLEANFleet programs. These two certifications earned the City national recognition as the very first Fleet Masters operation. CityFleet continues to champion green initiatives including the use of biomass based fuel and increasing the adoption of hybrid, electric, and plug-in hybrid technologies, thereby reducing greenhouse gas emissions by 6,316 metric tons.

The Key Performance Measure indicating the percent of sedans that are electric or plug-in hybrid supports the 2015 Climate Action Plan goal that 20% of sedans to be electric or plug-in hybrid by the end of FY 2015-16. The City's overall plug-in hybrid sedan fleet has already surpassed the 20% target.

Changes to Services and Activities

Work is proceeding on the replacement of five aging fuel stations and the addition of two new fueling stations, the funding for which was originally approved in the FY 2014-15 Fall Budget Monitoring Process (BMP). In addition to increasing the City's capacity to respond to a catastrophic event, the existing stations are past their economic life cycle and replacement is necessary to support fueling needs.

As approved in the FY 2016-17 Fall BMP, master planning is underway for a joint service center to be shared with the Bureau of Transportation. The new facility will consolidate similar services, increase efficiency in the operation of City property, and ultimately provide more economical and effective support for essential daily operations of City bureaus, snow and ice removal, and disaster response.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	78.54	78.15	77.00	77.00	77.00
Expenditures					
Maintenance and Repair	18,559,956	17,431,752	21,970,433	28,244,432	23,062,981
New and Replacement Acqs	10,386,888	12,790,485	19,484,728	17,961,223	18,349,378
Vehicle Pool	87,562	73,810	97,729	53,956	53,956
Total Expenditures	**29,034,406**	**30,296,047**	**41,552,890**	**46,259,611**	**41,466,315**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of sedans that are electric or plug-in hybrid	11%	36%	36%	38%	38%
Effectiveness					
Percentage of vehicles meeting industry utilization standards	95%	95%	95%	95%	95%
Efficiency					
Percentage change in sedan class unleaded fuel use over the prior year	-0.5%	-11.0%	-0.5%	-0.5%	-0.5%

Operations and Strategic Support

Description

Operations and Strategic Support provides oversight and support to the four BIBS divisions through policy development, planning and coordination, and standardization to ensure seamless service delivery that meets customers' diverse needs. They also manage and allocate bureau resources and support continuous improvement efforts.

In FY 2015-16, positions were moved from Facilities and Fleet Services to create a bureau-wide operations and strategic support team. This team includes the bureau director, assistant to the director, contracts manager, a senior management analyst, and an office support specialist.

Goals

Through high quality and skilled service delivery, BIBS supports the City goals of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication;
- Developing OMF business processes that support the City's sustainability goals;
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure;
- Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities;
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance;
- Developing business processes that provide options to address individual bureau requirements and changing environmental factors; and
- Delivering business processes and business solutions that take into account customer needs and interests.

Performance

Performance is measured by the efficiency and quality of services delivered by the four BIBS divisions to their customers and City Council. Operations and Strategic Support leads the BIBS performance management process.

Changes to Services and Activities

In prior years, the costs of the Operations and Strategic Support Team were allocated to each of the four divisions' funds. To increase transparency and to reduce the administrative task of allocating costs across funds, the team will become a separate program in BIBS beginning in FY 2017-18, and will be funded with interagency agreements with each of the divisions' funds.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	0.00	0.00	5.00	5.00	5.00
Expenditures					
Operations and Strategic Support	0	0	0	889,195	889,195
Total Expenditures	**0**	**0**	**0**	**889,195**	**889,195**

Printing & Distribution

Description

Printing & Distribution (P&D) provides centralized, high quality, convenient, technologically current, and cost effective reproduction and mailing services to City staff, external customers, and the public.

P&D supports each bureau's unique workflow with products and services configured to maximize efficiency and effectiveness. The division's mission is to be the printer of choice for all City operations. The print shop is responsible for the City's central in-house printing and binding, pre-press services, paper purchases, digital scanning, and customer service program, and also runs a satellite print shop at 1900 SW 4th Avenue. Distribution is responsible for the City's interoffice mail system, outgoing U.S. mail and postage, and large volume scanning services.

P&D contributes to City sustainability efforts by ensuring compliance with the City's sustainability paper policy, encouraging use of environmentally preferable papers, using vegetable-based inks, and minimizing waste.

Goals

By providing timely, customer-focused printing and mailing services, P&D supports the City's goal of delivering efficient, effective and accountable municipal services. The program's activities most directly support the Office of Management & Finance goals of:

- Delivering business solutions that take into account customer needs and interests;
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication;
- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance; and
- Developing OMF business processes that support the City's sustainability goals.

Performance

The Key Performance Measure for P&D is the basic copy center rate as a percent of private sector rates. This comparison is performed once every three years as part of a third-party rate study. P&D is currently at $0.034 per sheet compared with the local private sector average of $0.07. Through careful management of costs and personnel, P&D is expected to maintain rates at 48% of market rates for the foreseeable future. This performance measure is in accordance with the OMF 2012-17 Strategic Plan theme of financial sustainability.

Changes to Services and Activities

P&D continues to provide traditional quick copy services and traditional printing to their customers, plus the additional convenience of variable information, improved digital color products, scanning, and archiving services for City offices. The division has also been working closely with bureaus on replacement of multifunction devices to ensure the most economically appropriate copiers are placed around the City.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	19.40	19.85	19.67	20.00	20.00
Expenditures					
Copy Services	279,008	419,995	628,046	558,223	558,223

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Distribution	2,249,287	2,167,978	2,761,803	2,528,806	2,528,806
Duplicating	2,243,962	2,542,067	3,522,979	3,422,352	3,829,072
Imaging	82	0	0	0	0
Printing & Distribution	0	0	37,238	0	0
Total Expenditures	**4,772,339**	**5,130,040**	**6,950,066**	**6,509,381**	**6,916,101**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Basic Copy Center rate as a percentage of private sector rate	45%	48%	48%	48%	48%
Effectiveness					
Percentage of Service Requests shipped on time	99.0%	99.0%	99.0%	99.0%	99.0%
Efficiency					
Service Requests per FTE	2,340	2,675	2,675	2,675	2,675

Risk Management

Description

Risk Management minimizes the City's financial risk while creating and promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation programs. Risk Management also manages the City's portfolio of insurance coverage, which includes property, excess workers' compensation, and excess liability. Through its loss prevention program, Risk Management advises and assists City bureaus in managing their risk of injury involving employees, City property, and the public.

Goals

Through responsible risk mitigation, Risk Management supports the City goal of delivering efficient, effective, and accountable City services and supports the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls;
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication;
- Developing OMF business processes that provide options to address individual bureau requirements and changing environmental factors;
- Developing OMF business processes that support the City's sustainability goals; and
- Delivering business processes and business solutions that take into account customer needs and interests.

Performance

The City self-insures most losses that are due to tort liability and employee on-the-job injury. Performance metrics for the division include total claims cost, frequency, and severity (average cost per claim) of these claims. General liability, fleet liability, and workers' compensation (excluding Police and Fire sworn personnel) total claims cost, count, and severity have all been flat or declining over the last four years due primarily to changes in police procedures, investments in the sewer system, and loss prevention activities such as the flu shot program, bureau risk assessments, and active workplace safety committees.

The Key Performance Measure showing the change in cost of general liability claims over the prior four years ties into the Portland Plan objective of energy and infrastructure resilience. Consistent maintenance and upgrades to City assets and infrastructure should keep general liability claims low. Recent policy changes and infrastructure investments are aiding the effort to keep costs of general liability low. This trend is expected to continue for the foreseeable future.

Changes to Services and Activities

Earthquake risk underwriting will continue to be a challenge. Risk Management will continue to support increased focus on resilience through building retrofit and continuity and recovery plans. It is expected that discussions on financing recovery following a major earthquake will continue within the City’s financial system.

Risk Management has identified two major property protection measures that could help mitigate exposure. One informs and encourages bureaus to implement human factor and loss prevention protocols to reduce fire risk. The other initiative addresses the risk of post-quake fires and water damage through installation of flexible gas piping, natural gas shut-off valves, and additional sprinkler bracing.

The Adopted Budget adds an Assistant Claims Technician position to mitigate increasing administrative requirements and complexity of claims.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	20.52	21.19	20.00	21.00	21.00
Expenditures					
Commercial Insurance	2,202,008	2,686,794	3,240,243	3,408,248	3,408,248
Liability	427,537	423,069	793,421	723,988	723,988
Loss Prevention	15,742	17,733	0	11,280	11,280
Occupational Health	43,540	57,433	57,419	189,077	203,004
Risk Claims Costs	8,095,535	7,449,572	9,811,035	9,086,542	9,086,542
Risk Management	3,081,892	2,952,326	2,326,689	2,342,698	2,342,698
Workers' Comp	86,877	136,649	636,434	667,938	654,011
Total Expenditures	**13,953,131**	**13,723,576**	**16,865,241**	**16,429,771**	**16,429,771**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Change in the cost of general liability claims over the prior four-year average	-22%	-12%	0%	10%	10%
Efficiency					
Change in the cost of fleet liability claims over the prior four years	-3%	-25%	0%	10%	10%
Change in the cost of workers' compensation claims over the prior four years	4%	-47%	0%	0%	0%

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	1,268,472	1,611,270	1,725,608	1,389,980	1,389,980
Intergovernmental	2,181,261	1,826,106	2,036,058	2,268,152	2,268,152
Bond & Note	19,922,445	0	12,604,127	12,604,127	12,604,127
Miscellaneous	2,567,750	4,450,019	2,155,141	2,133,170	2,393,170
Total External Revenues	**25,939,928**	**7,887,395**	**18,520,934**	**18,395,429**	**18,655,429**
Internal Revenues					
General Fund Discretionary	103,542	0	0	0	0
Fund Transfers - Revenue	8,825,000	6,546,146	2,805,706	1,694,271	1,694,271
Interagency Revenue	66,013,096	69,169,494	82,854,932	85,760,635	86,236,452
Total Internal Revenues	**74,941,638**	**75,715,640**	**85,660,638**	**87,454,906**	**87,930,723**
Beginning Fund Balance	117,273,135	94,697,763	103,896,116	106,879,383	104,444,630
Total Resources	**$218,154,701**	**$178,300,798**	**$208,077,688**	**$212,729,718**	**$211,030,782**
Requirements					
Bureau Expenditures					
Personnel Services	14,845,254	15,989,317	17,893,416	18,552,422	18,457,352
External Materials and Services	36,550,176	34,457,998	58,272,210	52,845,921	57,693,776
Internal Materials and Services	7,680,377	8,461,110	9,824,255	10,821,396	10,781,560
Capital Outlay	12,043,657	11,107,861	21,763,921	21,546,473	17,031,112
Total Bureau Expenditures	**71,119,464**	**70,016,286**	**107,753,802**	**103,766,212**	**103,963,800**
Fund Expenditures					
Debt Service	8,346,118	8,364,638	7,463,436	7,418,626	7,418,626
Contingency	0	0	94,539,611	97,933,957	95,932,992
Fund Transfers - Expense	2,768,339	2,542,247	3,014,602	3,610,923	3,715,364
Total Fund Expenditures	**11,114,457**	**10,906,885**	**105,017,649**	**108,963,506**	**107,066,982**
Ending Fund Balance	99,247,368	104,156,982	0	0	0
Total Requirements	**$181,481,289**	**$185,080,153**	**$212,771,451**	**$212,729,718**	**$211,030,782**
Programs					
Administration & Support	3	0	0	0	0
Administration & Support	1,330	347	0	0	0
Assessments & Improvements	56	0	0	0	0
Commercial Insurance	416	366	0	0	0
Communications	437	0	0	0	0
Copy Services	58,648	136	0	0	0
Debt Management	648	0	0	0	0
Duplicating	846,599	766,241	0	0	0
Facilities Services	21,582,968	19,713,014	42,385,605	33,678,254	38,262,418
Fire Station Renovation & Construction	2,129	0	0	0	0
Fleet Services	29,034,406	30,296,047	41,552,890	46,259,611	41,466,315
Fuel Management	67,439	48,839	0	0	0
Liability	46,048	7,188	0	0	0
Maintenance & Repair	37,167	30,039	0	0	0
New & Replacement Acquisitions	461,244	440,922	0	0	0
Operations and Maintenance	27,754	11,043	0	0	0
Operations and Strategic Support	0	0	0	889,195	889,195
Printing & Distribution	4,772,339	5,130,040	6,950,066	6,509,381	6,916,101

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Procurement	378,775	1,979	0	0	0
Project Management Office	(158,847)	(161,484)	0	0	0
Property Management	46	139	0	0	0
Risk Management	13,953,131	13,723,576	16,865,241	16,429,771	16,429,771
Workers' Compensation	6,728	7,854	0	0	0
Total Programs	**71,119,464**	**$70,016,286**	**$107,753,802**	**$103,766,212**	**$103,963,800**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	49,774	76,648	2.00	129,196	2.00	133,863	2.00	133,863
30000125	Auto Body Restorer	57,346	64,230	2.00	128,472	2.00	128,472	2.00	128,472
30000448	Business Systems Analyst	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000477	Claims Analyst	60,403	80,517	1.00	79,224	1.00	80,412	1.00	80,412
30000478	Claims Analyst, Sr	66,622	88,837	3.00	237,768	3.00	242,729	3.00	242,729
30000066	Claims Technician	45,885	60,819	2.00	106,588	2.00	112,271	2.00	112,271
30000065	Claims Technician, Assistant	35,610	51,334	0.00	0	1.00	39,000	1.00	39,000
30000041	Distribution Technician	42,432	52,021	3.00	156,060	3.00	156,060	3.00	156,060
30000042	Distribution Technician, Lead	44,574	54,579	1.00	54,576	1.00	54,576	1.00	54,576
30000368	Engineer-Mechanical	89,357	108,597	1.00	89,352	2.00	201,144	2.00	201,144
30000719	Facilities Construction Proj Mgr,Supvsg	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000718	Facilities Construction Project Manager	69,971	93,413	5.00	464,604	3.00	271,554	3.00	271,554
30000717	Facilities Construction Project Spec	60,403	80,517	3.00	227,922	3.00	232,191	3.00	232,191
30000711	Facilities Maint Dispatch/Scheduler	46,342	71,344	2.00	126,144	2.00	129,126	2.00	129,126
30000713	Facilities Maintenance Supervisor	60,403	80,517	1.00	77,219	1.00	80,146	1.00	80,146
30000070	Facilities Maintenance Tech Apprentice	41,413	65,562	1.00	46,596	1.00	46,596	1.00	46,596
30000071	Facilities Maintenance Technician	62,026	69,014	15.00	1,011,624	15.00	1,034,508	15.00	1,034,508
30000715	Facilities Services Division Manager	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000712	Facilities Services Specialist	60,403	80,517	1.00	60,408	2.00	150,996	2.00	150,996
30001108	Internal Business Services Director	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30000451	Management Analyst	63,419	84,552	1.00	75,498	1.00	78,594	1.00	78,594
30000453	Management Analyst, Principal	82,909	110,448	1.00	110,448	0.00	0	0.00	0
30000452	Management Analyst, Sr	69,971	93,413	3.00	248,245	3.00	265,902	3.00	265,902
30000475	Occupational Health Program Manager	73,528	98,363	1.00	95,724	1.00	98,364	1.00	98,364
30000012	Office Support Specialist II	34,798	49,962	2.00	83,142	2.00	88,649	2.00	88,649
30000013	Office Support Specialist III	44,512	58,989	1.00	45,154	1.00	50,184	1.00	50,184
30000722	Print Shop Supervisor	66,622	88,837	1.00	71,448	1.00	73,156	1.00	73,156
30000044	Printing & Distrib Custmr Svc Rep, Lead	52,208	65,374	1.00	65,376	1.00	65,376	1.00	65,376
30000043	Printing & Distrib Customer Svc Rep	45,406	56,784	3.00	158,976	3.00	158,976	3.00	158,976
30000723	Printing & Distribution Manager	82,909	110,448	1.00	100,494	1.00	104,612	1.00	104,612
30000464	Program Coordinator	66,622	88,837	2.00	142,176	3.00	237,456	3.00	237,456
30000466	Program Manager, Sr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000462	Program Specialist, Assistant	49,774	76,648	0.00	0	2.00	112,992	2.00	112,992
30000698	Property Acquisition & Services Manager	69,971	93,413	1.00	83,820	1.00	86,403	1.00	86,403
30000047	Reprographic Operator I	37,482	48,048	5.00	235,368	5.00	237,008	5.00	237,008
30000048	Reprographic Operator II	45,406	56,784	2.00	113,568	2.00	113,568	2.00	113,568
30000049	Reprographic Operator III	52,208	65,374	2.00	117,588	2.00	117,588	2.00	117,588
30000484	Risk Manager	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000481	Risk Specialist	60,403	80,517	2.00	134,656	2.00	139,501	2.00	139,501
30000482	Risk Specialist, Sr	66,622	88,837	2.00	165,943	2.00	170,695	2.00	170,695
30000483	Risk Supervisor	82,909	110,448	3.00	314,849	3.00	322,497	3.00	322,497
30000055	Storekeepr/Acquisition II:Auto Part Spec	47,611	58,219	4.00	232,896	4.00	232,896	4.00	232,896
30000468	Stores System Supervisor II	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30000077	Utility Worker II	48,381	52,021	0.00	0	1.00	51,108	1.00	51,108
30000131	Vehicle & Equipment Mechanic	57,346	64,230	53.00	3,370,068	53.00	3,374,860	53.00	3,374,860
30000132	Vehicle & Equipment Mechanic, Lead	60,154	67,371	2.00	134,736	2.00	134,736	2.00	134,736
30000706	Vehicle Acquisition Analyst	63,419	84,552	1.00	80,747	1.00	83,837	1.00	83,837
30000709	Vehicle Maintenance Superintendent	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000707	Vehicle Maintenance Supervisor I	63,419	84,552	5.00	407,130	5.00	415,269	5.00	415,269
30000705	Vehicle Program Specialist	49,774	76,648	1.00	63,216	1.00	65,592	1.00	65,592

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30001360	Vehicle Services Administration Supvr	69,971	93,413	1.00	85,524	1.00	87,575	1.00	87,575
30000710	Vehicle Services Manager	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000123	Welder	56,805	63,544	2.00	127,080	2.00	127,080	2.00	127,080
30000480	Workers Comp/Disability Analyst, Sr	66,622	88,837	2.00	177,288	2.00	177,672	2.00	177,672
30000479	Workers Compensation/Disability Analyst	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
TOTAL FULL-TIME POSITIONS				158.00	11,162,943	162.00	11,491,822	162.00	11,491,822
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000013	Office Support Specialist III	44,512	58,989	0.92	42,414	0.00	0	0.00	0
30000462	Program Specialist, Assistant	49,774	76,648	2.00	99,552	1.00	63,216	0.00	0
30000047	Reprographic Operator I	37,482	48,048	0.67	25,538	1.00	42,372	1.00	42,372
TOTAL LIMITED TERM POSITIONS				3.58	167,504	2.00	105,588	1.00	42,372
GRAND TOTAL				161.58	11,330,447	164.00	11,597,410	163.00	11,534,194

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			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	105,197,295	0	105,197,295	160.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	77,886	0	77,886	1.00	Add Assistant Claims Technician
	1,272,331	0	1,272,331	0.00	City Hall exterior masonry maintenance
	108,009	0	108,009	1.00	Add Facilities Services Specialist
	84,947	0	84,947	1.00	Add Utility Worker II
	99,363	0	99,363	0.00	Convert LT Asst. Program Specialist to permanent
	0	0	0	2.00	Convert LT Eng. and Prgm. Coordinator to permanent
	(296,329)	0	(296,329)	(2.00)	Realign staff to Chief Administrative Officer
	952,109	0	952,109	1.00	Homelessness Impact Reduction program
	(470)	0	(470)	0.00	Technical adjustments - BFRES Facilities GO Bond
	(4,994,920)	0	(4,994,920)	0.00	Transfer Public Safety GO Bond fund balance to BTS
	1,118,526	0	1,118,526	0.00	Technical adjustments - Facilities Services
	139,166	0	139,166	0.00	Technical adjustments - CityFleet
	7,189	0	7,189	0.00	Technical adjustments - Printing & Distribution
	491	0	491	0.00	Technical adjustments - Insurance and Claims
	619	0	619	0.00	Technical adjustments - Worker's Compensation
Approved Budget Additions and Reductions					
	(5,189,801)	0	(5,189,801)	0.00	CIP adjustment for fuel station project
	125,817	0	125,817	0.00	Technical adjustments - Facilities Services
	396,505	0	396,505	0.00	Technical adjustments - CityFleet
	406,720	0	406,720	0.00	Technical adjustments - Printing & Distribution
	(447)	0	(447)	0.00	Technical adjustments - BFRES Facilities GO Bond
Adopted Budget Additions and Reductions					
	830,000	0	830,000	0.00	CIP adjustment for PCC HVAC project
	(95,070)	0	(95,070)	(1.00)	Reduce LT position in Facilities Services
	3,723,864	0	3,723,864	0.00	Technical adjustments for major maintenance projects
	(1,233,495)	**0**	**(1,233,495)**	**3.00**	**Total FY 2017-18 Decision Packages**
			103,963,800	**163.00**	**Total Adopted Budget**

Bureau of Revenue & Financial Services

Overview

The Bureau of Revenue & Financial Services (BRFS) is comprised of six divisions: Accounting, Debt Management, Grants Management, Procurement Services, Treasury, and Revenue. Program areas within the Revenue Division include Revenue Collection, Broadband and Cable Communications, and Franchise Management, and, as a whole, collect 49% of the City's General Fund revenue (excluding fund transfers and beginning balance).

Under the direction of the Chief Financial Officer, 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 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.

Accounting

Description

Accounting provides centralized accounting and financial reporting services and manages the City's accounting policies, systems, and processes. Program activities include:

- Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements;
- Processing receivables, payments, and other accounting entries and general ledger adjustments;
- Ensuring City accounting operations result in accurate, complete, and timely information; and
- Establishing and maintaining Citywide accounting standards, policies, and associated administrative rules.

Goals

By maintaining a financially healthy City government, Accounting supports the City's goal to deliver efficient, effective, and accountable municipal services, and also supports the following Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls; and
- Provide streamlined business processes that are easy to understand, efficient, and ensure compliance.

Performance

The FY 2015-16 CAFR received a clean audit opinion from the City's independent financial auditors, with zero deficiencies noted. The report was submitted to the State of Oregon Audits Division and the Government Finance Officers Association (GFOA) on November 15th, well in advance of the December 31 deadline and the earliest it has been completed in the past 11 years. The FY 2015-16 CAFR received the GFOA Certificate of Achievement for Excellence in Financial Reporting - the 36th consecutive year for the City. In addition, the Accounting Division developed the City's first Popular Annual Financial Report (PAFR). This report summarizes financial information in a user friendly format. This report also received an award of excellence.

Changes to Services and Activities

Accounting is working with bureaus to assess controls in business processes using a new business partner model. This will help ensure awareness of potential issues in advance of year-end and allows Accounting to work with the bureaus to maintain effective controls and avoid audit deficiencies. In FY 2016-17, the Accounting Division also coordinated implementation of complex new Government Accounting Standards Board (GASB) requirements. Several additional new requirements are anticipated in FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	21.15	21.15	21.17	21.17	21.17
Expenditures					
Accounting	14,412	24,167	2,767,742	2,883,157	2,942,657
Accounting Administration	675,038	722,967	0	0	0
Operational Accounting	918,541	1,030,966	0	0	0

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Technical Accounting	904,909	835,358	0	0	0
Total Expenditures	**2,512,900**	**2,613,458**	**2,767,742**	**2,883,157**	**2,942,657**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Number of CAFR review audit deficiency comments from external auditors	1	0	0	0	0
Effectiveness					
Number of days CAFR is completed after fiscal year end	169	150	135	120	120

Broadband and Cable Communications

Description

Broadband and Cable Communications, together with Franchise Management, champions public policies and technology investments for communications infrastructure that will keep our local communities economically and culturally healthy. Staff oversees implementation of Portland's Broadband Strategic Plan with a focus on competitive fiber-to-the-premise (FTTP) providers, network planning with public institutions, and digital equity. The program serves as the City's point of contact for specialized expertise and knowledge in broadband and cable fields for federal, state, and local public policy and on inter-bureau and external committees and initiatives. Staff also provides cable regulation, consumer protection, and community grants countywide through the Mt. Hood Cable Regulatory Commission (MHCRC) under an intergovernmental agreement in partnership with five other Multnomah County local governments.

Goals

Broadband and Cable Communications supports the City goals of delivering efficient, effective, and accountable municipal services and improving the quality of life in neighborhoods through championing the public interest in communications technology and associated government policies. Specific related Office of Management & Finance goals supported by Accounting inlcude:

- Collaborating with stakeholders to eliminate barriers to equity;
- Developing a roadmap to effectively leverage technology;
- Promoting regional partnerships that create government efficiencies; and
- Providing programs for a skilled and knowledgeable diverse workforce.

Performance

The program collects nearly $7 million in cable franchise fees for the City's General Fund. Fourteen nonprofits, schools, and local governments received over $7.2 million in dedicated funds for new community-based projects, and the program oversaw an additional 34 grants in FY 2015-16. The program also led and funded the I-Net partnership among 19 public agencies for affordable broadband services and connectivity among 295 critical sites, including all public schools and libraries in Multnomah County. The program partnered with Multnomah County and the Digital Inclusion Network to develop a Digital Equity Action Plan (DEAP), which won a national award for excellence in broadband strategic plans.

Open Signal (formerly Portland Community Media) and MetroEast Community Media, which receive grants under agreements managed by this program, excelled in providing access to technology and training to the community's traditionally underserved populations. Combined, they provided 951 local residents with training in media and digital literacy in FY 2015-16.

Changes to Services and Activities

Community media service contracts with Open Signal and MetroEast expire in June 2017, and staff is working to include services and performance measures that support digital equity goals and address the digital equity gap. The Frontier and Cascade Access cable franchises are in the federal renewal window. The program is actively engaged in identifying opportunities and threats to local control as the Federal Communications Commission and Congress consider the rapidly changing broadband landscape.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	4.01	4.00	4.00	4.00	4.00
Expenditures					
Cable Communications	845,661	936,410	0	0	0
MHCRC Admin Services	677,750	770,350	977,482	992,684	992,684
Portland Community Media	0	(2)	840,557	851,560	896,379
Total Expenditures	**1,523,411**	**1,706,758**	**1,818,039**	**1,844,244**	**1,889,063**

Debt Management

Description

Debt Management directs the City's debt program to ensure access to capital markets, handles post-debt issuance compliance and continuing disclosure, coordinates investor and rating agency relations, and provides financial analysis for special projects. The division's daily activities are critical to achieving the City's corporate financial strategies, capital financing objectives, and compliance with federal and state laws and regulations including applicable Internal Revenue Service arbitrage rebate requirements. Debt Management is funded through interagency charges, 11.6% of which are direct costs to the General Fund. All unspent interagency charges are returned to customer bureaus at year-end.

Goals

Through informed debt-related financing decisions, Debt Management supports the City goal of delivering efficient, effective, and accountable municipal services, and supports the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls;
- Securing funding to support investments in City infrastructure; and
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance.

Performance

Debt Management provides City bureaus with timely access to capital markets to ensure that cost-effective funding options are available to implement capital improvement programs.

One indicator of Debt Management's performance is the City's Aaa unlimited tax general obligation (ULTGO) bond rating. It is anticipated that the City will continue to retain its Aaa rating. This Key Performance Measure is in accordance with the OMF 2012-17 Strategic Plan theme of financial sustainability. Debt Management will continue to manage City financings to meet rating agency expectations of an Aaa-rated issuer and continue to identify emerging ratings issues through ongoing communications with rating agencies.

Changes to Services and Activities

Debt Management does not anticipate any significant changes in FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	9.34	9.17	3.17	3.17	3.17
Expenditures					
Debt Management	1,113,942	692,274	752,751	793,991	793,991
Treasury	960,258	1,008,059	0	0	0
Total Expenditures	**2,074,200**	**1,700,333**	**752,751**	**793,991**	**793,991**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
City's unlimited tax General Obligation bond rating (1=Aaa)	1	1	1	1	1

Franchise Management

Description

Franchise Management, along with Broadband and Cable Communications, champions public policy and technology investments for communications and utility infrastructure to keep local communities economically and culturally healthy. Staff negotiates and administers franchise agreements and pursues revenue opportunities arising from its authority to manage the long-term use of public rights-of-way and levy taxes and fees. The program generates about $82 million annually. In addition, staff manages and reviews applications by wireless carriers for use of the public right-of-way. Franchise and Utility License compliance represents a significant component of the program and includes audits, collections, litigation, and advocacy at the state and federal level to maintain municipal authority to manage rights-of-way locally.

Goals

Franchise Management supports the City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods by providing vision, oversight, and planning expertise for the community's technology and broadband infrastructure initiatives. The program also supports the Office of Management & Finance goals of:

- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance;
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls;
- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet citywide business needs;
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure;
- Maximizing value to the community by promoting regional partnerships that create government efficiencies; and
- Leading Citywide initiatives that help bureaus plan for and adopt to a changing workforce.

Performance

Franchise Management administers approximately 55 franchises and 150 utility licensees. In FY 2017-18, the Utility Franchise program will collect more than $80 million in General Fund revenue, or approximately 18% of all General Fund revenues (excluding fund transfers and beginning balance). The limited term audit position added in FY 2015-16 collected approximately $1.5 million, with an additional $1.3 million pending on six closed audits and 37 audits in progress, as of May 2017.

Changes to Services and Activities

A new database went live in August 2015 and improvements and discussion on next phases of implementation are ongoing. Substantial regulatory and process requirements improvements are in progress for the carriers' proposals to site wireless equipment in the right-of-way, in response to anticipated federal and state preemption efforts and increased requests to use the right-of-way to support wireless services and new mobile applications. The FY 2017-18 budget includes reductions in legal support, as well as ongoing funding for a previously one-time funded utility franchise auditor.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	3.99	5.00	6.00	6.00	6.00
Expenditures					
Franchise Management	674,715	586,001	926,387	931,443	931,443
Total Expenditures	**674,715**	**586,001**	**926,387**	**931,443**	**931,443**

Grants Management

Description

Grants Management provides services and guidance to all City bureaus receiving grants and ensures compliance with all grant regulations and requirements. Staff serves as the City's point of contact with federal, state, and private grantors. The program minimizes potential financial liability Citywide by ensuring only allowable costs are charged to grants.

Grants Management assists bureau staff in preparing and submitting grant applications, grant ordinances, and acts as a general technical resource for bureaus' grant writers. Staff maintain grant information in SAP, submit expenses to grantors for reimbursement, and prepare required grant financial reports. As part of the City's annual auditing process, Grants Management prepares the required annual Schedule of Expenditures of Federal Awards (SEFA).

Grants Management also manages Special Appropriations, which are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides.

Goals

By contributing to a financially sound City government, Grants Management supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls;
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance, even in a changing regulatory environment; and
- Delivering business solutions that address customer needs and interests.

Performance

Grants Management reported $29,441,100 in federal expenditures and loan receivables of $54,978,474 in the 2016 Single Audit with no federal award findings or questioned costs.

Changes to Services and Activities

Grants Management started managing Special Appropriations on July 1, 2016, and is now tasked with providing monitoring and evaluation for both one-time and ongoing Special Appropriations. The FY 2017-18 Adopted Budget includes a $1,000,000 set aside for Special Appropriations, to be allocated via a competitive grant process managed by Grants Management.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	4.07	4.17	5.15	5.15	5.15
Expenditures					
Grants Management	30,575	571,355	723,673	744,975	744,975
Total Expenditures	**30,575**	**571,355**	**723,673**	**744,975**	**744,975**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of grant audit findings	0	0	0	0	0

Procurement

Description

Procurement Services procures supplies, materials, equipment, and services in a timely, efficient, and effective manner consistent with the quality necessary for the proper operations of City bureaus and in compliance with applicable laws, regulations, and City policies. Procurement Services provides leadership, policy development, oversight, and management of the City's procurement and contracting processes that ensure equity and sustainability when public funds are used. In FY 2015-16, the City entered into contracts exceeding $374.9 million in value. Procurement Services has been charged by City Council to implement the initiatives outlined in the Social Equity Contracting Strategy with specific focus on increasing the capacity of minority and women-owned businesses and to further develop workforce diversity on City construction contracts.

Goals

Federal and state laws, City Code, and Council directives mandate the services and oversight functions provided by the Procurement Services Division. Activities link to all City goals and further support the following Office of Management & Finance goals:

- Providing contracting expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.
- Developing business processes and programs that support the City's sustainability and equity contracting goals.
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance by collaborating with stakeholders to identify and eliminate barriers.

Performance

In 2016, Procurement Services was awarded the Achievement of Excellence in Procurement Services award from the National Purchasing Institute recognizing exceptional performance in governmental contracting and the Oregon Association of Minority Entrepreneurs Public Agency of the Year Award recognizing extraordinary achievement in promoting economic development for minorities.

The Key Performance Measure that reports the percent of all subcontracting dollars awarded to disadvantaged, minority-owned, women-owned, and emerging small businesses (DMWESB) subcontractors for construction and professional services contracts supports the Portland Plan’s framework for equity.

Changes to Services and Activities

In FY 2016-17, Procurement began the transition to an updated contract compliance system began, allowing contractors to enter required information directly into the system. This will aid in gathering and reporting vital data that can be disaggregated by gender and ethnicity for workforce and DMWESB utilization. The project is expected to be completed by October 2017. A new Subcontractor Equity Program for low-bid City construction projects was implemented in FY 2016-17, which will help advance equitable outcomes for construction and professional services subcontractors.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	39.17	40.17	40.17	40.17	40.17
Expenditures					
Outside Services	300,968	247,134	582,273	641,673	641,673
Procurement	180,049	214,339	0	0	0
Procurement Services	4,731,812	4,806,036	5,419,022	5,279,792	5,340,424
Total Expenditures	**5,212,829**	**5,267,509**	**6,001,295**	**5,921,465**	**5,982,097**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of all subcontract dollars awarded to Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	30%	19%	30%	30%	30%
Effectiveness					
Percentage of apprenticeship hours worked on City contracts	16%	16%	16%	16%	16%
Percentage of minority and women hours worked on City construction contracts	26%	18%	22%	22%	22%
Number of prime contracts awarded to Minority, Women, and Emerging Small Businesses contractors	144	213	220	220	220

Revenue Collection

Description

Revenue Collection provides centralized revenue collection in support of all City bureaus and programs, as well as collection and administrative support for the business income tax, transient lodgings tax, tourism improvement and enhanced services districts, special assessment liens, and the utility billing system. In FY 2017-18, the program will collect approximately 31% of all General Fund revenues (excluding fund transfers and beginning balance).

Goals

Through collection of funds to administer essential City services, Revenue Collection supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls;
- Delivering business solutions that take into account customer needs and interests;
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication; and
- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance, and collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.

Performance

Revenue Collection continues to identify new revenue sources, enhance collection efforts, and improve the use of technology to complete work more efficiently. Revenue Collection employees will collect approximately $275 million and support the collection of an additional $400 million for other City bureaus during FY 2016-17. The program tracks cost per dollar collected, as well as the estimated business tax gap to ensure that collection efforts remain optimal.

The Key Performance Measure that reports the business license tax gap is in accordance with the Portland Plan's Economic Prosperity and Affordability section. The tax gap will always be a positive number because no tax collection agency collects every dollar owed.

Changes to Services and Activities

The IRS requires the Revenue Division to oversee safeguards, auditing, training, and access controls put in place to monitor the exchange of taxpayer data. Two full-time positions to support the direct exchange of taxpayer information with the IRS were included in the FY 2016-17 Adopted Budget with one-time General Fund resources. This was a first step in implementing a program that will substantially reduce the tax filing burden for tax payers, increase compliance with local income taxes, and improve tax collections for the City. The FY 2017-18 budget includes another year of one-time funding for these positions, as well as additional funding for BTS costs related to the IRS Data Exchange program. The FY 2017-18 budget also includes one-time funding for 2.0 FTE to begin developing requirements and planning for the implementation of a core database replacement project.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	60.17	61.17	58.80	67.17	67.17
Expenditures					
Business Solutions	2,900,339	3,093,756	3,617,262	3,595,996	3,844,332
License and Tax	34,541,526	38,122,841	42,728,534	45,406,168	45,137,944
Operations	1,400,149	1,621,605	1,602,682	1,683,048	1,683,048
Total Expenditures	**38,842,014**	**42,838,202**	**47,948,478**	**50,685,212**	**50,665,324**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Business License Tax Gap – estimated difference between business taxes paid/owed (in millions)	$5.22	$6.12	$5.82	$9.35	$5.54
Efficiency					
Cost per dollar collected by Revenue division (all programs)	$0.02	$0.02	$0.02	$0.02	$0.02

Treasury

Description

Treasury manages the City's daily cash position, develops and executes the investment strategy for the City's cash funds, manages the City's banking, custody, and merchant service relationships, negotiates and manages all banking, custody, and merchant service agreements, administers the City's foreclosure sale process, and provides analysis of the City's PERS and other pension liabilities. Treasury's activities are critical to achieving the City's corporate financial strategies, compliance with Payment Card Industry standards, and compliance with federal and state laws and regulations. Treasury is revenue producing and distributes investment portfolio earnings, net of expenses, to all City funds with balances.

Goals

Through efficient corporate cash management processes and prudent management of the City's investment portfolio, Treasury supports the City goal of delivering efficient, effective, and accountable municipal services, and supports the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs; and
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance.

Performance

Treasury assists City bureaus with cash management and merchant operations and contributes to the City's financial sustainability by ensuring the City's liquidity needs are met, securing and investing the City's cash assets, and distributing net portfolio earnings to all City funds.

Treasury's performance is measured by the rate of return attained on the City's investment portfolio. While it is anticipated that the investment portfolio's rate of return will outperform the portfolio's performance benchmark, the rate of return will remain relatively low given historically low U.S. interest rates. Council policy decisions around allowable investments can also negatively impact earnings.

Changes to Services and Activities

In April 2017, Council removed corporate securities as an allowable investment type from the City's Investment Policy, which Treasury estimates will reduce the City's investment earnings by $4 million annually. Per City Code 5.30, the Treasurer will administer the foreclosure sale process for vacant and abandoned properties approved by Council.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	0.00	0.17	6.17	6.17	6.17
Expenditures					
Treasury	0	0	1,390,470	1,460,210	1,460,210
Treasury Operations	8,626	14	0	0	0
Total Expenditures	**8,626**	**14**	**1,390,470**	**1,460,210**	**1,460,210**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Investment portfolio yield - % of benchmark	232%	140%	110%	100%	100%

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Taxes	25,287,806	27,718,679	32,463,200	33,500,000	33,500,000
Miscellaneous Fund Allocations	0	0	0	(3,000,000)	(3,000,000)
Licenses & Permits	5,288,533	5,337,129	5,663,450	5,717,500	5,717,500
Charges for Services	73,603	84,295	78,302	76,000	76,000
Intergovernmental	2,271,955	2,397,695	2,706,050	2,737,018	2,737,018
Bond & Note	0	4,500,000	0	0	0
Miscellaneous	1,284,754	1,325,628	1,700,939	1,652,527	1,652,527
Total External Revenues	**34,206,651**	**41,363,426**	**42,611,941**	**40,683,045**	**40,683,045**
Internal Revenues					
General Fund Discretionary	8,355,236	10,103,472	10,364,642	10,971,432	11,051,308
General Fund Overhead	4,509,494	4,824,545	4,768,042	4,814,232	4,879,419
Fund Transfers - Revenue	108	0	0	0	0
Interagency Revenue	5,422,458	5,384,328	6,011,544	6,067,011	6,067,011
Total Internal Revenues	**18,287,296**	**20,312,345**	**21,144,228**	**21,852,675**	**21,997,738**
Beginning Fund Balance	6,655,560	7,743,277	8,069,144	6,932,936	6,932,936
Total Resources	**$59,149,507**	**$69,419,048**	**$71,825,313**	**$69,468,656**	**$69,613,719**
Requirements					
Bureau Expenditures					
Personnel Services	14,562,682	15,449,960	16,909,036	17,999,662	17,979,774
External Materials and Services	31,782,800	34,710,240	39,786,670	41,638,183	41,803,134
Internal Materials and Services	4,985,747	5,469,972	5,633,129	5,626,852	5,626,852
Total Bureau Expenditures	**51,331,229**	**55,630,172**	**62,328,835**	**65,264,697**	**65,409,760**
Fund Expenditures					
Contingency	0	0	9,421,478	4,128,959	4,128,959
Fund Transfers - Expense	75,000	75,000	75,000	75,000	75,000
Total Fund Expenditures	**75,000**	**75,000**	**9,496,478**	**4,203,959**	**4,203,959**
Ending Fund Balance	7,743,277	8,083,711	0	0	0
Total Requirements	**$59,149,506**	**$63,788,883**	**$71,825,313**	**$69,468,656**	**$69,613,719**
Programs					
Accounting	2,512,900	2,613,458	2,767,742	2,883,157	2,942,657
Administration & Support	107,788	29,924	0	0	0
Broadband and Cable Communications	1,523,411	1,706,758	1,818,039	1,844,244	1,889,063
Debt Management	2,074,200	1,700,333	752,751	793,991	793,991
Debt Management	6,405	0	0	0	0
Franchise Management	674,715	586,001	926,387	931,443	931,443
Grants Management	30,575	571,355	723,673	744,975	744,975
Outside Services	142,407	316,618	0	0	0
Procurement	5,212,829	5,267,509	6,001,295	5,921,465	5,982,097
Regulatory	195,359	0	0	0	0
Revenue Collection	38,842,014	42,838,202	47,948,478	50,685,212	50,665,324
Treasury	8,626	14	1,390,470	1,460,210	1,460,210
Total Programs	**51,331,229**	**$55,630,172**	**$62,328,835**	**$65,264,697**	**$65,409,760**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	3.00	200,460	3.00	202,640	3.00	202,640
30000064	Accountant III	60,466	76,045	11.00	770,997	11.00	785,455	11.00	785,455
30002283	Accountant IV	65,000	81,765	2.00	152,964	2.00	158,496	2.00	158,496
30000559	Accountant, Assistant Systems	49,774	76,648	1.00	69,198	1.00	72,033	1.00	72,033
30000560	Accountant, Systems	63,419	84,552	1.00	84,552	1.00	84,552	1.00	84,552
30002308	Accounting Manager	77,064	103,563	1.00	93,486	1.00	97,314	1.00	97,314
30000562	Accounting Supervisor, Sr	69,971	93,413	2.00	172,854	2.00	177,382	2.00	177,382
30000061	Accounting Technician	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000434	Administrative Assistant	49,774	76,648	3.00	203,903	3.00	210,389	3.00	210,389
30000433	Administrative Specialist, Sr	46,342	71,344	1.00	46,344	1.00	46,344	1.00	46,344
30000441	Business Operations Manager	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000448	Business Systems Analyst	63,419	84,552	4.00	335,124	4.00	337,938	4.00	337,938
30000447	Business Systems Analyst, Assistant	49,774	76,648	3.00	184,794	3.00	187,188	3.00	187,188
30000449	Business Systems Analyst, Sr	69,971	93,413	2.00	186,816	2.00	186,816	2.00	186,816
30001208	Chief Procurement Officer	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000704	Community Technology Manager	89,149	118,747	1.00	103,956	1.00	107,506	1.00	107,506
30000703	Community Technology Program Mgr	73,528	98,363	2.00	184,680	2.00	186,745	2.00	186,745
30000470	Contractor Dev Program Coordinator	69,971	93,413	2.00	181,788	2.00	184,312	2.00	184,312
30000469	Contracts Compliance Specialist	63,419	84,552	5.00	389,190	5.00	396,435	5.00	396,435
30000563	Controller	102,981	143,811	1.00	140,968	1.00	143,808	1.00	143,808
30000573	Debt Analyst, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000572	Debt Analyst, Sr	69,971	93,413	1.00	69,972	1.00	69,972	1.00	69,972
30000574	Debt Manager	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000567	Financial Analyst	63,419	84,552	3.00	229,596	3.00	232,524	3.00	232,524
30000569	Financial Analyst, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000568	Financial Analyst, Sr	69,971	93,413	2.00	177,960	2.00	181,428	2.00	181,428
30000856	Investment Officer	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30000452	Management Analyst, Sr	69,971	93,413	1.00	93,397	1.00	93,408	1.00	93,408
30000450	Management Assistant	49,774	76,648	3.00	209,021	3.00	214,065	3.00	214,065
30000012	Office Support Specialist II	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000059	Procurement Specialist	52,478	66,040	4.00	249,468	4.00	256,786	4.00	256,786
30000058	Procurement Specialist, Assistant	43,826	55,037	5.00	242,777	5.00	251,153	5.00	251,153
30000060	Procurement Specialist, Sr	61,797	80,704	6.00	425,160	6.00	427,305	6.00	427,305
30000471	Procurement Supervisor	69,971	93,413	4.00	353,535	4.00	362,674	4.00	362,674
30000464	Program Coordinator	66,622	88,837	7.00	590,384	7.00	597,796	7.00	597,796
30000465	Program Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000466	Program Manager, Sr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000463	Program Specialist	60,403	80,517	2.00	132,698	2.00	138,132	2.00	138,132
30000462	Program Specialist, Assistant	49,774	76,648	1.00	54,360	1.00	56,586	1.00	56,586
30000473	Purchasing Manager	89,149	118,747	1.00	105,000	1.00	109,311	1.00	109,311
30000190	Regulatory Program Administrator	67,163	83,075	1.00	83,076	1.00	83,076	1.00	83,076
30002183	Revenue & Financial Services Director	127,400	182,562	1.00	182,556	1.00	182,556	1.00	182,556
30000191	Revenue & Tax Specialist I	37,336	49,962	3.00	137,172	3.00	143,515	3.00	143,515
30000192	Revenue & Tax Specialist II	44,699	55,203	10.00	498,200	10.00	509,769	10.00	509,769
30000193	Revenue & Tax Specialist III	46,717	61,859	3.00	174,529	6.00	339,862	6.00	339,862
30000194	Revenue & Tax Specialist IV	50,731	65,978	8.00	508,534	10.00	632,504	10.00	632,504
30000196	Revenue & Tax Specialist V	54,725	70,907	1.00	57,660	3.00	200,161	3.00	200,161
30000404	Revenue Auditor	63,419	84,552	3.00	217,176	3.00	226,410	3.00	226,410
30000405	Revenue Auditor, Sr	69,971	93,413	3.00	280,224	3.00	280,224	3.00	280,224
30000413	Revenue Bureau Director	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000588	Tax Division Manager	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30000587	Tax Supervisor	69,971	93,413	3.00	247,320	3.00	251,791	3.00	251,791
30000457	Technology Svcs Contracts Coordinator	66,622	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000531	Training & Development Analyst	63,419	84,552	1.00	63,420	1.00	63,420	1.00	63,420
30000580	Treasurer, City	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000581	Treasury Analyst	63,419	84,552	1.00	77,028	1.00	78,869	1.00	78,869
30001358	Treasury Analyst, Principal	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30001083	Treasury Analyst, Sr	69,971	93,413	1.00	86,172	1.00	88,237	1.00	88,237
TOTAL FULL-TIME POSITIONS				139.00	10,707,145	146.00	11,295,563	146.00	11,295,563
30000194	Revenue & Tax Specialist IV	50,731	65,978	0.90	59,376	0.50	32,988	0.50	32,988
30000404	Revenue Auditor	63,419	84,552	0.90	59,964	0.50	34,400	0.50	34,400
TOTAL PART-TIME POSITIONS				1.80	119,340	1.00	67,388	1.00	67,388
30000448	Business Systems Analyst	63,419	84,552	0.92	58,135	2.00	126,840	2.00	126,840
30000452	Management Analyst, Sr	69,971	93,413	1.00	93,408	1.00	69,972	1.00	69,972
30000465	Program Manager	69,971	93,413	0.00	0	1.00	69,972	1.00	69,972
30000196	Revenue & Tax Specialist V	54,725	70,907	0.92	63,096	1.00	70,043	1.00	70,043
30000404	Revenue Auditor	63,419	84,552	1.00	69,888	1.00	69,888	1.00	69,888
TOTAL LIMITED TERM POSITIONS				3.83	284,527	6.00	406,715	6.00	406,715
GRAND TOTAL				144.63	11,111,012	153.00	11,769,666	153.00	11,769,666

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 2017-18	66,790,779	0	66,790,779	141.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(20,000)	0	(20,000)	0.00	Accounting reduction
	(36,448)	0	(36,448)	0.00	Procurement reduction
	0	50,000	50,000	0.00	Procurement process improvement
	(44,819)	0	(44,819)	0.00	Open Signal grant reduction
	(20,000)	0	(20,000)	0.00	Utility Franchise legal support reduction
	113,500	0	113,500	1.00	Convert Utility Franchise Auditor
	0	526,111	526,111	2.00	IRS Data Exchange
	0	248,336	248,336	2.00	Integrated Tax System
	0	640,050	640,050	7.00	Tax collection IGA backfill
	13,137	0	13,137	0.00	OMF interagency balancing
	0	(3,000,000)	(3,000,000)	0.00	Technical adjustment - Marijuana Tax fund
	4,051	0	4,051	0.00	Technical adjustment between OMF divisions
Approved Budget Additions and Reductions					
	44,819	0	44,819	0.00	Reversal of Open Signal reduction
	0	120,132	120,132	0.00	FY 2016-17 program carryover
Adopted Budget Additions and Reductions					
	0	(19,888)	(19,888)	0.00	Integrated Tax System reduction
	54,240	**(1,435,259)**	**(1,381,019)**	**12.00**	**Total FY 2017-18 Decision Packages**
			65,409,760	**153.00**	**Total Adopted Budget**

Bureau of Technology Services

Overview

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

Effective July 1, 2017, BTS will formally establish the Public Safety Technology Division. The creation of this division is the outcome of an independent assessment done in the prior year to determine how the City can better provide technology support to its critical public safety bureaus.

The newly created division merges BTS operational staff that currently provide public safety technology support throughout the organization. In addition to current Police IT (Information Technology) staff, staff that support vertical applications for Portland Fire & Rescue (PF&R) and dispatch and radio engineering teams will be reassigned to Public Safety Technology.

In FY 2017-18 BTS's continued focus will be on the success of the Portland Building Reconstruction project and the Data Center Move project, as well as better addressing customer business needs for mobility and cloud computing solutions.

BTS continues to work with the newly formed Technology Executive Steering Committee to establish an enterprise approach to meet bureau business needs.

Administration & Support

Description

Administration & Support delivers efficient and effective ordering, storekeeping, budget development, and administrative services, including the Bureau Director's Office. The Director plans, organizes, integrates, and directs the organization, financial management, administration, personnel, and operations of the bureau. The division executes streamlined processes to deliver timely and efficient technology product orders; delivers consistent and effective administrative services, including bureau policy development, timekeeping, payroll, and personnel administration; maintains effective inventory controls; and provides budget coordination with OMF Business Operations.

Goals

By setting Citywide policy governing the use of technology resources, the program supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure;
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls; and
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability, and business needs.

Performance

Program performance measures include a four-day target of filling personal computer orders from placement to installation and a consistently strong program service rating on the BTS Customer Survey. This customer survey metric is displayed as part of the Customer Relations narrative.

Changes to Services and Activities

In FY 2017-18, Administration & Support will focus on establishing the new Public Safety Technology Division, and will continue to work with its OMF partners to plan for the Portland Building Reconstruction project and the Data Center Move project. Additionally, the Technology Services Director will work with customer bureaus to ensure that mobility and cloud service needs are being addressed.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	12.00	12.00	12.00	12.00	12.00
Expenditures					
Administration	8,838,806	8,411,224	3,546,646	3,505,613	3,505,613
Stores & Order Fullfillment	28,213	1,571	0	0	0
Total Expenditures	**8,867,019**	**8,412,795**	**3,546,646**	**3,505,613**	**3,505,613**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Number of days elapsed from ordering a new desktop PC to installation	4	4	4	4	4

Business Solutions

Description

Business Solutions develops and supports corporate-wide and bureau-specific business applications and services, advances e-government initiatives that address internal and public needs, and provides geographic information systems (GIS) services and SAP technical support. Key responsibilities are to provide Citywide application development, implementation, and support; to develop and maintain the BTS strategic plan and technology roadmap; to engineer new technology solutions to meet bureau business needs; and to provide oversight for any outsourced application development and selection of all third party applications and services.

Goals

Through the development and delivery of innovative services that allow customers to meet business objectives, Business Solutions supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Delivering business solutions that take into account customer needs and interests;
- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls;
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability, and business needs; and
- Providing streamlined business processes that are easy to understand, efficient, and ensure compliance.

Performance

Performance of this program is measured by the availability of PortlandOregon.gov and PortlandMaps.com.

Changes to Services and Activities

Key initiatives for FY 2017-18 continue to be the implementation of the Mobile Data Application platform, which will better allow deployment of applications to mobile device users, and the creation of a Citywide cloud application strategy. Additionally, Business Solutions will continue its execution of the GIS Strategic Plan.

As part of the recommendations from last year's Public Safety Technology Assessment, the vertical applications staff currently assigned to Portland Fire & Rescue (PF&R) will be reassigned to the application development team located in the newly created Public Safety Technology Division.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	57.63	58.90	58.90	58.90	58.90
Expenditures					
Business Solutions	7,003,296	6,773,477	9,825,441	10,268,077	10,597,457
Vertical Applications	803,729	701,594	0	0	0
Total Expenditures	**7,807,025**	**7,475,071**	**9,825,441**	**10,268,077**	**10,597,457**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Portlandoregon.gov uptime percentage	NA	NA	99.95%	99.96%	99.96%
PortlandMaps.com uptime percentage	NA	NA	99.94%	99.96%	99.96%

Communications

Description

Communications maintains a robust telecommunications system, video surveillance, and network environment. The responsibilities of the Communications program are to rapidly respond to and resolve voice, video, and network support issues; effectively engineer and maintain the City's communications systems and networks, including the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-Net) serving government agencies throughout Multnomah County; and to ensure the City's fiber assets are properly maintained and managed.

Goals

By supporting the City and regional mission-critical voice and data communications needs, the Communications program supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Maximizing value to the community by promoting regional partnerships that create government efficiencies;
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure;
- Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability, and business needs; and
- Marketing OMF services effectively to customers.

Performance

Communications is primarily focused on the reliability and availability of critical network and communications systems with comparable availability to public and private industry best practices and standards.

The key performance measure in Communications reporting the percent of network availability supports the OMF 2012-17 Strategic Plan theme of Operational Excellence. Maintaining a high network availability value assures a reliable system for bureau customers and stakeholders. BTS will continue to exceed the network availability target by investing in a sound, reliable, and secure network infrastructure.

Changes to Services and Activities

A key change for Communications in FY 2017-18 will be moving the Technology Dispatch and Radio Engineering teams to the newly created Public Safety Technology Division. Additionally, Communications will put increased focus on managing and maintaining the City's fiber assets.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	40.00	42.00	42.83	41.17	41.17
Expenditures					
Communications	12,155,387	13,020,951	20,752,781	16,649,145	17,079,515
Total Expenditures	**12,155,387**	**13,020,951**	**20,752,781**	**16,649,145**	**17,079,515**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage availability of network excluding scheduled maintenance	99.96%	99.99%	99.96%	99.96%	99.96%
Effectiveness					
Percentage uptime for phone switch	99.99%	99.99%	99.99%	99.99%	99.99%
Percentage of time radio system operated without failure	99.92%	99.99%	99.99%	99.99%	99.99%
Percentage Internet availability	99.99%	99.99%	99.99%	99.99%	99.99%

Customer Relations

Description

Customer Relations develops solutions and service level agreements aligned with bureau business needs. Through the Technology Business Consultants (TBCs), the program is responsible for understanding customer business needs and key challenges, gathering business requirements, managing the project request intake process, and collaboratively developing technology work plans in concert with the annual budget process. Customer Relations provides transparent, timely communication and information sharing, builds strong relationships between the bureau and customers, and provides creative problem solving for complex or unique technology-related customer business needs.

Goals

By aligning customer business needs with appropriate technology solutions, Customer Relations supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls;
- Delivering business and technology solutions that take into account customer needs and interests;
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication;
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors; and
- Marketing OMF services effectively to customers.

Performance

Performance is measured by BTS effectiveness in providing Citywide technology leadership, as measured by BTS Customer Service Satisfaction Surveys.

Changes to Services and Activities

A key focus in FY 2017-18 will be working with bureau liaisons and other BTS divisions on the Portland Building Reconstruction project and Data Center Move project. Additionally, a TBC dedicated to the Public Safety bureaus is being added based on a recommendation from last year's Public Safety Technology Assessment.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	5.00	5.00	5.00	6.00	6.00
Expenditures					
Customer Relations	853,183	835,054	1,009,262	1,030,558	1,030,558
Total Expenditures	**853,183**	**835,054**	**1,009,262**	**1,030,558**	**1,030,558**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Citywide Technology Leadership Rating (per customer survey, 0-5 scale)	NA	NA	2.60	2.70	2.70

Enterprise Business Solution

Description

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. The following projects are currently being implemented, are under review, or are in the planning phases for implementation: managing Vendor Insurance Certificates, improvements to Procure to Pay, SAP Enterprise Asset Management (Facilities Solutions), and SAP Cloud Solutions.

Goals

Enterprise Business Solution supports the City goal of delivering efficient, effective, and accountable services, and also supports the Office of Management & Finance goals of:

- Delivering business solutions that take into account customer needs and interests;
- Providing seamless, integrated service delivery models across OMF to simplify business processes for customers;
- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs; and
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.

Performance

EBS performance is measured by customer service satisfaction ratings from customer feedback forms and the average length of time a HelpDesk ticket is open. As the program continues to define and implement standardized operational processes, customer satisfaction and efficiencies should increase.

Changes to Services and Activities

In FY 2017-18, EBS will operate as a division within BTS to reflect OMF's role in identifying and addressing the City's technology needs at the enterprise level. EBS continuously revises its work plan to identify Citywide business needs and appropriate enterprise solutions to meet those needs. EBS will work with customers to communicate opportunities to consolidate major systems, starting with work order and asset management systems. In FY 2016-17, the debt used to finance the purchase of SAP was paid off.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	17.00	18.00	17.00	17.00	17.00
Expenditures					
Enterprise Business Solution	7,012,561	8,620,651	8,912,564	11,188,435	10,783,435
Total Expenditures	**7,012,561**	**8,620,651**	**8,912,564**	**11,188,435**	**10,783,435**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Customer service satisfaction rating number (scale 1 to 5)	4.77	4.79	5.00	5.00	5.00
Efficiency					
Average number of days a SAP Helpdesk customer ticket is open	9	14	10	10	10

Information Security

Description

Information Security ensures the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance with information policies and procedures and to minimize risk through implementation of effective technical, administrative, and physical security controls.

Goals

By employing appropriate safeguards required in order to properly protect the City's information assets, Information Security supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors; and
- Providing streamlined business processes that are easy to understand, efficient and ensure compliance.

Performance

Performance is measured by the effectiveness of the Information Security program in protecting the City's technology environment from security threats, including the ability to accept security patches in 97% of all City workstations.

Changes to Services and Activities

Key initiatives for FY 2017-18 include continued requirements to comply with Personally Identifiable Information (PII) standards and to increase the City's overall security posture. In FY 2017-18, Production Services will assume management and maintenance of the Bureau of Technology Services business continuity and disaster recovery plan previously managed out of Information Security.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	5.00	4.00	4.00	4.00	4.00
Expenditures					
Information Security	1,024,208	1,854,146	2,279,297	2,429,016	2,824,016
Total Expenditures	**1,024,208**	**1,854,146**	**2,279,297**	**2,429,016**	**2,824,016**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of computers (workstations and servers) able to accept security patching	97%	97%	97%	97%	97%

Production Services

Description

Production Services efficiently and effectively maintains and supports the City's data center facilities, server, email, storage, and backup infrastructure, and the infrastructure of the City's mission-critical technology systems including SAP; Cayenta; Synergen; Maximo; Versaterm Computer-Aided Dispatch (VCAD); Tracking, Review, Application, Construction System (TRACS); Regional Justice Information Network (RegJIN); and email. Production Services also develops and maintains the Bureau of Technology Services business continuity and disaster recovery plan.

Goals

By maintaining a premier production technology environment, Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors;
- Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure;
- Delivering business solutions that take into account customer needs and interests; and
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.

Performance

Performance measures for the Production Services program focus on the reliability of the City's mission-critical production systems (SAP, RegJIN, VCAD, email, and Cayenta) with availability comparable to public and private industry best practices and standards.

Changes to Services and Activities

The key focus for FY 2017-18 remains activities associated with the Portland Building Reconstruction project and Data Center Move project. In FY 2017-18, Production Services, in conjunction with Information Security, will manage and maintain the Bureau of Technology Services business continuity and disaster recovery plan. An analyst position has been added to implement threat mitigation strategies.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	19.00	19.00	20.00	21.00	21.00
Expenditures					
Production Services	5,642,375	6,548,364	8,346,630	12,093,794	12,093,794
Total Expenditures	**5,642,375**	**6,548,364**	**8,346,630**	**12,093,794**	**12,093,794**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of mission critical production system availability for Cayenta	99.99%	100.00%	99.97%	99.97%	99.97%
Percentage of mission critical production system availability for SAP	100.00%	100.00%	99.96%	99.96%	99.96%
Percentage of email availability excluding scheduled maintenance	99.98%	99.65%	99.90%	99.90%	99.90%
Percentage of public safety system availability - Bureau of Emergency Communications	100.00%	100.00%	99.99%	99.99%	99.99%
Public Safety systems availability - Police (excluding scheduled maintenance)	99.57%	99.99%	99.99%	99.99%	99.99%

Project Management Office

Description

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

Goals

By delivering project management services modeled after industry standards and best practices, the PMO supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors;
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent, analysis and communication;
- Delivering business solutions that take into account customer needs and interests; and
- Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.

Performance

Program performance is measured through direct customer survey feedback at the completion of projects.

Changes to Services and Activities

A key focus for FY 2017-18 continues to be project management assistance with the Portland Building Reconstruction and the Data Center Move projects, piloting Microsoft SharePoint, and increased involvement in a critical Citywide online permitting project. Additionally, as an outcome and recommendation from last year's Public Safety Technology Assessment, BTS will establish a PMO sub-division dedicated to public safety technology projects.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	7.00	10.00	9.00	10.00	10.00
Expenditures					
Project Management	976,656	924,876	1,505,665	1,953,841	1,953,841
Total Expenditures	**976,656**	**924,876**	**1,505,665**	**1,953,841**	**1,953,841**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percentage of customers rating project management service provided as excellent	75%	100%	75%	75%	75%

Public Safety Technology

Description

Public Safety Technology supports application development and maintenance, and provides quality dispatch, radio, infrastructure, and field support to the City's public safety bureaus. The responsibilities of the division include maintaining critical radio and emergency dispatch systems, developing and maintaining applications, supporting technology infrastructure, and rapidly responding to and resolving all field and support requests for public safety.

Goals

By delivering dependable services and innovative solutions, the division supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors;
- Delivering business solutions that take into account customer needs and interests; and
- Building trust with all customers by managing expectations and providing timely, comprehensive, and transparent analysis and communication.

Performance

Performance results for the division are measured by the high availability of the Field Reporting System for use by police officers while on duty.

Changes to Services and Activities

Effective July 1, 2017, BTS will formally establish the Public Safety Technology Division. Creating this division is the outcome of an independent assessment to determine how the City can better provide technology support to critical public safety bureaus. The newly created division will include BTS operational staff who currently provide public safety technology support throughout the organization. In addition to staff from Police IT, staff supporting vertical applications for Portland Fire & Rescue and dispatch and radio engineering teams will be reassigned to the division. Staff will work closely with public safety project managers in BTS, Project Management Office, and Public Safety Technology Business Consultant.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	16.00	15.00	18.00	18.00	18.00
Expenditures					
Police Applications	948,435	638,791	0	0	0
Police Infrastructure Support	(273,012)	(148,445)	97,086	100,314	100,314
Police IT	1,532,055	1,591,918	2,699,759	2,790,088	2,790,088
Total Expenditures	**2,207,478**	**2,082,264**	**2,796,845**	**2,890,402**	**2,890,402**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Mobile Report Entry (MRE) availability (excluding scheduled maintenance)	99.9%	99.9%	99.9%	99.9%	100.0%

Support Center

Description

The Support Center acts as the first point of contact for the majority of customer support needs. The program also implements and manages effective tracking systems and tools. The responsibilities of the Support Center are to respond and resolve all desktop and laptop issues, support customer mobile computing issues, act as the central point of contact for user account and access management, and deliver new and replacement desktop computers in time to meet customer needs. The Support Center effectively manages City desktop, laptop, and server systems with robust, down-the-wire administration and deployment tools. The Support Center engineers, implements, and maintains the systems and tools needed for tracking service requests and computing assets.

Goals

By resolving the majority of office computing support requests the same day reported, the Support Center program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs;
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors;
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication; and
- Delivering business solutions that take into account customer needs and interests.

Performance

The key performance measure for the Support Center is the Help Desk satisfaction rating. Support Center performance is also measured by the percentage of Help Desk calls answered within 20 seconds and the percentage of problems resolved by Help Desk without escalation to field staff. BTS will continue to work to exceed their Support Center targets through a combination of training and expanding service management platform capabilities

Changes to Services and Activities

A key focus area for FY 2017-18 is the continued expansion of the Cherwell Helpdesk software to increase functionality, such as the service catalog, Configuration Management Database (CMDB), and better user reporting capabilities. The Support Center will also be responsible for the initial implementation of Mobile Data Management (MDM) and Virtual Desktop tools, which will aid in supporting customer mobile computing needs.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	40.00	40.00	40.00	40.00	40.00
Expenditures					
PC Deployment	1,992	2,076	0	0	0
Support Center	6,060,808	6,114,811	7,379,178	7,971,973	7,809,652
Total Expenditures	**6,062,800**	**6,116,887**	**7,379,178**	**7,971,973**	**7,809,652**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Help Desk satisfaction rating (scale 1 to 5)	4.82	4.87	4.87	4.85	4.85
Effectiveness					
First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	74.00%	73.00%	75.00%	80.00%	82.00%
Percentage of calls answered within 20 seconds	71.00%	66.00%	60.00%	90.00%	90.00%

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	177,809	209,148	272,188	284,918	284,918
Intergovernmental	5,220,453	4,781,072	4,079,535	4,580,942	4,580,942
Bond & Note	378,211	0	0	0	0
Miscellaneous	509,251	483,273	467,252	532,937	532,937
Total External Revenues	**6,285,724**	**5,473,493**	**4,818,975**	**5,398,797**	**5,398,797**
Internal Revenues					
Fund Transfers - Revenue	41,344	0	0	759,787	748,084
Interagency Revenue	56,307,769	57,577,361	61,095,016	65,187,787	65,231,870
Total Internal Revenues	**56,349,113**	**57,577,361**	**61,095,016**	**65,947,574**	**65,979,954**
Beginning Fund Balance	19,117,849	26,515,013	23,856,733	15,419,368	20,077,786
Total Resources	**$81,752,686**	**$89,565,867**	**$89,770,724**	**$86,765,739**	**$91,456,537**
Requirements					
Bureau Expenditures					
Personnel Services	28,899,092	29,223,944	31,900,959	32,077,537	32,077,537
External Materials and Services	15,477,298	18,022,078	22,809,553	27,147,490	27,329,919
Internal Materials and Services	7,369,087	7,782,521	8,807,836	9,355,827	9,500,827
Capital Outlay	102,241	337,308	2,835,961	1,400,000	1,660,000
Total Bureau Expenditures	**51,847,718**	**55,365,851**	**66,354,309**	**69,980,854**	**70,568,283**
Fund Expenditures					
Debt Service	4,843,870	4,892,349	3,591,430	604,720	604,720
Contingency	0	0	17,480,613	13,944,800	17,955,496
Fund Transfers - Expense	2,044,793	1,858,394	2,344,372	2,235,365	2,328,038
Total Fund Expenditures	**6,888,663**	**6,750,743**	**23,416,415**	**16,784,885**	**20,888,254**
Ending Fund Balance	26,515,013	27,871,313	0	0	0
Total Requirements	**$85,251,394**	**$89,987,907**	**$89,770,724**	**$86,765,739**	**$91,456,537**
Programs					
Accounting	0	2,196	0	0	0
Administration & Support	8,867,019	8,412,795	3,546,646	3,505,613	3,505,613
Administration & Support	131	0	0	0	0
Assessments & Improvements	1,230	0	0	0	0
Business Solutions	7,807,025	7,475,071	9,825,441	10,268,077	10,597,457
Communications	12,155,387	13,020,951	20,752,781	16,649,145	17,079,515
Customer Relations	853,183	835,054	1,009,262	1,030,558	1,030,558
Enterprise Business Solution	7,012,561	8,620,651	8,912,564	11,188,435	10,783,435
Information Security	1,024,208	1,854,146	2,279,297	2,429,016	2,824,016
Infrastructure & Engineering	(1,116,328)	(1,188,174)	0	0	0
Office of the Chief Technology Officer	63	63	0	0	0
Police IT	2,207,478	2,082,264	2,796,845	2,890,402	2,890,402
Production Services	5,642,375	6,548,364	8,346,630	12,093,794	12,093,794
Project Management Office	976,656	924,876	1,505,665	1,953,841	1,953,841
Public Safety Systems Revitalization Program	0	150	0	0	0
Replacement	353,930	660,557	0	0	0
Support Center	6,062,800	6,116,887	7,379,178	7,971,973	7,809,652
Total Programs	**51,847,718**	**$55,365,851**	**$66,354,309**	**$69,980,854**	**$70,568,283**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	49,774	76,648	1.00	80,520	1.00	80,520	1.00	80,520
30000433	Administrative Specialist, Sr	46,342	71,344	2.00	140,808	2.00	142,368	2.00	142,368
30000203	Applications Analyst II-Generalist	63,419	84,552	2.00	160,644	2.00	162,984	2.00	162,984
30000204	Applications Analyst III-Generalist	69,971	93,413	11.00	960,604	11.00	969,393	11.00	969,393
30000207	Applications Analyst IV-Generalist	73,528	98,363	11.00	1,080,445	11.00	1,082,004	11.00	1,082,004
30000206	Applications Analyst IV-GIS,Enterprise	73,528	98,363	2.00	196,728	2.00	196,728	2.00	196,728
30001234	Applications Analyst IV-Web Developer	73,528	98,363	2.00	179,864	2.00	187,177	2.00	187,177
30000618	Business Solutions Division Manager	102,981	143,811	1.00	128,796	1.00	132,756	1.00	132,756
30000448	Business Systems Analyst	63,419	84,552	1.00	80,664	1.00	82,864	1.00	82,864
30000449	Business Systems Analyst, Sr	69,971	93,413	0.00	0	1.00	83,664	1.00	83,664
30000411	Chief Technology Officer	127,400	182,562	1.00	182,006	1.00	182,556	1.00	182,556
30000832	Chief Technology Officer, Assistant	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30000628	Communications Division Manager	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000700	Communications Engineer	73,528	98,363	2.00	201,924	2.00	201,924	2.00	201,924
30000238	Communications Switch Technician	61,818	74,942	2.00	149,880	2.00	149,880	2.00	149,880
30000627	Communications Systems Administrator	82,909	110,448	1.00	109,716	1.00	110,326	1.00	110,326
30000624	Communications Systems Rep	69,971	93,413	1.00	69,972	1.00	69,972	1.00	69,972
30000234	Electronics Technician I: Communications	52,790	64,106	3.00	192,312	3.00	192,312	3.00	192,312
30000236	Electronics Technician II: Commun	61,818	74,942	9.00	661,344	9.00	674,460	9.00	674,460
30000341	GIS Technician I	41,766	55,973	1.00	55,968	1.00	55,968	1.00	55,968
30000342	GIS Technician II	55,973	71,406	1.00	71,412	1.00	71,412	1.00	71,412
30000218	Inf Syst Analyst, Principal-Gen	82,909	110,448	24.00	2,415,702	24.00	2,433,805	24.00	2,433,805
30000217	Inf Syst Analyst, Principal-GIS Enterprs	82,909	110,448	4.00	441,792	4.00	441,792	4.00	441,792
30000880	Inf Syst Analyst, Principal-GIS,Vertical	82,909	110,448	1.00	82,908	1.00	82,908	1.00	82,908
30000219	Inf Syst Analyst, Principal-Proj Mgmt	82,909	110,448	6.00	596,168	6.00	606,443	6.00	606,443
30000610	Inf Syst Mgr, Sr-Applications	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000613	Inf Syst Mgr, Sr-General	95,888	129,917	4.00	511,013	4.00	520,610	4.00	520,610
30000614	Inf Syst Mgr, Sr-Production	95,888	129,917	1.00	95,892	1.00	95,892	1.00	95,892
30000879	Inf Syst Mgr, Sr-Proj Mgmt	95,888	129,917	1.00	159,948	1.00	159,948	1.00	159,948
30000615	Inf Syst Mgr, Sr-Security	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30001035	Inf Syst Mgr-Corporate Applications	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30000607	Inf Syst Mgr-Generalist	89,149	118,747	6.00	709,971	6.00	712,512	6.00	712,512
30000608	Inf Syst Mgr-Network Manager	89,149	118,747	1.00	124,680	1.00	124,680	1.00	124,680
30000609	Inf Syst Mgr-Wide Area Network	89,149	118,747	1.00	89,148	1.00	89,148	1.00	89,148
30000605	Inf Syst Supvr-Generalist	82,909	110,448	7.00	747,660	7.00	759,278	7.00	759,278
30000198	Inf Syst Tech Analyst I-Generalist	46,342	71,344	2.00	105,550	2.00	109,404	2.00	109,404
30000199	Inf Syst Tech Analyst II-Generalist	49,774	76,648	5.00	324,876	5.00	330,413	5.00	330,413
30000200	Inf Syst Tech Analyst III-Generalist	60,403	80,517	3.00	226,680	3.00	228,705	3.00	228,705
30000209	Inf Syst Tech Analyst III-Telecomm	60,403	80,517	1.00	80,254	1.00	80,520	1.00	80,520
30000210	Inf Syst Tech Analyst IV-Generalist	63,419	84,552	23.00	1,866,924	23.00	1,876,965	23.00	1,876,965
30000211	Inf Syst Tech Analyst IV-Telecomm	63,419	84,552	2.00	169,104	2.00	169,104	2.00	169,104
30000212	Inf Syst Tech Analyst IV-Vertical GIS	63,419	84,552	2.00	164,572	2.00	167,594	2.00	167,594
30000213	Inf Syst Tech Analyst V-Generalist	69,971	93,413	18.00	1,594,631	18.00	1,613,869	18.00	1,613,869
30000215	Inf Syst Tech Analyst VI-Generalist	73,528	98,363	19.00	1,775,240	19.00	1,795,682	19.00	1,795,682
30000216	Inf Syst Tech Analyst VI-Proj Mgmt	73,528	98,363	1.00	98,157	1.00	98,364	1.00	98,364
30002108	Information Security Architect	86,237	114,878	3.00	328,089	3.00	337,077	3.00	337,077
30000452	Management Analyst, Sr	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000013	Office Support Specialist III	44,512	58,989	1.00	58,992	1.00	58,992	1.00	58,992
30000622	SAP Architect- XI/PI	113,318	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30001433	SAP Business Systems Analyst, Principal	82,909	110,448	2.00	219,576	2.00	220,896	2.00	220,896

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30001684	SAP Business Systems Analyst, Senior	73,528	98,363	13.00	1,231,075	13.00	1,249,760	13.00	1,249,760
30001233	SAP Support Manager	102,981	162,219	1.00	162,216	1.00	162,216	1.00	162,216
30000053	Storekeeper/Acquisition Specialist I	45,302	55,453	2.00	100,752	2.00	106,410	2.00	106,410
30000054	Storekeeper/Acquisition Specialist II	47,611	58,219	1.00	58,224	1.00	58,224	1.00	58,224
30000056	Storekeeper/Acquisition Specialist III	53,789	66,851	1.00	66,852	1.00	66,852	1.00	66,852
30000625	Technical Operations Supervisor	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30001031	Technology Capital Project Manager I	95,888	129,917	0.00	0	2.00	259,824	2.00	259,824
30000620	Technology Services Bureau Business Rep	89,149	118,747	4.00	444,676	5.00	536,340	5.00	536,340
30000532	Training & Development Officer	69,971	93,413	1.00	90,900	1.00	92,572	1.00	92,572
TOTAL FULL-TIME POSITIONS				223.00	20,879,461	227.00	21,509,699	227.00	21,509,699
30000207	Applications Analyst IV-Generalist	73,528	98,363	0.90	55,332	0.90	57,033	0.90	57,033
TOTAL PART-TIME POSITIONS				0.90	55,332	0.90	57,033	0.90	57,033
30000234	Electronics Technician I: Communications	52,790	64,106	0.83	46,418	0.17	10,012	0.17	10,012
30000211	Inf Syst Tech Analyst IV-Telecomm	63,419	84,552	1.00	71,813	0.00	0	0.00	0
30001933	Inf Syst Tech Analyst V-Proj Mgmt	69,971	93,413	1.00	70,211	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				2.83	188,442	0.17	10,012	0.17	10,012
GRAND TOTAL				226.73	21,123,235	228.07	21,576,744	228.07	21,576,744

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 2017-18	69,233,799	0	69,233,799	224.07	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	131,719	0	131,719	1.00	Disaster Planning Analyst
	497,678	0	497,678	3.00	Transfer of PSSRP staff to BTS
	117,658	0	117,658	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	587,429	0	587,429	0.00	Technical adjustments
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	1,334,484	**0**	**1,334,484**	**4.00**	**Total FY 2017-18 Decision Packages**
			70,568,283	**228.07**	**Total Adopted Budget**

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. OMF is overseen by the Chief Administrative Officer (CAO). The Office of the Chief Administrative Officer includes the Business Operations Division, Policy Team, and Spectator Venues and Visitor Activities Program.

The CAO reports directly to the Mayor and advises Council and bureau managers on strategic issues, as well as ensures the delivery of accurate, cost effective, and responsive Citywide administrative services. In January 2017, Tom Rinehart began leading the organization as the new CAO.

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, administrative policy development, and project management services for Council and City bureaus. The CAO leads the development of the bureau's strategic plan and ongoing reporting on the completion of strategies. The CAO directs the bureaus of Human Resources, Internal Business Services, Revenue & Financial Services, and Technology Services.

There are several significant OMF organizational changes reflected in the FY 2017-18 budget. The Portland Building Reconstruction project was established as a Citywide project. 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 in an effort to fix building problems and inefficiencies and ensure viable office space for years to come. The CAO oversees the project, which includes several work groups and committees.

EBS is now a division within BTS, reflecting OMF's role in identifying and addressing the City's technology needs at the enterprise level. This structure also supports the charge given to the new Technology Executive Steering Committee governance structure for Citywide collaboration of technology initiatives.

BTS is creating a Public Safety Division by realigning previous Public Safety System Revitalization program (PSSRP) positions and remaining resources to provide ongoing management and oversight to public safety projects. This integration also reflects BTS focus on using an enterprise approach wherever possible to maximize the City's investment in technology.

OMF, and the City as whole, will now benefit from the augmented capacity of a Strategic Projects and Policy Team. Two positions from the BIBS Facilities Division are being reassigned to the Office of the CAO and will contribute to this team. Representatives from the Policy Team, BTS and the Business Operations Division will also contribute, as may others, on an ad hoc basis depending on the team's current projects.

Administration & Support

Description

The Administration & Support program consists of the Office of the Chief Administrative Officer (CAO), Business Operations division, and Spectator Venues and Visitor Activities Program (SVVAP). This office provides overall direction for the Office of Management & Finance (OMF), as well as Citywide and elected official support. Within the office, the Policy Team works with City bureaus on complex Citywide and organization-specific issues having significant policy, financial, or community implications. The Business Operations division provides financial management services for 16 funds, four bureaus, five Council offices, one Council office program, and Citywide Projects. Business Operations also manages organization-wide strategic planning services, public records requests, and staff coordination for the Citywide Bureau Directors meetings, OMF committees, and four Council-appointed committees. SVVAP manages the operations and maintenance, capital improvements, and contract administration for the City and other parties related to the City's interests in specific facilities, including the Rose Quarter facilities, Providence Park, and the Portland'5 Centers for the Arts.

Goals

Administration & Support furthers the City goal to deliver efficient, effective, and accountable municipal services, as well as many Office of Management & Finance goals, including:

- Delivering business solutions that address customer needs and interests.
- Providing a cross-City perspective to assist City leaders in understanding the impact of their business decisions, including unintended consequences.
- Marketing OMF services effectively to customers.
- Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- Maximizing value to the community by promoting regional partnerships that create government efficiencies.

Performance

The Office of the CAO is continuously evaluated through the successful management and completion of organization initiatives. In FY 2017-18, the bureau will manage a budget of $558 million in 16 funds, and SVVAP will oversee several operating agreements.

Changes to Services and Activities

The Business Operations division will continue to staff the Portland Building Reconstruction project's Change Management Committee and Community Oversight Committee. The Division also provides staff support for the newly formed Technology Executive Steering Committee. Election results prompted the Business Operations Division to lead Mayor-elect and Commissioner-elect transitions.

The FY 2017-18 budget reduces staff support for Citywide projects, adds a half-time position to coordinate the City's Biological Opinion to reduce the impacts of development in the 100-year flood plain, and adds funding to begin implementation planning of a 3-1-1 centralized customer service system. Resources are being realigned to support the Strategic Projects and Policy Team.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	32.00	33.00	34.60	35.33	35.33
Expenditures					
Administration & Support	3,412,518	3,801,550	4,238,647	4,181,435	4,181,435
CAO's Office	764,624	753,415	897,469	1,547,220	1,547,220
Program Management	513	0	0	0	0
Spectator Facilities	2,735,544	4,201,979	11,358,962	7,609,447	7,609,447
Total Expenditures	**6,913,199**	**8,756,944**	**16,495,078**	**13,338,102**	**13,338,102**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Effectiveness					
Percent of Accounts Payable within 30 days	88%	86%	88%	88%	88%
Percentage of complete OMF Strategic Plan strategies assigned to Business Operations	100%	100%	100%	100%	100%
OMF General Fund ending fund balance within policy	100%	100%	100%	100%	100%

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	8,651,919	9,334,802	8,312,128	7,178,853	7,178,853
Intergovernmental	2,037,121	1,993,777	2,059,994	1,892,742	1,892,742
Bond & Note	5,469,700	0	0	0	0
Miscellaneous	61,511	87,401	35,000	35,000	35,000
Total External Revenues	**16,220,251**	**11,415,980**	**10,407,122**	**9,106,595**	**9,106,595**
Internal Revenues					
General Fund Discretionary	683,183	1,006,156	1,176,362	1,316,750	1,316,750
General Fund Overhead	1,167,050	1,255,028	1,212,550	1,540,594	1,540,594
Fund Transfers - Revenue	7,670	0	0	0	0
Interagency Revenue	2,298,442	2,493,265	2,732,204	2,852,340	2,852,340
Total Internal Revenues	**4,156,345**	**4,754,449**	**5,121,116**	**5,709,684**	**5,709,684**
Beginning Fund Balance	6,399,542	7,668,594	7,970,064	7,000,000	7,000,000
Total Resources	**$26,776,138**	**$23,839,023**	**$23,498,302**	**$21,816,279**	**$21,816,279**
Requirements					
Bureau Expenditures					
Personnel Services	3,841,046	4,231,417	4,538,550	4,890,688	4,890,688
External Materials and Services	2,182,791	3,178,368	7,696,010	5,087,858	5,087,858
Internal Materials and Services	695,028	972,751	760,518	859,556	859,556
Capital Outlay	134,334	374,433	3,500,000	2,500,000	2,500,000
Total Bureau Expenditures	**6,853,199**	**8,756,969**	**16,495,078**	**13,338,102**	**13,338,102**
Fund Expenditures					
Debt Service	12,031,173	6,690,787	4,524,079	2,842,128	2,842,128
Contingency	0	0	2,345,739	5,492,633	5,487,470
Fund Transfers - Expense	219,924	204,468	133,406	143,416	148,579
Total Fund Expenditures	**12,251,097**	**6,895,255**	**7,003,224**	**8,478,177**	**8,478,177**
Ending Fund Balance	7,668,594	7,970,062	0	0	0
Total Requirements	**$26,772,890**	**$23,622,286**	**$23,498,302**	**$21,816,279**	**$21,816,279**
Programs					
Administration & Support	6,913,199	8,756,944	16,495,078	13,338,102	13,338,102
Administration & Support	0	25	0	0	0
Rose Quarter	(60,000)	0	0	0	0
Total Programs	**6,853,199**	**$8,756,969**	**$16,495,078**	**$13,338,102**	**$13,338,102**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	4.00	276,576	4.00	276,576	4.00	276,576
30000434	Administrative Assistant	49,774	76,648	1.00	67,632	1.00	70,408	1.00	70,408
30000433	Administrative Specialist, Sr	46,342	71,344	1.00	52,882	1.00	55,046	1.00	55,046
30000436	Administrative Supervisor I	60,403	80,517	1.00	72,841	1.00	75,826	1.00	75,826
30000441	Business Operations Manager	82,909	110,448	2.00	211,536	2.00	214,641	2.00	214,641
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000406	Chief Administrative Officer	143,312	205,379	1.00	188,808	1.00	196,548	1.00	196,548
30000718	Facilities Construction Project Manager	69,971	93,413	0.00	0	0.50	34,980	0.50	34,980
30000567	Financial Analyst	63,419	84,552	3.00	239,568	3.00	245,166	3.00	245,166
30000566	Financial Analyst, Assistant	49,774	76,648	2.00	118,560	2.00	122,205	2.00	122,205
30000569	Financial Analyst, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000568	Financial Analyst, Sr	69,971	93,413	6.00	521,008	6.00	528,875	6.00	528,875
30000451	Management Analyst	63,419	84,552	3.00	206,349	3.00	214,815	3.00	214,815
30000453	Management Analyst, Principal	82,909	110,448	1.00	110,448	2.00	193,356	2.00	193,356
30000452	Management Analyst, Sr	69,971	93,413	2.00	186,816	2.00	186,816	2.00	186,816
30000012	Office Support Specialist II	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000460	Policy Analyst	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30000461	Policy Analyst, Sr	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000466	Program Manager, Sr	82,909	110,448	0.00	0	0.50	46,704	0.50	46,704
30000716	Spectator Facilities & Dev Mgr	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
TOTAL FULL-TIME POSITIONS				33.00	2,938,560	35.00	3,147,498	35.00	3,147,498
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000061	Accounting Technician	34,798	49,962	1.00	34,800	0.33	12,019	0.33	12,019
30000466	Program Manager, Sr	82,909	110,448	0.60	49,744	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				1.60	84,544	0.33	12,019	0.33	12,019
GRAND TOTAL				34.60	3,023,104	35.33	3,159,517	35.33	3,159,517

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 2017-18	12,741,091	0	12,741,091	33.33	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	75,944	0	75,944	0.50	Biological Opinon program manager
	252,224	0	252,224	1.50	CAO staff realigned from BIBS
	(82,615)	0	(82,615)	0.00	Reduce staff support for Citywide projects
	0	350,000	350,000	0.00	311 project management and planning
	24,397	0	24,397	0.00	OMF interagency balancing
	(22,939)	0	(22,939)	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	247,011	**350,000**	**597,011**	**2.00**	**Total FY 2017-18 Decision Packages**
			13,338,102	**35.33**	**Total Adopted Budget**

Citywide Projects

Overview

Citywide Projects is comprised of the Public Safety Systems Revitalization Program (PSSRP) and the Portland Building Reconstruction project (Facilities Services).

PSSRP managed the procurement and implementation of upgrades to the City of Portland's public safety systems used by the City and its regional partner agencies. This program controlled overall responsibility for monitoring life cycles for public safety systems, including those used for emergency call processing and dispatching, criminal justice information, emergency operations, radio and data communications, and interoperability needs of the City of Portland and partnering regional jurisdictions. The final major project to be completed by PSSRP is the Public Safety Emergency Radio Replacement Project, which was completed in FY 2016-17.

The Portland Building Reconstruction project was established as a Citywide Project in FY 2016-17. In October 2015, Council approved Resolution #37158, which directed the Office of Management and Finance to complete the Portland Building Reconstruction project by the end of 2020 at a cost not to exceed $195 million. The building houses approximately 1,300 employees and much of the building's critical infrastructure is nearing the end of useful life. At a minimum, the project will eliminate the building's water intrusion issues, repair structural degradation, update seismic level to meet current code, and upgrade/replace HVAC and other building systems and accessibility.

Facilities Services
(Portland Building Reconstruction Project)

Description

In October 2015, City Council approved Resolution #37158, which directs the Office of Management & Finance (OMF) to complete the Portland Building Reconstruction project by the end of 2020 at a cost not to exceed $195 million. The Portland Building was built in 1982 and houses 1,300 employees. In spite of multiple attempts to fix the building, water infiltration continues to be a problem, and the mechanical, electrical, and plumbing systems are nearing the end of their useful lives.

The reconstruction will provide the City with the opportunity to create a building that meets current and future needs. The project team is working to reconstruct the building to maximize flexibility within the workplace and provide a central customer service center for more efficient service to the public. It is anticipated that the completed building will provide a welcoming environment for the community and ensure viable office space to serve the public well into the future.

Goals

This project supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF Strategic Plan goals of:

- Providing seamless, integrated service delivery model;
- Developing a roadmap to effectively leverage technology;
- Leading Citywide initiatives to adapt to a changing workforce; and
- Promoting regional partnerships.

Performance

OMF contracted for Owner's Representative services to provide external expertise and oversight for the duration of the project. A Community Oversight Committee was also established at the end of 2016 to monitor progress on the project. The Committee assesses project performance, identifies if the project is meeting desired results, and provides quarterly status reports.

At a minimum, the project will correct the following issues within the building:

- Eliminate water intrusion issues;
- Repair structural degradation and upgrade seismic level to meet current code for existing buildings;
- Upgrade/replace HVAC and other building systems that are at/near the end of their useful life; and
- Upgrade accessibility of the building.

Changes to Services and Activities

In January 2016, City Council authorized a contract with DAY CPM to serve as the Owner's Representative on the project. The City is using a progressive Design-Build-Relocate (DBR) methodology on this project. Howard S. Wright and the DLR Group were selected as the contractor for progressive DBR services. The DBR contractor will assess the building design and construction approach along with project goals, priorities, and requirements, including budget and schedule requirements.

Currently, the project is on track for completion within the established timeline and budget.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	0.00	0.00	0.00	1.00	2.00
Expenditures					
Facilities Services	0	0	0	(9,104)	0
Operations and Maintenance	3,299,800	3,212,511	1,394,676	1,386,544	1,377,440
Project Management	6,083	571,728	29,487,874	52,422,512	52,535,493
Property Management	13,368	12,046	0	0	0
Support Services	642	0	0	0	0
Total Expenditures	**3,319,893**	**3,796,285**	**30,882,550**	**53,799,952**	**53,912,933**

Public Safety Systems Revitalization Program

Description

PSSRP provided overall management and technical leadership for the projects in its portfolio and included staff needed to plan and implement public safety system replacements and upgrades.

The program will be closed out in FY 2016-17. The FY 2017-18 budget includes a decision package to transfer three positions within PSSRP to the Bureau of Technology Services to be part of a Public Safety Technology division.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	7.00	6.00	3.00	0.00	0.00
Expenditures					
Public Safety Systems Revitalization Program	15,354,269	5,786,907	10,282,223	3,612	0
Total Expenditures	**15,354,269**	**5,786,907**	**10,282,223**	**3,612**	**0**

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Charges for Services	606,728	527,099	46,718	0	0
Intergovernmental	462,717	138,312	10,504	0	0
Bond & Note	0	0	24,829,045	57,388,020	57,388,020
Miscellaneous	3,688	16,865	0	0	0
Total External Revenues	**1,073,133**	**682,276**	**24,886,267**	**57,388,020**	**57,388,020**
Internal Revenues					
General Fund Discretionary	1,412,472	1,791,058	0	1,806	0
General Fund Overhead	0	0	0	1,806	0
Fund Transfers - Revenue	3,459,193	422,040	1,903,099	0	0
Interagency Revenue	5,086,968	5,305,064	5,424,884	5,355,761	5,355,761
Total Internal Revenues	**9,958,633**	**7,518,162**	**7,327,983**	**5,359,373**	**5,355,761**
Beginning Fund Balance	7,286,176	24,098,904	18,466,307	3,217,235	6,905,102
Total Resources	**$18,317,942**	**$32,299,342**	**$50,680,557**	**$65,964,628**	**$69,648,883**
Requirements					
Bureau Expenditures					
Personnel Services	1,259,680	1,079,538	512,937	156,353	269,334
External Materials and Services	14,496,659	6,757,954	34,036,539	22,484,314	22,480,702
Internal Materials and Services	2,443,378	1,629,876	1,186,296	561,264	561,264
Capital Outlay	448,278	214,567	5,429,001	30,601,633	30,601,633
Total Bureau Expenditures	**18,647,995**	**9,681,935**	**41,164,773**	**53,803,564**	**53,912,933**
Fund Expenditures					
Debt Service	0	0	137,356	1,701,758	1,701,758
Contingency	0	0	4,392,919	10,459,306	14,034,192
Fund Transfers - Expense	3,428,353	422,040	291,746	0	0
Total Fund Expenditures	**3,428,353**	**422,040**	**4,822,021**	**12,161,064**	**15,735,950**
Ending Fund Balance	29,419,547	19,217,694	0	0	0
Total Requirements	**$51,495,895**	**$29,321,669**	**$45,986,794**	**$65,964,628**	**$69,648,883**
Programs					
Facilities Services	3,319,893	3,796,285	30,882,550	53,799,952	53,912,933
Operations and Maintenance	0	98,743	0	0	0
Project Management Office	(26,167)	0	0	0	0
Public Safety Systems Revitalization Program	15,354,269	5,786,907	10,282,223	3,612	0
Total Programs	**18,647,995**	**$9,681,935**	**$41,164,773**	**$53,803,564**	**$53,912,933**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000718	Facilities Construction Project Manager	69,971	93,413	0.00	0	1.00	112,092	1.00	112,092
30000452	Management Analyst, Sr	69,971	93,413	1.00	69,972	0.00	0	0.00	0
30001031	Technology Capital Project Manager I	95,888	129,917	2.00	258,120	0.00	0	0.00	0
TOTAL FULL-TIME POSITIONS				3.00	328,092	1.00	112,092	1.00	112,092
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000466	Program Manager, Sr	82,909	110,448	0.00	0	0.00	0	1.00	81,708
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	1.00	81,708
GRAND TOTAL				3.00	328,092	1.00	112,092	2.00	193,800

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.

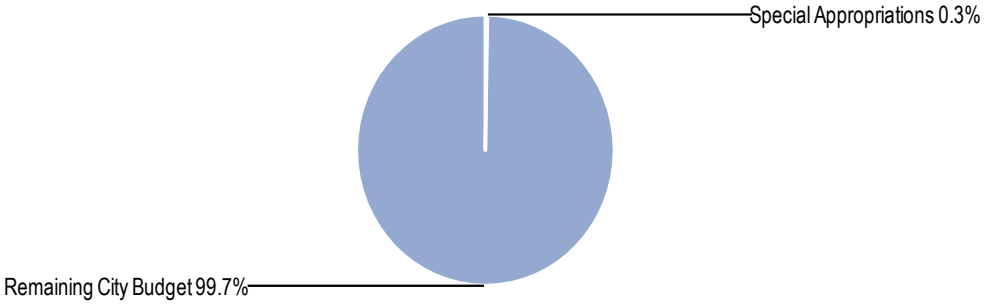
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	53,809,056	0	53,809,056	4.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	3,612	0	3,612	0.00	Technical adjustment
	0	0	0	(3.00)	Transfer PSSRP positions to BTS
	(9,104)	0	(9,104)	0.00	Technical adjustment
Approved Budget Additions and Reductions					
	(3,612)	0	(3,612)	0.00	Technical adjustment
	112,981	0	112,981	1.00	Transfer a position from BIBS to a Citywide Project
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	103,877	**0**	**103,877**	**(2.00)**	**Total FY 2017-18 Decision Packages**
			53,912,933	**2.00**	**Total Adopted Budget**

Special Appropriations

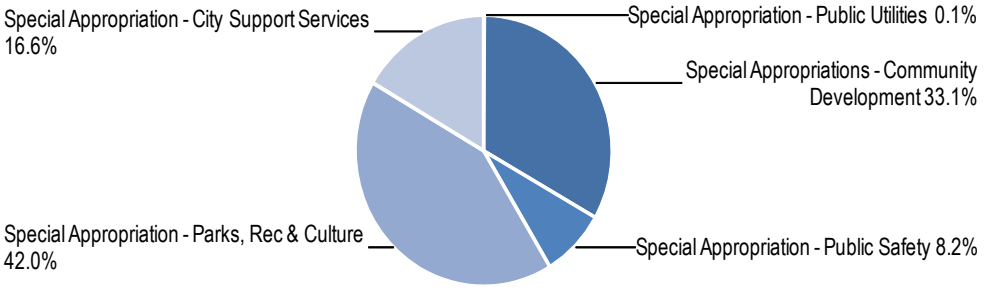
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Ken Rust, Director

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	12,750,476	11,988,164	(762,312)	(5.98)
Capital	0	0	0	0.00
Total Requirements	**12,750,476**	**11,988,164**	**(762,312)**	**(5.98)**
Authorized Positions	3.00	3.00	0.00	0.00

Overview

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

Ongoing Special Appropriations

Clean and Safe

This special appropriation provides $23,920 in ongoing General Fund resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

City Membership and Dues

This special appropriation provides $322,444 in ongoing General Fund resources to fund the costs related to memberships in various organizations to which the City subscribes as a municipality.

COPPEA Training

This $150,321 in ongoing funding is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA). Of this amount, $15,829 will be funded by the General Fund and the remaining total will be funded by bureaus having COPPEA employees.

Emergency Fund

This appropriation of $5,000 in ongoing General Fund resources is the annual appropriation for the Mayor and Commissioners as specified in the City Charter.

All Hands Raised

This special appropriation provides $194,940 in ongoing General Fund resources to support improved efficiency, alignment, and outcomes among local students.

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.

Regional Arts and Culture Council (RACC)

RACC's base budget includes a total General Fund ongoing funding of $4,053,167 and one-time funding of $200,000 for Work for Art in accordance with the contract. The total funding in FY 2017-18 includes an ongoing reduction of $106,329.

Portland Center for the Performing Arts (PCPA)

This General Fund ongoing allocation of $888,823 is to meet the City's obligation to the PCPA. This is a contractual payment to provide operating and capital support to the City-owned performing arts facilities.

Future Connect Scholarship

This General Fund ongoing appropriation provides $559,849 in 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.

Office of Youth Violence Prevention

In FY 2017-18, the office will receive $1,086,056 in ongoing General Fund resources for the Office of Youth Violence Prevention. The office assists in building a more family friendly city and increases public safety through community problem solving efforts.

CASH Oregon Free Tax

This funding provides $78,786 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.

Specified Animals

This allocation provides $61,908 in ongoing General Fund resources to support specific animals control and nuisance complaints in the city.

Mt Hood Cable Regulatory Commission

The program provides cable regulatory and consumer protection services countywide. In FY 2017-18, this program will receive $295,827 in ongoing General Fund resources.

EBS Charge

The FY 2017-18 budget includes $74,763 in ongoing General Fund resources to fund the Enterprise Business Solution charges.

Compliance Officer and Community Liaison/Community Oversight Advisory Board (COCL/COAB)

The FY 2017-18 budget includes $643,689 in ongoing General Fund resources to support the program. This amount includes an ongoing reduction of $40,721 and a one-time transfer of $130,000 to fund a position in the City Attorney's Office to coordinate the Department of Justice Settlement across all bureaus.

Citizen Utility Board (CUB) Bill Insert

This package provides $10,260 in ongoing General Fund resources for the printing and shipping costs for the CUB mailers. These mailers are part of the agreement with the CUB to monitor the utility bureaus.

Last Thursday

This funding provides $112,780 in General Fund resources to support the Last Thursday event. This amount includes $30,780 in ongoing and $82,000 in one-time resources.

Restorative Justice

This package provides $28,728 in ongoing General Fund resources to support the Restorative Justice program.

Village Market

The FY 2017-18 budget includes $67,716 in ongoing General Fund funding to support the Village Market. The market is a grocery store serving 4,000 low-income residents in North Portland neighborhoods.

VOZ

The FY 2017-18 budget includes $31,516 in ongoing General Fund resources to support the VOZ organization. The organization opened the Portland Day Labor Hire Site on June 16, 2008 and has been an important community institution offering a safe and healthy place for workers while they wait for work.

One-Time Special Appropriations

Columbia River Levee Project

This package provides $275,000 in one-time General Fund resources for the City's share of the Levee Ready Columbia Project. This allocation covers the cost to be incurred over the next two years for program support and for the analysis and development of governance for long-term operations and management of the Columbia River Levee System.

Gang Impacted Family Team (GIFT)

This package provides $60,000 in one-time General Fund resources for the GIFT program. The program implements gang suppression, intervention, prevention, and re-entry for youth and adults impacted by gang involvement and violence. The Office of Youth Violence Prevention and the Grants Management Division will provide oversight of the program.

Experience PDX

This allocation provides $200,000 in one-time General Fund resources for two years to provide financial support for the Experience PDX program. The program aims to demonstrate the positive impact of connecting elders and youth to improve youth success and healthy aging in Portland. This allocation will also be provided in FY 2018-19.

Participatory Budgeting

This package includes $500,000 in one-time Marijuana Fund to be allocated through an inclusive community-driven process as outlined in the Budget Note section.

Rose Festival

This package includes $100,000 in one-time General Fund resources to provide funding for the Rose Festival.

Asian Pacific Network of Oregon

This package includes $100,000 in one-time General Fund resources to provide funding for the Asian Pacific Network of Oregon.

Special Appropriations Competitive Grant

The FY 2017-18 Adopted Budget includes $1,000,000 in one-time General Fund resources to provide funding for the Special Appropriations competitive grant process.

Youth Bus Pass

This package transfers $967,000 in one-time General Fund resources from Portland Bureau of Transportation to Special Appropriations.

Budget Notes

Experience PDX

Council directs the City Budget Office to set aside $200,000 in one-time General Fund resources to fund the the Experience PDX program in FY 2018-19.

Community-Driven, Inclusive Budgeting Process

The FY 2017-18 budget includes $500,000 in Recreational Marijuana Tax revenue to be allocated via a community-driven, inclusive process, to be managed by the City Budget Office with guidance from Commissioners Eudaly and Fritz. The project manager shall report to Council by November 30th, 2017 on their progress.

Funding allocated through this process will go toward the following: support for neighborhood small businesses, especially women-owned and minority-owned businesses, including but not limited to business incubator programs, management training, and job training opportunities, and providing economic opportunity and education to communities disproportionately-impacted by cannabis prohibition.

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	0	500,000	500,000
Intergovernmental	22,512	113,084	65,024	0	0
Miscellaneous	12,217	0	0	0	0
Total External Revenues	**34,729**	**113,084**	**65,024**	**500,000**	**500,000**
Internal Revenues					
General Fund Discretionary	8,559,421	9,975,881	12,379,731	9,905,374	11,178,703
General Fund Overhead	156,333	173,235	171,149	174,969	174,969
Interagency Revenue	127,842	132,138	134,572	134,492	134,492
Total Internal Revenues	**8,843,596**	**10,281,254**	**12,685,452**	**10,214,835**	**11,488,164**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$8,878,325**	**$10,394,338**	**$12,750,476**	**$10,714,835**	**$11,988,164**
Requirements					
Bureau Expenditures					
Personnel Services	255,647	260,171	534,638	348,253	348,253
External Materials and Services	8,620,269	9,277,380	11,984,831	10,286,072	11,559,401
Internal Materials and Services	2,409	116,674	231,007	80,510	80,510
Capital Outlay	0	85,364	0	0	0
Total Bureau Expenditures	**8,878,325**	**9,739,589**	**12,750,476**	**10,714,835**	**11,988,164**
Fund Expenditures					
Fund Transfers - Expense	0	654,749	0	0	0
Total Fund Expenditures	**0**	**654,749**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$8,878,325**	**$10,394,338**	**$12,750,476**	**$10,714,835**	**$11,988,164**
Programs					
Mayor's Office	0	850	0	0	0
Special Appropriation - Public Utilities	26,740	0	0	10,260	10,260
Special Appropriation - Public Safety	0	0	937,013	980,518	980,518
Special Appropriations - Community Development	8,005,542	8,390,051	4,727,861	3,770,257	3,970,257
Special Appropriation - Parks, Rec & Culture	(239,738)	347,681	4,287,276	4,929,332	5,035,661
Special Appropriation - City Support Services	1,085,781	1,001,007	2,798,326	1,024,468	1,991,468
Total Programs	**8,878,325**	**$9,739,589**	**$12,750,476**	**$10,714,835**	**$11,988,164**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000005	Commissioner's Staff Rep	51,126	93,434	2.00	164,474	2.00	167,388	2.00	167,388
30000462	Program Specialist, Assistant	49,774	76,648	1.00	49,946	1.00	51,993	1.00	51,993
TOTAL FULL-TIME POSITIONS				3.00	214,420	3.00	219,381	3.00	219,381
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				3.00	214,420	3.00	219,381	3.00	219,381

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

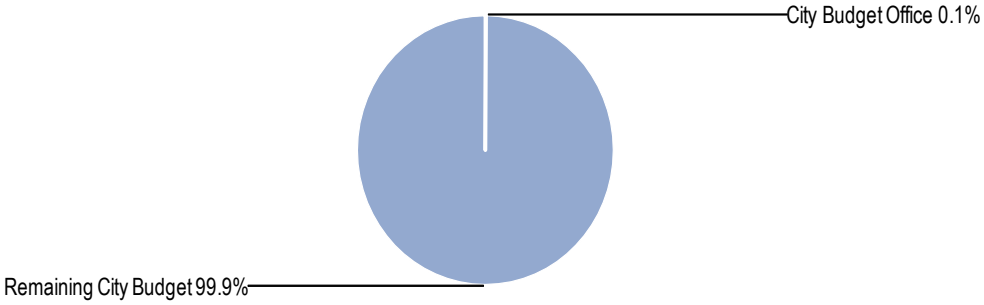
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2017-18	8,981,214	0	8,981,214	3.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	275,000	275,000	0.00	Levee Ready project
	0	1,000,000	1,000,000	0.00	Competitive grants
	0	82,000	82,000	0.00	Last Thursday events
	0	60,000	60,000	0.00	Gang Impacted Family Team
	0	200,000	200,000	0.00	Experience PDX
	(212,658)	0	(212,658)	0.00	RACC 5% reduction
	(40,721)	0	(40,721)	0.00	COCL/COAB 5% reduction
	0	(130,000)	(130,000)	0.00	Fund DOJ position with COCL/COAB
	0	500,000	500,000	0.00	Participatory budgeting - marijuana funds
Approved Budget Additions and Reductions					
	106,329	0	106,329	0.00	RACC restore 2.5% cut
	0	100,000	100,000	0.00	Asian Pacific Network of Oregon
	0	100,000	100,000	0.00	Rose Festival
Adopted Budget Additions and Reductions					
	0	967,000	967,000	0.00	Youth bus pass
	(147,050)	**3,154,000**	**3,006,950**	**0.00**	**Total FY 2017-18 Decision Packages**
			11,988,164	**3.00**	**Total Adopted Budget**

City Budget Office

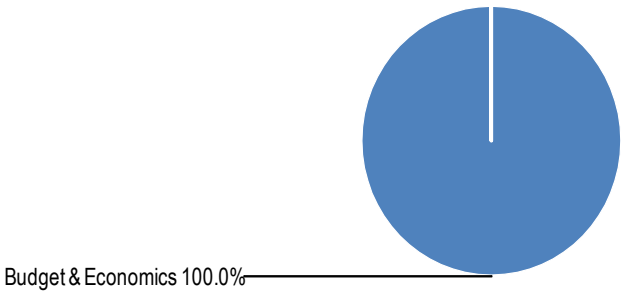
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Andrew Scott, Director

Percent of City Budget

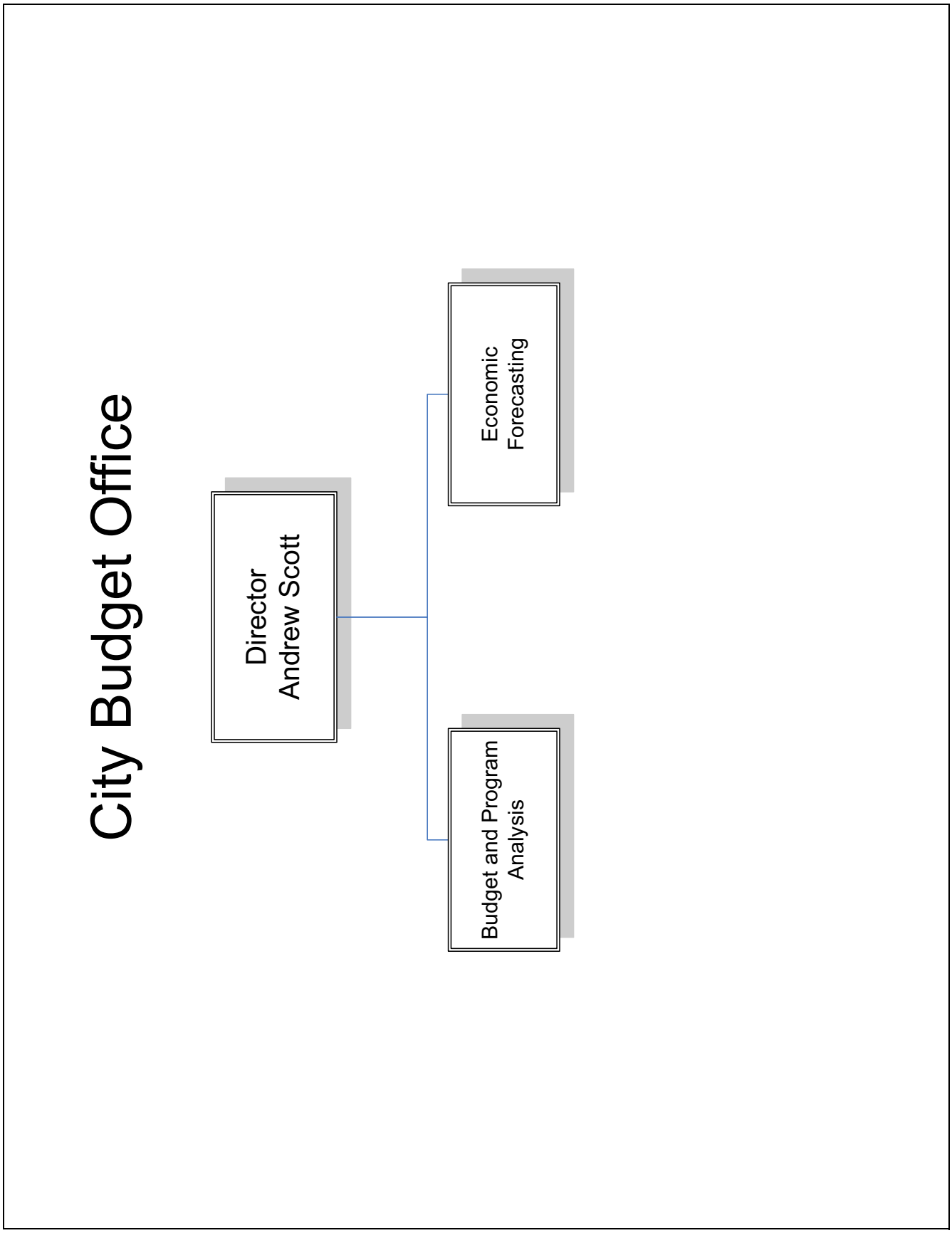


Bureau Programs



Bureau Overview

Requirements	Revised FY 2016-17	Adopted FY 2017-18	Change from Prior Year	Percent Change
Operating	2,466,205	3,593,114	1,126,909	45.69
Capital	0	0	0	0.00
Total Requirements	**2,466,205**	**3,593,114**	**1,126,909**	**45.69**
Authorized Positions	15.00	15.00	0.00	0.00


City Budget Office
Director
Andrew Scott
Economic
Forecasting
Budget and Program
Analysis

Bureau Summary

Bureau Mission

The City Budget Office provides timely, accurate, and unfiltered information and analysis regarding budgeting, forecasting, and fiscal policy issues to the Mayor, Commissioners, City Auditor, City bureaus, and the public.

Bureau Overview

The City Budget Office coordinates development of the City's budget, including analysis of each bureau's operating and capital budget, financial plans, and performance measures. Duties include monitoring the expenditure and revenue trends of all City funds throughout the fiscal year, coordinating budget amendments, analyzing City programs and policies, reviewing ordinances for fiscal and policy impacts, and providing fiduciary oversight of the General Fund. In addition to providing analysis to elected officials and the public, analysts are available to City bureaus for consultation, training, and technical assistance in matters related to budget and finance. Analysts conduct research in response to inquiries, including public records requests, from elected officials, City bureaus, the media, and the public.

The City Budget Office coordinates public involvement in the budget process, including staff support for the 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, and the Budget Director serves as the City's Budget Officer.

The primary responsibility of the economics section of the office is to monitor and forecast General Fund revenues and expenses. This is accomplished through the publishing of five-year financial forecasts in December and April of each fiscal year and economic and revenue updates at the close of each quarter. The economics section develops current appropriation level targets for bureaus and programs that receive General Fund discretionary dollars.

Additional responsibilities of the economics section include estimating labor agreement costs, consulting on bond rating calls, providing ad hoc economic analyses, and analyzing local business impacts of proposed ordinances. Finally, this section houses the City's representative on the Oregon League of Cities' Finance and Taxation Committee and the State's Property Tax Reform Study Group.

Strategic Direction

Bureau Goals

The office focuses its efforts on achieving excellence in four primary areas: budget processes, Council deliverables, budget and policy analysis, and communications.

Budget Processes

A core function of the office is to manage the budget development and budget monitoring processes.

Council Deliverables

The office delivers high quality work products to Council (e.g. budget reviews, budget monitoring reports, and special studies) through peer reviews, training, and a consistent analytical approach.

Budget and Policy Analysis

The office strives to have a deep knowledge and understanding of the relevant issues within a bureau and the analytical skill to evaluate them. The office plans to increase its focus on connecting bureau budgets, operations, and performance to better identify and prioritize the public value of City services.

Communications

The office is refining its communication efforts to ensure that its analysis and reporting is shared in a way that positively impacts the decision making process. These efforts include developing a communications strategy, strengthening relationships with City bureaus and elected officials, and providing City dashboards to help explain budget and performance data to the public.

Addressing City Plans

The bureau's efforts towards City-adopted plans are primarily focused on the Portland Plan. 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. In the FY 2015-16 Adopted Budget, the bureau received funding for a position that is dedicated to performance management efforts across the City. Part of this effort includes developing and tracking performance measures that align with the Portland Plan. The position was funded with ongoing resources, so the bureau does not expect any fiscal barriers to continuing this work.

Although the bureau is involved in analyzing other City plans such as the Climate Action Plan, East Portland Action Plan, and Comprehensive Plan, it does not have a role in the direct implementation of those plans.

Summary of Budget Decisions

Adds

FY 2016-17 Carryover: Process Improvement Pilot

This package includes $67,500 of one-time General Fund resources carried over from FY 2016-17 for a pilot effort to assist bureaus with process improvement and process reengineering work and training.

FY 2016-17 Carryover: BRASS Replacement

This package includes $960,000 of one-time General Fund resources carried over from FY 2016-17 for the replacement of the City's enterprise budgeting system, BRASS. Work began in FY 2016-17. The project is expected to continue through FY 2017-18 into FY 2018-19.

Office of Community Technology Review

This package includes $50,000 of one-time General Fund resources to fund a consultant study of the Office of Community Technology, as discussed in the Budget Notes section below.

OMF Interagency Adjustments

This package reflects an increase of $760 in interagency costs resulting from approved packages in the Office of Management & Finance. The office received additional General Fund resources to cover the increased costs.

Budget Notes

Land Use Revenue

Council directs 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 revenue as appropriate and permissible by law. Annual work plans and funding amounts for both bureaus should be included in the budget process for Council consideration.

Build Portland

As part of the Build Portland initiative started in the FY 2017-18 Budget, the plan includes a schedule of periodic debt issuances for infrastructure repair, rehabilitation, and replacement. Council directs the City Budget Office to highlight for Council in the General Fund forecast the future debt service costs as soon as the next proposed debt issuance falls within the five-year forecast timeframe and discuss with Council the costs and benefits of proceeding with the program. Council expresses its intent to hold a work session during the Summer of 2017 to discuss Build Portland. In the fall of 2017, the Mayor will present to Council a binding resolution to formalize the City's commitment to Build Portland.

Joint Office of Homeless Services Funding Conversation

Council directs the City Budget Office to coordinate a work session to discuss the City's role in supporting the efforts of the Joint Office of Homeless Services, which will include a discussion of current and future funding levels, including funding sustainability.

Portland Film Office

The FY 2017-18 Adopted Budget includes $142,240 in General Fund one-time funding to continue the Portland Film Office. City Council directs the City Budget Office to provide options for funding the office outside of General Fund discretionary funding as part of the FY 2018-19 Budget Process.

Commissioners Office Budgets

Council directs the City Budget Office to evaluate funding levels for the Commissioner's office budgets relative to the Mayor's Office and make recommendations to adjust funding levels as appropriate. This may include but is not limited to establishing an appropriate ratio of Commissioner Office budgets to the Mayor's Office budget. This evaluation should be complete and submitted to Council for consideration by November 30th, 2017 in preparation of the FY 2018-19 budget.

Open and Accountable Elections Program

The City's public matching campaign finance program is to be implemented in time for the 2020 election. Council directs the City Budget Office to conduct an analysis of the staffing and operational needs of the program and report back to Council with recommended funding levels for FY 2017-18 and beyond. CBO is also directed to make a recommendation as to the appropriate location of this function.

Office of Community Technology

The Office of Community Technology (OCT) is currently a division of the Bureau of Revenue and Financial Services. Council directs the City Budget Office to engage an external consultant that will evaluate options and make recommendations to Council on the optimal location and structure for OCT within the City's organizational framework.

Participatory Budgeting

Council directs the City Budget Office to create a proposal for developing and implementing a Participatory Budgeting pilot process. CBO shall present its recommendations to Council during the FY 2017-18 Fall Supplemental Budget process for consideration as part of FY 2018-19 Budget Development.

Multnomah County Tax Collection Reimbursement

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.

Council also directs the City Budget Office to backfill the bureau's $640,050 current appropriation level reduction on a one-time basis in FY 2017-2018 and FY 2018-19.

Integrated Tax System Implementation

The FY 2017-18 Adopted Budget allocates one-time General Fund resources for two limited term positions in the Bureau of Revenue and Financial Services to develop requirements and begin implementation of an Integrated Tax System. As the estimated length of time for this project is three years, Council directs the City Budget Office to allocate one-time General Fund resources for these positions in FY 2018-19 and FY 2019-20.

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. The plan will be submitted with OMF's Fall BMP, so that recommendations can be considered during the FY 2018-19 budget process. The plan should include recommendations and supporting analysis for a phase-in timeline, rental rates and tenant impacts.

A robust asset management program is critical to ensuring the appropriate usage of major maintenance funding and timely execution of projects. Council further directs that OMF-Facilities Services address the following issues in the OMF FY 2018-19 Requested Budget submission:

- Service Level Definitions: OMF-Facilities Services will formalize and clarify the service levels provided to tenant customers under its major maintenance policies, and communicate these definitions to tenant customers.
- Major Maintenance Project Prioritization: OMF-Facilities will develop a robust asset management prioritization framework and all major maintenance projects will be prioritized based on a standardized analysis of cost, risk, and service level.
- Performance Management: OMF-Facilities Services will work with CBO and the Citywide Asset Managers Group to develop a suite of performance measures designed to appropriately monitor and track progress in Facilities Services.

Develop Options for OMF Central Services Funding Models

OMF central service providers in the General Fund are currently funded with a combination of resources including General Fund overhead, General Fund discretionary, and interagency charges. This funding methodology does not always allow OMF to provide the level of services demanded by City bureaus. In addition, many of the administrative cuts taken by Council in recent years have hampered OMF's ability to respond to growing service demands. As a result, some additional services are funded through direct-billed interagency agreements or decentralized staff assignments, which can result in inconsistencies in service levels, policy oversight, and compliance.

Council directs OMF to work with CBO and customer bureaus to develop options and make recommendations to ensure that support services are able to meet the demands of City bureaus. The recommendations will be shared with Council with the FY 2017-18 Fall BMP, so that any changes in funding methodology can be incorporated into the FY 2018-19 budget process.

Participatory Community-Driven, Inclusive Budgeting Process

The FY 2017-18 budget includes $500,000 in Recreational Marijuana Tax revenue to be allocated via a community-driven, inclusive process, to be managed by the City Budget Office with guidance from Commissioners Eudaly and Fritz. The project managers shall report to Council by November 30th, 2017 on their progress.

Funding allocated through this process will go toward the following: support for neighborhood small businesses, especially women-owned and minority-owned businesses, including but not limited to business incubator programs, management training, and job training opportunities; and providing economic opportunity and education to communities disproportionately-impacted by cannabis prohibition.

Experience PDX

Council directs the City Budget Office to set aside $200,000 in one-time General Fund resources to fund the Experience PDX program in FY 2018-19.

Budget & Economics

Description

The program coordinates development of the City's budget, creates the City's published budget documents, and performs special studies. The City Economist and financial analysts produce the General Fund revenue and financial forecasts.

Goals

Budget and Economics supports the Citywide goal of delivering efficient, effective, and accountable municipal services. The City Budget Office completed a strategic planning effort in FY 2014-15, which identified four goals for the future: improving processes, improving deliverables, improving analysis, and improving communications.

Performance

As a result of enhanced performance management efforts, the office created six new measures in FY 2015-16. Although the majority of the measures track performance in areas where the office has little to no control over outcomes, they are valuable measures when tracking the success of the City's overall budget process. In particular, the office is working with City asset managers to find additional options to reduce the annual repair, rehabilitation, and replacement funding gap. Addressing the funding gap will prevent further deterioration of the City's assets and put the City on a more sustainable funding path.

Changes to Services and Activities

The FY 2017-18 Adopted Budget includes funding for the replacement of BRASS, the City's enterprise budgeting system. This funding was added in the FY 2016-17 Fall Supplemental Budget and is carried over into the new fiscal year.

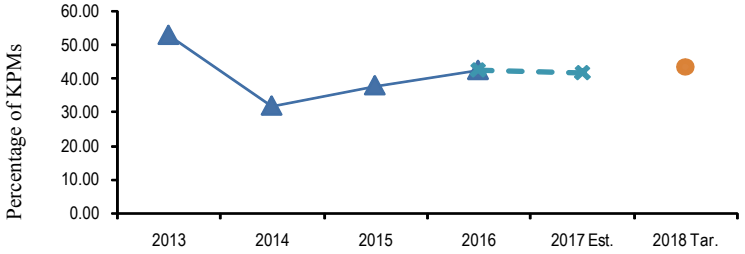
FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
FTE	13.00	15.00	15.00	15.00	15.00
Expenditures					
Budget & Economics	1,915,924	2,167,866	2,466,205	2,515,614	3,593,114
Total Expenditures	**1,915,924**	**2,167,866**	**2,466,205**	**2,515,614**	**3,593,114**

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
Key Performance Measure					
Percentage of City KPMs with positive year-over-year results	37.9%	42.5%	41.8%	44.5%	45.0%
Annual repair, rehabilitation, & replacement funding gap (Citywide)	$241,600,000	$267,800,000	$260,000,000	$287,923,533	$287,923,533
Customer service rating (5pt scale)	3.98	4.37	4.35	4.40	4.50
Effectiveness					
Number of instances financial policies were waived by Council	0	8	5	5	5
Received GFOA budget presentation award (1=yes, 0=no)	1	1	1	1	1
Efficiency					
Percentage of capital project funding that is expended on repair, rehabilitation, & replacement	63.1%	64.0%	58.5%	57.8%	67.4%

Performance Measures

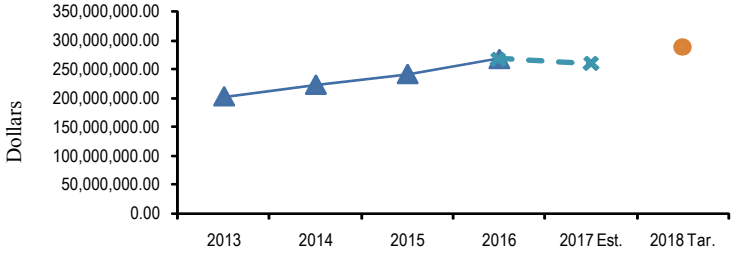
City KPMs with Positive Year-Over-Year Results

With effective implementation of the Citywide performance management initiative, the goal is for measures to largely trend in the positive direction. However, KPMs with stable year-over-year performance impact this measure negatively, and resource limitations may lead to negative year-over-year trends.



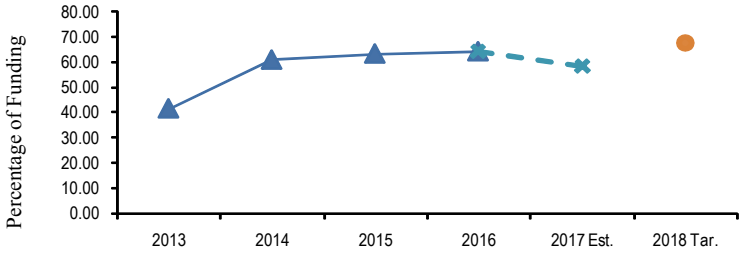
Annual Replacement/Repair/Rehabilitation Capital Funding Gap (Citywide)

The annual funding gap has steadily increased over the last few years. The 2015 Citywide Assest Report expects the funding gap to continue to increase over the next ten years.



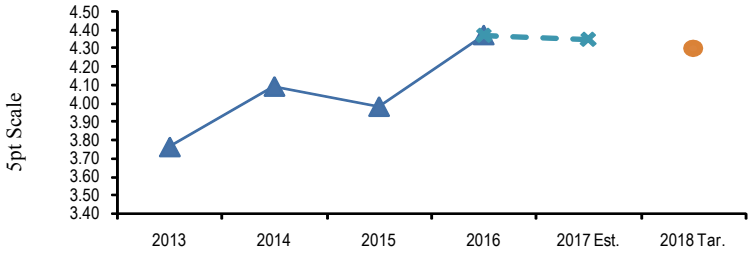
Percentage of Capital Project Funding on Replacement, Repair, or Rehabilitation

The passage of Resolution #34423 dedicated at least 50% of General Fund one-time resources to infrastructure maintenance or replacement. The addition of these funds, and the bureaus' continued efforts in regards to asset management, are responsible for the positive trend in this measure.



Customer Service Rating

The measure depicts the bureau's customer service rating on a 5 point scale, with a 1 reflecting poor customer service and a 5 for outstanding service. The rating is expected to decrease slightly compared to the results from the previous survey due to the 5% reduction options put forward.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Proposed FY 2017-18	Adopted FY 2017-18
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	857,469	919,490	1,016,952	1,056,841	1,549,656
General Fund Overhead	1,058,455	1,140,700	1,248,967	1,253,867	1,838,552
Interagency Revenue	0	107,676	200,286	204,906	204,906
Total Internal Revenues	**1,915,924**	**2,167,866**	**2,466,205**	**2,515,614**	**3,593,114**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,915,924**	**$2,167,866**	**$2,466,205**	**$2,515,614**	**$3,593,114**
Requirements					
Bureau Expenditures					
Personnel Services	1,547,751	1,756,442	1,971,833	2,079,215	2,079,215
External Materials and Services	175,548	215,024	292,260	204,200	1,281,700
Internal Materials and Services	192,625	196,400	202,112	232,199	232,199
Total Bureau Expenditures	**1,915,924**	**2,167,866**	**2,466,205**	**2,515,614**	**3,593,114**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,915,924**	**$2,167,866**	**$2,466,205**	**$2,515,614**	**$3,593,114**
Programs					
Budget & Economics	1,915,924	2,167,866	2,466,205	2,515,614	3,593,114
Total Programs	**1,915,924**	**$2,167,866**	**$2,466,205**	**$2,515,614**	**$3,593,114**

		Salary Range		Revised FY 2016-17		Proposed FY 2017-18		Adopted FY 2017-18	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	49,774	76,648	1.00	72,288	1.00	75,024	1.00	75,024
30002040	Budget Director, Assistant	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30000570	Budget Director, City	102,981	143,811	1.00	143,808	1.00	143,808	1.00	143,808
30000578	Economist, City	89,149	118,747	1.00	118,752	1.00	118,752	1.00	118,752
30000567	Financial Analyst	63,419	84,552	1.33	96,628	3.00	219,298	3.00	219,298
30000566	Financial Analyst, Assistant	49,774	76,648	1.17	74,758	0.00	0	0.00	0
30000569	Financial Analyst, Principal	82,909	110,448	3.00	321,095	3.00	327,640	3.00	327,640
30000568	Financial Analyst, Sr	69,971	93,413	3.50	302,840	3.00	274,006	3.00	274,006
30000452	Management Analyst, Sr	69,971	93,413	1.00	81,213	1.00	84,540	1.00	84,540
TOTAL FULL-TIME POSITIONS				14.00	1,330,134	14.00	1,361,820	14.00	1,361,820
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000566	Financial Analyst, Assistant	49,774	76,648	1.00	66,996	1.00	68,828	1.00	68,828
TOTAL LIMITED TERM POSITIONS				1.00	66,996	1.00	68,828	1.00	68,828
GRAND TOTAL				15.00	1,397,130	15.00	1,430,648	15.00	1,430,648

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 2017-18	2,514,854	0	2,514,854	15.00	FY 2017-18 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	760	0	760	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	960,000	960,000	0.00	Carryover BRASS Replacement
	0	67,500	67,500	0.00	Carryover Process Improvement Pilot
Adopted Budget Additions and Reductions					
	0	50,000	50,000	0.00	OCT Budget note consultant
	760	**1,077,500**	**1,078,260**	**0.00**	**Total FY 2017-18 Decision Packages**
			3,593,114	**15.00**	**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

BES..... Bureau of Environmental Services

BHR ..... Bureau of Human Resources (within OMF)

BMA..... Black Male Achievement Program

BOD ..... Biochemical oxygen demand (a strength measure of sewage)

BOEC..... Bureau of Emergency Communications

BRASS ..... Budget Reporting and Analysis Support System (the City's budgeting software)

BPS ..... Bureau of Planning & 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

CELs ..... Community Engagement Liaisons program (within ONI)

CIP..... Capital Improvement Plan

COAB..... Community Oversight Advisory Board

COCL..... Compliance Office / Community Liaison

COPPEA..... City of Portland Professional Employees Association

CPI..... Consumer Price Index

CRC..... Capital Review Committee

CSL ..... Current Service Level

CSO..... Combined sewer overflow

DBR ..... Design-Build-Relocate

DCL..... Diversity and Civic Leadership program (within ONI)

DCTU..... District Council of Trade Unions

DEQ ..... (State) Department of Environmental Quality

DMWESB.....Disadvantaged, minority-owned, women-owned, and emerging small businesses

DOJ .....(U.S.) Department of Justice

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

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

ODOT ..... Oregon Department of Transportation

OEHR ..... Office of Equity & Human Rights

OMF ..... Office of Management & Finance

ONI ..... Office of Neighborhood Involvement

OPSRP..... Oregon Public Services Retirement Plan, successor to PERS

OPUC or ***PUC*** ..... Oregon Public Utility Commission

ORS..... Oregon Revised Statutes

OYVP ..... Office of Youth Violence Prevention

P&D ..... Printing & Distribution (within OMF)

PBEM ..... Portland Bureau of Emergency Management

PBOT ..... Portland Bureau of Transportation

PDC..... Portland Development Commission (now Prosper Portland)

PERS..... Public Employees Retirement System, succeeded by OPSRP for newer public employees

PF&R..... Portland Fire & Rescue

PFFA ..... Portland Fire Fighters Association

PHB.....Portland Housing Bureau

PP&R..... Portland Parks & Recreation

PPA ..... Portland Police Association

PPB ..... Portland Police Bureau

PPCOA ..... Portland Police Commanding Officers Association

PPDS..... Portland Police Data System

PPI ..... Producer Price Index

PSSRP..... Public Safety Systems Revitalization Project

PTE ..... Professional, technical, and expert services

PUB..... Portland Utility Board

RACC..... Regional Arts & Culture Council

RFP..... Request for proposal

ROW ..... Right-of-way

SAFE ..... Street Access for Everyone

SAP ..... City's financial and human resource system

SCT ..... Service Coordination Team

SDC..... System development charge

SEA ..... Service Efforts and Accomplishments Report

SMF.....Street Maintenance Fee

TAN.....Tax anticipation note

TIF.....Tax increment financing

TMDL.....Total maximum daily load

TSCC.....Tax Supervising & Conservation Commission

UGB.....Urban Growth Boundary

URA.....Urban Renewal Area

Glossary

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.

BLACK MALE ACHIEVEMENT PROGRAM: Black Male Achievement Portland is designed to assist City leaders in their efforts to improve the life outcomes of Black men and boys.

BRASS: The Budget Reporting and Analysis Support System, the City's budget software system. BRASS is used to develop and track the City's budget and performance measures data.

BRIDGE FUNDING: Temporary funds intended to provide for services during a period of transition or downsizing.

BUDGET: A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

BUDGET CALENDAR: The schedule of major events in the budget process.

BUDGET COMMITTEE: A special committee required under Oregon Local Budget Law. The committee, which in Portland's case is identical in composition to the City Council, reviews the Mayor's Proposed Budget and votes to approve the budget.

BUDGET MESSAGE: A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor. The budget message is a requirement of Oregon Local Budget Law.

BUDGET MONITORING PROCESS (BMP): A report submitted by bureaus two times each year, typically occurring in October and April. The report compares planned and actual expenditures, revenues, and performance measurement data. Bureaus can also request appropriation changes through the BMP processes.

BUDGET NOTES: Directives included in the budget adoption ordinance that instruct a bureau or office to take a specific action, or that convey Council intent with respect to a particular issue.

BUDGET PHASES: The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- **REQUESTED:** A bureau's requested appropriation as submitted to City Council and the City Budget Office.

- **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.

- **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission. The Approved Budget occurs after the release of the Mayor's Proposed Budget and before the final Adopted Budget.

- **ADOPTED:** The budget as adopted by City Council. It is the Adopted Budget from which the City operates during the fiscal year.

- **REVISED:** The budget as amended by ordinances, typically during a Budget Monitoring Process, by City Council throughout the fiscal year.

BUREAU ADVISORY COMMITTEE (BAC): 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 AND NEIGHBORHOOD PLANNING: The regulation of development patterns through permitting and zoning.

CITY BUDGET OFFICE (CBO): The office that plans and administers the budget process for the City. This includes the issuance of instructions to bureaus, analysis of requests, preparation of the Mayor's Proposed Budget, and preparation of the Adopted Budget.

COMBINED SEWER OVERFLOW (CSO): Flows from a sewer system that contain both sanitary sewage and stormwater and are discharged directly, without treatment, to a receiving waterway during periods of high flows.

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 Neighborhood Involvement'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.

GATR: A Government Accountability, Transparency, and Results (GATR) Session is a data-driven executive level management meeting focused on specific topics of interest to the Mayor. With a goal of increased collaboration and problem solving, these sessions track bureau performance against established goals and identify solutions to help the City operate more efficiently and effectively.

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.

HUMAN RIGHTS COMMISSION: The Human Rights Commission works to eliminate discrimination and bigotry, strenghten inter-group relationships, and foster grater understanding, inclusion, and justice for those who live, work, study, worship, travel and play in the City of Portland.

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:

- **KEY PERFORMANCE MEASURE:** Key performance measures (KPMs) are outcome indicators of core service delivery that provide bureau managers and Council with information to guide decision-making. KPMs should be the most selective of all performance measures, and be clearly understandable, results-oriented, selective, useful, reliable, and comparable.

- **WORKLOAD MEASURE:** A measure of the quantity of work performed. May include key inputs that are drivers of service volume or the quantity of units produced by an activity carried out by the City.

- **EFFICIENCY MEASURE:** Measure of inputs needed to produce each unit of output. Also, output generated per each unit of input.

- **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative assessment of the extent to which the performance of related program activities achieves a desired result or objective.

PORTLAND COMMISSION ON DISABILITY: This commission guides Portland to be a more universally accessible city for all. Supported by the Office of Equity & Human Rights, the commission seeks accessibility in the built environment, employment, livability and health, and outreach.

PORTLAND PLAN: A document, adopted by City Council on April 25, 2012, that guides Portland progress and direction over the next 25 years. The plan is organized into the broad themes of 1) a healthy connected City, 2) thriving, educated youth, and 3) economic prosperity and affordability. Equity is the overarching framework for the plan.

PORTLAND PROGRESS: A two-year plan to guide PBOT's work that began development in 2014. Portland Progress identifies steps the bureau can take to realize its vision of transportation as a catalyst for economic development, environmental sustainability, and social equity.

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 citizen oversight body and Budget Advisory Committee for the Portland Water Bureau and Bureau of Environmental Services. The Board's purpose is to advise City Council, on behalf of and for the benefit of the citizens of Portland, on the financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

PROGRAM: A set of activities and projects that seek to accomplish a common specific objective. Programs are typically considered subdivisions of a bureau.

PUBLIC FACILITIES PLAN: A document that describes significant projects that will support land uses in the City's Comprehensive Plan and other projects, divided into short-term (five years) and long-term (6-20 years) needs. The plan supports the City of Portland's Comprehensive Plan and Capital Improvement Plan. There are two classes of public facilities:

- Significant facilities necessary to support land uses designated in the Comprehensive Plan.
- All other facilities with a projected value of more than $10,000, including buildings, structures, or equipment incidental to the direct operation of the significant facilities listed above.

REGIONAL WATER SUPPLY PLAN: A long-range plan for the water supply of 27 municipal water suppliers in the greater Portland metro area.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, interfund cash transfers, debt service, and ending fund balance.

RESERVES: Resources set aside for emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

RESOURCES: Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUE: Money received into a fund or appropriation unit from outside the fund or appropriation unit.

SAP: The financial software system that replaced the City's Integrated Business Information System and other financial software programs.

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.