Adopted Budget

City of Portland, Oregon

Fiscal Year 2018-19
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, 2017.

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, 2017

Christopher P. Morrill

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

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
Bureau of Emergency Communications			
	Emergency Communication Fund	Public Safety	Special Revenue
Bureau of Environmental Services			
	Environmental Remediation Fund	Public Utilities	Enterprise
	Sewer System Construction Fund	Public Utilities	Enterprise
	Sewer System Debt Redemption Fund	Public Utilities	Enterprise
	Sewer System Operating Fund	Public Utilities	Enterprise
	Sewer System Rate Stabilization Fund	Public Utilities	Enterprise
Bureau of Fire & Police Disability & Retirement			
	Fire & Police Disability & Retirement Fund	Public Safety	Fiduciary
	Fire & Police Disability & Retirement Reserve Fund	Public Safety	Fiduciary
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 Community & Civic Life			
	Cannabis Licensing Special Revenue Fund	Community Development	Special Revenue
Office of Management & Finance			
	320 Cully Blvd. NPI Debt Service Fund	Community Development	Debt Service
	42nd Avenue NPI Debt Service Fund	Community Development	Debt Service
	82nd/Division NPI Debt Service Fund	Community Development	Debt Service
	Airport Way Debt Service Fund	Community Development	Debt Service
	Arts Education & Access Fund	Community Development	Special Revenue
	BFRES Facilities GO Bond Construction Fund	Public Safety	Capital Projects
	Bonded Debt Interest and Sinking Fund	City Support Services	Debt Service
	Central Eastside Industrial District Debt Service Fund	Community Development	Debt Service
	CityFleet Operating Fund	City Support Services	Internal Service
	Convention and Tourism Fund	Community Development	Special Revenue
	Convention Center Area Debt Service Fund	Community Development	Debt Service
	Division-Midway NPI Debt Service Fund	Community Development	Debt Service
	Enterprise Business Solutions Services Fund	City Support Services	Internal Service
	Facilities Services Operating Fund	City Support Services	Internal Service
	Gateway URA Debt Redemption Fund	Community Development	Debt Service
	Governmental Bond Redemption Fund	City Support Services	Debt Service
	Grants Fund	City Support Services	Special Revenue
	Health Insurance Operating Fund	City Support Services	Internal Service
	Insurance and Claims Operating Fund	City Support Services	Internal Service
	Interstate Corridor Debt Service Fund	Community Development	Debt Service
	Lents Town Center URA Debt Redemption Fund	Community Development	Debt Service
	North Macadam URA Debt Redemption Fund	Community Development	Debt Service
	Parkrose NPI Debt Service Fund	Community Development	Debt Service
	Pension Debt Redemption Fund	City Support Services	Debt Service
	Portland Police Association Health Insurance Fund	City Support Services	Internal Service
	Printing & Distribution Services Operating Fund	City Support Services	Internal Service
	Property Management License Fund	Community Development	Special Revenue

Figure 1: Appropriated Funds by Managing Agency (Continued)

Managing Agency	Fund	Service Area	Fund Type
	Public Election Fund	City Support Services	Special Revenue
	Public Safety GO Bond Fund	Public Safety	Capital Projects
	Recreational Cannabis Tax Fund	City Support Services	Special Revenue
	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
	Workers' Comp Self Insurance Operating Fund	City Support Services	Internal Service
Office of the City Auditor			
	Assessment Collection Fund	Community Development	Special Revenue
	Bancroft Bond Interest & Sinking Fund	Community Development	Debt Service
	Local Improvement District Fund	Community Development	Capital Projects
Portland Bureau of Transportation			
	Gas Tax Bond Redemption Fund	Transportation & Parking	Debt Service
	Parking Facilities Fund	Transportation & Parking	Enterprise
	Transportation Operating Fund	Transportation & Parking	Major Governmental
	Transportation Reserve Fund	Transportation & Parking	Special Revenue
Portland Housing Bureau			
	Community Development Block Grant Fund	Community Development	Special Revenue
	HOME Grant Fund	Community Development	Special Revenue
	Housing Capital Fund	Community Development	Capital Projects
	Housing Investment Fund	Community Development	Special Revenue
	Housing Property Fund	Community Development	Special Revenue
	Inclusionary Housing Fund	Community Development	Special Revenue
	Tax Increment Reimbursement Fund	Community Development	Special Revenue
Portland Parks & Recreation			
	Golf Fund	Parks, Recreation, & Culture	Enterprise
	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

The proposed budget invests record funding for homeless services, includes strategies and resources to increase community-centered policing, focuses on support for small businesses, and moves the city budget toward long-term fiscal sustainability.

My proposed budget makes significant investments to address four core objectives:

- Embracing fiscal responsibility both now and over the long-term
- Addressing housing affordability and homelessness
- Strengthening public safety and police accountability
- Enhancing economic prosperity

The proposed budget increases the Business License Tax rate, from the current 2.2% to 2.6%, while increasing the Owner's Compensation Deduction from $103,000 to $125,000, to give small business owners some additional relief.

These changes would result in an estimated $15.3 million in additional revenues this year to stabilize the budget for homeless services, invest more in moving people out of shelters and into housing, fund programs in the Police Bureau that support community-centered policing, add resources to trash and graffiti cleanup, and to provide additional small business support.

Investment Priorities

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

- A record $31.2 million for the Joint Office, a 10.1% increase compared with last year.
- Significantly increases resources for housing placement, particularly those who are transitioning from shelter by an additional $3 million.
- Converts $4 million in one-time dollars to ongoing support for year-round shelter, housing placement, and intensive street engagement. This will provide ongoing stability on the budget allocated toward the Joint Office of Homeless Services.

- Prioritizes and aligns funds for supportive housing so that we can continue to make good on our efforts to provide an additional 2,000 units of supportive housing over the next 10 years.

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

- Invests in more than 700 newly affordable units currently under construction and slated to open in 2018, and an additional 1,322 units that are beginning construction and will be opening their doors in 2019.
- Allocates $2,040,521 to the Office of Rental Services, which was formed to inform renters and landlords of their rights and responsibilities, to mediate disputes between parties, and to manage the rental relocation assistance program. This includes $200,000 to create a Rental Registration System, which will provide quality data on the rental market, including rent increases, evictions, security deposits and more. That data is essential to policymakers as we work to address the current housing affordability crisis. In addition, the budget includes $175,000 in one-time General Fund resources to manage the coordination of the development and implementation of the Rental Registration System across City bureaus for the Office of Rental Services.
- Increases the amount of funding available for Citywide home repair by $294,393, prioritizing services for households in East Portland.
- Includes two new staff to support implementation of the Affordable Housing Bond, funded by allowable bond administrative funding. The Proposed Budget also realigns $352,500 in permanent supportive housing funding from the Joint Office of Homeless Services' budget to the Portland Housing Bureau in order to pair housing services with affordable units developed through the bond.

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

- Authorizes 52 additional sworn officers to help the bureau curb increasing response time for 911 calls, reduce the bureau's reliance on overtime, reduce officer fatigue, and pivot toward a community policing model over the next several years. That means more time spent meeting with residents, business owners, attending community meetings, and building trust with the residents of Portland.
- Enhances the Behavioral Health Unit to respond to individuals experiencing mental health issues. The officers and mental health professionals on the Behavioral Health Response Teams work proactively with individuals who have mental health issues and are identified as having multiple or high-risk contacts with police. The goal of intervention is to reduce the individual's contacts with the Portland Police Bureau and the criminal justice system by coordinating their connection with the healthcare system. We're going to increase the number of BHU teams from three to five, providing additional case management and follow up contacts. We think this ask can increase the number of clients served by 50% … that's an additional 250 clients over last year.
- Restores ongoing funding to the Service Coordination Team. The SCT is a program that offers treatment and housing to repeat and frequent drug and property crime offenders. The SCT program has produced measurable positive results around reduced recidivism (reduced 82% for program graduates) and several evaluations from PSU have shown that the program results in significant cost-savings across the justice system.

- Adds 3 analyst positions to expand the internal audit staff in the Professional Standards Division. Additional staff capacity will allow for follow-up support on use-of-force audits, as well as expand the internal audit function to include other bureau policies.
- Adds 4 dedicated officer positions in the Training Division responsible for Ethics and Procedural Justice, Leadership Development, Basic Patrol Procedures, and Advanced Training.
- Adds two staff to the Records Division to decrease the amount of time required to fulfill public records requests.
- Funds positions to assist with the development of the PCCEP program in accordance with the Department of Justice settlement amendments.
- Directs the Police Bureau and the Office of Management & Finance to ensure that the Community Service Officer program is implemented by January 1st, 2019.
- Provides ongoing funds for a Complaints Investigator position for Independent Police Review. The position will help the Auditor's Office meet its obligations under the settlement agreement with the US Department of Justice regarding turnaround times for investigations of complaints of police misconduct.

To address **ECONOMIC PROSPERITY**, my budget includes:

- Increases support for Small Business Growth Program & Small Business Technical Assistance to help 200 businesses reach growth and wealth creation outcomes, and support 400 business owners on their path to become strong and stable. Most Inclusive Business Resource Network business owners are from underrepresented communities such as people of color, low-income residents and women.

To address **FISCAL RESPONSIBILITY**, my budget includes:

- Invests in more resources and technology to collect taxes that are already owed, including the business license tax. These investments should more than pay for themselves with increased revenue collections.
- Requires every General Fund bureau to identify efficiencies equaling 1% of their budgets over the next 12 months through realignments, smart use of technology, reduction of overhead, or other means that do not impact front line service delivery to the public. Next year, the base budgets of each bureau will account for these savings.
- Converts $4.0 million of one-time dollars spent on homeless services into ongoing funds, which will help us move toward a more sustainable Joint Office.
- Includes $12.3 million in one-time General Fund resources to address critical infrastructure needs in Transportation, Parks, and Fire. In addition, my Parks budget includes $625,000 in ongoing resources to increase the bureau's major maintenance funding and directs the bureau to keep requesting major maintenance funding every year until they have enough to maintain our beautiful parks system.
- Includes strategies that will reduce our dependence on expensive overtime staffing in the Police Bureau.

Conclusion

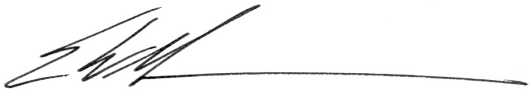
We are now almost into our tenth year of economic expansion, and the majority of Portland's economic indicators are stronger than they've ever been. Incomes are rising. Unemployment is near an all-time low. The region continues to attract a highly skilled workforce and add new businesses.

However, recent years of economic growth and revenue expansion have made it too easy for Portland government to lose its focus when it comes to fiscal discipline.

I have a responsibility to the people I represent, and those who come after me, to recognize that our costs are growing much faster than our revenues, our resources are finite, and our needs are substantial. My proposed budget addresses this misalignment head-on, with several initiatives focused on Portland's long-term fiscal sustainability.

My proposed budget focuses our resources on the things that make a real difference in the lives of Portlanders. It is our responsibility address homelessness compassionately and effectively, to invest in affordable housing units, to work towards a community-centered policing model and to ensure economic growth and fiscal discipline for long-term success.

Sincerely,



Ted Wheeler

Mayor

City Overview

INTRODUCTION

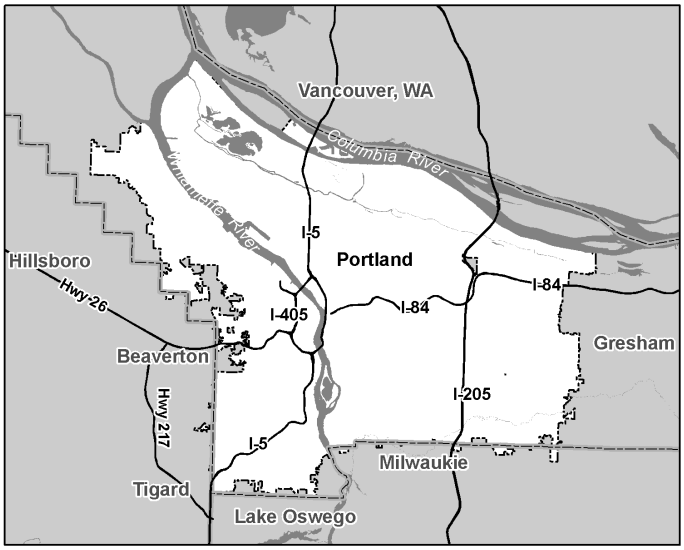
This section of the FY 2018-19 Adopted Budget document provides general information on the city of Portland, its demographics, and its government management systems. This overview intends to provide context for the environment in which decisions are reached during the budget process, and make it easier to navigate other sections of the budget document.

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

CITY OF PORTLAND CHARACTERISTICS

Basic Statistics

The city of Portland, with a population in 2017 estimated at 639,100 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.

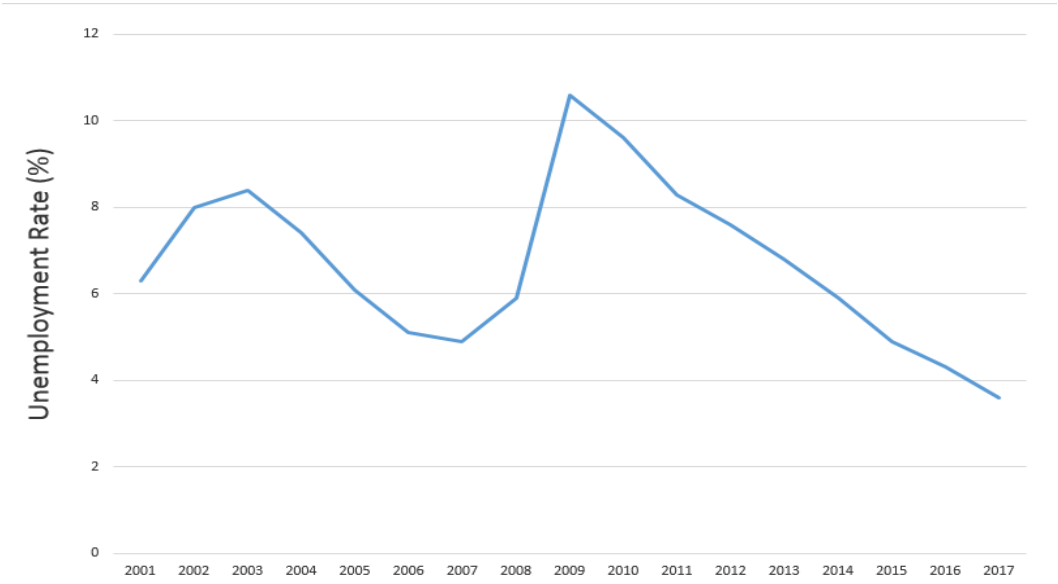
Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region. Tektronix, Nike, Providence Health & Services, Kaiser Permanente, and Legacy, as well as retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers 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 3.5% in May 2018, tied with May 2017 as the lowest rate on record. Meanwhile, the housing market is experiencing record low inventories, which in turn has pushed prices higher. Housing prices in the Portland area are growing at an average pace compared to similar cities, posting an increase of 5.9% between April 2017 and April 2018.

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. The Port ranks number one on the U.S. West Coast for auto exports.

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. In 2017, more than four million tons of grain was shipped through Portland to feed other parts of the world.

The Portland International Airport (PDX) was named best domestic airport by Travel + Leisure for 2018, the sixth consecutive year, and served a record-breaking 19 million passengers in 2017, a 4.0% growth rate over 2016. 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 2017 with 246,917 tons - a growth of about 6.8% 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 2018-19, 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. Activities planned for FY 2018-19 include implementation of the North/Northeast Community Development Initiative Action Plan, which focuses on promoting property ownership and redevelopment, supporting business ownership and growth, investing in new and existing homeowners, advancing community livability projects, and catalyzing cultural-business hubs.
- Lents Town Center URA: 1998-2022. Priorities for investment in the Lents Town Center URA are based on the Five-Year Lents Action Plan. Prosper Portland and the Portland Housing Bureau are currently implementing Lents Town Center mixed-use projects associated with the plan including Oliver Station, 9101 Foster, Asian Health Services Center, and the Woody Guthrie housing project with future redevelopment planned at the Prosper Portland owned site at 92nd and Harold. Housing and business development, including an affordable housing project at SE 72nd and Foster, is focused along west Foster concurrent with street improvements on west Foster from SE 52nd east to the town center. Other infrastructure investments include support for the Leach Botanical Garden expansion.
- North Macadam URA: 1999-2025. With completion of the Central District, through projects like the greenway and SW Gibbs pedestrian bridge, current investments focus on leveraging major infrastructure projects, such as the Portland-Milwaukie Light Rail alignment and South Waterfront, and implementing a Development Agreement with Portland State University. New investment will support ongoing growth of the region's major educational institutions, PSU and OHSU, and infrastructure investments via a public-private partnership to spur redevelopment of the Zidell properties to house significant new job growth in the Central City.
- Central Eastside URA: 1986-2023. As 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 2016-17, TriMet provided nearly 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 system connects people to the places they want to go. The City's system of roads, sidewalks, bike lanes, transit and trails gets Portlanders from place to place easily, safely and sustainably. Portland's efficient, safe and sustainable transportation system serves as a foundation for the high quality of life Portlanders enjoy.

As stewards of Portland's transportation system, the Portland Bureau of Transportation (PBOT) has three fundamental goals: deliver well-maintained transportation assets; protect Portlanders' safety through Vision Zero; and enhance the city by managing for growth. The bureau's strategic workplan, Portland Progress, presents 124 initiatives and actions that PBOT is taking to deliver on these goals. In the last year, PBOT made substantial progress across the entire range of Portland Progress actions.

Among PBOT's most important responsibilities is preserving and maintaining the streets Portlanders rely on to get from place to place. One of the primary ways that PBOT fulfills this responsibility is the Back to Basics Program. This program, which has an annual goal of fixing 100 lane miles of pavement and is a central part of Portland Progress, focuses PBOT's limited resources on repairs that extend the life of Portland streets. In this way, the bureau can avoid costly pavement rebuilds in the future. Since the start of Back to Basics, PBOT has preserved an average of 103 lane miles of roadway per year.

PBOT's Vision Zero safety initiative sets the ambitious goal of eliminating traffic deaths and serious injuries on Portland's streets by 2025 and is another central part of Portland Progress. In 2017, the bureau began or finished constructing $15.4 million in safety fixes on 21 of Portland's most dangerous streets (the High Crash Corridor). The bureau also installed other critical safety infrastructure during the year, including speed safety cameras on SE 122nd Ave and SE Division Street. Speed safety cameras are proven tools for reducing excessive speeding, one of the key contributors to deadly crashes.

PBOT is also responsible for the City's snow and ice response. Recent winter storm seasons have been especially severe. In response, PBOT developed a new set of winter storm policies and procedures to address the operational, safety and communication challenges during the winter storm season. These included deploying road salt, adding new equipment and pioneering new ways to communicate safety messages to Portlanders such as the Winter Weather Center.

With these and other initiatives, PBOT works to ensure that the City's transportation system contributes to a prosperous economy, equitable neighborhoods and a healthy environment.

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.

When city officials planned for Portland Streetcar almost 25 years ago, supporting housing development in the Central City was important. The City of Portland is seeing the results of that early planning and investment today.

Since the Portland Streetcar opened in 2001, nearly half of all multifamily housing located in Portland is within ¼ mile of the streetcar's line. Over 1/3 of all regulated affordable housing units in Portland are located along the streetcar corridor. An additional 645 new, regulated affordable units were being planned or under construction by 2017.

Portland Streetcar's ridership has grown with this housing development, and by operating on 100% renewable electric energy, Portland Streetcar reduces congestion and carbon emissions in downtown.

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 State University's (PSU's) motto is "Let Knowledge Serve the City," and the school offers more than 200 degrees with opportunities to work with businesses, schools, and organizations on real-world projects. PSU has nine LEED certified buildings on campus and will be opening/renovating two more: the School of Business and the Viking Pavilion and Academic Center. PSU's 25-year plan includes expanding student residence halls and facilities to accommodate an anticipated enrollment of 50,000 students.

Many fine schools dot the Portland landscape.

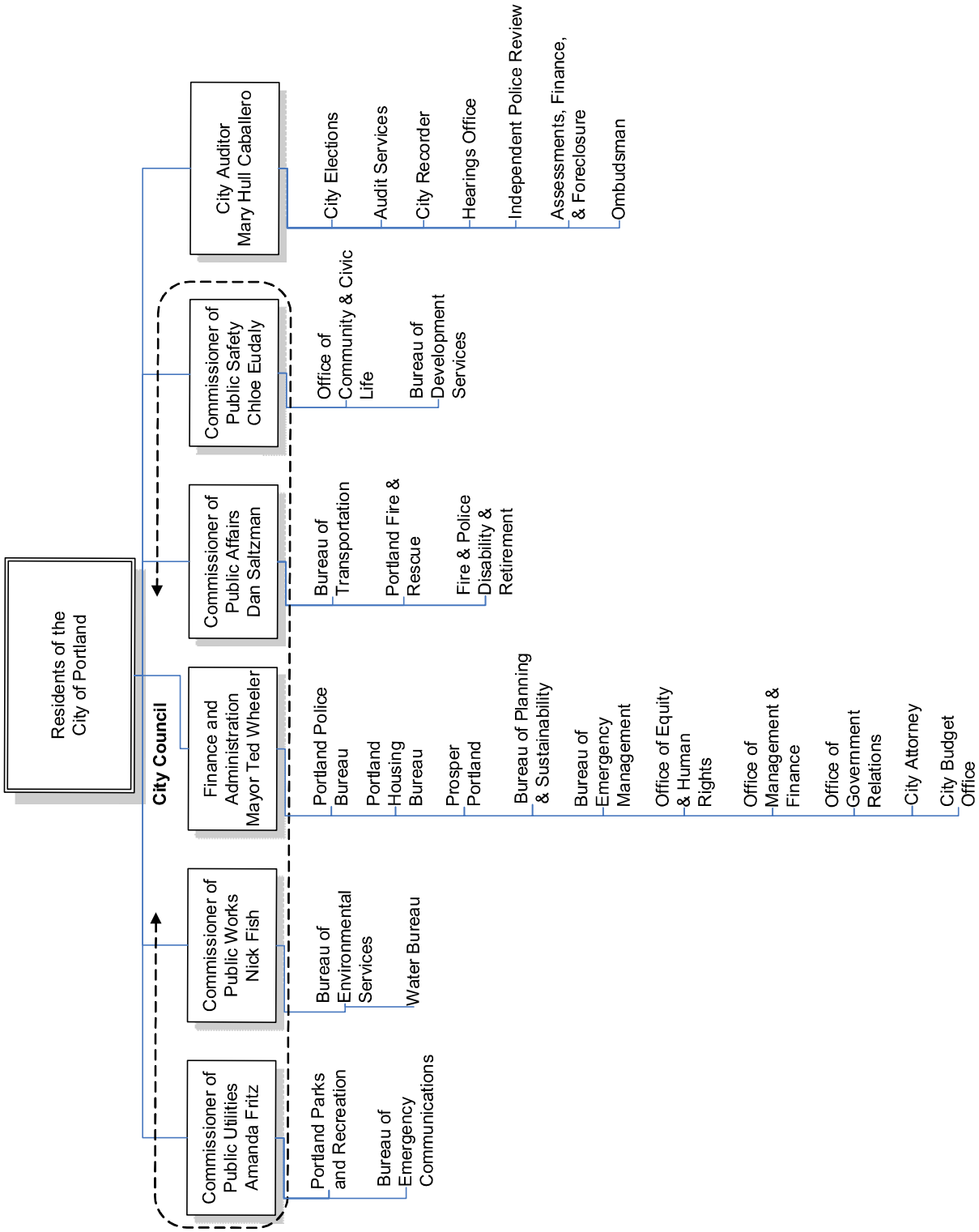
The Portland area also hosts many other notable institutions, including public, private, and health-oriented schools. Portland, Mount Hood, and Clackamas community colleges provide excellent and affordable two-year programs for area residents. Private institutions like Lewis & Clark College, Reed College,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

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

Figure 2: A Profile of Portland's Residents

General Characteristics		2012	2013	2014	2015	2016	Percent of 2016 Population	Percent Change Between 2012 & 2016
City Population		603,650	611,134	619,445	632,187	639,635	100.0%	6.0%
	Male	297,942	302,285	304,728	313,516	316,918	49.5%	6.4%
	Female	305,708	308,849	314,717	318,671	322,717	50.5%	5.6%
Age	Under 18 Years	116,177	112,460	114,344	115,861	117,053	18.3%	0.8%
	18 to 34 Years	168,660	174,252	171,156	178,726	179,098	28.0%	6.2%
	35 to 64 Years	253,369	255,059	262,872	262,818	264,169	41.3%	4.3%
	65 and over	65,444	69,363	71,073	74,782	79,315	12.4%	21.2%
Race/Ethnic Distribution								
One Race		578,467	580,088	584,156	597,333	605,351	94.6%	4.6%
	White	475,727	474,549	476,461	491,427	497,999	77.9%	4.7%
	Black or African American	36,746	35,745	34,381	36,199	38,807	6.1%	5.6%
	American Indian & Alaska Native	3,581	5,639	4,680	4,554	3,558	0.6%	-0.6%
	Asian	42,465	45,933	42,807	50,253	49,174	7.7%	15.8%
	Native Hawaiian & other Pac. Is.	4,730	2,386	4,477	3,483	4,329	0.7%	-8.5%
	Some Other Race Alone	15,218	15,836	21,350	11,417	11,484	1.8%	-24.5%
Two or more races		25,183	31,046	35,289	34,854	34,284	5.4%	36.1%
	Hispanic or Latino (of any race)	57,049	60,974	63,194	61,064	65,054	10.2%	14.0%
Household Population								
	Average household size	2.40	2.35	2.34	2.43	2.36	-	-1.7%
Social Characteristics								
Population 25 years and over		417,685	427,180	434,638	444,840	453,427	100.0%	8.6%
	High school graduate or higher	377,170	386,598	395,521	406,032	415,248	91.6%	10.1%
	Bachelor's degree or higher	180,022	187,105	193,414	202,180	212,887	47.0%	18.3%
Place of Birth	Native	506,795	512,570	518,034	525,998	535,293	86.3%	5.6%
	Foreign Born	79,093	82,117	84,534	86,208	85,296	13.7%	7.8%
Income and Benefits								
Households								
	Less than $10,000	21,355	22,437	22,466	20,736	20,833	8.1%	-2.4%
	$10,000 to $14,999	15,594	13,672	13,568	10,950	12,844	5.0%	-17.6%
	$15,000 to $24,999	25,325	21,412	26,499	21,255	22,768	8.9%	-10.1%
	$25,000 to $34,999	23,774	24,787	23,991	23,130	23,452	9.1%	-1.4%
	$35,000 to $49,999	33,719	34,565	32,982	29,106	32,118	12.5%	-4.7%
	$50,000 to $ 74,999	40,554	40,559	43,890	45,804	43,455	16.9%	7.2%
	$75,000 to $99,999	29,773	34,808	30,578	33,831	32,520	12.7%	9.2%
	$100,000 to $149,999	36,014	33,894	34,779	36,615	37,525	14.6%	4.2%
	$150,000 to $199,999	11,113	11,597	12,583	14,381	13,832	5.4%	24.5%
	$200,000 or More	11,477	15,290	15,931	18,012	17,085	6.7%	48.9%
Housing in Portland								
Total Occupied Housing Units		248,549	250,133	252,185	254,167	256,432	100.0%	3.2%
	Owner-occupied housing units	133,777	133,467	133,065	134,535	136,114	53.1%	1.7%
	Renter-occupied housing units	114,772	116,666	119,120	119,632	120,318	46.9%	4.8%

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 Management and Administration, Public Affairs, Public Safety, Public Utilities, and Public Works. The Mayor also decides which bureaus the Commissioners will manage. The Mayor can change these assignments at any time. Traditionally, the Mayor has been the Commissioner of Finance Management and Administration.

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

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

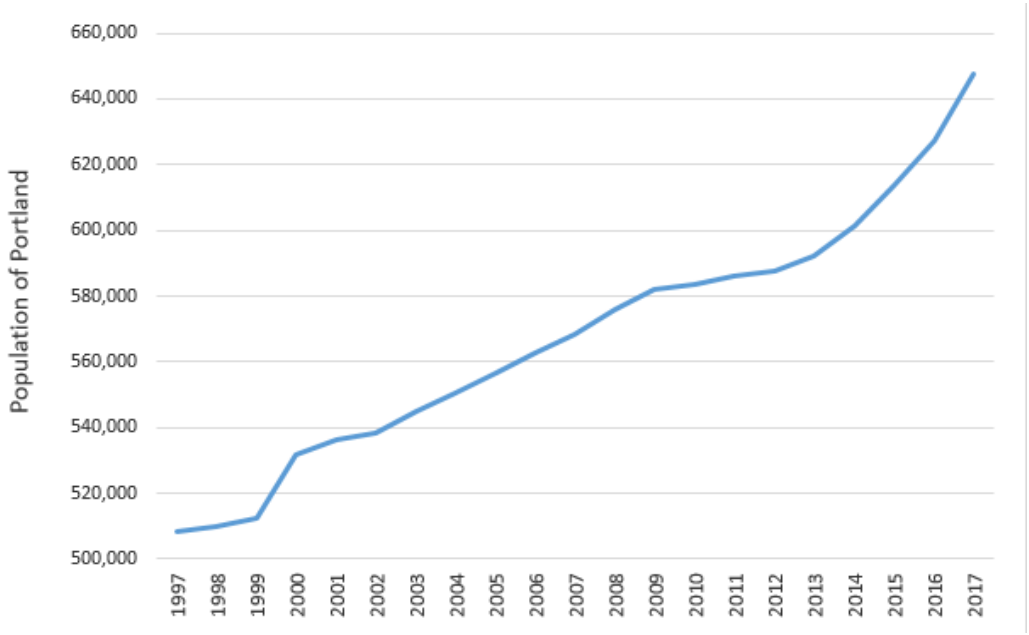
DEMOGRAPHIC DATA

Population

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

Portland has experienced significant growth since 1999, but has seen a surge in population as the economy recovers from the Great Recession. Rapid increases in population can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue, which may require cuts in expenditures. 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

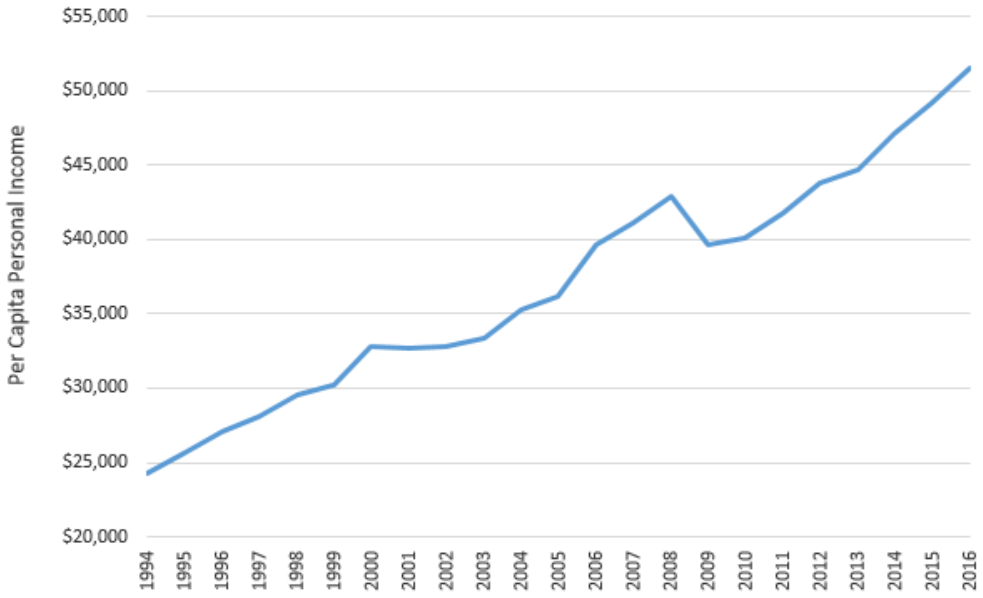


Per Capita Income

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 $51,508 in 2016, per capita personal income in Multnomah County has risen 29.82% since 2009.

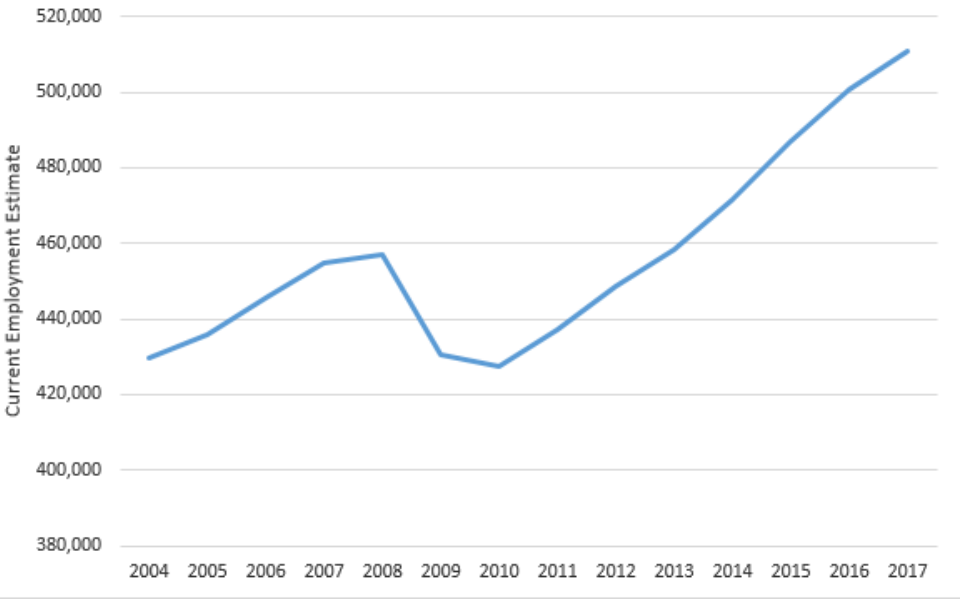
Figure 5: Multnomah County Per Capita Income



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 11,861 jobs added annually. In recent years, job growth has continued to be strong, with nearly 10,000 jobs added between 2016 and 2017. Total non-farm employment in the County is at an all-time high.

Figure 6: Multnomah County Employment

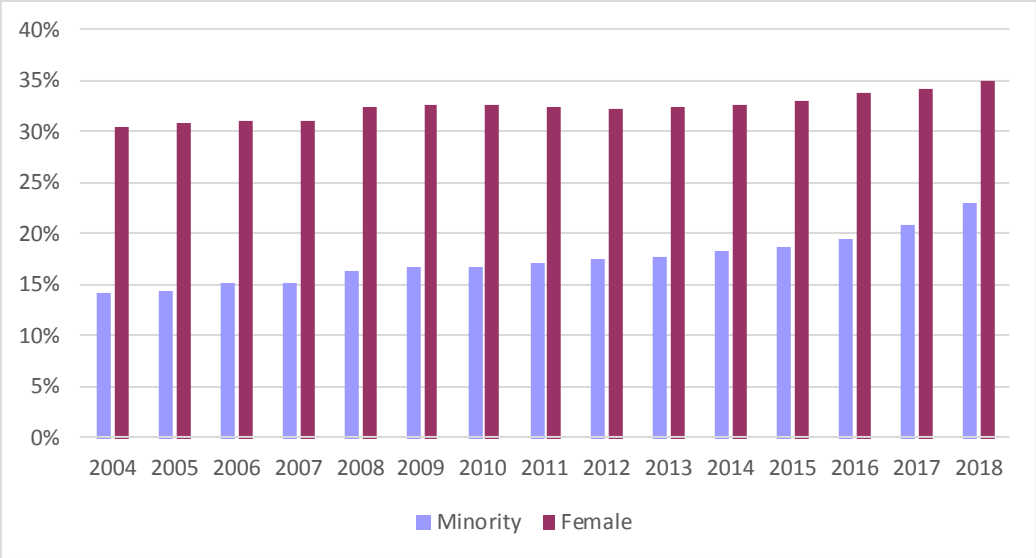


WORKFORCE DIVERSITY

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 34.67% in 2018. The percentage of minority employees has increased to 22.69%, over a full percentage point increase from the previous year.

The table below is current as of July 10, 2018. 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 2018-19 serves as a fiscal, programmatic, and policy information guide. The document is organized to provide Citywide information at levels of increasing detail.

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

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

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

Strategic Goals and Strategies

Council Vision, Mission, Values, and Goals

Vision

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

Mission

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

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

Values

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

Goals

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

Ensure a safe and peaceful community

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

Promote economic vitality and opportunity

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

Improve the quality of life in neighborhoods

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

Protect and enhance the natural and built environment

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

Operate and maintain an effective and safe transportation system

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

Deliver efficient, effective, and accountable municipal services

- Deliver responsive, competitive government services
- Maintain healthy City financial condition
- Manage government to achieve goals

The Portland Plan

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

Budget Summary

Total City Budget

The total City budget is up by $105.2 million from the FY 2017-18 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 2018-19 is $5.15 billion, which reflects a $105.2 million (2.1%) increase from the FY 2017-18 Revised Budget. As shown in Figure 8 below, the overall increase in the City budget is largely due to capital outlay, personnel services, and contingency.

Total Net Budget

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

The net City Budget is up by $109.2 million from the FY 2017-18 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2018-19 is $4.20 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures.

Figure 8: Requirements by Major Object Category

Major Object Category	Revised FY 2017-18	Adopted FY 2018-19	Dollar Change	Percent Change
Personnel Services	$ 786,014,498	$ 831,390,381	$ 45,375,883	5.8%
External Materials & Services	1,042,931,149	1,011,119,133	(31,812,016)	-3.1%
Internal Materials & Services	244,575,672	234,466,847	(10,108,825)	-4.1%
Capital Outlay	352,722,413	510,073,676	157,351,263	44.6%
Total City Bureau Expenses	**2,426,243,732**	**2,587,050,037**	**160,806,305**	**6.6%**
Contingency	982,034,480	1,027,750,804	45,716,324	4.7%
Ending Fund Balance	370,169,705	245,914,102	(124,255,603)	-33.6%
Debt Service	555,887,963	572,720,791	16,832,828	3.0%
Cash Transfers	706,780,302	712,885,846	6,105,544	0.9%
Total City Budget	**5,041,116,182**	**5,146,321,580**	**105,205,398**	**2.1%**
Less Intracity Transfers	(951,355,974)	(947,352,693)	4,003,281	-0.4%
Total Net City Expenses	**$ 4,089,760,208**	**$ 4,198,968,887**	**$ 109,208,679**	**2.7%**

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

Figure 9: Resources by Major Object Category

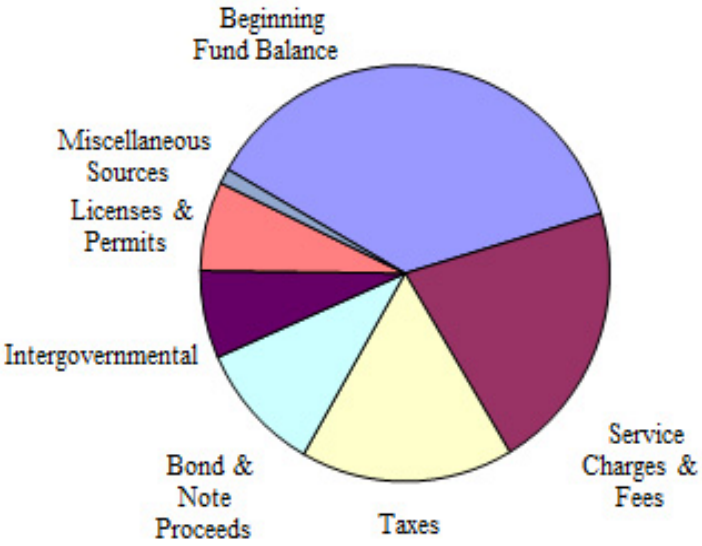
Major Object Category	Revised FY 2017-18	Adopted FY 2018-19	Dollar Change	Percent Change
Beginning Fund Balance	$ 1,279,954,735	$ 1,554,752,277	$ 274,797,542	21.5%
Taxes	668,222,864	705,876,958	37,654,094	5.6%
Licenses & Permits	268,474,055	291,145,483	22,671,428	8.4%
Service Charges & Fees	869,662,871	884,960,335	15,297,464	1.8%
Intergovernmental	259,517,907	285,950,644	26,432,737	10.2%
Miscellaneous Sources	62,033,283	49,980,449	(12,052,834)	-19.4%
Bond & Note Proceeds	681,904,493	426,302,741	(255,601,752)	-37.5%
Intracity Transfers	951,345,974	947,352,693	(3,993,281)	-0.4%
Total City Budget	**5,041,116,182**	**5,146,321,580**	**105,205,398**	**2.1%**
Less Intracity Transfers	(951,345,974)	(947,352,693)	3,993,281	-0.4%
Total Net City Budget	**$ 4,089,770,208**	**$ 4,198,968,887**	**$ 109,198,679**	**2.7%**

Major Resources

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

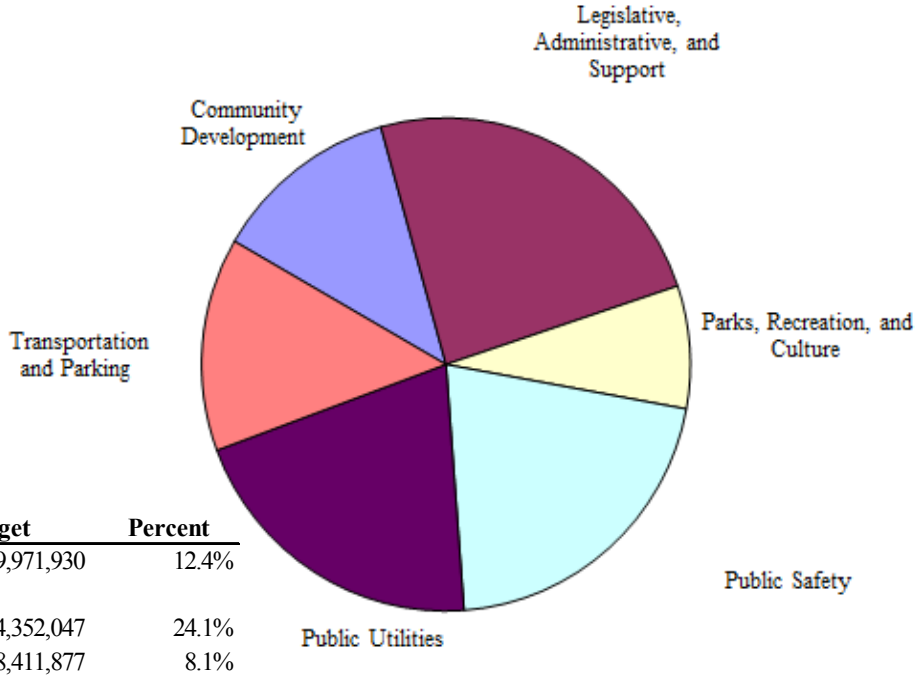
- Beginning fund balance is increasing by $274.8 million (21.5%).
- Tax revenues are increasing by $37.7 million (5.6%).
- Bond and note proceeds are decreasing by $255.6 million (37.5%),
- Service charges and fees are up $15.3 million (1.8%). The adopted FY 2018-19 average effective sewer and stormwater bill increase is 2.35%, and the average effective water rate increase is 8.7%.

Figure 10: City Net Budget—Resources



Resource	Budget	Percent
Beginning Fund Balance	$ 1,554,752,277	37.0%
Service Charges & Fees	884,960,335	21.1%
Taxes	705,876,958	16.8%
Bond & Note Proceeds	426,302,741	10.2%
Intergovernmental	285,950,644	6.8%
Licenses & Permits	291,145,483	6.9%
Miscellaneous Sources	49,980,449	1.2%
Total Net Budget	$ 4,198,968,887	100.0%

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



Service Area		Budget	Percent
Community Development	$	319,971,930	12.4%
Legislative, Administrative, and Support		624,352,047	24.1%
Parks, Recreation, and Culture		208,411,877	8.1%
Public Safety		541,392,311	20.9%
Public Utilities		530,813,027	20.5%
Transportation and Parking		362,108,845	14.0%
Total City Bureau Expenses	$	2,587,050,037	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.

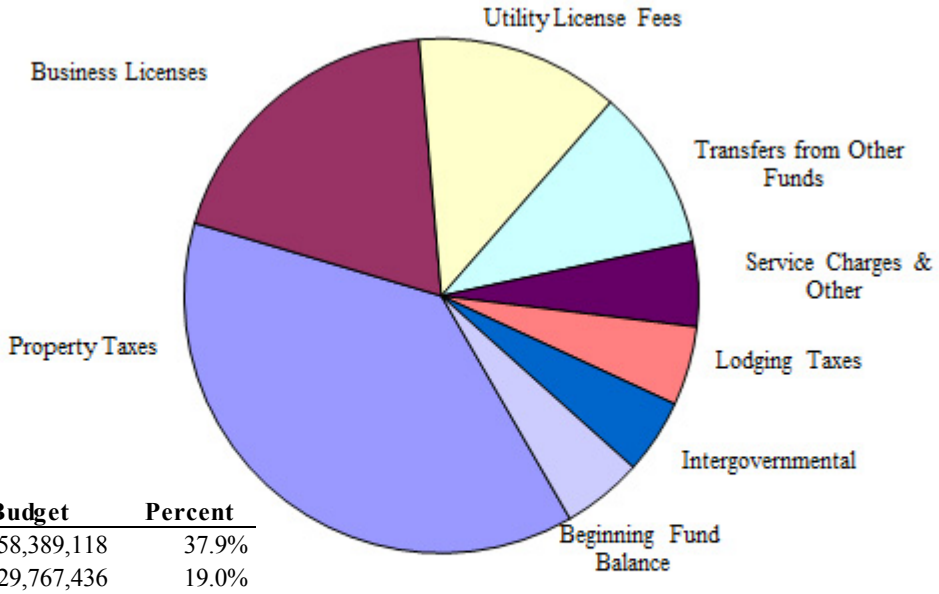
Discretionary resources total $565.6 million, 83.0% of the General Fund.

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.

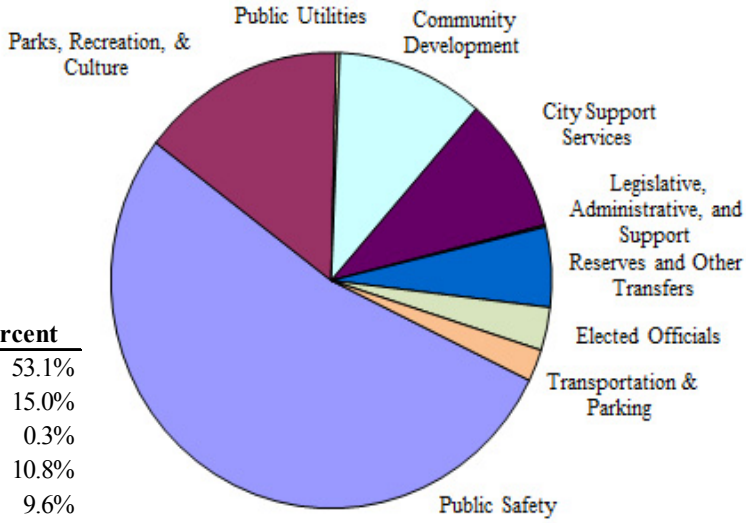
The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary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

Figure 12: General Fund—Resources by Major Category



Resource		Budget	Percent
Property Taxes	$	258,389,118	37.9%
Business Licenses		129,767,436	19.0%
Utility License Fees		87,389,377	12.8%
Transfers from Other Funds		69,458,695	10.2%
Service Charges & Other		36,100,675	5.3%
Lodging Taxes		34,000,000	5.0%
Intergovernmental		31,995,103	4.7%
Beginning Fund Balance		34,520,817	5.1%
Total General Fund Budget	$	681,621,221	100.0%

Figure 13: General Fund—Requirements by Service Area



Service Area		Budget	Percent
Public Safety	$	362,055,432	53.1%
Parks, Recreation, & Culture		102,328,485	15.0%
Public Utilities		1,825,778	0.3%
Community Development		73,663,449	10.8%
City Support Services		65,732,088	9.6%
Legislative, Administrative, and Support		1,041,201	0.2%
Reserves and Other Transfers		38,605,740	5.7%
Elected Officials		20,867,334	3.1%
Transportation & Parking		15,501,714	2.3%
Total General Fund Budget	$	681,621,221	100.0%

Addressing the Financial Challenges

The General Fund financial forecast for FY 2018-19 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 2018-19: $35.3 million in additional ongoing resources and $40.8 million in one-time resources.

The Mayor asked most City bureaus that receive General Fund resources, with the exception of revenue generating programs, to submit 5% reduction options. 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 increasing housing options and reducing homelessness; maintaining the City's critical infrastructure; enhancing livability; increasing public safety and police accountability; and continuing to pursue innovation and strengthening our resiliency posture. 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 2018-19 Adopted Capital Improvement Plan (CIP) budget totals $677.6 million, not including Prosper Portland. The Citywide CIP for FY 2018-19 through FY 2022-23 is projected to be $2.2 billion.

FY 2018-19 Major Projects by Service Area

Parks, Recreation, and Culture	
◆ Mt Tabor Yard Maintenance Facility	$4,000,000
◆ Acquisitions Program	$10,975,000
◆ Developed Parks Program	$30,200,000
Public Utilities	
◆ Washington Park	$41,555,021
◆ Willamette River Pipe Crossing	$38,600,000
◆ Sewage Treatment Systems	$47,822,000
◆ Sewer Maintenance and Reliability projects	$68,838,346
Transportation	
◆ Asset Management Program	$43,052,243
◆ 10th and Yamhill Parking Garage	$13,258,416
◆ ADA Accessible Sidewalks	$8,801,270
City Support Services	
◆ Data Center Move	$4,466,662
◆ Citywide Budget Software Replacement	$1,083,346
◆ Jasmine Block Building	$19,712,300

- Portland Building Reconstruction $68,542,749
- CityFleet Replacement and Fuel Stations $13,438,811
- Portland Building Space Optimization $5,000,000

Community Development

- Housing Acquisitions and Buildings $6,000,000
- Portland Online Permitting System (POPS) $4,275,904

Inter-Bureau Capital Projects

The chart below highlights inter-bureau projects currently budgeted for FY 2018-19, including the project names, bureaus involved, and budgeted expenses.

Figure 14: Inter-Bureau Projects

Bureau	Phase 2 Pipe Rehabilitation	Phase 3 Pipe Rehabilitation	Distribution Mains	Washington Park	Suttle Road LID
Bureau of Environmental Services	$0	$0	$300,000	$250,000	$192,200
Office of Management & Finance	$0	$0	$0	$65,000	$0
Portland Bureau of Transportation	$171,500	$2,973,000	$935,000	$0	$0
Portland Parks & Recreation	$10,000	$100,000	$0	$0	$24,700
Portland Water Bureau	$30,000	$550,000	$0	$0	$0
Project Budget	$211,500	$3,623,000	$1,235,000	$315,000	$216,900

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
Jasmine Block Building	$311,600
Office of Management & Finance subtotal	**$2,391,600**
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
Sellwood Park Kitchen Roof	$18,159
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
Mt Tabor Park Summit Restroom	$8,904
Whitaker Ponds Access Improvements	$8,762
Couch Park Loo	$8,239
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
Additional Parks Projects	$4,078
Portland Parks & Recreation subtotal	**$504,600**
Portland Bureau of Transportation	
Bond: Gibbs-River Pkwy, SW	$104,000
42nd Ave: Kilingsworth to Columbia, NE	$94,000
Foster Road: Powell Blvd to 90th Ave, SE	$39,500
Burnside Street: 8th to 24th, W	$21,467
Halsey St: 114th to 162nd, NE	$20,000
Gravel Street Program	$7,676
Thurman St Landslide Abatement, NW	$7,073
Taylors Ferry Rd. Rockslide Abatement, SW	$6,500
College St Landslide Abatement, SW	$5,332
Upper Hall St Landslide Abatement, SW	$5,061
Beaverton Hillsdale Hwy: 30th to 39th, SW	$4,422
Halsey/Weidler: 103rd to 113th, NE	$4,390
Additional Transportation Projects	$7,497
Portland Bureau of Transportation subtotal	**$326,918**
Citywide Total Dollars for Art	**$3,223,118**

Budget Process

Local Budget Law

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

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

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

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

Budget Officer and Budget Committee

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

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

Preparing the Proposed Budget

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

Public Involvement Process

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

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

Budget Web Site

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

Portland Utility Board (PUB)

On June 10, 2015, City Council adopted Ordinance 187174 creating a Portland Utility Board (PUB). The PUB is an appointed body of 11 community members who advise the City Council on financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

Direct Public Testimony

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

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

Approving the Budget

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

The Budget Committee meets to accomplish four actions:

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

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

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

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

Tax Supervising & Conservation Commission Hearing

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

Adopting the Budget

City Council votes to officially adopt the budget before the start of the new fiscal year on July 1st. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

Amending the Budget

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

Budget Calendar

On the next page is a summary of the FY 2018-19 budget calendar, adopted in December 2017.

Figure 16: FY 2018-19 Budget Schedule

Bureaus/Prosper Portland submit Requested Budgets, Five-Year Plans, and CIPs	January 29
Special Appropriation requests for General Fund support due	January 29
City Budget Office Requested Budget reviews distributed to Council	March 5
City Budget Office meetings with Council Offices on budget reviews	Mar 5-23
Council work sessions on Requested Budgets	Mar 15-29
Spring BMP due to City Budget Office	March 26
Public Hearings on Requested Budgets (2 hearings)	April 3 & 17
Council work session on Spring BMP	April 17
Revised General Fund financial forecast released	April 30
Mayor releases Proposed Budget decisions	April 30
Council action to adopt Spring BMP	May 2
Proposed Budget document available	May 7
Prosper Portland Budget Committee meeting – Director presents Proposed Budget	May 9
Budget Committee: Mayor's Message and public hearing on City and Prosper Portland budgets	May 10
Budget Committee: Approved Budget Work Session	May 14
Budget Committee action to approve City and Prosper Portland budgets	May 16
Approved Budget submitted to Tax Supervising & Conservation Commission	May 17
Utility Rate Review – first reading and hearing	May 17
Utility Rate Review – second reading	May 23
Over-expenditure ordinance due to City Budget Office	June 4
Tax Supervising & Conservation Commission hearing on Approved Budget	June 6
Council action to adopt budget	June 7
Council action to adopt over-expenditure ordinance	June 20

CITY OF PORTLAND OREGON
1851

Financial Overview

The City's Financial Structure

Portland's Fund Structure

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

Types of Funds

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

Governmental Funds

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

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

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

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

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

Proprietary Funds

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

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

Fiduciary Funds

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

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

Fiduciary Funds

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

Prosper Portland

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

How Funds Interact

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

Budgetary Controls

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

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

Basis of Accounting and Accounting Structure

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

Types of Accounting

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

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

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

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

Basis of Budgeting

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

Financial Reporting

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

The City has earned GFOA's Certificate of Achievement for the past 32 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 32 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

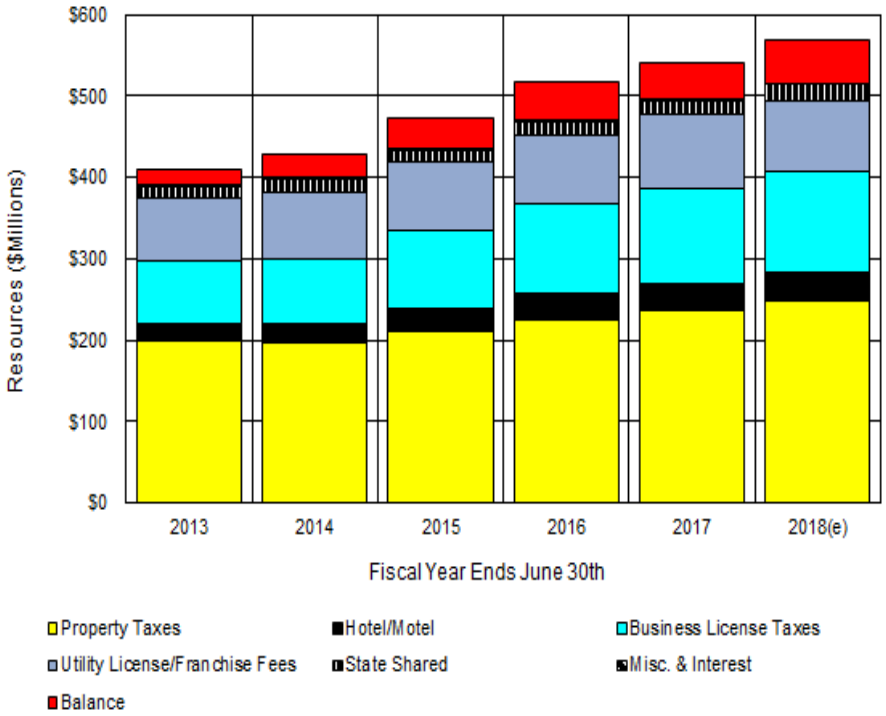
Council's financial planning process starts with the preparation of a five-year revenue forecast, which is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2017 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 2018. 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 2018. 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 in recent years after a relatively stagnant few years following the Great Recession, with average annual growth of 6.8%. The General Fund's beginning fund balance has averaged about $37.7 million, though smaller beginning balances are expected in the future. Both business license and transient lodging taxes grew by nearly 10% annually over the last five years, illustrating the highly cyclical nature of those revenue streams. The graph illustrates both the slow growth coming out of the last recession and the more recent rapid growth in the City's General Fund revenue. Notably, property tax receipts typically grow by about 3.5% per year, but has experienced more than 4.5% growth annually over the last four years, as new construction and higher property values combined to produce the fastest growth since property tax limitations were implemented in 1998.

General Fund business license tax revenue rebounded rapidly during the current economic expansion, continuing to exceed record levels in FY 2017-18. Overall, these tax collections grew by 10.7% 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 more than 60% over the last four years.

Utility license taxes and franchise fees have grown more modestly and are expected to be essentially flat in FY 2017-18, as households move away from traditional cable television and only modest rate increases depress growth. Ultimately, collections will be an estimated $86.6 million in FY 2017-18, reflecting 2.6% annual growth since FY 2012-13. 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 2017-18. These revenues fell to $14.2 million in FY 2009-10, but have grown steadily since then, as Portland's prominence in the tourism industry has expanded. There will likely be some downward pressure on room rates as Portland is in the midst of a hotel building boom, with twelve hotel projects recently opened or in some stage of development in the downtown area.

State-shared cigarette and liquor tax revenues grew at a 5.7% rate over the last five years, with most of this growth occurring in the last three years, as a law change in Washington State drove many consumers to Oregon for liquor purchases. Furthermore, the legalization and subsequent taxation of marijuana began to contribute to this revenue stream in FY 2017-18, comprising nearly 10% of the state-shared revenue. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. The low interest rate environment sharply cut General Fund interest income revenue, but rising interest rates are expected to drive modest increases in interest income over the next 12 to 18 months.

Forecast Assumptions

More Modest Near-term Economic Growth

Portland has seen record revenue growth over the last three years, as local economic growth has exceeded both national and state averages. However, the most recent data show slower job growth as companies are finding it difficult to find workers with the local unemployment rate at a record low of about 3%. Still, nearly all broad economic measures remain in positive territory, albeit at slower rates. Most notably, employment growth has slowed from about 3% to around 1.5% 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 2018 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 2018-19 revenues of about $34.0 million versus an expected FY 2017-18 year-end of about $34.2 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

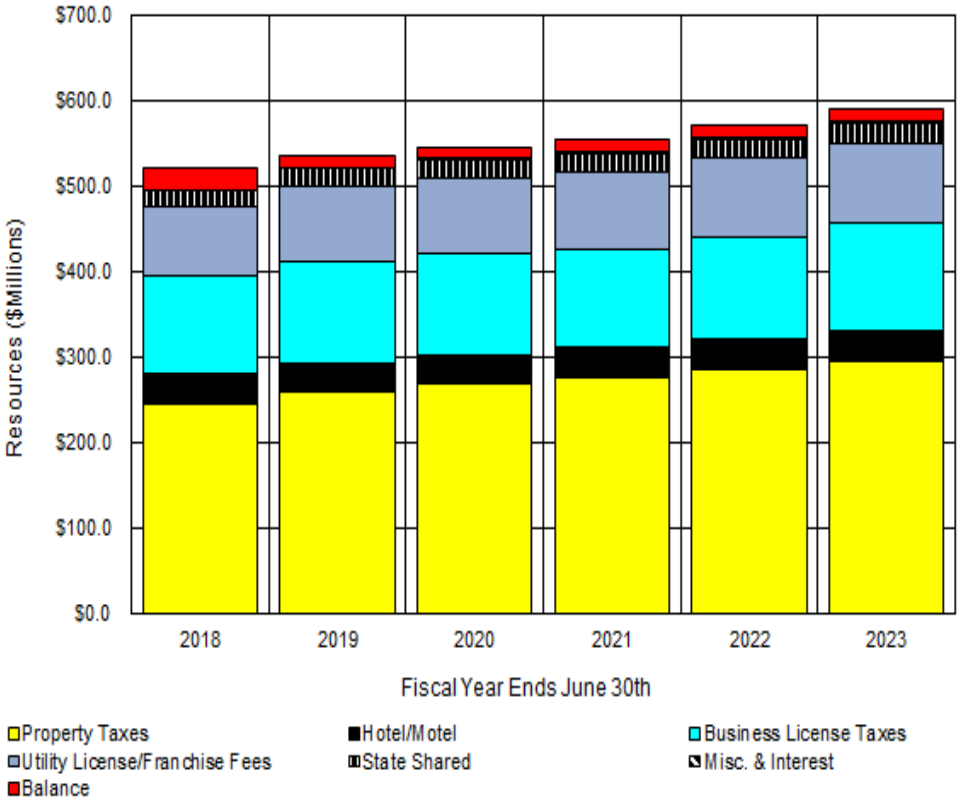
Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay $4.577 per $1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. Property taxes are expected to grow by about 3.6% annually over the life of the forecast. General Fund property taxes are generally insulated from market conditions because of voter-approved Measures 5 and 50. However, changes to the real market values of properties began having a much more significant impact recently, as property tax compression doubled from FY 2009-10 to FY 2012-13. More recent real market value increases have eased compression and are expected to continue to do so over the forecast horizon.

Business License Taxes

Generally speaking, businesses with more than $50,000 in annual revenue pay a 2.6% tax on their income to the City of Portland. This was increased from 2.2% beginning in tax year 2018 as part of the FY 2018-19 Adopted Budget. For those with no net taxable income there is a $100 minimum payment required. During the prior expansion, revenues peaked at $76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to $59.8 million by FY 2009-10, before rebounding rapidly. The largest annual receipts appear to be in FY 2017-18, with staff currently estimating a year-end total of $130 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 2018-19 has been set at $120.1 million, as it is expected that the boom in real estate transactions will cool under the higher interest rate environment.

The figure below summarizes the current five-year revenue forecast as of April. Average annual revenue growth (not including beginning balance) is projected at 2.4%, 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 2018-19.

Figure 18: Forecast General Fund Discretionary Resources



December and April Financial Forecast Results

The economy has largely met expectations during FY 2017-18, 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 2018-19 was about $528.8 million. The December financial forecast was updated in late April using more recent FY 2017-18 revenue and expenditure information. The April revenue forecast update increased estimated revenues by about $7.2 million over December figures, as most revenue stream exhibited positive growth, particularly business license taxes. Expense forecasts also saw modest increases, resulting in the City needing to cut $0.4 million in ongoing expenses.

The table below summarizes April financial forecast results, reflecting that resources are projected to exceed current appropriation level expenditures by nearly $22.7 million in FY 2017-18. There are an estimated $23.1 million one-time resources, buoyed by large amounts of excess revenue collected in FY 2017-18.

Figure 19: Five-Year Financial Plan

	Fiscal Year					
Budget Category	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**
Total Resources	**$521.6**	**$536.0**	**$545.5**	**$553.8**	**$569.6**	**$588.5**
Total Expenses	**$521.6**	**$513.3**	**$534.4**	**$551.1**	**$569.6**	**$588.5**
Available Ongoing		-$0.4	$0.0	$0.0	$0.0	$0.0
Available One-Time		$23.1	$11.1	$2.7	$0.0	$0.0
Total Expenses with Adds & One-Time Spending	**$501.4**	**$536.0**	**$545.5**	**$553.8**	**$569.6**	**$588.5**

Note: Totals may not add due to rounding. FY 2017-18 figures are for the Adopted Budget.

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

Uncertainties and Forecast Risks

The FY 2018-19 Adopted Budget and financial plan balances the General Fund for the life of the five-year forecast given revenue forecast assumptions for business license and transient lodging tax revenues. The forecast shows the large amounts of one-time money that often characterize the peak of economic expansions.

Future financial uncertainties that may upset the forecast include:

- Inflation - The City has been fortunate that the record rise in revenues has occurred while inflation has remained relatively low. The opposite conditions may be on the horizon. About three-fourths of General Fund discretionary spending is personnel. As inflation increases, coupled with expected increases in PERS expenses, the City could see rapidly rising costs coupled with mediocre or worse revenue growth.
- Interest Rates - As interest rates rise there are a variety of ways that this can impact the City budget. While, first and foremost, it makes borrowing for capital projects more expensive, it also makes some of the economic activity (e.g., real estate development) that has driven the revenue boom less feasible.
- Business License and Transient Lodging taxes - As the City continues to become more dependent on these economically-sensitive revenue sources, it is more exposed in the event of an economic downturn to dramatic revenue decreases.

Forecast Methodology

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

cigarette, liquor, and recreational marijuana taxes with expectations for pertinent factors for distribution, such as the city population, to determine the five-year forecast figures. Moody's/Economy.com provides national data and Portland State University's Northwest Economic Research Center provides some local forecasts for many independent variables included in the forecast models.

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

Financial Outlook - Other Major Funds

In addition to the General Fund, the financial overview includes excerpts from the financial plans of the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. These financial plans, developed using information available through December 2017, 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 2016-17, FY 2017-18, and FY 2018-19.

Sewer System Operating Fund

The five-year financial plan for the Sewer System Operating Fund included in the Requested Budget projected an average effective retail rate increase for the average single-family residence of 3.0% for FY 2018-19. City Council adopted an average effective retail rate of 2.35%. The primary factors contributing to the FY 2018-19 retail rate increase include funding capital projects, inflation, and increased costs associated with enhancing and maintaining service levels. Future-year rate increases are estimated to be 3.0% each year FY 2019-20 though FY 2021-22 and 3.1% for fiscal year 2022-23.

The FY 2018-19 Adopted Budget of $603.5 million is an increase of approximately $13.2 million from the FY 2017-18 Revised Budget. Significant changes include increased staffing of 18 FTE budgeted and increased capital expenses. The FY 2018-19 Adopted Budget includes $95.5 million of capital outlay, a $18.6 million increase from the FY 2017-18 Revised Budget, primarily for maintenance and reliability work, as well as sewage treatment and surface water management.

With regards to fund reserves, the combined ending fund balances of the Sewer System Operating Fund and the Sewer System Rate Stabilization Fund must be equal to or greater than 10% of each year's operating expenses, as defined by bond covenants. The Bureau of Environmental Services generally maintains 2% reserves in contingency in its operating fund and 8% or more in its rate stabilization fund.

Portland Harbor Superfund: The Bureau of Environmental Services represents the City's interests on the Portland Harbor Superfund site by working with the Department of Environmental Quality to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. The 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 2018-19 Adopted Budget includes $6.1 million of expenditures in the Environmental Remediation Fund, which isolates Portland Harbor costs.

Water Fund

The five-year financial plan for the Water Fund included in the Requested Budget projected an average effective retail rate increase for the average single-family residence of 8.9% for FY 2018-19. City Council adopted an average effective retail rate of 8.7%. The primary factors contributing to the FY 2018-19 retail rate increase include funding capital projects, inflation, and increased costs associated with enhancing and maintaining service levels. Future-year rate increases are estimated to be 7.4% each year over the five-year planning horizon. Those forecasted rates and five-year capital improvement plan include projects or funding to comply with the treatment requirement established in the Long Term 2 Enhanced Surface Water Treatment (LT2) Rule without a treatment variance.

The FY 2018-19 Adopted Budget of $438.4 million is an increase of approximately $35.2 million from the FY 2017-18 Revised Budget. Significant changes include increased capital outlay. The FY 2018-19 Adopted Budget includes $96.9 million of capital outlay, a $56.0 million increase from the FY 2017-18 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.

With 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 2018-19 Adopted Budget for the Transportation Service Area is $471.0 million, reflecting a $95.6 million increase from the FY 2017-18 Revised Budget. The Adopted Budget includes $86.7 million of capital expenditures, including funding for: SW Capital Hwy project, high crash corridors projects such as 122nd Avenue, 82nd Avenue, West Burnside, Outer Division and SW Beaverton-Hillsdale Hwy., Active Transportation Improvements, safety projects, and road rehabilitation.

The Portland Bureau of Transportation's (PBOT) FY 2018-23 financial forecast shows a surplus and does not require reductions. House Bill 2017 gas tax revenue brings $119.6 million to the forecast, and parking revenue increases the forecast by $14.0 million. In addition, FY 2022-23 has a balance of $48.3 million.

Even with the new funding sources, additional investment is needed to prevent the further long-term deterioration of the City's transportation infrastructure. The General Fund capital set-aside has provided funding for critical maintenance projects and is a step in the right direction, but additional funding is required to prevent the transportation system from deteriorating any further. By managing the transportation system well and focusing on Portland residents' highest priorities, PBOT reduced costs while attempting to create a more livable city. PBOT is maintaining a multi-modal approach to providing transportation services. PBOT continues to respond to residents' demand for improved traffic safety with innovative funding and programs.

Significant changes to PBOT's budget in FY 2018-19 include an additional $7.5 million in one-time General Fund resources from capital set-aside to support various large-scale capital projects, including the replacement and/or upgrade of sidewalks and curb corners to meet ADA compliance; $15.5 million in House Bill 2017 revenue for expanded capital and engineering project work, maintenance activities, and additional support services to assist with project implementation; and $2.1 million of one-time General Fund and Recreational Marijuana Tax Fund resources for major maintenance, capital projects, and for Vision Zero initiatives.

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

Figure 20: Summary of Major Funds

	General Fund	Sewer System Operating Fund	Transportation Operating Fund	Water Fund	All Other Funds	Total
FY 2016-17 Actual						
Beginning Balance	44,155,972	65,201,984	109,773,443	81,956,259	918,710,399	1,219,798,057
External Revenues	541,982,733	369,285,042	244,541,479	172,440,233	1,593,719,570	2,921,969,057
Internal Revenues	58,824,799	100,141,092	50,931,688	78,891,130	526,435,893	815,224,602
Total Resources	644,963,504	534,628,118	405,246,610	333,287,622	3,038,865,862	4,956,991,716
Bureau Expenses	523,845,117	212,808,595	175,851,323	145,155,588	805,136,067	1,862,796,690
Fund-level Expenses	68,509,619	255,266,480	64,193,168	94,755,280	1,243,980,815	1,726,705,362
Ending Fund Balance	52,608,768	66,553,043	165,202,119	93,376,754	989,748,980	1,367,489,664
Total Requirements	644,963,504	534,628,118	405,246,610	333,287,622	3,038,865,862	4,956,991,716
FY 2017-18 Revised Budget						
Beginning Balance	52,657,502	71,180,000	123,707,487	93,376,754	939,032,992	1,279,954,735
External Revenues	545,326,135	397,193,672	189,650,570	179,669,539	1,497,975,557	2,809,815,473
Internal Revenues	69,854,222	121,980,475	62,041,485	130,145,880	567,323,912	951,345,974
Total Resources	667,837,859	590,354,147	375,399,542	403,192,173	3,004,332,461	5,041,116,182
Bureau Expenses	585,216,233	262,488,027	239,174,496	173,800,500	1,165,564,476	2,426,243,732
Fund-level Expenses	66,726,629	260,369,420	26,073,368	109,724,397	799,774,451	1,262,668,265
Contingency	15,894,997	67,316,700	110,151,678	119,667,276	669,003,829	982,034,480
Ending Fund Balance	-	180,000	-	-	369,989,705	370,169,705
Total Requirements	667,837,859	590,354,147	375,399,542	403,192,173	3,004,332,461	5,041,116,182
FY 2018-19 Adopted Budget						
Beginning Balance	34,520,817	76,180,000	180,233,969	94,184,964	1,169,632,527	1,554,752,277
External Revenues	577,641,709	389,458,008	228,701,526	192,583,360	1,255,832,007	2,644,216,610
Internal Revenues	69,458,695	137,882,876	62,109,642	151,655,343	526,246,137	947,352,693
Total Resources	681,621,221	603,520,884	471,045,137	438,423,667	2,951,710,671	5,146,321,580
Bureau Expenses	598,050,031	283,831,012	296,733,919	237,619,975	1,170,815,100	2,587,050,037
Fund-level Expenses	60,718,655	246,464,332	26,356,339	98,916,506	853,150,805	1,285,606,637
Contingency	22,852,535	73,045,540	147,954,879	101,887,186	682,010,664	1,027,750,804
Ending Fund Balance	-	180,000	-	-	245,734,102	245,914,102
Total Requirements	681,621,221	603,520,884	471,045,137	438,423,667	2,951,710,671	5,146,321,580

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
Airport Way Debt Service Fund	1,730,000	(386,312)	1,343,688
Arts Education & Access Fund	8,937,372	(308,285)	8,629,087
Assessment Collection Fund	80,650	1,450	82,100
Bancroft Bond Interest and Sinking Fund	14,859,711	962,372	15,822,083
BFRES Facilities GO Bond Construction Fund	614,498	(614,498)	-
Bonded Debt Interest and Sinking Fund	200,000	-	200,000
Central Eastside Ind. District Debt Service Fund	2,405,863	-	2,405,863
Children's Investment Fund	7,375,000	924,797	8,299,797
CityFleet Operating Fund	27,269,943	(1,321,408)	25,948,535
Community Solar Fund	62,498	9,395	71,893
Convention Center Area Debt Service Fund	16,300,000	5,313,924	21,613,924
Development Services Fund	88,083,543	(5,029,363)	83,054,180
EBS Services Fund	5,227,568	(903,791)	4,323,777
Emergency Communication Fund	1,251,301	(84,228)	1,167,073
Environmental Remediation Fund	8,716,000	(1,534,985)	7,181,015
Facilities Services Operating Fund	43,129,087	(8,778,413)	34,350,674
Fire & Police Disability & Retirement Fund	12,179,404	(1,405,279)	10,774,125
Fire & Police Disability & Retirement Res Fund	750,000	-	750,000
Fire & Police Supplemental Retirement Res Fund	44,550	(9,950)	34,600
Gas Tax Bond Redemption Fund	1,676,062	(3,015)	1,673,047
General Fund	34,520,817	(11,668,282)	22,852,535
General Reserve Fund	60,585,671	2,105,857	62,691,528
Golf Fund	397,412	266,657	664,069
Health Insurance Operating Fund	22,632,366	(1,507,591)	21,124,775
Housing Investment Fund	7,922,390	(7,904,390)	18,000
Housing Property Fund	2,561,776	685,801	3,247,577
Hydroelectric Power Operating Fund	2,615,349	(367,844)	2,247,505
Hydroelectric Power Renewal Replacement Fund	100,000	-	100,000
Inclusionary Housing Fund	9,225,280	(9,225,280)	-
Insurance and Claims Operating Fund	31,334,156	326,237	31,660,393
Interstate Corridor Debt Service Fund	12,251,499	(6,540,151)	5,711,348
Lents Town Center URA Debt Redemption Fund	6,262,906	(3,230,314)	3,032,592
Local Improvement District Fund	3,642,103	(248,562)	3,393,541
North Macadam URA Debt Redemption Fund	6,743,892	(1,778,242)	4,965,650
Parking Facilities Fund	11,463,597	(10,311,888)	1,151,709
Parks Capital Improvement Program Fund	122,874,179	(59,227,108)	63,647,071
Parks Endowment Fund	187,068	(21,327)	165,741
Parks Local Option Levy Fund	251,000	(251,000)	-
Pension Debt Redemption Fund	2,124,966	(1,374,966)	750,000
Police Special Revenue Fund	4,191,000	(4,191,000)	-
Portland International Raceway Fund	768,657	96,101	864,758
Portland Parks Memorial Fund	10,695,622	(7,006,800)	3,688,822
Portland Police Assoc Health Insurnc Fund	7,177,052	(1,229,236)	5,947,816
Printing & Distribution Services Operating Fund	1,414,931	(80,757)	1,334,174
Property Management License Fund	30,000	(10,000)	20,000
Public Safety GO Bond Fund	912,755	(912,755)	-
Recreational Cannabid Tax Fund	1,360,376	(1,360,376)	-
River District URA Debt Redemption Fund	8,484,543	(865,685)	7,618,858
Sewer System Construction Fund	188,700,000	(101,950,000)	86,750,000
Sewer System Debt Redemption Fund	61,950,000	100,325	62,050,325
Sewer System Operating Fund	76,180,000	(2,954,460)	73,225,540
Sewer System Rate Stabilization Fund	138,150,000	27,400,000	165,550,000
Solid Waste Management Fund	4,118,672	(180,063)	3,938,609
South Park Blocks Redemption Fund	9,640,000	(3,982,544)	5,657,456
Spectator Venues & Visitor Activities Fund	7,000,000	(2,451,030)	4,548,970
Tax Increment Financing Reimbursement Fund	6,444,035	(6,279,662)	164,373
Technology Services Fund	26,982,180	(8,066,972)	18,915,208
Transportation Operating Fund	180,233,969	(32,279,090)	147,954,879
Transportation Reserve Fund	6,706,526	760,000	7,466,526
Water Bond Sinking Fund	31,351,200	4,866,813	36,218,013
Water Construction Fund	87,792,983	(23,515,836)	64,277,147
Water Fund	94,184,964	7,702,222	101,887,186
Waterfront Renewal Bond Sinking Fund	8,420,000	(874,142)	7,545,858
Workers' Comp. Self Insurance Operating Fund	13,273,335	(382,442)	12,890,893
Total	**1,554,752,277**	**(281,087,371)**	**1,273,664,906**

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. The underlying ratings on the City's urban renewal and redevelopment bonds are between "A1" and "Aa3" by Moody's.

The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2018.

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:

- $137.3 million of voter-approved general obligation bonds for emergency facilities, public safety improvements, affordable housing and park improvements.

Revenue Bonds

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

- $1.6 billion of sewer system revenue bonds
- $48.2 million of principal on urban renewal lines of credit secured solely by tax increment revenues
- $623.6 million of water revenue bonds
- $7.9 million of gas tax revenue bonds

Urban Renewal and Redevelopment Bonds

Urban renewal and redevelopment bonds are secured by, and payable from, pledged tax increment revenues of the urban renewal area for which the bonds are issued. The City currently has $357.2 million of outstanding long-term urban renewal bonds for nine urban renewal areas.

General Fund-Backed Debt

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

- $159.5 million of limited tax pension obligation bonds, of which approximately $59.2 million is attributed to General Fund bureaus and approximately $100.3 million to non-General Fund bureaus.
- $83.5 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 ($70.3 million) and Civic Stadium (Providence Park) Improvement project ($13.2 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.
- $38.3 million of limited tax revenue bonds for building improvements and equipment acquisition.
- $12.0 million of limited tax revenue bonds issued to fund the City's share of the Providence Park (formerly JELD-WEN Field) project. These limited tax revenue bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues of the Spectator Facilities Fund.
- $29.9 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.

- $67.5 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.
- $9.9 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.
- $13.3 million of limited tax housing revenue bonds.
- $28.7 million of limited tax improvement bonds issued to finance property owner assessments.
- $40.7 million of principal on urban renewal lines of credit. It is expected these interim financing obligations will be retired with the proceeds of long-term urban renewal and redevelopment bonds.
- $6.8 million of principal on lines of credit used to provide short-term and interim financing for local improvement district projects.
- $24.3 million of principal on a River District urban renewal area line of credit.
- $34.5 million of principal on a line of credit for the Portland Building Reconstruction project.
- $0.7 million of principal on a line of credit to support the Business Oregon Infrastructure Finance Authority Levee Ready Columbia project (IFA Levee Loan).
- $3.2 million on a State of Oregon loan guarantee obligation.

Debt Limitation

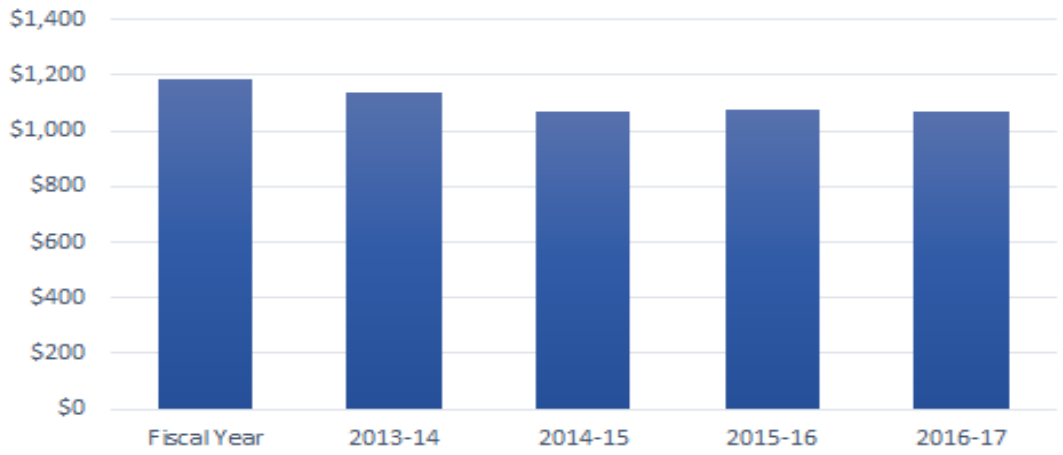
Under Oregon law (ORS 287A.050), the City's unlimited tax general obligation debt limit is equal to 3% of the City's real market valuation ($137.5 billion), or about $4.1 billion. The City's debt policies are more restrictive, specifying that unlimited tax general obligation debt can be no more than 0.75% of real market value, or approximately $1.031 billion for FY 2017-18. Currently, the City has $137.3 million of outstanding unlimited tax general obligation debt that is subject to this debt limitation. The City also has an additional $14.9 million of voter authority for GO parks bonds and $220.9 million of voter authority for GO housing bonds that are currently unissued.

Figure 23: Debt Limitation Criteria

FY 2017-18 Real Market Value	$137,482,640,578
3% of Real Market Value	$4,124,479,217
City outstanding debt subject to limit	$137,330,000
Percent of limitation outstanding	3.33%
Debt margin	$3,987,149,217

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 December 2017, changes to federal tax law eliminated the City's ability to issue tax-exempt advance refunding bonds. Tax-exempt current refunding bonds are still permitted.

In FY 2017-18 the City issued the General Obligation Refunding Bonds, 2018 Series B (Emergency Facilities Project) which refunded the General Obligation Emergency Facilities Bonds, 2008 Series A. In addition to these refunding bonds, the City issued $23.4 million of General Obligation bonds for Parks, representing the second installment of bonds authorized by voters in 2014, and $191.9 million of second lien sewer system revenue bonds to pay for capital improvements of the sewer system. The City expects to issue approximately $9.0 million of Limited Tax Revenue Bonds to repay a portion of an interfund loan for the Ellington Apartments affordable housing project. The City also issued $35.7 million of tax anticipation notes to pay for FY 2017-18 expenditures of the Fire & Police Disability & Retirement Fund until receipt of property tax revenues in November.

Also, in FY 2017-18, the City borrowed approximately $46.8 million on credit facilities to provide interim finance for projects including levee engineering analysis, local improvement district ("LID") projects, Portland Building Reconstruction, and urban renewal area projects.

Anticipated Debt Issuance in FY 2018-19

The City anticipates issuing the following debt obligations during FY 2018-19 (amounts are approximate):

- $92.0 million in first lien water system revenue bonds to finance water system capital improvements;
- $57.7 million in tax anticipation notes for the Fire & Police Disability & Retirement Fund;
- $19.7 million in limited tax revenue bonds to finance the City office space in the Jasmine Block development;
- $5.0 million in limited tax revenue bonds for Portland Building space optimization costs;
- $10.5 million for limited tax revenue bonds to finance the construction of a new fueling station for City Fleet vehicles
- $74.5 million of draws on lines of credit secured by the City's full faith and credit for rehabilitation of the Portland Building and improvements in the River District urban renewal area; and
- $8.0 million of draws on lines of credit secured by tax increment revenues.

The City will likely incur additional indebtedness during FY 2018-19 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

Summaries of Financial Policies

The City has formal financial policies, adopted by City Council, as a component of sound government financial management. These policies provide direction to City leaders in making budgetary and financial management decisions. The complete set of policies and their associated linked procedures are on the City's website under Portland Policy Documents, Finance Section. The policies reflected below were last updated and adopted by City Council in May 2008, with an effective date of July 1, 2008. These policies were reviewed, with amendments adopted in August 2014 and January 2015. A summary of these policies, numbered as part of the Portland Policy Documents, follows.

Comprehensive Financial Management Policies Overview

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

The objectives for comprehensive financial management policies are to:

- Guide City Council and City management policy decisions that have significant fiscal impact;
- Support planning for long-term needs;
- Maintain and protect City assets and infrastructure;

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

Financial Planning

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

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

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

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

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

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

Budget Policies

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

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

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

For the fall budget monitoring process, at least 50% of General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement. Funds that had been reserved to pay for General Fund encumbrances but are not needed for this purpose will also be added to General Fund contingency or spent on one-time needs.

The budget will comply with the following operating principles:

- In each fund, resources shall be equal to requirements resulting in a balanced budget.
- One-time funds are General Fund resources designed to be used for projects and purchases that can be accomplished within the fiscal year.
- Unless otherwise stated explicitly by the Council, the City will not dedicate discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- The City will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year.
- The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The City will coordinate its service delivery with other applicable public and private service providers.
- City operations will be run on a self-supporting basis where doing so will increase efficiency in service delivery or recover the full cost of providing the service by a user fee or charge.

- The City will budget a contingency account for each operating fund adequate to address reasonable but unforeseen requirements within the fiscal year.

Financial Reporting

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

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

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

Revenue Policies

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

Charges for services that benefit specific users should recover full costs, including all direct costs, bureau overhead, General Fund overhead, loss of interest, and depreciation on capital plant and equipment.

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

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

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

Reserve Funds

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

The City shall maintain adequate cash reserves in each fund in order to maintain a positive cash position at any time during a fiscal year and at year-end.

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

Cost Allocation

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

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

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

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

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

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

Treasury

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

Banking Services, Cash Management, and Electronic Payment Processing

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

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

Investment Policy

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

Debt Management

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

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

Summaries of Planning Policies

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

Comprehensive Plan

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

The Portland Plan

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

Regional Transportation

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

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

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

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

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

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

Environmental Services Policy

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

Endangered Species Act

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

Sustainable Development

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

Solid Waste

Council adopted Ordinance #162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. Residential franchise fees are set at 5% of haulers' gross revenue. The commercial tonnage fee is currently $9.60 per ton, and is proposed to increase by $3.00 to $12.90 per ton in FY 2018-19 to fund Homeless and Urban Camping Impact Reduction Program.

Economic Development Strategy

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

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

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

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 Planning & Sustainability

Light Pollution

Based on the Central City 2035 plan, Council directs the Bureau of Planning and Sustainability to present a project timeline related to mitigating light pollution to Council as part of the Fall 2018 Budget Monitoring Process. This project timeline should include the following components: identification of lead staff with BPS; estimates for an analysis of best practices related to a "dark skies" initiative; an outline of next steps needed for implementation within five years, including options for expedited implementation based on budget allocation.

City Budget Office

Fiscal Sustainability Bridge

City Council directs the City Budget Office (CBO) to reduce the FY 2019-20 Current Appropriation Level ongoing targets for all General Fund bureaus by 1.0%. In advance of the FY 2019-20 budget process, bureaus are directed to identify efficiencies, organizational changes, and other cost-saving ideas that achieve the necessary savings without reducing front-line services. Bureaus should identify those savings in their budget requests. Bureaus unable to identify the savings may request additional ongoing funding in FY 2019-20.

General Fund Contingency

Council directs the City Budget Office to increase the Current Appropriation Level for the General Fund Contingency to $3.0 million in FY 2019-20.

Funding for Parks Vision Plan

Council directs the City Budget Office to increase the Portland Parks & Recreation Current Appropriation Level by $275,000 on a one-time basis in FY 2019-20 to fund the second year of the Parks Vision planning process.

Fire & Rescue

Station Roof Replacements

Council directs Portland Fire and Rescue to use available balance from the 1998 Facilities GO Bond to replace the failing roofs at Fire Stations 4 and 22.

Office of Equity & Human Rights

Public Accommodations

Council directs the Office of Equity & Human Rights, the Office of Neighborhood Involvement, and the City Budget Office to undertake an analysis of Citywide public accommodations. This will include identification of current spending and service levels across all bureaus. These entities will provide recommendations for the City's standard provision of accommodations, how to centralize support and resources for bureaus to meet these standards, and how to fund services that go beyond current allocations (focused first on prioritization of existing resources and process improvements without new resources). The analysis will be provided no later than December 31, 2018 in order to inform FY 2019-20 Budget Development.

Office of Management & Finance

Jasmine Block

Council directs the Office of Management & Finance (OMF) to fund the FY 2018-19 cash contribution and financing requirements for the Jasmine Block project from Facilities Services Operating Fund reserves. Upon Council approval of the development agreement and finalization of the downtown core tenancy study directed by Resolution 37274, OMF should request reimbursement from the appropriate tenant fund.

Community Service Officer Program

Council directs the Police Bureau and the Office of Management & Finance to ensure that the Community Service Officer (CSO) pilot program is implemented by January 1st, 2019. Beginning in FY 2018-19, the Police Bureau and OMF will provide joint quarterly reports to Council on the progress toward implementation (including updates on labor negotiations, hiring, CSO training, and CSO staffing) and identify strategies to overcome any delays in the implementation timeline. Council further directs the Police Bureau to engage in a pre/post evaluation of the program to determine if the pilot is successful in achieving positive outcomes for the bureau and for the community, and determine whether the program is scalable. This evaluation will be presented to Council with recommendations by January 1st, 2020.

Office of Community Technology

In accordance with a budget note in the FY 2017-18 Adopted Budget, an external consultant was engaged to evaluate options and make recommendations to Council on the optimal location and structure for the Office for Community Technology (OCT) within the City's organizational framework. Based on these recommendations and consultation with City staff, Council directs that the Office for Community Technology be established as a stand-alone office beginning in September 2018. Council directs the Revenue Division and OCT staff to bring forward budgetary and position changes in the FY 2018-19 Fall Budget Monitoring Process for Council consideration. Council further directs OMF-Facilities to develop options and plan for the physical relocation of OCT staff, with the relevant budgetary actions also brought forward during the FY 2018-19 Fall Budget Monitoring Process.

Office of Neighborhood Involvement

Equity in Funding for Neighborhood Coalitions

City Council directs ONI to work with relevant stakeholders to develop a methodology to equitably distribute existing resources among the neighborhood coalitions without additional funding. ONI shall also provide a plan for implementation in time for FY 2019-20 budget development and report back to Council by December 2018.

Portland Bureau of Transportation

Derelict RV Enforcement

In FY 2017-18, PBOT worked with local neighbors, the police bureau, vehicle owners, tow companies and people experiencing homelessness to address safety and environmental hazards resulting from broken down RVs in the right-of-way. Council directs PBOT to continue current work with bureau resources in FY 2018-19, and to return to Council with a report on program challenges and successes in advance of the development of the FY 2019-20 budget.

ADA Compliance CAL Adjustment

City Council directs the Portland Bureau of Transportation and Portland Parks and Recreation to request General Fund increases of $1,000,000 and $1,000,000, respectively, to their FY 2019-20 Current Appropriation Level (CAL) targets during the FY 2018-19 Fall Supplemental Budget process. If approved, this funding will be dedicated to ADA compliance in each bureau.

Portland Parks & Recreation

Increases to Parks' Major Maintenance Funding

Council directs Portland Parks & Recreation to request ongoing funding of $500,000 for major maintenance needs in each budget process until a level of funding is achieved that is sufficient for addressing the bureau's regular, scheduled major maintenance needs. Council will make the determination each year whether to fund this additional allocation with new or realigned resources. Portland Parks & Recreation shall use this funding to address major maintenance needs in addition to its current annual appropriation. This funding should complement other strategies in addressing the bureau's major maintenance gap, including the internal reallocation of resources, the divestment of assets, and periodic General Obligation bonds.

Completion of Critical Planning Efforts and Preparation for Vision Plan

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

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

ADA Compliance CAL Adjustment

City Council directs the Portland Bureau of Transportation and Portland Parks and Recreation to request General Fund increases of $1,000,000 and $1,000,000, respectively, to their FY 2019-20 Current Appropriation Level (CAL) targets during the FY 2018-19 Fall Supplemental Budget process. If approved, this funding will be dedicated to ADA compliance in each bureau.

Portland Police Bureau

Community Service Officer Program

Council directs the Police Bureau and the Office of Management & Finance to ensure that the Community Service Officer program is implemented by January 1st, 2019. Beginning in FY 2018-19, the Police Bureau and OMF will provide joint quarterly written reports to Council Offices on the progress toward implementation (including updates on labor negotiations, hiring, CSO training, and CSO staffing) and identify strategies to overcome any delays in the implementation timeline.

Portland Police Bureau Overtime

The FY 2018-19 Adopted Budget includes new ongoing funding for 49.0 new officer positions that will help reduce the bureau's reliance on backfill overtime. Council directs the Portland Police Bureau to continue to provide a monthly report of bureau overtime usage, but further directs that this monthly report be enhanced with an online dynamic dashboard to act as a management tool for Council to track bureau overtime usage, call volume, and crime rates. Council also directs that the bureau perform an annual evaluation of its overtime usage that identifies any structural overtime usage issues, outlines management strategies undertaken to minimize reliance on overtime, and evaluates the impact of additional officer positions, once deployed, such that future conversations around adding sworn positions are data-driven and informed by quantifiable impacts on performance measures.

Prosper Portland, Parks & Recreation, Office of Management & Finance, and Bureau of Transportation

Film Office Financing

Council directs the Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management & Finance to coordinate a plan that funds one-half of the Portland Film Office through filming permit revenues in FY 2019-20. Each bureau's Requested Budget should reflect any changes necessary to achieve this goal.

Bureau of Environmental Services/Portland Bureau of Transportation

Street Sweeping

During FY 2018-19, BES and PBOT shall work together to define PBOT's total cost of systemwide street cleaning services under the interagency and detail the cost of street cleaning arterial streets for BES to remain compliant with MS4 permits. BES and PBOT shall also define the quantifiable benefits of street sweeping to the stormwater system overall. Based upon the results of this analysis, BES shall propose appropriate realignments to the PBOT-BES interagency in its Requested Budget for FY2019-20.

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 2015-16 Actuals, FY 2016-17 Actuals, the FY 2017-18 Revised Budget reflecting through accounting period 11 (May 31, 2018), and the FY 2018-19 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 2018-19 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 2017-18 Revised Budget to the FY 2018-19 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 2017-18 Revised Budget and FY 2018-19 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 2018-19 Adopted Budget:

- Table 14a, *Summary of Indebtedness - Debt Outstanding*, compares the change in total outstanding debt from FY 2017-18 to FY 2018-19.
- Table 14b, *Summary of Indebtedness - Actual Debt Outstanding*, compares the City's total outstanding debt for FY 2016-17, FY 2017-18, and the projected debt outstanding for FY 2018-19.
- Table 15, *Summary of Indebtedness - Debt Service*, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2018-19.
- Table 16, *Principal Over the Life of the Debt*, shows the amount of debt principal paid off each fiscal year for all City debt.
- Table 17, *Interest Over the Life of the Debt*, shows the amount of interest paid each fiscal year on the City's debt.
- Table 18, *Summary of Defeased Indebtedness*, provides information on bonds the City has refunded, but have not yet been paid off by the escrow accounts established for that purpose.

CITY OF PORTLAND OREGON
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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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	562,799,703	608,862,911	668,222,864	706,350,706	705,876,958
Licenses & Permits	261,983,019	282,322,250	268,474,055	296,853,425	291,145,483
Charges for Services	750,172,892	811,106,219	869,662,871	885,186,259	884,960,335
Intergovernmental	181,595,927	206,262,874	259,517,907	282,391,917	285,950,644
Bond & Note	630,489,274	941,436,241	681,904,493	399,160,388	426,302,741
Miscellaneous	54,431,263	71,978,562	62,033,283	48,827,185	49,980,449
Total External Revenues	**2,441,472,078**	**2,921,969,057**	**2,809,815,473**	**2,618,769,880**	**2,644,216,610**
Internal Revenues					
Fund Transfers - Revenue	568,381,914	610,303,282	706,780,302	712,830,152	712,885,846
Interagency Revenue	193,683,954	204,921,320	244,565,672	237,821,272	234,466,847
Total Internal Revenues	**762,065,868**	**815,224,602**	**951,345,974**	**950,651,424**	**947,352,693**
Beginning Fund Balance	1,153,476,222	1,219,798,057	1,279,954,735	1,540,700,561	1,554,752,277
Total Resources	**4,357,014,168**	**4,956,991,716**	**5,041,116,182**	**5,110,121,865**	**5,146,321,580**
Less Intracity Transfers	(762,065,868)	(815,224,602)	(951,345,974)	(950,651,424)	(947,352,693)
Total NET Budget	**3,594,948,300**	**4,141,767,114**	**4,089,770,208**	**4,159,470,441**	**4,198,968,887**
Requirements					
Bureau Expenditures					
Personnel Services	677,095,349	700,723,661	786,014,498	827,535,417	831,390,381
External Materials and Services	641,855,953	733,596,891	1,042,931,149	980,765,145	1,011,119,133
Internal Materials and Services	193,683,954	204,976,320	244,575,672	237,821,272	234,466,847
Capital Outlay	106,557,720	223,499,818	352,722,413	503,426,175	510,073,676
Total Bureau Expenditures	**1,619,192,976**	**1,862,796,690**	**2,426,243,732**	**2,549,548,009**	**2,587,050,037**
Fund Expenditures					
Debt Service	949,641,221	1,116,402,080	555,887,963	573,714,283	572,720,791
Contingency	0	0	982,034,480	970,147,822	1,027,750,804
Fund Transfers - Expense	568,381,914	610,303,282	706,780,302	712,830,152	712,885,846
Total Fund Expenditures	**1,518,023,135**	**1,726,705,362**	**2,244,702,745**	**2,256,692,257**	**2,313,357,441**
Ending Fund Balance	1,219,798,057	1,367,489,664	370,169,705	303,881,599	245,914,102
Total Requirements	**4,357,014,168**	**4,956,991,716**	**5,041,116,182**	**5,110,121,865**	**5,146,321,580**
Less Intracity Transfers	(762,065,868)	(815,279,602)	(951,355,974)	(950,651,424)	(947,352,693)
Total NET Budget	**3,594,948,300**	**4,141,712,114**	**4,089,760,208**	**4,159,470,441**	**4,198,968,887**

Appropriation Schedule – FY 2018-19

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	71,055,191	83,054,180	2,407,161	1,360,492	157,877,024
Total Bureau of Development Services	**71,055,191**	**83,054,180**	**2,407,161**	**1,360,492**	**157,877,024**
Bureau of Emergency Communications					
Emergency Communication Fund	24,098,957	1,167,073	1,026,653	271,083	26,563,766
Total Bureau of Emergency Communications	**24,098,957**	**1,167,073**	**1,026,653**	**271,083**	**26,563,766**
Bureau of Environmental Services					
Environmental Remediation Fund	6,547,636	7,181,015	103,077	1,672	13,833,400
Grants Fund	185,775	0	0	0	185,775
Sewer System Construction Fund	0	86,750,000	130,500,000	0	217,250,000
Sewer System Debt Redemption Fund	0	0	0	181,624,675	181,624,675
Sewer System Operating Fund	283,831,012	73,045,540	242,681,544	3,782,788	603,340,884
Sewer System Rate Stabilization Fund	0	165,550,000	5,000,000	0	170,550,000
Total Bureau of Environmental Services	**290,564,423**	**332,526,555**	**378,284,621**	**185,409,135**	**1,186,784,734**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	154,219,287	10,774,125	919,150	58,593,081	224,505,643
Fire & Police Disability & Retirement Res Fund	0	0	750,000	0	750,000
Total Bureau of Fire & Police Disability & Retirement	**154,219,287**	**10,774,125**	**1,669,150**	**58,593,081**	**225,255,643**
Bureau of Planning & Sustainability					
Community Solar Fund	47	0	78	0	125
General Fund	9,983,040	0	0	0	9,983,040
Grants Fund	1,347,434	0	0	0	1,347,434
Solid Waste Management Fund	7,502,145	112,593	202,422	72,419	7,889,579
Total Bureau of Planning & Sustainability	**18,832,666**	**112,593**	**202,500**	**72,419**	**19,220,178**
City Budget Office					
General Fund	3,879,411	0	0	0	3,879,411
Total City Budget Office	**3,879,411**	**0**	**0**	**0**	**3,879,411**
Commissioner of Public Affairs					
Children's Investment Fund	20,073,514	8,299,797	25,000	0	28,398,311
General Fund	2,162,785	0	0	0	2,162,785
Total Commissioner of Public Affairs	**22,236,299**	**8,299,797**	**25,000**	**0**	**30,561,096**
Commissioner of Public Safety					
General Fund	1,186,023	0	0	0	1,186,023
Total Commissioner of Public Safety	**1,186,023**	**0**	**0**	**0**	**1,186,023**
Commissioner of Public Utilities					
General Fund	1,187,622	0	0	0	1,187,622
Total Commissioner of Public Utilities	**1,187,622**	**0**	**0**	**0**	**1,187,622**
Commissioner of Public Works					
General Fund	1,186,058	0	0	0	1,186,058
Total Commissioner of Public Works	**1,186,058**	**0**	**0**	**0**	**1,186,058**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	93,355	0	0	0	93,355
82nd Ave/Division NPI Debt Service Fund	93,017	0	0	0	93,017
Airport Way Debt Service Fund	0	0	0	5,187,594	5,187,594
Bonded Debt Interest and Sinking Fund	0	0	0	17,050,977	17,050,977

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	9,624,474	9,624,474
Convention Center Area Debt Service Fund	0	0	0	7,809,418	7,809,418
Cully Blvd. NPI Debt Service Fund	93,355	0	0	0	93,355
Division-Midway NPI Debt Service Fund	93,840	0	0	0	93,840
Fire & Police Supplemental Retirement Res Fund	10,000	0	0	0	10,000
Gateway URA Debt Redemption Fund	0	0	0	5,443,794	5,443,794
General Fund	0	22,852,535	49,990,940	10,727,715	83,571,190
General Reserve Fund	0	62,691,528	0	0	62,691,528
Governmental Bond Redemption Fund	0	0	0	3,218,119	3,218,119
Interstate Corridor Debt Service Fund	0	0	0	42,106,203	42,106,203
Lents Town Center URA Debt Redemption Fund	0	0	0	19,971,917	19,971,917
North Macadam URA Debt Redemption Fund	0	0	0	22,217,101	22,217,101
Parkrose NPI Debt Service Fund	92,687	0	0	0	92,687
Pension Debt Redemption Fund	0	0	0	5,646,245	5,646,245
River District URA Debt Redemption Fund	0	0	0	44,672,258	44,672,258
Rosewood NPI Debt Service Fund	93,409	0	0	0	93,409
South Park Blocks Redemption Fund	0	0	0	10,495,322	10,495,322
Special Finance and Resource Fund	113,864,154	0	0	49,890	113,914,044
Special Projects Debt Service Fund	0	0	0	7,763,250	7,763,250
Waterfront Renewal Bond Sinking Fund	0	0	0	9,487,935	9,487,935
Total Fund & Debt Management	**114,433,817**	**85,544,063**	**49,990,940**	**221,472,212**	**471,441,032**
Office of Community and Civic Life					
Cannabis Licensing Special Revenue Fund	1,569,873	0	0	0	1,569,873
General Fund	10,594,271	0	0	0	10,594,271
Recreational Cannabis Tax Fund	700,000	0	0	0	700,000
Total Office of Community and Civic Life	**12,864,144**	**0**	**0**	**0**	**12,864,144**
Office of Equity & Human Rights					
General Fund	1,919,615	0	0	0	1,919,615
Total Office of Equity & Human Rights	**1,919,615**	**0**	**0**	**0**	**1,919,615**
Office of Government Relations					
General Fund	1,964,694	0	0	0	1,964,694
Total Office of Government Relations	**1,964,694**	**0**	**0**	**0**	**1,964,694**
Office of Management & Finance					
Arts Education & Access Fund	12,343,285	8,629,087	25,000	0	20,997,372
BFRES Facilities GO Bond Construction Fund	1,921	0	11,491	0	13,412
CityFleet Operating Fund	40,865,422	25,948,535	1,270,393	623,905	68,708,255
Convention and Tourism Fund	20,498,500	0	25,000	0	20,523,500
EBS Services Fund	10,315,124	4,323,777	184,653	0	14,823,554
Facilities Services Operating Fund	124,841,606	34,350,674	1,063,909	6,933,305	167,189,494
General Fund	42,126,335	0	0	0	42,126,335
Health Insurance Operating Fund	98,463,922	21,124,775	321,396	43,046	119,953,139
Insurance and Claims Operating Fund	11,617,238	31,660,393	211,612	101,727	43,590,970
Portland Police Assoc Health Insurnc Fund	18,687,566	5,947,816	0	0	24,635,382
Printing & Distribution Services Operating Fund	7,706,958	1,334,174	297,752	184,611	9,523,495
Property Management License Fund	5,469,000	20,000	25,000	0	5,514,000

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
Public Safety GO Bond Fund	0	0	159,887	0	159,887
Recreational Cannabis Tax Fund	5,000	0	0	0	5,000
Spectator Venues & Visitor Activities Fund	6,794,635	4,548,970	210,338	3,441,592	14,995,535
Technology Services Fund	63,647,429	18,915,208	4,343,768	647,474	87,553,879
Workers' Comp. Self Insurance Operating Fund	5,248,347	12,890,893	113,901	95,153	18,348,294
Total Office of Management & Finance	**468,632,288**	**169,694,302**	**8,264,100**	**12,070,813**	**658,661,503**
Office of the City Attorney					
General Fund	13,639,244	0	0	0	13,639,244
Total Office of the City Attorney	**13,639,244**	**0**	**0**	**0**	**13,639,244**
Office of the City Auditor					
Assessment Collection Fund	0	82,100	0	0	82,100
Bancroft Bond Interest and Sinking Fund	0	0	0	4,709,990	4,709,990
General Fund	11,038,984	0	0	0	11,038,984
Local Improvement District Fund	1,495,205	3,393,541	16,074,164	3,278,789	24,241,699
Total Office of the City Auditor	**12,534,189**	**3,475,641**	**16,074,164**	**7,988,779**	**40,072,773**
Office of the Mayor					
General Fund	4,105,862	0	0	0	4,105,862
Total Office of the Mayor	**4,105,862**	**0**	**0**	**0**	**4,105,862**
Portland Bureau of Emergency Management					
General Fund	3,709,909	0	0	0	3,709,909
Grants Fund	5,196,800	0	0	0	5,196,800
Total Portland Bureau of Emergency Management	**8,906,709**	**0**	**0**	**0**	**8,906,709**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	0	0	0	1,741,000	1,741,000
Grants Fund	41,362,865	0	0	0	41,362,865
Parking Facilities Fund	22,241,435	1,151,709	514,257	1,879,200	25,786,601
Recreational Cannabis Tax Fund	1,770,626	0	0	0	1,770,626
Transportation Operating Fund	296,733,919	147,954,879	10,402,768	15,953,571	471,045,137
Transportation Reserve Fund	0	7,466,526	0	0	7,466,526
Total Portland Bureau of Transportation	**362,108,845**	**156,573,114**	**10,917,025**	**19,573,771**	**549,172,755**
Portland Fire & Rescue					
BFRES Facilities GO Bond Construction Fund	603,965	0	0	0	603,965
General Fund	124,347,721	0	0	0	124,347,721
Public Safety GO Bond Fund	752,868	0	0	0	752,868
Total Portland Fire & Rescue	**125,704,554**	**0**	**0**	**0**	**125,704,554**
Portland Housing Bureau					
Community Development Block Grant Fund	13,810,005	0	0	748,000	14,558,005
General Fund	36,223,095	0	0	0	36,223,095
Grants Fund	3,339,069	0	0	0	3,339,069
HOME Grant Fund	5,707,049	0	0	0	5,707,049
Housing Capital Fund	23,436,307	0	0	0	23,436,307
Housing Investment Fund	8,456,429	18,000	1,001,863	60,000	9,536,292
Housing Property Fund	1,660,905	3,247,577	0	1,784,479	6,692,961
Inclusionary Housing Fund	14,979,580	0	0	0	14,979,580

Appropriation Schedule – FY 2018-19

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
Tax Increment Financing Reimbursement Fund	74,078,926	164,373	661,388	0	74,904,687
Total Portland Housing Bureau	**181,691,365**	**3,429,950**	**1,663,251**	**2,592,479**	**189,377,045**
Portland Parks & Recreation					
General Fund	91,871,707	0	0	0	91,871,707
Golf Fund	7,833,536	664,069	459,881	357,495	9,314,981
Grants Fund	2,189,950	0	0	0	2,189,950
Parks Capital Improvement Program Fund	87,886,359	63,647,071	543,289	131,360	152,208,079
Parks Endowment Fund	23,636	0	0	0	23,636
Parks Local Option Levy Fund	0	0	251,000	0	251,000
Portland International Raceway Fund	1,440,453	864,758	78,832	269,972	2,654,015
Portland Parks Memorial Fund	11,849,041	3,688,822	181,600	0	15,719,463
Total Portland Parks & Recreation	**203,094,682**	**68,864,720**	**1,514,602**	**758,827**	**274,232,831**
Portland Police Bureau					
General Fund	218,552,285	0	0	0	218,552,285
Grants Fund	756,758	0	0	0	756,758
Police Special Revenue Fund	5,348,703	0	0	0	5,348,703
Recreational Cannabis Tax Fund	2,149,750	0	0	0	2,149,750
Total Portland Police Bureau	**226,807,496**	**0**	**0**	**0**	**226,807,496**
Portland Water Bureau					
Hydroelectric Power Operating Fund	2,618,051	2,247,505	35,427	28,543	4,929,526
Hydroelectric Power Renewal Replacement Fund	0	100,000	0	0	100,000
Water Bond Sinking Fund	0	0	0	58,061,377	58,061,377
Water Construction Fund	0	0	146,362,526	0	146,362,526
Water Fund	237,619,975	101,887,186	94,448,726	4,467,780	438,423,667
Total Portland Water Bureau	**240,238,026**	**104,234,691**	**240,846,679**	**62,557,700**	**647,877,096**
Prosper Portland					
General Fund	6,540,664	0	0	0	6,540,664
Total Prosper Portland	**6,540,664**	**0**	**0**	**0**	**6,540,664**
Special Appropriations					
General Fund	11,830,706	0	0	0	11,830,706
Public Election Fund	1,237,200	0	0	0	1,237,200
Recreational Cannabis Tax Fund	350,000	0	0	0	350,000
Total Special Appropriations	**13,417,906**	**0**	**0**	**0**	**13,417,906**
Total Citywide Appropriation	**2,587,050,037**	**1,027,750,804**	**712,885,846**	**572,720,791**	**4,900,407,478**

Summary of Bureau Expenses by Fund – FY 2018-19

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	54,086,235	5,859,741	11,109,215	0	71,055,191
Total Bureau of Development Services	**54,086,235**	**5,859,741**	**11,109,215**	**0**	**71,055,191**
Bureau of Emergency Communications					
Emergency Communication Fund	16,725,891	2,632,654	4,740,412	0	24,098,957
Total Bureau of Emergency Communications	**16,725,891**	**2,632,654**	**4,740,412**	**0**	**24,098,957**
Bureau of Environmental Services					
Environmental Remediation Fund	518,192	4,955,893	1,073,551	0	6,547,636
Grants Fund	0	185,775	0	0	185,775
Sewer System Operating Fund	74,346,131	70,016,189	43,995,432	95,473,260	283,831,012
Total Bureau of Environmental Services	**74,864,323**	**75,157,857**	**45,068,983**	**95,473,260**	**290,564,423**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	2,250,600	134,479,191	17,446,646	42,850	154,219,287
Total Bureau of Fire & Police Disability & Retirement	**2,250,600**	**134,479,191**	**17,446,646**	**42,850**	**154,219,287**
Bureau of Planning & Sustainability					
Community Solar Fund	0	47	0	0	47
General Fund	9,333,572	697,462	(47,994)	0	9,983,040
Grants Fund	969,172	235,050	143,212	0	1,347,434
Solid Waste Management Fund	2,546,831	2,218,705	2,736,609	0	7,502,145
Total Bureau of Planning & Sustainability	**12,849,575**	**3,151,264**	**2,831,827**	**0**	**18,832,666**
City Budget Office					
General Fund	2,356,288	298,358	221,495	1,003,270	3,879,411
Total City Budget Office	**2,356,288**	**298,358**	**221,495**	**1,003,270**	**3,879,411**
Commissioner of Public Affairs					
Children's Investment Fund	682,243	19,333,270	58,001	0	20,073,514
General Fund	1,357,851	579,316	225,618	0	2,162,785
Total Commissioner of Public Affairs	**2,040,094**	**19,912,586**	**283,619**	**0**	**22,236,299**
Commissioner of Public Safety					
General Fund	932,680	51,069	202,274	0	1,186,023
Total Commissioner of Public Safety	**932,680**	**51,069**	**202,274**	**0**	**1,186,023**
Commissioner of Public Utilities					
General Fund	922,571	80,308	184,743	0	1,187,622
Total Commissioner of Public Utilities	**922,571**	**80,308**	**184,743**	**0**	**1,187,622**
Commissioner of Public Works					
General Fund	965,860	36,028	184,170	0	1,186,058
Total Commissioner of Public Works	**965,860**	**36,028**	**184,170**	**0**	**1,186,058**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	0	93,355	0	0	93,355
82nd Ave/Division NPI Debt Service Fund	0	93,017	0	0	93,017
Cully Blvd. NPI Debt Service Fund	0	93,355	0	0	93,355
Division-Midway NPI Debt Service Fund	0	93,840	0	0	93,840
Fire & Police Supplemental Retirement Res Fund	0	10,000	0	0	10,000
Parkrose NPI Debt Service Fund	0	92,687	0	0	92,687
Rosewood NPI Debt Service Fund	0	93,409	0	0	93,409

Summary of Bureau Expenses by Fund – FY 2018-19

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	113,864,154	0	0	113,864,154
Total Fund & Debt Management	**0**	**114,433,817**	**0**	**0**	**114,433,817**
Office of Community and Civic Life					
Cannabis Licensing Special Revenue Fund	879,891	546,150	143,832	0	1,569,873
General Fund	5,522,733	4,322,034	749,504	0	10,594,271
Recreational Cannabis Tax Fund	0	700,000	0	0	700,000
Total Office of Community and Civic Life	**6,402,624**	**5,568,184**	**893,336**	**0**	**12,864,144**
Office of Equity & Human Rights					
General Fund	1,452,361	242,526	224,728	0	1,919,615
Total Office of Equity & Human Rights	**1,452,361**	**242,526**	**224,728**	**0**	**1,919,615**
Office of Government Relations					
General Fund	1,451,790	316,849	196,055	0	1,964,694
Total Office of Government Relations	**1,451,790**	**316,849**	**196,055**	**0**	**1,964,694**
Office of Management & Finance					
Arts Education & Access Fund	0	11,150,000	1,193,285	0	12,343,285
BFRES Facilities GO Bond Construction Fund	0	0	1,921	0	1,921
CityFleet Operating Fund	8,973,082	9,686,098	2,340,925	19,865,317	40,865,422
Convention and Tourism Fund	0	20,096,248	402,252	0	20,498,500
EBS Services Fund	2,331,768	2,853,259	5,090,097	40,000	10,315,124
Facilities Services Operating Fund	5,590,217	37,399,638	4,168,015	77,683,736	124,841,606
General Fund	32,347,396	5,423,025	4,355,914	0	42,126,335
Health Insurance Operating Fund	1,789,954	96,242,571	431,397	0	98,463,922
Insurance and Claims Operating Fund	1,280,411	7,345,979	2,990,848	0	11,617,238
Portland Police Assoc Health Insurnc Fund	0	18,687,566	0	0	18,687,566
Printing & Distribution Services Operating Fund	1,919,162	4,427,332	950,464	410,000	7,706,958
Property Management License Fund	0	5,392,199	76,801	0	5,469,000
Recreational Cannabis Tax Fund	0	0	5,000	0	5,000
Spectator Venues & Visitor Activities Fund	480,790	3,542,464	314,381	2,457,000	6,794,635
Technology Services Fund	30,752,567	23,691,378	3,703,531	5,499,953	63,647,429
Workers' Comp. Self Insurance Operating Fund	1,274,743	3,287,052	686,552	0	5,248,347
Total Office of Management & Finance	**86,740,090**	**249,224,809**	**26,711,383**	**105,956,006**	**468,632,288**
Office of the City Attorney					
General Fund	11,668,835	867,219	1,103,190	0	13,639,244
Total Office of the City Attorney	**11,668,835**	**867,219**	**1,103,190**	**0**	**13,639,244**
Office of the City Auditor					
General Fund	7,365,502	1,882,830	1,790,652	0	11,038,984
Local Improvement District Fund	0	10,000	1,485,205	0	1,495,205
Total Office of the City Auditor	**7,365,502**	**1,892,830**	**3,275,857**	**0**	**12,534,189**
Office of the Mayor					
General Fund	2,473,020	849,097	783,745	0	4,105,862
Total Office of the Mayor	**2,473,020**	**849,097**	**783,745**	**0**	**4,105,862**
Portland Bureau of Emergency Management					
General Fund	2,092,669	662,764	954,476	0	3,709,909

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	1,022,175	4,174,625	0	0	5,196,800
Total Portland Bureau of Emergency Management	**3,114,844**	**4,837,389**	**954,476**	**0**	**8,906,709**
Portland Bureau of Transportation					
Grants Fund	7,708,307	3,531,610	5,483,165	24,639,783	41,362,865
Parking Facilities Fund	475,952	4,726,292	3,380,775	13,658,416	22,241,435
Recreational Cannabis Tax Fund	560,000	1,010,626	0	200,000	1,770,626
Transportation Operating Fund	112,213,720	69,912,330	27,893,962	86,713,907	296,733,919
Total Portland Bureau of Transportation	**120,957,979**	**79,180,858**	**36,757,902**	**125,212,106**	**362,108,845**
Portland Fire & Rescue					
BFRES Facilities GO Bond Construction Fund	0	0	0	603,965	603,965
General Fund	103,679,185	7,878,992	7,528,033	5,261,511	124,347,721
Public Safety GO Bond Fund	0	0	0	752,868	752,868
Total Portland Fire & Rescue	**103,679,185**	**7,878,992**	**7,528,033**	**6,618,344**	**125,704,554**
Portland Housing Bureau					
Community Development Block Grant Fund	1,146,383	12,428,145	235,477	0	13,810,005
General Fund	897,370	35,629,406	(303,681)	0	36,223,095
Grants Fund	384,744	2,865,875	74,700	13,750	3,339,069
HOME Grant Fund	299,621	5,407,428	0	0	5,707,049
Housing Capital Fund	1,084,253	2,035,000	492,054	19,825,000	23,436,307
Housing Investment Fund	1,182,333	7,274,096	0	0	8,456,429
Housing Property Fund	229,901	1,312,408	118,596	0	1,660,905
Inclusionary Housing Fund	414,250	14,320,313	245,017	0	14,979,580
Tax Increment Financing Reimbursement Fund	3,129,805	68,800,246	1,148,875	1,000,000	74,078,926
Total Portland Housing Bureau	**8,768,660**	**150,072,917**	**2,011,038**	**20,838,750**	**181,691,365**
Portland Parks & Recreation					
General Fund	61,230,626	20,816,620	9,824,461	0	91,871,707
Golf Fund	2,879,502	4,195,543	758,491	0	7,833,536
Grants Fund	216,563	646,032	6,613	1,320,742	2,189,950
Parks Capital Improvement Program Fund	3,535,957	27,450,073	328,006	56,572,323	87,886,359
Parks Endowment Fund	750	22,111	775	0	23,636
Portland International Raceway Fund	864,138	460,760	115,555	0	1,440,453
Portland Parks Memorial Fund	2,072,365	7,998,612	1,728,064	50,000	11,849,041
Total Portland Parks & Recreation	**70,799,901**	**61,589,751**	**12,761,965**	**57,943,065**	**203,094,682**
Portland Police Bureau					
General Fund	158,541,107	23,196,694	36,744,484	70,000	218,552,285
Grants Fund	506,258	247,500	3,000	0	756,758
Police Special Revenue Fund	190,617	5,158,086	0	0	5,348,703
Recreational Cannabis Tax Fund	1,866,788	282,962	0	0	2,149,750
Total Portland Police Bureau	**161,104,770**	**28,885,242**	**36,747,484**	**70,000**	**226,807,496**
Portland Water Bureau					
Hydroelectric Power Operating Fund	355,780	2,055,560	206,711	0	2,618,051
Water Fund	76,128,296	42,695,350	21,880,304	96,916,025	237,619,975
Total Portland Water Bureau	**76,484,076**	**44,750,910**	**22,087,015**	**96,916,025**	**240,238,026**

Summary of Bureau Expenses by Fund – FY 2018-19

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	6,540,664	0	0	6,540,664
Total Prosper Portland	**0**	**6,540,664**	**0**	**0**	**6,540,664**
Special Appropriations					
General Fund	830,999	10,842,451	157,256	0	11,830,706
Public Election Fund	101,628	1,135,572	0	0	1,237,200
Recreational Cannabis Tax Fund	0	350,000	0	0	350,000
Total Special Appropriations	**932,627**	**12,328,023**	**157,256**	**0**	**13,417,906**
Total Citywide Bureau Expenses	**831,390,381**	**1,011,119,133**	**234,466,847**	**510,073,676**	**2,587,050,037**

Summary of Resources by Fund – FY 2018-19

Table 4

Financial Summaries

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Bureau of Development Services						
Development Services Fund	0	63,815,867	4,032,724	1,944,890	88,083,543	157,877,024
Total Bureau of Development Services	**0**	**63,815,867**	**4,032,724**	**1,944,890**	**88,083,543**	**157,877,024**
Bureau of Emergency Communications						
Emergency Communication Fund	0	496,000	8,205,110	16,611,355	1,251,301	26,563,766
Total Bureau of Emergency Communications	**0**	**496,000**	**8,205,110**	**16,611,355**	**1,251,301**	**26,563,766**
Bureau of Environmental Services						
Environmental Remediation Fund	0	4,541,600	144,000	431,800	8,716,000	13,833,400
Grants Fund	0	0	185,775	0	0	185,775
Sewer System Construction Fund	0	850,000	2,000,000	25,700,000	188,700,000	217,250,000
Sewer System Debt Redemption Fund	0	0	1,100,000	180,625,000	61,950,000	243,675,000
Sewer System Operating Fund	0	387,294,008	2,164,000	137,882,876	76,180,000	603,520,884
Sewer System Rate Stabilization Fund	0	0	2,400,000	30,000,000	138,150,000	170,550,000
Total Bureau of Environmental Services	**0**	**392,685,608**	**7,993,775**	**374,639,676**	**473,696,000**	**1,249,015,059**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	151,442,839	0	58,843,400	2,040,000	12,179,404	224,505,643
Fire & Police Disability & Retirement Res Fund	0	0	0	750,000	750,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**151,442,839**	**0**	**58,843,400**	**2,790,000**	**12,929,404**	**226,005,643**
Bureau of Planning & Sustainability						
Community Solar Fund	0	0	9,520	0	62,498	72,018
General Fund	0	0	8,591,040	1,392,000	0	9,983,040
Grants Fund	0	0	1,347,434	0	0	1,347,434
Solid Waste Management Fund	0	7,483,299	108,624	5,000	4,118,672	11,715,595
Total Bureau of Planning & Sustainability	**0**	**7,483,299**	**10,056,618**	**1,397,000**	**4,181,170**	**23,118,087**
City Budget Office						
General Fund	0	0	3,662,919	216,492	0	3,879,411
Total City Budget Office	**0**	**0**	**3,662,919**	**216,492**	**0**	**3,879,411**
Commissioner of Public Affairs						
Children's Investment Fund	21,023,311	0	0	0	7,375,000	28,398,311
General Fund	0	0	2,162,785	0	0	2,162,785
Total Commissioner of Public Affairs	**21,023,311**	**0**	**2,162,785**	**0**	**7,375,000**	**30,561,096**
Commissioner of Public Safety						
General Fund	0	0	1,186,023	0	0	1,186,023
Total Commissioner of Public Safety	**0**	**0**	**1,186,023**	**0**	**0**	**1,186,023**
Commissioner of Public Utilities						
General Fund	0	0	1,187,622	0	0	1,187,622
Total Commissioner of Public Utilities	**0**	**0**	**1,187,622**	**0**	**0**	**1,187,622**
Commissioner of Public Works						
General Fund	0	0	1,186,058	0	0	1,186,058
Total Commissioner of Public Works	**0**	**0**	**1,186,058**	**0**	**0**	**1,186,058**
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	93,355	0	0	0	0	93,355
82nd Ave/Division NPI Debt Service Fund	93,017	0	0	0	0	93,017
Airport Way Debt Service Fund	4,776,282	0	25,000	0	1,730,000	6,531,282

Summary of Resources by Fund – FY 2018-19

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Bonded Debt Interest and Sinking Fund	17,030,977	0	20,000	0	200,000	17,250,977
Central Eastside Ind. District Debt Service Fund	9,589,474	0	35,000	0	2,405,863	12,030,337
Convention Center Area Debt Service Fund	12,973,342	0	150,000	0	16,300,000	29,423,342
Cully Blvd. NPI Debt Service Fund	93,355	0	0	0	0	93,355
Division-Midway NPI Debt Service Fund	93,840	0	0	0	0	93,840
Fire & Police Supplemental Retirement Res Fund	0	0	50	0	44,550	44,600
Gateway URA Debt Redemption Fund	5,433,794	0	10,000	0	0	5,443,794
General Fund	292,389,118	217,156,813	(491,608,364)	31,212,806	34,420,817	83,571,190
General Reserve Fund	0	0	605,857	1,500,000	60,585,671	62,691,528
Governmental Bond Redemption Fund	0	0	1,000,000	2,218,119	0	3,218,119
Interstate Corridor Debt Service Fund	35,431,052	0	135,000	0	12,251,499	47,817,551
Lents Town Center URA Debt Redemption Fund	16,681,603	0	60,000	0	6,262,906	23,004,509
North Macadam URA Debt Redemption Fund	20,358,859	0	80,000	0	6,743,892	27,182,751
Parkrose NPI Debt Service Fund	92,687	0	0	0	0	92,687
Pension Debt Redemption Fund	0	0	892,781	3,378,498	2,124,966	6,396,245
River District URA Debt Redemption Fund	43,681,573	0	125,000	0	8,484,543	52,291,116
Rosewood NPI Debt Service Fund	93,409	0	0	0	0	93,409
South Park Blocks Redemption Fund	6,407,778	0	105,000	0	9,640,000	16,152,778
Special Finance and Resource Fund	0	0	113,914,044	0	0	113,914,044
Special Projects Debt Service Fund	0	0	7,763,250	0	0	7,763,250
Waterfront Renewal Bond Sinking Fund	8,538,793	0	75,000	0	8,420,000	17,033,793
Total Fund & Debt Management	**473,852,308**	**217,156,813**	**(366,612,382)**	**38,309,423**	**169,614,707**	**532,320,869**
Office of Community and Civic Life						
Cannabis Licensing Special Revenue Fund	0	1,089,387	0	480,486	0	1,569,873
General Fund	0	446,781	10,128,829	18,661	0	10,594,271
Total Office of Community and Civic Life	**0**	**1,536,168**	**10,128,829**	**499,147**	**0**	**12,164,144**
Office of Equity & Human Rights						
General Fund	0	1,500	1,918,115	0	0	1,919,615
Total Office of Equity & Human Rights	**0**	**1,500**	**1,918,115**	**0**	**0**	**1,919,615**
Office of Government Relations						
General Fund	0	0	1,768,694	196,000	0	1,964,694
Total Office of Government Relations	**0**	**0**	**1,768,694**	**196,000**	**0**	**1,964,694**
Office of Management & Finance						
Arts Education & Access Fund	11,980,000	0	80,000	0	8,937,372	20,997,372
BFRES Facilities GO Bond Construction Fund	0	0	2,879	0	10,533	13,412
CityFleet Operating Fund	0	0	2,564,525	38,873,787	27,269,943	68,708,255
Convention and Tourism Fund	20,506,000	0	17,500	0	0	20,523,500
EBS Services Fund	0	0	20,000	9,575,986	5,227,568	14,823,554
Facilities Services Operating Fund	0	1,463,149	88,458,898	34,138,360	43,129,087	167,189,494
General Fund	0	306,500	33,738,875	7,980,960	100,000	42,126,335
Health Insurance Operating Fund	0	96,163,201	1,157,572	0	22,632,366	119,953,139
Insurance and Claims Operating Fund	0	0	630,124	11,626,690	31,334,156	43,590,970
Portland Police Assoc Health Insurnc Fund	0	17,350,675	107,655	0	7,177,052	24,635,382
Printing & Distribution Services Operating Fund	0	227,196	1,108,707	6,772,661	1,414,931	9,523,495

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Property Management License Fund	0	5,479,000	5,000	0	30,000	5,514,000
Public Safety GO Bond Fund	0	0	0	0	159,887	159,887
Recreational Cannabis Tax Fund	3,600,000	0	15,000	0	1,360,376	4,975,376
Spectator Venues & Visitor Activities Fund	0	6,143,126	1,852,409	0	7,000,000	14,995,535
Technology Services Fund	0	287,232	5,441,564	54,842,903	26,982,180	87,553,879
Workers' Comp. Self Insurance Operating Fund	0	0	232,853	4,842,106	13,273,335	18,348,294
Total Office of Management & Finance	**36,086,000**	**127,420,079**	**135,433,561**	**168,653,453**	**196,038,786**	**663,631,879**
Office of the City Attorney						
General Fund	0	100,000	6,960,495	6,578,749	0	13,639,244
Total Office of the City Attorney	**0**	**100,000**	**6,960,495**	**6,578,749**	**0**	**13,639,244**
Office of the City Auditor						
Assessment Collection Fund	0	0	1,450	0	80,650	82,100
Bancroft Bond Interest and Sinking Fund	0	0	5,672,362	0	14,859,711	20,532,073
General Fund	0	97,733	10,777,232	164,019	0	11,038,984
Local Improvement District Fund	0	1,272,480	19,327,116	0	3,642,103	24,241,699
Total Office of the City Auditor	**0**	**1,370,213**	**35,778,160**	**164,019**	**18,582,464**	**55,894,856**
Office of the Mayor						
General Fund	0	0	4,105,862	0	0	4,105,862
Total Office of the Mayor	**0**	**0**	**4,105,862**	**0**	**0**	**4,105,862**
Portland Bureau of Emergency Management						
General Fund	0	0	3,699,909	10,000	0	3,709,909
Grants Fund	0	0	5,196,800	0	0	5,196,800
Total Portland Bureau of Emergency Management	**0**	**0**	**8,896,709**	**10,000**	**0**	**8,906,709**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	0	0	0	1,737,985	1,676,062	3,414,047
Grants Fund	0	0	41,362,865	0	0	41,362,865
Parking Facilities Fund	0	13,166,126	100,000	1,056,878	11,463,597	25,786,601
Transportation Operating Fund	18,500,000	93,811,576	116,389,950	62,109,642	180,233,969	471,045,137
Transportation Reserve Fund	0	0	60,000	700,000	6,706,526	7,466,526
Total Portland Bureau of Transportation	**18,500,000**	**106,977,702**	**157,912,815**	**65,604,505**	**200,080,154**	**549,075,176**
Portland Fire & Rescue						
BFRES Facilities GO Bond Construction Fund	0	0	0	0	603,965	603,965
General Fund	0	4,897,000	111,541,244	7,909,477	0	124,347,721
Public Safety GO Bond Fund	0	0	0	0	752,868	752,868
Total Portland Fire & Rescue	**0**	**4,897,000**	**111,541,244**	**7,909,477**	**1,356,833**	**125,704,554**
Portland Housing Bureau						
Community Development Block Grant Fund	0	0	14,558,005	0	0	14,558,005
General Fund	0	0	36,103,775	119,320	0	36,223,095
Grants Fund	0	0	3,339,069	0	0	3,339,069
HOME Grant Fund	0	0	5,707,049	0	0	5,707,049
Housing Capital Fund	0	0	23,436,307	0	0	23,436,307
Housing Investment Fund	0	476,350	862,572	274,980	7,922,390	9,536,292
Housing Property Fund	0	3,925,460	27,238	178,487	2,561,776	6,692,961
Inclusionary Housing Fund	4,972,500	0	40,500	741,300	9,225,280	14,979,580

Summary of Resources by Fund – FY 2018-19

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

	Property & Transient Lodging Taxes	Service Charges, Licenses, & Permits	Other External Revenue	Intracity Transfers	Beginning Balances	Total Revenues
Tax Increment Financing Reimbursement Fund	0	634,566	67,826,086	0	6,444,035	74,904,687
Total Portland Housing Bureau	**4,972,500**	**5,036,376**	**151,900,601**	**1,314,087**	**26,153,481**	**189,377,045**
Portland Parks & Recreation						
General Fund	0	21,804,724	66,685,847	3,381,136	0	91,871,707
Golf Fund	0	8,902,204	15,365	0	397,412	9,314,981
Grants Fund	0	0	2,189,950	0	0	2,189,950
Parks Capital Improvement Program Fund	0	12,000,000	12,262,353	5,071,547	122,874,179	152,208,079
Parks Endowment Fund	0	0	2,309	0	187,068	189,377
Parks Local Option Levy Fund	0	0	0	0	251,000	251,000
Portland International Raceway Fund	0	1,873,670	11,688	0	768,657	2,654,015
Portland Parks Memorial Fund	0	4,078,000	696,205	249,636	10,695,622	15,719,463
Total Portland Parks & Recreation	**0**	**48,658,598**	**81,863,717**	**8,702,319**	**135,173,938**	**274,398,572**
Portland Police Bureau						
General Fund	0	4,565,428	204,056,456	9,930,401	0	218,552,285
Grants Fund	0	0	756,758	0	0	756,758
Police Special Revenue Fund	0	0	1,157,703	0	4,191,000	5,348,703
Total Portland Police Bureau	**0**	**4,565,428**	**205,970,917**	**9,930,401**	**4,191,000**	**224,657,746**
Portland Water Bureau						
Hydroelectric Power Operating Fund	0	0	2,261,677	52,500	2,615,349	4,929,526
Hydroelectric Power Renewal Replacement Fund	0	0	0	0	100,000	100,000
Water Bond Sinking Fund	0	0	7,069,322	55,858,868	31,351,200	94,279,390
Water Construction Fund	0	4,000,000	86,117,575	32,729,115	87,792,983	210,639,673
Water Fund	0	189,905,167	2,678,193	151,655,343	94,184,964	438,423,667
Total Portland Water Bureau	**0**	**193,905,167**	**98,126,767**	**240,295,826**	**216,044,496**	**748,372,256**
Prosper Portland						
General Fund	0	0	6,540,664	0	0	6,540,664
Total Prosper Portland	**0**	**0**	**6,540,664**	**0**	**0**	**6,540,664**
Special Appropriations						
General Fund	0	0	11,482,032	348,674	0	11,830,706
Public Election Fund	0	0	0	1,237,200	0	1,237,200
Total Special Appropriations	**0**	**0**	**11,482,032**	**1,585,874**	**0**	**13,067,906**
Total Citywide Resources	**705,876,958**	**1,176,105,818**	**762,233,834**	**947,352,693**	**1,554,752,277**	**5,146,321,580**

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

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

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Bureau of Development Services					
Development Services Fund	119,860,464	181,744,414	159,721,580	157,877,024	157,877,024
Grants Fund	0	(3,766)	0	0	0
Total Bureau of Development Services	**119,860,464**	**181,740,648**	**159,721,580**	**157,877,024**	**157,877,024**
Bureau of Emergency Communications					
Emergency Communication Fund	25,565,590	25,606,171	25,191,303	26,549,015	26,563,766
Total Bureau of Emergency Communications	**25,565,590**	**25,606,171**	**25,191,303**	**26,549,015**	**26,563,766**
Bureau of Environmental Services					
Environmental Remediation Fund	7,313,872	8,407,860	10,034,711	13,833,400	13,833,400
Grants Fund	(1,445,336)	(2,126,438)	477,336	185,775	185,775
Sewer System Construction Fund	171,721,012	136,772,711	282,432,637	217,250,000	217,250,000
Sewer System Debt Redemption Fund	674,748,080	604,712,410	242,487,265	243,675,000	243,675,000
Sewer System Operating Fund	496,696,437	534,628,118	590,354,147	603,220,884	603,520,884
Sewer System Rate Stabilization Fund	77,151,470	107,968,317	143,400,000	170,550,000	170,550,000
Total Bureau of Environmental Services	**1,426,185,535**	**1,390,362,978**	**1,269,186,096**	**1,248,715,059**	**1,249,015,059**
Bureau of Fire & Police Disability & Retirement					
Fire & Police Disability & Retirement Fund	166,691,952	172,848,229	200,412,827	224,846,593	224,505,643
Fire & Police Disability & Retirement Res Fund	750,000	750,000	1,500,000	1,500,000	1,500,000
Total Bureau of Fire & Police Disability & Retirement	**167,441,952**	**173,598,229**	**201,912,827**	**226,346,593**	**226,005,643**
Bureau of Planning & Sustainability					
Community Solar Fund	43,940	53,329	61,756	72,018	72,018
General Fund	9,434,784	9,151,951	10,251,229	9,716,707	9,983,040
Grants Fund	212,138	643,471	2,169,601	1,347,434	1,347,434
Solid Waste Management Fund	8,776,289	9,454,686	9,898,272	11,715,595	11,715,595
Total Bureau of Planning & Sustainability	**18,467,151**	**19,303,437**	**22,380,858**	**22,851,754**	**23,118,087**
City Budget Office					
General Fund	2,167,866	2,378,436	2,530,269	2,791,188	3,879,411
Total City Budget Office	**2,167,866**	**2,378,436**	**2,530,269**	**2,791,188**	**3,879,411**
Commissioner of Public Affairs					
Children's Investment Fund	19,311,870	22,309,887	24,783,154	28,398,311	28,398,311
General Fund	1,703,925	1,988,055	2,212,824	2,103,476	2,162,785
Total Commissioner of Public Affairs	**21,015,795**	**24,297,942**	**26,995,978**	**30,501,787**	**30,561,096**
Commissioner of Public Safety					
General Fund	964,492	993,283	1,237,755	1,186,543	1,186,023
Total Commissioner of Public Safety	**964,492**	**993,283**	**1,237,755**	**1,186,543**	**1,186,023**
Commissioner of Public Utilities					
General Fund	912,233	935,732	1,224,773	1,188,143	1,187,622
Total Commissioner of Public Utilities	**912,233**	**935,732**	**1,224,773**	**1,188,143**	**1,187,622**
Commissioner of Public Works					
General Fund	948,772	961,175	1,217,144	1,186,571	1,186,058
Total Commissioner of Public Works	**948,772**	**961,175**	**1,217,144**	**1,186,571**	**1,186,058**
Fund & Debt Management					
42nd Avenue NPI Debt Service Fund	22,531	94,115	94,165	93,355	93,355

Total Resources and Requirements by Fiscal Year

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

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
82nd Ave/Division NPI Debt Service Fund	41,181	89,135	124,848	93,017	93,017
Airport Way Debt Service Fund	32,674,182	6,864,598	6,783,340	6,531,282	6,531,282
Bonded Debt Interest and Sinking Fund	15,067,945	15,082,038	14,515,528	17,383,775	17,250,977
Central Eastside Ind. District Debt Service Fund	10,665,066	16,384,809	11,485,673	12,030,337	12,030,337
Convention Center Area Debt Service Fund	16,105,060	22,486,226	23,763,457	29,423,342	29,423,342
Cully Blvd. NPI Debt Service Fund	38,576	95,427	94,361	93,355	93,355
Division-Midway NPI Debt Service Fund	6,299	100,022	107,249	93,840	93,840
Fire & Police Supplemental Retirement Res Fund	11,667	9,450	54,550	0	44,600
Gateway URA Debt Redemption Fund	5,476,003	17,861,274	5,427,235	5,443,794	5,443,794
General Fund	113,780,082	120,318,387	82,621,626	78,390,010	83,571,190
General Reserve Fund	60,357,874	60,096,935	60,666,106	62,691,528	62,691,528
Governmental Bond Redemption Fund	2,469,077	2,628,220	2,486,133	4,218,119	3,218,119
Grants Fund	14,873,550	10,273,550	9,750,000	0	0
Interstate Corridor Debt Service Fund	34,440,865	43,747,936	44,363,552	47,817,551	47,817,551
Lents Town Center URA Debt Redemption Fund	17,359,233	18,682,074	19,353,870	23,004,509	23,004,509
North Macadam URA Debt Redemption Fund	17,789,171	29,661,432	27,051,491	27,182,751	27,182,751
Parkrose NPI Debt Service Fund	39,837	96,642	170,820	92,687	92,687
Pension Debt Redemption Fund	6,437,149	6,953,672	6,090,542	6,396,245	6,396,245
River District URA Debt Redemption Fund	37,939,519	46,944,010	48,978,703	52,291,116	52,291,116
Rosewood NPI Debt Service Fund	23,123	133,201	104,724	93,409	93,409
South Park Blocks Redemption Fund	17,042,888	16,680,935	16,608,093	16,152,778	16,152,778
Special Finance and Resource Fund	89,509,367	107,555,769	117,570,255	105,914,044	113,914,044
Special Projects Debt Service Fund	7,288,388	9,953,230	7,441,250	7,763,250	7,763,250
Waterfront Renewal Bond Sinking Fund	18,341,001	17,715,895	17,582,539	17,033,793	17,033,793
Total Fund & Debt Management	**517,799,634**	**570,508,982**	**523,290,110**	**520,227,887**	**532,320,869**
Office of Community and Civic Life					
Cannabis Licensing Special Revenue Fund	0	0	0	0	1,569,873
General Fund	8,909,128	10,016,841	11,462,800	11,334,640	10,594,271
Grants Fund	0	(22,310)	0	0	0
Recreational Cannabis Tax Fund	0	0	0	700,000	700,000
Total Office of Community and Civic Life	**8,909,128**	**9,994,531**	**11,462,800**	**12,034,640**	**12,864,144**
Office of Equity & Human Rights					
General Fund	1,834,045	1,603,284	1,744,858	1,869,711	1,919,615
Grants Fund	750	0	0	0	0
Total Office of Equity & Human Rights	**1,834,795**	**1,603,284**	**1,744,858**	**1,869,711**	**1,919,615**
Office of Government Relations					
General Fund	1,508,436	1,534,975	1,827,204	1,965,034	1,964,694
Total Office of Government Relations	**1,508,436**	**1,534,975**	**1,827,204**	**1,965,034**	**1,964,694**
Office of Management & Finance					
Arts Education & Access Fund	17,906,528	20,075,454	22,325,637	20,997,372	20,997,372
BFRES Facilities GO Bond Construction Fund	878,453	880,911	20,502	13,192	13,412
CityFleet Operating Fund	52,566,073	51,592,826	69,839,840	68,683,723	68,708,255

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

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

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Convention and Tourism Fund	17,627,029	18,085,288	20,165,834	20,523,500	20,523,500
EBS Services Fund	16,705,103	15,244,940	14,093,550	14,194,177	14,823,554
Facilities Services Operating Fund	70,642,956	91,395,855	143,122,801	168,447,266	167,189,494
General Fund	38,362,102	37,924,872	43,681,396	44,696,195	42,126,335
Grants Fund	(59,890)	7,940,110	0	0	0
Health Insurance Operating Fund	80,957,345	85,992,684	118,068,464	119,953,139	119,953,139
Insurance and Claims Operating Fund	37,666,410	40,006,291	42,671,670	43,573,581	43,590,970
Portland Police Assoc Health Insurnc Fund	0	7,177,051	26,407,029	24,635,382	24,635,382
Printing & Distribution Services Operating Fund	7,315,691	8,147,159	9,208,042	9,433,942	9,523,495
Property Management License Fund	5,202,452	5,315,235	5,666,690	5,514,000	5,514,000
Public Safety GO Bond Fund	24,285,823	14,734,835	1,688,449	155,828	159,887
Recreational Cannabis Tax Fund	0	406,272	1,002,376	5,000	5,000
Spectator Venues & Visitor Activities Fund	19,067,321	19,390,770	16,391,771	14,995,535	14,995,535
Technology Services Fund	73,282,804	79,988,980	86,013,404	81,025,940	87,553,879
Workers' Comp. Self Insurance Operating Fund	19,591,526	19,014,468	18,810,349	18,354,768	18,348,294
Total Office of Management & Finance	**481,997,726**	**523,314,001**	**639,177,804**	**655,202,540**	**658,661,503**
Office of the City Attorney					
General Fund	10,767,908	11,860,950	12,580,461	13,329,537	13,639,244
Total Office of the City Attorney	**10,767,908**	**11,860,950**	**12,580,461**	**13,329,537**	**13,639,244**
Office of the City Auditor					
Assessment Collection Fund	78,799	79,660	80,735	82,100	82,100
Bancroft Bond Interest and Sinking Fund	23,164,224	22,139,690	20,045,739	20,532,073	20,532,073
General Fund	8,569,584	9,238,008	10,634,449	10,599,026	11,038,984
Local Improvement District Fund	8,039,333	9,324,226	20,946,144	24,241,699	24,241,699
Total Office of the City Auditor	**39,851,940**	**40,781,584**	**51,707,067**	**55,454,898**	**55,894,856**
Office of the Mayor					
General Fund	3,190,948	2,880,967	3,951,686	3,938,560	4,105,862
Grants Fund	11,798	11,798	0	0	0
Total Office of the Mayor	**3,202,746**	**2,892,765**	**3,951,686**	**3,938,560**	**4,105,862**
Portland Bureau of Emergency Management					
General Fund	2,262,166	2,480,085	3,363,355	3,546,501	3,709,909
Grants Fund	(2,902,539)	(2,867,010)	7,761,217	5,196,800	5,196,800
Total Portland Bureau of Emergency Management	**(640,373)**	**(386,925)**	**11,124,572**	**8,743,301**	**8,906,709**
Portland Bureau of Transportation					
Gas Tax Bond Redemption Fund	4,147,667	3,642,792	3,651,148	3,414,047	3,414,047
Grants Fund	8,656,478	3,987,034	21,289,059	41,362,865	41,362,865
Parking Facilities Fund	24,880,960	27,187,697	27,636,212	25,786,601	25,786,601
Recreational Cannabis Tax Fund	0	0	1,590,000	1,770,626	1,770,626
Transportation Operating Fund	293,757,250	405,246,610	375,399,542	468,045,137	471,045,137
Transportation Reserve Fund	5,186,886	5,946,526	6,666,886	7,466,526	7,466,526
Total Portland Bureau of Transportation	**336,629,241**	**446,010,659**	**436,232,847**	**547,845,802**	**550,845,802**

Total Resources and Requirements by Fiscal Year

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

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Portland Fire & Rescue					
BFRES Facilities GO Bond Construction Fund	79,907	3,832	873,391	604,185	603,965
General Fund	111,222,300	113,670,342	124,119,797	124,348,717	124,347,721
Grants Fund	1,252,847	(337,322)	15,500	0	0
Public Safety GO Bond Fund	5,718,122	4,604,575	3,266,700	756,927	752,868
Total Portland Fire & Rescue	**118,273,176**	**117,941,427**	**128,275,388**	**125,709,829**	**125,704,554**
Portland Housing Bureau					
Community Development Block Grant Fund	10,026,231	9,293,860	12,790,202	10,283,667	14,558,005
General Fund	18,153,913	26,246,660	30,220,496	34,973,480	36,223,095
Grants Fund	4,251,703	3,649,993	3,033,250	3,018,648	3,339,069
Headwaters Apartment Complex Fund	2,136,967	0	0	0	0
HOME Grant Fund	5,251,668	4,491,352	6,876,059	4,570,201	5,707,049
Housing Capital Fund	0	85,226,935	61,580,185	21,726,307	23,436,307
Housing Investment Fund	7,907,160	17,898,233	11,233,268	7,584,292	9,536,292
Housing Property Fund	0	4,908,901	5,046,355	7,349,881	6,692,961
Inclusionary Housing Fund	0	2,027,294	5,799,309	14,979,580	14,979,580
Tax Increment Financing Reimbursement Fund	35,445,394	72,803,851	74,010,081	75,831,523	74,904,687
Total Portland Housing Bureau	**83,173,036**	**226,547,079**	**210,589,205**	**180,317,579**	**189,377,045**
Portland Parks & Recreation					
General Fund	77,334,972	82,609,345	89,088,703	91,776,741	91,871,707
Golf Fund	9,391,315	8,789,677	10,102,771	9,314,981	9,314,981
Grants Fund	351,966	730,760	4,190,169	2,189,950	2,189,950
Parks Capital Improvement Program Fund	104,152,292	135,838,517	158,276,601	148,608,215	152,208,079
Parks Endowment Fund	182,922	184,758	186,409	189,377	189,377
Parks Local Option Levy Fund	673,877	681,667	664,056	251,000	251,000
Portland International Raceway Fund	2,128,515	2,176,240	2,442,505	2,654,015	2,654,015
Portland Parks Memorial Fund	10,347,126	12,032,507	11,990,830	15,719,463	15,719,463
Total Portland Parks & Recreation	**204,562,985**	**243,043,471**	**276,942,044**	**270,703,742**	**274,398,572**
Portland Police Bureau					
General Fund	183,281,391	191,654,630	213,312,364	216,866,933	218,552,285
Grants Fund	1,566,031	1,920,338	2,307,772	756,758	756,758
Police Special Revenue Fund	5,573,552	6,620,143	7,112,679	5,348,703	5,348,703
Recreational Cannabis Tax Fund	0	0	910,000	2,149,750	2,149,750
Total Portland Police Bureau	**190,420,974**	**200,195,111**	**223,642,815**	**225,122,144**	**226,807,496**
Portland Water Bureau					
Grants Fund	(448,613)	(671,002)	0	0	0
Hydroelectric Power Bond Redemption Fund	4,339,217	1,824,688	36,638	0	0
Hydroelectric Power Operating Fund	1,571,847	1,087,687	5,115,098	4,929,526	4,929,526
Hydroelectric Power Renewal Replacement Fund	11,100,124	11,441,711	11,468,519	100,000	100,000
Water Bond Sinking Fund	87,728,729	180,616,173	94,251,929	94,317,390	94,279,390
Water Construction Fund	135,027,859	196,869,386	261,599,711	210,956,170	210,639,673
Water Fund	318,455,770	333,287,622	403,192,173	439,239,328	438,423,667
Total Portland Water Bureau	**557,774,933**	**724,456,265**	**775,664,068**	**749,542,414**	**748,372,256**

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

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

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Prosper Portland					
General Fund	6,975,474	5,730,106	6,131,910	6,190,664	6,540,664
Grants Fund	48,221	0	0	0	0
Total Prosper Portland	**7,023,695**	**5,730,106**	**6,131,910**	**6,190,664**	**6,540,664**
Special Appropriations					
General Fund	10,394,338	10,785,420	14,422,760	11,492,706	11,830,706
Public Election Fund	0	0	250,000	1,237,200	1,237,200
Recreational Cannabis Tax Fund	0	0	500,000	0	350,000
Total Special Appropriations	**10,394,338**	**10,785,420**	**15,172,760**	**12,729,906**	**13,417,906**
Total Citywide	**4,357,014,168**	**4,956,991,716**	**5,041,116,182**	**5,110,121,865**	**5,146,321,580**

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 2018-19						
Total Budget Requirements	946,482,698	674,443,969	17,383,775	226,005,643	251,000	28,398,311
Less: Budgeted Resources, Except Taxes to Be Levied	(505,398,610)	(420,579,851)	(270,000)	(76,662,804)	(251,000)	(7,634,955)
Equals: Taxes Necessary To Balance	441,084,088	253,864,118	17,113,775	149,342,839	0	20,763,356
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	20,784,067	11,962,184	806,408	7,037,097	0	978,378
Equals: Estimated (Measure 50) Levy Receivable	461,868,155	265,826,302	17,920,183	156,379,936	0	21,741,734
Add: Estimated Measure 50 Levy Compression	25,673,983	12,525,847	0	7,368,688	0	5,779,448
Taxes to Be Levied	**487,542,138**	**278,352,148**	**17,920,183**	**163,748,624**	**0**	**27,521,182**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	305,873,331	278,352,148	0	0	0	27,521,182
Levy for Pension & Disability Obligations	163,748,624	0	0	163,748,624	0	0
Levy for Bonded Indebtedness	17,920,183	0	17,920,183	0	0	0
Taxes To Be Levied	**487,542,138**	**278,352,148**	**17,920,183**	**163,748,624**	**0**	**27,521,182**
Fiscal Year 2017-18						
Total Budget Requirements	867,294,645	621,991,584	17,943,785	201,912,827	663,295	24,783,154
Less: Budgeted Resources, Except Taxes to Be Levied	(448,855,031)	(380,933,584)	(1,145,000)	(60,043,879)	(663,295)	(6,069,273)
Equals: Taxes Necessary to Balance	418,439,614	241,058,000	16,798,785	141,868,948	0	18,713,881
Add: Taxes Estimated Not to Be Received due to Delinquency & Discount	19,717,050	11,358,754	791,566	6,684,924	0	881,806
Equals: Estimated (Measure 50) Levy Receivable	438,156,664	252,416,754	17,590,351	148,553,872	0	19,595,687
Add: Estimated Measure 5 Levy Compression	19,817,261	11,893,983	0	6,999,921	0	923,357
Taxes to Be Levied	**457,973,925**	**264,310,737**	**17,590,351**	**155,553,793**	**0**	**20,519,044**
Legal Basis of Taxes to Be Levied						
Fixed Tax Rate Levy-Subject to $10 Limit	284,829,781	264,310,737	0	0	0	20,519,044
Levy for Pension & Disability Obligations	155,553,793	0	0	155,553,793	0	0
Levy for Bonded Indebtedness	17,590,351	0	17,590,351	0	0	0
Taxes to Be Levied	**457,973,925**	**264,310,737**	**17,590,351**	**155,553,793**	**0**	**20,519,044**

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	$2,814,365
Oregon Convention Center			$5,740,000	$8,808,397
Downtown Waterfront			$7,710,000	$1,857,481
South Park Blocks			$5,660,000	$1,519,757
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	$18,707,124
Gateway Regional Center			Yes	$6,089,269
River District	**$2,196,442,756**			$49,008,245
North Macadam			Yes	$22,841,383
Interstate Corridor			Yes	$39,776,022
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	**$573,756,063**			$10,699,299
42nd Avenue	**$6,648,527**			$123,980
82nd & Division	**$6,634,256**			$123,714
Cully Boulevard	**$6,648,527**			$123,980
Division-Midway	**$6,257,562**			$124,440
Parkrose	**$6,502,567**			$123,373
Rosewood	**$6,350,756**			$123,929
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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19	Change
Bureau of Development Services	342.94	382.70	434.87	453.70	18.83
Bureau of Emergency Communications	155.00	169.25	186.75	186.50	(0.25)
Bureau of Environmental Services	541.55	560.80	572.90	591.90	19.00
Bureau of Fire & Police Disability & Retirement	16.50	17.00	17.00	17.00	0.00
Bureau of Planning & Sustainability	99.12	99.43	104.62	100.95	(3.67)
City Budget Office	15.00	15.00	15.00	17.00	2.00
Commissioner of Public Affairs	14.87	14.88	15.90	16.90	1.00
Commissioner of Public Safety	8.00	8.00	8.00	8.00	0.00
Commissioner of Public Utilities	8.00	7.90	8.00	8.00	0.00
Commissioner of Public Works	8.90	8.90	9.00	9.00	0.00
Office of Community and Civic Life	50.53	55.45	58.34	60.10	1.76
Office of Equity & Human Rights	11.00	10.90	11.90	11.60	(0.30)
Office of Government Relations	8.00	9.00	10.00	10.00	0.00
Office of Management & Finance	645.90	650.30	663.78	664.73	0.95
Office of the City Attorney	64.30	66.30	67.60	70.60	3.00
Office of the City Auditor	51.38	52.20	55.20	56.10	0.90
Office of the Mayor	17.00	17.00	20.00	20.00	0.00
Portland Bureau of Emergency Management	20.00	19.75	21.90	22.48	0.58
Portland Bureau of Transportation	794.37	866.12	911.02	977.34	66.31
Portland Fire & Rescue	720.80	719.80	724.80	728.80	4.00
Portland Housing Bureau	56.92	61.92	69.92	73.82	3.90
Portland Parks & Recreation	580.12	666.32	694.83	625.48	(69.35)
Portland Police Bureau	1,203.42	1,234.17	1,232.25	1,299.58	67.33
Portland Water Bureau	569.90	586.85	592.93	615.70	22.77
Special Appropriations	2.00	3.00	3.00	6.00	3.00
Total Full-Time Equivalents	**6,005.52**	**6,302.93**	**6,509.52**	**6,651.29**	**141.77**

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 2017-18	Adopted FY 2018-19	Revised FY 2017-18	Adopted FY 2018-19
Resources				
Property Taxes	245,839,999	258,389,118	245,839,999	258,389,118
Lodging Taxes	33,775,500	34,000,000	33,775,500	34,000,000
Business Licenses	114,000,000	129,767,436	114,000,000	129,767,436
Utility License Fees	82,648,126	87,389,377	82,648,126	87,389,377
Interagency Revenue	0	0	36,955,471	37,211,983
Overhead Recovery	0	0	28,259,955	30,883,542
Service Charges, Permits & Fees	0	0	31,233,526	32,219,666
Other Intergovernmental Revenues	1,241,733	866,487	22,123,871	21,069,130
State Shared Cigarette & Liquor	20,485,117	20,031,436	11,667,671	10,925,973
Interest Income	250,000	400,000	1,614,727	1,668,158
Cash Transfers	3,954,085	329,264	4,638,796	1,363,170
Miscellaneous Revenues	0	0	2,422,715	2,212,851
Bond and Note Proceeds	0	0	0	0
Beginning Fund Balance	52,558,768	34,420,817	52,657,502	34,520,817
General Fund Resources	**554,753,328**	**565,593,935**	**667,837,859**	**681,621,221**
Requirements				
Bureau of Planning & Sustainability	7,974,344	7,792,431	10,251,229	9,983,040
City Budget Office	486,811	1,686,547	2,530,269	3,879,411
Commissioner of Public Affairs	1,557,029	1,491,534	2,212,824	2,162,785
Commissioner of Public Safety	596,749	547,908	1,237,755	1,186,023
Commissioner of Public Utilities	580,988	548,640	1,224,773	1,187,622
Commissioner of Public Works	576,535	547,924	1,217,144	1,186,058
Office of Equity & Human Rights	1,105,250	1,235,230	1,744,858	1,919,615
Office of Government Relations	743,282	800,713	1,827,204	1,964,694
Office of Management & Finance	16,220,387	17,788,599	43,681,396	42,126,335
Office of Community & Civic Life	9,437,180	9,440,883	11,462,800	10,594,271
Office of the City Attorney	2,745,887	3,213,069	12,580,461	13,639,244
Office of the City Auditor	5,885,215	6,303,991	10,634,449	11,038,984
Office of the Mayor	2,123,072	1,912,161	3,951,686	4,105,862
Portland Bureau of Emergency Management	1,458,968	1,698,054	3,363,355	3,709,909
Prosper Portland	6,131,910	6,540,664	6,131,910	6,540,664
Portland Fire & Rescue	110,463,788	110,665,681	124,119,797	124,347,721
Portland Housing Bureau	30,104,658	36,103,775	30,220,496	36,223,095
Portland Parks & Recreation	64,779,220	65,797,195	89,088,703	91,871,707
Portland Police Bureau	193,991,366	196,655,708	213,312,364	218,552,285
Special Appropriations	13,659,696	11,199,755	14,422,760	11,830,706
Bureau Expenditures	**470,622,335**	**481,970,462**	**585,216,233**	**598,050,031**
Total Bureau Expenses	470,622,335	481,970,462	585,216,233	598,050,031
Contingency	15,894,997	22,852,535	15,894,997	22,852,535
Overhead Recovery True-Up	1,509,367	52,283	0	0
Debt Service	10,020,013	10,727,715	10,020,013	10,727,715
Transfers to Other Funds	56,706,616	49,990,940	56,706,616	49,990,940
General Fund Requirements	**554,753,328**	**565,593,935**	**667,837,859**	**681,621,221**

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

	Revised FY 2017-18			Adopted FY 2018-19		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Bureau of Development Services						
Development Services Fund	157,166,484	2,555,096	159,721,580	153,601,120	4,275,904	157,877,024
Total Bureau of Development Services	**157,166,484**	**2,555,096**	**159,721,580**	**153,601,120**	**4,275,904**	**157,877,024**
Bureau of Emergency Communications						
Emergency Communication Fund	25,191,303	0	25,191,303	26,563,766	0	26,563,766
Total Bureau of Emergency Communications	**25,191,303**	**0**	**25,191,303**	**26,563,766**	**0**	**26,563,766**
Bureau of Environmental Services						
Environmental Remediation Fund	10,034,711	0	10,034,711	13,833,400	0	13,833,400
Grants Fund	205,606	271,730	477,336	185,775	0	185,775
Sewer System Construction Fund	282,432,637	0	282,432,637	217,250,000	0	217,250,000
Sewer System Debt Redemption Fund	242,487,265	0	242,487,265	243,675,000	0	243,675,000
Sewer System Operating Fund	476,254,177	114,099,970	590,354,147	470,169,884	133,351,000	603,520,884
Sewer System Rate Stabilization Fund	143,400,000	0	143,400,000	170,550,000	0	170,550,000
Total Bureau of Environmental Services	**1,154,814,396**	**114,371,700**	**1,269,186,096**	**1,115,664,059**	**133,351,000**	**1,249,015,059**
Bureau of Fire & Police Disability & Retirement						
Fire & Police Disability & Retirement Fund	200,256,376	156,451	200,412,827	224,462,793	42,850	224,505,643
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	**201,756,376**	**156,451**	**201,912,827**	**225,962,793**	**42,850**	**226,005,643**
Bureau of Planning & Sustainability						
Community Solar Fund	61,756	0	61,756	72,018	0	72,018
General Fund	10,251,229	0	10,251,229	9,983,040	0	9,983,040
Grants Fund	2,169,601	0	2,169,601	1,347,434	0	1,347,434
Solid Waste Management Fund	9,898,272	0	9,898,272	11,715,595	0	11,715,595
Total Bureau of Planning & Sustainability	**22,380,858**	**0**	**22,380,858**	**23,118,087**	**0**	**23,118,087**
City Budget Office						
General Fund	2,530,269	0	2,530,269	2,796,065	1,083,346	3,879,411
Total City Budget Office	**2,530,269**	**0**	**2,530,269**	**2,796,065**	**1,083,346**	**3,879,411**
Commissioner of Public Affairs						
Children's Investment Fund	24,783,154	0	24,783,154	28,398,311	0	28,398,311
General Fund	2,212,824	0	2,212,824	2,162,785	0	2,162,785
Total Commissioner of Public Affairs	**26,995,978**	**0**	**26,995,978**	**30,561,096**	**0**	**30,561,096**
Commissioner of Public Safety						
General Fund	1,237,755	0	1,237,755	1,186,023	0	1,186,023
Total Commissioner of Public Safety	**1,237,755**	**0**	**1,237,755**	**1,186,023**	**0**	**1,186,023**
Commissioner of Public Utilities						
General Fund	1,224,773	0	1,224,773	1,187,622	0	1,187,622
Total Commissioner of Public Utilities	**1,224,773**	**0**	**1,224,773**	**1,187,622**	**0**	**1,187,622**
Commissioner of Public Works						
General Fund	1,217,144	0	1,217,144	1,186,058	0	1,186,058
Total Commissioner of Public Works	**1,217,144**	**0**	**1,217,144**	**1,186,058**	**0**	**1,186,058**
Fund & Debt Management						
42nd Avenue NPI Debt Service Fund	94,165	0	94,165	93,355	0	93,355

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 2017-18			Adopted FY 2018-19		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
82nd Ave/Division NPI Debt Service Fund	124,848	0	124,848	93,017	0	93,017
Airport Way Debt Service Fund	6,783,340	0	6,783,340	6,531,282	0	6,531,282
Bonded Debt Interest and Sinking Fund	14,515,528	0	14,515,528	17,250,977	0	17,250,977
Central Eastside Ind. District Debt Service Fund	11,485,673	0	11,485,673	12,030,337	0	12,030,337
Convention Center Area Debt Service Fund	23,763,457	0	23,763,457	29,423,342	0	29,423,342
Cully Blvd. NPI Debt Service Fund	94,361	0	94,361	93,355	0	93,355
Division-Midway NPI Debt Service Fund	107,249	0	107,249	93,840	0	93,840
Fire & Police Supplemental Retirement Res Fund	54,550	0	54,550	44,600	0	44,600
Gateway URA Debt Redemption Fund	5,427,235	0	5,427,235	5,443,794	0	5,443,794
General Fund	82,621,626	0	82,621,626	83,571,190	0	83,571,190
General Reserve Fund	60,666,106	0	60,666,106	62,691,528	0	62,691,528
Governmental Bond Redemption Fund	2,486,133	0	2,486,133	3,218,119	0	3,218,119
Grants Fund	9,750,000	0	9,750,000	0	0	0
Interstate Corridor Debt Service Fund	44,363,552	0	44,363,552	47,817,551	0	47,817,551
Lents Town Center URA Debt Redemption Fund	19,353,870	0	19,353,870	23,004,509	0	23,004,509
North Macadam URA Debt Redemption Fund	27,051,491	0	27,051,491	27,182,751	0	27,182,751
Parkrose NPI Debt Service Fund	170,820	0	170,820	92,687	0	92,687
Pension Debt Redemption Fund	6,090,542	0	6,090,542	6,396,245	0	6,396,245
River District URA Debt Redemption Fund	48,978,703	0	48,978,703	52,291,116	0	52,291,116
Rosewood NPI Debt Service Fund	104,724	0	104,724	93,409	0	93,409
South Park Blocks Redemption Fund	16,608,093	0	16,608,093	16,152,778	0	16,152,778
Special Finance and Resource Fund	117,570,255	0	117,570,255	113,914,044	0	113,914,044
Special Projects Debt Service Fund	7,441,250	0	7,441,250	7,763,250	0	7,763,250
Waterfront Renewal Bond Sinking Fund	17,582,539	0	17,582,539	17,033,793	0	17,033,793
Total Fund & Debt Management	**523,290,110**	**0**	**523,290,110**	**532,320,869**	**0**	**532,320,869**
Office of Equity & Human Rights						
General Fund	1,744,858	0	1,744,858	1,919,615	0	1,919,615
Total Office of Equity & Human Rights	**1,744,858**	**0**	**1,744,858**	**1,919,615**	**0**	**1,919,615**
Office of Government Relations						
General Fund	1,827,204	0	1,827,204	1,964,694	0	1,964,694
Total Office of Government Relations	**1,827,204**	**0**	**1,827,204**	**1,964,694**	**0**	**1,964,694**
Office of Management & Finance						
Arts Education & Access Fund	22,325,637	0	22,325,637	20,997,372	0	20,997,372
BFRES Facilities GO Bond Construction Fund	20,502	0	20,502	13,412	0	13,412
CityFleet Operating Fund	47,841,202	21,998,638	69,839,840	50,319,666	18,388,589	68,708,255
Convention and Tourism Fund	20,165,834	0	20,165,834	20,523,500	0	20,523,500
EBS Services Fund	13,868,550	225,000	14,093,550	13,247,153	1,576,401	14,823,554
Facilities Services Operating Fund	79,242,836	63,879,965	143,122,801	70,182,282	97,007,212	167,189,494
General Fund	43,355,766	325,630	43,681,396	41,692,835	433,500	42,126,335
Health Insurance Operating Fund	118,068,464	0	118,068,464	119,953,139	0	119,953,139

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

	Revised FY 2017-18			Adopted FY 2018-19		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
Insurance and Claims Operating Fund	42,671,670	0	42,671,670	43,590,970	0	43,590,970
Portland Police Assoc Health Insurnc Fund	26,407,029	0	26,407,029	24,635,382	0	24,635,382
Printing & Distribution Services Operating Fund	9,208,042	0	9,208,042	9,523,495	0	9,523,495
Property Management License Fund	5,666,690	0	5,666,690	5,514,000	0	5,514,000
Public Safety GO Bond Fund	1,688,449	0	1,688,449	159,887	0	159,887
Recreational Cannabis Tax Fund	1,002,376	0	1,002,376	5,000	0	5,000
Spectator Venues & Visitor Activities Fund	16,391,771	0	16,391,771	14,995,535	0	14,995,535
Technology Services Fund	79,315,516	6,697,888	86,013,404	77,466,986	10,086,893	87,553,879
Workers' Comp. Self Insurance Operating Fund	18,810,349	0	18,810,349	18,348,294	0	18,348,294
Total Office of Management & Finance	**546,050,683**	**93,127,121**	**639,177,804**	**531,168,908**	**127,492,595**	**658,661,503**
Office of Community & Civic Life						
Cannabis Licensing Special Revenue Fund	0	0	0	1,569,873	0	1,569,873
General Fund	11,462,800	0	11,462,800	10,594,271	0	10,594,271
Recreational Cannabis Tax Fund	0	0	0	700,000	0	700,000
Total Office of Community & Civic Life	**11,462,800**	**0**	**11,462,800**	**12,864,144**	**0**	**12,864,144**
Office of the City Attorney						
General Fund	12,580,461	0	12,580,461	13,639,244	0	13,639,244
Total Office of the City Attorney	**12,580,461**	**0**	**12,580,461**	**13,639,244**	**0**	**13,639,244**
Office of the City Auditor						
Assessment Collection Fund	80,735	0	80,735	82,100	0	82,100
Bancroft Bond Interest and Sinking Fund	20,045,739	0	20,045,739	20,532,073	0	20,532,073
General Fund	10,634,449	0	10,634,449	11,038,984	0	11,038,984
Local Improvement District Fund	20,946,144	0	20,946,144	24,241,699	0	24,241,699
Total Office of the City Auditor	**51,707,067**	**0**	**51,707,067**	**55,894,856**	**0**	**55,894,856**
Office of the Mayor						
General Fund	3,951,686	0	3,951,686	4,105,862	0	4,105,862
Total Office of the Mayor	**3,951,686**	**0**	**3,951,686**	**4,105,862**	**0**	**4,105,862**
Portland Bureau of Emergency Management						
General Fund	3,363,355	0	3,363,355	3,709,909	0	3,709,909
Grants Fund	7,761,217	0	7,761,217	5,196,800	0	5,196,800
Total Portland Bureau of Emergency Management	**11,124,572**	**0**	**11,124,572**	**8,906,709**	**0**	**8,906,709**
Portland Bureau of Transportation						
Gas Tax Bond Redemption Fund	3,651,148	0	3,651,148	3,414,047	0	3,414,047
Grants Fund	405,404	20,883,655	21,289,059	160,000	41,202,865	41,362,865
Parking Facilities Fund	19,033,763	8,602,449	27,636,212	12,528,185	13,258,416	25,786,601
Recreational Cannabis Tax Fund	1,340,000	250,000	1,590,000	1,570,626	200,000	1,770,626
Transportation Operating Fund	299,337,116	76,062,426	375,399,542	344,851,873	126,193,264	471,045,137
Transportation Reserve Fund	6,666,886	0	6,666,886	7,466,526	0	7,466,526
Total Portland Bureau of Transportation	**330,434,317**	**105,798,530**	**436,232,847**	**369,991,257**	**180,854,545**	**550,845,802**
Portland Fire & Rescue						

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 2017-18			Adopted FY 2018-19		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
BFRES Facilities GO Bond Construction Fund	873,391	0	873,391	603,965	0	603,965
General Fund	124,119,797	0	124,119,797	122,115,210	2,232,511	124,347,721
Grants Fund	15,500	0	15,500	0	0	0
Public Safety GO Bond Fund	3,266,700	0	3,266,700	752,868	0	752,868
Total Portland Fire & Rescue	**128,275,388**	**0**	**128,275,388**	**123,472,043**	**2,232,511**	**125,704,554**
Portland Housing Bureau						
Community Development Block Grant Fund	12,790,202	0	12,790,202	14,558,005	0	14,558,005
General Fund	30,220,496	0	30,220,496	36,223,095	0	36,223,095
Grants Fund	3,033,250	0	3,033,250	3,339,069	0	3,339,069
HOME Grant Fund	6,876,059	0	6,876,059	5,707,049	0	5,707,049
Housing Capital Fund	34,141,924	27,438,261	61,580,185	18,436,307	5,000,000	23,436,307
Housing Investment Fund	11,233,268	0	11,233,268	9,536,292	0	9,536,292
Housing Property Fund	5,046,355	0	5,046,355	6,692,961	0	6,692,961
Inclusionary Housing Fund	5,799,309	0	5,799,309	14,979,580	0	14,979,580
Tax Increment Financing Reimbursement Fund	73,310,081	700,000	74,010,081	73,904,687	1,000,000	74,904,687
Total Portland Housing Bureau	**182,450,944**	**28,138,261**	**210,589,205**	**183,377,045**	**6,000,000**	**189,377,045**
Portland Parks & Recreation						
General Fund	89,088,703	0	89,088,703	91,871,707	0	91,871,707
Golf Fund	9,767,771	335,000	10,102,771	9,314,981	0	9,314,981
Grants Fund	1,690,169	2,500,000	4,190,169	289,950	1,900,000	2,189,950
Parks Capital Improvement Program Fund	59,215,110	99,061,491	158,276,601	68,176,690	84,031,389	152,208,079
Parks Endowment Fund	186,409	0	186,409	189,377	0	189,377
Parks Local Option Levy Fund	664,056	0	664,056	251,000	0	251,000
Portland International Raceway Fund	2,442,505	0	2,442,505	2,654,015	0	2,654,015
Portland Parks Memorial Fund	11,990,830	0	11,990,830	15,719,463	0	15,719,463
Total Portland Parks & Recreation	**175,045,553**	**101,896,491**	**276,942,044**	**188,467,183**	**85,931,389**	**274,398,572**
Portland Police Bureau						
General Fund	210,595,139	2,717,225	213,312,364	218,552,285	0	218,552,285
Grants Fund	2,157,772	150,000	2,307,772	756,758	0	756,758
Police Special Revenue Fund	7,112,679	0	7,112,679	5,348,703	0	5,348,703
Recreational Cannabis Tax Fund	910,000	0	910,000	2,149,750	0	2,149,750
Total Portland Police Bureau	**220,775,590**	**2,867,225**	**223,642,815**	**226,807,496**	**0**	**226,807,496**
Portland Water Bureau						
Hydroelectric Power Bond Redemption Fund	36,638	0	36,638	0	0	0
Hydroelectric Power Operating Fund	5,115,098	0	5,115,098	4,929,526	0	4,929,526
Hydroelectric Power Renewal Replacement Fund	11,468,519	0	11,468,519	100,000	0	100,000
Water Bond Sinking Fund	94,251,929	0	94,251,929	94,279,390	0	94,279,390
Water Construction Fund	261,599,711	0	261,599,711	210,639,673	0	210,639,673
Water Fund	328,333,733	74,858,440	403,192,173	302,043,646	136,380,021	438,423,667
Total Portland Water Bureau	**700,805,628**	**74,858,440**	**775,664,068**	**611,992,235**	**136,380,021**	**748,372,256**
Prosper Portland						

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

	Revised FY 2017-18			Adopted FY 2018-19		
	Operating Budget	Capital Improvements	Total Expenditures	Operating Budget	Capital Improvements	Total Expenditures
General Fund	6,131,910	0	6,131,910	6,540,664	0	6,540,664
Total Prosper Portland	**6,131,910**	**0**	**6,131,910**	**6,540,664**	**0**	**6,540,664**
Special Appropriations						
General Fund	14,422,760	0	14,422,760	11,830,706	0	11,830,706
Public Election Fund	250,000	0	250,000	1,237,200	0	1,237,200
Recreational Cannabis Tax Fund	500,000	0	500,000	350,000	0	350,000
Total Special Appropriations	**15,172,760**	**0**	**15,172,760**	**13,417,906**	**0**	**13,417,906**
Total Citywide	**4,517,346,867**	**523,769,315**	**5,041,116,182**	**4,468,677,419**	**677,644,161**	**5,146,321,580**

Capital Budget by Bureau

Table 11

Financial Summaries

This table summarizes Capital Improvement Plan project costs by bureau.

		Revised	Adopted	Capital Plan				
Bureau	**Prior Years**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**	**FY 2022-23**	**5-Year Total**
Bureau of Development Services	0	1,788,121	4,275,904	0	0	0	0	4,275,904
Bureau of Environmental Services	325,799,748	112,461,000	133,351,000	145,080,000	161,705,000	147,996,000	155,132,000	743,264,000
Bureau of Fire & Police Disability & Retirement	448,990	156,451	42,850	44,130	45,460	46,820	48,230	227,490
City Budget Office	0	0	1,083,346	0	0	0	0	1,083,346
Office of Management & Finance	36,874,884	71,324,255	126,924,095	75,939,051	27,872,793	21,573,901	11,373,053	263,682,893
Portland Bureau of Transportation	30,489,528	84,415,245	180,854,545	115,710,049	57,137,790	18,966,200	5,716,200	378,384,784
Portland Fire & Rescue	0	0	2,232,511	0	0	0	0	2,232,511
Portland Housing Bureau	24,107,008	42,538,261	6,010,000	35,628,745	14,830,168	0	0	56,468,913
Portland Parks & Recreation	28,597,614	90,771,628	85,931,389	16,920,000	4,200,000	1,000,000	0	108,051,389
Portland Police Bureau	0	2,717,225	0	0	0	0	0	0
Portland Water Bureau	44,362,962	71,029,436	136,380,021	89,603,000	149,866,000	91,481,000	128,917,000	596,247,021
Total City Capital Plan	**490,680,734**	**477,201,622**	**677,085,661**	**478,924,975**	**415,657,211**	**281,063,921**	**301,186,483**	**2,153,918,251**

Capital Budget by Geographic Area

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

Bureau		Revised	Adopted	Capital Plan				
Geographic Area	Prior Years	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Bureau of Development Services								
Citywide	0	1,788,121	4,275,904	0	0	0	0	4,275,904
Total Bureau of Development Services	**0**	**1,788,121**	**4,275,904**	**0**	**0**	**0**	**0**	**4,275,904**
Bureau of Environmental Services								
Central City	0	0	0	0	40,000,000	0	0	40,000,000
Citywide	257,606,415	61,465,000	75,625,000	74,336,000	76,819,000	113,176,000	129,921,000	469,877,000
North	346,907	901,000	1,791,000	5,197,000	4,047,000	2,558,000	1,000,000	14,593,000
Northeast	3,222,648	10,541,000	4,554,000	1,900,000	4,300,000	1,500,000	4,160,000	16,414,000
Northwest	1,148,711	9,050,000	6,567,000	6,430,000	3,285,000	1,415,000	3,250,000	20,947,000
Southeast	50,769,983	19,119,000	23,941,000	20,048,000	8,740,000	10,528,000	10,822,000	74,079,000
Southwest	12,510,840	11,385,000	20,423,000	36,719,000	24,064,000	18,369,000	5,979,000	105,554,000
Undetermined	194,244	0	450,000	450,000	450,000	450,000	0	1,800,000
Total Bureau of Environmental Services	**325,799,748**	**112,461,000**	**133,351,000**	**145,080,000**	**161,705,000**	**147,996,000**	**155,132,000**	**743,264,000**
Bureau of Fire & Police Disability & Retirement								
Citywide	448,990	156,451	42,850	44,130	45,460	46,820	48,230	227,490
Total Bureau of Fire & Police Disability & Retirement	**448,990**	**156,451**	**42,850**	**44,130**	**45,460**	**46,820**	**48,230**	**227,490**
City Budget Office								
Citywide	0	0	1,083,346	0	0	0	0	1,083,346
Total City Budget Office	**0**	**0**	**1,083,346**	**0**	**0**	**0**	**0**	**1,083,346**
Office of Management & Finance								
Central City	1,795,746	1,986,971	18,388,589	10,803,118	23,211,767	20,094,001	9,352,953	81,850,428
Citywide	19,018,009	4,862,139	11,148,294	2,905,357	2,878,902	1,423,000	1,963,200	20,318,753
Southeast	432,943	1,595,180	1,280,000	106,900	56,900	56,900	56,900	1,557,600
Southwest	15,628,186	62,879,965	96,107,212	62,123,676	1,725,224	0	0	159,956,112
Total Office of Management & Finance	**36,874,884**	**71,324,255**	**126,924,095**	**75,939,051**	**27,872,793**	**21,573,901**	**11,373,053**	**263,682,893**
Portland Bureau of Transportation								
Central City	176,266	889,272	1,290,428	6,835,815	0	0	0	8,126,243
Citywide	15,125,385	24,164,151	38,100,234	14,094,404	5,716,200	5,716,200	5,716,200	69,343,238
East	1,234,788	1,598,197	6,017,097	2,049,880	0	0	0	8,066,977
North	628,163	4,057,986	11,930,886	12,788,467	13,690,050	1,750,000	0	40,159,403
Northeast	3,074,041	12,910,280	32,581,685	39,544,973	16,470,692	0	0	88,597,350
Northeast/Southeast	1,130	1,687,782	1,929,169	2,648,614	0	0	0	4,577,783
Northwest	633,586	8,269,971	9,737,639	4,750,000	750,000	0	0	15,237,639
Southeast	3,808,572	5,092,490	24,455,765	16,285,433	15,623,479	11,500,000	0	67,864,677
Southwest	5,391,100	22,693,580	52,099,436	16,712,463	4,887,369	0	0	73,699,268
West	416,497	3,051,536	2,712,206	0	0	0	0	2,712,206
Total Portland Bureau of Transportation	**30,489,528**	**84,415,245**	**180,854,545**	**115,710,049**	**57,137,790**	**18,966,200**	**5,716,200**	**378,384,784**
Portland Fire & Rescue								
Citywide	0	0	1,742,511	0	0	0	0	1,742,511
Undetermined	0	0	490,000	0	0	0	0	490,000
Total Portland Fire & Rescue	**0**	**0**	**2,232,511**	**0**	**0**	**0**	**0**	**2,232,511**
Portland Housing Bureau								
Central City	6,023,071	700,000	1,000,000	5,350,000	100,000	0	0	6,450,000
Northeast	0	23,485,481	0	0	0	0	0	0

Capital Budget by Geographic Area

Table 12

Financial Summaries

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

Bureau		Revised	Adopted	Capital Plan				
Geographic Area	**Prior Years**	**FY 2017-18**	**FY 2018-19**	**FY 2019-20**	**FY 2020-21**	**FY 2021-22**	**FY 2022-23**	**5-Year Total**
Southeast	18,083,937	18,352,780	5,010,000	30,278,745	14,730,168	0	0	50,018,913
Total Portland Housing Bureau	**24,107,008**	**42,538,261**	**6,010,000**	**35,628,745**	**14,830,168**	**0**	**0**	**56,468,913**
Portland Parks & Recreation								
Central City	6,628,114	10,981,000	15,961,000	5,300,000	900,000	0	0	22,161,000
Citywide	1,378,074	20,438,028	19,581,036	1,100,000	800,000	500,000	0	21,981,036
East	15,300,124	22,457,000	13,740,000	5,500,000	2,000,000	500,000	0	21,740,000
North	500,237	4,872,500	5,380,000	1,000,000	0	0	0	6,380,000
Northeast	554,310	8,004,500	8,440,000	850,000	0	0	0	9,290,000
Northwest	688,000	3,755,000	3,640,000	860,000	0	0	0	4,500,000
Southeast	2,506,842	13,665,100	12,342,353	2,000,000	500,000	0	0	14,842,353
Southwest	1,041,914	6,598,500	6,847,000	310,000	0	0	0	7,157,000
Total Portland Parks & Recreation	**28,597,614**	**90,771,628**	**85,931,389**	**16,920,000**	**4,200,000**	**1,000,000**	**0**	**108,051,389**
Portland Water Bureau								
Central City	929,430	1,600,000	38,600,000	7,970,000	43,500,000	0	0	90,070,000
Citywide	129,648	29,022,000	26,925,000	28,400,000	30,215,000	32,080,000	37,120,000	154,740,000
East	141,310	0	410,000	0	0	0	0	410,000
North	212,767	179,000	1,795,000	624,000	2,553,000	446,000	0	5,418,000
Northeast	683,900	1,867,000	831,000	1,248,000	580,000	570,000	570,000	3,799,000
Northwest	1,020,544	1,190,000	1,601,000	978,000	0	0	0	2,579,000
Southeast	3,702	390,000	2,924,000	1,571,000	6,285,000	100,000	100,000	10,980,000
Southwest	348,480	328,000	1,776,000	1,276,000	1,238,000	2,835,000	954,000	8,079,000
Undetermined	276,457	7,453,436	19,963,000	21,436,000	49,995,000	49,450,000	79,273,000	220,117,000
West	40,616,724	29,000,000	41,555,021	26,100,000	15,500,000	6,000,000	10,900,000	100,055,021
Total Portland Water Bureau	**44,362,962**	**71,029,436**	**136,380,021**	**89,603,000**	**149,866,000**	**91,481,000**	**128,917,000**	**596,247,021**
Total City Capital Plan	**490,680,734**	**474,484,397**	**677,085,661**	**478,924,975**	**415,657,211**	**281,063,921**	**301,186,483**	**2,153,918,251**

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Adopted FY 2018-19
HISTORICAL FUNDS				
Education URA Debt Service Fund	0	0	0	0
Willamette Industrial URA Debt Service Fund	0	0	0	0
Headwaters Apartment Complex Fund	2,136,967	0	0	0
Total Historical Funds	**2,136,967**	**0**	**0**	**0**
HISTORICAL SPECIAL APPROPRIATIONS				
Innovation Fund	1,000,000	0	0	0
3 to PhD	400,000	0	0	0
PPS/Concordia Early Childhood	100,000	0	0	0
Indoor Track & Field Events	1,930,459	0	0	0
Emergency Psychiatric Facility	500,000	0	0	0
Oregon Rail Heritage Foundation	150,000	0	0	0
PSU Institute on Aging	51,766	0	0	0
Oregon Nikkei Endowment	25,000	0	0	0
Springwater Corridor	40,000	0	0	0
Air Toxics Monitoring	31,250	0	0	0
Black Citizen Coalition	25,000	0	0	0
Legacy Health	500,000	0	0	0
Lents Stabilization	0	460,000	0	0
James Beard Public Market	0	200,000	0	0
Total Historical Special Appropriations	**4,753,475**	**660,000**	**0**	**0**
Total Historical Funds and Appropriations	**$6,890,442**	**$660,000**	**$0**	**$0**

Summary of Indebtedness – Debt Outstanding

Table 14a

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	7/1/2017	7/1/2018	Change
DEBT OUTSTANDING BY SERVICE AREA				
Parks, Recreation, & Culture				
Providence Park	Limited Tax Revenue Bonds	$12,000,000	$12,000,000	$0
Stadium Project	Limited Tax Revenue Bonds	15,096,000	13,153,000	(1,943,000)
		27,096,000	**25,153,000**	**(1,943,000)**
Public Utilities				
Sewer System	1st Lien Revenue Bonds	524,975,000	452,050,000	(72,925,000)
	2nd Lien Revenue Bonds	936,165,000	1,098,915,000	162,750,000
	3rd Lien State Loans	13,554,496	12,174,625	(1,379,871)
Water System	1st Lien Revenue Bonds	440,455,000	421,915,000	(18,540,000)
	2nd Lien Revenue Bonds	211,405,000	201,690,000	(9,715,000)
		2,126,554,496	**2,186,744,625**	**60,190,129**
Community Development				
Public Infrastructure	Limited Tax Improvement Bonds	32,585,000	28,660,000	(3,925,000)
Local Improvement line of credit	Limited Tax Revenue (secured)	6,025,567	6,841,400	815,833
Headwaters Apartments	Limited Tax Revenue (Housing)	9,170,000	8,830,000	(340,000)
Economic development	State Loan Guarantee	4,643,000	3,215,000	(1,428,000)
		52,423,567	**47,546,400**	**(4,877,167)**
Urban Renewal & Redev.	Airport Way Tax Increment	15,140,600	10,166,200	(4,974,400)
	Central Eastside Tax Increment	29,920,298	28,715,298	(1,205,000)
	Convention Center Tax Increment	83,425,000	79,090,000	(4,335,000)
	Lents Tax Increment	28,270,000	42,463,672	14,193,672
	River District Tax Increment	89,357,166	84,287,166	(5,070,000)
	Interstate Corridor Tax Increment	58,493,221	55,223,221	(3,270,000)
	North Macadam Tax Increment	58,348,486	59,149,942	801,456
	Gateway Tax Increment	12,660,988	12,660,988	-
	South Park Blocks Tax Increment	40,450,000	35,380,000	(5,070,000)
	Downtown Waterfront Tax Increment	45,840,000	39,020,000	(6,820,000)
		461,905,759	**446,156,487**	**(15,749,272)**
Transportation & Parking				
Streetcar	Limited Tax Revenue Bonds	11,280,000	9,855,000	(1,425,000)
Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	31,390,000	29,930,000	(1,460,000)
Sellwood Bridge	Limited Tax Revenue Bonds	39,895,000	38,340,000	(1,555,000)
Sellwood Bridge Bonds II	Limited Tax Revenue (secured)	29,165,000	29,165,000	-
Street Lighting Bonds	Limited Tax Revenue (secured)	14,460,000	13,150,000	(1,310,000)
Parking Paystations	Gas Tax Revenue Bonds	171,487	86,752	(84,735)
Street Improvements	Gas Tax Revenue Bonds	9,512,000	7,890,000	(1,622,000)
		135,873,487	**128,416,752**	**(7,456,735)**
City Support Services				
Equipment and Facility	Limited Tax Revenue Bonds	21,155,000	16,190,000	(4,965,000)
Pension	Limited Tax Pension Obligations	182,028,346	159,578,346	(22,450,000)
Convention Ctr Expan.	Limited Tax Revenue Bonds	72,111,102	70,305,382	(1,805,720)
Harbor Restoration line of credit	Limited Tax Revenue (secured)	425,400	0	(425,400)
Levee Evaluation	State Loan	533,090	665,644	132,554
Housing	Limited Tax Revenue (Housing)	5,040,000	13,495,000	8,455,000
Parks System	Voter Approved General Obligation Bonds	18,535,000	40,635,000	22,100,000
Public Safety	Voter Approved General Obligation Bonds	51,330,000	47,450,000	(3,880,000)

Summary of Indebtedness – Debt Outstanding

Service Area/Facility/Function	Type of indebtedness	7/1/2017	7/1/2018	Change
Emergency Facilities	Voter Approved General Obligation Bonds	19,060,000	15,195,000	(3,865,000)
Affordable Housing	Voter Approved General Obligation Bonds	35,085,000	34,050,000	(1,035,000)
River District line of credit	Limited Tax Revenue (secured)	24,270,957	24,270,957	-
Portland Building line of credit	Limited Tax Revenue Bonds	7,911,552	34,546,842	26,635,290
		437,485,446	**456,382,171**	**18,896,724**
TOTAL DEBT OUTSTANDING BY SERVICE AREA		**$3,241,338,756**	**$3,290,399,435**	**$49,060,679**
TYPE OF INDEBTEDNESS				
	Limited Tax Pension Bonds	$182,028,346	$159,578,346	($22,450,000)
	Limited Tax Improvement Bonds	32,585,000	28,660,000	(3,925,000)
	Voter Approved General Obligation Bonds	124,010,000	137,330,000	13,320,000
	Gas Tax Revenue Bonds	9,683,487	7,976,752	(1,706,735)
	Revenue Bonds	2,113,000,000	2,174,570,000	61,570,000
	Limited Tax Revenue Bonds	299,395,578	320,072,581	20,677,003
	State Loans	18,730,586	16,055,269	(2,675,317)
	Tax Increment	461,905,759	446,156,487	(15,749,272)
TOTAL DEBT OUTSTANDING BY TYPE		**$3,241,338,756**	**$3,290,399,435**	**$49,060,679**

Summary of Indebtedness – Actual Debt Outstanding

Table 14b

Financial Summaries

Service Area/Facility/Function	Type of indebtedness	FY 2016-17	FY 2017-18	FY 2018-19
Actual Debt Outstanding June 30, 2017		$3,241,338,756		
Debt Issued Fiscal Year 2017-18				
Parks	GO Parks Bonds		$23,445,000	
Public Utilities (Sewer)	2nd Lien Sewer Revenue Bonds		191,930,000	
City Support Services (Affordable Housing)	Limited Tax Revenue Bonds		9,000,000	
City Support Services (Emergency Facilities)	GO Emergency Facilities Refunding Bonds		8,815,000	
Public Safety (FPD&R)	Tax Anticipation Notes		35,705,000	
Various	Lines of Credit / State Loans		46,828,805	
Total Debt Issued FY 2017-18			**315,723,805**	
Debt Redeemed FY 2017-18			(221,283,126)	
Debt Redeemed From Debt Issued FY 2017-18			(45,380,000)	
Total Debt Redeemed Fiscal Year 2017-18			**(266,663,126)**	
Projected Debt Outstanding July 1, 2018			**$3,290,399,435**	
Estimated Debt to be Issued Fiscal Year 2018-19				
Public Utilities (Water)	First Lien Water System Revenue Bonds			$92,040,000
Fueling Stations	Limited Tax Revenue Bonds			10,500,000
Public Safety (FPD&R)	Tax Anticipation Notes			57,700,000
Jasmine Block	Limited Tax Revenue Bonds			19,712,300
Various	Lines of Credit			87,530,595
Total Projected Debt Issued FY 2018-19				**267,482,895**
Projected Debt Redeemed Fiscal Year 2018-19				
Scheduled Debt Redemption				(296,506,324)
Total Projected Debt Redeemed Fiscal Year 2018-19				**(296,506,324)**
Projected Debt Outstanding July 1, 2019				**$3,261,376,006**

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
FY 2018-19 PROJECTED DEBT SERVICE BY SERVICE AREA					
Parks, Recreation & Culture					
	Spectator Facilities	Limited Tax Revenue Bonds	$0	$405,488	$405,488
	Stadium Project 2013	Limited Tax Revenue Bonds	2,606,000	430,103	3,036,103
			2,606,000	**835,591**	**3,441,591**
Public Utilities					
	Sewer System	First Lien Revenue Bonds	67,815,000	20,153,450	87,968,450
		Second Lien Revenue Bonds	41,130,000	51,013,191	92,143,191
		Third Lien Debt	1,393,792	119,242	1,513,034
			110,338,792	**71,285,883**	**181,624,675**
	Water System	First Lien Revenue Bonds	20,570,000	19,845,527	40,415,527
		Second Lien Revenue Bonds	9,000,000	8,655,100	17,655,100
			29,570,000	**28,500,627**	**58,070,627**
			139,908,792	**99,786,510**	**239,695,302**
Community Development					
	Public Infrastructure	Limited Tax Improvement Bonds	3,420,000	1,289,990	4,709,990
	Housing (Headwaters)	Limited Tax Housing Revenue Bonds	1,275,000	438,635	1,713,635
	Economic Development	State Loan Guarantee (PBOT)	1,428,000	-	1,428,000
			6,123,000	**1,728,625**	**7,851,625**
	Urban Renewal & Redev.	Airport Way Tax Increment	5,047,300	140,294	5,187,594
		Central Eastside Tax Increment	7,970,000	1,654,474	9,624,474
		Convention Center Tax Increment	4,550,000	3,259,417	7,809,417
		South Park Blocks Tax Increment	8,690,000	1,805,322	10,495,322
		Waterfront Tax Increment	7,165,000	2,322,935	9,487,935
		River District Tax Increment	33,290,000	11,382,258	44,672,258
		Gateway Tax Increment	5,000,000	443,794	5,443,794
		Lents Tax Increment	13,595,000	6,376,917	19,971,917
		North Macadam Tax Increment	17,885,000	4,332,101	22,217,101
		Interstate Tax Increment	30,430,000	11,676,203	42,106,203
			133,622,300	**43,393,712**	**177,016,012**
			139,745,300	**45,122,337**	**184,867,637**
Transportation & Parking					
	Streetcar Improvements	Limited Tax Revenue Bonds	1,485,000	394,200	1,879,200
	Portland/Milwaukie Light Rail	Limited Tax Revenue Bonds	1,520,000	985,700	2,505,700
	Sellwood Bridge (I & II)	Limited Tax Revenue Bonds	1,635,000	3,023,650	4,658,650
	Parking Paystations	Gas Tax Revenue Bonds	86,752	2,065	88,817
	Street Lighting	Limited Tax Revenue Bonds	1,375,000	657,500	2,032,500
	Street Improvements	Gas Tax Revenue Bonds	1,445,000	296,000	1,741,000
			7,546,752	**5,359,115**	**12,905,867**
City Support Services					
	Pension Bonds	Limited Tax Pension Bonds	25,075,000	8,252,894	33,327,894
	Parks / Fire / Public Safety/Housing	Voter Approved General Obligation Bonds	11,540,000	5,510,975	17,050,975
	Equipment and Facilities	Limited Tax Revenue Bonds	2,685,000	4,362,330	7,047,330
	River District General Fund	Limited Tax Line of Credit	0	1,000,000	1,000,000
	Convention Center Expansion	Limited Tax Revenue Bonds	2,039,480	5,723,770	7,763,250

Service Area	Facility/Function	Type of Debt	Principal	Interest	Total
	Housing (HOB/STR Affordable)	Limited Tax Revenue Bonds	1,360,000	390,700	1,750,700
			42,699,480	**25,240,669**	**67,940,149**
TOTAL DEBT SERVICE BY SERVICE AREA			**$332,506,324**	**$176,344,221**	**$508,850,545**
FY 2018-19 PROJECTED DEBT SERVICE BY TYPE					
		Limited Tax Pension Bonds	$25,075,000	$8,252,894	$33,327,894
		Limited Tax Improvement Bonds	3,420,000	1,289,990	4,709,990
		Voter Approved General Obligation Bonds	11,540,000	5,510,975	17,050,975
		Gas Tax Revenue Bonds	1,531,752	298,065	1,829,817
		Revenue Bonds	138,515,000	99,667,268	238,182,268
		Limited Tax Revenue Bonds	14,135,480	17,192,741	31,328,221
		Limited Tax Housing Revenue Bonds	1,845,000	619,335	2,464,335
		State Loans	2,821,792	119,242	2,941,034
		Tax Increment	133,622,300	43,393,712	177,016,012
TOTAL DEBT SERVICE BY TYPE			**$332,506,324**	**$176,344,221**	**$508,850,545**

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	Pension, Facility, and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2018/19	$2,606,000		$110,338,792	$29,570,000		$6,123,000	$133,622,300	$6,061,752	$1,485,000	$29,120,000	$2,039,480	$11,540,000
2019/20	2,692,000		114,897,852	31,000,000		1,763,000	38,963,900	7,345,000	1,550,000	32,045,000	2,317,480	9,665,000
2020/21	2,780,000		109,632,058	32,495,000		709,000	39,475,000	7,680,000	1,600,000	35,280,000	3,286,250	10,030,000
2021/22	2,873,000		115,856,405	27,700,000		365,000	41,335,000	8,030,000	1,675,000	39,320,000	3,807,172	10,470,000
2022/23	2,202,000		121,460,902	28,975,000		380,000	43,300,000	8,395,000	1,740,000	8,805,175	6,140,000	10,905,000
2023/24	2,855,000		78,300,547	30,320,000		395,000	44,845,000	7,025,000	1,805,000	8,655,423	6,445,000	11,445,000
2024/25	2,950,000		74,365,340	27,390,000		415,000	24,410,000	7,340,000		8,519,733	6,770,000	10,995,000
2025/26	3,045,000		66,690,300	28,580,000		430,000	13,295,000	7,670,000		7,642,228	7,115,000	11,440,000
2026/27	3,150,000		68,816,245	29,830,000		16,205,000	13,925,000	5,980,000		7,028,274	7,465,000	9,640,000
2027/28			71,624,297	31,140,000		475,000	14,560,000	6,240,000		6,882,955	7,840,000	9,965,000
2028/29			74,613,369	32,360,000		495,000	15,245,000	6,490,000		5,964,559	8,330,000	9,620,000
2029/30			77,528,953	33,550,000		9,455,000	16,000,000	6,760,000			8,750,000	6,305,000
2030/31			80,764,565	34,870,000		545,000	8,825,000	7,005,000				1,995,000
2031/32			66,700,000	36,280,000		1,490,000	3,130,000	7,260,000				2,055,000
2032/33			69,585,000	33,040,000		595,000		7,530,000				2,115,000
2033/34			56,820,000	34,415,000		3,245,000		5,270,000				2,180,000
2034/35			59,530,000	31,145,000		610,000		2,075,000				2,250,000
2035/36			34,495,000	27,610,000				2,160,000				2,320,000
2036/37			36,060,000	23,085,000				2,245,000				2,395,000
2037/38			37,710,000	19,510,000								
2038/39			24,535,000	10,140,000								
2039/40			12,815,000	5,195,000								
2040/41				5,405,000								
	$25,153,000		**$1,563,139,625**	**$623,605,000**		**$43,695,000**	**$450,931,200**	**$118,561,752**	**$9,855,000**	**$189,263,346**	**$70,305,382**	**$137,330,000**

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	Pension, Facility, and Equipment	Convention Center & Performing Arts	Parks/Fire Gen. Obl.
2018/19	$835,591		$71,285,883	$28,500,627		$1,728,625	$43,393,712	$4,964,915	$394,200	$14,005,924	$5,723,770	$5,510,975
2019/20	750,374		65,848,738	24,770,626		1,675,669	15,146,308	4,678,000	334,800	8,273,013	5,791,270	4,670,256
2020/21	662,346		60,132,657	23,280,376		1,658,919	13,352,271	4,336,200	272,800	5,979,420	5,174,500	4,304,456
2021/22	571,440		54,819,210	21,700,376		1,641,419	11,507,122	3,990,325	208,800	3,413,671	4,765,828	3,864,856
2022/23	477,493		49,198,963	20,428,376		1,623,169	9,540,605	3,619,500	141,800	33,837,138	2,942,750	3,425,456
2023/24	405,488		43,200,843	19,095,951		1,604,169	7,463,376	3,250,525	72,200	35,574,884	2,635,750	2,913,719
2024/25	312,700		39,617,100	17,807,751		1,584,419	5,230,615	2,936,150		37,364,518	2,313,500	2,417,594
2025/26	216,825		36,348,006	16,612,401		1,563,669	4,100,460	2,607,050		39,201,322	1,975,000	1,976,494
2026/27	110,250		33,075,027	15,363,201		1,542,169	3,465,688	2,262,650		41,122,476	1,619,250	1,556,031
2027/28			29,959,116	14,058,151		731,919	2,823,438	2,003,875		43,127,045	1,246,000	1,237,056
2028/29			26,950,029	12,839,251		708,169	2,139,175	1,749,200		45,190,441	854,000	952,656
2029/30			24,040,395	11,650,788		683,419	1,378,663	1,483,925			437,500	668,769
2030/31			20,801,916	10,314,538		288,850	573,250	1,235,025				479,619
2031/32			17,389,369	8,914,738		261,600	125,200	977,025				419,769
2032/33			14,494,925	7,510,576		196,300		709,450				358,119
2033/34			11,533,675	6,137,676		166,550		470,000				294,669
2034/35			8,832,775	4,708,226		30,500		259,200				226,544
2035/36			6,002,150	3,423,088				176,200				156,231
2036/37			4,429,575	2,289,075				89,800				80,831
2037/38			2,784,850	1,390,525								
2038/39			1,064,425	829,600								
2039/40			256,300	424,000								
2040/41				216,200								
	$4,342,506		**$622,065,929**	**$272,266,117**		**$17,689,531**	**$120,239,882**	**$41,799,015**	**$1,424,600**	**$307,089,852**	**$35,479,118**	**$35,514,100**

Summary of Defeased Indebtedness

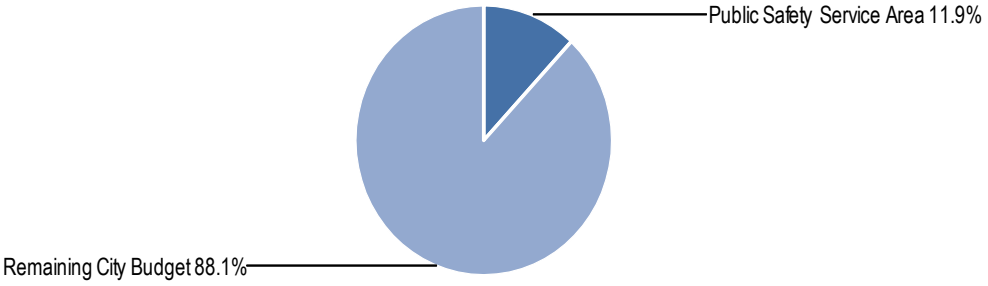
Type of Debt	Outstanding 07/01/17	Maturity FY 2017-18	Outstanding 07/01/18
The City had $416,450,000 of defeased bonds outstanding as of July 1, 2017, which were fully paid from escrow during the fiscal year. In September 2017, the City defeased an additional $58,060,000 of the Sewer System Revenue Bonds, 2008 Series A with cash, which were paid on June 15, 2018. The City also refunded certain maturities of the General Obligation Emergency Facilities Bonds, 2008 Series A, which were paid on June 1, 2018. As of July 1, 2018, $60,700,000 of defeased bonds are outstanding. The defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.			
DEFEASED BONDS OUTSTANDING			
Water System Revenue Bonds:			
Series 2008 A	$63,245,000	($2,545,000)	$60,700,000
	$63,245,000	**($2,545,000)**	**$60,700,000**
Sewer System Revenue Bonds:			
Series 2008 A	$165,345,000	($223,405,000)	$0
Series 2008 B	180,155,000	(180,155,000)	0
	$345,500,000	**($403,560,000)**	**$0**
Limited Tax Revenue Bonds:			
Series 2007 C	$7,705,000	($7,705,000)	$0
	$7,705,000	**($7,705,000)**	**$0**
General Obligation Bonds (Emergency Facilities):			
Series 2008 A	$0	($9,675,000)	$0
	$0	**($9,675,000)**	**$0**
TOTAL DEFEASED BONDS OUTSTANDING	**$416,450,000**	**($413,810,000)**	**$60,700,000**

CITY OF PORTLAND OREGON
1851

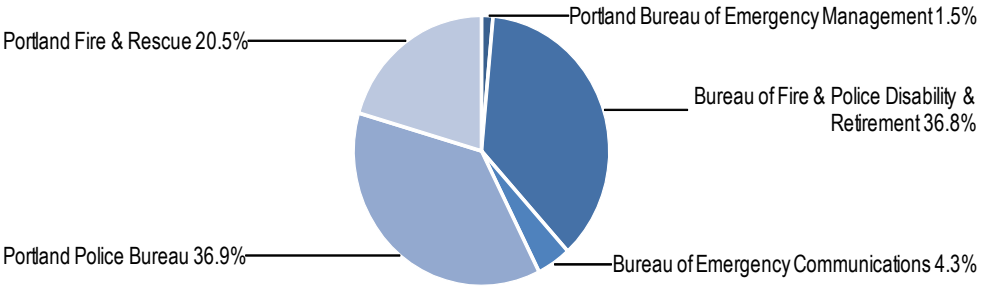
Public Safety Service Area

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

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	587,123,229	611,712,807	24,589,578	4.19
Capital	3,023,676	2,275,361	(748,315)	(24.75)
Total Requirements	**590,146,905**	**613,988,168**	**23,841,263**	**4.04**
Authorized Positions	2,182.70	2,254.37	71.67	3.28

Service Area Highlights

Description

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

Portland Police Bureau

The Portland Police Bureau's FY 2018-19 Adopted Budget is $226.8 million with 1,299.6 FTE. This is a 1.4% increase in total resources when compared to the FY 2017-18 Revised Budget. Adopted Budget decision packages establish 76.0 net new positions, which includes position authority for 13.0 previously authorized positions in the Community Service Officer program.

Significant changes to the FY 2018-19 Adopted Budget include:

- The creation of 49.0 new officer positions, the total ongoing General Fund cost of which is $4.6 million. Also included in the Adopted Budget are 4.0 additional officers in the Training Division, funded with $367,540 in additional General Fund resources. Given the required timeline for hiring additional officers, these ongoing resources were offset by a partial one-time reduction.
- The re-establishment of ongoing General Fund resources for the Service Coordination Team within the Behavioral Health Unit ($1,954,904). The Behavioral Health Unit was expanded by adding two Behavioral Health Response Teams (3.0 FTE) and increasing the capacity of the Supportive Transitions and Stabilization program; the combined ongoing General Fund impact of these changes is $822,571.
- The bureau added several new non-sworn positions to enhance accountability and community engagement. The Adopted Budget includes new resources for a Data Equity Analyst, 3.0 Analysts on the internal audit team, and a Houseless Community Engagement Liaison.

Portland Fire & Rescue

The $125.7 million FY 2018-19 Adopted Budget for Portland Fire & Rescue is 2% less than the bureau's FY 2017-18 Revised Budget. Significant changes in the Portland Fire & Rescue FY 2018-19 Adopted Budget include:

- $1.7 million in one-time General Fund discretionary resources partially fund replacement of self-contained breathing apparatus equipment. An additional $707,000 in one-time General Fund resources is carried over from FY 2017-18 for replacement of this equipment.
- $140,154 in one-time General Fund resources to initially fund an Equity Manager for the bureau and $133,334 in ongoing General fund resources to fund a Community Healthcare Manager position.
- $490,000 in cash transfers from the Bureau of Technology Services for fire inspection software, WiFi at fire stations, and mobile data computers.

Bureau of Emergency Communications

The FY 2018-19 Adopted Budget for the Bureau of Emergency Communications (BOEC) is $26.5 million, 5.4% increase compared the FY 2017-18 Revised Budget. The bureau has authorization for 186.50 FTE, 118 of which are call taker/dispatcher positions that are recruited on an ongoing basis. Significant changes to the FY 2018-19 Adopted Budget include funding for two technology projects: an Integrated Priority Dispatch System and a Next Generation 9-1-1 call logging system, totaling $1.6 million. These projects are partially funded by Public Safety Project reserve funds, partner jurisdiction contributions, and a draw on the bureau's contingency, and incur no cost on General Fund resources.

Portland Bureau of Emergency Management

The FY 2018-19 Adopted Budget for the Portland Bureau of Emergency Management (PBEM) is $8.9 million and 22.48 FTE. Significant funding changes for PBEM include:

- Increase of $127,838 in ongoing General Fund resources for one new position (1.0 FTE), a Business Continuity and Resilience Coordinator, to support the implementation of the strategic plan and maintain the citywide COOP program;
- Increase of $80,000 in one-time General Fund resources to pilot a new PrepHub program in partnership with PBEM's Basic Earthquake Emergency Communication Node (BEECN) program.
- Program carryover of $100,000 in one-time General Fund resources to support the community hazard mitigation outreach materials.

Bureau of Fire & Police Disability & Retirement

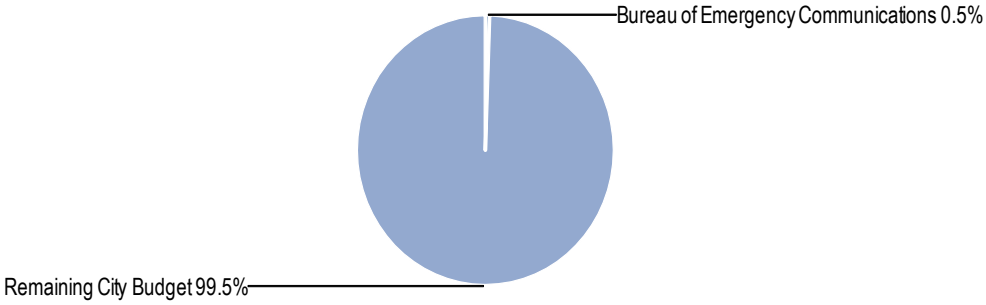
The FY 2018-19 Adopted Budget for retirement system payments is $127.0 million, including $112,153 for program delivery. This is an increase of $6.1 million or 5.1% over the FY 2017-18 Revised Budget. It is estimated that there will be 2,104 pension recipients in FY 2018-19. Estimated expenditures for disability and death benefits in FY 2018-19 total $8.4 million, an increase of $0.2 million or 1.9% from the FY 2017-18 Revised Budget. The budget for Oregon PERS contributions is $16.3 million for FY 2018-19, an increase of $2.7 million or 19.7% over the FY 2017-18 Revised Budget. The growth is due to the rising proportion of the sworn workforce hired after 2006, as well as to increasing wages included in the most recent Portland Police Association and Portland Fire Fighters Association contracts.

Bureau of Emergency Communications

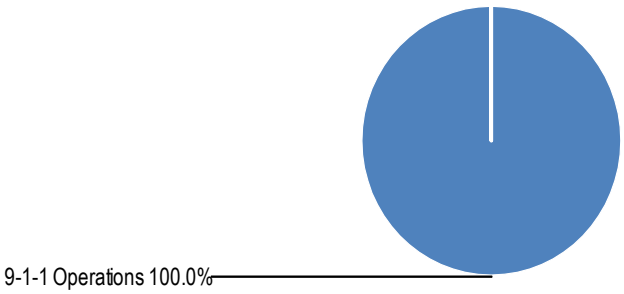
Public Safety Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Bob Cozzie, Director

Percent of City Budget

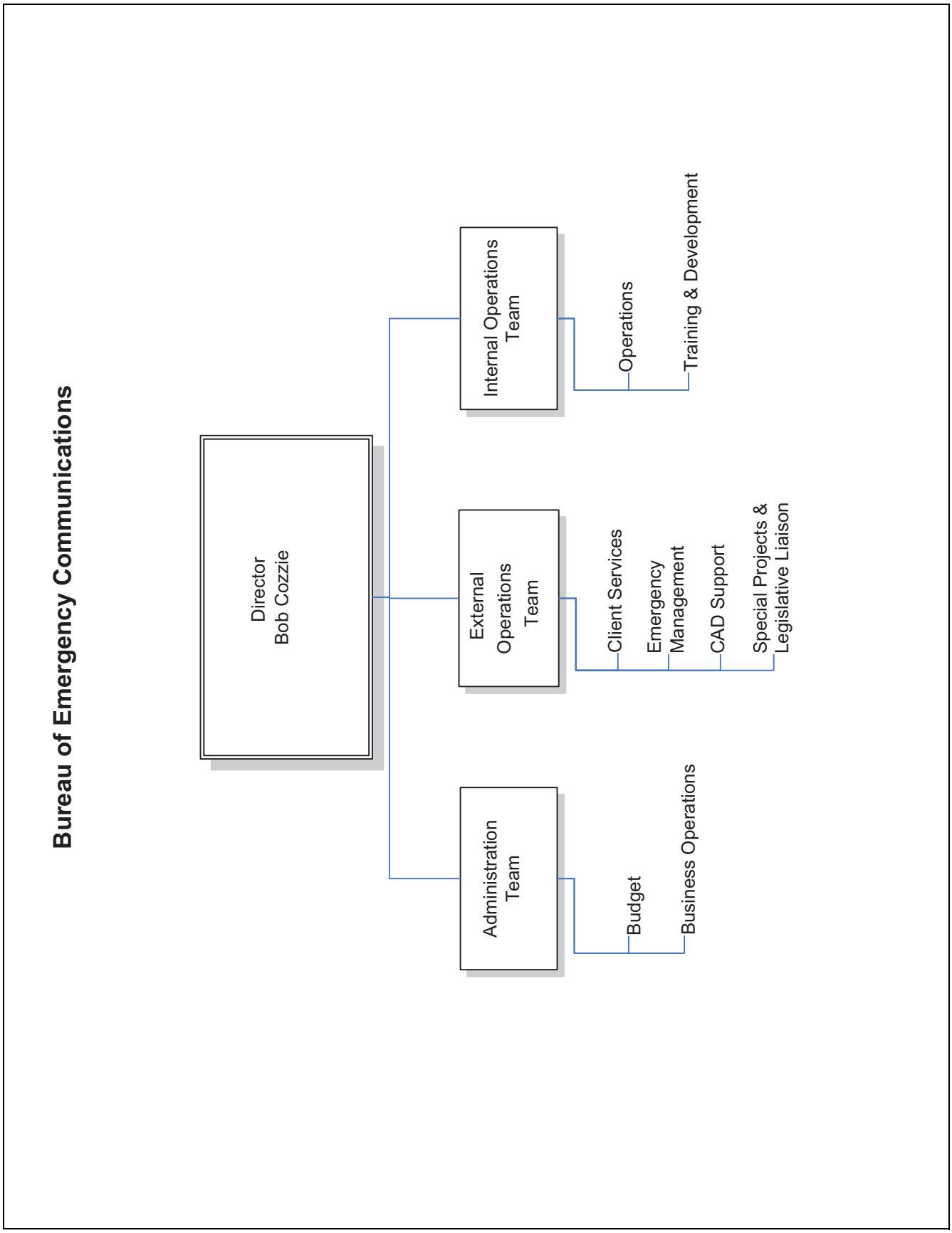


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	25,191,303	26,563,766	1,372,463	5.45
Capital	0	0	0	0.00
Total Requirements	**25,191,303**	**26,563,766**	**1,372,463**	**5.45**
Authorized Positions	186.75	186.50	(0.25)	(0.13)


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

Bureau Summary

Bureau Mission

The mission of the Bureau of Emergency Communications (BOEC) 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

BOEC provides all 9-1-1 and police, fire and medical non-emergency call answering and triage within Multnomah County. In addition to answering these calls for service, employees also dispatch police, fire and medical response for all public safety agencies within Multnomah County.

The FY 2018-19 Adopted Budget for BOEC totals $26.6 million, which includes the operating budget and contingency. The Adopted Budget contains authorization for 152 full-time positions and 34.5 limited-term positions. Of the full-time positions, 118 positions are available for emergency communications call takers and dispatchers, of which 93 are filled.

The budget is supported by resources from the City of Portland, Multnomah County User jurisdictions, and State of Oregon 9-1-1 tax revenues.

Strategic Direction

Operations Staffing Issues

The bureau has begun to see positive results from our efforts to increase staffing over the past two years by conducting three training academies per year instead of two. With an average training timeline of 14-16 months and 23 employees currently in various stages of training, we expect to continue to see improvement over the next 18 months. Currently, with an authorized staff level of 118, we have an Operational staff of 114. Of these 114 employees, 99 are contributing to the work load; 82 are fully certified, (including 4 working part-time retirees,) and 21 are certified at or above call taking. While these numbers indicate that full staffing is an attainable goal in the near future, full staffing will mean that BOEC will have fewer resources to allocate toward other personnel line items. Namely, overtime and trainee salaries.

Beyond the operational staffing issues, BOEC faced additional administrative staffing issues over the past year when multiple managerial employees retired. While this created some challenges, it also provided opportunities to look at bureau processes and priorities and to make positional changes that ensured responsible funding and staffing utilization. Instead of requesting 3 new positions to oversee the Quality Assurance and Improvement Program and a newly created Performance Data Management framework that will be responsible for bureau data extraction, quality, and analysis, the bureau reclassified 3 senior level positions to focus on these much-needed issues.

Summary of Budget Decisions

Adds

9-1-1 Next Generation Recording System (telephony, radio and Computer Aided Dispatch (CAD) data)

This technology will replace an outdated non-9-1-1 industry specific current logging/recording system, as recommended by both the Matrix Staffing Study and recent Governmental Accountability, Transparency and Results session. The current system has passed its expected service life and is not capable of recording and logging Next Generation 9-1-1 advancements such as logging text to 9-1-1, email, and computer screens. Furthermore, the current system is not capable of supporting the Quality Assurance program that BOEC is in the process of implementing. The time frame for this project begins with a Request for Proposals in the Fall of 2018. This package is funded by Public Safety Project reserves and partner jurisdiction funding.

Integrated Priority Dispatch System

The goal of this decision package is to purchase and install industry-specific, validated and statistically driven call processing software. This system will benefit the City by ensuring structured and standardized protocols that can be reliably and consistently used by call takers and dispatchers to provide the highest level of service and triage to callers. By utilizing this protocol based system, BOEC will realize faster call processing, streamlined training, and the ability to ensure that all calls are processed identically regardless of the experience level of the call taker. This system further benefits bureaus outside of BOEC (specifically, our fire agency partners) by giving them the ability to adjust their response protocol based on call data collected by the system. Utilizing this data, fire bureaus may choose to make statistically driven and justifiable decisions regarding how many apparatus need respond on any given call. This package is funded by Public Safety Project reserves and partner jurisdiction funding.

9-1-1 Operations

Description

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

Goals

BOEC continues to work to ensure all data and performance measures are clearly defined and understood. We have made both personnel and process changes in the past year to ensure superior data collection, validation, and analysis abilities. Additionally, BOEC is focused on making transparent staffing decisions based on that data. BOEC supports the City's desire to move towards a more evidence-based system of decision-making.

Performance

BOEC has worked collaboratively with the City Budget Office to establish new Key Performance Measures that are more focused on core BOEC activities. Although many performance measures will show a decline in performance, this decline reflects more accurate measure definition rather than true service decline. From this information, BOEC will plan for improvement. With the 9-1-1 telephone system upgraded in November 2017, BOEC is now able to extract data, and plans to utilize that data to further hone the definitions of Key Performance Measures and their methodologies, which will lead to increased transparency for stakeholders.

Recruitment experienced its first true decline in applicants in 2017, although academies retained acceptable numbers, the bureau is analyzing whether this data reflects a new trend or an anomaly. BOEC is creating new outreach opportunities to increase our applicant pools, with a focus on lesser served communities. The bureau has included in the five-year plan a FY 2019-20 request for a position and funding to support these efforts as they relate to Equity, Outreach and Education.

The training division has made several changes to the manner in which training is applied in an effort to shorten the time it takes to fully certify an employee. The department will continue to re-structure its training delivery methods. Additionally, efforts are being made to realign the focus of training positions to more accurately reflect the recommendations in the Matrix Staffing Study.

Lastly, the bureau re-focused one position and has added duties to another so that a highly customized BOEC Operations Staff Scheduling and Performance Analysis System could be created. The system will allow the bureau to more efficiently staff and forecast staffing needs compared to historical call hold-times in the future. Although in its early stages, the system is currently functional and was utilized for Spring 2018 staffing assignments.

Changes to Services and Activities

Resources allocated in FY 2016-17 resulted in the bureau's ability to hire three training academies per year instead of two. Within the last few months, BOEC has realized success from this effort in that certified staffing numbers are increasing and are projected to continue to increase.

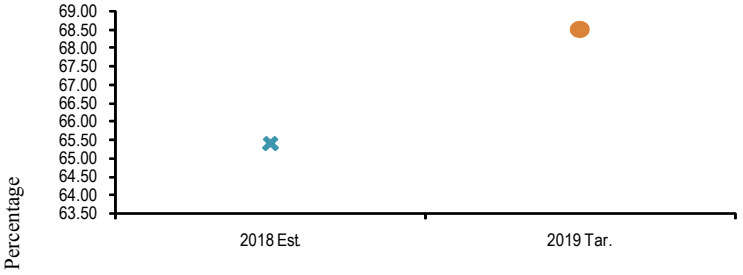
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	155.00	169.25	186.75	186.50	186.50
Expenditures					
9-1-1 Operations	6,953,732	7,695,622	8,892,167	9,652,370	9,633,806
BOEC-Indirect Costs	949,439	995,395	1,047,100	921,525	921,525
BOEC-Operating Costs	13,218,530	12,900,486	12,756,413	13,543,626	13,543,626
Total Expenditures	**21,121,701**	**21,591,503**	**22,695,680**	**24,117,521**	**24,098,957**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Number of overtime hours	16,973	24,650	22,855	21,000	21,000
Percent of new hires who graduated from academy	89%	100%	86%	90%	90%
Total operational sick leave hours taken	16,279	14,070	13,066	12,850	12,850
Total number of forced overtime hours	1,698	3,302	3,015	2,800	2,800
Percentage of overtime hours attributed to emergency communications operations	89%	90%	85%	85%	85%
Key Performance Measure					
Percentage of emergency 9-1-1 calls answered within 20 seconds	NA	NA	65.4%	68.5%	68.5%
Percentage of emergency 9-1-1 calls answered within 10 seconds in the busy hour	84.6%	74.1%	25.0%	26.0%	26.0%
Outcome					
Average time to answer emergency 9-1-1 calls (in seconds)	4	15	23	21	21
Employee turnover of certified operations staff	11.3%	8.5%	13.8%	11.0%	11.0%
Employee turnover of non-certified operations staff	7.0%	8.0%	7.0%	6.0%	6.0%
Number of newly certified emergency operations staff	2	8	11	15	15
Number of certified emergency operations staff separations	12	11	14	8	8
Average time to answer emegency 9-1-1 CELL PHONE calls (in seconds)	1	14	30	29	29
Average time to answer emergency 9-1-1 LANDLINE calls (in seconds)	9	16	13	10	10
Workload					
Total number of emergency 9-1-1 telephone calls	536,798	522,947	522,947	529,000	529,000
Total number of nonemergency telephone calls	309,567	315,022	334,472	337,000	337,000
Total number of text sessions			1,059	1,100	1,100

Performance Measures

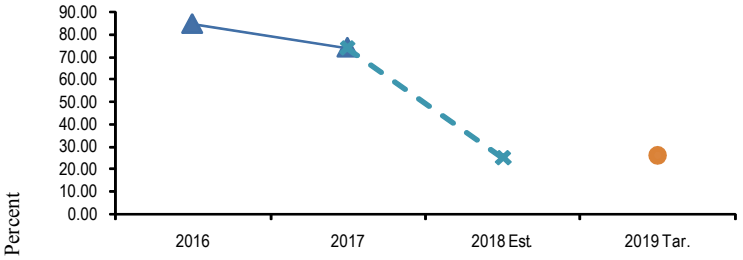
% of Emergency 9-1-1 Calls Answered Within 20 Seconds

The decrease in efficiency in this measure is the result of a change in data collection methods. Prior to FY 2017-18, the bureau was unable to measure the time a caller utilizing a cell phone spent in the call filter before being validated forward. As a result, measures prior to FY 2017-18 are mistakenly show a higher success rate. All 9-1-1 calls measured during and after FY 2017-18 are calculated from the moment they enter the 9-1-1 system including the call filter time. The bureau continues to work toward meeting our goal of 95%.



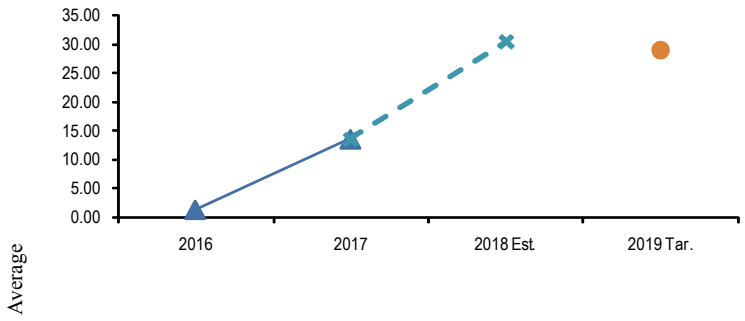
% of Emergency 9-1-1 Calls Answered Within 10 Seconds in Busy Hour

FY 2017-18 is the first year the bureau has collected this data related to the National Emergency Number Association (NENA) call taking standard. For FY 2017-18, based on call count, 5:00 p.m. to 6:00 p.m. was the busy hour in which the bureau met a 25% compliance rate for answering emergency 9-1-1 calls within 10 seconds. As stated above, statistics shown prior to FY 2017-18 are not inclusive of the call filter. The bureau believes the data provided for FY 2017-18 is accurate. BOEC will continue to work towards a compliance rate of 90%.



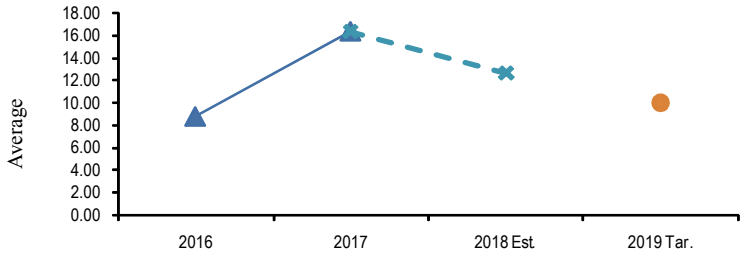
Average Time to Answer Emergency 9-1-1 Cell Phone Call

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



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

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



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	363,394	387,912	375,749	496,000	496,000
Intergovernmental	7,642,515	7,520,869	7,912,526	8,167,575	8,185,110
Miscellaneous	14,417	41,849	10,000	20,000	20,000
Total External Revenues	**8,020,326**	**7,950,630**	**8,298,275**	**8,683,575**	**8,701,110**
Internal Revenues					
Fund Transfers - Revenue	16,017,266	15,681,759	15,305,982	16,614,139	16,611,355
Total Internal Revenues	**16,017,266**	**15,681,759**	**15,305,982**	**16,614,139**	**16,611,355**
Beginning Fund Balance	1,527,998	1,973,782	1,587,046	1,251,301	1,251,301
Total Resources	**$25,565,590**	**$25,606,171**	**$25,191,303**	**$26,549,015**	**$26,563,766**
Requirements					
Bureau Expenditures					
Personnel Services	14,822,117	15,288,365	16,642,579	16,725,891	16,725,891
External Materials and Services	1,503,423	1,231,260	1,119,818	2,647,710	2,632,654
Internal Materials and Services	4,570,071	5,071,878	4,933,283	4,743,920	4,740,412
Capital Outlay	226,425	0	0	0	0
Total Bureau Expenditures	**21,122,036**	**21,591,503**	**22,695,680**	**24,117,521**	**24,098,957**
Fund Expenditures					
Debt Service	1,385,869	1,407,693	253,184	271,083	271,083
Contingency	0	0	706,420	1,178,401	1,167,073
Fund Transfers - Expense	1,083,903	1,019,929	1,536,019	982,010	1,026,653
Total Fund Expenditures	**2,469,772**	**2,427,622**	**2,495,623**	**2,431,494**	**2,464,809**
Ending Fund Balance	1,973,782	1,587,046	0	0	0
Total Requirements	**$25,565,590**	**$25,606,171**	**$25,191,303**	**$26,549,015**	**$26,563,766**
Programs					
Administration & Support	335	0	0	0	0
9-1-1 Operations	21,121,701	21,591,503	22,695,680	24,117,521	24,098,957
Total Programs	**$21,122,036**	**$21,591,503**	**$22,695,680**	**$24,117,521**	**$24,098,957**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000433	Administrative Specialist, Sr	47,362	72,904	1.00	65,428	1.00	68,108	1.00	68,108
30000441	Business Operations Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30001533	Business Systems Analyst, Principal	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	90,789	1.00	94,295	1.00	94,295
30000031	Emerg Commun Call Taker	45,053	58,628	10.00	504,816	10.00	508,636	10.00	508,636
30000034	Emerg Commun Dispatcher, Sr	57,719	75,108	106.00	7,055,846	106.00	7,144,962	106.00	7,144,962
30000786	Emerg Commun Operations Mgr	97,989	132,766	1.00	97,992	1.00	97,992	1.00	97,992
30000787	Emerg Commun Operations Mgr, Assistant	78,770	105,851	2.00	203,448	2.00	207,228	2.00	207,228
30000035	Emerg Commun Police Dispatcher	55,565	72,243	2.00	144,480	2.00	144,480	2.00	144,480
30000789	Emerg Commun Program Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000785	Emerg Commun Supervisor	71,510	95,472	14.00	1,288,680	14.00	1,288,680	14.00	1,288,680
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	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000429	Emergency Communications Director	115,814	165,797	1.00	138,156	1.00	142,876	1.00	142,876
30000487	Emergency Management Program Manager	71,510	95,472	1.00	71,508	1.00	71,508	1.00	71,508
30000568	Financial Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000451	Management Analyst	64,813	86,403	1.00	64,812	1.00	64,812	1.00	64,812
30000452	Management Analyst, Sr	71,510	95,472	1.00	58,458	1.00	60,852	1.00	60,852
30000013	Office Support Specialist III	44,512	58,989	3.00	162,492	3.00	162,492	3.00	162,492
30000531	Training & Development Analyst	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
TOTAL FULL-TIME POSITIONS				152.00	10,653,825	152.00	10,763,841	152.00	10,763,841
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	87,225	1.00	90,801	1.00	90,801
30000031	Emerg Commun Call Taker	45,053	58,628	20.00	926,554	20.00	964,008	20.00	964,008
30000032	Emerg Commun Dispatcher, Trainee	45,053	52,186	11.00	516,420	11.00	552,384	11.00	552,384
30001028	Emerg Commun Lateral Police Disp, Trnee	49,677	64,635	2.00	103,809	1.50	82,266	1.50	82,266
30000452	Management Analyst, Sr	71,510	95,472	0.75	71,604	1.00	95,472	1.00	95,472
TOTAL LIMITED TERM POSITIONS				34.75	1,705,612	34.50	1,784,931	34.50	1,784,931
GRAND TOTAL				186.75	12,359,437	186.50	12,548,772	186.50	12,548,772

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.

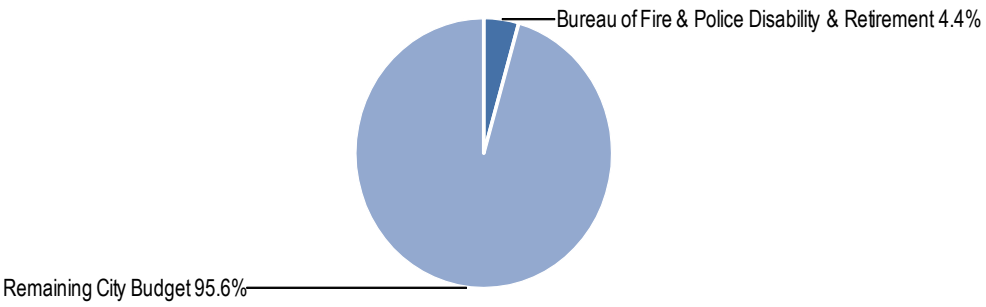
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	22,480,791	0	22,480,791	186.50	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	4,157	1,080	5,237	0.00	Increased funding for DCTU contract
Mayor's Proposed Budget Decisions					
	16,437	0	16,437	0.00	OMF IA balancing City of Portland share
	15,056	0	15,056	0.00	General Fund overhead adjustment
	0	650,000	650,000	0.00	Fund Next Generation 9-1-1 Logging System
	0	950,000	950,000	0.00	Fund Integrated Priority Dispatch System
Approved Budget Additions and Reductions					
	(15,056)	0	(15,056)	0.00	General Fund overhead adjustment
Adopted Budget Additions and Reductions					
	(3,508)	0	(3,508)	0.00	OMF IA Balancing
	0	0	0	0.00	0
	17,086	**1,601,080**	**1,618,166**	**0.00**	**Total FY 2018-19 Decision Packages**
			24,098,957	**186.50**	**Total Adopted Budget**

Bureau of Fire & Police Disability & Retirement

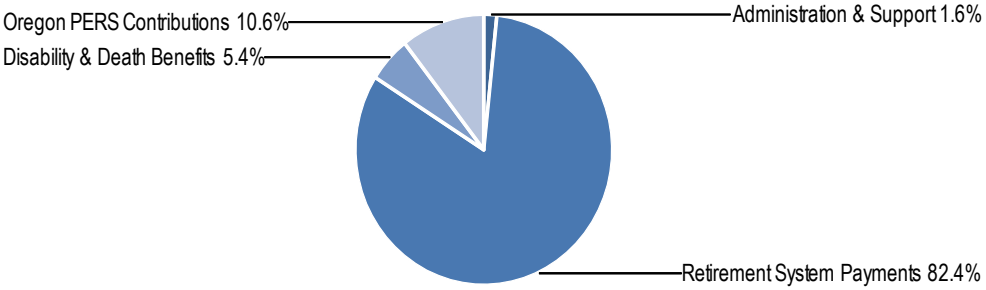
Public Safety Service Area

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

Percent of City Budget

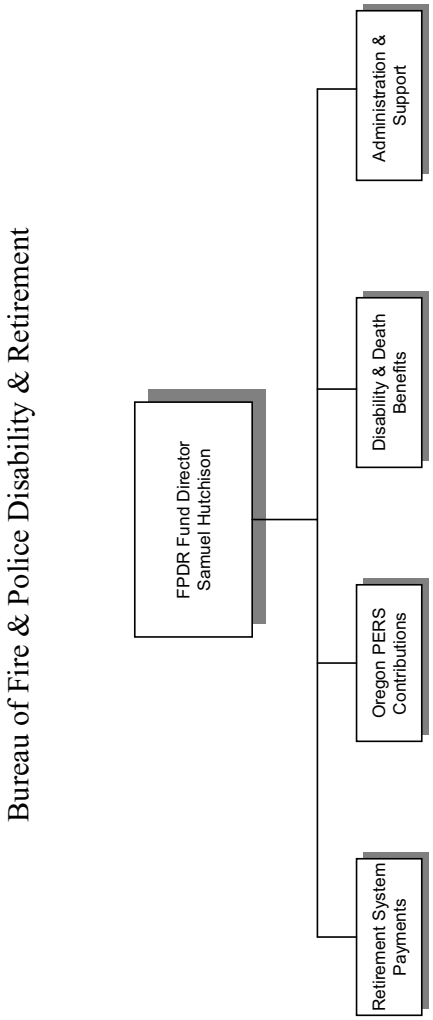


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	201,756,376	225,962,793	24,206,417	12.00
Capital	156,451	42,850	(113,601)	(72.61)
Total Requirements	**201,912,827**	**226,005,643**	**24,092,816**	**11.93**
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 - plus the Disability and Death Benefits program and Administration and Support program.

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 2018-19 Adopted Budget is $127.0 million, including $112,153 for program delivery. This is an increase of $6.1 million or 5.1% over the FY 2017-18 Revised Budget. It is estimated that there will be 2,104 pension recipients in FY 2018-19.

Disability and Death Benefits

The Disability and Death Benefits program administers all disability benefits, including wage replacement for lost time from work, medical care expenses, vocational rehabilitation, and funeral benefits. Estimated expenditures for FY 2018-19 total $8.4 million, an increase of $0.2 million or 1.9% from the FY 2017-18 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 $16.3 million for FY 2018-19, an increase of $2.7 million or 19.7% over the FY 2017-18 Revised Budget. The growth is due to the rising proportion of the sworn workforce hired after 2006, as well as to increasing wages included in the most recent Portland Police Association and Portland Fire Fighters Association contracts.

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 $2.5 million, an increase of $0.25 million or 11.3% from the FY 2017-18 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 public safety workforce, FPDR's work contributes to Portland Plan Measure 11, to have a safer city. Benefits play an important role in recruiting and retaining the most qualified police officers and fire fighters.

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

FPDR also has a three-year strategic program, now in its final year. 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 the Fire Bureau have partnered on several injury reduction programs over the last several years, and FPDR worked with the Police Bureau to double the number of transitional duty positions available to police officers who would otherwise be on disability. FPDR also 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 and made additional retirement planning materials (including videos of retirement workshop presentations) available on its web site. 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 is in the beginning phases of a project to update and redesign all forms and instructions, including disability claim forms. Forms will also be converted to a format that is fillable online.

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. Members can update basic information, change key parameters (like their tax withholding), and print out documents (such as deposit notices and tax reports) at the portal. The bureau plans to explore options for creating an electronic payment system and portal for medical providers next. FPDR has also transitioned most records retention processes to the City's electronic record management system (TRIM).

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, identified back ups for all essential functions, and improved its continuity of operations plan (COOP). FPDR also tested its COOP with a two-day exercise in fall 2017. The bureau has addressed its greatest staff vulnerability by hiring a back up for the business systems analyst, who administers and manages the FPDR database. Failure would be catastrophic as FPDR uses the database to pay all FPDR benefits. Staff performance evaluations have been revised to include feedback on participation in diversity trainings and equity events. 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, which is the basis of a new trustee training program rolled out for the four trustees who have joined the Board since. Three of the four new trustees are women.

Summary of Budget Decisions

New Sworn Staff in Portland Police and Portland Fire & Rescue

The City's FY 2018-19 Adopted Budget includes funding for new sworn staff in the Portland Police and Portland Fire and Rescue bureaus. FPDR's Adopted Budget includes a total of $309,257 in increased inter-agency expenses to support estimated benefit expenses of these staff.

Retirement System Payments

Description

This program provides pension benefits to retirees hired before January 1, 2007 (FPDR One and FPDR Two members), 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 Portland Plan Measure 11, to have a safer city.

Performance

There were 57 retirements from active service in each of the last two fiscal years, with a similar number expected in FY 2017-18. Based on actuarial assumptions related to members' ages and years of service, FPDR expects annual retirements to drop to about 50 in FY 2018-19 and beyond. However, the number of pension estimates requested and the number of active employees attending retirement workshops remains high compared with earlier years, which may indicate higher retirement rates in the near future. Prior to FY 2015-16, FPDR prepared 200 to 250 pension estimates annually, a number that has essentially doubled since. Similarly, annual attendance at retirement workshops has historically been less than 50. Attendance increased 132% to 123 attendees in FY 2015-16, and has remained high. Despite the increase in demand, estimate accuracy is still over 90% and the percentage of estimates prepared within one week has improved slightly, to about 83% in the current year. This is because FPDR increased the number of staff working on estimates.

Changes to Services and Activities

FPDR is working to change as many as possible of the remaining paper-based processes in this program to electronic processes. Only 24 retirees (approximately 1.0%) continue to receive paper checks. New in FY 2017-18, the FPDR database has been programed to automatically email secured direct deposit statements to beneficiaries who have provided email addresses, eliminating the need to mail many statements through the postal service. These changes enhance resiliency in a disaster, improve date security and reduce costs. Also new in FY 2017-18, pension recipients can now have their monthly payment deposited to multiple bank accounts.

The new Portland Fire Fighters Association contract includes retroactive cost-of-living-adjustments and higher longevity pay that will increase pensions for all FPDR One Fire beneficiaries and some FPDR Two Fire beneficiaries. These costs will be reflected in higher ongoing pension amounts as well as retroactive payments are planned to be issued in FY 2017-18.

FPDR also has a project to automate 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 recent increases in the number of pension estimates requested, this approach is less sustainable. FPDR has already implemented several improvements to the current Excel-based process, and is now working to program additional improvements through the FPDR database.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	1.00	1.00	1.00	1.00	1.00
Expenditures					
Pension Benefits	107,073,584	113,826,101	120,783,123	126,925,000	126,925,000
Retirement Administration and Support	97,022	99,824	106,157	112,153	112,153
Retirement System Payments	0	29,299	0	0	0
Total Expenditures	**107,170,606**	**113,955,224**	**120,889,280**	**127,037,153**	**127,037,153**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of pension estimates processed within one week	82%	76%	83%	85%	85%
Key Performance Measure					
Number of FPDR 2 retirements from active service	57	57	60	50	50
Outcome					
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	91%	100%	93%	95%	95%
Output					
Percentage of FPDR 2 members now or soon-to-be retirement eligible who received a pension estimate in the last two years	71%	62%	65%	65%	65%
Workload					
Number of pension estimates	424	397	376	376	376
Number of Fire & Police Disability & Retirement 1 and 2 pension recipients	1,981	2,018	2,073	2,104	2,104
Number of pre-retirement workshop participants	123	126	118	132	132

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 Portland Plan Measure 11, to have a safer city.

Performance

The percentage of the sworn workforce on disability at June 30 has remained very stable at roughly 3.5%, which translates to about 50 sworn employees out on either short- or long-term disability at any given moment. During FY 2016-17 there were 37 employees on long-term disability and 244 employees who were on short-term disability at some point during the year. These numbers are expected to remain stable in FY 2017-18 and in future fiscal years. On the other hand, the number of disability claims filed has been dropping, from 379 two years ago to an expected 327 in FY 2017-18. This has helped to improve claims decision timeliness. In FY 2015-16 around half of claims received a decision within 30 days; now two-thirds of claims do. 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.

Changes to Services and Activities

The Disability Program made changes to medical case management in FY 2017-18. Hospital outreach and visits for inpatient members, assignment of a nurse case manager to complex cases, and home and transportation evaluations to support members' recoveries have improved both the quality and continuity of members' care. In addition, FPDR has changed the way it manages post-retirement medical benefits by assigning one senior analyst to oversee all these cases. Post-retirement disability cases have grown in both number and complexity since the 2012 City Charter change that provided FPDR-funded medical care for approved service-connected and occupational disabilities to all retirees.

The new Portland Fire Fighters Association contract has retroactive cost-of-living-adjustments and higher longevity pay that will increase time loss benefits (wage replacement for members unable to work because of a disability) for all Fire members. These costs will be reflected in higher ongoing disability costs.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	8.00	8.00	8.00	8.00	8.00
Expenditures					
Disability & Death Benefits	855,484	51,178	0	0	0
Disability Administration and Support	1,148,433	1,085,601	1,088,870	1,105,873	1,105,873
Funeral	40,348	64,748	81,900	87,800	87,800
Long-term Disability	3,652,368	1,599,981	1,779,000	1,878,000	1,878,000
Medical	2,222,857	2,850,407	2,776,200	3,035,000	3,035,000
Return to Work	409,584	461,704	469,000	481,900	481,900
Short-term Disability	1,923,571	1,544,908	2,024,000	1,790,500	1,790,500

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Vocational Rehabilitation	2,486	4,376	10,600	10,900	10,900
Total Expenditures	**10,255,131**	**7,662,903**	**8,229,570**	**8,389,973**	**8,389,973**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of disability claims decisions in 90 days	98%	99%	99%	99%	99%
Percentage of disability claims decisions in 60 days	88%	93%	94%	94%	94%
Percentage of disability claims decisions in 30 days	54%	65%	67%	67%	67%
Key Performance Measure					
Number of disability claims filed	379	342	327	327	327
Percentage of workforce on disability at June 30	3.4%	3.3%	3.5%	3.6%	3.6%
Output					
Amount of medical cost savings	$1,382,411	$1,958,772	$1,828,800	$1,901,952	$1,901,952
Savings as a percentage of total medical costs	38.8%	40.1%	39.9%	39.9%	39.9%
Workload					
Number of members on short-term disability	257	244	244	244	244
Number of medical bills	3,671	3,996	3,855	3,855	3,855
Number of long-term disability recipients	35	37	36	37	37

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 Portland Plan Measure 11, to have a safer city.

Performance

Administrative costs as a percentage of the total bureau budget have hovered near 1.5% for the last several years, and are expected to remain there for FY 2018-19. FPDR's goal is to keep administrative costs below 3.0% of the total bureau budget; the bureau has achieved this goal in all but one year over the last two decades.

The FPDR tax rate per $1,000 of real market value (RMV) is also tracked within this program. The City Charter caps FPDR's dedicated property tax, the source of virtually all of FPDR's revenues, at $2.80 per $1,000 of RMV. Significant RMV growth over the last five years has allowed the rate to remain low even as FPDR's expenses are increasing. The rate has fallen each year since FY 2013-14 and is expected to drop from $1.13 in FY 2017-18 to $1.10 in FY 2018-19.

Changes to Services and Activities

There are no changes to this program.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	7.50	8.00	8.00	8.00	8.00
Expenditures					
Administration & Support	2,058,852	2,086,985	2,381,237	2,503,029	2,504,904
Total Expenditures	**2,058,852**	**2,086,985**	**2,381,237**	**2,503,029**	**2,504,904**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Administrative cost as a percentage of bureau budget	1.61%	1.41%	1.56%	1.62%	1.62%
FPDR tax levy rate (per $1,000 of Real Market Value)	$1.30	$1.14	$1.13	$1.10	$1.10

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 Portland Plan Measure 11, to have a safer city.

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 percent of the sworn workforce covered by PERS each year, currently about 40% or 625 employees. In FY 2018-19 those numbers are expected to rise to 47% and 769 respectively. As the number of sworn employees hired in 2007 or later 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

There are no changes to services and activities for this program.

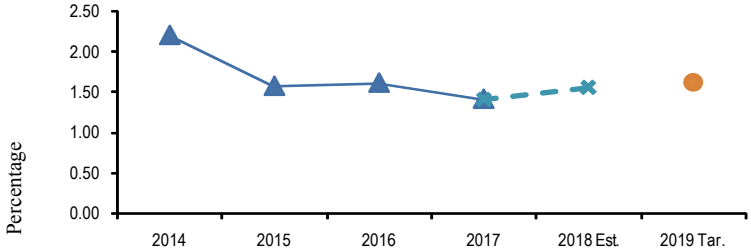
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Expenditures					
Oregon PERS Contributions	8,699,501	9,672,695	13,610,000	16,637,489	16,287,257
Total Expenditures	**8,699,501**	**9,672,695**	**13,610,000**	**16,637,489**	**16,287,257**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percent of workforce who are FPDR 3	31%	35%	41%	47%	47%

Performance Measures

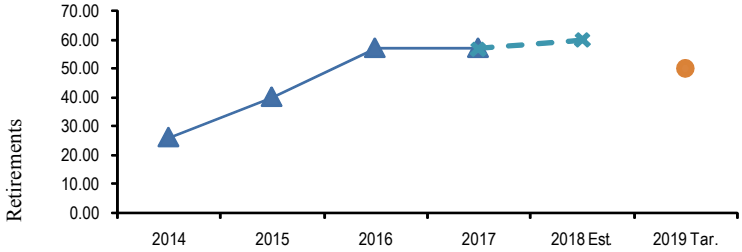
Administrative Cost as a Percentage of Bureau Budget

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



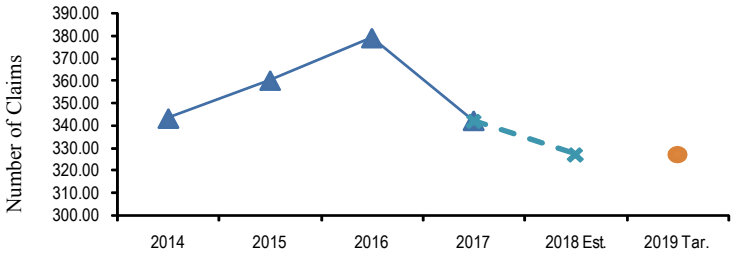
Number of FPDR 2 Retirements from Active Service

There were 57 service retirements in FY 2016-17 and FY 2015-16, and a similar number is expected this year. In FY 2018-19 and beyond, 50 annual retirements are expected based on actuarial assumptions. However, an unusually large number of members are retirement eligible and there will be two 27 pay date retirement opportunities during FY 2018-19, so actual retirements could be higher than forecast next year.



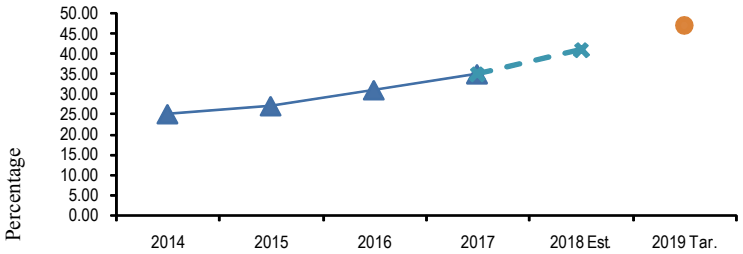
Disability Claims Filed

The number of disability claims filed grew each year for FY 2012-13 through FY 2015-16 and then dropped off to 342 in FY 2016-17. FPDR predicts the number of claims will level off at about 325 claims per year going forward.



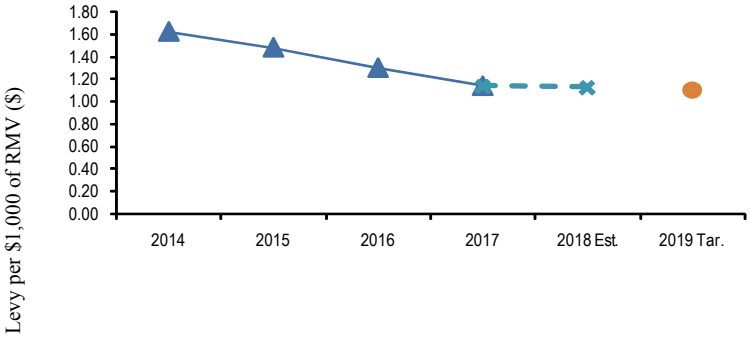
Percentage of Workforce Who are FPDR 3

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. About 40% of the sworn workforce is currently comprised of FPDR 3 members; the percentage is expected to grow to 45% in FY 2018-19. The proportion will grow annually until it reaches 100% over the next 15 - 20 years.



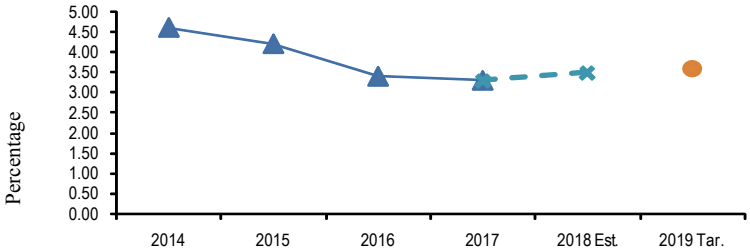
FPDR Tax Rate Per $1,000 of RMV ($)

FPDR's primary source of revenue is a dedicated property tax levy, authorized and capped at $2.80 per $1,000 of real market value (RMV) by the Portland City Charter. Despite increasing FPDR expenses, the rate has fallen each year for the last four years because of historic RMV growth. It is projected to drop again in FY 2018-19, to $1.10. The most recent tax levy adequacy analysis estimates a 2.6% probability that FPDR will not be able to fund its requirements within the $2.80 limit at some point over the next 20 years.



Percentage of Workforce on Disability at June 30

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



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	122,764,713	128,197,553	144,268,948	151,783,789	151,442,839
Charges for Services	44	44	0	0	0
Bond & Note	24,637,339	29,129,050	44,312,000	57,700,000	57,700,000
Miscellaneous	495,685	694,664	664,300	1,143,400	1,143,400
Total External Revenues	**147,897,781**	**158,021,311**	**189,245,248**	**210,627,189**	**210,286,239**
Internal Revenues					
Fund Transfers - Revenue	0	0	1,500,000	1,500,000	1,500,000
Interagency Revenue	1,076,739	1,193,483	1,359,000	1,290,000	1,290,000
Total Internal Revenues	**1,076,739**	**1,193,483**	**2,859,000**	**2,790,000**	**2,790,000**
Beginning Fund Balance	18,467,432	14,383,435	9,808,579	12,929,404	12,929,404
Total Resources	**$167,441,952**	**$173,598,229**	**$201,912,827**	**$226,346,593**	**$226,005,643**
Requirements					
Bureau Expenditures					
Personnel Services	1,948,783	1,973,764	2,163,014	2,250,600	2,250,600
External Materials and Services	116,476,183	120,536,788	128,004,484	134,479,191	134,479,191
Internal Materials and Services	9,705,354	10,812,495	14,786,138	17,795,003	17,446,646
Capital Outlay	53,770	54,760	156,451	42,850	42,850
Total Bureau Expenditures	**128,184,090**	**133,377,807**	**145,110,087**	**154,567,644**	**154,219,287**
Fund Expenditures					
Debt Service	24,762,001	29,371,007	44,835,166	58,593,081	58,593,081
Contingency	0	0	9,547,196	10,774,000	10,774,125
Fund Transfers - Expense	112,426	310,028	1,670,378	1,661,868	1,669,150
Total Fund Expenditures	**24,874,427**	**29,681,035**	**56,052,740**	**71,028,949**	**71,036,356**
Ending Fund Balance	14,383,435	10,539,387	750,000	750,000	750,000
Total Requirements	**$167,441,952**	**$173,598,229**	**$201,912,827**	**$226,346,593**	**$226,005,643**
Programs					
Disability & Death Benefits	10,255,131	7,662,903	8,229,570	8,389,973	8,389,973
Administration & Support	2,058,852	2,086,985	2,381,237	2,503,029	2,504,904
Retirement System Payments	107,170,606	113,955,224	120,889,280	127,037,153	127,037,153
Oregon PERS Contributions	8,699,501	9,672,695	13,610,000	16,637,489	16,287,257
Total Programs	**$128,184,090**	**$133,377,807**	**$145,110,087**	**$154,567,644**	**$154,219,287**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Maintenance and Reliability								
Database Capital Improvements	448,990	156,451	42,850	44,130	45,460	46,820	48,230	227,490
Total Maintenance and Reliability	**448,990**	**156,451**	**42,850**	**44,130**	**45,460**	**46,820**	**48,230**	**227,490**
Total Requirements	**448,990**	**156,451**	**42,850**	**44,130**	**45,460**	**46,820**	**48,230**	**227,490**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
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	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
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	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000412	FPDR Director	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30001384	FPDR Financial Manager	91,104	121,368	1.00	84,909	1.00	88,389	1.00	88,389
30000582	FPDR Operations Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000592	Legal Assistant, Sr	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
30000451	Management Analyst	64,813	86,403	2.00	158,556	2.00	162,417	2.00	162,417
30000450	Management Assistant	50,877	78,333	1.00	78,336	1.00	78,336	1.00	78,336
30000012	Office Support Specialist II	34,798	49,962	1.00	42,992	1.00	46,295	1.00	46,295
30000480	Workers Comp/Disability Analyst, Sr	68,078	90,792	3.00	261,566	3.00	264,842	3.00	264,842
30000479	Workers Compensation/Disability Analyst	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
TOTAL FULL-TIME POSITIONS				17.00	1,423,027	17.00	1,436,947	17.00	1,436,947
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	1,423,027	17.00	1,436,947	17.00	1,436,947

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.

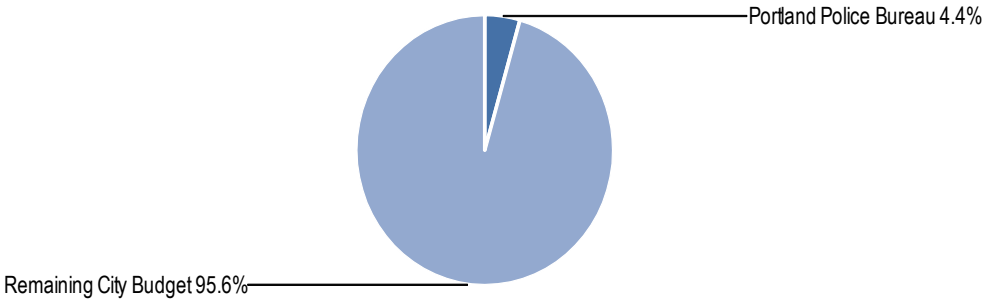
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	153,908,151	0	153,908,151	17.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	657,489	0	657,489	0.00	Funding for new sworn staff costs in Police and Fire bureaus
	2,004	0	2,004	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	(348,232)	0	(348,232)	0.00	Adjustments to new sworn staff costs in Police and Fire bureaus
Adopted Budget Additions and Reductions					
	0	(125)	(125)	0.00	Technical adjustments
	311,261	**(125)**	**311,136**	**0.00**	**Total FY 2018-19 Decision Packages**
			154,219,287	**17.00**	**Total Adopted Budget**

Portland Police Bureau

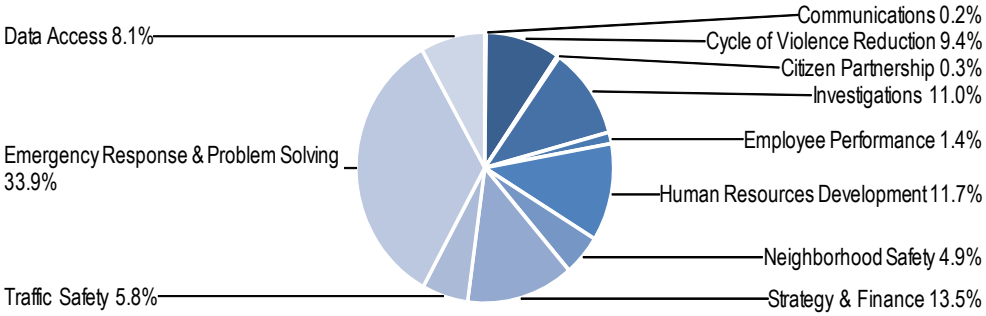
Public Safety Service Area

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

Percent of City Budget

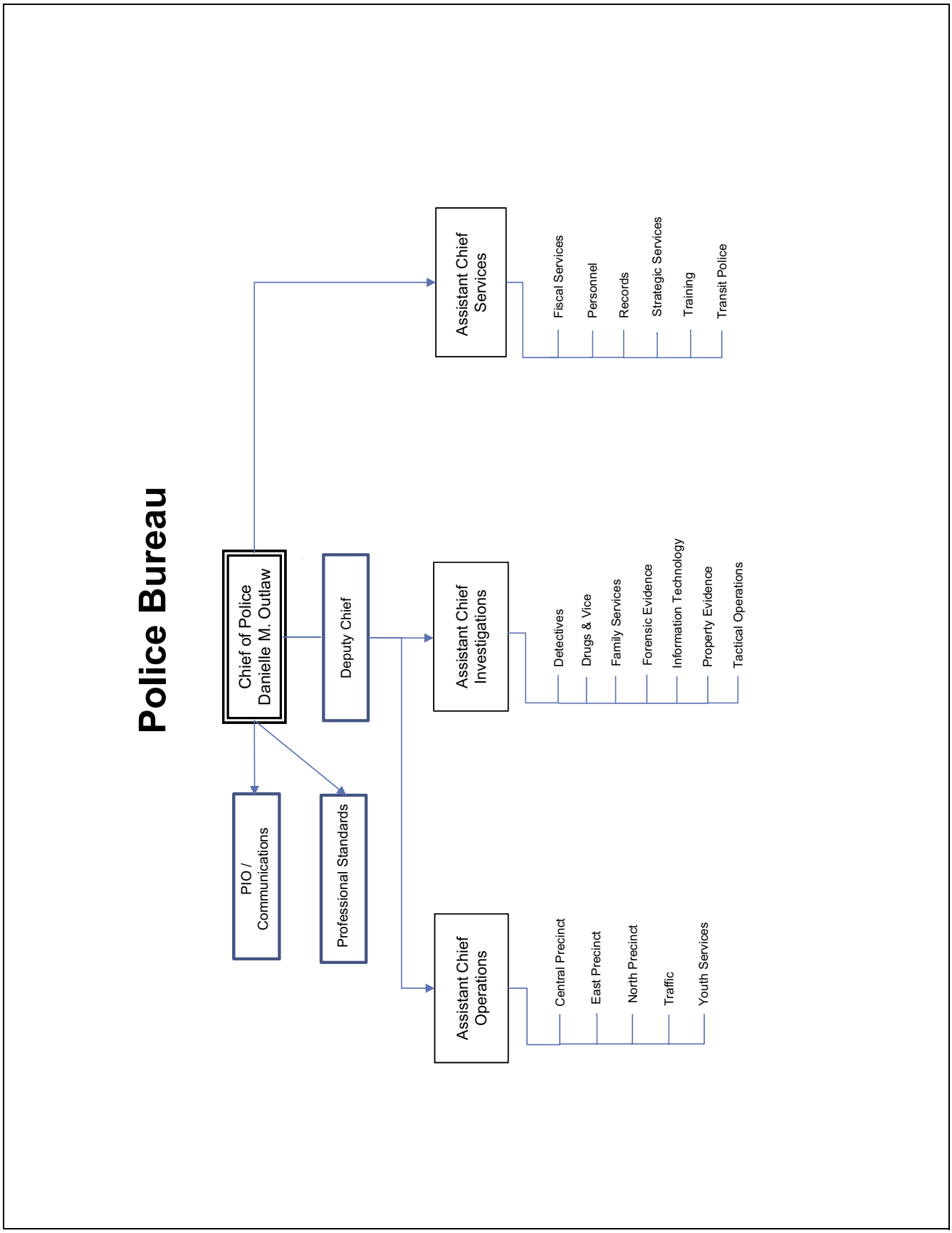


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	220,775,590	226,807,496	6,031,906	2.73
Capital	2,867,225	0	(2,867,225)	(100.00)
Total Requirements	**223,642,815**	**226,807,496**	**3,164,681**	**1.42**
Authorized Positions	1,232.25	1,299.58	67.33	5.46


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

Bureau Summary

Bureau Mission

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

Bureau Overview

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

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

Deputy Chief: The Deputy Chief's Office includes oversight of the Investigations and Operations Branches.

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

Operations Branch: The Operations Branch includes the Central, East, and North Precincts, the Traffic Division, the Youth Services Division, Critical Incident Command, Crowd Control Incident Command, the Rapid Response Team, the Honor and Highland Guards, the Service Coordination Team, 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 Police Bureau will develop a five-year strategic plan over the course of FY 2018-19. As a part of that process, the bureau will seek input from the communities within Portland in order to create a plan that meets the evolving needs of the city. The bureau will follow the tenets of 21st Century Policing to promote positive interaction between police and the community to build trust. The bureau will use technology to both enhance accountability and foster data-driven decision making to effectively reduce crime and the fear of crime. Bureau members will be held accountable when carrying out bureau policies and directives; training will be monitored and adjusted as necessary to meet the standards that will have been established with assistance from the community. The goal is to enable every bureau employee to perform to those standards at their optimal level.

Bureau Goals

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

1. Crime reduction and prevention

2. Organizational excellence
3. Community engagement and inclusion

The Police Bureau has a commitment to reducing crime and the fear of crime, with response to emergency calls for service as its core priority. The number of officers available for deployment has not kept pace with the continual increase in the volume of calls for service, creating a growing gap between the demand for service and the bureau's capacity to respond. This has resulted in progressively deteriorating performance in patrol operations' service delivery and an inability to respond to a growing percentage of calls for service.

The bureau's Adopted Budget includes add packages that embody a strategy to right-size the bureau over the coming years to meet demand. This will be a multi-phase process, the first of which is ensuring adequate staffing levels in precincts to provide the core service of responding to emergency calls for service.

Accountability

The City entered into a Settlement Agreement with the U.S. Department of Justice and the U.S. Attorney for the District of Oregon in October 2014. Since then, the City and the Police Bureau have been engaged in substantial efforts to comply with the terms of the Agreement. The bureau has made substantial progress towards compliance with the majority of provisions in the Agreement. The FY 2018-19 Adopted Budget includes packages to continue to move forward with compliance and to enhance accountability.

Physical Space

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

Summary of Budget Decisions

The FY 2018-19 Adopted Budget includes decision packages which provide net ongoing General Fund increases of $6,510,825, one-time net General Fund increases of $1,183,510, and other revenue increases of $2,253,799. Adopted decision packages establish 67.0 FTE positions and eliminate 1.0 FTE positions for a net increase of 66.0 FTE positions. The Adopted Budget also includes position authority for 13.0 positions in the Community Service Officer program in accordance with the prior year budget.

Adds

Sworn Positions to Meet Service Demand

The FY 2018-19 Adopted Budget provides ongoing General Fund resources of $4,597,025 and $450,217 in other revenues for 49.0 Police Officer positions. These additional positions will increase the bureau's ability to meet service demand. This add also reflects a one-time reduction of $128,601 to account for the net impact of three authorized positions that are not funded in the current fiscal year. The 46.0 officers funded in the current fiscal year will be hired on a schedule which will allow for vacancy savings as outlined in the package below.

Dedicated Training Personnel

This package adds ongoing General Fund resources of $367,540, one-time General Fund resources of $40,400 for equipment needs, and other revenues of $41,880 to support 4.0 FTE sworn positions dedicated to the Training Division to serve as trainers of newly-hired Police Officers.

RegJIN Replacement Consultant

One-time cash transfer funding from the Bureau of Technology Services provides $300,000 to hire a consultant to focus on the factors the bureau must include as essential system features required for solicitation of the successor to the current RegJIN system. The selected consultant will write the final request for proposals.

Service Coordination Team

The FY 2018-19 Adopted Budget converts one-time resources to ongoing funding, and the full $1,954,904 cost of the program resides in the bureau's General Fund budget. The Service Coordination Team is a program that offers treatment and housing to the City of Portland's most frequent drug and property crime offenders to address their drug and alcohol addictions, mental health, and criminality. The program coordinates access to stable housing and outpatient addiction and mental health treatment services for individuals who come into contact with law enforcement, including the Behavioral Health Unit, that have identified mental health, substance abuse problems, and homelessness.

Enhance the Behavioral Health Unit

The FY 2018-19 Adopted Budget includes $522,571 in ongoing General Fund resources and $48,924 of other funding for 2.0 Police Officers, 1.0 Management Assistant, and contracted clinician services in the Behavioral Health Unit. This addition also includes $82,000 in one-time General Fund resources for the procurement of vehicles and equipment supporting the additional staff. The addition of two officers and clinicians will support the Behavioral Health Response Teams in conducting follow-up outreach and connections to service providers for potential clients in the behavioral health system. The additional non-sworn Management Assistant will provide additional analytical support for the BHU and the Training Division.

Audit Team to Professional Standards

The Professional Standards Division budget includes $306,150 in ongoing General Fund resources for 3.0 FTE analyst positions. These analysts will serve as an internal audit team to augment work already being done to support the requirements of the U.S. Department of Justice Settlement Agreement. Additional capacity in this unit will also provide the ability to examine an array of internal practices and identify areas for improvement.

New Options for Women Ongoing Funding

The Adopted Budget added ongoing General Fund resources of $110,000 to ensure stable funding of the New Options for Women Program at the current service level. This replaces serial, one-time federal grant funding that may no longer be a reliable source of funds.

Public Records Request Personnel

The FY 2018-19 Adopted Budget provides $173,028 in other funding and position authority for 2.0 revenue-backed FTE nonsworn positions in the Records Division. These positions will support the bureau's commitment to processing public records requests within the compliance requirements of Oregon state public records law.

Data Equity Analyst Position

The Adopted Budget added ongoing General Fund resources of $100,076 and a non-sworn position to support the Police Bureau's equity and inclusion initiatives. This position's body of work will aid in determining equity compliance, as well as provide bureau management with information to assist in strategic planning toward accomplishing the bureau's long-term goals.

Learning Management System Analyst

This package provides one-time General Fund resources of $105,538 for 1.0 FTE Business Systems Analyst. This position is responsible for the implementation and ongoing support of the bureau's Learning Management System and is a critical component to the bureau's compliance with the U.S. Department of Justice Settlement Agreement training and tracking stipulations.

Stops Data Review

The Strategic Services Division budget includes $50,000 in one-time General Fund resources to partner with a university or professional research group in an effort to establish a protocol or performance management tool to identify the effectiveness of traffic stops in relationship to intended mission of specific units or groups of officers.

Enhance Supportive Transitions and Stabilization Services

The FY 2018-19 Adopted Budget includes $300,000 for additional beds through a coordinated service provider. The two additional Behavioral Health Response Teams (BHRTs) will increase the capacity of officer referrals assigned to each team. By increasing the capacity of the current number of Supportive Transitions and Stabilization (STS) by six additional beds, the BHRT's will have greater access to the direct housing resource for individuals with mental illness and co-occurring disorders who temporarily require a more extensive level of care and stable housing. The STS program is part of the Service Coordination Team contract, which provides safe, service-connected housing, including intensive case management, connection to appropriate behavior health treatment services, basic needs assistance, daily structure, peer mentorship, system navigation, life skill building, and connection to longer-term services.

Houseless Community Liaison

This package provides $101,628 in ongoing General Fund resources for a non-sworn position to act as a liaison to other resources and agencies serving the houseless community. This position will serve as a subject matter expert and help identify trends and issues in the community, will research best practices, and will coordinate outreach to help the bureau better understand and provide service to members of this community.

FY 2017-18 Police Programs Carryover

A one-time General Fund program carryover of $2,801,099 from FY 2017-18 was added to fund various projects not completed. These include body worn cameras and one-time expenses associated with the Community Service Officer pilot program.

Reductions

One-time Vacancy Savings Reduction

The schedule for hiring new Police Officers authorized in the FY 2018-19 Adopted Budget will create one-time vacancy savings over the course of the year. As such, there is an offsetting one-time General Fund reduction package of $1,766,926.

Cease Small Grant Donations

A $25,000 reduction in ongoing General Fund resources ends the practice of granting small donations to community entities. These grants have typically been less than $5,000 and do not necessarily directly advance the mission of the bureau.

Eliminate the Home Security Program

An ongoing General Fund reduction of $88,801 and elimination of 1.0 FTE Home Security Specialist position will terminate the bureau's Home Security program. The impact of this reduction is limited, as the demand for service from this program has dropped precipitously in recent years. Eligible low-income senior homeowners will be directed to social service agencies that may be able to assist them in lieu of service from this program.

Recreational Cannabis Tax to Fund Traffic Safety

The Traffic Division will substitute increased ongoing funding of $1,149,750 from the Recreational Cannabis Tax Fund for an offsetting reduction in General Fund resources. This is consistent with City Code, which dictates that the funds shall be allocated in the Adopted Budget for specific purposes, including transportation safety activities that protect the community from unsafe drivers. This increases the total Recreational Cannabis Tax funding of the Traffic Division to $1,649,750.

Input Position Authority for Community Service Officer Pilot Program

This is a technical package to manually add 13.0 FTE nonsworn positions to the bureau's authorized FTE count. Position authority was granted in the FY 2017-18 Adopted Budget.

Budget Notes

Community Service Officer Program

Council directs the Police Bureau and the Office of Management & Finance to ensure that the Community Service Officer program is implemented by January 1st, 2019. Beginning in FY 2018-19, the Police Bureau and OMF will provide joint quarterly written reports to Council Offices on the progress toward implementation (including updates on labor negotiations, hiring, CSO training, and CSO staffing) and identify strategies to overcome any delays in the implementation timeline.

Portland Police Bureau Overtime

The FY 2018-19 Adopted Budget includes new ongoing funding for 49.0 new officer positions that will help reduce the bureau's reliance on backfill overtime. Council directs the Portland Police Bureau to continue to provide a monthly report of bureau overtime usage, but further directs that this monthly report be enhanced with an online dynamic dashboard to act as a management tool for Council to track bureau overtime usage, call volume, and crime rates. Council also directs that the bureau perform an annual evaluation of its overtime usage that identifies any structural overtime usage issues, outlines management strategies undertaken to minimize reliance on overtime, and evaluates the impact of additional officer positions, once deployed, such that future conversations around adding sworn positions are data-driven and informed by quantifiable impacts on performance measures.

Emergency Response & Problem Solving

Description

The Emergency Response & Problem Solving program is the Police Bureau's largest program. The program includes patrol, emergency management services, as well as specialized tactical units such as the Explosives Disposal Unit and the Special Emergency Response Team. Responding to crime and initiating problem-solving activities to prevent and reduce crime remain the key 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 crime reduction and prevention .

Performance

The bureau monitors emerging crime trends and shifts resources where necessary to address upward trends. However the shortage of sworn members available to meet the increased demand for services is resulting in degraded performance reports and crime trends. This is evidenced by measures for response times, which on average are over three minutes from the goal. The queue times for dispatched calls, which have also increased, indicate that BOEC dispatchers are waiting more than two minutes before there is a resource to dispatch, adding to total response times. Five years ago, this wait time was 1.22 minutes. Crime measures, included in the increases in crimes against persons, and property crimes are both increasing and are impacting community livability in Portland. The majority of performance measures in this program are in decline, and this trend is expected to continue into future years if the current staffing levels and service delivery model remain static.

Changes to Services and Activities

The FY 2018-19 Adopted Budget adds 49.0 FTE Police Officer positions to increase the capacity to meet the service demands and begin the process of reversing the negative trends in emergency response performance This resource will allow the bureau to begin to repopulate units, to conduct dedicated enforcement activities for known crime trends, and to increase the limited staffing available for walking beats.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	549.00	549.00	541.00	541.00	542.00
Expenditures					
Emergency Response & Problem Solving	73,628,983	76,010,778	70,381,430	72,167,006	76,942,025
Total Expenditures	**73,628,983**	**76,010,778**	**70,381,430**	**72,167,006**	**76,942,025**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Number of Crime Against Society offenses per 1,000 residents	4.50	3.80	3.90	3.70	3.70
Number of Directed Patrol Calls for Service	3,835	2,303	3,296	3,000	3,000

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Average travel time to high priority dispatched calls in minutes	5.97	6.55	6.63	6.75	6.75
Number of Crime Against Persons offenses per 1,000 residents	13.26	13.30	14.33	14.62	14.62
Number of Crime Against Property offenses per 1,000 residents	74.32	79.07	79.85	81.54	81.54
Average call queue time until a responding officer is available (high priority calls)	1.55	2.03	2.07	2.15	2.15
Outcome					
Recovery Rate for Motor Vehicle Theft	76%	81%	81%	80%	80%
Output					
Average travel time to low priority dispatched calls in minutes					
Workload					
Number of incidents dispatched	245,805	248,225	269,914	282,000	282,000
Number of officer-initiated calls for service	113,591	83,861	87,742	83,000	83,000
Number of telephone reports	8,861	11,544	11,074	11,000	11,000
Number of Citizen Online Reports	16,495	20,271	21,066	25,000	25,000
Number of Crime Against Society offenses (NIBRS data)	2,767	2,400	2,482	2,400	2,400
Number of Crime Against Persons offenses (NIBRS data)	8,135	8,344	9,158	9,500	9,500
Number of Crime Against Property offenses (NIBRS data)	45,585	49,611	51,030	53,000	53,000
Total Reported Offenses	56,487	60,355	62,670	64,900	64,900
Total Reported Incidents	51,404	55,407	57,390	58,500	58,500
Number of dispatched calls per 1,000 residents	401	396	422	434	434
Average daily reported motor vehicle theft	13	18	21	25	25

Investigations

Description

Investigating major crimes 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 crime reduction and prevention.

Performance

The FY 2018-19 Adopted Budget includes data for clearance measures, which had been unavailable due to the conversion to the National Incident Based Reporting System (NIBRS) in late FY 2015-16. Clearance measure data for both person and property crimes do show a decline in the percentage of cases cleared, however this is two years of data and additional time will allow for greater trend analysis.

Changes to Services and Activities

There are no budgetary changes to services and activities.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	171.00	177.83	177.33	175.00	175.00
Expenditures					
Investigations	23,158,179	23,499,028	24,901,000	24,289,746	24,836,446
Total Expenditures	**23,158,179**	**23,499,028**	**24,901,000**	**24,289,746**	**24,836,446**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of Crimes Against Persons Offenses Cleared	56%	50%	47%	45%	45%
Percentage of Crime Against Property Offenses Cleared	17%	12%	10%	8%	8%

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, gangs, and crime that begins a cycle of violence in the home. Organizationally, this program consists of the Drugs and Vice Division (DVD), 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 to crime reduction and prevention.

Performance

Both DVD and GET have staff dedicated to supporting precinct patrol on a rotational basis. As a result, the ability for DVD to participate in or initiate new investigations into trafficking organizations has been diminished. The amount of unique doses (per Drug Enforcement Agency dosage measures) removed from circulation in Portland decreased by 11% in FY 2016-17 when compared to the prior year. If the unit is relieved of the rotational support requirements, it is estimated that the number of unique dosages recovered will increase as the number of investigations initiated will increase; however, the earliest this may occur is in 2020 after new recruits have been hired and passed the 18 month probationary period.

Changes to Services and Activities

There are no increases for this program in the FY 2018-19 Adopted Budget, however the addition of 49.0 FTE Police Officer positions intended for Patrol Operations may allow some of these units to be repopulated in subsequent years, once these new officers complete initial training and probation.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	117.50	116.83	117.00	116.17	116.17
Expenditures					
Cycle of Violence Reduction	16,661,167	16,171,390	21,366,994	20,441,690	21,287,311
Total Expenditures	**16,661,167**	**16,171,390**	**21,366,994**	**20,441,690**	**21,287,311**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of gang violence cases cleared	23%	24%	25%	20%	25%
Output					
Number of individual doses removed from circulation	30,157,986	26,766,887	25,000,000	22,500,000	27,500,000

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 (NRT) 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.

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 goals of crime reduction and prevention and community engagement and inclusion.

Performance

Performance measures for the BHU and the Service Coordination Team (SCT) illustrate the number of individuals served through connected services for mental illness support and/or addiction treatment with the SCT contracted providers. SCT projects to have 30 graduates and 85% of their clients connected to services. The 2017 analysis from Portland State University found that for every dollar the City spends on the SCT, it saves $13.10 in victim, community, and judicial system costs. The BHU reports an increase of 5% in the number of client outcomes facilitated through the behavioral health system for a projected total of 50%.

This 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 2018-19 Adopted Budget includes additional ongoing resources for BHU and converts one-time funding to ongoing in support of the SCT program. The additional resources for BHU will provide the following: 2.0 FTE officers, 1.0 FTE Management Assistant, funds to increase contracted clinician services, and six additional Supportive Transition Service (STS) beds through local providers. The addition of two response teams and an analyst are expected to provide enhanced services for BHU referrals and better analytical support for both the BHU and the Enhanced Crisis Intervention Team at the Training Division.

The Senior Locks Program is eliminated in the FY 2018-19 Adopted Budget, resulting in the elimination of 1.0 FTE. As a result, individuals who previously would receive this service through the Police Bureau will now be referred to local nonprofits or other providers for home security issues. There are no other significant changes in this service area.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	44.83	43.00	45.00	47.00	60.00
Expenditures					
Neighborhood Safety	8,945,785	6,918,557	7,654,157	8,432,703	11,063,615
Total Expenditures	**8,945,785**	**6,918,557**	**7,654,157**	**8,432,703**	**11,063,615**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of Individuals Connected to Services by the Service Coordination Team Program	84%	83%	85%	85%	85%
Percentage of Behavioral Health Response Team Referrals Assigned	50%	44%	50%	50%	60%
Percentage of Behavioral Health Response Team Outcomes Facilitated Through Behavioral Health System Coordination (Coordinated Services, Systems Coordination, Civil Commitment)	42%	46%	50%	50%	50%
Workload					
Number of Service Coordination Team Graduates	24	32	30	30	30
Number of Behavioral Health Response Team Referrals For Service	1,033	1,012	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 crime reduction and prevention. The Portland Police Bureau is an active partner in the City's Vision Zero plan, which is focused on reducing and eliminating traffic fatalities in the next ten years.

Performance

The bureau has new performance measures for the Traffic Division focused on the key goals and outcomes of the traffic safety activities. The number of Major Crash Team call-outs has increased up to 74 from 52 the previous year. This unit has been reduced through operational and Council decisions starting in FY 2013-14 with the elimination of the night shift support, and further reduced with the required operational support for patrol operations. If the bureau receives additional resources into patrol, it is expected that the performance indicators for the Traffic Division will reverse the current trend when the unit is repopulated.

Changes to Service and Activities

The FY 2018-19 Adopted Budget reduces the ongoing General Fund appropriation for the Traffic Division by $1,149,750 by shifting the funding source onto the Recreational Cannabis Tax Fund. There is no operational impact to this change in funding source.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	70.58	70.83	69.00	67.83	67.83
Expenditures					
Traffic Safety	13,651,945	13,456,326	13,586,403	12,014,741	13,174,120
Total Expenditures	**13,651,945**	**13,456,326**	**13,586,403**	**12,014,741**	**13,174,120**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Number of traffic collision fatalities annually	44	42	68	70	70
Outcome					
Number of DUII arrests per on-shift traffic officer	NA	160	175	160	160
Output					
Percent of traffic enforcement encounters resulting in a written warning	89.2%	89.4%	85.1%	85.0%	85.0%
Percent of traffic enforcement encounters resulting in an issued citation	10.8%	10.6%	14.9%	15.0%	15.0%
Workload					
Number of Major Crash Team Call Outs	61	50	74	80	80

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, the Office of Community Engagement, 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 and the bureau's commitment to community engagement and inclusion.

Performance

Currently, the bureau has limited programmatic performance metrics associated with citizen partnerships. It is anticipated that new 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. The bureau is able to report that approximately 500 youth engage with officers during the annual Shop with a Cop event, and between 500 and 550 food boxes are distributed through the precincts as part of the coordinated efforts with the Sunshine Division.

Changes to Services and Activities

There are no significant budget changes to services for this program in the FY 2018-19 Adopted Budget.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.00	2.00	2.00	4.00	4.00
Expenditures					
Citizen Partnership	352,772	295,495	343,310	537,885	586,730
Total Expenditures	**352,772**	**295,495**	**343,310**	**537,885**	**586,730**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Output					
Number of children served with Sunshine Division's Shop with a Cop program	492	490	515	550	550
Sunshine Division- number of 24/7 Emergency Food Boxes & Holiday Boxes distributed at three precincts annually	506	530	550	570	570

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

In prior years, this program used service metrics from the Auditor's Annual City Service Survey, which was discontinued starting in FY 2017-18. New potential performance measures are in development for this unit, including the potential for future survey work, impacts of the bureau's usage of social media, and other outcome measures for public communication between the bureau and the community.

Changes to Services and Activities

There are no programmatic changes in the FY 2018-19 Adopted Budget.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	2.00	2.00	2.00	2.00	2.00
Expenditures					
Communications	383,288	387,262	452,430	333,058	359,295
Total Expenditures	**383,288**	**387,262**	**452,430**	**333,058**	**359,295**

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 and the Training Division.

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal of organizational excellence. 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, with a focused effort on recruiting women and people of color into sworn positions. Over the prior year's efforts, the percentage of bureau members identifying as female and/or a person of color has remained at 29%, and is projected to remain consistent in the next fiscal year. The bureau on average retains approximately 85-90% of the new recruits through the initial probationary period of 18 months. This trend is also projected to continue.

Changes to Services and Activities

The FY 2018-19 Adopted Budget includes a ongoing resources supporting 49.0 FTE Police Officer positions to serve as an ongoing pool of new-hire trainees, as well as 4.0 FTE Police Officer positions for the Training Division. Once the positions are hired and trained, the additional officers will be assigned to patrol operations. The Training Division positions will allow the bureau to run the Advanced Academy with straight-time resources, reducing reliance on patrol officers assigned from other operations on a temporary basis. The FY 2018-19 Adopted Budget includes the continuation of one-time funding for a limited term Business Systems Analyst position to support the Training Division's Learning Management System, a critical element to the bureau's strategy to meet the requirements of the U.S. Department of Justice Settlement Agreement.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	100.50	113.25	117.00	171.33	168.33
Expenditures					
Human Resources Development	14,157,695	17,740,594	21,402,681	30,275,107	26,448,980
Total Expenditures	**14,157,695**	**17,740,594**	**21,402,681**	**30,275,107**	**26,448,980**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percent of newly hired officers that complete initial probation	84.2%	NA	84.0%	83.0%	83.0%
Key Performance Measure					
Percentage of sworn members who identify as a female and/or a person of color	29.2%	28.9%	28.8%	29.0%	29.0%

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Percentage of new sworn hires who are female	14.3%	15.5%	20.0%	20.0%	22.0%
Percentage of new sworn hires comprised of people from communities of color	42.9%	24.1%	25.0%	25.0%	28.0%

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.

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 organizational excellence.

Performance

The Records Division has continued to receive a significant increase in the number of public records requests in FY 2017-18, which is expected to continue into FY 2018-19. These requests are increasingly complex, requiring review from the City Attorney, and data collection and validation from the Strategic Services Division. The bureau's internal goal is to respond to records requests within 21 days, which is achieved only 14% of the time. Turnover in staff, and the aforementioned complicated requests contribute to the time it takes to respond.

Changes to Services and Activities

The FY 2018-19 Adopted Budget includes 2.0 Sr. Administrative Specialist positions funded by public records fees to assist with the identified workload in responding to public records. One-time funding from the Public Safety Service Revitalization Project (PSSRP), funds from the Asset Forfieture Funds, and reserve accounts will provide the resources to complete the scheduled replacement of the Mobile Data Computers (MDCs) in early FY 2018-19.

One-time General Fund resources of $300,000 are included to support the bureau hiring a consultant to assist in the review and selection of a replacement records management system. There are two years remaining on the current vendor contract and it is anticipated that this project will position the bureau to have a replacement system selection complete in time to transition from the current system.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	71.00	80.75	81.92	81.42	81.42
Expenditures					
Data Access	15,396,844	16,221,015	19,594,231	18,395,618	18,430,261
Total Expenditures	**15,396,844**	**16,221,015**	**19,594,231**	**18,395,618**	**18,430,261**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Percent of time public records requests are complete within 21 days	8%	14%	30%	30%	35%
Workload					
Number of public records requests	20,059	21,655	24,474	26,300	26,300

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 Independent Police Review (IPR) generates annual reports of allegations of misconduct of police officers, reports commendations received, and is part of the investigatory process to provide transparency and accountability to the public. In the prior calendar year report, approximately 38% of allegations were found to be sustained, and there was an increase in the commendations received by IPR.

The bureau's reported use of force measures are trending consistently with the prior year as the approximately 95% of all custodies do not involve a Force Data Collection Report (FDCR). In the past year the U.S. Department of Justice (DOJ) did increase the number of force categories to be included with FDCRs and as such, the reported numbers have changed from prior force reports.

Changes to Services and Activities

The FY 2018-19 Adopted Budget includes funding for 3.0 FTE Crime Analyst positions to form an internal audit team within Professional Standards. This team will support the current analysts in the Force Audit Team and conduct audits on bureau policies and practices to ensure transparency and accountability to the public.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	17.00	20.00	21.00	23.92	23.92
Expenditures					
Employee Performance	2,397,256	2,361,986	2,541,573	3,083,245	3,115,186
Total Expenditures	**2,397,256**	**2,361,986**	**2,541,573**	**3,083,245**	**3,115,186**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of calls for service without an Force Data Collection Report (FDCR) level force event	99.79%	99.84%	99.32%	99.00%	99.00%
Key Performance Measure					
Percentage of investigated complaints that are sustained (excluding use of force complaints)	37%	NA	38%	38%	38%
Number of community complaints of officer misconduct	435	396	380	403	403
Number of community commendations of officer conduct	62	110	99	105	105
Outcome					
Percentage of total PPB custodies in which there was no FDCR-level force event	97.10%	97.68%	94.60%	95.00%	95.00%

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 organizational excellence.

Performance

The bureau has received its report from the U.S. Department of Justice (DOJ) to updating the current status of the percent of Police Bureau tasks complete. The report indicates that 100% of tasks in the U.S. DOJ Settlement Agreement are either actively in progress or completed.

Changes to Services and Activities

There are no programmatic changes in the FY 2018-19 Adopted Budget.

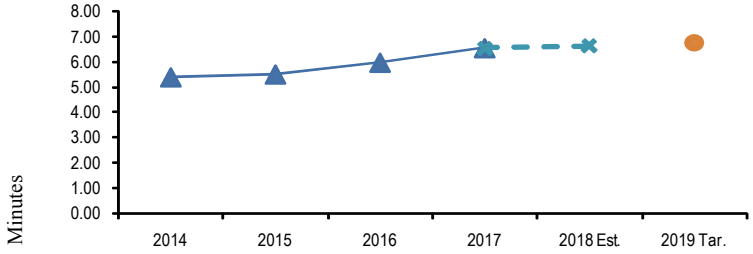
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	57.00	58.67	59.00	59.92	58.92
Expenditures					
Strategy & Finance	17,224,566	22,304,034	41,201,381	35,151,345	30,563,527
Total Expenditures	**17,224,566**	**22,304,034**	**41,201,381**	**35,151,345**	**30,563,527**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Percentage of the DOJ Agreement Tasks assigned to PPB that are actively in progress or completed	96.3%	96.3%	100.0%	100.0%	100.0%

Performance Measures

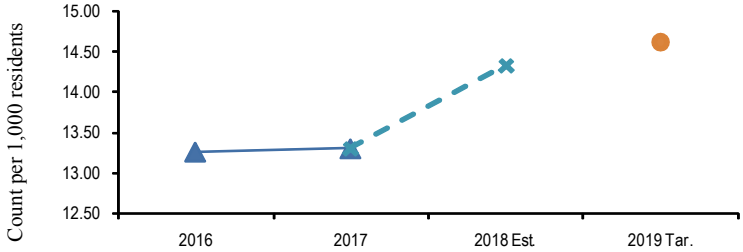
Average Travel Time to High Priority Calls

This efficiency measure is the average time from when a patrol officer is dispatched to their arrival on scene for high-priority calls for service. This measure has risen from 4.99 minutes in FY 2011-12 to 6.55 minutes in FY 2016-17. It is expected to reach 6.63 minutes by the end of FY 2017-18; this trend is expected to continue into FY 2018-19. The contributing factors to this increase include increasing calls for service, increasing traffic congestion, and farther travel distances for officers as less units are deployed on the streets.



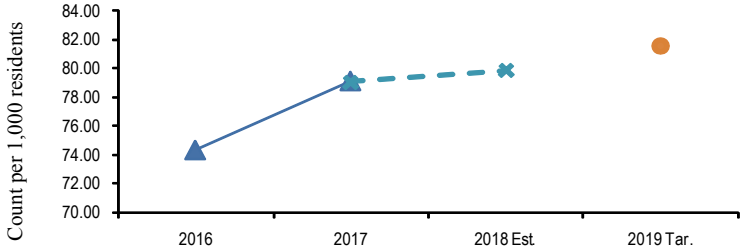
Number of Crime Against Persons Offenses per 1,000 Residents

The number of Crime Against Persons Offenses per 1,000 residents is projected to increase by 9% by the end of FY 2017-18; this trend is expected to continue in FY 2018-19 as new officers authorized in FY 2018-19 will not be deployable for 18-24 months.



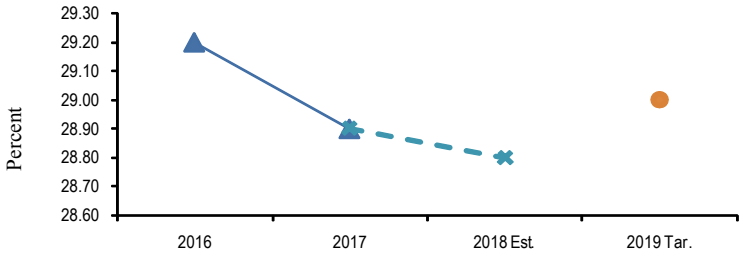
Number of Crime Against Property offenses per 1,000 residents

The number of Crime Against Property Offenses per 1,000 residents is expected to increase by 3% by the end of FY 2017-18. This trend is expected to continue as new officers authorized in FY 2018-19 will not be deployable for 18-24 months.



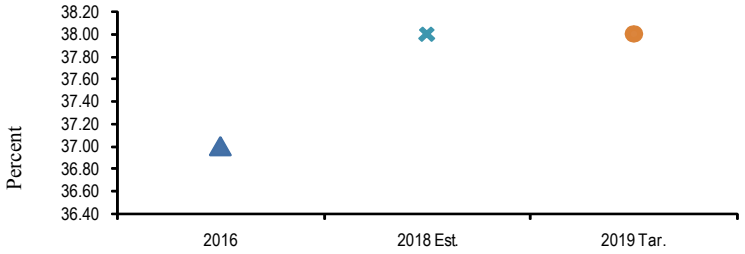
Percent of sworn members identifying as female and/or person of color

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



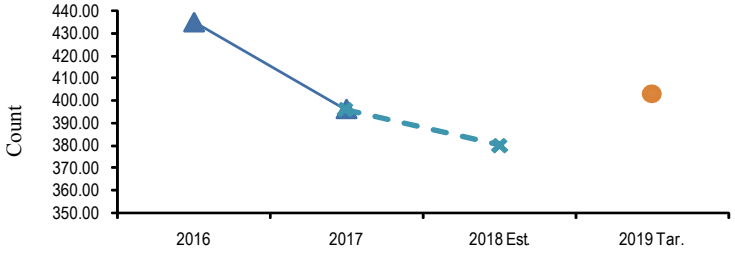
% of investigated complaints that are sustained

The annual proportion of investigated complaints (excluding use of force complaints) has remained consistent over the past two calendar years. This marks a fall from FY 2012-13 and FY 2013-14 reports of approximately 64% sustainment rate. The bureau has worked hard to train its officers to better align with bureau directives. The statistic for 2017 is not reported as cases are currently still under investigation.



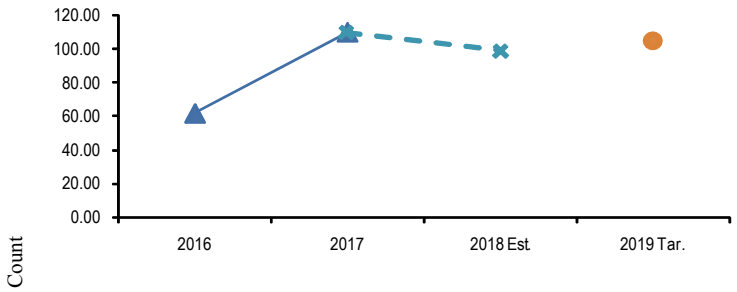
Annual number of community complaints of officer misconduct

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



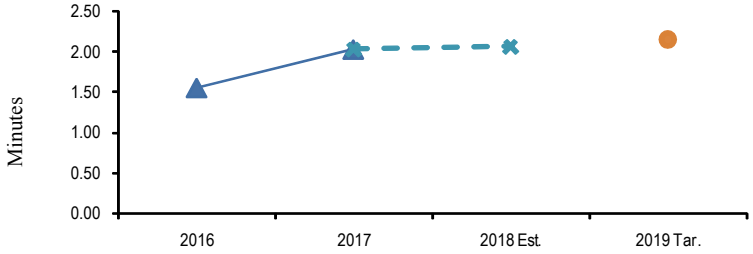
Annual number of community commendations of officer conduct

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



Average call queue time for high priority calls

When a call is made to BOEC, it is placed in a call queue until an officer is available to be dispatched. The average time that a high priority call waits in that queue has increased by 38% since FY 2015-16, increasing from 1.55 minutes to 2.10 minutes.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	910,000	2,149,750	2,149,750
Licenses & Permits	1,334,433	1,329,319	1,381,000	1,381,000	1,381,000
Charges for Services	2,686,190	4,513,668	3,251,364	3,184,428	3,184,428
Intergovernmental	11,443,602	11,155,747	10,616,298	8,425,008	8,435,356
Miscellaneous	986,873	1,173,407	860,050	879,853	879,853
Total External Revenues	**16,451,098**	**18,172,141**	**17,018,712**	**16,020,039**	**16,030,387**
Internal Revenues					
General Fund Discretionary	166,548,672	172,689,252	193,991,366	194,930,472	196,655,708
Fund Transfers - Revenue	2,776	0	0	0	300,000
Interagency Revenue	4,989,924	5,356,377	7,638,080	9,980,633	9,630,401
Total Internal Revenues	**171,541,372**	**178,045,629**	**201,629,446**	**204,911,105**	**206,586,109**
Beginning Fund Balance	2,428,504	3,977,341	4,994,657	4,191,000	4,191,000
Total Resources	**$190,420,974**	**$200,195,111**	**$223,642,815**	**$225,122,144**	**$226,807,496**
Requirements					
Bureau Expenditures					
Personnel Services	140,991,824	146,319,612	156,860,068	161,036,634	161,104,770
External Materials and Services	13,935,394	16,136,987	30,822,965	27,437,674	28,885,242
Internal Materials and Services	30,389,806	32,260,052	35,107,863	36,647,836	36,747,484
Capital Outlay	641,456	650,104	634,694	0	70,000
Total Bureau Expenditures	**185,958,480**	**195,366,755**	**223,425,590**	**225,122,144**	**226,807,496**
Fund Expenditures					
Fund Transfers - Expense	485,153	0	217,225	0	0
Total Fund Expenditures	**485,153**	**0**	**217,225**	**0**	**0**
Ending Fund Balance	3,977,341	4,828,356	0	0	0
Total Requirements	**$190,420,974**	**$200,195,111**	**$223,642,815**	**$225,122,144**	**$226,807,496**
Programs					
Citizen Partnership	352,772	295,495	343,310	537,885	586,730
Administration & Support	0	290	0	0	0
Cycle of Violence Reduction	16,661,167	16,171,390	21,366,994	20,441,690	21,287,311
Investigations	23,158,179	23,499,028	24,901,000	24,289,746	24,836,446
Strategy & Finance	17,224,566	22,304,034	41,201,381	35,151,345	30,563,527
Traffic Safety	13,651,945	13,456,326	13,586,403	12,014,741	13,174,120
Data Access	15,396,844	16,221,015	19,594,231	18,395,618	18,430,261
Employee Performance	2,397,256	2,361,986	2,541,573	3,083,245	3,115,186
Human Resources Development	14,157,695	17,740,594	21,402,681	30,275,107	26,448,980
Neighborhood Safety	8,945,785	6,918,557	7,654,157	8,432,703	11,063,615
Emergency Response & Problem Solving	73,628,983	76,010,778	70,381,430	72,167,006	76,942,025
Communications	383,288	387,262	452,430	333,058	359,295
Total Programs	**$185,958,480**	**$195,366,755**	**$223,425,590**	**$225,122,144**	**$226,807,496**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	6.00	356,316	6.00	360,552	6.00	360,552
30000063	Accountant II	54,912	69,139	1.00	54,912	1.00	54,912	1.00	54,912
30000434	Administrative Assistant	50,877	78,333	5.00	374,884	6.00	430,814	6.00	430,814
30000433	Administrative Specialist, Sr	47,362	72,904	13.00	785,235	15.00	924,757	15.00	924,757
30000436	Administrative Supervisor I	61,734	82,285	5.00	391,374	5.00	396,278	5.00	396,278
30000437	Administrative Supervisor II	64,813	86,403	2.00	162,786	2.00	165,915	2.00	165,915
30000771	Alarm Program Coord	64,813	86,403	1.00	79,162	1.00	82,410	1.00	82,410
30000096	Auto Servicer	43,368	53,165	4.00	193,056	4.00	196,890	4.00	196,890
30000441	Business Operations Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000442	Business Operations Manager, Sr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	87,420	1.00	91,008	1.00	91,008
30000478	Claims Analyst, Sr	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000492	Community Outreach & Informtn Rep	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
30000777	Crime Analyst	68,078	90,792	17.00	1,298,921	20.00	1,555,117	20.00	1,555,117
30000776	Crime Analyst, Assistant	50,877	78,333	1.00	50,880	1.00	50,880	1.00	50,880
30000309	Crime Prevention Program Administrator	48,942	65,645	2.00	114,588	2.00	114,588	2.00	114,588
30000308	Crime Prevention Rep	44,533	59,613	0.00	0	0.00	0	12.00	534,384
30002512	Deputy Chief of Police	130,208	186,576	1.00	130,212	1.00	186,216	1.00	186,216
30000050	Evidence Control Specialist	47,611	58,219	10.00	551,494	10.00	562,878	10.00	562,878
30000566	Financial Analyst, Assistant	50,877	78,333	1.00	78,336	1.00	78,336	1.00	78,336
30000569	Financial Analyst, Principal	84,739	112,882	1.00	100,260	1.00	102,996	1.00	102,996
30000769	Home Security Specialist	38,522	55,162	1.00	53,767	1.00	55,164	0.00	(36)
30000451	Management Analyst	64,813	86,403	4.00	329,210	4.00	336,207	4.00	336,207
30000453	Management Analyst, Principal	84,739	112,882	2.00	225,768	2.00	225,768	2.00	225,768
30000452	Management Analyst, Sr	71,510	95,472	5.00	429,858	5.00	446,904	5.00	446,904
30000450	Management Assistant	50,877	78,333	5.00	274,152	7.00	399,532	7.00	399,532
30000025	Police Administrative Support Spec, Sr	44,512	58,989	15.00	839,700	15.00	841,140	15.00	841,140
30000024	Police Administrative Support Specialist	34,798	49,962	28.00	1,296,310	28.00	1,329,371	28.00	1,329,371
30000300	Police Captain	131,539	143,042	12.00	1,701,296	12.00	1,704,984	12.00	1,704,984
30000431	Police Chief	147,098	215,010	1.00	215,004	1.00	215,004	1.00	215,004
30000784	Police Chief, Assistant	115,814	165,797	3.00	493,032	3.00	495,566	3.00	495,566
30000301	Police Commander	147,846	153,754	6.00	922,536	6.00	922,536	6.00	922,536
30000307	Police Criminalist	84,906	98,842	15.00	1,462,118	15.00	1,470,997	15.00	1,470,997
30000778	Police Data Research Supervisor	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000022	Police Desk Clerk	31,512	44,242	9.00	313,539	9.00	322,145	9.00	322,145
30000302	Police Detective	84,906	98,842	90.00	8,687,706	90.00	8,729,043	90.00	8,729,043
30000833	Police Evidence & Property Mgr	75,150	100,526	1.00	95,184	1.00	98,759	1.00	98,759
30000837	Police Evidence Control Supervisor	61,734	82,285	2.00	152,296	2.00	157,492	2.00	157,492
30000772	Police ID Technologies Coordinator	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000304	Police Identification Technician	57,554	73,528	18.00	1,278,844	18.00	1,294,756	18.00	1,294,756
30000775	Police Internal Affairs Investigator	64,813	86,403	9.00	731,304	9.00	743,318	9.00	743,318
30000310	Police Investigative Accountant	83,346	96,970	1.00	96,972	1.00	96,972	1.00	96,972
30000299	Police Lieutenant	116,688	126,838	31.00	3,862,311	31.00	3,895,424	31.00	3,895,424
30000297	Police Officer	62,171	85,946	647.00	52,663,073	704.00	57,125,198	702.00	56,977,934
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	68,078	90,792	2.00	168,294	2.00	171,468	2.00	171,468
30000780	Police Records Manager	78,770	105,851	1.00	78,768	1.00	78,768	1.00	78,768
30000020	Police Records Specialist	34,798	49,962	49.00	2,200,623	49.00	2,268,312	49.00	2,268,312
30000779	Police Records Supervisor	64,813	86,403	3.00	227,263	3.00	230,382	3.00	230,382
30000021	Police Records Training Coordinator	44,512	58,989	9.00	501,960	9.00	501,960	9.00	501,960

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000298	Police Sergeant	84,906	98,842	134.00	12,851,530	134.00	12,977,495	134.00	12,977,495
30000464	Program Coordinator	68,078	90,792	3.00	266,361	4.00	339,180	4.00	339,180
30000465	Program Manager	71,510	95,472	1.00	90,789	1.00	94,295	2.00	165,803
30000466	Program Manager, Sr	84,739	112,882	3.00	297,528	3.00	308,778	3.00	308,778
30000463	Program Specialist	61,734	82,285	3.00	185,220	3.00	185,220	3.00	185,220
30000462	Program Specialist, Assistant	50,877	78,333	15.00	1,037,458	15.00	1,057,337	15.00	1,057,337
30000495	Public Information Officer	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000531	Training & Development Analyst	64,813	86,403	2.00	152,314	2.00	157,268	2.00	157,268
30000518	Video Production Specialist	61,734	82,285	1.00	74,600	1.00	77,656	1.00	77,656
TOTAL FULL-TIME POSITIONS				1,211.00	99,945,788	1,277.00	105,588,210	1,287.00	105,991,638
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000433	Administrative Specialist, Sr	47,362	72,904	1.67	110,156	0.17	12,150	0.17	12,150
30000096	Auto Servicer	43,368	53,165	1.00	49,404	0.67	35,127	0.67	35,127
30000448	Business Systems Analyst	64,813	86,403	1.00	71,861	1.58	118,479	1.58	118,479
30000309	Crime Prevention Program Administrator	48,942	65,645	1.00	56,472	0.17	9,412	0.17	9,412
30000451	Management Analyst	64,813	86,403	2.00	144,064	0.92	70,737	0.92	70,737
30000297	Police Officer	62,171	85,946	6.00	515,664	6.00	515,664	6.00	515,664
30000774	Police Program Specialist, Sr	68,078	90,792	1.67	135,771	0.92	83,226	0.92	83,226
30000020	Police Records Specialist	34,798	49,962	1.00	40,962	0.00	0	0.00	0
30000779	Police Records Supervisor	64,813	86,403	0.92	59,411	1.00	64,812	1.00	64,812
30000463	Program Specialist	61,734	82,285	1.00	61,740	0.00	0	0.00	0
30000462	Program Specialist, Assistant	50,877	78,333	3.00	203,906	0.75	51,876	0.75	51,876
30000531	Training & Development Analyst	64,813	86,403	1.00	64,812	0.42	27,005	0.42	27,005
TOTAL LIMITED TERM POSITIONS				21.25	1,514,223	12.58	988,488	12.58	988,488
GRAND TOTAL				1,232.25	101,460,011	1,289.58	106,576,698	1,299.58	106,980,126

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.

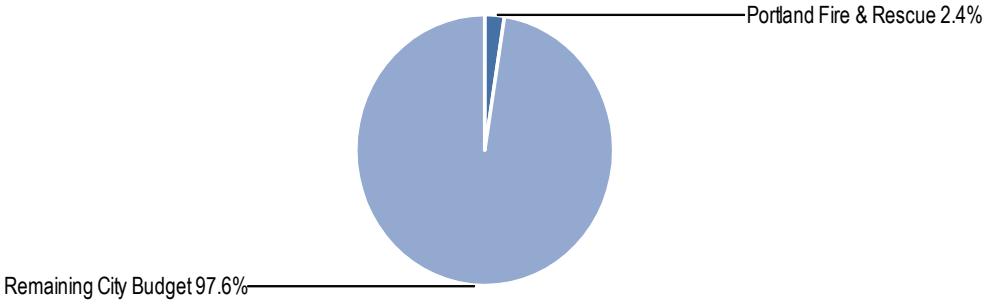
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	216,242,078	189,540	216,431,618	1,223.58	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	673,396	0	673,396	0.00	CAL adjustment
Mayor's Proposed Budget Decisions					
	5,476,051	556,000	6,032,051	52.00	Add sworn positions
	0	300,000	300,000	0.00	Consultant to evaluate RegJIN replacement
	1,544,904	0	1,544,904	0.00	Fund Service Coordination Team
	571,495	82,000	653,495	3.00	Enhance Behavioral Health Unit
	306,150	0	306,150	3.00	Enhance internal audit team
	110,000	0	110,000	0.00	LifeWorks NOW ongoing funding
	173,028	0	173,028	2.00	Add records request positions
	(88,801)	0	(88,801)	(1.00)	Eliminate home security program
	(25,000)	0	(25,000)	0.00	Eliminate small grants
	100,076	0	100,076	1.00	Equity Data Analyst position
	0	105,538	105,538	1.00	FY 2017-18 Carryover - LMS analyst
	0	0	0	0.00	Fund Traffic Divison with Cannabis Tax
	(49,257)	0	(49,257)	0.00	Interagency agreement balancing with OMF
	409,420	40,400	449,820	4.00	Dedicated personnel at Training Division
	0	50,000	50,000	0.00	Stops data review by academic organization
	101,628	0	101,628	1.00	Houseless Community Engagement Liaison
	300,000	0	300,000	0.00	Expand Supportive Transitions and Stabilization
	0	(2,046,502)	(2,046,502)	0.00	Vacany savings reduction
Approved Budget Additions and Reductions					
	0	2,801,099	2,801,099	0.00	FY 2017-18 Carryover - police programs
	0	0	0	13.00	Position authority for CSO program
	(245,652)	0	(245,652)	0.00	Interagency and intergovernmental revenue balancing
	(428,809)	(684,601)	(1,113,410)	(3.00)	Adjustment to sworn positions
	0	279,576	279,576	(3.00)	Vacancy savings adjustment
Adopted Budget Additions and Reductions					
	(36,261)	0	(36,261)	0.00	Reduction to OMF interagency agreement
	8,892,368	**1,483,510**	**10,375,878**	**76.00**	**Total FY 2018-19 Decision Packages**
			226,807,496	**1,299.58**	**Total Adopted Budget**

Portland Fire & Rescue

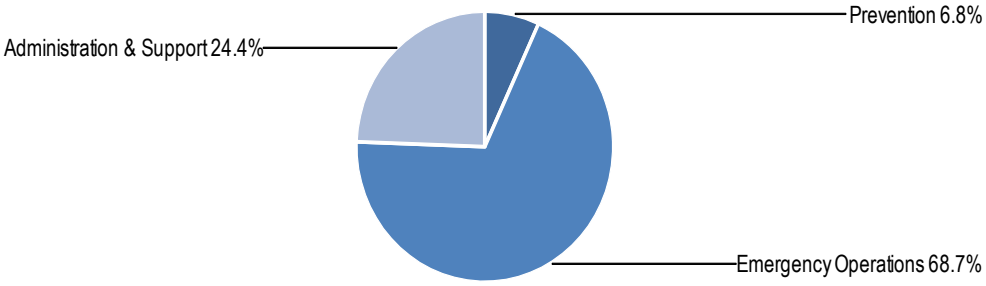
Public Safety Service Area

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

Percent of City Budget

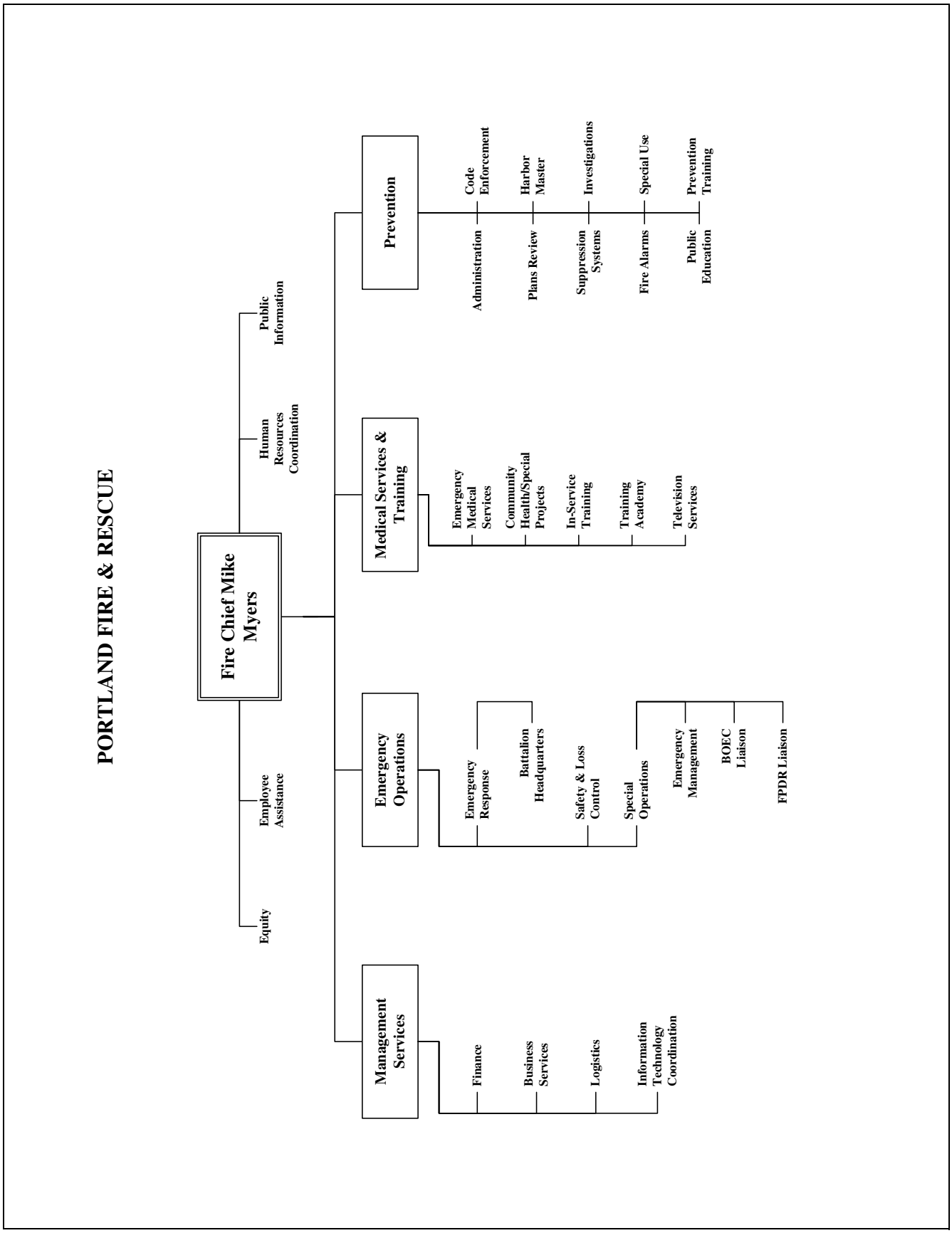


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	128,275,388	123,472,043	(4,803,345)	(3.74)
Capital	0	2,232,511	2,232,511	N/A
Total Requirements	**128,275,388**	**125,704,554**	**(2,570,834)**	**(2.00)**
Authorized Positions	724.80	728.80	4.00	0.55


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. In addition, PF&R acts as an important safety net for those experiencing homelessness or without support systems. PF&R also provides critical public safety services including fire prevention and public education.

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

All-Hazards Emergency Response

In FY 2016-17, PF&R responded to over 85,000 calls for emergency services, requiring over 106,000 unit responses. PF&R's emergency operations deployment model is a network of fire and rescue stations with apparatus optimally positioned across PF&R's geographic service area to maximize response availability, and to minimize response time and, therefore, community risk. PF&R's fire and rescue stations provide an effective emergency response network 24 hours a day, 365 days a year. PF&R provides cost efficiencies to the public because its highly trained, all-hazards fire and rescue personnel serve as the first responders on fire, rescue, and medical calls as well as high-risk natural disasters (such as earthquake, pandemics, floods, and landslides) and other catastrophic events (such as explosions, building collapse, and terrorist events). In addition, PF&R's core services prevent emergencies from occurring through public education and fire prevention, which includes plan review and code enforcement.

PF&R operates 28 engine companies, nine truck companies (including two quints), four Rapid Response Vehicles (RRVs), and one heavy squad unit responding from 31 fire and rescue stations. Additional support is provided by other specialty units that are cross staffed with on-duty resources. Specialty units include: water rescue, marine response, urban wildland interface, structural/trench collapse, high-angle rope rescue, foam response, hazardous materials (HazMat), and chemical, biological, radiological/nuclear and explosive (CBRNE) response.

Strategic Direction

Under the direction of Fire Chief Mike Myers, PF&R established a new 2017-2020 Strategic Plan. In Fall 2016, Chief Myers personally visited each fire station, each shift, and the other workgroups throughout PF&R to discuss the Strategic Plan and solicit input from all staff so that everyone had an opportunity to register their ideas and areas of concern. Chief Myers conducted follow up visits with each station and other workgroups at the end of 2017 to provide updates on the progress of the Strategic Plan.

Each division has their own section of the Strategic Plan. The plan is organized around specific tasks and goals that have been individually assigned to a staff member to ensure accountability in reaching that goal or completing that task by 2020. There are goals for every aspect of PF&R including emergency response, prevention, information technology, firefighter health and safety, finance, labor relations, equity, and outside partnerships. Significant goals in the Strategic Plan align with PF&R's budget performance measures, including PF&R's key performance measures of zero fire deaths, reducing response time, containing fires to the room of origin, and reducing firefighter injuries. PF&R also has added a new key performance measure this year tracking the progress in completing the Strategic Plan due to the importance of the Strategic Plan in driving PF&R's performance.

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

Summary of Budget Decisions

Adds

Equity Manager

The Adopted Budget increases one-time General Fund discretionary resources by $140,154 to fund a non-sworn equity manager position for one year. Over the course of the year, the bureau intends to identify new or existing internal resources to continue funding the position. This position will lead and coordinate the implementation of equity efforts bureau-wide, including efforts to achieve bureau performance targets to hire more women and people of color, and to better serve Portland's diverse communities.

Community Healthcare Manager

The Adopted Budget increases ongoing General Fund discretionary resources by $133,334 and internal revenues by $22,236 to fund a full-time firefighter dedicated to mitigating high-utilizer 9-1-1 calls, providing homeless outreach, and providing community health outreach and education. In its pilot form focusing on high-utilizers over the past 18 months, the position reduced the number of times engaged clients called 9-1-1 by 50%. The Adopted Budget position will continue its work with high-utilizers, and will expand its focus to engage with people experiencing homelessness and to provide proactive health education.

Firefighter Longevity Pay

The Adopted Budget increases ongoing General Fund discretionary resources by $576,626 to fund increased staff costs associated with higher rates of pay for firefighters who stay with the City for ten or more years. These costs are the result of the terms of a recent bargaining agreement between the City and Portland Firefighters Association.

Self-Contained Breathing Apparatus Replacement

The Adopted Budget increases one-time General Fund discretionary resources by a total of $2,449,511 to fund the replacement of self-contained breathing apparatus (SCBAs). The SCBAs are funded through an FY 2017-18 program carryover ($707,000), Capital Set-Aside ($1,100,000), and General Fund ($642,511). SCBAs are a required piece of personal protective equipment which provide breathable air in any dangerous atmosphere. PF&R last purchased SCBAs in 2002, and some parts have recently been experiencing up to a 30% failure rate. Replacing this equipment is essential to ensuring firefighter wellness and responsiveness.

Fire Inspection Software Application

The Adopted Budget includes $350,000 to fund a new software application for fire inspections, funded through Public Safety Project reserve funds. The new software application will improve the Fire Inspection program by using a web-based solution that supports mobile devices.The new system will replace the current 20-year old system, and will enable on-site inspection access and data entry, risk-based prioritization, and efficient scheduling of inspections.

Mobile Data Computers (MDC) Connect to City Network

The Adopted Budget includes $20,000 in one-time resources from the Public Safety Project reserve funds to bring PF&R's vehicle-mounted MDCs into compliance with the city's standards and enable them to connect to the ROSE domain. Currently, the vehicle-mounted MDCs cannot connect to a City network and do not receive Windows updates, security updates, and periodic software patches. Once the MDCs are brought into compliance, connection to the ROSE network at the fire stations will ensure the devices are updated and patched on a regular basis.

Wi-Fi at Fire Stations

The Adopted Budget includes $120,000 in one-time resources from the Public Safety Project reserve funds to install Wi-Fi equipment in 28 Fire Stations to enable updates and patching of the Mobile Data Computers (MDCs) and allow for training videos to be viewed by firefighters on mobile devices such as iPads and iPhones at the stations. Receiving regular updates via Wi-Fi to the MDCs ensures firefighters have the most current information before arriving on scene of an emergency. Public safety is also improved because firefighters can keep up with training and certification on a timely basis. This project will also bring PF&R's MDCs into compliance with the City's standards by installing the required security and maintenance/update tools via Wi-Fi on a regular basis.

Realignments

Carpenter

The 2018-19 Adopted Budget restores a carpenter position in the Facilities Maintenance unit through realignment of existing resources, as the cost of the position is offset by a reduction in carpentry contract costs. The carpenter position was eliminated in FY 2013-14 due to budget reductions, and since then the bureau has utilized outside vendors to perform important and urgent carpentry work, incurring significant contracting costs. Over the past three fiscal years, PF&R has spent an average of $125,000 per year contracting carpentry work that could have been done by an in-house carpenter.

Electrician

The 2018-19 Adopted Budget adds an electrician position to the Facilities Maintenance unit to reduce contract costs and decrease the facilities maintenance backlog. The cost of the position is offset by a realignment of the resources spent on contracting electrical work. This unit is responsible for the maintenance and repairs of PF&R's 31 fire stations and four other facilities. PF&R has been utilizing outside vendors to perform electrical work, incurring significant contract costs. Over the past two fiscal years, PF&R has spent an average of $129,000 a year on contracting electrical work that could be done by an in-house electrician.

Reductions

Public Assist and Lift Assist Fee Policy

The 2018-19 Adopted Budget decreases General Fund discretionary resources by $5,000 to be offset by $5,000 in revenue from a new fee policy on lift assists provided to licensed care facilities. While PF&R will always respond to residents in need, the frequent use of PF&R services by care facilities for routine operations is not an appropriate use of the emergency medical system. PF&R will implement a fee policy to deter facilities from relying on PF&R and the EMS system for lift assists and encourage them to have alternative arrangements. The proposed fees will only apply to commercial facilities, and PF&R will continue to respond to independent elderly residents and other residents in need without a fee.

False Alarm Policy Change

The 2018-19 Adopted Budget decreases General Fund discretionary resources by $10,000 to be offset by $10,000 in revenue from increased enforcement of PF&R's false alarm policy. PF&R has a repetitive false alarm policy that allows the Fire Marshal's Office to issue fines to facilities with nine or more false alarms in a 12-month period. PF&R believes it is appropriate to place stricter restrictions on commercial false alarms, and the proposed change will allow for fines after six false alarms in a 12-month period, rather than current threshold of nine false alarms.

Special Events Cost Recovery

The 2018-19 Adopted Budget decreases General Fund discretionary resources by $10,000 to be offset by $10,000 in additional reimbursements for PF&R's services provided to special events. PF&R occasionally provides emergency medical support (such as bike medics) to permitted special events such as Zoo Lights, Bridge Pedal, and the Portland Marathon. Over the past year, PF&R has improved its cost recovery process to ensure that event organizers reimburse PF&R for the cost of these services.

Propane Tank Permit Fee Increase

The 2018-19 Adopted Budget decreases General Fund discretionary resources by $15,000 to be offset by $15,000 in additional revenue from increasing propane tank permit fee collections. PF&R requires permits for commercial portable propane cooking devices. The permit process improves education about safely connecting and operating propane tanks, particularly by food cart vendors. PF&R will increase the annual permit fee from $25 to $35 in FY 2018-19. Additionally, PF&R expects more permit applications than previous years because Multnomah County now includes information about the propane permit as part of the county's mobile food cart permitting process.

Budget Notes

Station Roof Replacements

Council directs Portland Fire and Rescue to use available balance from the 1998 Facilities GO Bond to replace the failing roofs at Fire Stations 4 and 22.

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.

Goals

The new 2017-20 Strategic Plan identify several initiatives for Administration & Support. These initiatives include:

- Continue to build PF&R's commitment to equity and inclusiveness
- Build world class leaders
- Zero neighbors neglected via "Blue Prints for Success" by Fire Management Area
- Develop a comprehensive technology plan to improve service delivery
- Establish a leadership role in community health
- Efficient delivery of training to firefighters via Target Solutions and mobile devices
- Review and refine recruiting practices

Performance

Highlights of FY 2016-17 included:

- PF&R connected with over 70,000 residents in community outreach and partnership activities in FY 2016-17. 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 2018-19.
- The Medical Services and Training Division completed over 93 hours of training per sworn staff member in FY 2016-17, 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 implementation of Target Solutions, a web-based training system, will increase training hours in FY 2017-18 and going forward.
- Full-time equivalent (FTE) employees lost to on-duty injury declined from 13.5 FTE in 2013-14 to 8.8 FTE in 2016-17. 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 2018-19 Adopted Budget includes several investments and realignments to improve performance in Administration & Support:

- An Equity Manager in the Chief's Office will develop and implement policies, procedures, and practices that further diversity, equity, and inclusion within the bureau and in its service delivery to the community.
- A Community Healthcare Manager in the Medical Services Training Division will focus on outreach to homeless individuals, the high-utilizer program, and community education to improve outcomes and influence community health.
- A budget realignment within Facilities Management will add a Carpenter and an Electrician, rather than continuing to contract for these necessary services; both positions will work to reduce the work order backlog.

The Adopted Budget includes $2,449,511 to replace the self-contained breathing apparatus equipment (SCBA).The current inventory has reached its end of life and cannot be upgraded to meet the new 2018 version of the National Fire Protection Association (NFPA) SCBA standard. The Adopted Budget also includes significant investments in technology to improve efficiency and operations. Technology projects include a fire inspection software application, Wi-Fi at fire stations, and MDC connections to the city network.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	81.30	75.80	74.80	80.80	80.80
Expenditures					
Administration & Support	0	0	0	60,301	59,305
Chief's Office	2,330,704	1,231,383	1,318,666	1,524,039	1,524,039
Management Services	21,297,113	22,527,100	25,965,427	23,933,758	23,929,479
Training and Safety	7,235,515	6,578,387	5,008,897	5,181,247	5,181,247
Total Expenditures	**30,863,332**	**30,336,870**	**32,292,990**	**30,699,345**	**30,694,070**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Hours of in-service training per sworn employee	91	93	100	105	105
Key Performance Measure					
Time lost to on-duty injury (in full-time equivalent employees)	10.10	8.80	7.10	7.00	7.00
Percentage of Strategic Plan Objectives Completed	0%	27%	33%	67%	67%
Outcome					
Percentage of new sworn hires who are female	12%	0%	15%	15%	15%
Percentage of new sworn hires from communities of color	31%	16%	20%	20%	20%
Percentage of new recruits who complete Academy training and probation	83%	84%	95%	100%	100%
Output					
Residents contacted during community outreach activities	103,200	74,700	79,000	85,000	85,000
Percentage of frontline apparatus at or near end of useful life	28%	33%	23%	18%	18%

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 2016-17, PF&R responded to 11,168 calls reporting fire conditions or a suspicious fire situation (alarms, smoke in area, etc.).Of these reported fires, 2,682 were actual fires requiring extinguishment, a 5% decrease 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 emergency response firefighters 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 31 fire and rescue stations. Medical incidents comprise approximately 72% of all emergency responses.

The division also includes the safety arm of the bureau, which is committed to providing preventative measures to keep firefighters healthy and safe, and to prevent line-of-duty injuries or deaths. Activities include reviewing all injuries and accidents, providing consistent comprehensive strategy and tactics training, and assuring compliance with the Occupational Safety & Health Administration (OSHA).

Goals

The new 2017-20 Strategic Plan identify several initiatives for Emergency Operations that are directly tied to PF&R's key performance measures. These initiatives include:

- Zero fire deaths
- Increase response reliability and decrease out-of-service time
- Zero firefighter casualties (deaths and injuries resulting in hospital stay)
- Zero traffic fatalities - joining forces with public and private partners to eliminate all traffic-related deaths and make Vision Zero a reality.

The Strategic plan includes ambitious targets to help achieve the above goals by 2020: 80 seconds or less in turnout time to 90% of high priority calls, 90% of structure fires confined to room of origin, and ensuring 90% of all traffic pre-emption devices are working.

Performance

PF&R maintained service levels and its core emergency response responsibilities in FY 2016-17 as call volume continued to increase:

- The City of Portland had four fire deaths in FY 2016-17. PF&R continues to work towards its goal of zero fire deaths. The Fire Chief has convened a Zero Fire Deaths Task Force, and PF&R is researching innovative ways to identify fire risks in commercial and residential properties.
- PF&R responded to more than 85,000 emergency incidents in FY 2016-17, a 19% increase over just two years.
- Over 106,000 unit responses were needed in FY 2016-17 to respond effectively to the 85,000 incidents, as multiple apparatus (units) are required at complex and dangerous emergencies.

- PF&R implemented Automatic Vehicle Locator (AVL), which utilizes GPS to dispatch the closest available apparatus to each incident. This has allowed PF&R to improve response times even as call volume continues to increase. Response time at the 90th percentile in FY 2016-17 was 7 minutes and 39 seconds, but as of the publication of this document, is only 7 minutes, 18 seconds in FY 2017-18.

Changes to Services and Activities

The Adopted Budget increases ongoing General Fund discretionary resources by $576,626 to fund increased staff costs associated with higher rates of pay for firefighters who stay with the City for 10 or more years. These costs are the result of the terms of a recent bargaining agreement between the City and Portland Firefighters Association.

The Adopted Budget also includes two revenue packages in Emergency Operations to generate a total of $15,000. The packages will levy a fee on commercial facilities that repeatedly call 9-1-1 to provide lift assistance for facility clients and fully recover staff costs of assisting with private special events.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	586.00	586.00	590.00	588.00	588.00
Expenditures					
Emergency Operations	80,224,102	79,647,785	87,434,457	86,408,845	86,408,845
Total Expenditures	**80,224,102**	**79,647,785**	**87,434,457**	**86,408,845**	**86,408,845**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of responses (turnout and travel) to Code 3 incidents within 5:20	60%	57%	60%	62%	62%
Percentage of lower acuity healthcare and public assist calls responded to by RRV	71%	69%	70%	72%	72%
Key Performance Measure					
Total number of incidents	81,076	85,698	91,100	91,000	90,500
Percentage of structural fires where flamespread was confined to room of origin	71%	70%	72%	75%	75%
Response time to high-priority incidents at 90th percentile	7.18	7.39	7.20	7.15	7.15
Outcome					
Percentage of high-priority responses with a turnout time of less than 80 seconds	63%	61%	60%	65%	65%
Cardiac arrest survival rate to hospital discharge	0%	25%	25%	25%	25%
Workload					
Number of fire incidents	2,825	2,682	3,500	3,000	3,000
Number of medical incidents	57,345	61,422	64,600	64,000	63,500
Number of other incidents	20,906	21,594	23,000	24,000	24,000
Structural Fires	658	646	680	700	700
Reported Fires	10,881	11,168	11,200	11,500	11,500
Unit responses	99,834	106,956	112,900	108,000	108,000
Number of civilian deaths due to fires	9	4	5	0	0

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

The new 2017-20 Strategic Plan identifies several initiatives for the Prevention Division, many which support PF&R's goal of zero fire deaths and zero neighborhoods neglected. These initiatives include:

- Implement community risk reduction program called "Blue Prints for Success" by Fire Management Area
- Implement new innovations in fire prevention such as new fire inspection software and mobility
- Reduce time to complete fire inspections, plan review, and arson investigations

Performance

Prevention Division highlights from FY 2016-17 include:

- The Prevention Division reviewed almost 9,000 plans and permits in FY 2016-17, a 6% decrease over FY 2015-16. 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 2016-17, over 21,000 fee code enforcement inspections and 5,000 re-inspections were completed.
- The Investigation Unit investigated 1,232 fires, including 348 arson-related fires, and made 74 arrests for an arson clearance rate of 21% during FY 2016-17.

Changes to Services and Activities

The FY 2018-19 Adopted Budget includes $350,000 to provide funds to purchase and implement a new fire inspection software application to improve the fire inspection program by using a web-based solution that supports mobile devices.

The Adopted Budget also includes two revenue packages in Prevention to generate a total of $25,000. The packages will apply the false alarm fee after six false alarm incidents in a year, rather than after nine incidents, per current policy, and increase the portable propane tank permit fee by $10.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	53.50	58.00	59.00	60.00	60.00
Expenditures					
Prevention	7,644,391	8,286,539	8,547,941	8,601,639	8,601,639
Total Expenditures	**7,644,391**	**8,286,539**	**8,547,941**	**8,601,639**	**8,601,639**

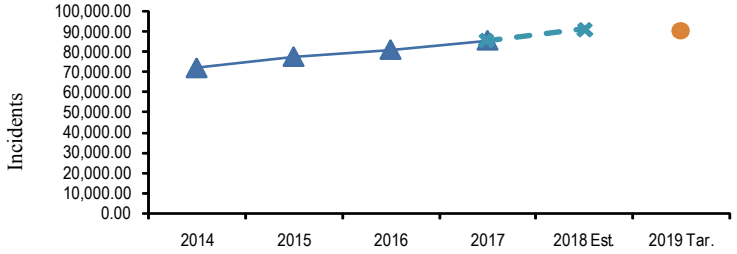
Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of high-priority inspections completed within 27 months	77%	67%	79%	80%	85%
Percentage of reinspections completed within 90 days	72%	67%	60%	60%	70%
Outcome					
Percentage of plan reviews completed within turnaround goals	76%	80%	93%	95%	95%

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Workload					
Average number of violations per inspection	0.98	0.89	0.90	0.90	0.90
Number of plan review and permits	9,176	8,690	8,700	8,850	8,850
Numbers of arson fires	260	348	265	265	265
Number of code enforcement inspections	18,949	21,277	22,000	22,500	23,000
Number of code enforcement reinspections	6,031	5,145	6,000	6,000	6,500

Performance Measures

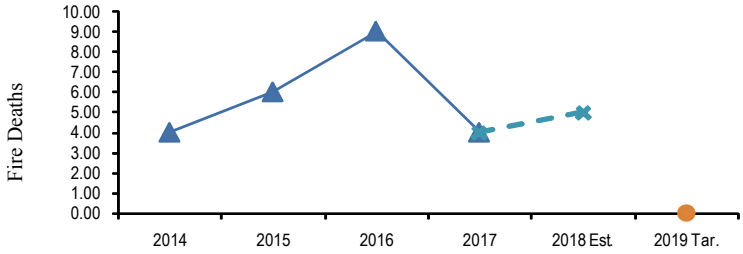
Total Number of Incidents

An incident is an individual occurrence or event that poses an immediate risk to health, life, property, or the environment. Most incidents require urgent intervention to prevent a worsening of the situation. Since FY 2013-14, the number of emergency response calls has increased by 19% to over 85,000 incidents annually.



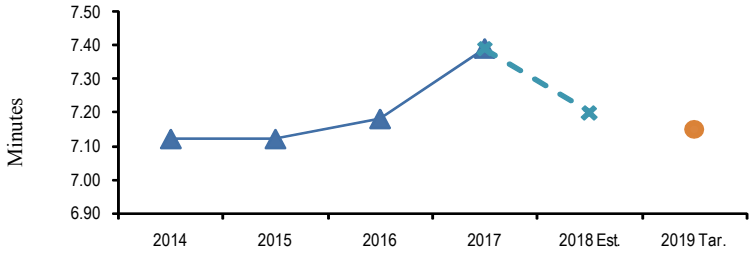
Fire Deaths in Portland

The City of Portland had four fire deaths in FY 2016-17. PF&R continues to work towards its goal of zero fire deaths. The Fire Chief has convened a Zero Fire Deaths Task Force and PF&R is researching innovative ways to identify fire risks in commercial and residential properties.



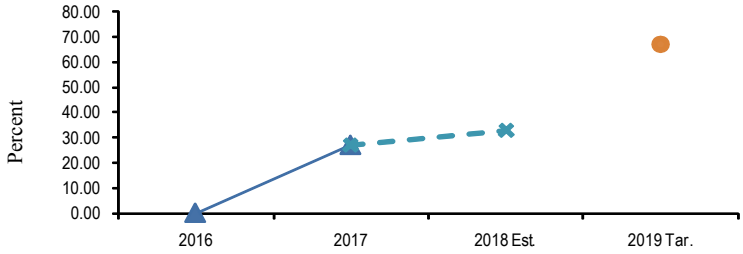
90th Percentile Response Time to High-Priority Calls

PF&R's response time goal is 5 minutes and 20 seconds or less, 90% of the time. Currently, PF&R's citywide response time at the 90th percentile for high-priority calls is 7 minutes and 18 seconds.



Percentage of Strategic Plan Objectives Complete

Under the direction of Fire Chief Mike Myers, PF&R established a new 2017-2020 Strategic Plan.The plan is organized around specific tasks and goals that have been individually assigned to a staff member to ensure accountability. PF&R plans to have 100% of the objectives complete by the end of FY 2019-20.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Licenses & Permits	3,464,627	3,455,711	3,085,436	3,382,000	3,382,000
Charges for Services	1,652,319	1,235,053	1,450,000	1,515,000	1,515,000
Intergovernmental	3,096,604	710,122	2,135,160	682,000	682,000
Miscellaneous	294,517	335,647	205,000	116,000	116,000
Total External Revenues	**8,508,067**	**5,736,533**	**6,875,596**	**5,695,000**	**5,695,000**
Internal Revenues					
General Fund Discretionary	99,923,072	102,669,544	110,463,788	111,156,677	110,665,681
General Fund Overhead	73,010	77,098	76,137	77,563	77,563
Fund Transfers - Revenue	402,249	0	0	0	490,000
Interagency Revenue	4,517,087	5,308,494	6,719,776	7,419,477	7,419,477
Total Internal Revenues	**104,915,418**	**108,055,136**	**117,259,701**	**118,653,717**	**118,652,721**
Beginning Fund Balance	4,849,691	4,149,758	4,140,091	1,361,112	1,356,833
Total Resources	**$118,273,176**	**$117,941,427**	**$128,275,388**	**$125,709,829**	**$125,704,554**
Requirements					
Bureau Expenditures					
Personnel Services	98,738,544	97,874,938	103,879,355	103,679,185	103,679,185
External Materials and Services	7,873,498	6,222,099	7,938,361	7,964,457	7,878,992
Internal Materials and Services	6,371,018	6,494,496	7,296,472	7,443,564	7,528,033
Capital Outlay	5,748,765	7,681,661	9,161,200	6,622,623	6,618,344
Total Bureau Expenditures	**118,731,825**	**118,273,194**	**128,275,388**	**125,709,829**	**125,704,554**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(458,649)	(331,767)	0	0	0
Total Requirements	**$118,273,176**	**$117,941,427**	**$128,275,388**	**$125,709,829**	**$125,704,554**
Programs					
Administration & Support	30,863,332	30,336,870	32,292,990	30,699,345	30,694,070
Strategy & Finance	0	2,000	0	0	0
Prevention	7,644,391	8,286,539	8,547,941	8,601,639	8,601,639
Emergency Operations	80,224,102	79,647,785	87,434,457	86,408,845	86,408,845
Total Programs	**$118,731,825**	**$118,273,194**	**$128,275,388**	**$125,709,829**	**$125,704,554**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Safety								
Mobile Technology Improvements	0	0	490,000	0	0	0	0	490,000
Self-Contained Breathing Apparatus Replacement	0	0	1,742,511	0	0	0	0	1,742,511
Total Safety	**0**	**0**	**2,232,511**	**0**	**0**	**0**	**0**	**2,232,511**
Total Requirements	**0**	**0**	**2,232,511**	**0**	**0**	**0**	**0**	**2,232,511**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
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	54,912	1.00	54,912	1.00	54,912
30000064	Accountant III	60,466	76,045	1.00	68,448	1.00	70,878	1.00	70,878
30000061	Accounting Technician	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000434	Administrative Assistant	50,877	78,333	4.00	302,995	4.00	305,620	4.00	305,620
30000433	Administrative Specialist, Sr	47,362	72,904	4.00	251,742	4.00	258,508	4.00	258,508
30000436	Administrative Supervisor I	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
30000441	Business Operations Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000442	Business Operations Manager, Sr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000440	Business Operations Supervisor	75,150	100,526	1.00	100,354	1.00	100,524	1.00	100,524
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000110	Carpenter	56,805	63,544	0.00	0	1.00	63,540	1.00	63,540
30000333	Development Services Technician II	57,200	72,987	2.00	145,968	2.00	145,968	2.00	145,968
30000116	Electrician	71,074	76,710	0.00	0	1.00	76,716	1.00	76,716
30000489	EMS Program Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000819	EMS Specialist	95,586	106,715	2.00	194,480	3.00	301,976	3.00	301,976
30002333	Engineer-Fire Protection	91,333	110,989	1.00	91,332	1.00	91,332	1.00	91,332
30000714	Facilities Maintenance Supervisor, Sr	68,078	90,792	1.00	83,244	1.00	85,516	1.00	85,516
30000071	Facilities Maintenance Technician	62,026	69,014	3.00	200,052	3.00	202,536	3.00	202,536
30000566	Financial Analyst, Assistant	50,877	78,333	1.00	71,705	1.00	74,647	1.00	74,647
30000806	Fire Battalion Chief	116,717	122,029	15.00	1,799,853	15.00	1,826,876	15.00	1,826,876
30000803	Fire Captain	93,969	106,117	33.00	3,408,724	33.00	3,485,636	33.00	3,485,636
30000817	Fire Captain, Staff	112,484	112,484	2.00	224,976	2.00	224,976	2.00	224,976
30000432	Fire Chief	130,208	186,576	1.00	186,576	1.00	186,576	1.00	186,576
30000823	Fire Chief, Deputy	108,876	144,810	8.00	1,158,432	8.00	1,158,432	8.00	1,158,432
30000825	Fire Division Chief	119,226	158,578	2.00	317,160	2.00	317,160	2.00	317,160
30000793	Fire Fighter	44,455	80,312	430.00	32,378,060	430.00	32,871,159	430.00	32,871,159
30000795	Fire Fighter Specialist	47,123	85,131	5.00	354,732	5.00	376,526	5.00	376,526
30000808	Fire Inspector	81,842	92,341	25.00	2,147,054	25.00	2,187,254	25.00	2,187,254
30000811	Fire Inspector, Sr	93,969	106,117	7.00	718,524	7.00	739,776	7.00	739,776
30000812	Fire Inspector/Specialist	86,752	97,881	10.00	935,964	10.00	943,276	10.00	943,276
30000815	Fire Investigator	86,752	97,881	5.00	478,284	5.00	478,284	5.00	478,284
30000336	Fire Land Use Review Technician	61,485	78,416	1.00	78,420	1.00	78,420	1.00	78,420
30000798	Fire Lieutenant	81,842	92,341	108.00	9,634,103	108.00	9,740,936	108.00	9,740,936
30000801	Fire Lieutenant, Staff	86,752	97,881	5.00	443,166	5.00	453,204	5.00	453,204
30000826	Fire Marshal	119,226	158,578	1.00	158,580	1.00	158,580	1.00	158,580
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	899,112	10.00	905,092	10.00	905,092
30000451	Management Analyst	64,813	86,403	2.00	132,972	2.00	137,015	2.00	137,015
30000453	Management Analyst, Principal	84,739	112,882	1.00	84,744	2.00	183,564	2.00	183,564
30000452	Management Analyst, Sr	71,510	95,472	1.00	71,508	1.00	73,460	1.00	73,460
30000012	Office Support Specialist II	34,798	49,962	2.00	94,668	2.00	98,177	2.00	98,177
30000112	Painter	56,805	63,544	1.00	63,540	1.00	63,540	1.00	63,540
30000464	Program Coordinator	68,078	90,792	1.00	86,388	1.00	89,928	1.00	89,928
30000497	Public Information Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30001558	Timekeeping Specialist	37,398	53,747	1.00	53,748	1.00	53,748	1.00	53,748
30002490	Utility Worker II-CL	49,442	53,165	1.00	53,160	1.00	53,160	1.00	53,160
30000131	Vehicle & Equipment Mechanic	57,346	64,230	8.00	487,168	8.00	503,524	8.00	503,524
30000707	Vehicle Maintenance Supervisor I	64,813	86,403	1.00	75,870	1.00	78,977	1.00	78,977
30000708	Vehicle Maintenance Supervisor II	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000518	Video Production Specialist	61,734	82,285	2.00	150,138	2.00	154,410	2.00	154,410
TOTAL FULL-TIME POSITIONS				722.00	59,378,516	726.00	60,594,483	726.00	60,594,483
30000474	EAP Specialist	61,734	82,285	0.90	37,158	0.90	74,052	0.90	74,052
30000452	Management Analyst, Sr	71,510	95,472	0.90	68,031	0.90	70,813	0.90	70,813
TOTAL PART-TIME POSITIONS				1.80	105,189	1.80	144,865	1.80	144,865
30000820	EMS Coordinator	121,318	121,318	1.00	121,320	1.00	121,320	1.00	121,320
TOTAL LIMITED TERM POSITIONS				1.00	121,320	1.00	121,320	1.00	121,320
GRAND TOTAL				724.80	59,605,025	728.80	60,860,668	728.80	60,860,668

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.

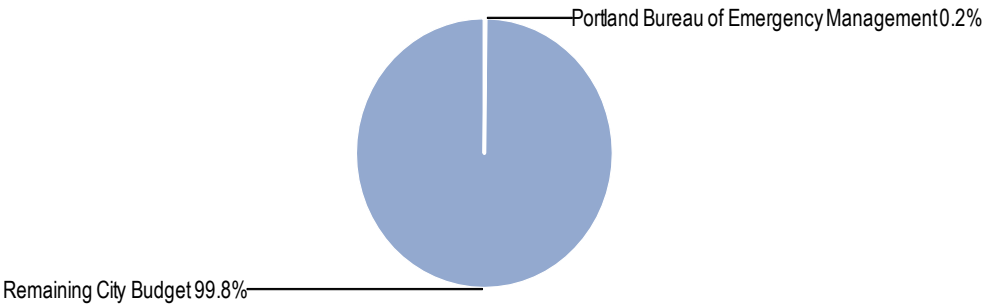
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	121,504,405	33,632	121,538,037	724.80	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	34,426	0	34,426	0.00	Labor agreement and overhead adjustments
Mayor's Proposed Budget Decisions					
	0	0	0	0.00	Public assist and lift assist fee policy
	0	0	0	0.00	False alarm policy change
	0	0	0	0.00	Special events cost recovery
	0	0	0	0.00	Propane tank permit fee increase
	0	140,154	140,154	1.00	Equity manager position
	0	1,742,511	1,742,511	0.00	Self-contained breathing apparatus (SCBA) replacement
	155,570	0	155,570	1.00	Community healthcare manager position
	0	350,000	350,000	0.00	Fire inspection software application
	0	120,000	120,000	0.00	WiFi at fire stations
	0	20,000	20,000	0.00	Connecting mobile data computers to City network
	576,626	0	576,626	0.00	PFFA agreement longevity pay
	0	707,000	707,000	0.00	FY 2017-18 Carryover - SCBA replacement
	60,301	0	60,301	0.00	OMF interagency balancing
	0	265,204	265,204	0.00	Adjustment to GO Bond beginning balance
Approved Budget Additions and Reductions					
	0	0	0	0.00	Fire inspection software application
	0	0	0	0.00	WiFi at fire stations
	0	0	0	0.00	Connecting mobile data computers to City network
	0	0	0	1.00	Carpenter position realignment
	0	0	0	1.00	Electrician position realignment
	0	(4,279)	(4,279)	0.00	Adjustment to GO Bond beginning balance
Adopted Budget Additions and Reductions					
	(996)	0	(996)	0.00	OMF inter-agency balancing
	825,927	**3,340,590**	**4,166,517**	**4.00**	**Total FY 2018-19 Decision Packages**
			125,704,554	**728.80**	**Total Adopted Budget**

Portland Bureau of Emergency Management

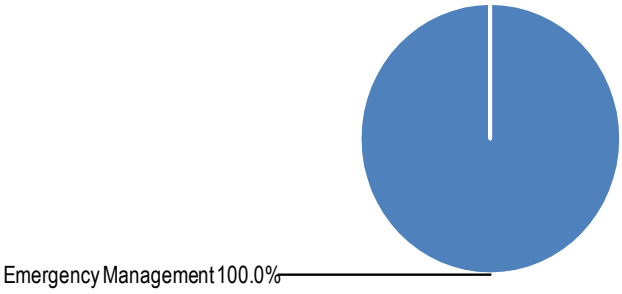
Public Safety Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Courtney Patterson, Interim Director

Percent of City Budget

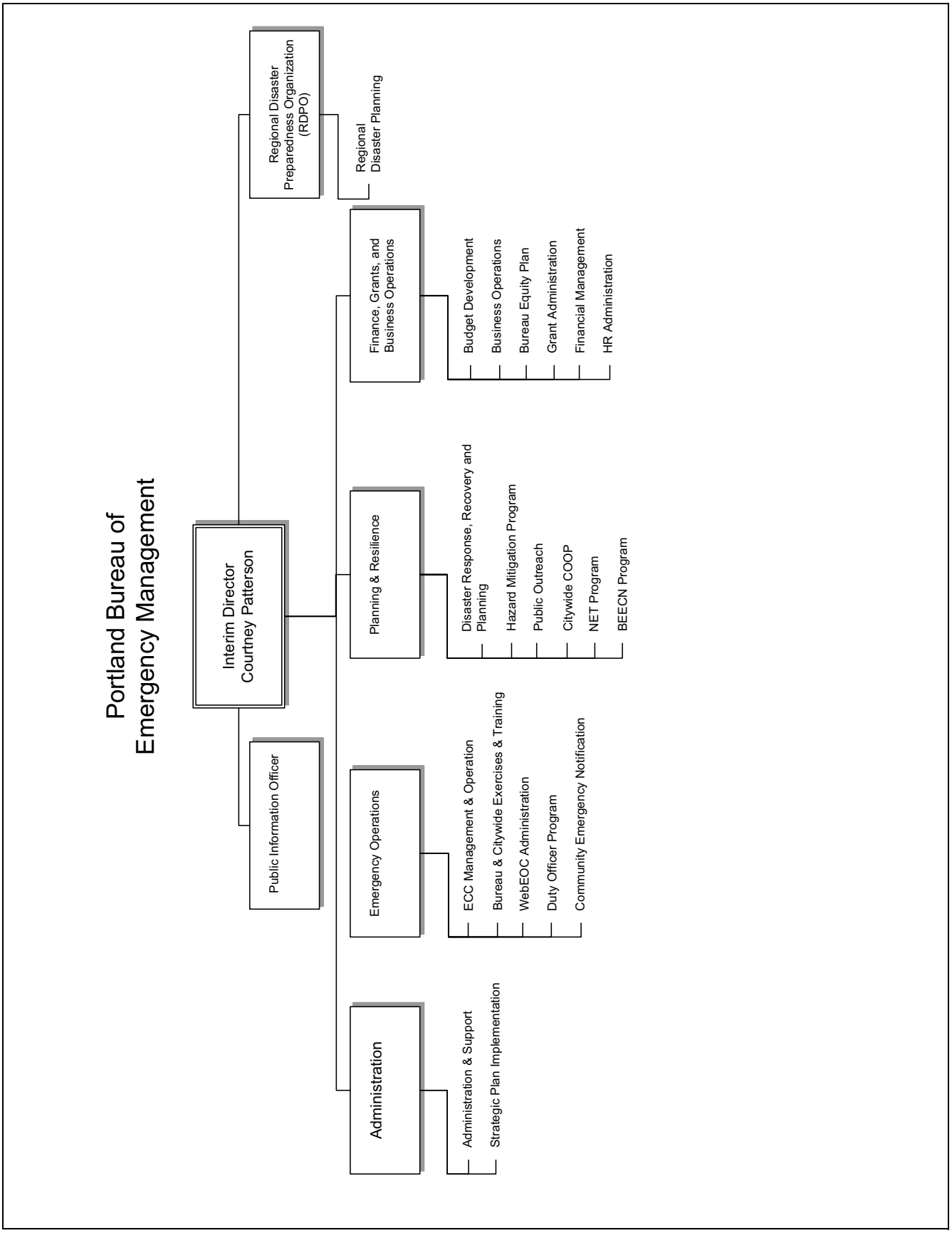


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	11,124,572	8,906,709	(2,217,863)	(19.94)
Capital	0	0	0	0.00
Total Requirements	**11,124,572**	**8,906,709**	**(2,217,863)**	**(19.94)**
Authorized Positions	21.90	22.48	0.58	2.66


Portland Bureau of Emergency Management
Interim Director Courtney Patterson
Public Information Officer
Regional Disaster Preparedness Organization (RDPO)
Regional Disaster Planning
Finance, Grants, and Business Operations
Budget Development
Business Operations
Bureau Equity Plan
Grant Administration
Financial Management
HR Administration
Planning & Resilience
Disaster Response, Recovery and Planning
Hazard Mitigation Program
Public Outreach
Citywide COOP
NET Program
BEECN Program
Emergency Operations
ECC Management & Operation
Bureau & Citywide Exercises & Training
WebEOC Administration
Duty Officer Program
Community Emergency Notification
Administration
Administration & Support
Strategic Plan Implementation

Bureau Summary

Bureau Mission

The mission of the Portland Bureau of Emergency Management (PBEM) is to promote readiness, coordinate response, and build resilience for the City of Portland. PBEM develops and implements strategic planning, programs, and policies to continually advance the City's mitigation, preparedness, response and recovery capabilities.

Bureau Overview

The Portland Bureau of Emergency Management works before, during, and after emergencies to minimize the impacts on the community and promote a culture of resilience. Resilience is the 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, Strategic Plan Implementation, and Public Information
- Regional Disaster Preparedness Organization
- Emergency Operations
- Planning and Community Resilience
- Finance, Grants, and Business Operations

Strategic Direction

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

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 historically underserved communities more effectively for disasters through community-led efforts. Priorities are to ensure all plans are kept up to date, concise and actionable.

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

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

Goal 3: Foster connected and resilient neighborhoods.

PBEM will build capacity for leadership at the most local level by engaging communities in culturally appropriate ways and through the consistent use of effective, research-backed messages and best practices. The Neighborhood Emergency Team (NET) program promotes community preparedness and is the bureau's most public-facing program with 1,644 active volunteers that cover 79 of 96 neighborhoods. NET volunteers are actively used to supplement the City's emergency response efforts. The program grew 31% in calendar year 2017.

PBEM's Basic Earthquake Emergency Communication Node (BEECN) program has equipment for 49 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 2018, PBEM continued working with the Bureau of Development Services and Prosper Portland on policies to mandate the retrofit of unreinforced masonry buildings. Portland has a large concentration of these buildings, particularly in the dense Central Business District, Old Town Chinatown, and along commercial corridors. These buildings were never designed to withstand shaking from earthquakes and pose a life safety risk to occupants and bystanders.

Significant Issues

As the bureau works to implement its strategic plan goals, PBEM continues to be confronted with significant issues. The most challenging issue is current service levels only provide the most basic services. PBEM has seen an increase in Emergency Management Coordination activations due to more frequent natural hazards, addressing the state of emergency on housing and homelessness, and other public safety concerns, such as protests.

Number of Days Activated:

	2015	2016	2017
◆ Enhanced Monitoring	5	12	29
◆ Partial ECC Activation	3	1	6

As the numbers above show, from 2015 to 2017, PBEM's rotating Duty Officers saw a 480% workload increase. Of the six days when the ECC was partially activated in calendar year 2017, four addressed homeless in life-threatening situations and two ensured public safety during protests. Ensuring those experiencing homelessness are safe from natural hazards, particularly flood and extreme cold, also requires unbudgeted PBEM resources. During the first six months of the current fiscal year, PBEM has spent approximately 216 personnel hours rewriting or developing plans and procedures that ensure vulnerable campers are identified, warned, and protected from natural hazards.

Natural hazards amplify social disasters. Emergencies disproportionately impact those who are homeless, elderly, medically fragile, disabled, low-income or otherwise underserved. PBEM's mission is critical to the City's resilience and equity efforts. However, PBEM is currently working at maximum capacity with a limited number of resources. PBEM continues to conduct internal analysis to quantify future needs.

Summary of Budget Decisions

Adds

Business Continuity and Resilience Coordinator

The budget includes $127,838 of ongoing resources for one new position (1.0 FTE) within the Planning and Community Resilience Section of the bureau. This position will support the implementation of PBEM's 2017-2020 Strategic Plan, primarily focusing on building private sector coordination for emergency preparedness and response plans. Specifically, this position will help create preparedness plans focused on utility service, fueling, and other critical private supply chains and support the City's Duty Officer pool at the Emergency Coordination Center (ECC). Additionally, the new coordinator will take over the management and maintenance of the Continuity of Operations (COOP) plans program for the City of Portland.

In FY 2015-16, PBEM was awarded one-time funding for a limited-term COOP Planner position. The bureau carried-over additional funds for this position in FY 2017-18. As a priority of the Mayor, the COOP program will now receive ongoing General Fund support from the new position noted above. The existing limited-term position will end in December 2018, after a partial-year carryover for FY 2018-19, in order to assist with the training and onboarding of the new coordinator.

PrepHub Pilot Program

The budget includes $80,000 of one-time General Fund resources to support a PrepHub pilot project. This project will partner with PBEM's Basic Earthquake Emergency Communication Node (BEECN) program, Portland General Electric, and Portland State University, assisting with the storage of BEECN caches across the city. The purpose of this pilot is to see if a permanently-installed emergency communications node will promote public awareness about BEECN locations. These sites support neighborhoods by ensuring each neighborhood has access to emergency communication networks, first aid, and has a central gathering place within the neighborhood in the event of a major seismic event. Additionally, these installations will provide neighborhoods with renewable and resilient power via solar and battery power and storage. This pilot project may expand to other locations, depending on the results.

COOP Planner

The budget includes $65,423 carryover of General Fund resources from FY 2017-18 for the COOP Planner position for six months. 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 the resilient provision of services. This planner will also assist with the training and onboarding of the new coordinator.

Community Hazard Mitigation Outreach Materials

The budget includes $100,000 carryover of General Fund resources from FY 2017-18 for citywide materials, including a map of the city showing natural hazard risk areas (e.g. landslide zones), natural hazard mitigation efforts (e.g. floodplain restoration areas), and emergency response resources (BEECNs and fire stations). Materials will also include a fillable mini-disaster plan and information about how to register for public alerts and engage further in community resilience efforts. These materials will also promote Map Your Neighborhood, NET, and BEECN programs. This outreach will reach and educate all Portland residents.

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. This section is responsible for coordinating the bureau's risk and crisis communications.

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, and coordinating with City and County partners to plan response actions for severe weather impacts to people experiencing homelessness and other natural hazard event activations. 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 and Community Resilience

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. The Community Resilience Team is also responsible for 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. This section is also responsible for creating partnerships and conducting community outreach to Portland's frontline services community groups.

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 PBEM Equity Committee is working to implement the bureau's Racial Equity Plan. This plan will ensure all work performed by the bureau will incorporate equity and serve all Portlanders, with a focus on frontline communities disparately impacted by natural disasters. The main project over the next fiscal year will be to design community resilience material focused to the Latino, Asian American, and day labor communities in a culturally and linguistically accessible format.

Portland Plan

Both the BEECN 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 principle 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) building policy creates a more disaster-resilient city.

Equity is also a guiding principle of the Comprehensive Plan. PBEM's community outreach is focused on those disproportionately impacted by disasters: communities of color, people with disabilities, and low-income communities.

Performance

"New PublicAlerts registrations" are an indicator showing how many Portlanders are taking action to prepare for an emergency. PBEM is targeting 5,000 new device registrations in FY 2018-19.

PBEM is targeting 75% of bureaus' COOP plans will reach compliance in FY 2018-19.

"Neighborhoods with active NET Teams" indicate community resilience and is a Portland Plan theme. The bureau is targeting 82% of neighborhoods will have active NET teams in FY 2018-19.

Positive class ratings from students indicates PBEM's training and exercise program effectiveness. The bureau is targeting 80% of participants will give a good or excellent rating in FY 2018-19.

Changes to Services and Activities

As described in the Summary of Budget Decisions section, PBEM's FY 2018-19 budget includes an increase in ongoing General Fund support of $127,838 and one-time General Fund resources of $80,000 for a PrepHub pilot project. This includes a new position (1.0 FTE) in the planning and mitigation section of the bureau. These additional resources will provide the bureau with operational stability.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	20.00	19.75	21.90	21.90	22.48
Expenditures					
Administration & Support	1,940,133	2,053,197	7,869,297	5,274,684	5,372,669
Emergency Management	23,064	223,788	(61,977)	148,230	148,230
Emergency Operations	737,152	748,676	1,997,050	2,021,295	2,021,295
Exercises & Training	211,020	121,233	8,162	221,480	221,480
Planning & Mitigation	428,067	659,369	771,879	566,694	632,117
Public Information Office	152,275	246,809	275,372	248,085	248,085
Regionl Disaster Prep Org	145,705	168,373	264,789	262,833	262,833
Total Expenditures	**3,637,416**	**4,221,445**	**11,124,572**	**8,743,301**	**8,906,709**

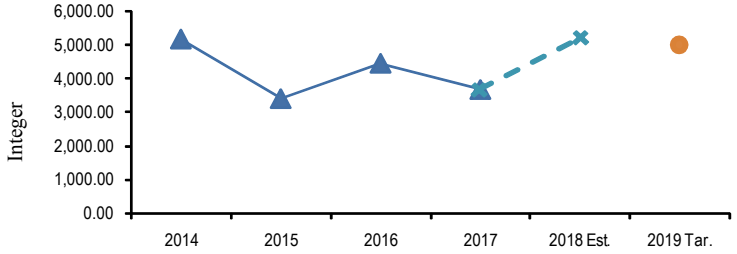
Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of PBEM plans that are up-to-date according to their published standards	80%	79%	62%	70%	70%
Number of new PublicAlerts registrations	4,451	3,678	5,200	5,000	5,000
Percentage of bureaus with updated COOP plan that meets or exceeds PBEM standard	72%	100%	92%	75%	75%
Percentage of neighborhoods with active NET teams.	59%	71%	78%	82%	82%
Percentage of participants who rate PBEM classes and exercises as "good" or "excellent"	77%	85%	94%	80%	80%
Outcome					
Percentage of bureau strategic plan objectives achieved or in progress	86%	90%	70%	87%	87%
% of NET volunteers that remain active in the program annually				95%	95%
Output					
Number of City employees in a Portland Bureau of Emergency Management training or exercise course annually	532	154	300	140	140

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Workload					
Number of new Neighborhood Emergency Team volunteers trained per year	396	511	700	900	900
Percentage of completed improvement plan tasks completed within a year of creation	100%	94%	75%	20%	20%
Number of hours completed by students in Portland Bureau of Emergency Management classes annually	2,922	3,056	2,000	1,400	1,400
Number of active NET Teams	56	70	77	80	80

Performance Measures

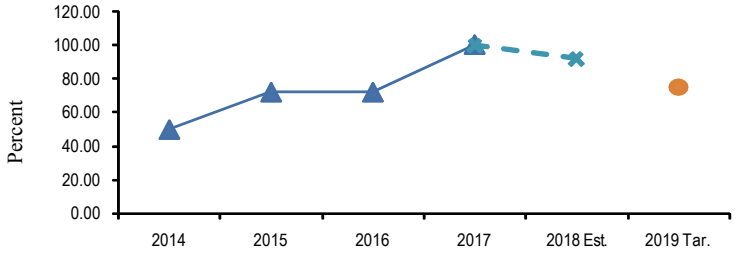
Number of New PublicAlerts Registrations

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.



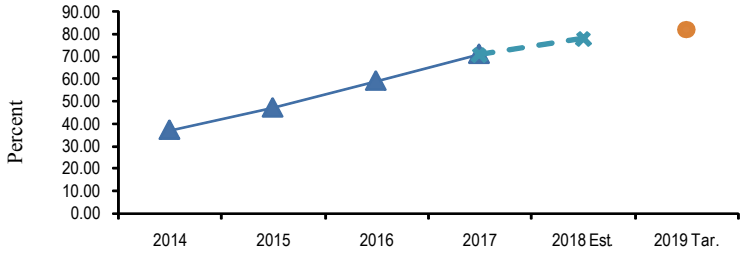
Percentage of Bureaus with Updated COOP Plans that Meet or Exceed PBEM Standard

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	34,706	0	0	0	0
Intergovernmental	991,151	1,436,791	7,806,138	5,222,813	5,222,813
Miscellaneous	1,350	750	0	0	0
Total External Revenues	**1,027,207**	**1,437,541**	**7,806,138**	**5,222,813**	**5,222,813**
Internal Revenues					
General Fund Discretionary	811,295	1,027,723	1,458,968	1,623,316	1,698,054
General Fund Overhead	1,404,815	1,415,600	1,849,466	1,887,172	1,975,842
Interagency Revenue	10,000	10,000	10,000	10,000	10,000
Total Internal Revenues	**2,226,110**	**2,453,323**	**3,318,434**	**3,520,488**	**3,683,896**
Beginning Fund Balance	(3,893,690)	(4,277,789)	0	0	0
Total Resources	**$(640,373)**	**$(386,925)**	**$11,124,572**	**$8,743,301**	**$8,906,709**
Requirements					
Bureau Expenditures					
Personnel Services	1,777,106	1,938,844	3,251,854	3,049,421	3,114,844
External Materials and Services	1,072,832	1,332,212	6,987,704	4,837,389	4,837,389
Internal Materials and Services	787,478	807,121	885,014	856,491	954,476
Capital Outlay	0	143,275	0	0	0
Total Bureau Expenditures	**3,637,416**	**4,221,452**	**11,124,572**	**8,743,301**	**8,906,709**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(4,277,789)	(4,608,377)	0	0	0
Total Requirements	**$(640,373)**	**$(386,925)**	**$11,124,572**	**$8,743,301**	**$8,906,709**
Programs					
Emergency Management	3,637,416	4,221,445	11,124,572	8,743,301	8,906,709
Specialized Planning	0	7	0	0	0
Total Programs	**$3,637,416**	**$4,221,452**	**$11,124,572**	**$8,743,301**	**$8,906,709**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000064	Accountant III	60,466	76,045	1.00	72,188	1.00	74,572	1.00	74,572
30000433	Administrative Specialist, Sr	47,362	72,904	1.00	69,000	1.00	69,000	1.00	69,000
30000440	Business Operations Supervisor	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	1.00	68,076	1.00	68,076	1.00	68,076
30000430	Emergency Management Director	105,248	146,973	1.00	105,252	1.00	105,252	1.00	105,252
30000790	Emergency Management Operations Manager	91,104	121,368	1.00	94,848	1.00	98,736	1.00	98,736
30000453	Management Analyst, Principal	84,739	112,882	1.00	105,504	1.00	108,744	1.00	108,744
30000012	Office Support Specialist II	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000464	Program Coordinator	68,078	90,792	2.00	141,008	3.00	228,836	3.00	228,836
30000465	Program Manager	71,510	95,472	1.00	93,996	1.00	95,103	1.00	95,103
30000466	Program Manager, Sr	84,739	112,882	1.00	110,280	1.00	112,884	1.00	112,884
30000463	Program Specialist	61,734	82,285	4.00	284,424	4.00	293,372	4.00	293,372
30000495	Public Information Officer	71,510	95,472	1.00	86,004	1.00	88,356	1.00	88,356
TOTAL FULL-TIME POSITIONS				17.00	1,381,072	18.00	1,493,423	18.00	1,493,423
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000433	Administrative Specialist, Sr	47,362	72,904	0.90	29,208	0.90	29,901	0.90	29,901
30000451	Management Analyst	64,813	86,403	1.00	82,128	1.00	85,035	1.00	85,035
30000464	Program Coordinator	68,078	90,792	3.00	237,144	2.00	174,320	2.58	214,031
TOTAL LIMITED TERM POSITIONS				4.90	348,480	3.90	289,256	4.48	328,967
GRAND TOTAL				21.90	1,729,552	21.90	1,782,679	22.48	1,822,390

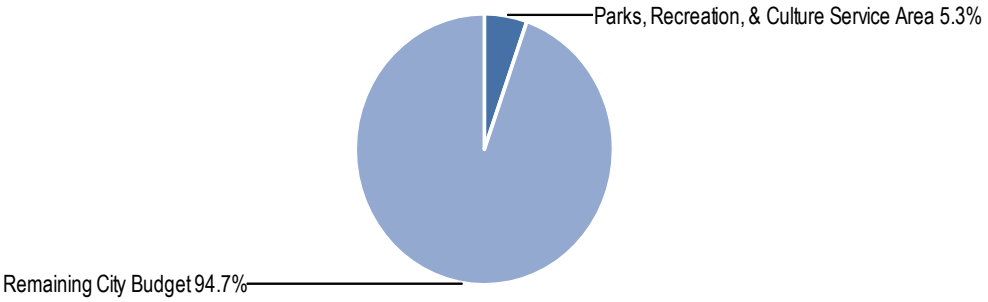
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	8,518,007	9,267	8,527,274	20.90	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	3,850	0	3,850	0.00	Increased funding for DCTU contract
	127,838	0	127,838	1.00	Business Continuity and Resilience Coordinator
	4,339	0	4,339	0.00	OMF inter-agency balancing
	0	80,000	80,000	0.00	PrepHub pilot project
Approved Budget Additions and Reductions					
	0	65,423	65,423	0.58	FY 2017-18 Carryover: COOP planner
	0	100,000	100,000	0.00	FY 2017-18 Carryover: Community hazard mitigation outreach materials
Adopted Budget Additions and Reductions					
	(2,015)	0	(2,015)	0.00	Updated OMF inter-agency balancing
	134,012	**245,423**	**379,435**	**1.58**	**Total FY 2018-19 Decision Packages**
			8,906,709	**22.48**	**Total Adopted Budget**

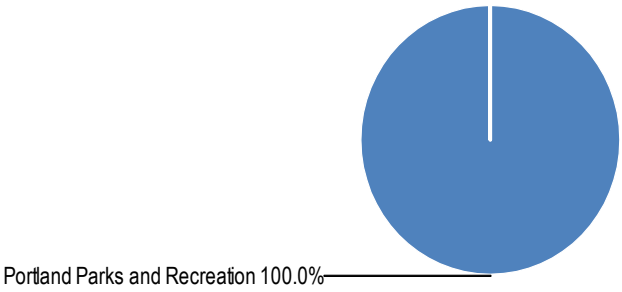
Parks, Recreation, & Culture Service Area

- Portland Parks and Recreation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	175,045,553	188,467,183	13,421,630	7.67
Capital	101,896,491	85,931,389	(15,965,102)	(15.67)
Total Requirements	**276,942,044**	**274,398,572**	**(2,543,472)**	**(0.92)**
Authorized Positions	694.83	625.48	(69.35)	(9.98)

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 2018-19 Adopted Budget in the General Fund is funded with $65.8 million in discretionary resources and an additional $91.8 million in non-discretionary revenue. Of a total of 625.48 FTE bureauwide, 568.57 FTE are funded in the General Fund. Changes from FY 2018-19 include the addition of $1.5 million in ongoing resources to fund the operations and maintenance of new parks and amenities, the capital costs of which will be funded with the system development charge revenues.

The Adopted Budget also includes $700,000 ($200,000 ongoing, $500,000 one-time) and 4.5 FTE to fund dedicated park rangers and land management staff along the Vera Katz Eastbank Esplanade. This would increase the frequency of park ranger patrols, landscaping, and maintenance work along the Eastbank Esplanade. One-time funding of $80,000 is included to for preschool scholarships. Funding of $450,000 is included for the Parks strategic planning efforts which include the 2035 Long Range Vision Plan and the Cost Recovery/Financial Sustainability Plan. The Portland Parks Foundation was awarded $100,000 in one-time resources to leverage further resources through Foundation fundraising efforts. In addition, $325,000 in one-time resources are provided to perform a seismic needs assessment for Parks' facilities. The FY 2018-19 budget includes a $200,000 reduction in outdoor water use on non-sports field turf, and a $56,562 reduction that discontinues weekend coverage at the Customer Service Center. Increased fees in the Urban Forestry program, the private and special use permitting programs, emergency tree removal, and utility cost transfers will offset General Fund resources.

Parks Construction and Maintenance Program

The FY 2018-19 Capital Improvement Plan budget is $85.9 million, supported by the City's General Fund, grants, system development charges, the Portland Development Commission, Metro, the 2014 Parks Bond, and other sources.

Portland International Raceway

The FY 2018-19 Adopted Budget for the Portland International Raceway includes $1.9 million in program fee revenues, $1.4 million in bureau level expenditures, and $1.2 million in fund level expenditures that include contingency, fund transfers, and debt service. The Adopted Budget includes 6.0 FTE.

Golf Program

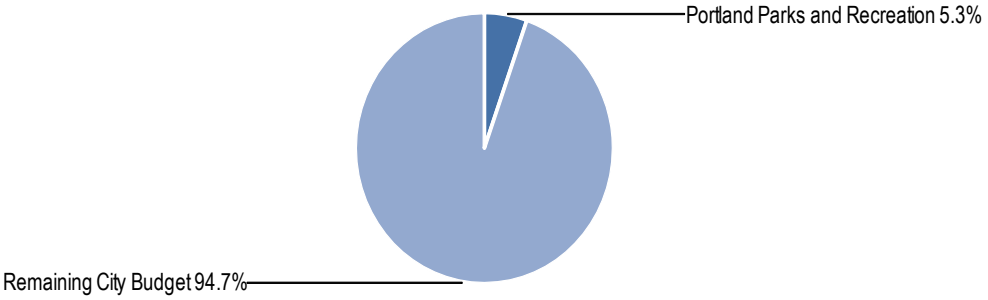
The FY 2018-19 Adopted Budget for the Golf Program includes $8.9 million in program revenues, which funds $7.8 million in bureau level expenditures. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The FY 2018-19 Adopted Budget includes 23.0 FTE.

Portland Parks and Recreation

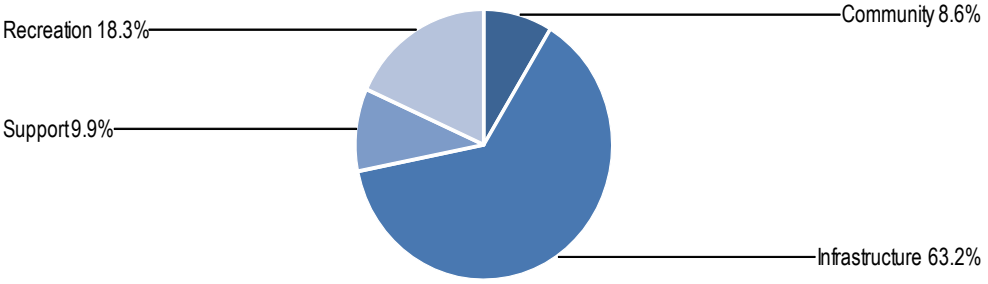
Parks, Recreation, & Culture Service Area

Amanda Fritz, Commissioner-in-Charge
Kia Selley, Interim Director

Percent of City Budget



Bureau Programs



Bureau Overview

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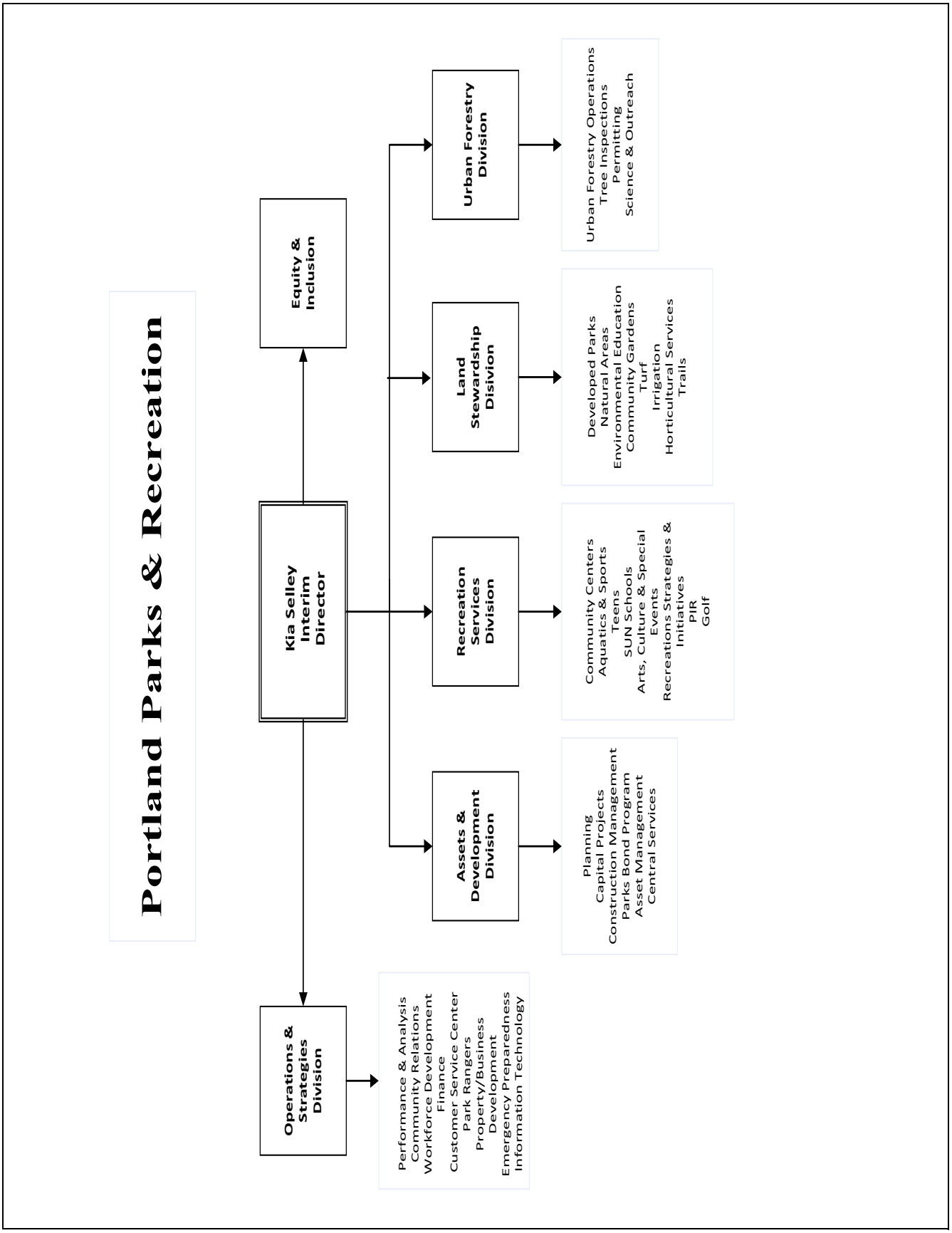

Portland Parks & Recreation
Equity & Inclusion
Kia Selley Interim Director
Operations & Strategies Division
Performance & Analysis
Community Relations
Workforce Development
Finance
Customer Service Center
Park Rangers
Property/Business Development
Emergency Preparedness
Information Technology
Assets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

Bureau Summary

Bureau Mission

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

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

We accomplish this through:

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

The Organization

PP&R manages one of the nation's most comprehensive park and recreation systems. In 2011, PP&R won the Gold Medal as the best-managed park system in the nation. The bureau employs 625.5 full-time employees and more than 2,900 seasonal staff in a variety of roles. Additionally, the organization enhanced service levels with about 473,675 hours of volunteer time in FY 2017-18.

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, programming at urban plazas, 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 & 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; bureau-wide training; emergency management, performance and analysis; property acquisition; and business development.

Operations & Strategies

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

Urban Forestry

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

Equity & Inclusion

In addition to the five divisions noted above, PP&R also has an Equity & Inclusion team. The Equity & 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 & Inclusion team developed the Bureau's 5-Year Racial Equity Plan, engages the public in decision-making processes, and coordinates extensively with the City's Office of Equity and Human Rights and Bureau of Human Resources.

Strategic Direction

As we draw close to the end of this decade, we must lay the groundwork required for the next long-range vision plan and deliver on the following foundational work:

Addressing major maintenance needs and investing in existing parks' infrastructure. The major maintenance funding need over the next 10 years is estimated at $430 million. The Parks Replacement Bond provides $68 million and the General Fund currently provides $1.8 million annually, leaving a substantial structural funding gap.

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

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

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

This includes creating more inclusive communications and graphics standards, strengthening partnerships with community-based organizations to develop consistent standards and best practices for outreach to communities of color, developing a language access plan, and expanding inclusive customer service strategies across the bureau in support of the goals of PP&R's 5-Year Racial Equity Plan.

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

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

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

Ensure Access to Recreation Programs

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

Develop and Sustain Quality Built Assets

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

Enhance Organizational Effectiveness

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

Summary of Budget Decisions

Add packages

PP&R Priority Major Maintenance Capital Projects

PP&R assets have major maintenance needs of over $430 million over the next ten years, resulting in risks to the public where there is deterioration and possible asset failure. The FY 2018-19 Adopted Budget includes one-time General Fund resources for two high priority capital project repairs - $500,000 for the Washington Park Stearns Canyon stairs and $2,142,511 for critical infrastructure repairs to culverts in Forest Park.

Increase Support for Capital Major Maintenance

This package increases ongoing General Fund by $625,000 to support Capital Major Maintenance. PP&R estimates $43 million is needed annually over the next ten years to address major maintenance needs. The current General Fund support for Capital Major Maintenance is $1.8 million; this add increases total support to $2.4 million annually.

Scholarships for Preschool

The FY 2018-19 Adopted Budget includes $80,000 in one-time of General Fund resources to support increasing scholarships for preschool participants. Without General Fund subsidy for scholarships, the fees would increase on average by 43%. PP&R's scholarship program is intended to provide access to programs for low-income youth and families for whom cost is a barrier.

Long-Range Vision Plan

The FY 2018-19 Adopted Budget includes $300,000 in one-time General Fund resources to support the development of the next long-range vision plan for PP&R. The bureau is currently operating under the guidance of the Parks 2020 Vision. An update of this vision is needed to guide PP&R for the next 10-15 years. Resources are provided for this effort to support community surveys, analytics, performance measures, detailed inventories of assets, demographic analysis, and new approaches to engage a changing Portland.

Implementation of the Cost Recovery and Financial Sustainability Plan

The FY 2018-19 Adopted Budget includes $150,000 in one-time General Fund resources to evaluate organizational resources and work alongside staff in initial implementation of Cost Recovery and Financial Sustainability Plans. This work includes evaluation of organizational resources, structuring of organization and programs/services, and full incorporation of new processes and protocols.

Operations and Maintenance

The FY 2018-19 Adopted Budget includes $61,783 in ongoing General Fund resources to support Operations and Maintenance (O&M) for new assets coming online in FY 2018-19. This includes O&M to support Lynchwood Community Garden and a new natural area near the recently completed Sellwood Bridge.

Vera Katz Eastbank Esplanade Maintenance Reboot

For the past few years, there have been an increasing number of homeless camps and illegal structures, as well as debris piling up in various locations along the Vera Katz Eastbank Esplanade. Increased traffic along the Vera Katz Eastbank Esplanade has required maintenance crews to devote more time than usual removing materials from numerous camp sites along the riverbank (Steel Bridge to Hawthorne Bridge), and as a result, neglecting basic park maintenance responsibilities such as horticulture.

The FY 2018-19 Adopted Budget includes $500,000 in one-time General Fund resources for needed maintenance on the Vera Katz Eastbank Esplanade. The work would include General Fund one-time support for limited-term staff, installing vandal-proof lighting, staff support to improve landscaping, irrigation, deteriorating walkways, and overall degradation of facilities. $250,000 in ongoing General Fund resources is provided for Ranger and landscape support positions to patrol the area and help to reduce vandalism and homelessness activity, and staff to support increased cleanup and maintenance.

Fee Increases to Support Enhanced Tree Permitting Service Levels

The FY 2018-19 Adopted Budget package implements the Mayor's directive to expedite development permitting and increase service levels by adding staff and strategically realigning Urban Forestry's organizational structure to improve permitting services. Nine additional FTE positions are added by increasing development permit fees closer to full cost recovery. New positions include four arborists and one Senior Administrative Specialist within the Urban Forestry Operations, three development permitting staff, one tree tech lead. In FY 2018-19 the positions are projected for partial year expense during realignment and hiring so the funds can be used for equipment and other one-time materials needs.

$770,000 in anticipated increased revenue from fees will more adequately fund permitting staff to provide more timely service levels. Additional fee revenue will allow shifting existing General Fund resources to operations and maintenance of the city's urban forest. The average permit increase is between $200 to $300 per permit. Overall, this package provides expanded staffing and clearer division of responsibilities in permitting and operations, allows apprenticeship opportunities through the Trainee Program and provides support to further the City's racial equity goals.

Hazardous and Abandoned Boat Enforcement

The FY 2018-19 Adopted Budget includes $98,000 in General Fund ongoing resources to fund the Multnomah County Sheriff's Office River Patrol to enforce stated laws at all bureau boat landings, docks, and marinas. This includes funds for the towing, storage, and disposal of most hazardous of boats—which impact liability, health, and safety of our parks. This package leverages $30,000 from Riverplace Business Association in the first year.

Portland Parks Foundation

The FY 2018-19 Adopted Budget includes $100,000 in General Fund one-time resources to provide support to the Portland Parks Foundation (PPF). PPF was founded in 2001 as part of the 2020 Vision planning process for parks, based on the analysis that public-private partnerships would be increasingly important in the future to the health of Portland's public park system. To date, the PPF has raised and/or administered more than $13 million in funds for capital improvement of parks and support of parks programs. PPF also provided leadership and advice, and encouraged community engagement for the referring of the City's $68 million parks bond measure in 2014.

Seismic Needs Assessment- PP&R Facilities

The City hosts millions of visitors annually in PP&R-owned buildings and parks. At least 32 of these buildings and structures are unreinforced masonry (URM) – a particularly vulnerable type of building in the event of a major earthquake. The FY 2018-19 Adopted Budget includes $325,000 of General Fund one-time resources to begin seismic vulnerability, retrofit design and architectural services to assist with cultural significance, functionality and general asset performance determination elements for key assets that may include some of the following depending on costs:

- Multi-purpose community centers (including Matt Dishman Community Center, Mt. Scott Community Center, Charles Jordan Community Center, Southwest Community Center, and East Portland Community Center)
- Historic buildings (including IFCC, Community Music Center, Multnomah Arts Center, Pittock Mansion and Rose Festival Visitor's Information Center, Rose City Clubhouse, and Lair Hill Building)
- Neighborhood park structures and other URM structures

Demolitions and Removal of Hazardous Structures

The FY 2018-19 Adopted Budget includes $300,000 in one-time General Fund resources to clear some backlogged demolitions before extremely hazardous situations arise and to provide support for accelerating divestitures including appraisals, surveys, and other process support. PP&R implemented a process in 2016 to identify and develop the business case for demolition of built assets that pose a hazard to the public, have outlived their useful lives, and otherwise do not make sense to sustain. Due to permitting, safety, and work requirements, these demolitions can cost $50,000 to $150,000. Additionally, some assets may be whole or severable properties while others may be able to put to higher and better use.

Reductions and Realignments

Outdoor Water Use Reduction - Reducing Splash Pad Hours and Turf Irrigation

Splash pads are located in sixteen parks throughout the city and provide water recreation opportunities during the heat of the summer. The FY 2018-19 Adopted Budget reduces the hours that splash pads are operated – 11:00 AM to 7:00 PM daily (changed from 11:00 AM to 9:00 PM) from mid-June through Labor Day (changed from Memorial Day through end of September) – in order to save approximately $75,000 in water costs.

Currently, 80 parks are irrigated using the Maxicom Central Irrigation Control System. This reduction also saves $85,000 through more efficient use of this system by performing tune-ups where needed and reducing the amount of water applied at irrigated sites by 10%. Reducing watering by 10% in parks not controlled by the Central Irrigation System saves an additional $40,000. Irrigation will not be reduced at sports fields.

Revenue Package: Recover Costs for Emergency Tree Removal (Public Agencies)

Urban Forestry currently pays for tree removal on sites managed and/or owned by PBOT, ODOT, and Tri-Met. The FY 2018-19 Adopted Budget implements a billing program to recover costs associated with emergency tree removal. New revenue from charging public agencies would generate $400,000 to offset a $400,000 General Fund reduction assuming a typical amount of tree emergencies.

Revenue Package: Strategic Parking Assessment & Revenue Study

With a few exceptions, open access to parks has been a service area that has been largely 100% subsidized with General Fund tax dollars. The FY 2018-19 Adopted Budget begins to look at the possibility of using parking fees to increase cost recovery for the day-to-day maintenance of providing park services. This package provides $150,000 in one-time General Fund support to study the feasibility of implementing additional parking fees, and assumes a future funding stream of $100,000 of ongoing parking revenue to replace General Funds.

The purpose of the fee study is to strategically assess park properties that have parking demands that exceed supply during peak times. One-time resources are provided to fill the anticipated revenue stream for FY 2018-19 ($100,000) and to help complete the assessment ($50,000). Through a consultant and existing staff resources, PP&R will:

- Identify parks with parking facilities that currently suffer from serious overcrowding and management problems;
- Identify parks that have specialized maintenance considerations, such as boat launches;
- Identify parks that currently have a barrier to access due to limited or overcrowded parking, limited transit access, or limited sidewalk connectivity;
- Determine if the nexus between overcrowded parking areas can be attributed to poor access via transit or walking routes; and
- Determine if programs to increase access for all populations using parking revenue are warranted.

Revenue Package: Increase Cost Recovery of Private Uses of Park Facilities

PP&R's cost recovery philosophy aims to achieve a higher revenue recovery through fees for services that provide a higher level of private benefit. This package increases fees to recover a higher portion of the costs for exclusive use of rented park property including community gardens, Waterfront Park for repair after intensive use, stadium fields (Walker, Delta, Erv Lind, Skavone), film permits for review and inspections, and picnic site rentals. The new fees will be established in January 2019 based on decisions made and allow increased revenues for the remainder of the fiscal year. This package assumes increased ongoing revenues of $200,000 to supplant General Fund resources, partially offset in FY 2018-19 by a $100,000 one-time add.

Revenue Package: Increase Fees for Special Use Permits

The FY 2018-19 Adopted Budget raises fees for special use permits above standard inflation in order to backfill existing General Fund and recover more of the costs associated with operating and maintaining park facilities. Special use permit fees are charged to support the private use of sports fields, picnics shelters, and other park facilities.

Transfer Utility Costs to Partner Organizations at PP&R Owned Facilities

PP&R has agreements at various PP&R facilities with local non-profit partner organizations to utilize PP&R facilities to deliver services that achieve both their and PP&R's organizational missions. The details of the agreements vary by organization. In some cases, PP&R covers the cost of utilities (water, electricity, and natural gas) at these sites. This package shifts the responsibility of paying utilities to partner organizations at Pioneer Courthouse Square, saving $30,000 in General Fund resources.

Laurelhurst Dance Studio Realignment

Laurelhurst Dance Studio provides accessible and affordable dance instruction for kids (ages 2 & up), families (parent/child), and adults. Revenue at the studio has declined in each of the last four years. The studio faces special challenges in that it is a small, single-purpose building located within the grounds of Laurelhurst Park. The FY 2018-19 Adopted Budget discontinues PP&R use of the Laurelhurst Dance Studio, with the potential to make the facility available to an arts organization. Staffing will be reduced and one position will be shifted to another recreation site to provide increased offering around performing arts. This package is cost neutral.

Fountains Elimination

This package maintains operations and maintenance at 19 decorative fountains owned by the Portland Water Bureau, but shifts the $690,000 in funding from the General Fund to the Water Bureau. The fountains are currently operated and maintained by PP&R and are in operation beginning in May. Many of the fountains are turned off during the cold weather months to prevent blowing or freezing on surfaces.

Efficiency to PP&R's Work Order System

The FY 2018-19 Adopted Budget includes a one-time investment of $100,000 in bridge funding, and an ongoing reduction of $70,000 by eliminating one vacant support staff full-time position. The efficiency effort primarily targets work order time charges to transform the process from hard-copy, multiple-entry charge sheets to one-time, mobile data entry.

Reduce Weekend Coverage at PP&R's Customer Service Center

The FY 2018-19 Adopted Budget reduces $56,562 in General Fund support for the bureau's Customer Service Center, reducing service to weekdays only. Staff on the weekend shift currently support Parks Ranger calls for service, as well as administrative projects. The volume of Park Ranger calls for service on weekend days averages half of calls for service volume on weekdays.

Realignment of Outreach Position

One outreach position currently in Equity and Inclusion would shift to Operations & Strategies to provide critical administrative and project support to the Deputy Director and Operations & Strategies Division to deliver on bureau-wide initiatives (such as budget process and policy).

Budget Notes

Increases to Parks' Major Maintenance Funding

Council directs Portland Parks & Recreation to request ongoing funding of $500,000 for major maintenance needs in each budget process until a level of funding is achieved that is sufficient for addressing the bureau's regular, scheduled major maintenance needs. Council will make the determination each year whether to fund this additional allocation with new or realigned resources. Portland Parks & Recreation shall use this funding to address major maintenance needs in addition to its current annual appropriation. This funding should complement other strategies in addressing the bureau's major maintenance gap, including the internal reallocation of resources, the divestment of assets, and periodic General Obligation bonds.

Completion of Critical Planning Efforts and Preparation for Vision Plan

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

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

ADA Compliance CAL Adjustment

City Council directs the Portland Bureau of Transportation and Portland Parks and Recreation to request General Fund increases of $1,000,000 to their FY 2019-20 Current Appropriation Level (CAL) targets during the FY 2018-19 Fall Supplemental Budget process. If approved, this funding will be dedicated to ADA compliance in each bureau.

Film Office Financing

Council directs the Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management & Finance to coordinate a plan that funds one-half of the Portland Film Office through filming permit revenues in FY 2019-20. Each bureau's requested budget should reflect any changes necessary to achieve this goal.

Capital Budget

Capital Summary

CIP Highlights

PP&R has in excess of $1.4 billion (replacement value, not including land value) in assets spread over 11,697 acres of park space. The Capital Improvement Program (CIP), which builds upon City priorities, Parks 2020 Vision, and the Total Asset Management Plan, has two primary objectives: sustaining and modernizing existing asset functionality, and growing the system in order to provide equal recreation opportunities to all residents. PP&R strives to:

- Protect and maintain those existing assets that provide community 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.
- 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 2017, the bureau met that service-level goal for 80% of Portlanders, but 20% of Portlanders still cannot walk to a local park or natural area within 15 minutes (average walking time for a half mile). PP&R continues to work towards ensuring that 100% of Portlanders will be within a half mile of a park or natural area. Acquiring and developing new parks to meet this goal is challenged by finding appropriate properties for sale by willing sellers to serve as new parks, obtaining upfront costs for acquisition and development, and balancing limited operating and maintenance resources.

Funding

As PP&R seeks alternative funding sources to respond to priority needs, some types of projects are more readily funded than others. The System Development Charge (SDC) and tax increment financing in urban renewal areas are effective sources of funding for land acquisition and project development where projects qualify. This is especially true where population growth and capacity-driven needs are the underlying premise to development. Since SDCs are intended to respond to increased capacity needs due to growth from housing and commercial development, SDCs cannot be used for performing major maintenance activities on existing infrastructure. PP&R has a small allocation of major maintenance funding each year from the General Fund. With the passage of the Parks Replacement Bond

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 (at $68 million). The bond, however, will not fund the majority of the existing major maintenance needs, resulting in an anticipated unfunded gap estimated at $430 million over the next 10 years. Through the Long-Range Financial Plan, PP&R is exploring additional options for dedicated, stable sources of funding for operations, major maintenance and growth needs. A comprehensive solution will likely entail a strategy of multiple funding resources tailored to the timing of projects and life-cycle requirements of assets. In March of 2017, City Council approved a pilot Energy Savings Performance Contract (ESPC). Though not a panacea, this project will enable re-purposing a portion of future utility expense to invest in modern, more efficient equipment such as lighting. Potentially through Build Portland, some of our most critical, higher-cost major maintenance projects could be funded. There is unlikely to be a single solution to the funding challenges facing PP&R but rather a mix of debt and general-fund investments coupled with implementation of Asset Management best practices will be needed.

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 major 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. In order to best prevent accelerated asset deterioration, Parks splits the limited ongoing major maintenance into three categories: 1. Emergency & Contingency, 2. Asset Preservation, and 3. Life-cycle Replacement. As the funding gap is closed, the proportion expended in Asset Preservation and Life-cycle Replacement will increase.

Certainty of Operating and Maintenance Funds

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

Changes from Prior Year

The following capital projects were completed during the past year:

Bond Projects Completed

- Renovations: Argay Tennis Courts, Grant Pool, Rieke Field, Sellwood Bathhouse Roof, Matt Dishman Pool and Spa
- Loos: Colonel Summers Park, Wilkes Park, Parklane Park
- Lents Park Playground
- Washington Park Rose Garden Accessibility Improvements

Capital Projects Completed

- Developed Parks: Luuwit View Park, Willamette Park Entry and Dog Off-Leash Area
- Synthetic Fields: Duniway Park, Lents Park, and Strasser at Delta Park
- Renovations: Colwood Golf Course, Mt. Tabor Yard Staff Facilities – PART 1, Washington Park West Parking Lot, Westmoreland Park – BES Culvert work

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

Bond Projects In Process

- Restrooms: Bloomington Park, Ed Benedict Park, Mt. Tabor Summit, Raymond Park
- Playgrounds: Couch Park, Creston Park, Kenton Park, Lynchview Park, North Park Blocks, Ventura Park
- Bridges: Foley-Balmer Natural Area, Forest Park, Marshall Park, Springwater Trail
- Maintenance Facilities: Mt. Tabor Yard and Urban Forestry
- Renovations: Multnomah Arts Center Seismic, Peninsula Pool, Pioneer Courthouse Square, St. John's Community Center Roof and HVAC

Capital Projects In Process

- Developed Parks: Errol Heights Park, Gateway Discovery Park, Leach Botanical Garden, Parklane Park, Spring Garden Park, Thomas Cully Park, Gateway Green
- Pathways: Mt. Tabor and Springwater Corridor
- Entryways: Whitaker Ponds, Forest Park
- Renovations: Halprin Fountains, Mt. Scott Community Center Roof Repair, Fernhill Park Splash Pad, Laurelhurst Handrail Installation

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."

The PP&R 2012-15 Strategic Plan outlined several specific initiatives to improve capital asset management.

Criteria

Capital projects are prioritized within the Bureau's 20-year capital improvement program. PP&R's approach to asset investment decisions is evolving to include more data, with staff utilizing objective data such as from census, Level of Service Studies, and Condition Assessments to help inform a ranked shortlist.

The selection results are then validated by key internal stakeholders, considering factors such as legal compliance, ADA compliance, public support, alignment with City and bureau plans, equity, and human health and safety, and ultimately approved or edited by leadership through the public budget process.

Capital Growth:

The primary funding source are System Development Charges (SDC), though sometimes project-specific sources are available. Land acquisition and project scope changes typically proceed opportunistically, consistent with master plans. The following ranking criteria use data to answer these questions:

- Who will be served by the expansion? (demographic data)
- How many will be served? (demographic data)
- Relatively, what is their current service? (Level of Service data)
- What is the cost-effectiveness of the project? (simplified metric of above and expected project cost. i.e., 'bang-for-buck")

Capital Maintenance:

Funding sources include Bond, Major Maintenance, Capital Set Aside, and others. The primary ranking criteria use data to answer:

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

Capital Planning and Budgeting

Capital Planning Process

PP&R receives requests for capital projects throughout the year from community members, neighborhoods, field staff, and other public agencies. Projects are developed through a variety of planning efforts, including neighborhood, district, master, management, system Level of Service, and site-specific plans. Asset management, inventory and condition information, and staff technical knowledge also inform development of capital project requests. 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 2019-23, the Capital Improvement Plan (CIP) reflects a focus on maintaining equity of public access to existing assets and an expanded emphasis on capital maintenance to address ongoing major maintenance, large individual maintenance projects, and system-wide improvement projects.

It 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 10-year forecast is over $430 million. Currently, an estimated $370 million of the anticipated major maintenance funding needs are unfunded; these needs are based on multiple assumptions. The internal allocation of discretionary General Fund resources for major maintenance is approximately $2.4 million, or $9.0 million over the five-year plan. PP&R continues to address its highest priority concerns with these funds.

Capital Programs and Projects

Capital Program Descriptions

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

The bureau categorizes projects into six program areas: Acquisitions; Buildings & Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads, and Trails; and Enterprise. Each program area, except Acquisitions, includes maintenance as well as growth-related projects. The $107.19 million, five-year distribution of projects across program areas is as follows:

- Acquisitions - $9.48 million (9%)
- Buildings & Pools - $25.64 million (24%)
- Developed Parks -$40.21 million (38%)
- Green Infrastructure - $5.60 million (5%)

- Park Amenities & Trails - $3.40 (3%)
- Recreation Features - $8.83 million (8%)
- Utilities, Roads, and Trails - $14.03 million (13%)

Funding Sources

The diverse capital funding sources for PP&R for FY 2018-19 include the following:

- Bond Funding - $39.63 million (37%)
- General Fund (including carryover) - $4.07 million (4%)
- System Development Charges (SDC) - $51.06 million (48%)
- Other Outside Funding, Donations, PDC and grants - $4.00 million (4%)
- One-Time General Fund Adds - $8.43 million (8%)

Major Projects

Major Maintenance: Ongoing General Fund is approximately $1,800,000 allocated as follows:

- Montavilla Park Shelter - $750,000
- East Portland Community Center Wet Deck Preservation - $75,000
- Replaster Southwest Community Center Pool - $275,000
- East Portland Community Center Parking Lot Preservation - $25,000
- Matt Dishman Community Center Parking Lot Preservation - $25,000
- Creston Park Pool Parking Lot Preservation - $25,000
- Multnomah Arts Center Parking Lot Preservation - $25,000
- Repoint Mortar at Interstate Firehouse Cultural Center - $50,000
- Resurface Pier Park Tennis Court - $50,000
- Remove Pier Park Assets at Risk - $75,000
- Emergency and Contingency - $430,000

Buildings & Pools: Parks Replacement Bond funding will address the most critical major maintenance needs Funded projects include repairing St. Johns Community Center roof and making heating and cooling system (HVAC) upgrades, repairing restrooms throughout the city and providing new loos in areas that were previously underserved, renovating Peninsula Pool, making seismic repairs to the Multnomah Arts Center, and addressing Mt. Tabor Yard and Urban Forestry maintenance facilities' needs. The Parks Replacement Bond is also funding major roof and other HVAC repairs at Pioneer Courthouse Square.

Green Infrastructure: Prosper Portland (formerly the Portland Development Commission) and System Development Charges (SDCs) 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 new projects in this program include the recently completed Luuwit View Park development and Gateway Discovery Park (formerly Gateway Park & Plaza) project, as well as development projects at Spring Garden Park, Parklane Park, Whitaker Ponds, and Errol Heights Park.

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 Couch, Creston, Kenton, Lynchview, North Park Blocks, and Ventura Park playgrounds.

Utilities, Roads, and Trails: PP&R will inventory and do assessments of all park bridges; this project will be funded over five years totaling $1 million. This is being funded out of the General Fund major maintenance allocation. SDC 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 is funding 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 such as natural areas, playgrounds, trails, and new parks are placed into service, the bureau will request resources to cover the operating and maintenance costs through the annual budget, per City financial policy, to ensure new assets are maintained and 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 desired outcomes for the bureau to achieve over the next three years. Outcomes most relevant to service delivery in the Recreation program include the following:

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

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 (currently in process of update) for fee-supported programs. As of 2016 total costs recovery from non-tax revenue was 36%. Demand for scholarships has been consistent in recent years with $630,000 of services granted annually to individuals through scholarships.

Changes to Services and Activities

The FY 2018-19 Adopted Budget includes $80,000 in one-time General Fund resources to explicitly support scholarships for Preschool, which will provide transparency and clear policy direction to support equitable access to preschool programs.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	220.67	273.23	274.12	221.75	221.75
Expenditures					
Aquatics	6,544,168	6,400,586	6,711,712	5,977,841	6,277,632
Arts	2,164,569	2,049,767	1,925,763	2,214,818	2,104,756
Community and Socialization	14,449,555	15,487,569	17,752,368	17,202,082	16,771,873
Sports and Games	13,096,873	12,321,438	12,747,196	11,944,583	11,944,583
Total Expenditures	**36,255,165**	**36,259,360**	**39,137,039**	**37,339,324**	**37,098,844**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Total cost recovery rate for fee supported programs	36%	35%	35%	35%	35%
Key Performance Measure					
Percentage of residents rating the overall quality of recreation centers and activities as good or very good	72%	87%	87%	87%	85%
Output					
Total number of golf rounds played	360,615	310,299	345,000	345,000	345,000

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Workload					
Portland International Raceway number of use days	563	482	482	482	482
Portland International Raceway attendance (estimated)	300,000	280,000	300,000	320,000	320,000

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 desired outcomes 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. Outcomes most relevant to services within the Support program include the following:

- Increased diversity and training of our existing workforce
- A safe environment for all employees and customers
- Completion of a long-term vision plan that ensures a legacy of access to park, recreation, and tree-related services for future generations

Performance

Performance tracking in the Support program relates to internal efforts to diversify PP&R's workforce, increase employee satisfaction, and support efforts towards reducing greenhouse gas emission. PP&R administers an annual employee survey to all employees. Efforts to diversify the workforce are guided by objectives in the bureau's 5-Year Racial Equity Plan. Overall employee satisfaction has declined from the prior year to 66%. Employees rating the quality of internal communications as good declined from to 47% to 44%.

Changes to Services and Activities

The FY 2018-19 Adopted Budget includes realignment shifting one staff from outreach to provide critical administrative and project support to Operations & Strategies. Funding is also provided to support a much-needed update of the bureau's long-range Vision plan as well as implementation of updated Cost Recovery Policy and Financial Sustainability Plan.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	76.82	81.17	88.17	80.83	81.83
Expenditures					
Business Services	14,497,421	15,483,087	18,634,926	16,955,661	18,414,880
Planning	1,044,936	1,347,796	954,353	1,353,027	1,653,027
Total Expenditures	**15,542,357**	**16,830,883**	**19,589,279**	**18,308,688**	**20,067,907**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Number of workers compensation claims per 100 workers	8.40	9.30	7.00	7.00	7.00

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Percentage of employees satisfied or very satisfied	70%	66%	66%	66%	66%
Percentage of employees rating internal communication as good or very good	47%	44%	44%	44%	42%
Employees of color as a percentage of total	31%	NA	31%	31%	31%
Female employees as a percentage of total	56%	57%	57%	57%	57%
Output					
Annual amount of greenhouse gas emissions	12,433	11,988	11,000	11,000	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 as well as most of the bureau's Urban Forestry Division.

Goals

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

- Implementation of new management practices and systems that improve the maintenance, ecological health, and overall quality of park lands
- Increased capacity to improve and sustain services provided by the city's urban forest
- Development of new recreation assets that achieve an equitable level of service
- Safe, functional, and reliable recreation experiences through effective management and maintenance of all park facilities

Performance

Performance tracking in the Infrastructure program is guided by the bureau's Asset Management program and the Parks 2020 Vision and the Urban Forestry Management Plan. 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 4% of current replacement value. If this trend continues, the condition of facilities over time will further decline. With one-third of total assets assessed, the percentage of park assets rated in fair or better condition is 50%. 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. Park and community center access continues to be limited for many neighborhoods in Portland, with approximately 20% of households lacking access to a park in their neighborhood and 70% of households lacking access to a full-service community center. The city's tree canopy coverage has increased from 27% to 31% over the last 15 years. The City has a goal to increase tree canopy cover to 33%.

Changes to Services and Activities

New General Fund resources are included in the budget to address the backlog of major maintenance, including an increase in ongoing funding as well as one-time funding for repairs to Washington Park Stearns Canyon Stairs and Forest Park culverts. Funding is also provided for a maintenance reboot at the Vera Katz Eastbank Esplanade, which needs targeted attention for asset maintenance and security. Fee increases for new developments are included to increase service levels and improve turnaround times for tree permitting, emergency response to tree failures, and overall tree maintenance.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	212.75	226.50	230.75	232.00	234.00
Expenditures					
Capital Development	13,044,876	33,821,246	105,188,923	86,680,991	89,655,855
Maintenance	28,783,053	29,994,594	33,966,458	36,328,517	36,510,522
Property	865,376	1,288,369	2,657,324	1,974,145	2,197,264
Total Expenditures	**42,693,305**	**65,104,209**	**141,812,705**	**124,983,653**	**128,363,641**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of residents living within three miles of a full- service community center	70%	70%	70%	70%	70%
Number of acres of invasive weeds treated annually	2,173	1,914	1,900	1,900	1,900
Percentage of residents living within one-half mile of a park or natural area	81%	80%	80%	80%	80%
Percentage of Assets rated in Fair or Better Condition	NA	50%	50%	48%	53%
Output					
Number of park acres per 1,000 residents	19.10	18.70	18.00	18.00	18.00
Workload					
Number of miles of regional trails	156	157	157	157	157
Number of acres of natural areas	7,921	7,883	7,900	7,900	7,900

Community

Description

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

Goals

The PP&R Strategic Plan and 5-Year Racial Equity Plan articulate high-level desired outcomes for the bureau to achieve over the next three years. Outcomes most relevant to service delivery in the Community program include the following:

- Marketing, customer service and outreach strategies in place that result in increased participation in PP&R programs among diverse populations

Performance

Volunteers donated about 474,000 hours to PP&R in FY 2016-17. Perception about the safety of parks had been decreasing since FY 2014-15 as evidenced by the City Auditor's resident survey. The survey is now discontinued, but in a recent community survey commissioned by PP&R, 30% of respondents indicated safety as a barrier keeping them from visiting a park.

Changes to Services and Activities

Additional funding is provided for the Multnomah County Sheriff's river patrol in order to expand coverage to more PP&R docks and marinas and to support the Portland Parks Foundation to continue their fundraising efforts that directly supports PP&R capital projects.

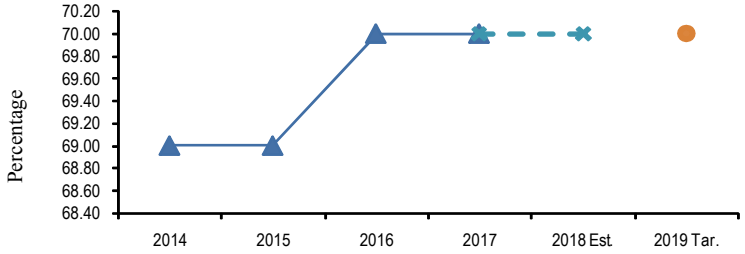
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	69.88	85.43	101.80	87.90	87.90
Expenditures					
Community Engagement	4,388,455	3,796,524	5,227,894	4,759,479	4,839,555
Leadership and Advocacy	711,260	813,094	654,959	1,586,468	1,346,405
Marketing & Communications	757,479	844,915	1,050,965	1,123,321	1,123,321
Visitor Services	5,650,579	6,166,285	8,252,997	10,741,755	10,255,009
Total Expenditures	**11,507,773**	**11,620,818**	**15,186,815**	**18,211,023**	**17,564,290**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Output					
Number of annual volunteer hours	457,557	473,675	475,000	475,000	475,000
Percent of funding from gifts, grants and donations	2%	2%	2%	2%	2%

Performance Measures

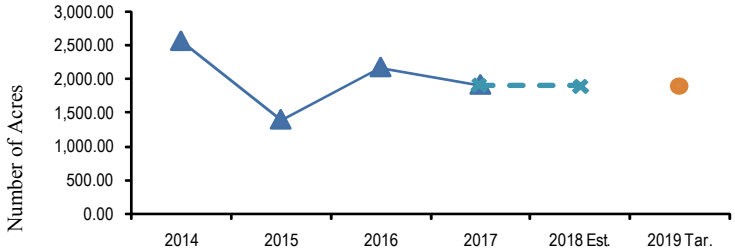
Percentage of Residents Living within 3 Miles of a Full-Service Community Center

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.



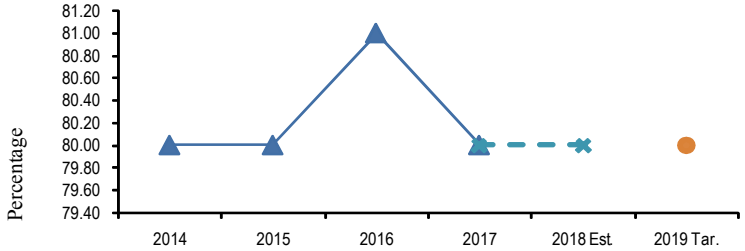
Acres of Invasive Weeds Treated Annually

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. The Adopted Budget budget maintains funding for the Protect the Best program.



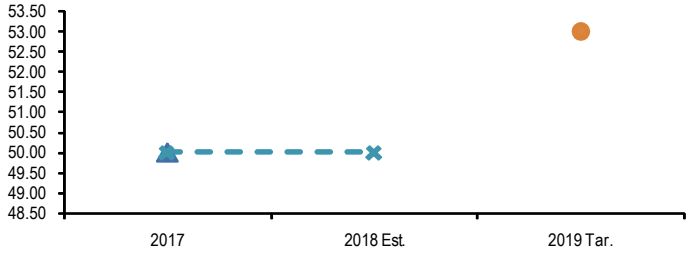
Households Living Within 1/2 Mile of a Park

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.



Percent of PP&R Assets Rated in Fair or Better Condition

This measure identifies, for assets that have been assessed (30% to date), the percentage rated as being in Fair, Good or Excellent condition.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	897	768	2,076	0	0
Licenses & Permits	1,525,994	1,346,654	1,120,328	1,380,328	1,272,386
Charges for Services	53,332,592	60,757,749	62,223,227	47,229,096	47,386,212
Intergovernmental	1,506,609	1,386,533	4,245,050	2,252,673	2,252,673
Bond & Note	28,423,207	0	25,017,974	10,740,000	11,572,353
Miscellaneous	4,792,137	6,695,885	3,322,437	2,399,664	2,241,496
Total External Revenues	**89,581,436**	**70,187,589**	**95,931,092**	**64,001,761**	**64,725,120**
Internal Revenues					
General Fund Discretionary	56,372,127	61,519,710	64,779,220	64,967,916	65,797,195
Fund Transfers - Revenue	4,326,207	12,148,141	3,601,443	3,422,897	5,565,089
Interagency Revenue	1,949,966	2,087,709	2,505,148	3,137,230	3,137,230
Total Internal Revenues	**62,648,300**	**75,755,560**	**70,885,811**	**71,528,043**	**74,499,514**
Beginning Fund Balance	52,333,249	97,100,322	110,125,141	135,173,938	135,173,938
Total Resources	**$204,562,985**	**$243,043,471**	**$276,942,044**	**$270,703,742**	**$274,398,572**
Requirements					
Bureau Expenditures					
Personnel Services	60,712,721	63,723,080	70,868,036	70,354,834	70,799,901
External Materials and Services	30,104,481	31,895,770	59,402,483	59,138,490	61,589,751
Internal Materials and Services	11,320,187	11,452,900	12,037,306	12,726,149	12,761,965
Capital Outlay	3,861,218	22,743,520	73,418,013	57,110,712	57,943,065
Total Bureau Expenditures	**105,998,607**	**129,815,270**	**215,725,838**	**199,330,185**	**203,094,682**
Fund Expenditures					
Debt Service	735,835	628,970	774,247	758,827	758,827
Contingency	0	0	57,803,628	68,980,758	68,864,720
Fund Transfers - Expense	728,221	3,101,192	2,475,639	1,468,231	1,514,602
Total Fund Expenditures	**1,464,056**	**3,730,162**	**61,053,514**	**71,207,816**	**71,138,149**
Ending Fund Balance	97,100,322	109,498,039	162,692	165,741	165,741
Total Requirements	**$204,562,985**	**$243,043,471**	**$276,942,044**	**$270,703,742**	**$274,398,572**
Programs					
Support	15,542,357	16,830,883	19,589,279	18,308,688	20,067,907
Engineering	(5)	0	0	0	0
Recreation	36,255,165	36,259,360	39,137,039	37,339,324	37,098,844
Community	11,507,773	11,620,818	15,186,815	18,211,023	17,564,290
Watershed	5	0	0	0	0
Infrastructure	42,693,305	65,104,209	141,812,705	124,983,653	128,363,641
Assessments & Improvements	0	0	0	487,497	0
Budget & Economics	7	0	0	0	0
Total Programs	**$105,998,607**	**$129,815,270**	**$215,725,838**	**$199,330,185**	**$203,094,682**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Acquisitions								
Central City Park Acquisition	0	3,000,000	7,000,000	0	0	0	0	7,000,000
Non Central City Park Acquistions Program	0	5,480,000	3,975,000	0	0	0	0	3,975,000
Total Acquisitions	**0**	**8,480,000**	**10,975,000**	**0**	**0**	**0**	**0**	**10,975,000**
Buildings & Pools								
Auto Locking Restrooms	0	500,000	500,000	0	0	0	0	500,000
Bloomington Park Restroom	70,446	340,000	100,000	0	0	0	0	100,000
Colonel Summers Park Loo	392,337	364,100	600,000	0	0	0	0	600,000
Computer Hardware Equipment Reserve	198,339	99,000	99,000	0	0	0	0	99,000
Couch Park Loo	77,364	500,000	400,000	0	0	0	0	400,000
Ed Benedict Park Restroom Repair	26,732	75,000	50,000	0	0	0	0	50,000
EPCC Pool Replaster	0	315,000	315,000	0	0	0	0	315,000
Forestry HQ Replacement	62,814	300,000	280,000	0	0	0	0	280,000
Glenwood Park Restroom	68,550	310,000	100,000	0	0	0	0	100,000
Health, Safety, Environmental Capital Imprvmts	0	0	203,000	0	0	0	0	203,000
MAC Seismic Study	58,947	50,000	40,000	0	0	0	0	40,000
Major Maintenance	1,077,780	632,792	1,804,036	0	0	0	0	1,804,036
Matt Dishman Electrical	0	62,500	250,000	0	0	0	0	250,000
Matt Dishman Roof	0	125,000	490,000	0	0	0	0	490,000
Montavilla Community Center Roof	0	325,000	1,000,000	200,000	0	0	0	1,200,000
Mt Tabor Park Summit Restroom	383,716	162,000	80,000	0	0	0	0	80,000
Mt Tabor Yard Maintenance Facility	526,380	7,000,000	4,000,000	1,500,000	500,000	0	0	6,000,000
Mt. Scott Community Center Roof Repair	1,040	570,000	1,132,353	0	0	0	0	1,132,353
Multnomah Arts Center ADA Upgrades	0	112,500	450,000	0	0	0	0	450,000
Multnomah Arts Center Electric Service & Panel	0	150,000	100,000	0	0	0	0	100,000
Multnomah Arts Center Seismic Improvements	0	250,000	900,000	0	0	0	0	900,000
Peninsula Pool Improvements	9,273	3,700,000	3,000,000	200,000	0	0	0	3,200,000
Portland Children's Museum Asbestos Abatement	0	50,000	250,000	0	0	0	0	250,000
Raymond Park Loo	7,873	525,000	400,000	0	0	0	0	400,000
Sellwood Park Kitchen Roof	0	500,000	1,000,000	0	0	0	0	1,000,000
Southwest Community Center Natatorium	0	100,000	1,000,000	100,000	0	0	0	1,100,000
Southwest Community Center Solar Panels	0	20,000	162,000	20,000	0	0	0	182,000
St Johns CC Roof	178,061	864,000	400,000	0	0	0	0	400,000
Urban Forestry Maintenance Facility	161,161	2,191,000	3,000,000	1,000,000	0	0	0	4,000,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Ventura Park Loo	28,942	390,000	0	0	0	0	0	0
Total Buildings & Pools	**3,329,755**	**20,582,892**	**22,105,389**	**3,020,000**	**500,000**	**0**	**0**	**25,625,389**
Developed Parks								
Central City Park Development	0	4,000,000	11,000,000	3,000,000	900,000	0	0	14,900,000
East Holladay Park DOLA Fencing	0	225,000	200,000	0	0	0	0	200,000
Errol Heights Park Development	353	2,500,000	1,200,000	3,000,000	1,000,000	0	0	5,200,000
Fernhill Park Lead Removal	0	125,000	500,000	0	0	0	0	500,000
Gabriel Park Playground	0	425,000	1,500,000	190,000	0	0	0	1,690,000
Gateway Discovery Park Development	5,801,772	3,300,000	500,000	0	0	0	0	500,000
Gilbert Primary Park Playground	0	275,000	1,000,000	0	0	0	0	1,000,000
Glenhaven Park Playground	0	425,000	1,250,000	350,000	0	0	0	1,600,000
Halprin Parks Restoration - LID	471,969	350,000	1,000,000	2,000,000	0	0	0	3,000,000
Laurelhurst Park Handrails	14,628	170,000	100,000	0	0	0	0	100,000
Luuwit View Park Development	7,654,516	4,200,000	200,000	0	0	0	0	200,000
Mt Tabor Park Stairs Handrails	25,171	62,500	350,000	0	0	0	0	350,000
Non Central City Park Development Program	0	9,676,236	5,000,000	300,000	0	0	0	5,300,000
Parklane Park Development	15,052	2,950,000	2,000,000	500,000	0	0	0	2,500,000
Pier Park Restrooms & Shelter	0	187,500	600,000	0	0	0	0	600,000
Pioneer Courthouse Square Improvements	5,279,567	4,700,000	2,500,000	0	0	0	0	2,500,000
Play Piece Replacements	0	750,000	800,000	800,000	800,000	500,000	0	2,900,000
Rocky Butte-Masonry	0	0	0	0	0	0	0	0
Spring Garden Park Development	502,879	2,900,000	500,000	0	0	0	0	500,000
Total Developed Parks	**19,765,907**	**37,221,236**	**30,200,000**	**10,140,000**	**2,700,000**	**500,000**	**0**	**43,540,000**
Green Infrastructure								
Leach Botanical Garden	892,438	500,000	3,000,000	1,000,000	1,000,000	500,000	0	5,500,000
Riverview Nature Area Restoration	138,288	45,000	100,000	0	0	0	0	100,000
Waterfront Park Bioswale Reconfiguration	7,451	0	30,000	0	0	0	0	30,000
Total Green Infrastructure	**1,038,176**	**545,000**	**3,130,000**	**1,000,000**	**1,000,000**	**500,000**	**0**	**5,630,000**
Park Amenities & Trails								
Columbia Children's Arboretum	323	1,135,000	1,000,000	100,000	0	0	0	1,100,000
Gateway Green Development	269,782	1,700,000	1,000,000	300,000	0	0	0	1,300,000
Total Park Amenities & Trails	**270,105**	**2,835,000**	**2,000,000**	**400,000**	**0**	**0**	**0**	**2,400,000**
Recreation Features								
Argay Tennis Court	328,332	900,000	200,000	0	0	0	0	200,000
Couch Park Playground	405,077	1,900,000	1,000,000	600,000	0	0	0	1,600,000
Creston Park Playground	28,256	720,000	700,000	0	0	0	0	700,000
Delta Park Artificial Turf	12,183	240,000	200,000	0	0	0	0	200,000
Fernhill Splash Pad	64,480	450,000	300,000	0	0	0	0	300,000

This table summarizes project expenses by capital programs.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Kenton Park Playground	86,018	900,000	700,000	0	0	0	0	700,000
Lents Park Playground	808,306	590,000	300,000	0	0	0	0	300,000
Lynchview Park Playground	70,376	2,200,000	2,200,000	700,000	0	0	0	2,900,000
North Park Blocks Playground	224,952	1,350,000	1,000,000	300,000	0	0	0	1,300,000
Reike Synthetic Turf	321,755	1,800,000	500,000	0	0	0	0	500,000
Salmon Street Fountain Electrical Repair	0	131,000	131,000	0	0	0	0	131,000
Ventura Park Playground	62,395	800,000	300,000	0	0	0	0	300,000
Total Recreation Features	**2,412,130**	**11,981,000**	**7,531,000**	**1,600,000**	**0**	**0**	**0**	**9,131,000**
Utilities, Roads & Trails								
Bridge Inventory & Assessment	101,955	300,000	200,000	0	0	0	0	200,000
Columbia Blvd Bridge @ Chimney Park	0	190,000	200,000	0	0	0	0	200,000
Foley-Balmer Natural Area Bridge	0	187,500	750,000	0	0	0	0	750,000
Hillside Community Center DDC Replacement	0	60,000	50,000	0	0	0	0	50,000
Leif Erikson Culvert Repairs	0	0	340,000	0	0	0	0	340,000
Leif Erikson Culverts & MP 6.8 Roadbed Repairs	0	575,000	240,000	0	0	0	0	240,000
Lynchview Park Irrigation	2,565	177,000	175,000	0	0	0	0	175,000
Maple Trail Bridge Replacment	204,730	420,000	300,000	0	0	0	0	300,000
Marine Drive Trail Gaps	45,750	145,000	130,000	0	0	0	0	130,000
Marshall Park Trail Bridge	0	187,500	500,000	0	0	0	0	500,000
Mt Scott Community Center DDC Replacement	14,588	23,000	30,000	0	0	0	0	30,000
Mt Tabor Park South Access Trail/ Bike Path	32,251	517,000	400,000	0	0	0	0	400,000
Multnomah Art Center DDC Replacement	0	17,000	29,000	0	0	0	0	29,000
Peninsula DDC Replacement	0	12,000	20,000	0	0	0	0	20,000
Portland Children's Museum DDC Replacement	829	140,000	260,000	0	0	0	0	260,000
Red Electric Trail Match	20,045	344,000	300,000	0	0	0	0	300,000
Riverplace Sidewalk Renovation	1,013	50,000	200,000	0	0	0	0	200,000
Springwater Bridge #140	0	187,500	750,000	0	0	0	0	750,000
Springwater Corridor Bridges	0	2,250,000	1,500,000	500,000	0	0	0	2,000,000
Springwater Trail SE Umatilla to 13th	280,169	324,000	1,200,000	0	0	0	0	1,200,000
Washington Park Sewer Replacement	0	110,000	800,000	260,000	0	0	0	1,060,000
Whitaker Ponds Access Improvements	434,484	1,500,000	500,000	0	0	0	0	500,000
Willamette Park Pathways	643,162	400,000	100,000	0	0	0	0	100,000
Wilson Pool DDC Replacement	0	10,000	16,000	0	0	0	0	16,000
Total Utilities, Roads & Trails	**1,781,541**	**8,126,500**	**8,990,000**	**760,000**	**0**	**0**	**0**	**9,750,000**
Total Requirements	**28,597,614**	**89,771,628**	**84,931,389**	**16,920,000**	**4,200,000**	**1,000,000**	**0**	**107,051,389**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	2.00	100,632	2.00	105,732	2.00	105,732
30000063	Accountant II	54,912	69,139	1.00	62,172	1.00	63,480	1.00	63,480
30000064	Accountant III	60,466	76,045	1.00	76,044	1.00	76,044	1.00	76,044
30000434	Administrative Assistant	50,877	78,333	1.00	70,008	1.00	72,408	1.00	72,408
30000433	Administrative Specialist, Sr	47,362	72,904	6.00	329,502	7.00	388,860	7.00	388,860
30000436	Administrative Supervisor I	61,734	82,285	2.00	144,024	2.00	145,914	2.00	145,914
30000437	Administrative Supervisor II	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000753	Aquatic Program Supervisor	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30001737	Arborist I	49,442	53,165	2.00	102,600	2.25	114,960	2.25	114,960
30001738	Arborist II	50,211	57,387	3.00	170,736	3.50	196,666	3.50	196,666
30000248	Arborist III	56,950	64,771	6.00	373,008	6.00	373,008	6.00	373,008
30001739	Arborist IV	60,507	68,474	2.00	136,944	2.25	152,076	2.25	152,076
30000749	Arts Programs Supervisor	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30002493	Automotive Equipment Oper I-CL	46,051	55,827	5.00	240,048	5.00	240,048	5.00	240,048
30001584	Botanic Spec I-Community Gardens	57,886	73,902	1.00	73,908	1.00	73,908	1.00	73,908
30000878	Botanic Spec I-Forestry	57,886	73,902	2.00	121,740	2.00	124,380	2.00	124,380
30001333	Botanic Spec I-Trails	57,886	73,902	1.00	63,852	1.00	66,492	1.00	66,492
30000316	Botanic Spec I-Youth & Comnty Programs	57,886	73,902	4.00	275,520	4.00	278,952	4.00	278,952
30000317	Botanic Spec II-Arboretum Collection	60,944	77,730	1.00	77,736	1.00	77,736	1.00	77,736
30000319	Botanic Spec II-Environmental Education	60,944	77,730	2.00	131,508	2.00	137,044	2.00	137,044
30001005	Botanic Spec II-Forestry	60,944	77,730	3.00	219,048	3.00	224,564	3.00	224,564
30000321	Botanic Spec II-Ntrl Resource Ecologist	60,944	77,730	5.00	361,190	5.00	371,432	5.00	371,432
30000322	Botanic Spec II-Pest Mgmt	60,944	77,730	1.00	63,960	1.00	66,136	1.00	66,136
30000323	Botanic Spec II-Rose Garden	60,944	77,730	1.00	60,948	1.00	60,948	1.00	60,948
30000831	Botanic Technician I	42,682	57,200	8.00	412,932	8.00	417,963	8.00	417,963
30001383	Botanic Technician II	46,966	62,878	2.00	115,496	2.00	118,112	2.00	118,112
30000442	Business Operations Manager, Sr	105,248	146,973	1.00	127,856	1.00	133,096	1.00	133,096
30000440	Business Operations Supervisor	75,150	100,526	1.00	82,164	1.00	85,244	1.00	85,244
30000448	Business Systems Analyst	64,813	86,403	1.00	70,236	1.00	72,636	1.00	72,636
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	71,508	1.00	71,508	1.00	71,508
30000329	CAD Technician II	57,200	72,987	1.00	72,984	1.00	72,984	1.00	72,984
30000330	CAD Technician III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000454	Capital Improvmnt Program Planning Supvr	84,739	112,882	2.00	211,644	2.00	211,644	2.00	211,644
30000686	Capital Project Manager II	75,150	100,526	4.00	350,238	4.00	363,470	4.00	363,470
30000687	Capital Project Manager III	78,770	105,851	10.00	1,058,239	10.00	1,070,328	10.00	1,070,328
30002499	Carpenter-CL	58,926	65,915	7.00	461,412	7.00	461,412	7.00	461,412
30002008	Community Garden Technician	46,966	62,878	1.00	46,968	1.00	48,888	1.00	48,888
30000491	Community Outreach & Informtn Assistant	50,877	78,333	1.00	50,880	1.00	50,880	1.00	50,880
30000492	Community Outreach & Informtn Rep	61,734	82,285	3.00	242,570	3.00	248,264	3.00	248,264
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	1.00	90,737	0.00	39,912	1.00	90,792
30000494	Community Outreach & Invlvmt Program Mgr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30002495	Construction Equipment Operator-CL	49,046	62,629	2.00	125,256	2.00	125,256	2.00	125,256
30000333	Development Services Technician II	57,200	72,987	3.00	184,336	3.00	191,957	3.00	191,957
30000334	Development Services Technician III	69,472	88,712	0.00	0	0.25	17,364	0.25	17,364
30000116	Electrician	71,074	76,710	2.00	153,432	2.00	153,432	2.00	153,432
30000119	Electrician, Supervising	78,354	84,573	1.00	78,360	1.00	78,360	1.00	78,360
30000121	Electrician/Instrument Technician	73,237	79,040	1.00	79,044	1.00	79,044	1.00	79,044
30000365	Engineer-Civil	91,333	110,989	1.00	105,684	1.00	108,336	1.00	108,336
30000358	Engineering Associate, Sr-Civil	78,978	100,672	1.00	78,984	1.00	78,984	1.00	78,984
30000324	Engineering Technician I	42,682	57,200	1.00	42,684	1.00	42,684	1.00	42,684

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000325	Engineering Technician II	57,200	72,987	1.00	57,204	1.00	59,044	1.00	59,044
30000720	Facilities Construction Proj Spec,Supvsg	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000718	Facilities Construction Project Manager	71,510	95,472	2.00	180,672	2.00	187,285	2.00	187,285
30000714	Facilities Maintenance Supervisor, Sr	68,078	90,792	1.00	68,076	1.00	68,076	1.00	68,076
30002487	Facilities Maintenance Technician-CL	63,398	70,533	7.00	484,892	7.00	486,612	7.00	486,612
30000567	Financial Analyst	64,813	86,403	3.00	256,238	3.00	259,200	3.00	259,200
30000568	Financial Analyst, Sr	71,510	95,472	1.00	71,508	1.00	73,948	1.00	73,948
30000127	General Mechanic	51,542	64,230	2.00	128,472	2.00	128,472	2.00	128,472
30000343	GIS Technician III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000764	Golf Course Superintendent	68,078	90,792	4.00	340,958	2.00	185,224	2.00	185,224
30000765	Golf, Director of	78,770	105,851	1.00	105,852	0.00	0	0.00	0
30000372	Graphics Designer II	57,200	72,987	1.00	66,120	1.00	69,468	1.00	69,468
30000085	Greenskeeper I	44,595	54,558	14.00	724,008	10.00	545,640	10.00	545,640
30000086	Greenskeeper II	50,211	57,387	6.00	344,304	6.00	344,304	6.00	344,304
30000087	Greenskeeper III	52,083	63,045	6.00	367,320	5.00	315,240	5.00	315,240
30001334	Horticultural Services Supervisor	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30002503	Horticulturist-CL	49,587	59,904	25.00	1,401,396	25.50	1,464,202	25.50	1,464,202
30000930	Landscape Architect Project Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000098	Maintenance Mechanic	54,683	61,152	13.00	786,828	11.00	679,000	12.00	733,684
30000451	Management Analyst	64,813	86,403	3.00	237,096	3.00	237,569	3.00	237,569
30000453	Management Analyst, Principal	84,739	112,882	3.00	333,576	3.00	337,992	3.00	337,992
30000452	Management Analyst, Sr	71,510	95,472	6.00	505,428	6.00	516,871	6.00	516,871
30000450	Management Assistant	50,877	78,333	4.00	246,860	3.90	243,838	3.90	243,838
30000750	Music Programs Supervisor	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000768	Natural Areas Supervisor	68,078	90,792	2.00	176,508	2.00	179,145	2.00	179,145
30000012	Office Support Specialist II	34,798	49,962	3.00	104,400	0.00	(6,972)	0.00	(6,972)
30000013	Office Support Specialist III	44,512	58,989	4.00	221,484	5.00	275,350	5.00	275,350
30000112	Painter	56,805	63,544	3.00	190,620	3.00	190,620	3.00	190,620
30001709	Park Ranger	41,621	55,162	23.00	1,051,392	24.00	1,111,298	24.00	1,111,298
30000757	Park Ranger Supervisor	50,877	78,333	3.00	169,208	3.00	171,972	3.00	171,972
30000185	Parking Code Enforcement Officer	42,182	55,411	1.00	50,904	1.00	53,588	1.00	53,588
30000439	Parks & Rec Administrative Mgr	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30001585	Parks & Rec Asset Manager	97,989	132,766	1.00	130,248	1.00	132,768	1.00	132,768
30000834	Parks & Rec Central Svcs Mgr	84,739	112,882	1.00	96,666	1.00	100,626	1.00	100,626
30000756	Parks & Rec City Nature Zone Mgr	75,150	100,526	3.00	301,560	3.00	301,572	3.00	301,572
30000746	Parks & Rec Natural Areas Manager	97,989	132,766	1.00	105,084	1.00	109,392	1.00	109,392
30000748	Parks & Rec Services Manager	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000755	Parks & Rec Zone Manager	78,770	105,851	5.00	512,212	5.00	521,305	5.00	521,305
30000428	Parks & Recreation Director	130,208	186,576	1.00	186,576	1.00	186,576	1.00	186,576
30001983	Parks & Recreation Director, Assistant	105,248	146,973	1.00	134,763	1.00	140,290	1.00	140,290
30000760	Parks Facilities Maintenance Supervisor	64,813	86,403	3.00	229,746	3.00	235,383	3.00	235,383
30000084	Parks Maintenance Crew Leader	52,042	62,858	4.00	229,800	4.00	229,800	4.00	229,800
30000759	Parks Maintenance Supervisor	64,813	86,403	7.00	526,557	7.00	540,217	7.00	540,217
30001685	Parks Maintenance Supervisor II	68,078	90,792	1.00	82,704	1.00	85,806	1.00	85,806
30000742	Parks Planner, Supervising	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30001733	Parks Property & Business Devel Mgr	78,770	116,418	1.00	100,008	1.00	103,770	1.00	103,770
30000758	Parks Security Manager	71,510	95,472	1.00	94,020	1.00	95,351	1.00	95,351
30002491	Parks Technician-CL	48,027	54,558	35.00	1,870,500	34.00	1,835,661	34.00	1,835,661
30000761	Parks Turf Maint & Irrigatn Supvr	68,078	90,792	1.00	68,076	1.00	70,173	1.00	70,173
30000386	Planner II. City-Parks	76,752	88,837	2.00	165,588	2.00	167,472	2.00	167,472

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000392	Planner, Sr City-Environmental	82,514	95,493	1.00	95,496	1.00	95,496	1.00	95,496
30000394	Planner, Sr City-Parks	82,514	95,493	1.00	95,496	1.00	95,496	1.00	95,496
30001159	Plumber	62,774	70,283	3.00	195,828	3.00	201,718	3.00	201,718
30000464	Program Coordinator	68,078	90,792	4.00	322,251	4.00	334,255	4.00	334,255
30000465	Program Manager	71,510	95,472	2.00	176,184	2.00	179,496	2.00	179,496
30000466	Program Manager, Sr	84,739	112,882	1.00	84,744	1.00	84,744	1.00	84,744
30000463	Program Specialist	61,734	82,285	9.00	626,729	9.00	644,749	9.00	644,749
30000462	Program Specialist, Assistant	50,877	78,333	4.00	266,688	4.00	271,168	4.00	271,168
30000497	Public Information Manager	78,770	105,851	1.00	116,412	1.00	116,412	1.00	116,412
30000630	Public Works Supervisor II	64,813	86,403	1.00	69,156	1.00	71,289	1.00	71,289
30000766	Raceway Maintenance Supervisor	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000767	Raceway Manager	78,770	105,851	1.00	84,840	1.00	87,740	1.00	87,740
30000273	Recreation Coord I-Adaptive & Inclusive	46,259	56,722	3.00	155,478	3.00	157,851	3.00	157,851
30000268	Recreation Coord I-Aquatics	46,259	56,722	10.00	543,820	9.00	499,068	9.00	499,068
30000278	Recreation Coord I-Arts	46,259	56,722	4.00	225,543	4.00	226,896	4.00	226,896
30000281	Recreation Coord I-Custmr Svc Supp/Trg	46,259	56,722	4.00	223,896	4.00	225,039	4.00	225,039
30000276	Recreation Coord I-Generalist	46,259	56,722	35.00	1,877,037	31.50	1,728,060	32.50	1,784,784
30000275	Recreation Coord I-Public Events Permit	46,259	56,722	1.00	55,863	1.00	56,724	1.00	56,724
30000280	Recreation Coord I-Senior Recreation	46,259	56,722	1.00	51,855	1.00	54,359	1.00	54,359
30000269	Recreation Coord I-Teen	46,259	56,722	5.00	278,128	5.00	280,906	5.00	280,906
30000282	Recreation Coord I-Tennis	46,259	56,722	1.00	46,260	1.00	46,260	1.00	46,260
30001508	Recreation Coord I-Urban Parks	46,259	56,722	1.00	46,260	1.00	50,256	1.00	50,256
30000286	Recreation Coord II-Adaptive & Inclusive	49,109	60,445	1.00	60,444	1.00	60,444	1.00	60,444
30000284	Recreation Coord II-Aquatics	49,109	60,445	4.00	240,072	4.00	241,350	4.00	241,350
30002034	Recreation Coord II-Educ & Enrichment	49,109	60,445	1.00	60,444	1.00	60,444	1.00	60,444
30000288	Recreation Coord II-Fitness	49,109	60,445	2.00	109,548	2.00	109,548	2.00	109,548
30000285	Recreation Coord II-Music	49,109	60,445	1.00	60,444	1.00	60,444	1.00	60,444
30002035	Recreation Coord II-Preschool	49,109	60,445	1.00	49,104	0.00	0	0.00	0
30000287	Recreation Coord II-Public Events Permit	49,109	60,445	1.00	60,444	1.00	60,444	1.00	60,444
30000292	Recreation Coord II-Senior Recreation	49,109	60,445	1.00	56,724	1.00	58,740	1.00	58,740
30002036	Recreation Coord II-Special Events&Mktg	49,109	60,445	2.00	113,448	2.00	116,136	2.00	116,136
30002033	Recreation Coord II-Sports	49,109	60,445	1.00	49,104	1.00	49,104	1.00	49,104
30002258	Recreation Facility Technician	32,198	35,922	4.00	137,508	4.00	139,259	4.00	139,259
30000256	Recreation Leader-FT-Aquatics	32,240	46,550	41.25	1,419,025	18.25	703,395	18.25	703,395
30000263	Recreation Leader-FT-Arts	32,240	46,550	2.00	72,096	2.00	79,131	2.00	79,131
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	32,240	46,550	11.00	458,566	10.00	452,438	10.00	452,438
30002409	Recreation Leader-FT-Fitness&Membership	32,240	46,550	6.00	206,645	5.00	179,146	5.00	179,146
30000261	Recreation Leader-FT-Generalist	32,240	46,550	37.25	1,479,846	32.50	1,393,858	32.50	1,393,858
30002408	Recreation Leader-FT-Instructor	32,240	46,550	11.00	426,324	8.50	354,990	9.50	397,278
30000257	Recreation Leader-FT-Music	32,240	46,550	1.00	37,817	1.00	40,123	1.00	40,123
30000262	Recreation Leader-FT-Pre-School	32,240	46,550	28.00	1,042,759	17.25	701,783	17.25	701,783
30002411	Recreation Leader-FT-Teen	32,240	46,550	6.00	222,708	5.00	197,877	5.00	197,877
30000267	Recreation Leader-FT-Tennis	32,240	46,550	2.00	86,400	2.00	88,839	2.00	88,839
30000744	Recreation Supervisor I	64,813	86,403	16.00	1,215,743	16.00	1,241,061	16.00	1,241,061
30000350	Right of Way Agent III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000485	Safety & Risk Officer I	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000928	Sports Management Supervisor	68,078	90,792	1.00	68,076	1.00	70,406	1.00	70,406
30002485	Storekeepr/Acquisition Specialist III-CL	54,974	68,328	2.00	132,168	2.00	135,207	2.00	135,207
30000531	Training & Development Analyst	64,813	86,403	1.00	68,592	1.00	71,403	1.00	71,403
30000250	Tree Inspector	57,554	71,198	10.00	678,516	10.75	726,810	10.75	726,810

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000080	Turf Maintenance Technician	44,595	54,558	17.00	907,644	16.00	863,052	16.00	863,052
30000763	Urban Forestry Supervisor	68,078	90,792	3.00	271,053	3.00	272,376	3.00	272,376
30000076	Utility Worker I	44,491	48,381	2.00	92,880	3.00	137,376	3.00	137,376
30002489	Utility Worker I-CL	45,469	49,442	10.00	486,456	10.00	486,456	10.00	486,456
30002490	Utility Worker II-CL	49,442	53,165	9.00	474,720	9.00	474,720	9.00	474,720
30000499	Volunteer Program Coordinator	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000123	Welder	58,053	64,938	1.00	64,944	1.00	64,944	1.00	64,944
TOTAL FULL-TIME POSITIONS				664.50	39,278,370	605.40	37,640,920	609.40	37,845,496
30000185	Parking Code Enforcement Officer	42,182	55,411	0.90	37,968	0.00	216	0.00	216
30002258	Recreation Facility Technician	32,198	35,922	1.80	57,960	1.00	32,832	1.00	32,832
30000263	Recreation Leader-FT-Arts	32,240	46,550	0.90	41,892	0.75	34,908	0.75	34,908
30000261	Recreation Leader-FT-Generalist	32,240	46,550	1.80	64,884	0.00	10,776	0.50	21,552
30002408	Recreation Leader-FT-Instructor	32,240	46,550	7.20	255,528	4.25	175,764	4.25	175,764
30000262	Recreation Leader-FT-Pre-School	32,240	46,550	0.90	33,864	-1.00	(14,169)	0.75	29,475
30000744	Recreation Supervisor I	64,813	86,403	0.00	0	-0.50	(21,600)	0.00	0
TOTAL PART-TIME POSITIONS				13.50	492,096	4.50	218,727	7.25	294,747
30000433	Administrative Specialist, Sr	47,362	72,904	2.00	118,560	0.00	0	1.00	47,364
30001584	Botanic Spec I-Community Gardens	57,886	73,902	0.92	53,064	0.50	30,286	0.50	30,286
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	0.92	62,403	0.00	0	0.00	0
30000717	Facilities Construction Project Spec	61,734	82,285	1.00	61,740	1.00	61,740	1.00	61,740
30002503	Horticulturist-CL	49,587	59,904	0.00	0	1.00	49,584	1.00	49,584
30000451	Management Analyst	64,813	86,403	1.00	64,812	0.92	61,400	0.92	61,400
30000011	Office Support Specialist I	31,678	45,261	1.00	36,229	0.00	0	0.00	0
30000112	Painter	56,805	63,544	0.00	0	0.50	28,404	0.50	28,404
30001709	Park Ranger	41,621	55,162	6.00	268,306	2.00	96,780	2.00	96,780
30000465	Program Manager	71,510	95,472	1.00	90,732	0.92	85,341	0.92	85,341
30000463	Program Specialist	61,734	82,285	1.00	80,016	1.00	82,095	1.00	82,095
30000462	Program Specialist, Assistant	50,877	78,333	1.00	50,880	0.00	0	0.00	0
30000276	Recreation Coord I-Generalist	46,259	56,722	0.00	0	1.00	56,724	0.00	0
30000258	Recreation Leader-FT-Custmr Svc Ctr Rep	32,240	46,550	1.00	32,244	0.00	0	0.00	0
30000261	Recreation Leader-FT-Generalist	32,240	46,550	0.00	0	0.50	10,776	0.00	0
30002408	Recreation Leader-FT-Instructor	32,240	46,550	0.00	0	1.00	42,288	0.00	0
30000262	Recreation Leader-FT-Pre-School	32,240	46,550	0.00	0	1.75	43,644	0.00	0
30000744	Recreation Supervisor I	64,813	86,403	0.00	0	0.50	21,600	0.00	0
TOTAL LIMITED TERM POSITIONS				16.83	918,986	12.58	670,662	8.83	542,994
GRAND TOTAL				694.83	40,689,452	622.48	38,530,309	625.48	38,683,237

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 2018-19	198,382,430	0	198,382,430	625.49	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	53,181	0	53,181	0.00	DCTU and General Overhead changes
Mayor's Proposed Budget Decisions					
	625,000	(625,000)	0	0.00	Increase major maintenance funding
	0	150,000	150,000	0.00	Cost-Recovery and Financial Plan funding
	61,783	0	61,783	0.00	Operations and maintenance for new parks
	250,000	500,000	750,000	4.50	Livability improvements to Eastbank Esplanade
	770,000	0	770,000	3.00	Tree Code program expansion
	98,000	0	98,000	0.00	Sheriff patrol services for abandon boats
	0	100,000	100,000	0.00	Portland Parks Foundation
	0	325,000	325,000	0.00	Seismic needs assessment study
	0	300,000	300,000	0.00	Removal of hazardous park structures
	0	500,000	500,000	0.00	Repair of Washington Park staircase
	93,887	0	93,887	0.00	OMF interagency balancing
	(200,000)	0	(200,000)	0.00	Water use reduction
	0	0	0	0.00	Recover costs for emergency tree removal
	(100,000)	100,000	0	0.00	Parking fee study
	(100,000)	100,000	0	0.00	Increase fees for parks private use permits
	0	0	0	0.00	Increase fees for special use permits
	(30,000)	0	(30,000)	0.00	Transfer of utlity fees for rental properties
	0	0	0	0.00	Interagency funding for fountains
	(70,000)	0	(70,000)	0.00	Reduce materials and services budget in Finance
	(70,000)	0	(70,000)	(1.00)	Work order system efficiencies
	(56,562)	0	(56,562)	(1.00)	Eliminate weekend hours at Customer Service Center
	(136,182)	136,182	0	0.00	Temporarily fund Fulton and Hillside community centers
	(113,092)	0	(113,092)	(1.00)	Eliminate position in facility maintenance
	(50,000)	0	(50,000)	0.00	Reduce funding for invasive species removal
	(80,076)	0	(80,076)	(1.00)	Public involvement position meeting
	(72,628)	0	(72,628)	(0.50)	Laurelhurst Dance Studio realignment
	(1,511,738)	0	(1,511,738)	(6.00)	Technical changes
Approved Budget Additions and Reductions					
	0	80,000	80,000	0.00	Preschool scholarship funding
	0	300,000	300,000	0.00	Consultant support for long-range vision plan
	(50,000)	0	(50,000)	0.00	Decrease funding for livability improvements on esplanade
	0	2,142,511	2,142,511	0.00	Culvert and bridge repairs in Forest Park
	0	40,000	40,000	0.00	Carryover funding for vehicle purchase
	0	50,000	50,000	0.00	Consultant support for parking study
	70,000	0	70,000	0.00	Restore funding for Finance materials and services
	0	100,000	100,000		Administrative support for work order system efficiencies

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.

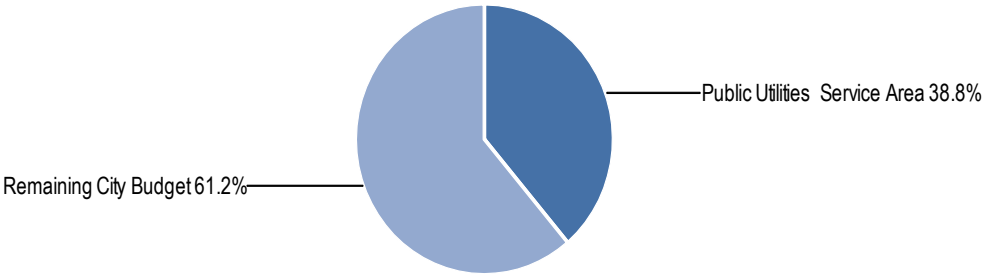
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
	136,182	(136,182)	0		Restore ongoing funding for Fulton and Hillside centers
	113,092	0	113,092		Restore position in facility maintenance
	50,000	0	50,000		Restore funding for invasive species removal
	80,076	0	80,076		Restore public involvement position
	536,786	0	536,786		Technical changes
Adopted Budget Additions and Reductions					
	(3,889)	0	(3,889)	0.00	OMF interagency balancing
	0	832,353	832,353	0.00	Allocate Build Portland funding for Mt Scott project
	(576,432)	0	(576,432)	0.00	Technical changes
	(282,612)	**4,994,864**	**4,712,252**	**0.00**	**Total FY 2018-19 Decision Packages**
			203,094,682	**625.49**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

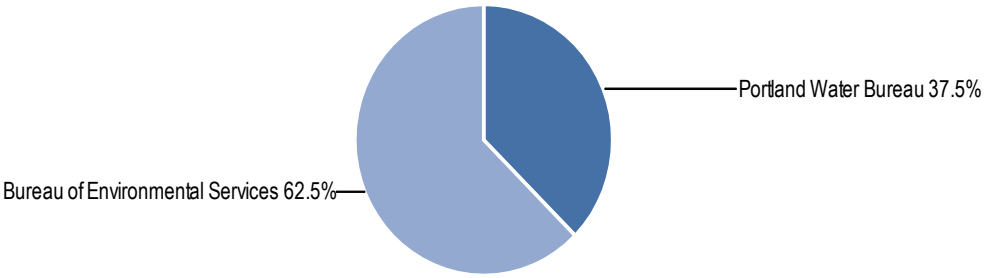
Public Utilities Service Area

- Bureau of Environmental Services
- Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,855,620,024	1,727,656,294	(127,963,730)	(6.90)
Capital	189,230,140	269,731,021	80,500,881	42.54
Total Requirements	**2,044,850,164**	**1,997,387,315**	**(47,462,849)**	**(2.32)**
Authorized Positions	1,165.83	1,207.60	41.77	3.58

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 2018-19 Adopted Budget includes an average monthly effective retail rate increase of 4.46% combined for water, sewer, and stormwater services. The average combined monthly single family sewer and stormwater bill for FY 2018-19 will be approximately $117.72 or $338.37 for the quarterly combined bill.

Portland Water Bureau

City Council adopted a retail rate increase of 8.7% for FY 2018-19. This amounts to an increase of about $3.13 on the monthly bill for the typical single family household, totaling $39.24 for water in FY 2018-19. The total FY 2018-19 Adopted Budget for all funds is $748.4 million. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise $240.2 million of the total budget. The Adopted Budget also includes approximately $235.0 million of internal transfers, $62.6 million in debt service expenses, $104.2 million in contingency, and $100.5 million in unappropriated ending fund balance.

Bureau of Environmental Services

The FY 2018-19 Adopted Budget increases sewer and stormwater rates for the average residential user by 2.35%. This amounts to an increase of about $1.69 on the monthly bill for the typical single family household, totaling $73.55 in FY 2018-19. The total FY 2018-19 Adopted Budget for all funds is $1.25 billion. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise $290.6 million of the total budget. The Adopted Budget also includes $371.1 million of internal transfers, $185.4 million in debt service expenses, $332.5 million in contingency and $62.2 million in unappropriated ending fund balance.

Portland Harbor Superfund

The Bureau of Environmental Services represents the City's involvement with the Portland Harbor Superfund primarily due to the City's potential liability for cleanup costs as a result of the City's sewer and stormwater conveyance system. The Environmental Protection Agency (EPA) issued a cleanup Record of Decision (ROD) in January 2017. The next step in the cleanup process, and the City's role in that process, are still being determined.

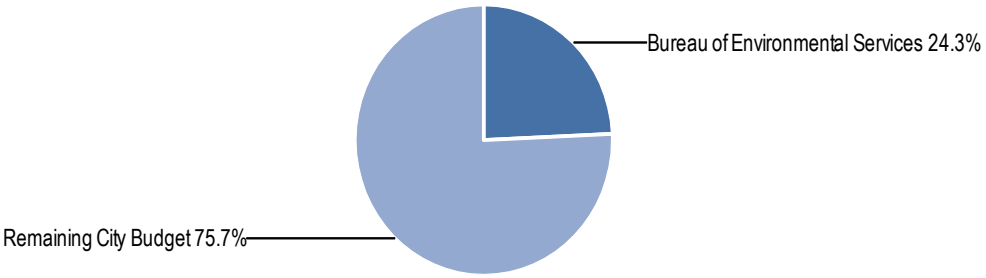
The City is taking steps to begin the remedial design phase of RM 11E, a project area in the Portland Harbor Superfund. The RM11E Group, a group of performing parties that includes the City, is preparing to begin the remedial design phase for the project area.

Bureau of Environmental Services

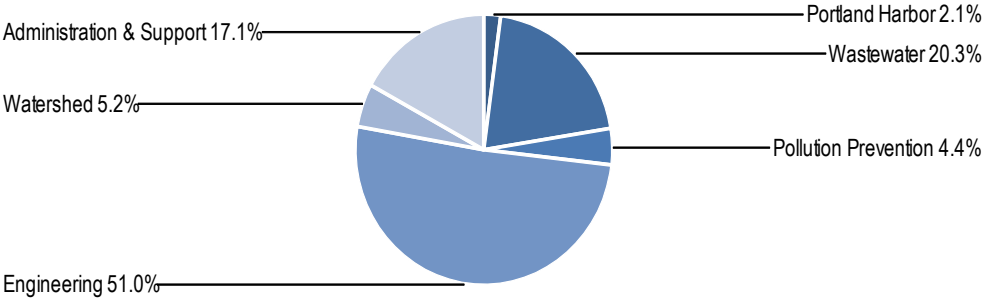
Public Utilities Service Area

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

Percent of City Budget

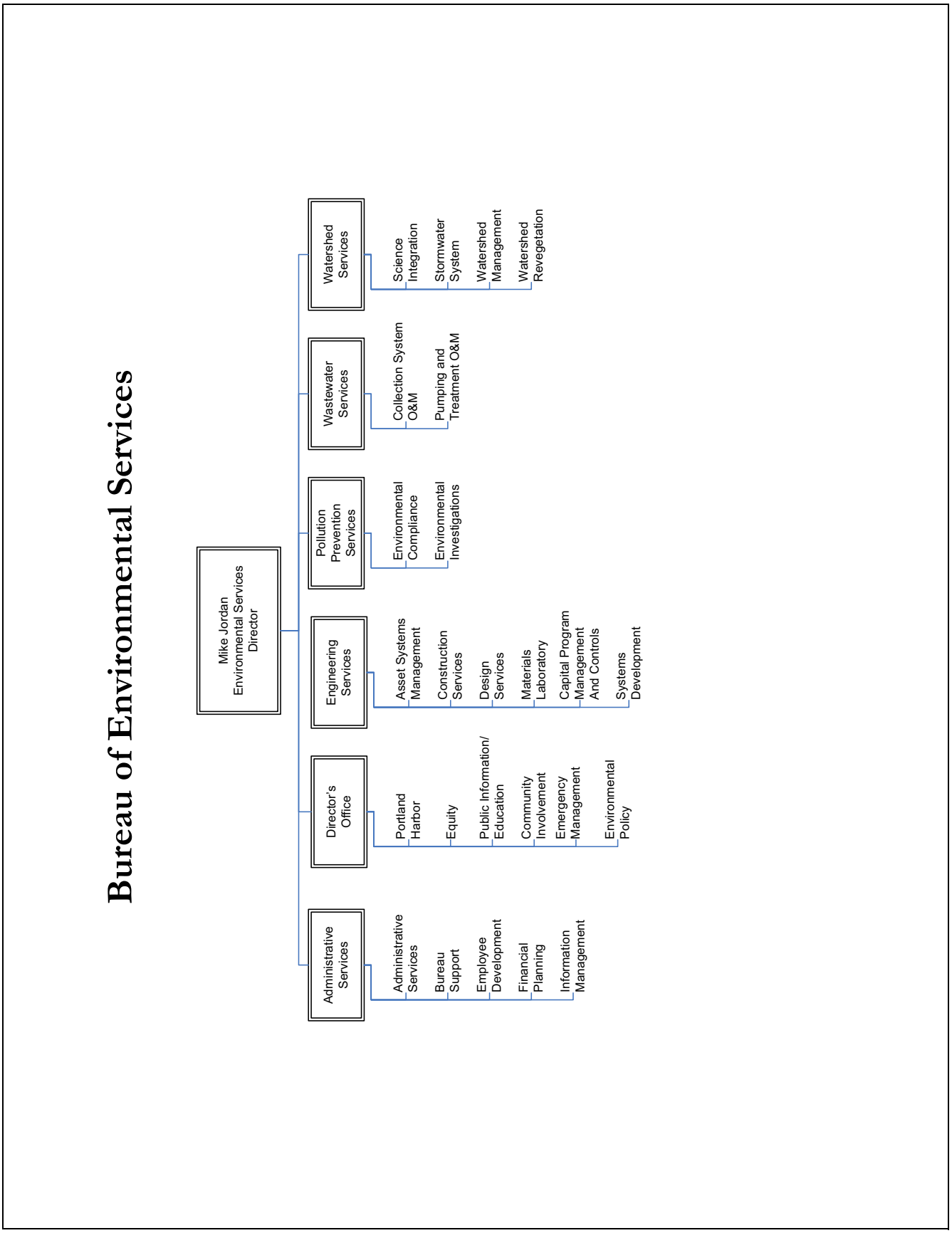


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,154,814,396	1,115,664,059	(39,150,337)	(3.39)
Capital	114,371,700	133,351,000	18,979,300	16.59
Total Requirements	**1,269,186,096**	**1,249,015,059**	**(20,171,037)**	**(1.59)**
Authorized Positions	572.90	591.90	19.00	3.32


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

Bureau Summary

Bureau Mission

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

Bureau Overview

The bureau has six major functional program areas and serves a population of approximately 639,100. 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.

The FY 2018-19 Adopted Budget for operating and capital expenditures is $290.6 million. The Adopted Budget is $20.5 million - or 7.6% - higher than the FY 2017-18 Revised Budget and includes 590.9 full-time equivalent positions and one limited-term full-time position. The Capital Improvement Plan (CIP) expenditures in FY 2018-19 increase about $19 million over FY 2017-18, primarily due to an increase of expenditures for treatment plant expansions and additional investment in maintenance and reliability of the collection system. The operating portion, reflecting program costs, of the Adopted Budget is 1% or $1.5 million higher than the FY 2017-18 Revised Budget. The average single-family residential sewer and stormwater bill will increase by $1.69 per month, a 2.35% increase for FY 2018-19.

Strategic Direction

During FY 2017-18, the bureau completed a comprehensive update to its strategic plan. The plan was restructured from a static five-year plan to a ten-year working document that will be actively used to develop operational and capital investment objectives, assess budget priorities, identify and utilize performance measures, and assist the bureau in ongoing course correction over the life of the plan. Despite being a work-in-progress during the initial budget development, the priorities identified in the strategic plan have been used to guide the FY 2018-19 Adopted Budget. Fully connecting the circuit between budget development, periodic performance review and adjustments to strategic prioritization will occur over multiple budget cycles.

As discussed below, this budget continues efforts that began last year to more diligently assess the condition of certain hard assets (e.g. pipes and pump stations) as well as long-term stormwater infrastructure needs via the Stormwater System Plan.

Due in large part to balances in the Rate Stabilization Fund, the bureau will continue a financial planning strategy that realigns long-term debt and cash balance projections to encourage long-term financial stability, while producing a flat rate slope that will provide ratepayers with predictable and manageable rates over a multi-decade period.

System Operations

The FY 2018-19 Adopted Budget includes $36.0 million to support the operation and maintenance, inspection, cleaning, and repair of 88 active pumping stations, 10 step systems, 3,040 miles of pipeline, 40,789 sewer access structures (manholes), 9,167 storm access structures, 8,625 stormwater sumps (underground injection control, or UIC), 683 miles of laterals, 506,880 linear feet of ditches, 75 miles of culverts, 54,700 stormwater inlets and catch basins, 328 trash racks, 148 manufactured stormwater facilities, and 2,096 green street stormwater facilities.

Infrastructure

During calendar year 2017, the bureau completed Phase 1 of the CIP Process Review and Enhancement Project (CIP-PREP), a multi-year effort to improve CIP planning, prioritization and delivery processes. This work produced a comprehensive CIP life cycle process map and identified priority areas for improvement. The next phase, currently underway, will identify specific implementation strategies for FY 2018-19 and beyond.

A major theme for the FY 2018-19 budget continues to be inventory and condition assessment of all the major parts of the sanitary and stormwater systems. The goal 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 2018-19 Adopted Budget includes $68.8 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 2018-19 Adopted Budget includes $65.6 million in the five-year CIP to fund watershed protection and restoration projects. Priority will be given to projects that leverage other funding sources, demonstrate new technologies, and address multiple watershed health goals including water quality, hydrology, physical habitat, and biological communities. The CIP also includes ongoing funding for acquiring and protecting high-priority natural areas, the 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 2018-19 Adopted Budget contains water quality compliance-related funding across a variety of bureau program areas, including Watershed Services, Pollution Prevention Services, and Engineering Services. Compliance with the City's two National Pollutant Discharge Elimination System (NPDES) permits for the wastewater treatment plants and the Municipal Separate Storm Sewer System (MS4), along with water quality regulations requires the bureau to conduct specific

compliance actions. These actions include monitoring and analysis, modeling pollutant loads and stormwater runoff volumes, conducting a pretreatment program, conducting an industrial stormwater program, requiring and inspecting stormwater controls on private property, and evaluating the effectiveness of stormwater management actions. The bureau must also comply with the conditions of an Underground Injection Control (UIC) permit issued by 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 2018-19 .

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 on 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 2018-19 Adopted Budget includes $6.1 million in 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 2018-19, the bureau will continue to assess and prepare to implement stormwater and mitigation-related actions associated with a Biological Opinion issued by NMFS regarding the Federal Emergency Management Agency's flood protection program in Oregon.

Summary of Budget Decisions

Adds

The FY 2018-19 Adopted Budget was developed with the objective to retain a Sewer/Stormwater utility rate increase at 3.00% or lower for the typical single-family residential customer. 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 3%. The discrete changes below and other changes to programs are accommodated by a sewer and stormwater utility rate increase of 2.35% for the typical single-family residential customer. The eight decision packages below represent an increase of $3,750,653 and the addition of 18 positions, including 1 limited term and 13 permanent positions in the operating programs and 4 positions in the CIP program.

Service Delivery

The Adopted Budget includes a number of decisions intended to optimize how BES delivers sanitary and stormwater services, and protects and recovers resources for all Portlanders. The following items have been included to address the delivery of service:

- $200,000 increase for two years to support the Continuous Collection System Plan update.
- $35,000 one-time increase to acquire a vehicle for the Materials Testing Lab.
- $78,276 for an Environmental Technician I to support the Maintenance Inspection Program as a result of accelerated development citywide.
- $99,204 for an Environmental Technician II to support the Plan Review Section due to the continued larger than usual development growth.
- $20,000 for ongoing tools and equipment needs for Field Operations.
- $107,874 for a Laboratory Analytical Specialist to support laboratory throughput volume increases in the Nutrients Section at the Water Pollution Control Laboratory.
- $99,204 for an Environmental Technician II in the Industrial Stormwater Section to support expanded permit requirements.
- $115,092 for an Environmental Program Coordinator to support the Spill Protection and Citizen Response (SPCR) program and overall enforcement.
- $42,500 one-time increase to accelerate the replacement of a vehicle in the SPCR program that will provide 24/7 and inclement weather response not currently available.
- $35,000 one-time increase to provide a vehicle to accommodate additional staffing for field inspections.
- $30,600 ongoing increase tree planting in the Stephens Creek watershed.
- $106,000 one-time increase for the Neighborhood to the River Program to improve tree canopy and vegetation conditions.
- ($200,000) reduction to the combined basins Private Property Retrofit Program to align with expected output.
- $7,500 to provide ongoing support for the Asset and Work Systems Management Program (Synergen) upgrade.
- $99,204 for an Engineering Technician II to support planning, coordinating, and scheduling of work at the two treatment plants.
- $98,238 for a Wastewater Operator II for resumption of lagoon dredge operations at the Columbia Boulevard Wastewater Treatment Plant.
- $50,000 one-time increase for a vehicle to support growth in the automation support teams within the Wastewater Group.
- $60,000 ongoing increase to provide painting services for various Wastewater facilities and pump stations.
- $50,000 one-time increase to provide space optimization services at the

Columbia Boulevard Wastewater Treatment Plant maintenance shop.

- $30,000 ongoing increase to support the citywide green energy acquisition.

CIP Planning and Delivery Improvements

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

- $200,000 increase for two years to provide a contractor to support the Project Management and Controls Division and early ramp up of CIP.
- $148,758 for a Civil Engineer to assist with current and future planned CIP projects for the Pump Station Improvement Program.
- $148,758 for a Civil Engineer to assist in the design and management of stormwater projects.
- $130,782 for a Senior Civil Engineering Associate to provide project management for large CIP projects at the treatment plants under the Secondary Treatment Program.
- $160,254 for a Supervising Engineer to oversee project teams in the Wastewater Design Section for upcoming mandated projects at the treatment plants.
- $35,000 one-time increase for a vehicle to support additional staff at the treatment plants and provide transportation between the treatment plants and pump stations.
- $140,154 for a Principal Management Analyst to provide project cost, schedule, and scope development to achieve improved project estimates.
- $130,782 for a Senior Civil Engineering Associate to provide support to the Project Modeling and Analysis Team needed as a result of increases in CIP projects.
- $150,222 for a Senior Engineer to support Stormwater System Planning's Asset Inventory and Condition Assessment work.
- $111,096 for a Business Systems Analyst to support Stormwater System Planning's Asset Inventory and Condition Assessment work.
- $76,000 ongoing for consultant services required to support the Stormwater System Planning efforts, including local wetland inventory assessment.
- ($200,000) ongoing reduction leaving $150,000 for an additional year to complete Guilds Lake and Ankeny force main condition assessment.
- $26,160 ongoing increase for sewer and stormwater condition assessment.
- ($19,066) ongoing reduction in overtime for staff supporting the Condition Assessment Program.

Workforce

The Adopted Budget includes items that build and support a diverse, high-performing workforce, including:

- $111,096 for a limited term Training and Development Analyst to provide training for the Engineering Services Group on the new CIP project

management software system.

- $50,000 ongoing to provide two interns to support the Wastewater Group's Maintenance Division.
- $150,000 to provide additional temporary space while the Portland Building is being renovated.

Bureau Culture

The Adopted Budget includes a decision that develops a culture where our diverse contributions collectively support achievement of our mission, vision, and values. It includes:

- $10,000 ongoing increase to support the Equity Plan implementation.

Responsive Business Systems

The Adopted Budget includes a number of decisions meant to integrate administrative, technical, and financial systems that support responsive and adaptable decision-making and service delivery. These include:

- $111,096 for a Financial Analyst to support the Financial Planning Division's increased workloads.
- $111,096 for a Management Analyst to provide procurement assistance to accommodate more timely contracting work.
- $50,000 ongoing to provide information technology support during peak surges.

Community Relationships

The Adopted Budget includes decisions to build strong community relationships and be a trusted service provider. These include:

- $400,000 ongoing for multi-family eviction prevention program.
- ($166,100) ongoing reduction for wholesale contracts.

Leadership in City Government

The Adopted Budget includes a decision that proactively engages BES in setting and achieving City goals. It includes:

- $20,000 ongoing for three years to acquire equipment trailers and tools to outfit for Damage Assessment Teams and disaster response.

Street Cleaning Interagency

The Adopted Budget includes a decision to fund $401,669 of street cleaning services previously funded by the Portland Bureau of Transportation (PBOT). A budget note has been added to explore the appropriate level of BES funding in future years.

Budget Note

During FY 2018-19, BES and PBOT shall work together to define PBOT's total cost of systemwide street cleaning services under the interagency and detail the cost of street cleaning arterial streets for BES to remain compliant with MS4 permits. BES and PBOT shall also define the quantifiable benefits of street sweeping to the stormwater system overall. Based upon the results of this analysis, BES shall propose appropriate realignments to the PBOT-BES interagency in its Requested Budget for FY 2019-20.

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 operations and capital programs. Based on the most recent update of the financial forecast, the bureau forecasts annual rate increases of 3.00% in FY 2019-20 through FY 2021-22, and 3.10% in FY 2022-23 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 Summary

CIP Highlights

A significant amount of work is under way at both treatment plants, addressing both operational and long-term capacity issues, partially in anticipation of new permit requirements. The Sewage Treatment Program represents 45% of the five-year CIP, up slightly from last year's five-year plan. Expansion programs at the Columbia Boulevard plant will allow for increased wet weather throughput on high flow volume days. Additionally, there are deferred maintenance needs to be addressed at both plants. Unlike pipe systems, mechanical systems require reinvestment on a more regular cycle, generally every 25 to 50 years.

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. It is estimated that roughly $2 billion of the assets are in poor or very poor condition. Consequently, a significant proportion of the five-year CIP (38%) 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 remainder of the CIP is in Surface Water Management (9%), Systems Development (2%) and the bureau's 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. Regarding the Portland Building Renovation project, the Bureau expects to self-finance the bureau's estimated $40 million share of the $195 million project using 20-year sewer revenue bonds (included within the CIP).

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 proposed five-year CIP to last year's 2018-2022 CIP, the four common years (2019-2022) have increased $15 million or 2.5%. 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. When applying a 2.57% escalation factor on projects carried forward from the prior plan, there is no change to the four common year period. While all projects in the five-year CIP are in FY 2018-19 dollars, escalation assumptions are incorporated into the five-year financial forecast.

Public Input and Participation

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. During the past 18 months,

the bureau has undertaken an ambitious Strategic Plan effort that actively sought and considered input from multiple public stakeholders. 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.

Inter-bureau Coordination

Sewer and stormwater infrastructure frequently intersects with other work that occurs around the City. The bureau has improved its efforts to coordinate with other City bureaus to more effectively and efficiently deliver capital projects. In particular, work via the combined PBOT/Environmental Services Leadership Team has resulted in positive impacts to projects such as Capitol Highway and Errol Heights. The bureau will continue efforts to improve coordination with Portland Water Bureau, Portland Parks and other regional partners to identify project timing and strategies that minimize disruption. The CIP-PREP effort further identified the critical roles of City partners such as the Office of Management and Finance and the Bureau of Development Services in efficiently delivering capital projects.

Council Goals and Priorities

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 specifically 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. Outputs from the CIP PREP efforts are focusing efforts around continuous improvement to ensure the right work gets into the CIP in an optimized delivery window.

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 maintains and constructs physical facilities and public services that 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

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

The Capital Improvement Program Process Review and Enhancement Project (CIP PREP) is a multiphase, multiyear effort to better understand how the Bureau plans and delivers CIP work, and how the CIP process might be improved. Phase 1 of the CIP PREP, also completed in the Fall of 2017, has identified a number of CIP Planning and Program delivery opportunities that will, when combined with the new initiatives from the Strategic Plan, position the Bureau for its expanding CIP work load.

Asset Management and Replacement Plan

For the 2016 Citywide Assets Report (published in May 2017), the bureau reported a significant annual funding gap on infrastructure with a known asset condition. An increased funding gap is likely to develop as condition assessment work continues on the system components for which reliable condition assessment information does not yet exist. The estimated gap includes rehabilitation and capacity needs in four major systems: combined sewers, sanitary sewers, stormwater conveyance and water quality facilities, and wastewater treatment systems. The estimated gap is based on the following assumptions and analysis:

- Projects to address condition and/or capacity with positive cost-benefit ratios in the Combined and Sanitary Sewer Collection System Plan that are not included in the financial plan are identified as gaps.
- Condition assessment trends indicate that combined and sanitary sewers as well as wastewater treatment system assets are aging and coming to the end of useful lifecycles at a faster rate than the current repair and rehabilitation programs budgeted in the financial plan are able to replace or repair them.
- The extent of stormwater system needs is being identified through the Stormwater System Plan. The current estimated gap is based on broad assumptions from the Stephens Creek pilot for both rehabilitation and capacity needs as well as ongoing analysis of capacity constraints and stormwater system availability in the BES service area. Approximately 70 percent of the stormwater system is in an unknown condition.
- BES is undertaking a BES Resiliency Plan to identify infrastructure vulnerabilities to major risks such as earthquakes and climate change. The results of this project are expected to identify additional CIP project priorities in future years, which may contribute to further growth in the identified funding gap.

Public Facilities Plan Overview

The updated Citywide Systems Plan (CSP) was approved in June 2016. Chapter 6 of the CSP is the Bureau of Environmental Services section of the State-mandated Public Facilities Plan. The CSP summarizes key elements of more detailed facility and systems planning documents for the two wastewater treatment plants and the combined and sanitary sewer system plan. The stormwater system plan is in early development. An update to the pump station plan is also needed, but not currently

underway. Capital project planning includes an analysis of the capacity of the existing system as compared to the densities in the Comprehensive Plan. Capacity is determined from hydraulic analysis and a review of existing structural conditions. The CSP addresses significant or major facilities for the bureau's four types of infrastructure systems:

- The combined sewer system includes the network of pipelines and pump stations that collect and convey combined stormwater and wastewater;
- The sanitary sewer system includes the network of pipelines and pump stations that collect and convey wastewater;
- The stormwater system includes the swales, ponds, channels, creeks, sloughs, ditches, culverts, sumps, and pipe systems that convey and treat stormwater runoff from the land; and
- The wastewater treatment system includes two secondary wastewater treatment plants: the Columbia Boulevard and the Tryon Creek Wastewater Treatment Plants.

The CSP incorporates an integrated watershed approach to assess facility needs. In this approach, an entire watershed is analyzed as a unit to identify interrelated problems and coordinate all plans, activities, and programs. This avoids solving a problem in one area while creating another problem elsewhere. It also optimizes limited funds to solve multiple problems with a single integrated solution. There are four major watersheds within the City of Portland: the Willamette River, Fanno and Tryon Creeks, Johnson Creek, and Columbia Slough/Columbia River.

Capital Programs and 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 sewage 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.

Major Maintenance and Reliability projects include:

- **Pipe Rehabilitation Projects:** This suite of approximately $291 million in 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 approximately $13 million in projects is necessary to relieve risk of sewer backup and street flooding in various basins using a combination of pipe upsizing and stormwater infiltration facilities. Projects also rehabilitate pipe in very poor condition. Priority is given to projects with the highest net benefit-to-cost ratio. Each year, more green street facilities are added to the inventory, creating increased pressure on the operating budget for ongoing maintenance.

Sewage Treatment Systems

This program funds projects located at the treatment plants as well as maintenance and repair or rehabilitation of the nearly 100 active pump stations and associated force mains located system wide. Both treatment plants operate within the framework of the Federal Clean Water Act. Specific requirements for removal of pollutants from wastewater before the treated effluent is discharged into the Columbia or Willamette Rivers are contained in the National Pollution Discharge Elimination System permit for each plant. High priority is given to projects that provide operating efficiency, reliability, and longevity of the facilities. Other projects address operational needs and condition of assets.

Major Sewage Treatment projects include:

- **Pump Station Improvement Program:**This is an ongoing program (averaging $80 million annually) to refurbish and upgrade pump stations and their associated force mains to meet current codes, operate more reliably, upgrade facilities to meet increased demand, and replace outdated equipment.
- **Treatment Facilities - Rehabilitation and Modification:**Both the CBWTP and TCWTP are major capital assets that require ongoing investment for repair, rehabilitation, and maintenance work to protect the capital investment and enhance system reliability. This program is key to preventing violations of the City's NPDES permit.
- **Secondary Treatment Expansion:** Expansion of secondary treatment capacity at the Columbia Boulevard Wastewater Treatment Plant is required for effective plant operation and to meet permit requirements.
- **TCWTP Headworks Improvements:** Recommended upgrades from the Facilities Plan to meet future demand and continue to meet permit requirements. The improvements are jointly funded with Lake Oswego.

Surface Water Management

The primary objective of this program is to protect the quality of surface and ground waters by addressing watershed health and public safety concerns associated with flooding, stream erosion, and urban pollution. Projects proposed under this program include construction of various types of water quality facilities (ponds, swales, 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.

Major Surface Water Management projects include:

- **Johnson Creek Restoration Program:**This program is implementing the recommendations of the Johnson Creek Restoration Plan (2001). The plan identifies a number of projects to mitigate flooding, improve water quality, and improve fish and wildlife habitat.
- **Columbia Slough projects:**The primary focus of the current suite of projects is to address the Remedial Action Record of Decision from the State Department of Environmental Quality. In 2010, DEQ and BES entered into an Inter-Governmental Agreement under the Voluntary Cleanup Program to control pollutant sources discharged to the slough through City stormwater compliance.
- **Capital Highway Stormwater Improvements:**Stormwater improvements along SW Capitol Hwy, local side streets, and within Tryon, Falling, Woods, & Vermont Creek basins to address drainage & conveyance deficiencies along with recurring nuisance flooding issues.
- **Land Acquisition:**This multi-year program targets high priority parcels for habitat and watershed health. Funding often leverages that of other partners such as Metro and Portland Parks & Recreation.
- **Watershed Investment Fund:**This program funds innovative watershed enhancements. Priority is given to projects that leverage other funding sources, demonstrate new technologies, and address multiple watershed health goals.

Systems Development

The primary focus of this program area is to expand the city's sewer collection system in support of the implementation of Metro's 2040 Plan and the City's 2035 Comprehensive Plan. This program carries out the bureau's commitment to provide an efficient sewerage system to residents and businesses within our service area, to support new development, and to protect public health and the environment.

The major project within Systems Development is the Party Sewer Program which addresses shared private sewer lines. Over several years, the program will provide property owners direct access to a municipal sewer line or ensure that appropriate easements have been acquired.

Funding Sources

Planned CIP outlays total $743 million (excluding inflation) over the five-year forecast interval FY 2018-19 through FY 2022-23. 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 $12 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, per current policy, 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. The bureau is in the process of updating to a cash reserve policy minimum of 270 days of operating expenses to more closely align with financial best practices for sewer/stormwater utilities of this size. Cash transfers from the Operating Fund to the Construction Fund are projected to total $100.1 million over the five-year forecast interval.
- **Bond Proceeds.**Based on current planning assumptions, the bureau's five-year CIP request anticipates $557 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 and 20-year repayment schedules. 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.

Net Operating and Maintenance Costs

Development of each capital project request includes estimated operating and maintenance costs 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 anticipated to provide an additional source of revenue to the bureau 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 Director's Office provides top-level administration and leadership for the Bureau, including equity initiatives, emergency planning and coordination, change management and Strategic Plan implementation.
- 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.
- 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.

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 reached 11,717 student contacts (508 classroom and field programs).

In FY 2017-2018, the Clean Rivers Education Program changed its performance measure from number of student contacts to number of classroom and field science programs delivered. The bureau expects to deliver 425 Clean Rivers Education programs in 2018-2019.

Changes to Services and Activities

The Business Services Group adds two full-time positions (a Procurement Assistant and a Financial Analyst) to address increasing workloads and expectations related to contract management and to monitoring and enhancing financial performance. These positions are foundational to addressing long-standing deficiencies and long-term needs identified via the Bureau's Strategic Planning efforts during 2017. There is also an increase within Business Services to provide $400,000 in direct support to advance the City's initiatives related to low-income assistance. This program expense was identified alongside the Portland Water Bureau and broader City efforts to enhance the utility low-income assistance programs.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	72.00	66.35	69.05	71.05	71.05
Expenditures					
Administration	1,243,074	1,726,280	2,432,151	1,987,214	1,987,214
Administration & Support	2,333	31,339	0	0	0
Bureau Support	8,350,570	9,742,635	13,966,563	12,651,653	12,641,834
Communications	876,307	1,041,842	995,844	1,482,571	1,482,571
Employee Development	648,031	737,601	57,220	37,220	37,220
Employee Investment	0	111,069	0	0	0
Facilities	1,560	30,492	0	0	0
Finance	24,402,624	23,864,523	23,814,309	26,333,934	26,336,434
Information Management	6,215,220	6,019,913	6,270,632	6,516,313	7,063,967
Total Expenditures	**41,739,719**	**43,305,694**	**47,536,719**	**49,008,905**	**49,549,240**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Amount of time loss, in hours per employee, due to injury	3.20	2.80	2.62	2.75	2.75
Key Performance Measure					
Average single family household bill as a percent of median income	1.48%	1.48%	1.43%	1.43%	1.43%
Output					
Maintain the bureau's first lien debt service coverage ratio at 1.5 or greater	2.29	2.51	2.56	2.68	2.68
Maintain bureau's combined first and second lien debt service coverage ratio at 1.3 or greater	1.30	1.43	1.46	1.30	1.30
Workload					
Number of bureau education programs delivered	382	508	425	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 six 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 change control and other support functions for CIP delivery. The division includes administrative functions that support all of the Engineering Services group, 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. 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, issues permits and inspects private stormwater facilities, all to ensure consistency with City development goals and the bureau's infrastructure system needs. The division includes the sewer extension and non-conforming sewer programs.
- Wastewater and Pump Station Engineering, a new division in 2017, combines engineering design and project management staff with construction management staff co-located at the Columbia Boulevard Wastewater Treatment Plant. This division is focused on the design and construction of the significant slate of capital projects for wastewater treatment facilities and pump stations.

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; 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. 145,000 linear feet of sanitary and combined sewer pipe are planned for capital repair or replacement in FY 2018-19 to address condition and capacity, a significant increase above the 80,000 linear feet targeted in FY 2017-18.

Changes to Services and Activities

Engineering Services adds 7 new positions in FY 2018-19 to support increased planning, design and construction of capital projects to replace, protect and upgrade a wave of aging infrastructure in the coming years, and to meet regulatory requirements. Four of these positions are for project design and construction management, primarily related to wastewater treatment and pump station facilities. Two positions are project controls support (cost estimating and project scheduling) for the capital program, and engineering support for system planning. One limited-term training coordinator position to develop and implement a comprehensive training and employee development program for the group, including training plans to support a robust project management approach for capital project delivery.

This budget includes funding to continue projects to update the Combined and Sanitary Sewer System Plan (also called the Continuous Collection System Plan), create a comprehensive Pump Station Master Plan, and finish the Resiliency Master Plan to prepare our system for earthquakes and other disasters. Funding is included for contractor support for project management and controls, part of the bureau's process improvement work for the growing capital program. New funding is also planned for a multi-year effort to acquire and equip emergency response trailers for Damage Assessment Teams and disaster response.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	169.92	205.53	212.16	221.16	221.16
Expenditures					
Asset Systems Management	(1,740,461)	(3,041,384)	3,991,769	3,213,653	3,213,653
Capital Program Mgmt & Controls	78,689,013	93,545,459	115,348,803	134,315,860	133,768,206
Construction Services	1,844,026	1,885,700	1,264,698	1,974,207	1,974,207
Design	2,451,604	2,440,318	1,363,445	2,336,706	2,336,706
Downspout Disconnection	5,618	10,918	0	0	0
Engineering	1,388,627	1,173,421	1,997,429	1,825,749	1,825,749
Materials Test Lab	890,954	972,351	1,200,932	1,277,856	1,277,856
Stormwater Retrofit	28,110	4,484	0	0	0
Systems Development	4,331,124	4,680,016	3,901,618	3,719,222	3,719,222
Total Expenditures	**87,888,615**	**101,671,283**	**129,068,694**	**148,663,253**	**148,115,599**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Construction management costs as a percentage of total construction costs	14%	9%	10%	10%	10%
Output					
Number of stormwater flooding events due to system capacity	132	111	100	100	100

Pollution Prevention Services

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 2017-18, 99.4% of industrial enforcement tests are projected to be in full compliance.
- Site investigations and remediation will require an anticipated average expenditure of $10,000 per site in FY 2017-18 and $9500 per site in FY 2018-19. Total costs per project range from around $3,000 to $100,000.

- It is projected that the Water Pollution Control Laboratory will perform 60,000 lab analyses in FY 2017-18 and is expected to perform 62,000 lab analyses in FY 2018-19.
- FY 2017-18 is estimated to meet the projected target of 128 Sanitary Sewer Overflows (SSOs). 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 2018-19 is 130 and reflective of expansion within collection system.
- Combined Sewer Overflows (CSOs) are estimated to remain at 4 during FY 2018-19. This estimate will keep the city in compliance with the NPDES permit requirement.

Changes to Services and Activities

Pollution Prevention adds five new positions in FY2018-19 – four within the Environmental compliance program and one within the Environmental Investigations Division.

The Environmental Compliance program adds the following four positions in FY 2018-19:

- Spill Prevention and Citizen Response (SPCR) is requesting one Environmental Program Coordinator to support the Environmental Compliance Division's (ECD) enforcement program through writing enforcement actions, participating in Administrative Reviews, and coordinating ECD response to Code Hearings. This position will also support the overall enforcement program through reviewing enforcement procedures and division-wide policies that impact implementation of specific enforcement action, and will coordinate and provide training on enforcement procedures.
- Plan Review adds one Environmental Technician II position to improve efficiency and customer service related to plan review intake for commercial and industrial developments due to an increasing workload associated with new and emergining industries (e.g. cannabis and breweries) as well as an increased number of plan applications for traditional development (e.g. multifamily housing). This position will review plans and help with the workload that increases each year with development while maintaining current service levels for the development community, allowing timely review of plans to keep construction projects on schedule. Long-term solutions - including this position - will meet turnaround goal times, ensure compliance order deadlines are met, avoid fines, and help maintain City's compliance with stormwater and wastewater permits.
- Industrial Stormwater adds two positions. The first is an Environmental Technician II to the Industrial Stormwater (ISW) program that administers the State NPDES General Industrial Stormwater Permit (1200-Z) through an IGA with Oregon DEQ. The program satisfies a City NPDES MS4 permit requirement. The second is an Environmental Technician I in the Maintenance Inspection Program (MIP). MIP inspects Stormwater Management Facilities installed per the City's development requirements. As development has accelerated Citywide, the number of facilities is growing (657 facilities added last year), yet inspection staff has remained unchanged.

The Environmental Investigations program adda one position in FY2018-19:

- The Laboratory adds an Analytical Specialist in the Nutrients Section to address the 60% increase in workload experienced by the laboratory over the last 15 years. This position is critical to meeting regulatory hold times for sample analysis, to addressing staff shortages during peak workload periods related to stormwater monitoring and other projects, and to improving instrument performance within the Nutrients section.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	87.00	89.00	92.00	97.00	97.00
Expenditures					
Env. Monitoring & Investigation	2,466,806	2,456,757	2,633,277	2,991,805	2,991,805
Environmental Compliance	6,206,297	6,155,914	8,713,698	9,113,312	9,113,312
Pollution Prevention	384,272	394,569	417,351	541,701	541,701

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Source Control	5,023	1,348	0	0	0
Total Expenditures	**9,062,398**	**9,008,588**	**11,764,326**	**12,646,818**	**12,646,818**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Average resources spent in site investigations and cleanup, per site investigated or remediated	$12,123	$9,386	$8,536	$9,500	$9,500
Key Performance Measure					
Number of sanitary sewer overflows	134	180	145	130	130
Number of combined sewer overflow events	5	7	4	4	4
Output					
Percentage of industrial enforcement tests in full compliance	99.5%	99.4%	99.4%	99.5%	99.5%
Workload					
Number of lab analyses performed each year	59,210	61,243	60,000	62,000	62,000

Portland Harbor

Description

The Portland Harbor Superfund program is managed in the Office of the Director and represents the City's involvement with the Portland Harbor Superfund primarily due to the city's potential liability for cleanup costs as a result of the City's sewer and stormwater conveyance system. In addition to the City's role as a Potentially Responsible Party (PRP) the city is also a steward and regulator of the Willamette River. Since the City plays multiple roles, it has been involved early in the process to ensure that the interests of Portlanders are represented. Portland Harbor expenses are budgeted in the Environmental Remediation Fund.

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 potentially responsible parties.

Performance

The Environmental Protection Agency (EPA) issued a cleanup Record of Decision (ROD) in early January 2017. The next major steps in the cleanup process, and the City's role in that process, are still being determined.

The River Mile 11 (RM 11E Group), a group of performing parties of which the City is a member, is preparing to begin the remedial design phase for the RM 11E project area in the Portland Harbor Superfund Site.

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.

The program added a public involvement position that will develop and implement a long-term public engagement for the City of Portland.

Changes to Services and Activities

In January 2017, the EPA reached a major milestone in the project by issuing its Record of Decision (ROD) or final cleanup plan for the superfund site. As the superfund project transitions from analysis and investigation to implementation of the cleanup the focus of the Portland Harbor program will continue to adjust to meet those needs along with our commitment to be a leader in building partnerships and coalitions to get this site successfully cleaned up as soon as possible.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	4.83	3.20	4.00	4.00	4.00
Expenditures					
CERCLA (Superfund)	1,323,402	633	2,277,265	2,210,812	2,210,812
Natural Resource Damage Assessment	0	0	0	1,073,000	1,073,000
Portland Harbor	1,875,390	965,410	2,632,456	2,825,225	2,825,225
Total Expenditures	**3,198,792**	**966,043**	**4,909,721**	**6,109,037**	**6,109,037**

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 88 active pumping stations, 10 step systems, 3,040 miles of pipeline, 683 miles of lateral, 40,789 manholes, 8,625 stormwater sumps, 506,880 linear feet of ditches, 54,700 stormwater inlets and catch basins, 328 trash racks, 148 manufactured stormwater facilities, and 2,096 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 goals of operating infrastructure in a way that meets regulatory requirements and protecting, rehabilitating, and maintaining existing assets for long-term reliability and resiliency.

Performance

The treatment process at each of the two treatment plants continues to achieve removal of 96% 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 2018-19.

Collection and treatment facilities delivered and processed over 36.2 billion gallons of wastewater during FY 2016-17, a nearly 10% increase from the previous year, largely due to a series of major storms that produced higher-than-normal precipitation between January 2017 and April 2017. Based upon the first six months of the fiscal year, it is expected that wastewater conveyed and treated could reach nearly 30 billion gallons in FY 2017-18.

The operating and maintenance cost of wastewater treatment was approximately $529 per million gallons treated for FY 2016-17, driven down by significantly higher-than-expected flows. Based upon an assumption of typical annual flow, this figure is projected to increase in FY 2017-18 to about $720 per million gallons treated.

In an effort to continue to preserve system capacity and prevent sanitary sewer overflows in the collection system, over 765,000 feet of sewers were inspected and over 1.2 million feet cleaned, totaling over 2.3 million feet that was inspected and cleaned in FY 2016-17. This is projected to remain approximately the same in FY 2017-18 and FY 2018-19. Service requests related to public health and safety continue to be responded to within a two-hour timeframe 94.1% of the time, exceeding the 90% service delivery benchmark.

Changes to Services and Activities

There are no major reorganizations or changes to existing services or activities.

The FY 2018-19 Adopted Budget includes two new positions to address continued and ongoing needs in condition assessment, facilities management and core operations. As previously planned, the Wastewater Group budget is also adjusted in FY 2018-19 to accommodate initiating the full Biosolids Land Application and Transportation program now that the Lagoon Reconstruction project has been completed. Continued investments in operating and maintaining the bureau's assets is critical to ensure they remain viable and is reliable for years to come.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	142.00	134.95	134.95	135.95	135.95
Expenditures					
Collection System	29,543,028	27,684,948	37,339,848	34,526,452	34,526,452
Maintenance	0	46,708	716,972	795,720	795,720
Treatment	20,077,533	19,300,799	22,564,291	22,238,384	22,538,384
Wastewater	1,051,024	1,220,214	1,126,198	1,254,449	1,254,449
Total Expenditures	**50,671,585**	**48,252,669**	**61,747,309**	**58,815,005**	**59,115,005**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Cost to operate and maintain the treatment plants per million gallons treated	$603	$529	$720	$770	$770
Key Performance Measure					
Percentage of urgent public health and safety related service requests responded to within two-hour timeframe	88%	94%	90%	90%	90%
Output					
Percentage of biochemical oxygen demand removed	96.0%	95.9%	85.0%	85.0%	85.0%
Workload					
Amount of wastewater processed annually (in million gallons)	32,973	36,242	28,000	29,400	29,400
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	70,081	109,745	135,000	145,000	145,000

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 BES 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 partially reflected in budgets for both the Wastewater Group and Watershed Services. This program reforests city natural areas and adjacent lands, plants and maintains City green streets, stormwater management facilities, and bureau capital projects to improve the urban forest canopy and enhance the functional ability of urban watersheds. 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, integrated planning and project delivery approaches for collections system projects that provide both watershed health and sewer system improvements, and watershed protection and restoration efforts that meet BES and citywide goals. 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 20,274 feet of stream bank during FY 2016-17, more than doubling the FY2015-16 target of 9,900. 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 2016-17, 12,595 people contributed thousands of volunteer hours on projects organized or catalyzed by the Community Watershed Stewardship program and other watershed stewardship programs. Starting in FY 2016-17, this measure matches 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 previous performance measure and reporting is coordinated with the Pollution Prevention group which manages the permit. The annual target is to meet the permit requirements.

The bureau and partners planted 10,483 trees in FY 2016-17. Most of those were seedlings planted as part of natural area revegetation projects. The Environmental Services Tree Program planted 3,745 new street and yard trees to help manage stormwater runoff from streets and private property. In FY 2017-18, approximately 9,250 trees are expected to be planted, and the target for FY 2018-19 is 12,000 trees. The target changes are due to the timing and size of natural area tree planting projects.

Changes to Services and Activities

The Private Property Retrofit program will continue to address three program areas, but a reduction is proposed to the Combined Basins area to better align output with currently assigned staff resources. The budgets for the Stephen Creek/ Westside Watersheds and Columbia Slough program areas will not change.

Funds budgeted in FY2018-19 will implement right-of-way street planting recommended by the Stephens Creek Stormwater System Plan as an important component of implementation. This annual funding will increase tree canopy in the Stephens Creek watershed, thereby improving the interception and absorption of stormwater.

The Neighborhood to the River (N2R) program plans and implements collection system projects that provide both watershed health and sewer system improvements through innovation, collaboration, and integration of efforts. The FY 2018-19 Adopted Budget increased funds for N2R tree planting and vegetation efforts to accommodate expansion of the N2R program into three additional project areas: Expanded Alder, Columbia Corridor, and Boise-Eliot.

The ongoing Stormwater System Planning efforts will continue to identify priority areas to study for risk reduction. More integrated planning is needed to support these efforts, so additional funding will be requested in the future for consultant resources to assist with project planning for priority areas identified by Stormwater System Planning and other drivers, including regulatory requirements and interagency coordination.

The Stormwater System Planning team will be using a combination of existing and new in-house resources along with PTE to assess the condition of stormwater assets. Additional funding for PTE resources and two additional staff for the Stormwater System Plan section are included for FY 2018-19. This reflects a need to accelerate asset condition assessment to support integrated system planning.

New funds are included in FY 2018-19 to support the development of a Portland-specific software tool to assist developers with completing site-scale stormwater facility design for compliance with the Stormwater Management Manual (SWMM). This will align our stormwater facility sizing and design requirements with current engineering approaches and tools used in Washington and California.

Funds are included to support a multi-bureau effort to develop mitigation banks for water resources including rivers, wetland, and floodplains with a market analysis and eventual development of a banking instrument.

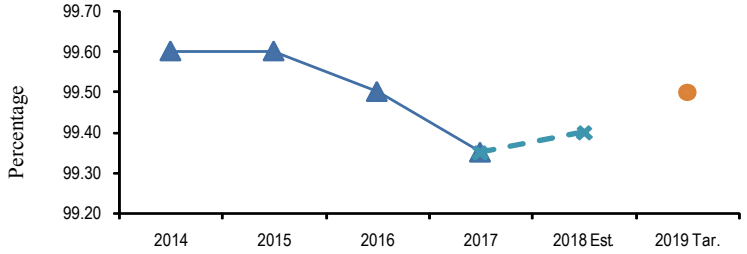
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	65.80	61.77	60.74	62.74	62.74
Expenditures					
Science, Fish & Wildlife	1,775,792	2,504,335	3,254,696	2,588,569	2,588,569
Sustainable Stormwater	3,427,331	3,192,692	5,935,808	6,079,937	6,079,937
Watershed	621,271	520,469	617,031	778,359	778,359
Watershed Management	3,064,359	2,195,691	2,884,449	3,076,313	3,076,313
Watershed Revegetation	3,928,050	3,706,419	2,356,178	2,505,546	2,505,546
Total Expenditures	**12,816,803**	**12,119,606**	**15,048,162**	**15,028,724**	**15,028,724**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Watershed Health Index for water quality	5.90	5.90	5.90	5.90	5.90
Workload					
Number of trees planted	15,514	10,483	9,235	12,000	12,000
Feet of streambank restored (not cumulative)	9,935	20,274	19,825	12,000	12,000
Number of participants in community events, workshops, stewardship, and restoration events	23,941	12,595	10,000	10,000	10,000

Performance Measures

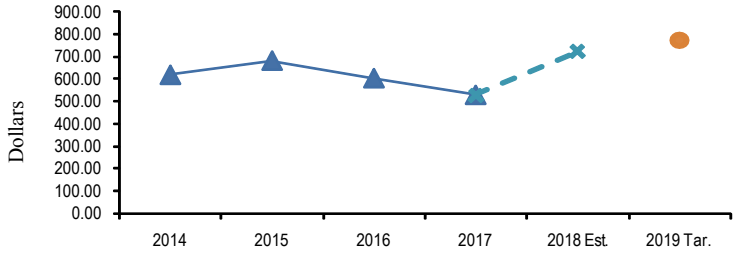
Enforcement Tests

Percentage of industrial enforcement tests in full compliance.



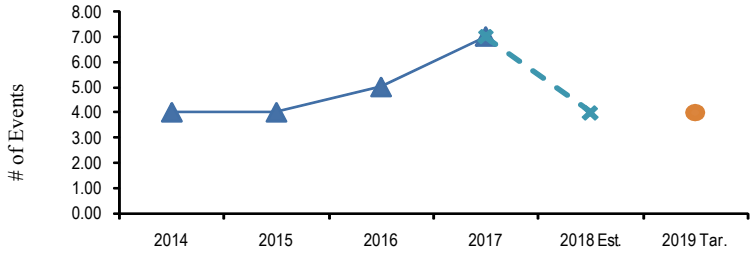
Wastewater Processing Cost per million gallons

Cost to operate and maintain the wastewater treatment plants reflected in costs per million gallons. When flow is low, as in a "dry year," cost per unit increases.



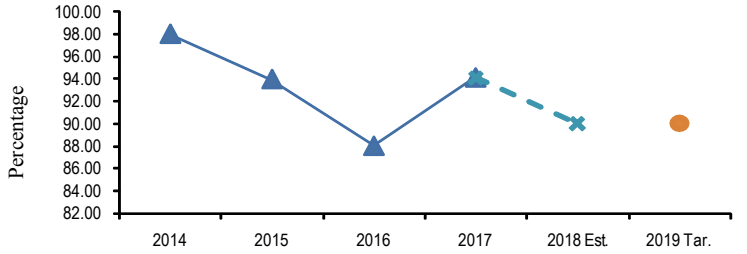
Combined Sewer Overflow (CSO) Events

The number of storm events that caused a combined sewer overflow (CSO) to either the Willamette River or the Columbia Slough. Over 100 events occurred annually prior to the start of construction of the CSO system in 1990 and 48 occurred the year before the system was completed in 2011.



Health and Safety Related Service Requests

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



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Licenses & Permits	1,908,089	2,248,626	2,420,000	2,157,000	2,157,000
Charges for Services	346,568,939	370,091,397	387,361,071	390,228,608	390,528,608
Intergovernmental	510,493	624,194	672,336	380,775	380,775
Bond & Note	441,990,563	375,228,433	229,000,000	0	0
Miscellaneous	3,949,749	3,813,305	15,806,100	7,613,000	7,613,000
Total External Revenues	**794,927,833**	**752,005,955**	**635,259,507**	**400,379,383**	**400,679,383**
Internal Revenues					
Fund Transfers - Revenue	305,620,296	344,201,207	369,964,045	372,025,000	372,025,000
Interagency Revenue	1,546,046	1,813,065	3,191,944	2,614,676	2,614,676
Total Internal Revenues	**307,166,342**	**346,014,272**	**373,155,989**	**374,639,676**	**374,639,676**
Beginning Fund Balance	324,091,360	292,342,751	260,770,600	473,696,000	473,696,000
Total Resources	**$1,426,185,535**	**$1,390,362,978**	**$1,269,186,096**	**$1,248,715,059**	**$1,249,015,059**
Requirements					
Bureau Expenditures					
Personnel Services	63,300,360	64,279,281	70,659,878	74,864,323	74,864,323
External Materials and Services	59,946,746	56,019,130	75,976,240	74,857,857	75,157,857
Internal Materials and Services	38,895,674	38,983,899	46,555,443	45,076,302	45,068,983
Capital Outlay	43,235,132	56,041,573	76,883,370	95,473,260	95,473,260
Total Bureau Expenditures	**205,377,912**	**215,323,883**	**270,074,931**	**290,271,742**	**290,564,423**
Fund Expenditures					
Debt Service	617,893,725	547,224,345	176,602,857	185,409,135	185,409,135
Contingency	0	0	375,449,547	332,820,523	332,526,555
Fund Transfers - Expense	310,571,147	349,808,499	375,948,761	377,983,334	378,284,621
Debt Service Reserves	0	0	71,110,000	62,230,325	62,230,325
Total Fund Expenditures	**928,464,872**	**897,032,844**	**999,111,165**	**958,443,317**	**958,450,636**
Ending Fund Balance	292,342,751	278,006,251	0	0	0
Total Requirements	**$1,426,185,535**	**$1,390,362,978**	**$1,269,186,096**	**$1,248,715,059**	**$1,249,015,059**
Programs					
Administration & Support	41,739,719	43,305,694	47,536,719	49,008,905	49,549,240
Pollution Prevention	9,062,398	9,008,588	11,764,326	12,646,818	12,646,818
Engineering	87,888,615	101,671,283	129,068,694	148,663,253	148,115,599
Watershed	12,816,803	12,119,606	15,048,162	15,028,724	15,028,724
Wastewater	50,671,585	48,252,669	61,747,309	58,815,005	59,115,005
Portland Harbor	3,198,792	966,043	4,909,721	6,109,037	6,109,037
Total Programs	**$205,377,912**	**$215,323,883**	**$270,074,931**	**$290,271,742**	**$290,564,423**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Maintenance and Reliability								
Alder: Buckman East Recon/Green Streets	135	0	500,000	1,300,000	1,500,000	2,900,000	1,000,000	7,200,000
Alder: Ladd's Addition South Recon/ Green Streets	1,713	245,000	700,000	2,000,000	150,000	0	0	2,850,000
Alder: Sunnyside East Recon/Green Streets	714,757	3,600,000	3,831,000	29,000	5,000	0	0	3,865,000
Alder: Sunnyside North Recon/ Green Streets	788,270	1,000,000	6,000,000	1,200,000	0	0	0	7,200,000
Alder: Sunnyside South Recon/ Green Streets	8,670	275,000	1,800,000	5,000,000	350,000	0	0	7,150,000
Beech-Essex CP-J	4,740	0	300,000	800,000	3,300,000	500,000	0	4,900,000
Burlingame Basin Infiltration and Inflow	6,230,494	2,000,000	3,700,000	3,105,000	90,000	90,000	90,000	7,075,000
Capital Maintenance - Non-Process Facilities	1,829,778	1,700,000	1,000,000	2,000,000	1,500,000	1,000,000	1,000,000	6,500,000
Fanno Creek Infiltration and Inflow	1,537,478	0	0	0	0	300,000	350,000	650,000
Hilsdale Crest RDII	32,906	0	4,000,000	2,240,000	60,000	0	0	6,300,000
Large Diameter Sewer Rehabilitation	2,836,636	700,000	2,000,000	5,500,000	6,000,000	25,000,000	25,150,000	63,650,000
Maintenance Capital - Construction	10,995,601	240,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Maintenance Capital - Contract	4,388,212	3,000,000	4,100,000	2,500,000	3,000,000	3,000,000	3,000,000	15,600,000
NWN: Slabtown Sewer Replacement	877,268	8,510,000	4,530,000	1,537,000	38,000	0	0	6,105,000
NWN: Central Tanner	0	0	0	0	0	0	750,000	750,000
NWN: Northeast Fremont	0	0	0	0	0	0	528,000	528,000
NWN: NW Thurman St Sewer	113,232	240,000	960,000	3,619,000	19,000	15,000	0	4,613,000
NWN: South Tanner	4,499	0	800,000	1,200,000	2,400,000	1,400,000	2,500,000	8,300,000
OCIP Phase V	1,008,206	0	300,000	300,000	0	0	0	600,000
Phase 2 Pipe Rehabilitation	100,214,396	14,000,000	1,000,000	0	0	0	0	1,000,000
Pipe Rehabilitation Phase 3	13,557,655	16,280,000	23,747,346	16,546,020	18,589,351	18,915,000	19,340,000	97,137,717
SE Interceptor Rehabilitation	1,707,597	8,510,000	500,000	0	0	0	0	500,000
SLRT/Vault Monitoring	0	50,000	70,000	200,000	210,000	400,000	400,000	1,280,000
Small Urgent Capacity Projects	14,888	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Stark HSS-17	4,715	0	900,000	1,500,000	1,600,000	1,700,000	3,000,000	8,700,000
Structural Rehab Taggart Outfall 30	2,138,748	500,000	2,500,000	5,000,000	1,550,000	0	0	9,050,000
TGD: Richmond Neighborhood Recon/Green Streets	0	0	0	0	100,000	550,000	3,500,000	4,150,000
Wheeler WHE-04	1,224,911	6,000,000	3,600,000	100,000	0	0	0	3,700,000
Total Maintenance and Reliability	**150,235,505**	**67,350,000**	**68,838,346**	**57,676,020**	**42,461,351**	**57,770,000**	**62,608,000**	**289,353,717**
Preservation & Rehabilitation								
Portland Building Rehabilitation - BES floors	0	0	0	0	40,000,000	0	0	40,000,000
Total Preservation & Rehabilitation	**0**	**0**	**0**	**0**	**40,000,000**	**0**	**0**	**40,000,000**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Sewage Treatment Systems								
Airport 1 Pump Station Improvements	579,245	1,900,000	504,000	0	0	0	0	504,000
Alder Pump Station Upgrade	504,998	3,360,000	2,112,000	42,000	0	0	0	2,154,000
Automation Network Reliability	168,055	0	40,000	0	0	0	0	40,000
CBWTP Biogas Utilization	1,618,112	3,400,000	6,600,000	200,000	0	0	0	6,800,000
CBWTP Blower System/Building Improvements	0	0	0	110,000	650,000	1,400,000	5,883,000	8,043,000
CBWTP Digesters 1-4 Upgrade	0	0	0	878,000	1,605,000	1,174,000	4,452,000	8,109,000
CBWTP Fiber System Reliability	37,726	100,000	200,000	400,000	100,000	0	0	700,000
CBWTP Headworks Screens Improvements	25,475	500,000	2,500,000	4,000,000	2,468,000	0	0	8,968,000
CBWTP Lagoon Reconstruction	18,816,265	4,300,000	5,100,000	1,600,000	110,000	150,000	625,000	7,585,000
CBWTP Organic Waste Receiving Facility	0	235,000	675,000	3,600,000	350,000	0	0	4,625,000
CBWTP Outfall Diffusers	154,690	510,000	700,000	1,294,000	10,000	0	0	2,004,000
CBWTP Residuals Handling Improvements	0	0	0	0	500,000	500,000	500,000	1,500,000
CBWTP Reuse System Replacement	0	0	0	0	430,000	435,000	2,500,000	3,365,000
CBWTP Secondary Treatment Expansion Program	85,413	2,225,000	4,000,000	14,335,000	19,103,000	36,507,000	40,409,000	114,354,000
CBWTP Seismic Improvements	0	0	0	0	0	0	217,000	217,000
CBWTP Substation Replacement	16,491	300,000	750,000	1,500,000	2,500,000	0	0	4,750,000
CBWTP Wash/Hypo TNL Piping Replacement	61,931	0	3,300,000	1,075,000	0	0	0	4,375,000
Force Ave Pump Station Remodel	332,657	500,000	291,000	2,397,000	1,847,000	28,000	0	4,563,000
Inverness Pump Station Force Main	14,250	401,000	1,500,000	2,800,000	2,200,000	2,530,000	1,000,000	10,030,000
Pump Station Improvement Program	7,933,601	4,000,000	6,000,000	6,000,000	6,000,000	10,000,000	10,000,000	38,000,000
Repair, Rehabilitation, and Modification	37,502,500	3,525,000	4,000,000	4,000,000	4,000,000	6,000,000	6,000,000	24,000,000
TCWTP Bankside Outfall	0	0	0	34,000	133,000	133,000	686,000	986,000
TCWTP Disinfection Improvements	0	0	0	75,000	300,000	942,000	1,052,000	2,369,000
TCWTP Headworks Improvements	1,785,441	6,000,000	5,000,000	14,900,000	12,000,000	11,000,000	1,000,000	43,900,000
TCWTP PLC System Rpl	336,757	0	50,000	0	0	0	0	50,000
TCWTP Second Clarifier Addition	0	0	0	0	0	0	103,000	103,000
TCWTP Secondary Process Improvements	41,227	820,000	1,500,000	2,000,000	1,500,000	120,000	0	5,120,000
Tryon Creek Interceptor Replacement	0	0	2,500,000	9,700,000	6,000,000	2,000,000	1,500,000	21,700,000
Tyron Creek Pump Station Reconstruction	0	0	500,000	500,000	1,300,000	1,000,000	100,000	3,400,000
Total Sewage Treatment Systems	**70,014,834**	**32,076,000**	**47,822,000**	**71,440,000**	**63,106,000**	**73,919,000**	**76,027,000**	**332,314,000**
Surface Water Management								
1% For Green	194,244	0	450,000	450,000	450,000	450,000	0	1,800,000

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Balch Creek Trash Racks	153,712	300,000	277,000	74,000	828,000	0	0	1,179,000
CIP Revegetation Plant Establishment	10,734	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Columbia Slough Outfalls	1,413,752	2,641,000	150,000	1,000,000	1,000,000	1,000,000	3,632,000	6,782,000
Culverts Phase 3	0	50,000	300,000	200,000	1,590,000	250,000	2,000,000	4,340,000
FT: Beaverton Hillsdale Hwy	489,853	1,065,000	300,000	200,000	1,000,000	1,000,000	0	2,500,000
FT: Boones Ferry Culvert	1,457,380	1,000,000	550,000	600,000	700,000	1,000,000	1,000,000	3,850,000
FT: Drainage Shoulder Improvements	0	0	133,000	521,000	681,000	681,000	0	2,016,000
FT: SW Shattuck Rd Culvert Replacement	0	0	0	0	0	103,000	98,000	201,000
Green Infrastructure: Land Acquisition	20,639,924	0	45,000	0	0	0	0	45,000
Hwy 43 Tryon Creek Culvert	0	0	150,000	480,000	0	0	0	630,000
JC: River Mile 9.6 Floodplain Restoration	217,549	200,000	600,000	20,000	20,000	0	0	640,000
JC: Brunkow	28,093	40,000	0	200,000	500,000	1,500,000	500,000	2,700,000
JC: Johnson Creek Willing Seller Phase 2	8,710,229	500,000	1,500,000	1,500,000	1,500,000	1,500,000	500,000	6,500,000
JC: Oxbow	270,236	0	200,000	200,000	200,000	400,000	550,000	1,550,000
JC: Springwater Wetland	267,685	150,000	100,000	100,000	150,000	750,000	250,000	1,350,000
Johnson Creek Oxbow Permanent Scour Repair	0	0	220,000	0	0	0	0	220,000
Luther Road Channel Restoration	86,130	139,000	500,000	585,000	15,000	0	0	1,100,000
Oaks Bottom Culvert Replacement	3,338,064	100,000	1,000,000	0	0	0	0	1,000,000
Stephen's Creek Right of Way Retrofit	0	0	78,000	422,000	0	78,000	422,000	1,000,000
Stephens Creek Ph 1 Improvements	560,837	500,000	500,000	500,000	0	0	0	1,000,000
SW Capitol Hwy Stormwater Improvements	38,467	0	1,540,000	1,864,000	300,000	0	0	3,704,000
Watershed Investment Program	9,087,869	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Watershed Land Acquisition Program	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
West Lents Floodplain Restoration	0	0	400,000	450,000	600,000	650,000	600,000	2,700,000
Total Surface Water Management	**46,964,758**	**9,685,000**	**12,743,000**	**13,116,000**	**13,284,000**	**13,112,000**	**13,302,000**	**65,557,000**
Systems Development								
Drainage Improvement	2,713,775	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
ECIMS Environmental Compliance Information System	671,177	0	547,654	552,980	558,649	0	0	1,659,283
Party Sewers	11,859,356	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
PBOT Interagency Reimbursement	9,602,971	350,000	500,000	350,000	350,000	350,000	350,000	1,900,000
Permit Reimbursement	1,430,109	100,000	100,000	45,000	45,000	45,000	45,000	280,000
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

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Sewer Extensions for High Risk Septic	296,948	100,000	1,000,000	100,000	100,000	1,000,000	1,000,000	3,200,000
Total Systems Development	**58,584,651**	**3,350,000**	**3,947,654**	**2,847,980**	**2,853,649**	**3,195,000**	**3,195,000**	**16,039,283**
Total Requirements	**325,799,748**	**112,461,000**	**133,351,000**	**145,080,000**	**161,705,000**	**147,996,000**	**155,132,000**	**743,264,000**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
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	149,880	2.00	151,168	2.00	151,168
30000434	Administrative Assistant	50,877	78,333	3.00	230,776	3.00	234,059	3.00	234,059
30000433	Administrative Specialist, Sr	47,362	72,904	6.00	347,077	6.00	359,803	6.00	359,803
30000437	Administrative Supervisor II	64,813	86,403	1.00	75,612	1.00	77,418	1.00	77,418
30002494	Auto Equip Oper II: Tractr-Trailr-CL	48,922	58,885	1.00	58,884	1.00	58,884	1.00	58,884
30000671	Biosolids/Reuse Program Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000320	Botanic Spec II-Generalist	60,944	77,730	5.00	375,448	5.00	378,724	5.00	378,724
30000321	Botanic Spec II-Ntrl Resource Ecologist	60,944	77,730	6.00	449,628	6.00	449,628	6.00	449,628
30000441	Business Operations Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000442	Business Operations Manager, Sr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000440	Business Operations Supervisor	75,150	100,526	3.00	276,780	3.00	280,416	3.00	280,416
30000448	Business Systems Analyst	64,813	86,403	0.00	0	1.00	75,612	1.00	75,612
30000447	Business Systems Analyst, Assistant	50,877	78,333	1.00	78,336	1.00	78,336	1.00	78,336
30000449	Business Systems Analyst, Sr	71,510	95,472	6.00	541,761	6.00	545,385	6.00	545,385
30000328	CAD Technician I	42,682	57,200	3.00	132,300	3.00	138,039	3.00	138,039
30000329	CAD Technician II	57,200	72,987	7.00	495,108	7.00	495,108	7.00	495,108
30000330	CAD Technician III	69,472	88,712	5.00	428,868	5.00	434,872	5.00	434,872
30000689	Capital Program Mgmt & Controls Manager	97,989	132,766	1.00	115,380	1.00	118,138	1.00	118,138
30000686	Capital Project Manager II	75,150	100,526	4.00	356,034	4.00	367,169	4.00	367,169
30000700	Communications Engineer	75,150	100,526	2.00	168,840	2.00	171,400	2.00	171,400
30000491	Community Outreach & Informtn Assistant	50,877	78,333	1.00	50,880	1.00	50,880	1.00	50,880
30000492	Community Outreach & Informtn Rep	61,734	82,285	4.00	293,136	4.00	299,622	4.00	299,622
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	3.00	239,640	3.00	241,840	3.00	241,840
30000494	Community Outreach & Invlvmt Program Mgr	71,510	95,472	1.00	91,900	1.00	94,646	1.00	94,646
30000455	Contracts Dev & Review Administrator	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000672	Data Acquisition & Mgmt Supervisor	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000733	Development Services Manager	91,104	121,368	1.00	118,086	1.00	120,912	1.00	120,912
30000836	Development Supervisor II	78,770	105,851	2.00	188,688	2.00	192,084	2.00	192,084
30000576	Economist, Sr	75,150	100,526	1.00	84,468	1.00	87,936	1.00	87,936
30000635	Electrical/Instrumentation Supervisor	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000116	Electrician	71,074	76,710	10.00	755,880	10.00	764,340	10.00	764,340
30000121	Electrician/Instrument Technician	73,237	79,040	4.00	316,176	4.00	316,176	4.00	316,176
30000401	Electronic Systems Technician	59,446	75,795	4.00	270,480	4.00	270,480	4.00	270,480
30000683	Engineer, Chief	115,814	165,797	1.00	165,792	1.00	165,792	1.00	165,792
30000682	Engineer, Principal	105,789	141,086	3.00	387,960	3.00	387,960	3.00	387,960
30000680	Engineer, Sr	91,603	122,096	18.00	2,026,182	19.00	2,154,950	19.00	2,154,950
30000681	Engineer, Supervising	98,446	131,269	9.00	1,125,588	10.00	1,243,812	10.00	1,243,812
30000365	Engineer-Civil	91,333	110,989	29.00	3,011,766	31.00	3,279,204	31.00	3,279,204
30000366	Engineer-Electrical	91,333	110,989	3.00	328,544	3.00	332,964	3.00	332,964
30000367	Engineer-Geotechnical	91,333	110,989	2.00	206,880	2.00	210,860	2.00	210,860
30000368	Engineer-Mechanical	91,333	110,989	1.00	110,988	1.00	110,988	1.00	110,988
30000358	Engineering Associate, Sr-Civil	78,978	100,672	12.00	1,105,812	14.00	1,311,760	14.00	1,311,760
30000353	Engineering Associate-Civil	64,896	86,965	14.00	1,041,477	14.00	1,063,291	14.00	1,063,291
30000324	Engineering Technician I	42,682	57,200	1.00	42,684	1.00	42,684	1.00	42,684
30000325	Engineering Technician II	57,200	72,987	29.00	1,944,242	32.00	2,167,642	32.00	2,167,642
30000326	Engineering Technician III	69,472	88,712	10.00	818,516	10.00	828,092	10.00	828,092
30001659	Env Svcs OCIP, Risk & Safety Officer	84,739	118,539	1.00	118,536	1.00	118,536	1.00	118,536
30001736	Environmental Compliance Mgr	91,104	121,368	1.00	121,368	1.00	121,368	1.00	121,368
30001735	Environmental Investigations Mgr	91,104	121,368	1.00	111,764	1.00	116,346	1.00	116,346

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000669	Environmental Monitoring Svcs Group Mgr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000459	Environmental Policy Analyst	71,510	95,472	1.00	86,904	1.00	89,118	1.00	89,118
30000678	Environmental Policy Manager	97,989	132,766	1.00	97,992	1.00	97,992	1.00	97,992
30000662	Environmental Program Coordinator	68,078	90,792	8.00	684,555	9.00	772,986	9.00	772,986
30000663	Environmental Program Manager	75,150	100,526	11.00	1,084,440	11.00	1,091,861	11.00	1,091,861
30000664	Environmental Program Manager, Sr	84,739	112,882	2.00	225,768	2.00	225,768	2.00	225,768
30000661	Environmental Program Specialist	61,734	82,285	2.00	149,196	2.00	151,028	2.00	151,028
30000419	Environmental Services Director	146,474	209,893	1.00	209,892	1.00	209,892	1.00	209,892
30002358	Environmental Services Director, Asst	105,248	146,973	1.00	134,592	1.00	139,192	1.00	139,192
30000339	Environmental Specialist-Generalist	69,472	88,712	29.00	2,442,645	29.00	2,473,382	29.00	2,473,382
30001359	Environmental Svcs Public Affairs Mgr	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000337	Environmental Technician I	42,682	57,200	5.00	215,013	6.00	273,765	6.00	273,765
30000338	Environmental Technician II	57,200	72,987	36.00	2,373,954	38.00	2,547,901	38.00	2,547,901
30000712	Facilities Services Specialist	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
30002037	Field Science Specialist	69,472	88,712	2.00	173,232	2.00	176,382	2.00	176,382
30002038	Field Science Technician	57,200	72,987	7.00	476,679	7.00	484,815	7.00	484,815
30000567	Financial Analyst	64,813	86,403	0.00	0	1.00	75,612	1.00	75,612
30000569	Financial Analyst, Principal	84,739	112,882	3.00	305,584	3.00	312,412	3.00	312,412
30000341	GIS Technician I	42,682	57,200	1.00	42,684	1.00	42,684	1.00	42,684
30000342	GIS Technician II	57,200	72,987	2.00	145,968	2.00	145,968	2.00	145,968
30000343	GIS Technician III	69,472	88,712	3.00	266,148	3.00	266,148	3.00	266,148
30000373	Graphics Designer III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000340	Hydrogeologist	78,770	100,485	1.00	100,488	1.00	100,488	1.00	100,488
30000126	Industrial Machinist	58,614	69,264	1.00	69,264	1.00	69,264	1.00	69,264
30000157	Industrial Maintenance Millwright	58,614	69,264	29.00	1,976,724	29.00	1,992,546	29.00	1,992,546
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	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000880	Inf Syst Analyst, Principal-GIS,Vertical	84,739	112,882	1.00	111,134	1.00	112,884	1.00	112,884
30000239	Instrument Technician	71,074	76,710	13.00	986,028	13.00	986,028	13.00	986,028
30002505	Laboratory Analyst II-CL	52,645	69,514	6.00	412,387	6.00	417,096	6.00	417,096
30002506	Laboratory Analytical Specialist-CL	58,843	78,146	5.00	385,632	6.00	462,080	6.00	462,080
30002507	Laboratory Coordinator-CL	61,069	86,174	3.00	258,516	3.00	258,516	3.00	258,516
30000670	Laboratory Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000313	Landscape Architect	69,472	88,712	2.00	169,104	2.00	172,888	2.00	172,888
30000644	Maintenance Planner/Scheduler	61,734	82,285	6.00	468,076	6.00	478,993	6.00	478,993
30000451	Management Analyst	64,813	86,403	3.00	210,170	4.00	294,396	4.00	294,396
30000453	Management Analyst, Principal	84,739	112,882	4.00	342,286	5.00	450,900	5.00	450,900
30000452	Management Analyst, Sr	71,510	95,472	5.00	437,415	5.00	446,771	5.00	446,771
30000450	Management Assistant	50,877	78,333	2.00	138,842	2.00	141,320	2.00	141,320
30000692	Maps & Records Supervisor	68,078	90,792	1.00	82,986	1.00	86,382	1.00	86,382
30000345	Materials Testing Technician II	57,200	72,987	5.00	350,290	5.00	353,175	5.00	353,175
30000346	Materials Testing Technician III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000012	Office Support Specialist II	34,798	49,962	5.00	234,672	5.00	237,767	5.00	237,767
30000013	Office Support Specialist III	44,512	58,989	5.00	275,196	5.00	283,130	5.00	283,130
30000677	Portland Harbor Superfund Technical Mgr	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000464	Program Coordinator	68,078	90,792	4.00	343,439	4.00	352,330	4.00	352,330
30000466	Program Manager, Sr	84,739	112,882	2.00	192,648	2.00	198,570	2.00	198,570
30000463	Program Specialist	61,734	82,285	2.00	151,692	2.00	153,588	2.00	153,588
30000462	Program Specialist, Assistant	50,877	78,333	2.00	147,516	2.00	150,112	2.00	150,112
30000698	Property Acquisition & Services Manager	71,510	95,472	1.00	85,380	1.00	88,884	1.00	88,884

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000495	Public Information Officer	71,510	95,472	1.00	89,352	1.00	89,352	1.00	89,352
30000691	Public Works Inspection Manager	75,150	100,526	1.00	88,140	1.00	91,752	1.00	91,752
30000690	Public Works Inspection Supervisor	71,510	95,472	1.00	84,240	1.00	87,696	1.00	87,696
30000228	Public Works Inspector	62,774	71,739	16.00	1,101,724	16.00	1,128,646	16.00	1,128,646
30000229	Public Works Inspector, Sr	68,099	80,226	13.00	1,006,872	13.00	1,032,708	13.00	1,032,708
30000828	Records Specialist	44,512	58,989	1.00	58,992	1.00	58,992	1.00	58,992
30000481	Risk Specialist	61,734	82,285	1.00	78,108	1.00	80,511	1.00	80,511
30000482	Risk Specialist, Sr	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000485	Safety & Risk Officer I	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30001958	Statistician	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30002484	Storekeeper/Acquisition Specialist II-CL	48,651	59,509	3.00	178,524	3.00	178,524	3.00	178,524
30002485	Storekeepr/Acquisition Specialist III-CL	54,974	68,328	1.00	68,328	1.00	68,328	1.00	68,328
30000468	Stores System Supervisor II	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000675	Wastewater Collections System Manager	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000676	Wastewater Operations Group Manager	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000163	Wastewater Operations Specialist	66,560	77,584	4.00	283,032	4.00	293,274	4.00	293,274
30000161	Wastewater Operator II	55,578	69,264	40.00	2,675,946	41.00	2,765,096	41.00	2,765,096
30000674	Wastewater Treatment Manager	97,989	132,766	2.00	246,984	2.00	251,274	2.00	251,274
30000673	Wastewater Treatment O&M Supervisor	75,150	100,526	6.00	536,711	6.00	548,134	6.00	548,134
30000656	Water Resources Program Manager	75,150	100,526	6.00	592,080	6.00	596,061	6.00	596,061
30000659	Watershed Division Manager	91,104	121,368	3.00	362,828	3.00	364,104	3.00	364,104
30000667	Watershed Revegetation Program Manager	75,150	100,526	1.00	92,772	1.00	95,942	1.00	95,942
30000666	Watershed Revegetation Program Supvr	68,078	90,792	1.00	83,964	1.00	85,973	1.00	85,973
30000660	Watershed Services Group Manager	105,248	146,973	1.00	136,554	1.00	142,152	1.00	142,152
TOTAL FULL-TIME POSITIONS				571.00	46,623,447	590.00	48,787,877	590.00	48,787,877
30000339	Environmental Specialist-Generalist	69,472	88,712	0.90	79,836	0.90	79,836	0.90	79,836
TOTAL PART-TIME POSITIONS				0.90	79,836	0.90	79,836	0.90	79,836
30000698	Property Acquisition & Services Manager	71,510	95,472	1.00	90,576	0.00	0	0.00	0
30000531	Training & Development Analyst	64,813	86,403	0.00	0	1.00	75,612	1.00	75,612
TOTAL LIMITED TERM POSITIONS				1.00	90,576	1.00	75,612	1.00	75,612
GRAND TOTAL				572.90	46,793,859	591.90	48,943,325	591.90	48,943,325

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.

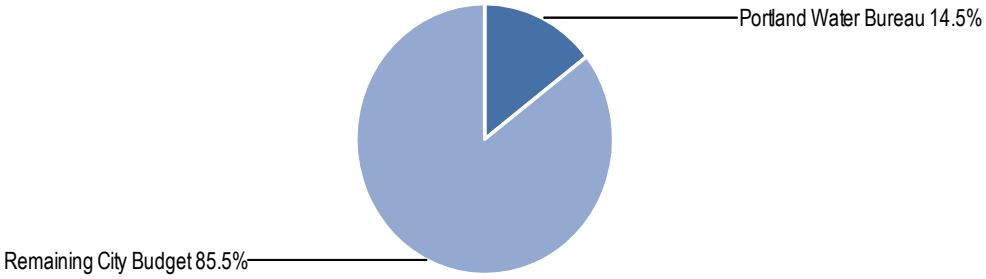
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	287,120,274	0	287,120,274	573.90	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	1,163,692	0	1,163,692	7.00	Service Delivery
	650,348	0	650,348	8.00	CIP Planning and Delivery Improvements
	311,096	0	311,096	1.00	Workforce Development
	10,000	0	10,000	0.00	Bureau Culture
	272,192	0	272,192	2.00	Responsive Business Systems
	233,900	0	233,900	0.00	Community Relationships
	20,000	0	20,000	0.00	Leadership in City Government
	401,669	0	401,669	0.00	Street Cleaning Interagency
	88,571	0	88,571	0.00	OMF inter-agency adjustments
Approved Budget Additions and Reductions					
	300,000	0	300,000	0.00	Fueling station at CBWTP
Adopted Budget Additions and Reductions					
	(7,319)	0	(7,319)	0.00	Overhead adjustments
	3,444,149	**0**	**3,444,149**	**18.00**	**Total FY 2018-19 Decision Packages**
			290,564,423	**591.90**	**Total Adopted Budget**

Portland Water Bureau

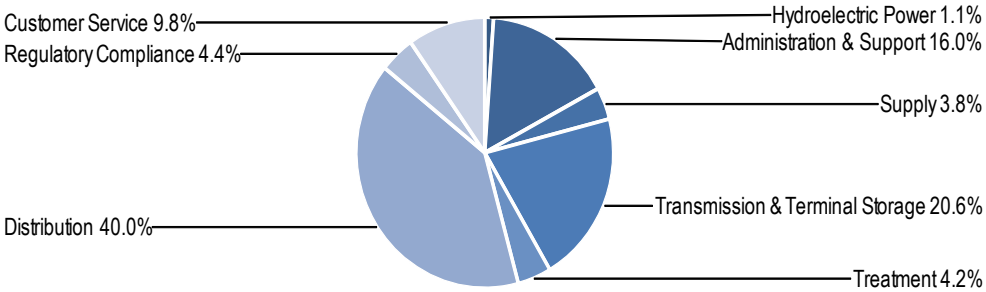
Public Utilities Service Area

Nick Fish, Commissioner-in-Charge
Michael Stuhr, P.E., Administrator

Percent of City Budget

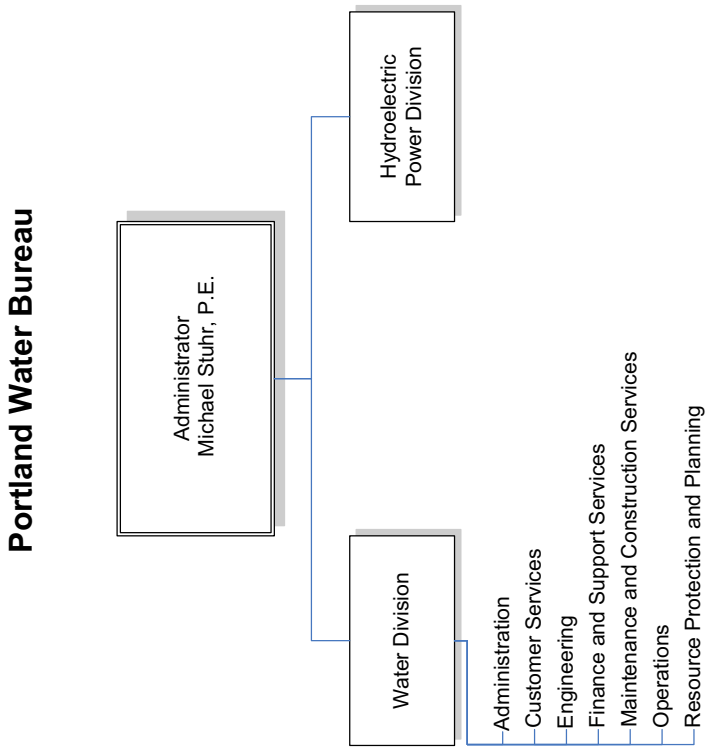


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	700,805,628	611,992,235	(88,813,393)	(12.67)
Capital	74,858,440	136,380,021	61,521,581	82.18
Total Requirements	**775,664,068**	**748,372,256**	**(27,291,812)**	**(3.52)**
Authorized Positions	592.93	615.70	22.77	3.84


Portland Water Bureau
Administrator
Michael Stuhr, P.E.
Water Division
Hydroelectric
Power 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 950,000 people, almost one-quarter of the state's population, are served from the Bull Run/Columbia South Shore Water Systems. Retail customers use about 60% of the water sold, and wholesale customers use the remaining 40%. Portland has wholesale contracts with 19 water purveyors, including cities, water districts, private water companies, and a people's utility district. Retail water sales account for approximately 90% of water sales revenue; wholesale makes up approximately 10% of revenues.

The Water Division is organized around seven major programs that encompass all of the division's work. See Program Narratives for more information.

Hydroelectric Power Division

The Hydroelectric Power Division is responsible for regulatory issues and power sales related to hydroelectric projects at two dams in the Bull Run watershed and the Vernon Station Hydroelectric Project.

Strategic Direction

The bureau's FY 2018-19 budget themes focus on water quality, resiliency, equity, customer service, and workforce development. There is also a continued focus on the infrastructure needs of the water system.

In August 2017, the bureau began a 15-month project to develop a Strategic Business Plan. The primary purpose of the project is to develop a five-year plan that articulates the bureau's current vision, mission, and values; describes critical organizational risks; creates a framework of core strategic areas and risk-mitigation strategies; and provides a road map for turning critical organizational risks into management opportunities through strategies that inform bureau programming, budgeting, and planning.

The FY 2018-19 budget utilizes the bureau's 27 Key Service Levels across 22 Water Programs as the basis for prioritizing expenditures and funding. As part of asset management, the bureau has established performance measures in each asset program. The asset management process also helps guide budget decisions on an effective mix of maintenance, repair, renewal, and replacement for water system components.

Commissioner Fish directed the Water Bureau and Bureau of Environmental Services (BES) to submit a budget that demonstrates commitment to operating the bureaus efficiently, economically, and equitably, with a continued focus on strengthening system infrastructure and supporting our workforce. The budget direction to the bureaus was to submit a budget that will reflect good value at a fair price with a combined bill increase below five percent. The bureaus were also directed to continue to look for ways to deliver utility services in a cost-effective manner while prioritizing investments in high-need areas. Additional direction was provided to optimize and enhance discount programs, ensure resources are dedicated to full implementation of bureau-wide strategic plans and priority equity initiatives, and explain how any requests for additional staff will support the goal of effectively and efficiently delivering high-quality services to customers.

Forecast Retail Water Demand

Retail water demand decreased from FY 2005-06 through FY 2010-11 followed by relatively flat demand thereafter with a dip in FY 2013-14 and again in FY 2016-17. This reduction in water use is not limited to Portland customers. This was a trend utilities across the nation experienced as a result of continued efforts on water conservation and more efficient appliances from changes in plumbing codes.

Retail water sales for FY 2017-18 are forecast at 25.1 million ccf and are expected to meet the forecast (ccf stands for one hundred cubic feet of water; one ccf = 748 gallons). Water demand projections remain a key factor in setting water rates. As customers purchase less water, there is a corresponding loss in revenues that creates a need for either service reductions or rate increases due to proportionally fewer units (in ccf) of water sold to fund the fixed costs of the utility. More than 95% of Water Bureau system costs are considered fixed in the short term. The FY 2018-19 retail water rate increase is 8.7%.

Hydroelectric Power Division Budget

The Hydroelectric Power Division's operating budget is $2.6 million. This budget supports the division's administrative and operational costs by using revenues generated from power sales. The division's budget includes 2.25 FTE positions.

Summary of Budget Decisions

Adds

Filtration

The Adopted Budget includes 7.0 FTE to assist in complying with the City Council direction to proceed with planning, design and construction of a filtration treatment facility. The project will require a significant number of consultant expertise and internal staff. The additional staff requested in this decision package will help the bureau complete the required work and meet the deadlines imposed by Oregon Health Authority. The cost of these positions is $350,688.

UniDirectional Flushing

The Adopted Budget includes 3.0 FTE to assist the bureau in moving forward with optimizing corrosion control. Following the completion of the Corrosion Control Study, the bureau will begin the construction of a new corrosion control treatment facility at Lusted Hill. Prior to the new facility going online, it is prudent to have the entire distribution system flushed. The addition of 3.0 FTE will support two dedicated teams to begin the work of flushing the water system. The cost of these positions is $273,850.

Workforce Management

The Adopted Budget includes 2.0 FTE to assist the bureau in it's workforce management goals, including the following; ensuring that staff has all of the necessary skills and certifications; providing a safe work environment by managing all safety related activities and requirements; and, developing internal expertise to meet future needs. The cost of these positions is $176,250.

Asset Management

The Adopted Budget includes 2.0 FTE to enhance two key areas of focus in Asset Management including Reliability Centered Maintenance and Water Loss Control. Reliability-centered maintenance practices support daily operations and business cases to evaluate project alternatives and life cycle costs to support decisions to invest in major rehabilitation or replacement of assets. A Water Loss Control program will provide the necessary stewardship to maintain accurate information on the nature and volumes of water loss, account for water loss on an annual basis, and implement studies and improvements that will reduce financial and customer service impacts. With the finalization of the Water Audit and Strategic Water Loss Control Plan, the bureau is poised to begin implementing the recommendations. The cost of these positions is $281,228.

Equity Manager

The Adopted Budget includes 1.0 FTE to assist the bureau with meeting the City's equity goals and with the implementation of the bureau's Racial Equity Plan, promoting equitable policies, practices, and actions to produce equitable access, opportunities, impacts, and outcomes. The addition of this position will allow the bureau to add to efforts and meet goals by focusing on equity in the development and delivery of projects, programs and services. Overall, this position will concentrate on equity impact assessments and the implementation of an equity

lens/tool as a standard bureau practice to ensure that both existing and proposed programs, polices, projects and decisions will empower communities of color in decision making and minimize unanticipated adverse consequences to underrepresented racial and ethnic groups. The position will provide expertise and advice and serve as a resource to managers to analyze impacts and outcomes, provide data and historical context to ensure that programs, policies, and decisions are aligned with the equity goals of the Racial Equity Plan. The cost of this position is $144,370.

Low Income Expansion

The Adopted Budget includes 2.0 FTE and an expansion to the bureau's low-income services. The enhancements allow the bureau to target under-served communities and Portlanders in need, reach customers without individual water accounts, and reduce shutoffs for low-income customers. The expansion includes improvements to our existing suite of programs in five areas including 1) create a low-income services team; 2) increase the value of the crisis voucher to $500; 3) adjust income guidelines to reflect local incomes; 4) provide a greater discount to extremely low-income customers; and 5) provide multi-family low income crisis assistance. The cost of these enhancements is $622,000.

Mount 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 4 year period. The bureau began work on the project in FY 2016-17, therefore FY 2018-19 represents the third year of the project. The Adopted Budget includes $1,115,000 in one-time General Fund resources to continue the maintenance, repair and preservation work.

Parks Maintenance

The Adopted Budget includes a general fund transfer of $225,200 as a response to the judge's decision in the Anderson case, that parks maintenance activities at Dodge Park, Hydro-Parks, and Powell Butte should no longer be funded with utility rates.

Decorative Fountains

The Adopted Budget includes an interagency agreement with the Parks Bureau for $620,000 to pay for the operation and maintenance of the City's decorative fountains.

Cayenta Group Relocation to the Water Bureau

The Adopted Budget includes the relocation of the Cayenta staff that supports the utility billing system from the Revenue Bureau to the Water Bureau. The Water Bureau housed the Cayenta staff in the past within the Customer Services Group. They left the Water Bureau in 2005. They continued to support the billing system used by the Water Bureau through an Interagency Agreement totaling over $3 million. Moving the group back to the bureau will save the Water Bureau roughly $30,000.

Capital Budget

Capital Summary

CIP Highlights

The Water Bureau's Five-Year FY 2018-23 Capital Improvement Plan (CIP) includes approximately $596 million in water system investment needs for the five-year period beginning in FY 2018-19. The CIP budget is $136 million for FY 2018-19. The primary drivers of the bureau's capital work are ensuring the reliable functioning of the drinking water system, achieving compliance with federal and state drinking water regulations, improving the resilience of the water system, replacing assets that are at the end of their useful lives, and supporting the City's renewed growth and development.

The largest investments for the CIP is for the Distribution Program, which makes up about 37% of the total. 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 28% of the CIP. The largest project in this program is the $190 million Washington Park Reservoir 3 Project to construct a seismically resilient water storage reservoir. This major project is part of the bureau's compliance with the Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule) as well as the bureau's long-term plan for seismic resilience. About $100 million of the $190 million total project cost is reflected in this five-year CIP.

The Treatment Program makes up 21% of the five-year total, the program includes two major projects to improve water quality and for regulatory compliance. The Portland City Council directed the bureau to comply with the Oregon Health Authority's order to treat drinking water from the Bull Run Watershed for Cryptosporidium by proceeding with planning, design and construction of a filtration treatment facility. The other major initiative is corrosion control improvements to better comply with the Lead and Copper Rule. Combined total of both projects is about $520 million. About $127 million is included in this five-year CIP.

The plan includes $43.5 million in the Support Program in FY 2020-21 to fund the Water Bureau's contribution to the renovation of the Portland Building. The Support Program is 10% of the total 5 year CIP.

The Supply Program makes up approximately 3% of the FY 2018-23 CIP. The program includes approximately $4.4 million in improvements to roads that transport staff, supplies, and equipment into and out of the Bull Run Watershed. Other projects include improving or replacing equipment such as the Dam 1 needle valves and completing the upgrade of 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 1%, with ongoing program commitments for habitat conservation as part of compliance with federal regulations and citywide emergency management, respectively.

Major Issues

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

On March 1, 2017, Portland City Council authorized the Portland Water Bureau to begin a Corrosion Control Treatment Pilot. This is the first step to implementation of improved corrosion control treatment to further limit the leaching of lead from household plumbing and fixtures. Treatment improvements are to be implemented by April 30, 2022 and are expected to cost up to $19 million.

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

change and growth in the city. The CIP program includes several major and many small mains projects that accommodate other utilities or support development projects. As a large bureau, the Water Bureau's share of the Portland Building Renovation Project during the five-year period is approximately $44 million. The disbursement, located in the Support Program, is scheduled for FY 2020-21.

Changes from Prior Year

Starting in January 2017, the presence of Cryptosporidium was detected in the Water Bureau Bull Run surface water supply. This single-celled protozoan parasite is resistant to chlorination and lives in the intestines of animals and people. Routine monitoring between December 2002 and January 2017 recorded only a single detection. However, since January, there have been numerous detections of low concentrations of the organism. Due to the volume of sampling needed to demonstrate continued compliance with the 2012 treatment variance, continued sampling in order to remain compliant became no longer feasible. The Oregon Health Authority (OHA) revoked the variance order, and in December 2017, the Water Bureau and OHA agreed to a compliance order requiring filtration no later than September 30, 2027.

As required by the Lead and Copper Rule (LCR), twice each year, the Water Bureau tests more than 100 high-risk homes to monitor the effectiveness of corrosion control for lead and copper in tap water. These high-risk homes are known to contain copper pipes and lead solder, which is more likely to contribute to elevated lead levels. While the State has considered the Water Bureau to be compliant with the LCR, results from regulatory monitoring have traditionally been near, and occasionally above the action level for lead. This was exceeded most recently in Fall 2013, 2016 and 2017. These exceedances combined with recent changes to the drinking water system resulted in re-evaluation of how Portland complies with the LCR. A water quality corrosion control study to learn more about potential ways to further reduce lead in water levels was completed in 2016. This study concluded that additional corrosion control treatment is likely the most effective means to further reduce lead concentrations at customer taps. The Oregon Health Authority approved a compliance schedule to construct and install additional corrosion control treatment by Spring 2022.

The FY 2018-19 Five Year CIP is approximately $596 million, up from about $519 million in FY 2017-18, a difference of $77 million for the five-year period. Much of the increase is the result of the Water System Filtration Project. Excluding filtration, this budget introduces nearly $4.3 million in new major project appropriations. Three projects support other City bureau projects with water main relocation work. Supervisory Control and Data Acquisition (SCADA) System improvements ($1.2 million) will start in FY 2018-19. Upgrades to Powell Butte Reservoir 1 Roof ($6.1 million) and an upgraded Hypochlorite System ($1.7 million) will also start in FY 2018-19. Future projects include the Portland Building contribution, which has increased to $44 million, and improvements at Dam 2 to the fixed cone (Howell Bunger) valves ($1.7 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 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-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 and efforts to expand the Financial Assistance Expansion Program.

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

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

City Comprehensive Plan

The 2035 Comprehensive Plan includes standards for maintaining and developing Portland's water system resources to ensure reliability, resilience, adequacy of supply, and water quality. The Comprehensive Plan includes 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 bureau's CIP program supports Comprehensive Plan goals and policies by providing for maintenance of the city's water system and developing new facilities in a proactive, strategic, and cost-effective manner. Capital projects provide planned and emergency repairs, new services, replacement of aging assets, and improved or backup services to ensure the long-term expansion of neighborhoods and business centers. 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 bureau's 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 2018-19 retail water rate increase is 8.7%. The forecasted water rate increase is 7.4% for each year beginning in FY 2019-20 through FY 2022-23.

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 also fund indirect capital cost, such as overhead and interest, as well as direct project costs. Capital revenues provide approximately $65 million across the five years. Cash-financed capital funding from rate revenues provide approximately $154 million across the five years. Approximately 31% of capital requirements for this five-year CIP is funded with current resources; the balance will come from bond proceeds. The balance between debt and cash financing affects the debt service coverage targets as do bond terms and structures.

Debt Financing

Pursuant to the City Charter, state statutory authority, and City Council approval, the Water Bureau may issue debt in the form of revenue bonds. By City Charter, the WCF is the recipient of net proceeds from bond sales to fund capital improvements. The Water Bureau plans to issue revenue bonds on average every 12 months through FY 2027-28. About $92 million in revenue bonds are next scheduled for sale in December 2018. Proceeds totaling $489 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 ($8.8 million projected for FY 2018-19), system development charges ($4.0 million projected in FY 2018-19) and interagency capital revenues ($1.8 million projected for FY 2018-19).

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 planned 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, the Water Bureau employs a Rate Stabilization Account that also serves the dual purpose of a rainy day fund. Managing these two ratios together reflects the Water Bureau's strategy to optimize its capital financing strategies, thus maximizing its existing resources.

Asset Management and Replacement Plan

The Asset Management Program supports the bureau's goals to ensure the longest possible useful asset life as well as the most cost-effective replacement strategies. Using engineering, economics, and business expertise, asset managers identify the most cost-effective way to maintain, repair, and replace assets. The bureau's assets are currently valued at approximately $8.9 billion, with about 93% in fair, good, or very good condition.

The bureau tracks its high risk assets and has addressed 54% of them, and has plans to address another 23%. 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 2,253 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.

The Support Program includes ongoing bureau work such as administration, finance, data management, asset management and project planning, property management, public involvement, and human resources. The 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 a surface water source and a groundwater source through the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring.

Funding Sources

Capital investments in the water system are funded from three major sources: net proceeds from revenue bond sales, transfers from the Water Fund (primarily water sales revenues), and construction fund revenues (system development charges, direct capital reimbursements, and interest earnings). The CIP also includes a small portion of project expenditures that cannot be funded through the WCF. These expenditures generally occur as capital studies, preliminary engineering, and other work that does not meet the capital criteria of a betterment, improvement, or addition to the water system as set forth by City policy or industry practice. The CIP includes about $7 million for Operations and Maintenance (O&M) and studies in FY 2018-19. The total amount budgeted for O&M and studies over the five years is $19 million. As an operating cost, these are 100% cash-financed, usually from water sales.

Major Projects

Beginning in FY 2018-19, the five-year CIP includes funding in Customer Service to replace and enhance security technology and complete minor improvements to non-operating facilities. No major projects are planned for the program.

The major Distribution Program projects address needs to improve system reliability, strengthen elements for a seismic event, and replace aging assets. The largest FY 2018-19 project is to install a seismically resilient pipe crossing of the Willamette River ($53.1 million). Another significant project is replacement of the Fulton Pump Main ($5.1 million) which will reduce the risk of a pipeline failure that could damage Interstate-5. Planning individual seismic improvements to the distribution backbone system will start in FY 2022-23.

Funding for the Regulatory Compliance Program includes $8.2 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 ($4.8 million), and replacing obsolete equipment like the Dam 1 Needle Valves ($3.3 million). 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 $43.5 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 ($190 million) achieves compliance with the LT2 rule and ensures that the west side of Portland will have seismically reinforced, reliable water storage for future generations. The coming five-year period also includes projects to inspect and restore the largest system pipes, the conduits. Repair of the Powell Butte 1 Roof ($6.1 million) is also planned.

The Treatment Program includes two predominant major projects previously mentioned, the Bull Run Filtration and separate improvements to further inhibit the corrosivity of the Bull Run supply. The CIP includes over $127 million between the two projects, but most of the filtration expenditures are planned for the five years after FY 2022-23.

Net Operating and Maintenance Costs

Bureau project planners estimate operating and maintenance (O&M) costs, as part of the project feasibility study and preliminary evaluations. The costs generally include labor, electricity or fuel, and chemicals. Changes in the cost of energy and chemicals are typically a greater percentage than labor or efficiency savings.

Much of the CIP is dedicated to repair, replacement, or rehabilitation of pipes and other system elements used to deliver water to customers. These long-life passive assets, typically buried and not visible, do not require much in the way of regular O&M. Due to the large number of these assets, completed renewal projects may result in only a nominal net change in O&M costs because the maintenance cost for these elements is so minimal. For example, the replacement of pipes with a high frequency of leaks will result in reduced reactive O&M due to fewer leak repairs. However, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the O&M budget.

For infrastructure such as pump stations, O&M may increase if additional facilities are constructed or capacity is added. When new facilities are built, like filtration, the O&M cost can affect water rates and would be included in the forecast. Most improvements are to reconstruct existing facilities, and the net change in O&M expense is insignificant. The new treatment process improvements will significantly alter O&M cost starting with the first full year of operation. In FY 2023-24, the corrosion improvements could add as much as $1.4 million in additional expense, and with filtration, more than $5 million will impact the budget after FY 2026-27.

Supply

Description

The provision of reliable water service in the quantities desired by customers is a key portion of the mission of the bureau. The Supply program is focused on providing the water to retail and wholesale customers. The program includes both water from the Bull Run Watershed and water from the Columbia South Shore Well Field. In total, these systems supply a population of nearly 950,000 people and Portland-area businesses.

Goals

This program supports the entirety of the bureau mission:

- To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards;
- To provide the highest value to customers through excellent business, management, and operational practices, and appropriate application of innovation and technology;
- To be responsible stewards of the public's water infrastructure, fiscal, and natural resources; and,
- To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland.

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. The data is derived from the SCADA (Supervisory Control and Data Acquisition) system. There are flowmeters on each conduit and from the groundwater outlet transmission main that provide the data input to the SCADA system. Daily averages are based on one minute intervals from whichever (or both during blending) source is providing supply.

Changes to Services and Activities

The revised FY 2017-18 budget was adjusted down in the Spring BMP due to a delay in construction of the watershed microwave communication improvements. The FY 2018-19 Adopted Budget shows an increase in comparison. Vivian Groundwater Improvement project was removed from the Capital Improvement Plan.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	23.00	23.00	23.00	23.00	23.00
Expenditures					
Bull Run Watershed	4,641,054	6,442,522	5,102,617	6,764,275	6,626,797
Groundwater	3,823,574	3,218,512	2,912,705	2,786,660	2,584,036
Total Expenditures	**8,464,628**	**9,661,034**	**8,015,322**	**9,550,935**	**9,210,833**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Output					
Percentage of city's water supply provided by Bull Run watershed under normal operating conditions	86%	92%	95%	95%	95%

Treatment

Description

The Treatment Program provides for meeting or exceeding the federal and state requirements for a public water system utilizing a surface water source as well as a groundwater source. Water treatment facilities are located at the Bull Run Headworks, Lusted Hill, and Groundwater Pump Station. This program also includes operation, maintenance, and repair of treatment facility systems, and associated regulatory and process control monitoring.

Goals

This program supports the entirety of the bureau mission:

- To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards;
- To provide the highest value to customers through excellent business, management, and operational practices, and appropriate application of innovation and technology;
- To be responsible stewards of the public's water infrastructure, fiscal, and natural resources; and,
- To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland.

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 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 due to the decision package for the Water Treatment Filtration and Corrosion Control Projects.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Expenditures					
Water Program Treatment	2,916,156	3,266,875	3,872,578	10,171,324	10,170,754
Total Expenditures	**2,916,156**	**3,266,875**	**3,872,578**	**10,171,324**	**10,170,754**

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 entirety of the bureau mission:

- To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards;
- To provide the highest value to customers through excellent business, management, and operational practices, and appropriate application of innovation and technology;
- To be responsible stewards of the public's water infrastructure, fiscal, and natural resources; and,
- To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland.

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

This program's objective 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 Revised FY 2017-18 Budget was adjusted down in the Spring BMP due to the revised cash flow for Washington Park. The Adopted Budget shows an increase accordingly. The majority of the costs in this program are budgeted for the Washington Park Reservoir 3 project.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Expenditures					
Conduits/Transmission	1,947,378	3,181,748	4,118,505	6,718,692	6,718,692
Terminal Reservoirs	18,104,062	26,241,921	30,071,293	42,784,069	42,784,069
Total Expenditures	**20,051,440**	**29,423,669**	**34,189,798**	**49,502,761**	**49,502,761**

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 entirety of the bureau mission:

- To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards;
- To provide the highest value to customers through excellent business, management, and operational practices, and appropriate application of innovation and technology;
- To be responsible stewards of the public's water infrastructure, fiscal, and natural resources; and,
- To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland.

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

This program's objective is to address 80% of identified high risk assets. The percentage of high risk assets addressed is calculated by dividing the number of assets annually where action was taken to mitigate the risk of failure by the total number of high risk assets in the risk register. Preventative maintenance data is collected monthly to annually, depending on the assets criticality. Corrective maintenance data is collected intermittently as failure dictates. Assets with a high consequence of failure are tested or inspected annually.

Changes to Services and Activities

There is an increase in this program due to the Willamette River Pipe Crossing project to recognize the project schedule changes.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	192.00	201.50	201.50	203.50	203.50
Expenditures					
Distribution Mains	17,602,790	19,967,487	22,073,619	61,349,822	61,021,528
Field Support	12,822,434	6,310,117	7,806,794	8,021,949	8,017,672
Fountains	73,668	67,991	108,357	727,854	727,854
Hydrants	4,236,714	3,329,967	2,857,302	2,584,818	2,584,818
Meters	2,713,629	2,419,247	2,704,871	2,762,637	2,762,637
Pump Stations/Tanks	17,351,249	14,170,566	9,158,505	11,173,978	11,173,978
Services	11,005,792	11,712,271	9,148,967	8,354,451	8,354,451

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Valves/Gates/Regulators	900,216	916,101	1,416,551	1,423,857	1,423,857
Total Expenditures	**66,706,492**	**58,893,747**	**55,274,966**	**96,399,366**	**96,066,795**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of identified high risk assets addressed	42%	54%	60%	80%	80%

Regulatory Compliance

Description

The Regulatory Compliance program provides for meeting or exceeding state and federal regulatory requirements for water quality mainly through treatment and monitoring. This program includes water quality monitoring and reporting, proper disposal of dechlorinated water, management of temperature and flow in the lower Bull Run river and implementation of programs and conservation measures involving lead hazard reduction and endangered species act compliance.

Goals

The Regulatory Compliance program supports the Bureau's mission to be responsible stewards of the public's water infrastructure, fiscal, and natural resources. Further, 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 performance objective 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). The bureau is continuously monitoring and tracking compliance with regulations. The Oregon Health Authority also tracks violations on their website. Many data collection methods are used to monitor compliance with the Bull Run Water Supply Habitat Conservation Plan (HCP). The results of all collection methods and the subsequent data are summarized annually in an HCP Annual Compliance Report, which is submitted to the National Marine Fisheries Service and the Oregon Department of Environmental Quality.

Changes to Services and Activities

The UniDirectional Flushing and Filtration decision packages are reflected in this program.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	48.00	61.75	63.00	68.00	68.00
Expenditures					
Regulatory Compliance	6,137,212	8,743,923	9,774,815	10,413,254	10,615,226
Total Expenditures	**6,137,212**	**8,743,923**	**9,774,815**	**10,413,254**	**10,615,226**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
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 following bureau missions:

To provide the highest value to customers through excellent business, management, and operational practices, and appropriate application of innovation and technology;

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.

Performance

This program supports several performance measure objectives. The data collection methods encompass several different points of entry and resolution. Data sources include the following: CMS data; Cayenta; emails received and responded to; dates on outstanding service orders, issue dates, number of service orders completed; electricity, natural gas and fuel usage data, along with air miles traveled, to calculate calendar year carbon emissions; and Workforce Management Optimization scheduling software. Those that contribute to the performance of this program work to improve or maintain the service levels. For instance, there is an expectation of an improved percentage of calls answered within 60 seconds as the new automatic payment system shortens the call times.

Changes to Services and Activities

There is an increase in this program due to the Financial Assistance Expansion decision package and the Cayenta staff relocating from the Revenue Bureau to the Water Bureau.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	111.60	115.00	120.00	120.00	129.00
Expenditures					
Conservation/Sustainability	846,855	623,669	951,428	854,846	854,846
Customer Services	14,950,227	15,377,317	19,280,048	19,218,898	19,436,317
Grounds/Parks	703,406	844,468	807,027	759,127	759,127
Security/Emergency Management	1,897,465	2,517,354	2,256,579	2,449,669	2,447,992
Total Expenditures	**18,397,953**	**19,362,808**	**23,295,082**	**23,282,540**	**23,498,282**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of customer inquiries or requests responded to within five business days	98%	99%	95%	95%	95%
Percentage of calls answered within 60 seconds	46%	51%	82%	80%	80%
Percentage of customer payment transactions made through preferred methods	53%	57%	63%	50%	50%
Key Performance Measure					
Average minutes that customers are on hold before speaking to a customer service representative	3.36	2.26	1.00	2.00	2.00
Output					
Bureau's annual carbon emissions in metric tons of CO2e	13,965	9,900	14,008	14,008	14,008
Capacity of new renewable energy sources, kilowatts	400	400	400	400	400

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 bureau mission to be responsible stewards of the public's water infrastructure, fiscal, and natural resources. The program also supports maintaining the Bureau's credit ratings and debt service coverage in accordance with planning standards as outlined in the bureau's financial policies and Portland Policy documents.

Performance

The bureau has a performance objective 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 targets in prior years and plans to continue to achieve them in FY 2018-19. Data is collected monthly from the City's financial system and the bureau's financial statements as reported in the City's Comprehensive Annual Financial (CAFR).

Changes to Services and Activities

The revised FY 2017-18 budget was adjusted to show an increase for the Anderson Payment of $3 million. Removing the Anderson payment, there is an increase in this program due largely to decision packages and the Utility License Fee.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	193.05	183.35	183.18	189.95	189.95
Expenditures					
Bureau Support	19,596,049	21,615,101	26,272,883	24,824,087	24,924,312
Data Management	3,124,540	3,599,824	3,568,781	3,822,798	3,822,798
Employee Investment	2,016,517	1,989,597	2,904,403	2,895,095	2,895,095
Planning	(11,435,559)	(11,376,424)	6,631,872	6,910,619	6,913,119
Total Expenditures	**13,301,547**	**15,828,098**	**39,377,939**	**38,452,599**	**38,555,324**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of projects forecast to be completed within three months of planned date	77%	66%	80%	80%	80%
Key Performance Measure					
Maintain water revenue bond AAA credit rating	100%	100%	100%	100%	100%
Output					
Debt service coverage at 1.90 on first lien bonds	2.97	3.02	1.90	1.90	1.90
Debt service coverage at 1.75 on both first and second lien bonds	2.01	1.91	1.75	1.75	1.75
Percentage of budgeted Capital Improvement Plan expended	90%	87%	100%	100%	100%

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 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 PHP to Portland General Electric (PGE); all state and federal dam safety requirements associated with 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 2017-18, the amount of power generated by PHP is projected to be equal to 100% of its long-term annual average. For FY 2018-19, that generation is also projected at approximately 100% of the long-term average. In FY 2017-18, this program's staff will have provided all required oversight and support for the bureau's power projects and dams.

The previous sales agreement with PGE ended in August 2017. The new Power Purchase Agreement (PPA) with PGE is effective January 2018. Separate contracts for operations and maintenance, transmission, scheduling, and consultants are included in the FY 2018-19 budget. The excess balance from the previous power sales agreement with PGE will be used to establish the Hydroelectric Reserve Account (HRA). The HRA will be used to mitigate lower than planned power sales and unanticipated operating expenses. Consequently, the Key Performance Measure related to the General Fund transfer remains at $0.

Changes to Services and Activities

The new PPA will be in place through June 30, 2032. New contracts have been established for operation and maintenance of PHP.

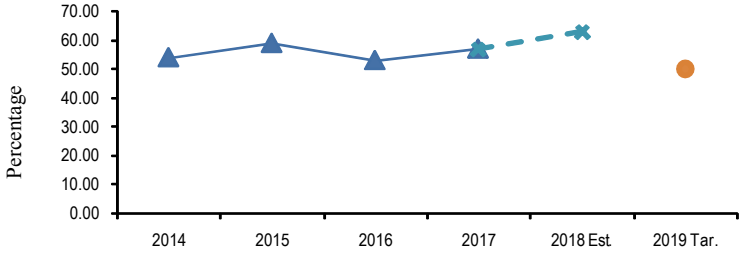
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	2.25	2.25	2.25	2.25	2.25
Expenditures					
Hydroelectric Power	817,459	742,289	12,989,336	2,618,077	2,618,051
Total Expenditures	**817,459**	**742,289**	**12,989,336**	**2,618,077**	**2,618,051**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Output					
Amount of power sold to Portland General Electric in megawatt hours	72,805	103,750	84,800	84,800	84,800
Amount of transfer of hydropower profits to General Fund	$400,000	$0	$0	$0	$0

Performance Measures

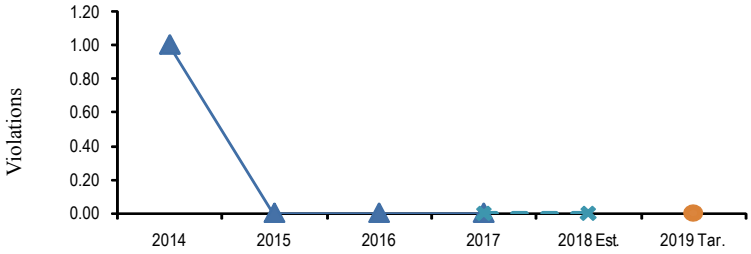
Percentage of Customer Payment Transactions Made Through Preferred Methods

The FY 2017-18 year end estimate of customers paid through preferred methods is about 57% compared to the goal of 50%. The goal for FY 2018-19 remains at 50%.



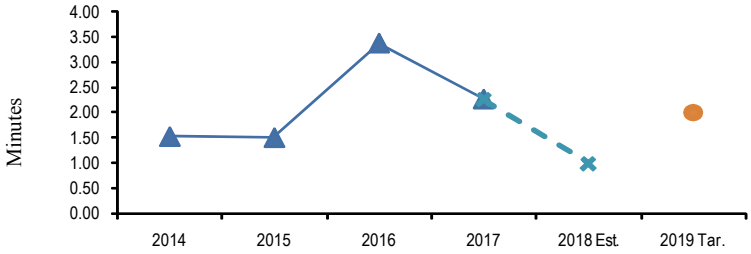
Number of Violations of State and Federal Drinking Water Quality Regulations

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



Average Time that Customers are on Hold

The FY 2017-18 year-end estimated average hold time is approximately 1.0 minute compared to the goal of 2.0 minutes or less. The goal for FY 2018-19 continues to be 2:00 or less.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	172,807,586	174,934,870	180,816,927	194,435,287	193,905,167
Intergovernmental	757,538	551,743	526,000	526,000	526,000
Bond & Note	0	183,389,824	98,895,000	92,080,000	91,680,000
Miscellaneous	3,906,884	5,378,188	4,763,398	5,927,414	5,920,767
Total External Revenues	**177,472,008**	**364,254,625**	**285,001,325**	**292,968,701**	**292,031,934**
Internal Revenues					
Fund Transfers - Revenue	162,007,417	160,842,044	228,963,927	237,063,109	236,765,709
Interagency Revenue	3,232,337	3,007,879	3,372,958	3,466,108	3,530,117
Total Internal Revenues	**165,239,754**	**163,849,923**	**232,336,885**	**240,529,217**	**240,295,826**
Beginning Fund Balance	215,063,171	196,351,717	258,325,858	216,044,496	216,044,496
Total Resources	**$557,774,933**	**$724,456,265**	**$775,664,068**	**$749,542,414**	**$748,372,256**
Requirements					
Bureau Expenditures					
Personnel Services	60,965,367	62,689,818	70,695,856	75,380,769	76,484,076
External Materials and Services	27,349,579	29,471,213	51,582,466	43,993,205	44,750,910
Internal Materials and Services	20,211,260	20,216,171	23,626,733	23,770,844	22,087,015
Capital Outlay	28,266,681	33,545,590	40,884,781	97,246,038	96,916,025
Total Bureau Expenditures	**136,792,887**	**145,922,792**	**186,789,836**	**240,390,856**	**240,238,026**
Fund Expenditures					
Debt Service	56,497,872	154,755,847	60,048,640	62,570,100	62,557,700
Contingency	0	0	138,605,857	105,176,983	104,234,691
Fund Transfers - Expense	168,132,457	166,147,586	230,806,587	240,907,218	240,846,679
Debt Service Reserves	0	0	38,368,200	36,246,013	36,218,013
Total Fund Expenditures	**224,630,329**	**320,903,433**	**467,829,284**	**444,900,314**	**443,857,083**
Ending Fund Balance	196,351,717	257,630,040	121,044,948	64,251,244	64,277,147
Total Requirements	**$557,774,933**	**$724,456,265**	**$775,664,068**	**$749,542,414**	**$748,372,256**
Programs					
Transmission & Terminal Storage	20,051,440	29,423,669	34,189,798	49,502,761	49,502,761
Administration & Support	13,301,547	15,828,098	39,377,939	38,452,599	38,555,324
HR Corporate Services	0	349	0	0	0
Supply	8,464,628	9,661,034	8,015,322	9,550,935	9,210,833
Distribution	66,706,492	58,893,747	55,274,966	96,399,366	96,066,795
Regulatory Compliance	6,137,212	8,743,923	9,774,815	10,413,254	10,615,226
Treatment	2,916,156	3,266,875	3,872,578	10,171,324	10,170,754
Hydroelectric Power	817,459	742,289	12,989,336	2,618,077	2,618,051
Customer Service	18,397,953	19,362,808	23,295,082	23,282,540	23,498,282
Total Programs	**$136,792,887**	**$145,922,792**	**$186,789,836**	**$240,390,856**	**$240,238,026**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Customer Service								
Security and Emergency Mgt	0	50,000	100,000	100,000	100,000	100,000	100,000	500,000
Total Customer Service	**0**	**50,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**
Distribution								
Council Crest Tank Roof	318,604	167,000	820,000	0	0	0	0	820,000
Distribution Mains	0	12,622,000	10,353,000	12,240,000	14,305,000	16,170,000	21,210,000	74,278,000
Field Support	0	4,000,000	4,130,000	4,130,000	4,130,000	4,130,000	4,130,000	20,650,000
Fulton Pump Mains Replacement	0	60,000	570,000	630,000	30,000	2,835,000	954,000	5,019,000
Greenleaf Pump Station	974,708	1,000,000	372,000	0	0	0	0	372,000
Hydrants	0	1,800,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	7,250,000
Meters	0	1,000,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	5,150,000
N Jantzen Ave west of Pavilion	186,938	19,000	1,080,000	0	0	0	0	1,080,000
NE 47th Ave and Columbia Blvd LID	60,938	45,000	89,000	0	0	0	0	89,000
NE 49th and Roselawn	0	127,000	101,000	678,000	10,000	0	0	789,000
NE Wheeler Basin Relocations	39,149	755,000	55,000	0	0	0	0	55,000
Outer Powell Transportation Safety	3,702	160,000	1,749,000	60,000	0	0	0	1,809,000
Penridge Mains	45,836	190,000	1,229,000	978,000	0	0	0	2,207,000
Pump Stations and Tanks	0	800,000	1,710,000	3,100,000	3,100,000	3,100,000	3,100,000	14,110,000
SCADA System Upgrade 2017	0	0	1,136,000	250,000	0	0	0	1,386,000
Services	0	7,000,000	6,200,000	6,200,000	6,200,000	6,200,000	6,200,000	31,000,000
Sunnyside North Reconstruction	0	130,000	790,000	90,000	0	0	0	880,000
SW Boones Ferry Rd at SW Arnold St Bridge	29,876	101,000	198,000	302,000	0	0	0	500,000
Willamette Blvd Bridge Main Replacement	25,829	160,000	715,000	624,000	2,553,000	446,000	0	4,338,000
Willamette River Pipe Crossing	929,430	1,600,000	38,600,000	7,970,000	0	0	0	46,570,000
Total Distribution	**2,615,010**	**31,736,000**	**72,377,000**	**39,732,000**	**32,808,000**	**35,361,000**	**38,074,000**	**218,352,000**
Regulatory Compliance								
Water Quality and Regulatory	0	1,800,000	2,080,000	2,080,000	500,000	500,000	500,000	5,660,000
Total Regulatory Compliance	**0**	**1,800,000**	**2,080,000**	**2,080,000**	**500,000**	**500,000**	**500,000**	**5,660,000**
Supply								
Bull Run Watershed	0	500,000	50,000	100,000	1,600,000	1,000,000	3,500,000	6,250,000
Dam 1 Needle Valve Replacement	39,622	252,000	1,647,000	1,215,000	0	0	0	2,862,000
FUTURE - Howell-Bunger Valve Improvements	0	0	0	0	0	0	273,000	273,000
Groundwater	0	390,000	220,000	570,000	570,000	570,000	570,000	2,500,000
Groundwater Electrical Supply	583,813	550,000	366,000	0	0	0	0	366,000
Road 10E MP 6.2 - 8.2	0	0	160,000	110,000	1,465,000	0	0	1,735,000
Road 10H MP 10.95 to 12.56	149,533	168,000	796,000	0	0	0	0	796,000
Road 10R MP 28.77 to 31.85	87,302	90,000	620,000	1,250,000	0	0	0	1,870,000
Total Supply	**860,270**	**1,950,000**	**3,859,000**	**3,245,000**	**3,635,000**	**1,570,000**	**4,343,000**	**16,652,000**

This table summarizes project expenses by capital programs.

Bureau Capital Program		Revised	Adopted	Capital Plan				
Project	Prior Years	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Support								
FUTURE - Portland Building Contribution	0	0	0	0	43,500,000	0	0	43,500,000
Planning	0	2,800,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Total Support	**0**	**2,800,000**	**3,000,000**	**3,000,000**	**46,500,000**	**3,000,000**	**3,000,000**	**58,500,000**
Transmission/Terminal Storage								
Conduit 2 Internal Inspection	5,618	1,500,000	95,000	0	0	0	0	95,000
Conduits and Transmission Mains	0	423,436	4,260,000	5,490,000	16,530,000	16,530,000	16,530,000	59,340,000
Gresham Conduit 2 Trestle Upgrades	124,030	300,000	821,000	0	0	0	0	821,000
Powell Butte Reservoir 1 Roof Upgrades	0	0	125,000	1,211,000	4,720,000	0	0	6,056,000
Rockwood PUD Meter	141,310	0	410,000	0	0	0	0	410,000
Terminal Reservoirs	0	100,000	100,000	100,000	100,000	100,000	100,000	500,000
WA Park Hypochlorite Improvements	0	0	188,000	344,000	1,208,000	0	0	1,740,000
Washington Park	40,616,724	29,000,000	41,555,021	26,100,000	15,500,000	6,000,000	10,900,000	100,055,021
Total Transmission/Terminal Storage	**40,887,682**	**31,323,436**	**47,554,021**	**33,245,000**	**38,058,000**	**22,630,000**	**27,530,000**	**169,017,021**
Treatment								
Corrosion Control Improvements	0	610,000	1,820,000	1,601,000	7,105,000	8,330,000	150,000	19,006,000
Treatment	0	0	0	100,000	100,000	100,000	100,000	400,000
Water System Filtration	0	760,000	5,590,000	6,500,000	21,060,000	19,890,000	55,120,000	108,160,000
Total Treatment	**0**	**1,370,000**	**7,410,000**	**8,201,000**	**28,265,000**	**28,320,000**	**55,370,000**	**127,566,000**
Total Requirements	**44,362,962**	**71,029,436**	**136,380,021**	**89,603,000**	**149,866,000**	**91,481,000**	**128,917,000**	**596,247,021**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	4.00	256,527	4.00	265,213	4.00	265,213
30000064	Accountant III	60,466	76,045	1.00	68,448	1.00	70,149	1.00	70,149
30000560	Accountant, Systems	64,813	86,403	1.00	83,676	1.00	86,173	1.00	86,173
30000434	Administrative Assistant	50,877	78,333	8.00	527,602	8.00	544,533	8.00	544,533
30000433	Administrative Specialist, Sr	47,362	72,904	7.00	441,584	7.00	452,196	7.00	452,196
30000436	Administrative Supervisor I	61,734	82,285	2.00	134,628	2.00	139,400	2.00	139,400
30000437	Administrative Supervisor II	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000203	Applications Analyst II-Generalist	64,813	86,403	1.00	64,812	1.00	64,812	1.00	64,812
30000204	Applications Analyst III-Generalist	71,510	95,472	2.00	185,556	2.00	187,712	2.00	187,712
30000207	Applications Analyst IV-Generalist	75,150	100,526	3.25	266,454	3.25	271,510	3.25	271,510
30000102	Automotive Equip Oper II: Sewer Vacuum	48,922	58,885	1.00	55,452	1.00	58,026	1.00	58,026
30000104	Automotive Equip Oper II: Tractor-Trailr	47,861	57,616	1.00	55,101	1.00	57,612	1.00	57,612
30000101	Automotive Equipment Oper I	45,053	54,621	15.00	809,784	15.00	809,784	15.00	809,784
30000441	Business Operations Manager	84,739	112,882	1.00	111,492	1.00	112,536	1.00	112,536
30000442	Business Operations Manager, Sr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000440	Business Operations Supervisor	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000448	Business Systems Analyst	64,813	86,403	0.00	0	0.00	0	3.00	270,000
30000447	Business Systems Analyst, Assistant	50,877	78,333	0.00	0	0.00	0	2.00	120,000
30000449	Business Systems Analyst, Sr	71,510	95,472	2.00	190,944	2.00	190,944	3.00	290,544
30000331	CAD Analyst	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000329	CAD Technician II	57,200	72,987	3.00	218,952	3.00	218,952	3.00	218,952
30000330	CAD Technician III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000454	Capital Improvmnt Program Planning Supvr	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000399	Capital Project Manager I	69,472	88,712	3.00	266,148	3.00	266,148	3.00	266,148
30000686	Capital Project Manager II	75,150	100,526	1.00	50,268	1.00	52,320	1.00	52,320
30000687	Capital Project Manager III	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000110	Carpenter	56,805	63,544	3.00	190,620	3.00	190,620	3.00	190,620
30000492	Community Outreach & Informtn Rep	61,734	82,285	2.00	141,808	2.00	146,667	2.00	146,667
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	2.00	177,487	2.00	180,803	2.00	180,803
30000107	Concrete Finisher	56,805	63,544	2.00	127,080	2.00	127,080	2.00	127,080
30000507	Conservation Program Coordinator, Sr	71,510	95,472	1.00	95,412	1.00	95,447	1.00	95,447
30000105	Construction Equipment Operator	47,986	61,277	18.00	1,097,596	18.00	1,102,366	18.00	1,102,366
30000455	Contracts Dev & Review Administrator	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000017	Customer Accounts Specialist I	37,336	53,830	38.00	1,838,828	38.00	1,889,736	38.00	1,889,736
30000018	Customer Accounts Specialist II	44,512	58,989	9.00	504,702	9.00	508,974	9.00	508,974
30000445	Customer Service Supervisor	71,510	95,472	5.00	454,800	5.00	457,552	5.00	457,552
30000732	Development Supervisor I	71,510	95,472	1.00	71,508	1.00	71,508	1.00	71,508
30000577	Economist, Principal	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000635	Electrical/Instrumentation Supervisor	78,770	105,851	1.00	101,688	1.00	104,811	1.00	104,811
30000116	Electrician	71,074	76,710	6.00	454,656	6.00	458,886	6.00	458,886
30000685	Engineer, Chief - Water Bureau	115,814	165,797	1.00	156,900	1.00	162,796	1.00	162,796
30000682	Engineer, Principal	105,789	141,086	5.00	690,088	6.00	846,240	6.00	846,240
30000680	Engineer, Sr	91,603	122,096	15.00	1,706,885	15.00	1,711,280	15.00	1,711,280
30000681	Engineer, Supervising	98,446	131,269	4.00	522,012	4.00	524,052	4.00	524,052
30000364	Engineer-Chemical/Environmental	91,333	110,989	1.00	95,892	1.00	99,474	1.00	99,474
30000365	Engineer-Civil	91,333	110,989	14.00	1,516,420	14.00	1,524,490	14.00	1,524,490
30000366	Engineer-Electrical	91,333	110,989	1.00	110,988	1.00	110,988	1.00	110,988
30000357	Engineering Associate, Sr-Chemical/Envir	78,978	100,672	1.00	86,964	1.00	90,968	1.00	90,968
30000358	Engineering Associate, Sr-Civil	78,978	100,672	15.00	1,467,156	15.00	1,477,146	15.00	1,477,146
30000353	Engineering Associate-Civil	64,896	86,965	6.00	435,872	8.00	609,935	8.00	609,935

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000355	Engineering Associate-Mechanical	64,896	86,965	1.00	71,532	1.00	74,552	1.00	74,552
30000696	Engineering Survey Manager	78,770	105,851	1.00	112,884	1.00	112,884	1.00	112,884
30000325	Engineering Technician II	57,200	72,987	9.00	616,439	9.00	628,129	9.00	628,129
30000326	Engineering Technician III	69,472	88,712	5.00	412,884	5.00	416,692	5.00	416,692
30000662	Environmental Program Coordinator	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000663	Environmental Program Manager	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000664	Environmental Program Manager, Sr	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000661	Environmental Program Specialist	61,734	82,285	2.00	142,980	2.00	146,109	2.00	146,109
30001908	Environmental Spec-Wildlife Biologist	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000339	Environmental Specialist-Generalist	69,472	88,712	7.00	584,880	7.00	594,476	7.00	594,476
30000337	Environmental Technician I	42,682	57,200	0.00	0	2.00	100,008	2.00	100,008
30000338	Environmental Technician II	57,200	72,987	5.00	313,196	6.00	383,238	6.00	383,238
30000567	Financial Analyst	64,813	86,403	2.00	165,108	2.00	167,529	2.00	167,529
30000569	Financial Analyst, Principal	84,739	112,882	2.00	225,768	2.00	225,768	2.00	225,768
30000568	Financial Analyst, Sr	71,510	95,472	3.00	281,310	3.00	285,132	3.00	285,132
30000127	General Mechanic	51,542	64,230	2.00	128,472	2.00	128,472	2.00	128,472
30000341	GIS Technician I	42,682	57,200	1.00	57,204	1.00	57,204	1.00	57,204
30000342	GIS Technician II	57,200	72,987	5.00	364,920	5.00	364,920	5.00	364,920
30000343	GIS Technician III	69,472	88,712	2.00	177,432	2.00	177,432	2.00	177,432
30000373	Graphics Designer III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000252	Horticulturist	48,526	58,614	1.00	58,620	1.00	58,620	1.00	58,620
30000657	Hydroelectric Power Project Manager	84,739	112,882	1.00	95,476	1.00	99,386	1.00	99,386
30000658	Hydroelectric Power Project Mgr, Asst	75,150	100,526	1.00	93,000	1.00	96,809	1.00	96,809
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	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000218	Inf Syst Analyst, Principal-Gen	84,739	112,882	1.00	101,592	1.00	105,409	1.00	105,409
30000239	Instrument Technician	71,074	76,710	6.00	454,656	6.00	459,826	6.00	459,826
30001408	Instrumentation & Security Systems Supvr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30001283	Laboratory Analyst II	50,502	66,664	2.00	127,104	2.00	130,164	2.00	130,164
30001284	Laboratory Analytical Specialist	57,574	76,461	5.00	334,848	5.00	343,088	5.00	343,088
30001285	Laboratory Coordinator	59,758	84,323	2.00	163,632	2.00	168,648	2.00	168,648
30000670	Laboratory Manager	84,739	112,882	1.00	110,616	1.00	112,317	1.00	112,317
30002384	Laboratory Supervisor	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000644	Maintenance Planner/Scheduler	61,734	82,285	4.00	308,682	4.00	316,424	4.00	316,424
30000073	Maintenance Worker	31,512	31,512	1.00	31,512	1.00	31,512	1.00	31,512
30000451	Management Analyst	64,813	86,403	7.00	557,076	9.00	745,001	9.00	745,001
30000453	Management Analyst, Principal	84,739	112,882	3.00	322,870	3.00	326,852	3.00	326,852
30000452	Management Analyst, Sr	71,510	95,472	2.00	190,944	3.00	289,140	3.00	289,140
30000450	Management Assistant	50,877	78,333	4.00	275,610	4.00	280,966	4.00	280,966
30000693	Mapping & GIS Supervisor	78,770	105,851	1.00	112,884	1.00	112,884	1.00	112,884
30000978	Mapping Data Technician II	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000653	Mechanical Systems Supervisor-Water,Sr	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000012	Office Support Specialist II	34,798	49,962	2.00	84,276	2.00	89,137	2.00	89,137
30000013	Office Support Specialist III	44,512	58,989	2.00	116,256	2.00	117,408	2.00	117,408
30000152	Operating Engineer I	51,646	54,080	1.00	51,851	1.00	54,084	1.00	54,084
30000153	Operating Engineer II	52,104	67,330	4.00	214,086	4.00	236,817	4.00	236,817
30000154	Operating Engineer III	54,725	70,741	12.00	801,618	12.00	817,269	12.00	817,269
30000759	Parks Maintenance Supervisor	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000081	Parks Technician	46,987	53,394	5.00	262,884	5.00	267,000	5.00	267,000

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000398	Planner, Sr City-Water Resources	82,514	95,493	1.00	90,960	1.00	93,606	1.00	93,606
30000464	Program Coordinator	68,078	90,792	3.00	232,041	5.00	422,460	5.00	422,460
30000465	Program Manager	71,510	95,472	5.00	463,128	5.00	468,548	5.00	468,548
30000466	Program Manager, Sr	84,739	112,882	5.00	536,280	5.00	536,280	6.00	645,480
30000463	Program Specialist	61,734	82,285	4.00	296,686	4.00	305,481	6.00	415,473
30000462	Program Specialist, Assistant	50,877	78,333	2.00	118,400	2.00	123,245	2.00	123,245
30000698	Property Acquisition & Services Manager	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000497	Public Information Manager	78,770	105,851	1.00	78,768	1.00	78,768	1.00	78,768
30000495	Public Information Officer	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000691	Public Works Inspection Manager	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000228	Public Works Inspector	62,774	71,739	2.00	134,508	3.00	219,446	3.00	219,446
30000229	Public Works Inspector, Sr	68,099	80,226	5.00	359,544	5.00	364,764	5.00	364,764
30000630	Public Works Supervisor II	64,813	86,403	8.00	632,652	8.00	641,084	8.00	641,084
30000403	Remittance Technician	38,147	53,373	1.00	53,376	1.00	53,376	1.00	53,376
30000349	Right of Way Agent II	57,200	72,987	1.00	69,468	1.00	72,398	1.00	72,398
30000482	Risk Specialist, Sr	68,078	90,792	1.00	70,860	1.00	72,561	1.00	72,561
30000485	Safety & Risk Officer I	71,510	95,472	0.00	0	1.00	115,596	1.00	115,596
30000486	Safety & Risk Officer II	78,770	105,851	1.00	102,078	1.00	104,988	1.00	104,988
30000645	Security Supervisor	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000029	Service Dispatcher	37,336	53,830	2.00	97,602	2.00	101,238	2.00	101,238
30000054	Storekeeper/Acquisition Specialist II	47,611	58,219	3.00	164,064	3.00	169,066	3.00	169,066
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	64,813	86,403	1.00	81,936	1.00	85,296	1.00	85,296
30000224	Surveying Aide II	50,960	59,322	2.00	110,292	2.00	114,799	2.00	114,799
30000695	Surveying Supvr/Water Rights Examiner	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000225	Surveyor I	58,219	72,342	2.00	144,696	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	71,510	95,472	1.00	78,216	1.00	81,426	1.00	81,426
30001037	Utility Locator	53,165	57,200	7.00	392,340	7.00	394,092	7.00	394,092
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	28.00	1,438,332	28.00	1,449,580	28.00	1,449,580
30000075	Utility Worker II, Apprentice	36,421	48,110	18.00	757,812	18.00	821,816	18.00	821,816
30000438	Water Administrative Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30001534	Water Bureau Emergency Management Mgr	75,150	100,526	1.00	95,196	1.00	97,478	1.00	97,478
30000512	Water Conservation Program Coordinator	68,078	90,792	2.00	152,064	2.00	154,363	2.00	154,363
30000514	Water Conservation Program Manager	75,150	100,526	1.00	86,691	1.00	90,243	1.00	90,243
30000655	Water Group Manager	105,248	146,973	4.00	587,904	4.00	587,904	4.00	587,904
30000652	Water Maintenance Supervisor, Sr	78,770	105,851	3.00	317,556	3.00	317,556	3.00	317,556
30000133	Water Meter Reader I	39,915	50,710	11.00	527,930	11.00	539,090	11.00	539,090
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	256,464	5.00	256,464	5.00	256,464
30000142	Water Meter Technician II	49,400	57,366	4.00	226,884	4.00	228,620	4.00	228,620
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	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000145	Water Operations Mechanic	57,429	64,522	22.00	1,406,996	22.00	1,410,436	22.00	1,410,436
30000144	Water Operations Mechanic, Apprentice	44,491	60,382	7.00	402,030	7.00	406,800	7.00	406,800
30000651	Water Quality Inspection Supervisor	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000140	Water Quality Inspector II	54,725	70,741	4.00	255,894	4.00	263,560	4.00	263,560
30000141	Water Quality Inspector III	57,429	74,214	1.00	74,220	1.00	74,220	1.00	74,220

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30001034	Water Quality Manager	97,989	132,766	1.00	121,332	1.00	125,472	1.00	125,472
30000647	Water Resource & Urban Affairs Coord	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000656	Water Resources Program Manager	75,150	100,526	2.00	199,632	2.00	200,458	2.00	200,458
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	393,272	7.00	395,051	7.00	395,051
30000136	Water Service Inspector II	52,874	61,984	1.00	61,980	1.00	61,980	1.00	61,980
30000650	Water Treatment Operations Supervisor	78,770	105,851	1.00	81,996	1.00	83,956	1.00	83,956
30000146	Water Treatment Operator I	51,646	54,080	1.00	52,257	3.00	207,084	3.00	207,084
30000147	Water Treatment Operator II	54,725	70,741	9.00	576,576	9.00	598,119	9.00	598,119
30000424	Water Utility Director	146,474	209,893	1.00	198,084	1.00	205,520	1.00	205,520
30002433	Water Utility Director, Assistant	105,248	146,973	1.00	126,132	1.00	130,442	1.00	130,442
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	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000149	Watershed Specialist I	42,432	52,021	4.00	198,492	4.00	205,439	4.00	205,439
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				579.25	42,022,465	594.25	43,899,383	603.25	44,608,175
30000433	Administrative Specialist, Sr	47,362	72,904	0.85	61,272	0.85	61,968	0.85	61,968
30000017	Customer Accounts Specialist I	37,336	53,830	2.00	110,772	2.00	110,772	2.00	110,772
30000365	Engineer-Civil	91,333	110,989	1.40	155,388	1.00	110,988	1.00	110,988
TOTAL PART-TIME POSITIONS				4.25	327,432	3.85	283,728	3.85	283,728
30000492	Community Outreach & Informtn Rep	61,734	82,285	0.60	48,720	0.60	49,098	0.60	49,098
30000017	Customer Accounts Specialist I	37,336	53,830	2.00	107,664	2.00	107,664	2.00	107,664
30000337	Environmental Technician I	42,682	57,200	1.00	49,032	1.00	49,032	1.00	49,032
30000241	Laboratory Analyst I	47,029	59,405	1.00	54,696	1.00	54,696	1.00	54,696
30001284	Laboratory Analytical Specialist	57,574	76,461	1.00	76,464	1.00	76,464	1.00	76,464
30000451	Management Analyst	64,813	86,403	0.83	63,010	0.00	0	0.00	0
30000403	Remittance Technician	38,147	53,373	1.00	53,376	1.00	53,376	1.00	53,376
30000147	Water Treatment Operator II	54,725	70,741	2.00	114,228	2.00	125,544	2.00	125,544
TOTAL LIMITED TERM POSITIONS				9.43	567,190	8.60	515,874	8.60	515,874
GRAND TOTAL				592.93	42,917,087	606.70	44,698,985	615.70	45,407,777

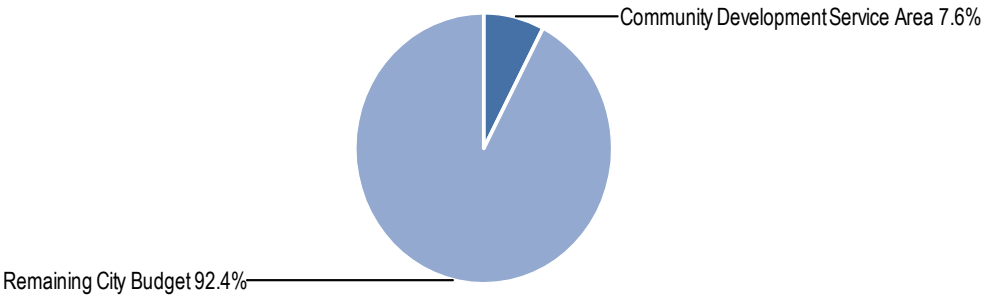
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	236,691,891	0	236,691,891	591.70	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	350,688	0	350,688	7.00	Water Treatment
	273,850	0	273,850	3.00	UniDirectional Flushing
	176,250	0	176,250	2.00	Workforce Management
	281,228	0	281,228	2.00	Asset Management
	144,370	0	144,370	1.00	Equity Manager
	440,000	0	440,000	0.00	Financial Assistance Expansion
	0	1,115,000	1,115,000	0.00	Mt. Tabor Historic Preservation
	225,200	0	225,200	0.00	Parks Maintenance
	620,000	0	620,000	0.00	Fountains Interagency with Parks
	72,379	0	72,379	0.00	OMF inter-agency adjustments
Approved Budget Additions and Reductions					
	4,000	0	4,000	0.00	Technical adjustments
	(3,064,208)	0	(3,064,208)	0.00	Transfer Revenue Division group to Water Bureau
	3,099,713	0	3,099,713	7.00	Transfer Revenue Division group to Water Bureau
	(225,200)	0	(225,200)	0.00	Dodge Park maintenance shifted to one-time
	163,500	61,700	225,200	0.00	Dodge Park maintenance shifted to one-time
Adopted Budget Additions and Reductions					
	(374,335)	0	(374,335)	0.00	Overhead and capital project adjustments
	182,000	0	182,000	2.00	Financial Assistance Expansion FTE
	2,369,435	**1,176,700**	**3,546,135**	**24.00**	**Total FY 2018-19 Decision Packages**
			240,238,026	**615.70**	**Total Adopted Budget**

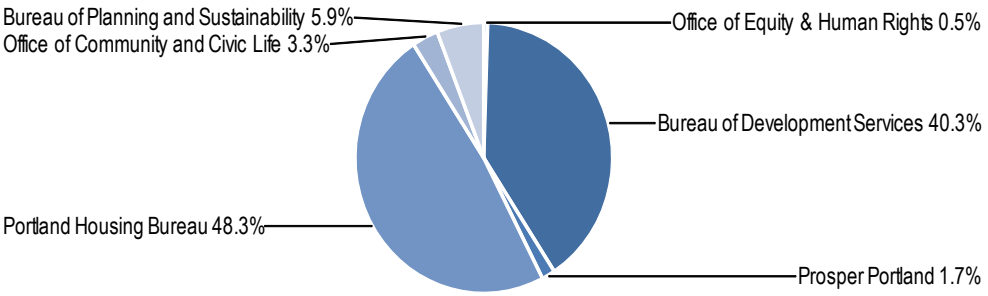
Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Bureau of Planning and Sustainability
- Office of Community and Civic Life
- Prosper Portland
- Office of Equity & Human Rights

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	381,337,854	381,420,675	82,821	0.02
Capital	30,693,357	10,275,904	(20,417,453)	(66.52)
Total Requirements	**412,031,211**	**391,696,579**	**(20,334,632)**	**(4.94)**
Authorized Positions	679.64	700.17	20.53	3.02

Service Area Highlights

Description

The Community Development Service Area includes programs in the Bureau of Development Services, Portland Housing Bureau, Bureau of Planning & Sustainability, the Office of Community & Civic Life (Civic Life, formerly the Office of Neighborhood Involvement), Prosper Portland, and the Office of Equity & Human Rights.

Major Themes

The FY 2018-19 Adopted Budget for the Community Development Service Area funds an additional 20.53 FTE and represents an increase of approximately $83,000 in operating expenses when compared to the FY 2017-18 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 2018-19 compared to the prior year primarily due to lower budgeted property acquisitions from the Portland Housing Bureau; however, given the nature of real estate transactions, actual acquisitions may be higher or lower based on property negotiations. Overall, there are 700.17 authorized positions in this service area and a total budget of $391.7 million, a reduction of $20.3 million or 4.9% from the FY 2017-18 Revised Budget.

Bureau of Development Services

The Bureau of Development Service's (BDS) FY 2018-19 Adopted Budget totals $157.9 million. This represents a 2.3% decrease from the FY 2017-18 Revised Budget, which included the repayment of $10.2 million for an interfund loan from BDS to the Portland Housing Bureau to finance the purchase of property. The bureau's budget includes personnel increases of 18.8 FTE over the FY 2017-18 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 2018-19 Adopted Budget includes the following adjustments:

- $165,250 for an inter-agency agreement with the Attorney's Office for legal assistance on the bureau's Foreclosure Program;
- $43,338 from the Office of Community and Civic Life to provide that bureau with communications services;
- $508,591 for additional DCTU contract costs;
- $194,274 for two positions added by ordinance in FY 2017-18 for work related to asbestos demolition and,
- $1.7 million for 15 fee-supported positions added during the FY 2017-18 Spring Supplemental.

Portland Housing Bureau

The Portland Housing Bureau's (PHB) FY 2018-19 Adopted Budget totals $189.4 million. This represents a net decrease of 10.1% compared to the prior year Revised Budget caused by a drop in budgeted capital expenditures – currently only $6.0 million, compared to $28.1 million in the FY 2017-18 Revised Budget. However, the bureau's capital budget will likely change based on actual property acquisitions during the fiscal year. The bureau has made a number of staffing and organizational changes reflecting PHB's workload related to capital asset acquisition and management, including adding two new employees to support implementation of the Affordable Housing Bond.

The Adopted Budget increases the bureau's General Fund resources by 19.9% compared to the prior year Revised Budget. This is primarily reflected in the City's increased contribution to the Joint Office of Homeless Services, including conversion of $4.0 million in previously one-time to ongoing support, $560,000 in resources for new and expanded programming, and $1.25 million in one-time carryover for shelter capital development. The Adopted Budget also increases one-time General Fund support Rental Services, continuing FY 2017-18 expanded support for outreach, education, and legal services, as well as providing new staff and funding for development of a rental registration system.

Bureau of Planning & Sustainability

The Bureau of Planning & Sustainability's (BPS) FY 2018-19 Adopted Budget totals $23.1 million, including $8.6 million in General Fund revenue. The bureau's General Fund revenue is being reduced by 5%, or $436,241, for FY 2018-19. This includes a reduction of 3.0 FTE and $79,385 for external consulting for projects including addressing barriers to shelter for extremely low-income households and individuals, preservation of middle housing in Southeast Portland, and the Macadam Plan District update. The bureau's Solid Waste Management Fund is receiving an additional $1,000,000 in revenue from a commercial waste hauling tonnage fee increase that will support the Homelessness and Urban Camping Impact Reduction Program (HUCIRP).

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

The Office of Community and Civic Life's (Civic Life's) FY 2018-19 Adopted Budget includes 60.1 FTE and totals $12.9 million, which represents an increase of 1.8 FTE and 3.0% in funding over the FY 2017-18 Revised Budget. New funding includes the addition of:

- $181,304 in ongoing General Fund resources for a Public Information Officer position;
- $94,052 in one-time General Fund resources to continue the Portland United Against Hate coordinator position;
- $55,000 of one-time General Fund dollars for a disability indicators data collection effort;
- $700,000 in recreation cannabis tax dollars for community grants;
- $414,464 in ongoing General Fund resources for an expansion of the Graffiti Abatement program;
- $154,510 in ongoing General Fund dollars for a position to manage Advisory Boards & Commissions;
- $18,700 in ongoing General Fund resources to pay for a rent increase for the Crime Prevention program;
- $170,400 in one-time General Fund dollars carried over from FY 2017-18 for houselessness outreach.

Ongoing funding for a grant to Elders in Action ($165,667) is transferred to Special Appropriations and removed from Civic Life's budget.

Office of Equity & Human Rights

The Office of Equity & Human Rights' (OEHR's) FY 2018-19 Adopted Budget includes 11.6 FTE and totals $1.9 million, an increase of 10.0% over the prior year Revised Budget. There are no ongoing changes to the bureau's funding or services, as OEHR will be engaging in a comprehensive strategic planning process in FY 2018-19. The Adopted Budget does include $75,000 in one-time General Fund resources for a Citywide public accommodations pool, as well as $50,000 in one-time carryover to support a software pilot project enhancing Citywide reporting on racial and disability equity data and performance measures.

Prosper Portland (formerly the Portland Development Commission)

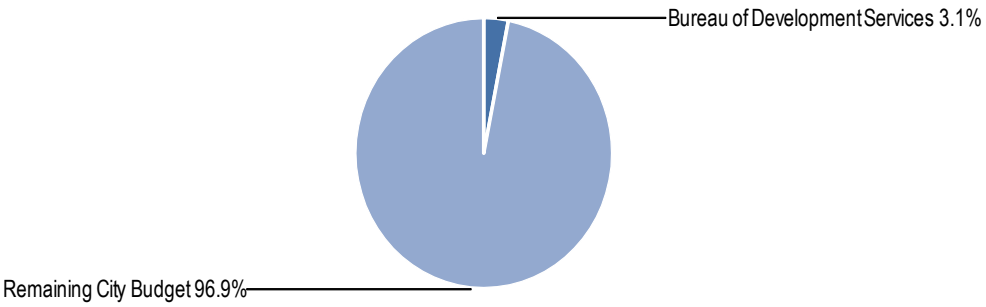
The City's FY 2018-19 Adopted Budget General Fund allocation to Prosper Portland is $6.5 million, which represents a 6.7% increase from the FY 2017-18 Revised Budget. Notable changes to the budget include ongoing reductions to the Healthcare Cluster ($142,240), Alberta Main Street ($33,000), and the Small Business Working Capital Micro Loan program ($52,838). One-time additions to Prosper Portland's General Fund allocation include funding for the Brownfield Property Tax Exemption Program ($150,000), the Portland Film Office ($142,240), and the Mercatus platform expansion ($100,000). Ongoing additions to Prosper Portland's FY 2018-19 General Fund allocation include: Venture Portland's Business Association program ($200,000), Small Business Growth program ($275,000), and the Small Business Technical Assistance: Tax & Financial Support program ($100,000). The FY 2018-19 Adopted Budget also includes $70,000 in one-time carryover funds to maintain the Alberta Main Street program ($25,500) and a portion ($44,500) of the total $108,500 allocation for the Traded Sector Inclusive Business Growth program.

Bureau of Development Services

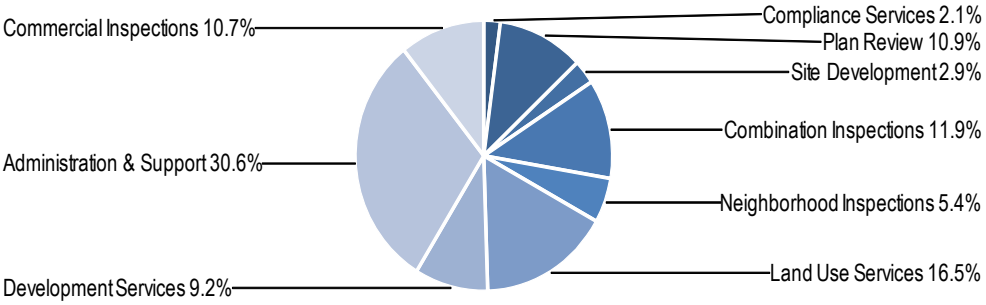
Community Development Service Area

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

Percent of City Budget

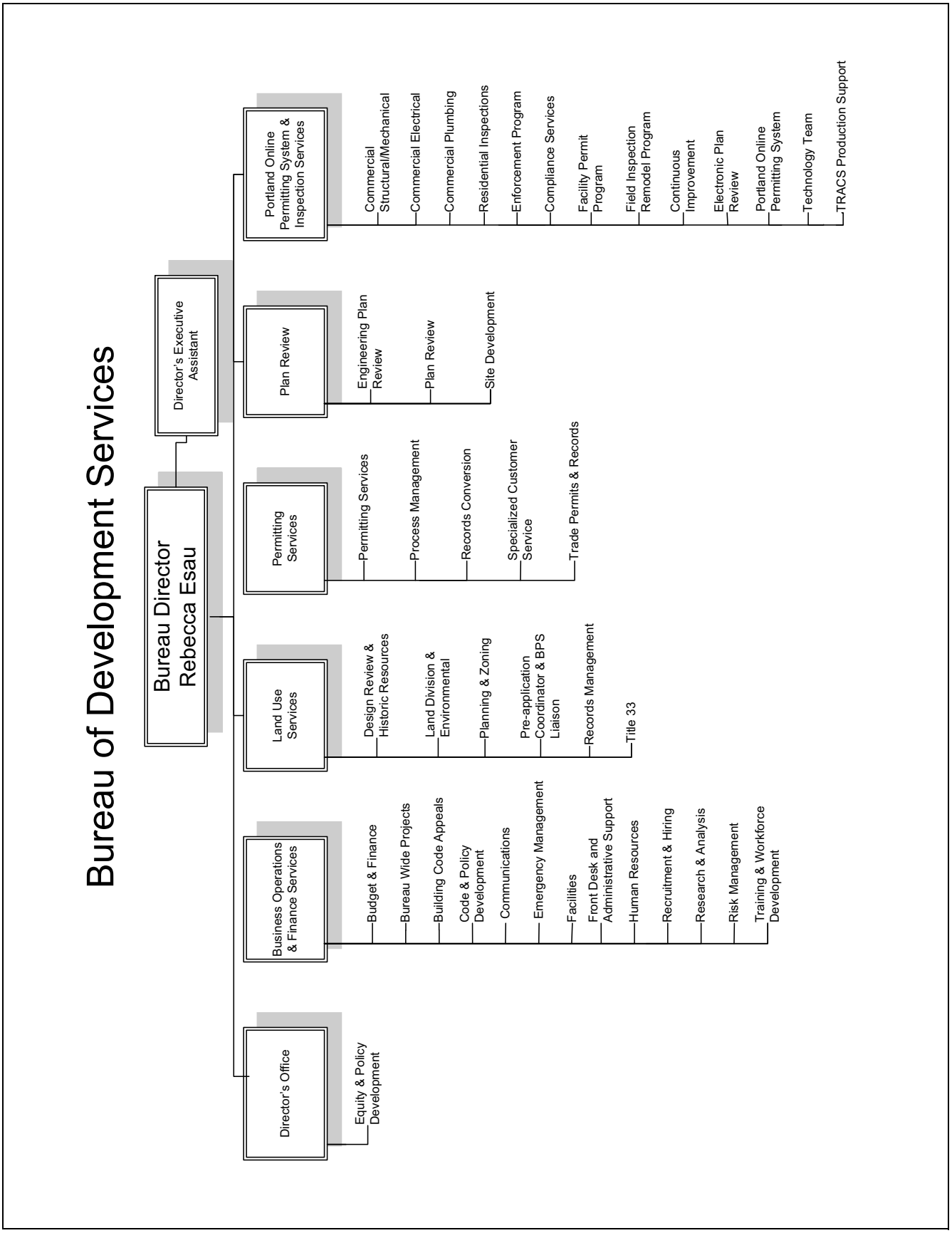


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	157,166,484	153,601,120	(3,565,364)	(2.27)
Capital	2,555,096	4,275,904	1,720,808	67.35
Total Requirements	**159,721,580**	**157,877,024**	**(1,844,556)**	**(1.15)**
Authorized Positions	434.87	453.70	18.83	4.33


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

Bureau Summary

Bureau Mission

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

Bureau Overview

General Description

BDS is an integral part of development in the City of Portland through administering and enforcing Oregon State building codes and local development codes. Bureau staff works collaboratively with developers, builders, homeowners, neighborhood associations, and the community to guide and facilitate the development review process. The bureau prides itself on providing assistance to customers from concept all the way through construction. BDS manages programs that ensure construction and land use codes are consistently followed, and 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.

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

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

The bureau is also responsible for responding to violations and working with a wide variety of situations and customers to bring development into compliance with the above codes.

This Adopted Budget includes 453.70 FTE and an operating budget of $71.1 million. Approximately 98.6% of the bureau's revenues comes from permit fees and assessments. The remaining 1.4% comes from the City's General Fund and supports portions of BDS's local City Code enforcement programs, such as Neighborhood Inspections.

Balancing Service Provision and Fiscal Responsibility

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

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

This commitment to work with BDS's partner bureaus to provide excellent and relevant programs and services is met within the context of a commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:

- Provide excellent programs and services and utilize technology to respond effectively to bureau 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;
- Set reasonable fees and keep fee increases as low as possible.

Bureau Revenues, Funding Sources, and Reserves

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

This requirement to be self-supporting, combined with the challenge of accurately predicting construction activity and fee revenues, makes it important for BDS to maintain sufficient reserves to ensure bureau services remain stable when revenues fall below expectations. Since the last recession, BDS strengthened its reserve goals and has been rebuilding its reserves since FY 2010-11.

BDS's local City Code enforcement programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Zoning Enforcement, and Site Development) are funded through a combination of program fees and fines, and do not receive support from BDS permit fee revenues. The Neighborhood Inspections Program also receives crucial support from the City's General Fund. BDS's Budget Advisory Committee and the Development Review Advisory Committee (the City's advisory body on development matters) support the ongoing use of General Fund monies to support the Neighborhood Inspections Program, in recognition of the benefits it delivers to the entire community.

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 2018-19, BDS will advance initiatives and address issues that are important to the bureau's organizational health and culture, programs and services, and financial security, while also meeting vital customer and community needs.

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 5-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 2018-19, the Plan will focus on tracking and monitoring race data for bureau services, applying the equity lens more broadly throughout the organization, incorporating racial equity goals into performance evaluations, and more effectively targeting outreach and support to minority communities.

Portland Online Permitting System(POPS)

The Portland Online Permitting System (POPS) is an initiative to design and implement a web-based system that will provide 24/7 online access to submit permit applications, plans, and plan revisions. In conjunction with POPS, BDS is launching a project to digitize historic records and make these records accessible online. Having these records available online will benefit all the bureau's customers and the community, particularly those who currently face challenges with traveling downtown to access these records.

BDS and its partner bureaus are beginning implementation of a plan developed during the project 'discovery phase" in 2017. This plan includes an earlier transition to electronic plan review software with Avolve Systems Corporation concurrent with the development of the permitting software with CSDC Systems Inc.

Customers and the community will begin to realize the benefits from these changes later in 2018, in advance of completion of the permitting software for each of the different folder/permit types.

Ultimately, POPS will move the City closer to meeting the goals outlined in the Portland Plan and the 2009 Climate Action Plan by eliminating an estimated 33,000 customer vehicle trips to downtown annually, as well as saving paper.

Staffing/Filling Vacancies

For the last several years, BDS has been adding staff positions to address sustained growth in the economy and the local development industry. Over the last two years, the value of construction in Portland (and resulting BDS workloads) reached historic levels. Despite rapidly adding staff positions, BDS remains challenged to meet expected service levels and timeline goals due to the sheer volume of the work in combination with other demands on staff time. The bureau added 17.0 FTE in the 2018 Spring Budget Monitoring Process (BMP) in order to fill the positions in FY 2017-18. Another 2.0 FTE were added via ordinance to address additional inspections workload related to Portland's implementation of Senate Bill (SB) 871, which authorizes Oregon cities to establish programs for the demolition of residential structures.

In 2017 alone, BDS filled 109 vacant positions. Some of these positions were new, and others were vacant due to existing staff being promoted or retiring. Approximately 76 staff positions are currently vacant, with multiple new hires being made each week. Due to the ongoing construction boom, it is difficult to find qualified candidates with the appropriate certifications for some classifications, such as building inspectors and commercial plans examiners. In 2018, BDS is re-starting its Trainee Program and will partner with local educational programs to create a pipeline for students into these career paths. BDS will also continue to work intensively with the Bureau of Human Resources to complete recruitments and fill vacant positions as quickly as possible.

Bureau Re-Organization

In the second half of 2017, BDS began a re-organization of its structure. The reorganization will help accomplish key improvements, including:

- Addressing significant span-of-control issues;
- Combining similar functions;
- Filling gaps in needed programs and services, such as the new Small Business Liaison Program, and the Permitting Solution Program; and
- Improving the timeliness and quality of service delivery to customers and the community.

The re-organization will be completed later in 2018.

Neighborhood Inspections Program Funding

BDS's Neighborhood Inspections Program implements the City's Property Maintenance Code (Title 29). The program cannot receive support from BDS permit fee revenues, and is thus funded through a combination of program fees, fines, and General Fund support. While the program has survived due to increased collections of fees, fines, and assessments, these have historically been volatile revenue sources, and they cannot be depended on as a replacement for General Fund support in the long-term.

For FY 2018-19, General Fund support for the Neighborhood Inspections Program remains stable. Both the BDS Budget Advisory Committee and the Development Review Advisory Committee have advocated for increased General Fund support for the program in the future, in recognition of the program's community benefit and contribution to the City's housing and equity priorities.

BDS Strategic Plan

BDS will begin implementation of a new 5-year Strategic Plan in late 2018. 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 and diverse workforce, communication and community engagement, high quality customer service, equity plan implementation, and technology integration.

Summary of Budget Decisions

Additions

IA with City Attorney's Office - Foreclosure Program

The Adopted Budget continues funding of $162,250 for the work of a 0.5 FTE Deputy City Attorney with standard legal assistant and administrative support, including materials and services, for enforcement work on vacant and distressed homes. This program provides benefits to neighborhood livability by targeting and improving abandoned and dilapidated properties in neighborhoods throughout the city. Vacant and abandoned houses affect neighborhood livability, particularly during a homelessness crisis. The City Attorney position will provide general legal advice to BDS on issues related to the City's foreclosure program, receiverships, acquisitions, and other issues related to vacant and distressed properties.

IA with Office of Neighborhood Involvement

This is a carryover of $43,338 that BDS received in FY 2017-18 from the Office of Neighborhood Involvement (ONI), for ONI's use of the BDS Communications Team. ONI will use the team to assist with a variety of projects, including (but not limited to): standardizing bureau communications, rebranding, sanctuary cities, and work in several programs, including Cannabis, Crime Prevention/ Neighborhoods, Livability, Disability, Community and Neighborhood Involvement Center, Alternative Shelter, Information and Referral, and the New Portlanders Policy Commission.

Capital Budget

Capital Summary

CIP Highlights

Portland Online Permitting System (POPS)

The Portland Online Permitting System (POPS) is a BDS initiative to upgrade the City's legacy permit and case management system (TRACS) which has been in use since 1999. In November 2010, 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 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 public 24 hours a day, seven days a week.

Major Issues

BDS's current legacy permit and case management system (TRACS) lacks an online capacity and does not support electronic application submittal, plan review, or information access for customers and the community. This leads to a paper-based development review process that is inefficient and costly compared to web-based digital software systems already in use in numerous jurisdictions around the country. POPS will address these issues by providing web-based digital plan submittal and review services and by making information more easily available.

Changes from Prior Year

In 2017, POPS went through a 6-month project 'discovery phase." and staff has since begun implementation of a new project plan. This plan includes a gradual transition from a paper based system to digital plans through the use of electronic plan review software with Avolve Systems Corporation, along with continued development of permitting software with CSDC Systems, Inc. Approaching the project in this manner will allow the bureau to benefit from electronic plan review in advance of completion of the permitting software.

Currently BDS's capital budget includes only positions designated to work on the project, and internal materials and services expenses. Vendor costs and other expenses will be estimated once new contracts are negotiated in the summer of 2018, project scope is more developed, costs are more certain, and project budget has been established. Most likely the bureau will revise and update its capital project budget through the FY 2018-19 Budget Monitoring Process (BMP).

Council Goals and Priorities

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

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

POPS will also contribute to the Portland Plan strategy of economic prosperity and affordability:

- Thousands of trips to the bureau's downtown permitting offices will be avoided each year for customers and community members, since services and records will be available remotely. This will create significant efficiencies for customers and BDS staff and will contribute to the City's Climate Action Plan sustainability initiatives. Paper will also be saved, benefiting the environment.
- Paper and print cost savings will be realized for BDS and its customers, since plan submittal, plan review, permit issuance, and inspections will be performed electronically.

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 took place in 2017 and resulted in the selection of Avolve Systems Corporation and CSDC Systems, Inc. as new vendors.

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

City Comprehensive Plan

POPS will streamline the development review process, create significant efficiencies and cost savings for City bureaus and customers, and increase access to information for customers, neighborhoods, and the community. POPS will contribute to several Comprehensive Plan goals and policies, including:

- Neighborhood Involvement - Provide for the active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhood and business associations. Provide information to neighborhood and business associations which allows them to monitor the impact of the Comprehensive Plan and to report their findings annually to the Planning and Sustainability Commission.
- Housing Availability - Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Portland's households now and in the future.
- Regulatory Costs and Fees - Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.

Base Financial Forecast Overview

Revenues for many of the bureau's programs are projected to remain stable, with a slight increase over the next year, then a slight decrease over the next three years, followed by an increase in the final year of BDS's 5-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 approximately $250,000 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, human resources, recruitment, loss control/risk management, digital records conversion, office management, and communications; and
- Technology.

Goals

The Administration program supports the bureau in its work to deliver on the Citywide goal to protect and enhance the natural and built environment.

Performance

The program provides services to all bureau staff and supports the bureau's work which can be broken down into these focus areas:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

Changes to Services and Activities

BDS Racial Equity Five-Year Plan

The Equity and Policy Development section will lead the implementation of year two of BDS's 5-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 2018-19, the Plan will focus on tracking and monitoring race data for bureau services, applying the equity lens more broadly throughout the organization, incorporating racial equity goals into performance evaluations, and more effectively targeting outreach and support to minority communities.

Portland Online Permitting System (POPS)

The Portland Online Permitting System (POPS) project is currently implementing a plan developed in 2017. The plan includes simultaneous implementation of a standalone electronic plan review software with Avolve Systems Corporation, and development of the permitting software with CSDC Systems Inc. Approaching the project in this manner will allow the bureau to benefit from an electronic plan review capability in advance of completion of the permitting software.

Once fully implemented, POPS will save customers and community members time and money by giving them remote access to information and services and by decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

Filling Staff Vacancies

In 2017, BDS filled 109 vacant positions. Some of these positions were new, and others were vacant due to existing staff being promoted or retiring. In FY 2018-19, BDS hiring and recruitment staff will continue working closely with the Bureau of Human Resources to fill approximately 76 remaining vacant staff positions. 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 5-year Strategic Plan beginning in late 2018. 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 and diverse workforce, communication and community engagement, high quality customer service, equity plan implementation, and technology integration.

Process Improvements

As part of the bureau's re-organization, a new section is being created to research process improvements and take on projects to improve service delivery bureauwide. Pending projects include implementing recommendations for reducing wait times in the Development Services Center and developing and implementing the Mayor's Fast Track Permitting Pilot Project to speed up permitting.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	51.41	67.03	81.50	80.00	82.00
Expenditures					
Administration & Support	14,759,670	18,414,685	25,178,486	21,655,020	21,708,422
Business Services	0	5,966	0	0	0
Total Expenditures	**14,759,670**	**18,420,651**	**25,178,486**	**21,655,020**	**21,708,422**

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 (FPP).

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 Portland Online Permitting System (POPS) & Inspections Services Division.

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 the community. The Program further supports these bureau budget goals:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

Performance

Commercial Inspections' Key Performance Measure, the number of inspections completed per inspector per day, is projected to increase from 13.35 in FY 2016-17 to 13.5 in FY 2017-18, and further to 13.6 in FY 2018-19. The bureau's target is 14.0 inspections completed per inspector per day. 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 percentage of inspections made within 24 hours of request is projected to increase from 83% in FY 2016-17 to 85% in FY 2017-18 and FY 2018-19. The number of commercial inspections is projected to increase from 60,030 in FY 2016-17 to 61,188 in FY 2017-18 and 62,000 in FY 2018-19.

Changes to Services and Activities

Permitting Solution Program

In 2018, BDS will be restoring the Permitting Solution Program (previously known as 'Get Legal"), which was discontinued several years ago. Permitting Solution 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. The program will be available to residential and commercial low-income or special-needs property owners. While this program will be housed in Permitting Services, it will involve the expertise of Commercial Inspectors.

Mobile Inspections

With POPS, the bureau will begin a gradual transition to greater use of technology in the field, including access to electronic plans via mobile devices (associated with the transition to electronic plan review for certain permit types). Staff will also explore entering inspection comments and results electronically in the field, so the information is available immediately to customers.

Inspector Trainee Program

Many BDS inspectors are at or nearing retirement eligibility, so succession planning is important to avoid further impacts to service delivery. Given the difficulty Portland and other cities in the metro area experience in finding qualified candidates to fill inspector positions, BDS is re-starting its Trainee Program to develop and train staff to fill inspector positions. Staff has begun meeting with local educational programs and schools to build a pipeline into these career paths, especially working with students of color and women, to encourage and facilitate them pursuing these programs and further diversify the bureau's workforce.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	42.40	46.79	50.37	50.35	54.37
Expenditures					
Commercial Inspections	5,045,215	6,170,955	7,507,324	7,140,589	7,600,989
Total Expenditures	**5,045,215**	**6,170,955**	**7,507,324**	**7,140,589**	**7,600,989**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of commercial inspections made within 24 hours of request	74%	83%	85%	85%	85%
Key Performance Measure					
Number of commercial inspections per day, per inspector	13.64	13.35	13.50	13.60	13.60
Workload					
Number of commercial inspections	57,916	60,030	61,188	62,000	62,000

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 subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is 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:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

Performance

The number of working days from site development plan submittal to the first review is projected to improve from 10.6 days in FY 2016-17 to 8.8 days in FY 2017-18 and 8.5 days in FY 2018-19. The number of site development plan reviews performed is projected to stay constant, ranging from 4,338 in FY 2016-17 to 4,350 in FY 2018-19. The number of Site Development permit inspections performed is projected to decrease from 268 in FY 2016-17 to 225 in FY 2017-18, then rebound to 250 in FY 2018-19.

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. The Board of County Commissioners sets the fees, and no additional compensation is given to the City for this work.

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	11.10	12.20	14.26	13.08	14.08
Expenditures					
Site Development	2,134,770	2,489,541	1,903,924	1,911,185	2,042,915
Total Expenditures	**2,134,770**	**2,489,541**	**1,903,924**	**1,911,185**	**2,042,915**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Average number of working days to first review	9.12	10.58	8.80	8.50	8.50
Workload					
Number of site development plan reviews	4,071	4,338	4,340	4,350	4,350
Number of site development permit inspections	253	268	225	250	250
Number of site development land use cases reviews	937	1,074	1,010	980	980
Number of sanitation permits and evaluations issued	443	485	540	550	550

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:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

Performance

The bureau projects that the number of properties assessed code enforcement fees will decrease from 377 in FY 2016-17 to 338 in FY 2017-18 and 340 in FY 2018-19. The total number of zoning code activities (violation cases, inspections, and letters) will decrease from 5,626 in FY 2016-17 to 5,360 in FY 2017-18 and 5,350 in FY 2018-19.

Changes to Services and Activities

Permitting Solution Program

In 2018 BDS will be restoring the Permitting Solution Program (previously known as 'Get Legal"), which was discontinued several years ago. Permitting Solution 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. The program will be available to residential and commercial low-income or special-needs property owners. While this program will be housed in Permitting Services, it will involve the expertise of Compliance Services staff.

The Housing Crisis

With the ongoing housing crisis in Portland, there are an increasing number of issues that impact neighborhoods and drive up complaints, such as 'zombie houses" (illegally occupied, abandoned houses where criminal activity often occurs), illegal camping, housing violations and nuisance complaints. These issues stretch staff capacity to respond and address them. BDS staff continues to work with the Mayor's Office and other partners to find sites for housing services, such as campgrounds, temporary warming centers, and mass shelters.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	11.59	12.03	10.80	12.94	12.98
Expenditures					
Compliance Services	0	0	1,344,228	1,472,444	1,474,982
Total Expenditures	**0**	**0**	**1,344,228**	**1,472,444**	**1,474,982**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Workload					
Number of enforcement cases prepared and presented to code hearings officer	2	1	2	2	2
Number of zoning code violation statistics (cases, inspections, and letters)	5,110	5,626	5,360	5,350	5,350
Number of home occupation permits issued	126	106	114	115	115
Number of properties assessed code enforcement fees	320	377	338	340	340
Number of construction code violation cases	124	333	255	260	260

Development Services

Description

The Development Services Program (referred to as 'Permitting Services" on the BDS organizational chart) 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 just over 42,000 plumbing, electrical, mechanical, and sign permits in FY 2016-17. Permitting Services staff performed intakes for over 13,000 building permit applications in FY 2016-17, 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:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

Performance

Development Services' Key Performance Measure, the percentage of pre-issuance checks completed within 2 working days of the last review approval, is projected to increase from 62% in FY 2016-17 to 65% in FY 2017-18 and further to 70% in FY 2018-19. Making progress in this area contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

54% of building permits were issued over-the-counter (on the same day as permit intake) in FY 2016-17; this number is projected to increase slightly to 56% in FY 2017-18 and FY 2018-19. The total number of building permits issued (commercial and residential) is projected to increase slightly from 13,013 in FY 2016-17 to 13,050 in FY 2017-18, then decrease to 12,950 in FY 2018-19.

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. Work in Permitting Services is largely complete.

Electronic Plan Review and Permit Database System

In 2018, BDS will simultaneously work with vendors to implement electronic plan review software and an improved permit database system. Proceeding with both projects at the same time will allow the bureau to begin the transition to electronic plan review in advance of completion of the permitting software. These projects will result in significant efficiencies for Permitting Services staff and staff from other development bureaus, as well as for customers.

Fast Track Permitting Pilot Project

BDS is implementing the Mayor's Fast Track Permitting Pilot Project, to expedite building and public works permit review for a selected group of ten projects related to affordable housing, Portland's economic development strategy, and/or broader public benefit. Permitting Services staff is intricately involved with the pilot project, and the bureau is closely monitoring the project to learn from it and use successes to improve permitting processes for other customers and projects.

Small Business Liaison Program

In 2018, BDS will develop a new Small Business Liaison Program to provide building permit assistance to small business owners. The program will provide a single point of contact to provide resources and help walk small business customers through the permitting process. The program will prioritize small businesses owned by minorities, as part of the bureau's efforts to improve services to historically underserved populations.

Digitization of Historic Records

BDS is launching this project to digitize historic building records and make them available online for customers and the community. A contract is being prepared, with the vendor scheduled to beginning scanning microfiche records in July 2018. Staff is developing a schedule for scanning other historical records. Having these records available electronically will be a great convenience for customers, the community, and staff.

Reorganization

A bureau reorganization resulted in a transfer of staff from the Plan Review division to the Development Services division.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	41.14	44.14	5.00	54.47	57.47
Expenditures					
Development Services	573,842	655,650	5,834,447	6,265,599	6,559,075
Total Expenditures	**573,842**	**655,650**	**5,834,447**	**6,265,599**	**6,559,075**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of building permits issued over the counter the same day as intake	53%	54%	56%	56%	56%
Key Performance Measure					
Percentage of pre-issuance checks completed within two working days of last review approval	53%	62%	65%	70%	70%

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Workload					
Number of commercial building permits	4,570	4,868	4,900	4,850	4,850
Number of residential building permits	7,703	8,145	8,150	8,100	8,100
Total number of commercial and residential building permits	12,273	13,013	13,050	12,950	12,950
Number of electrical permits	19,159	19,131	19,204	19,178	19,178
Number of mechanical permits	11,277	11,203	11,410	12,218	12,218
Number of plumbing permits	10,657	11,016	10,852	10,898	10,898
Number of sign permits	804	733	660	774	774

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 Portland Online Permitting System (POPS) & Inspections Services Division.

Goals

Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these following budget goals:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

Performance

Combination Inspections' Key Performance Measure, the number of inspections completed per day per inspector, is projected to increase from 26.98 in FY 2016-17 to 28.33 in FY 2017-18 and 28.40 in FY 2018-19. The bureau's target is 28.0 inspections per day per inspector. Meeting this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

117,675 inspections were performed in FY 2016-17; this number is projected to increase to 124,000 in FY 2017-18 and further to 126,000 in FY 2018-19.

Changes to Services and Activities

Adding Staff to Address Senate Bill 871

Oregon Senate Bill 871 authorizes cities to establish programs for the demolition of residential structures. Through a collaborative process involving state agencies, the Development Review Advisory Committee, community advocates, the development industry, and other stakeholders, Portland is establishing regulations regarding asbestos and lead mitigation in residential demolitions. BDS added 2.0 FTE via special ordinance to address this new work.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	45.15	48.92	61.22	61.55	65.55
Expenditures					
Combination Inspections	5,375,277	5,700,945	7,137,295	8,043,109	8,450,296
Total Expenditures	**5,375,277**	**5,700,945**	**7,137,295**	**8,043,109**	**8,450,296**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Number of inspection trips reduced due to multi-certified inspectors	21,245	19,130	19,450	19,450	19,450
Key Performance Measure					
Number of inspections per day, per inspector	25.34	26.98	28.33	28.40	28.40
Workload					
Number of residential inspections	119,023	117,675	124,000	126,000	126,000

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:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

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 slightly from 74% in FY 2016-17 to 75% in FY 2017-18 and FY 2018-19. Second, the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews is projected to increase from 37% in FY 2016-17 to 40% in FY 2017-18 and FY 2018-19. 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 decrease significantly from 916 in FY 2016-17 to 818 in FY 2017-18, and further to 730 in FY 2018-19.

Changes to Services and Activities

Bureau of Planning & Sustainability Projects

In FY 2018-19, LUS will work closely with the Bureau of Planning and Sustainability (BPS) on the implementation of several projects related to the Portland Zoning Code, including:

- Comprehensive Plan
- Central City 2035
- Neighborhood Contact
- Design Overlay Zone Assessment (DOZA)
- Residential Infill Project
- Better Housing by Design

Many BPS code amendments are going into effect in May 2018. There has been a surge in work as customers submit applications ahead of the effective date of code changes.

Design Overlay Zone Amendments (DOZA)-Related Improvements to Design Review

Work continues with the Design Commission on design review improvements related to the Design Overlay Zone Amendments (DOZA) project. Some improvements have already been realized; for example, reductions in the number of times projects need to return to the Design Commission, with more projects having just one hearing. Also, the Design Commission has been given checklists of the approval criteria and adopted design guidelines that apply to each project, to help focus their discussion and avoid 'moving the goalposts" during the course of their review of a project. Additional work will occur in the coming fiscal year, including BDS's partnership with BPS on re-writing the Community Design Standards and making changes to Historic Resource Review regulations.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	76.98	81.70	83.70	83.70	83.70
Expenditures					
Land Use Services	7,332,978	8,841,188	10,806,103	11,703,926	11,703,686
Total Expenditures	**7,332,978**	**8,841,188**	**10,806,103**	**11,703,926**	**11,703,686**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	77%	74%	75%	75%	75%
Percentage of Type II Land Use Reviews – Application Completeness Review done within 14 days of application intake	42%	37%	40%	40%	40%
Workload					
Number of land use review and final plat applications	880	916	818	730	730

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:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

Performance

Neighborhood Inspections' Key Performance Measure, the number of housing units brought up to code (including the Enhanced Rental Inspection pilot program) is projected to decrease significantly from 2,509 in FY 2016-17 to 1,735 in FY 2017-18 and 1,730 in FY 2018-19. 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 nuisance properties cleaned up is projected to increase from 2,381 in FY 2016-17 to 2,632 in FY 2017-18 and FY 2018-19.

Changes to Services and Activities

Permitting Solution Program

In 2018, BDS will be restoring the Permitting Solution Program (previously known as 'Get Legal''), which was discontinued several years ago. Permitting Solution 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. The program will be available to residential and commercial low-income or special-needs property owners. While this program will be housed in Permitting Services, it will involve the expertise of Neighborhood Inspections staff.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	21.61	22.48	26.10	26.08	28.10
Expenditures					
Neighborhood Inspections	2,474,933	2,749,555	3,334,797	3,607,778	3,802,610
Total Expenditures	**2,474,933**	**2,749,555**	**3,334,797**	**3,607,778**	**3,802,610**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
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)	1,896	2,509	1,735	1,730	1,730
Outcome					
Number of code enforcement fee waivers granted	721	682	690	685	685
Output					
Number of properties cleaned up	2,391	2,381	2,632	2,632	2,632
Workload					
Number of nuisance inspections	8,887	8,178	8,468	8,400	8,400
Number of housing and derelict buildings inspections	3,216	5,873	4,784	4,800	4,800
Number of housing intakes	2,305	2,105	2,160	2,165	2,165
Number of nuisance intakes	4,880	4,148	4,525	4,530	4,530
Number of code enforcement fee waiver requests	723	700	705	710	710
Number of housing units inspected (includes enhanced inspection pilot beginning in 2010-11)	3,935	5,080	3,840	3,850	3,850

Plan Review

Description

The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. Staff helps permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.

Goals

The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:

- Commitment to Equity
- People – Organizational Structure
- Systems – Continuous Improvement of Services
- Tools – Technology Solutions
- Adaptability to Change – Workforce Development and Training

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 2016-17, the City met its plan review turnaround goals for 71% of residential plans and 57% of commercial plans. The bureau projects those numbers will increase to 72% of residential plans and 60% of commercial plans in FY 2017-18 and FY 2018-19. 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

Electronic Plan Review and Permit Database System

BDS is simultaneously working with vendors to implement electronic plan review software and an improved permit database system. Proceeding with both projects at the same time will allow the bureau to move to electronic plan review in advance of completion of the permitting software. These projects will result in significant efficiencies for BDS Plan Review staff and staff from other development bureaus, as well as for customers.

Fast Track Permitting Pilot Project

BDS is implementing the Mayor's Fast Track Permitting Pilot Project, which seeks to develop a process to expedite building and public works permit review for a selected group of ten projects related to affordable housing, Portland's economic development strategy, and/or broader public benefit. Plan Review staff is intricately involved with the pilot project, and the bureau is closely monitoring the project for impacts on staff and customers.

Reorganization

A bureau reorganization resulted in a transfer of staff from the Plan Review division to the Development Services division.

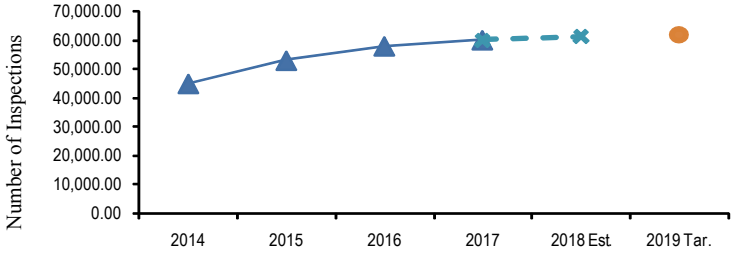
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	41.56	47.41	101.92	53.45	55.45
Expenditures					
Plan Review	8,781,437	9,987,714	6,758,031	7,440,877	7,712,216
Total Expenditures	**8,781,437**	**9,987,714**	**6,758,031**	**7,440,877**	**7,712,216**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of residential plans reviewed by all bureaus within scheduled end dates	72%	71%	72%	72%	72%
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	57%	57%	60%	60%	60%

Performance Measures

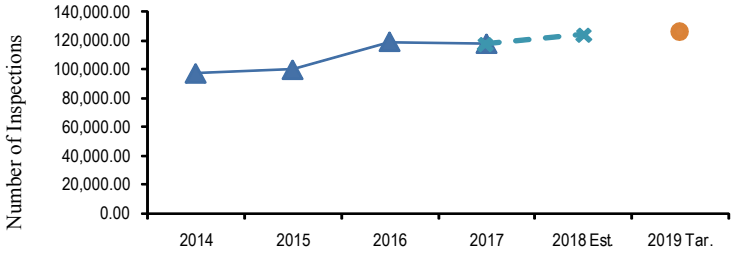
Commercial Inspections

The number of commercial inspections is projected to increase slightly in FY 2018-19.



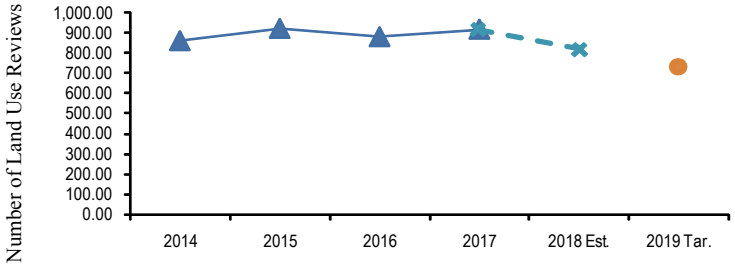
Residential Inspections

Residential inspections are expected to slightly increase in FY 2018-19.



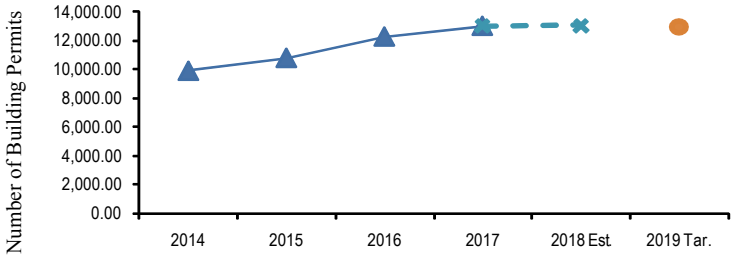
Land Use Review and Final Plat Applications

The number of land use applications is projected to decrease in FY 2018-19.



Total Commercial and Residential Building Permits

The number of building permits is expected to slightly decrease in FY 2018-19.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Licenses & Permits	43,436,697	46,313,837	45,147,232	45,771,580	45,771,580
Charges for Services	17,347,110	18,769,455	17,007,502	18,044,287	18,044,287
Bond & Note	0	37,000,000	10,220,699	0	0
Miscellaneous	4,627,543	5,284,705	4,827,674	4,032,724	4,032,724
Total External Revenues	**65,411,350**	**107,367,997**	**77,203,107**	**67,848,591**	**67,848,591**
Internal Revenues					
Fund Transfers - Revenue	2,206,621	2,117,744	952,985	982,528	982,528
Interagency Revenue	1,013,547	1,092,472	1,274,241	962,362	962,362
Total Internal Revenues	**3,220,168**	**3,210,216**	**2,227,226**	**1,944,890**	**1,944,890**
Beginning Fund Balance	51,228,946	71,162,435	80,291,247	88,083,543	88,083,543
Total Resources	**$119,860,464**	**$181,740,648**	**$159,721,580**	**$157,877,024**	**$157,877,024**
Requirements					
Bureau Expenditures					
Personnel Services	33,729,868	37,556,654	46,696,626	52,150,360	54,086,235
External Materials and Services	2,968,976	5,513,316	8,180,983	5,859,741	5,859,741
Internal Materials and Services	9,077,087	11,942,233	15,014,876	11,230,426	11,109,215
Capital Outlay	702,191	0	25,400	0	0
Total Bureau Expenditures	**46,478,122**	**55,012,203**	**69,917,885**	**69,240,527**	**71,055,191**
Fund Expenditures					
Debt Service	1,038,216	48,361,418	1,270,656	1,360,492	1,360,492
Contingency	0	0	36,467,123	26,969,532	83,054,180
Fund Transfers - Expense	1,181,691	1,734,257	2,065,916	2,306,473	2,407,161
Total Fund Expenditures	**2,219,907**	**50,095,675**	**39,803,695**	**30,636,497**	**86,821,833**
Ending Fund Balance	71,162,435	76,632,770	50,000,000	58,000,000	0
Total Requirements	**$119,860,464**	**$181,740,648**	**$159,721,580**	**$157,877,024**	**$157,877,024**
Programs					
Administration & Support	14,759,670	18,420,651	25,178,486	21,655,020	21,708,422
Combination Inspections	5,375,277	5,700,945	7,137,295	8,043,109	8,450,296
Plan Review	8,781,437	9,987,714	6,758,031	7,440,877	7,712,216
Development Services	573,842	655,650	5,834,447	6,265,599	6,559,075
General Planning	0	0	113,250	0	0
Land Use Services	7,332,978	8,841,188	10,806,103	11,703,926	11,703,686
Compliance Services	0	0	1,344,228	1,472,444	1,474,982
Grants Management	0	(3,996)	0	0	0
Neighborhood Inspections	2,474,933	2,749,555	3,334,797	3,607,778	3,802,610
Commercial Inspections	5,045,215	6,170,955	7,507,324	7,140,589	7,600,989
Site Development	2,134,770	2,489,541	1,903,924	1,911,185	2,042,915
Total Programs	**$46,478,122**	**$55,012,203**	**$69,917,885**	**$69,240,527**	**$71,055,191**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Special Projects								
Portland Online Permitting System	0	1,788,121	4,275,904	0	0	0	0	4,275,904
Total Special Projects	**0**	**1,788,121**	**4,275,904**	**0**	**0**	**0**	**0**	**4,275,904**
Total Requirements	**0**	**1,788,121**	**4,275,904**	**0**	**0**	**0**	**0**	**4,275,904**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	3.00	169,524	3.00	182,422	3.00	182,422
30000064	Accountant III	60,466	76,045	1.00	60,468	1.00	60,468	1.00	60,468
30000434	Administrative Assistant	50,877	78,333	1.00	82,284	1.00	82,284	1.00	82,284
30000433	Administrative Specialist, Sr	47,362	72,904	9.00	567,696	9.00	573,022	10.00	620,386
30000436	Administrative Supervisor I	61,734	82,285	1.00	63,000	1.00	65,580	1.00	65,580
30000437	Administrative Supervisor II	64,813	86,403	1.00	70,236	1.00	72,156	1.00	72,156
30000173	Building Inspector II	69,056	79,872	20.00	1,459,890	20.00	1,481,759	21.00	1,553,701
30000174	Building Inspector, Sr	77,501	89,690	22.00	1,932,360	22.00	1,936,560	23.00	2,017,344
30000442	Business Operations Manager, Sr	105,248	146,973	1.00	137,015	1.00	142,554	1.00	142,554
30000440	Business Operations Supervisor	75,150	100,526	1.00	81,120	1.00	83,336	1.00	83,336
30000448	Business Systems Analyst	64,813	86,403	5.00	356,988	5.00	361,395	5.00	361,395
30000447	Business Systems Analyst, Assistant	50,877	78,333	2.00	109,338	2.00	111,738	2.00	111,738
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	80,640	1.00	83,124	1.00	83,124
30000184	Code Specialist II	46,717	61,859	5.00	277,224	5.00	286,047	5.00	286,047
30000186	Code Specialist III	50,357	66,040	2.00	124,800	2.00	128,982	2.00	128,982
30000170	Combination Inspector	73,632	85,322	14.00	1,160,032	14.00	1,167,990	14.00	1,167,990
30000492	Community Outreach & Informtn Rep	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	1.00	68,076	1.00	68,076	1.00	68,076
30000426	Development Services Director	130,208	186,576	1.00	179,520	1.00	184,812	1.00	184,812
30000733	Development Services Manager	91,104	121,368	1.00	91,104	1.00	91,104	1.00	91,104
30000335	Development Services Project Coord	69,472	88,712	6.00	496,776	6.00	502,970	7.00	573,024
30000332	Development Services Technician I	42,682	57,200	10.00	442,236	10.00	460,253	10.00	460,253
30000333	Development Services Technician II	57,200	72,987	38.00	2,357,109	38.00	2,423,944	39.00	2,481,608
30000334	Development Services Technician III	69,472	88,712	8.00	630,432	8.00	644,584	8.00	644,584
30000836	Development Supervisor II	78,770	105,851	4.00	346,584	4.00	349,719	4.00	349,719
30000168	Electrical Inspector	69,056	79,872	11.00	846,920	11.00	853,437	12.00	925,379
30000169	Electrical Inspector, Sr	77,501	89,690	7.00	627,816	7.00	627,816	9.00	789,384
30000680	Engineer, Sr	91,603	122,096	2.00	239,838	2.00	243,615	2.00	243,615
30000681	Engineer, Supervising	98,446	131,269	1.00	131,268	1.00	131,268	2.00	229,716
30000367	Engineer-Geotechnical	91,333	110,989	6.00	603,100	6.00	620,166	7.00	712,258
30000368	Engineer-Mechanical	91,333	110,989	2.00	202,320	2.00	202,320	2.00	202,320
30000369	Engineer-Structural	91,333	110,989	12.00	1,251,028	12.00	1,282,024	13.00	1,374,116
30000360	Engineering Associate, Sr-Geotechnical	78,978	100,672	1.00	78,984	1.00	78,984	1.00	78,984
30000567	Financial Analyst	64,813	86,403	2.00	136,856	2.00	139,806	2.00	139,806
30000569	Financial Analyst, Principal	84,739	112,882	1.00	86,189	1.00	89,722	1.00	89,722
30000568	Financial Analyst, Sr	71,510	95,472	1.00	77,276	1.00	80,442	1.00	80,442
30000372	Graphics Designer II	57,200	72,987	1.00	69,761	1.00	72,984	1.00	72,984
30000373	Graphics Designer III	69,472	88,712	1.00	69,468	1.00	69,468	1.00	69,468
30000028	Hearings Clerk	48,173	63,357	2.00	118,272	2.00	120,252	2.00	120,252
30000734	Housing Inspection Supervisor	78,770	105,851	2.00	171,084	2.00	174,549	2.00	174,549
30000171	Housing Inspector	52,562	66,539	12.00	711,091	12.00	726,101	13.00	782,231
30000172	Housing Inspector, Sr	69,368	80,288	4.00	277,488	4.00	283,864	5.00	356,144
30000736	Inspection Manager	97,989	132,766	3.00	328,752	3.00	328,752	3.00	328,752
30000735	Inspection Supervisor	84,739	112,882	7.00	658,346	7.00	669,374	7.00	669,374
30000451	Management Analyst	64,813	86,403	3.00	259,200	3.00	259,200	3.00	259,200
30000453	Management Analyst, Principal	84,739	112,882	3.00	310,512	3.00	310,512	3.00	310,512
30000452	Management Analyst, Sr	71,510	95,472	3.00	286,245	3.00	286,416	3.00	286,416
30000450	Management Assistant	50,877	78,333	4.00	239,730	4.00	245,274	4.00	245,274
30000011	Office Support Specialist I	31,678	45,261	1.00	31,680	1.00	36,491	1.00	36,491
30000012	Office Support Specialist II	34,798	49,962	19.00	822,237	19.00	846,851	20.00	887,651

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000013	Office Support Specialist III	44,512	58,989	7.00	348,186	7.00	361,606	7.00	361,606
30000730	Plan Review Supervisor	84,739	112,882	4.00	392,592	4.00	399,624	4.00	399,624
30000377	Planner I, City-Land Use	66,747	77,251	9.00	666,302	9.00	687,095	9.00	687,095
30000381	Planner I, City-Urban Design	66,747	77,251	3.00	210,938	3.00	219,748	3.00	219,748
30000384	Planner II. City-Environmental	76,752	88,837	2.00	158,214	2.00	165,814	2.00	165,814
30000385	Planner II. City-Land Use	76,752	88,837	15.00	1,283,991	15.00	1,299,776	15.00	1,299,776
30000389	Planner II. City-Urban Design	76,752	88,837	9.00	747,564	9.00	759,492	9.00	759,492
30000375	Planner, Associate	60,674	70,221	8.00	507,084	8.00	521,010	8.00	521,010
30000725	Planner, Principal	97,989	132,766	1.00	120,561	1.00	125,506	1.00	125,506
30000393	Planner, Sr City-Land Use	82,514	95,493	10.00	915,636	10.00	935,560	10.00	935,560
30000397	Planner, Sr City-Urban Design	82,514	95,493	4.00	369,000	4.00	372,696	4.00	372,696
30000724	Planner, Supervising	84,739	112,882	5.00	537,585	5.00	547,649	5.00	547,649
30000374	Planning Assistant	35,714	45,573	3.00	112,776	3.00	114,496	3.00	114,496
30000231	Plans Examiner, Commercial	72,259	83,658	20.00	1,594,749	20.00	1,611,543	20.00	1,611,543
30000230	Plans Examiner, Residential	59,446	68,786	7.00	432,364	7.00	447,910	7.00	447,910
30000232	Plans Examiner, Sr	78,520	90,896	5.00	438,912	5.00	442,116	5.00	442,116
30000164	Plumbing Inspector	69,056	79,872	8.00	611,156	8.00	614,784	9.00	686,726
30000165	Plumbing Inspector, Sr	77,501	89,690	4.00	358,752	4.00	358,752	4.00	358,752
30000464	Program Coordinator	68,078	90,792	2.00	153,956	2.00	157,208	3.00	225,284
30000463	Program Specialist	61,734	82,285	3.00	238,620	3.00	241,150	3.00	241,150
30000497	Public Information Manager	78,770	105,851	1.00	124,908	1.00	125,768	1.00	125,768
30000495	Public Information Officer	71,510	95,472	1.00	83,496	1.00	85,776	1.00	85,776
30000485	Safety & Risk Officer I	71,510	95,472	1.00	79,992	1.00	82,184	1.00	82,184
30000177	Site Development Inspector I	60,382	69,867	2.00	123,804	2.00	126,948	4.00	255,902
30000179	Site Development Inspector II	69,056	79,872	2.00	142,150	2.00	145,722	2.00	145,722
30000178	Site Development Inspector, Sr	77,501	89,690	2.00	179,376	2.00	179,376	2.00	179,376
30000531	Training & Development Analyst	64,813	86,403	2.00	135,048	2.00	137,688	3.00	202,500
30000518	Video Production Specialist	61,734	82,285	2.00	133,752	2.00	135,474	2.00	135,474
TOTAL FULL-TIME POSITIONS				412.00	31,263,661	412.00	31,809,322	431.00	33,156,266
30000385	Planner II. City-Land Use	76,752	88,837	0.90	79,956	0.90	79,956	0.90	79,956
30000392	Planner, Sr City-Environmental	82,514	95,493	0.90	85,944	0.90	85,944	0.90	85,944
30000393	Planner, Sr City-Land Use	82,514	95,493	0.90	85,944	0.90	85,944	0.90	85,944
TOTAL PART-TIME POSITIONS				2.70	251,844	2.70	251,844	2.70	251,844
30000448	Business Systems Analyst	64,813	86,403	1.00	76,122	1.00	79,242	1.00	79,242
30000449	Business Systems Analyst, Sr	71,510	95,472	0.67	47,672	1.00	71,508	1.00	71,508
30000333	Development Services Technician II	57,200	72,987	2.00	129,402	2.00	135,867	2.00	135,867
30000334	Development Services Technician III	69,472	88,712	2.00	165,360	2.00	167,856	2.00	167,856
30000168	Electrical Inspector	69,056	79,872	1.00	79,872	1.00	79,872	1.00	79,872
30000369	Engineer-Structural	91,333	110,989	1.00	106,126	1.00	110,988	1.00	110,988
30000453	Management Analyst, Principal	84,739	112,882	0.83	70,620	1.00	84,744	1.00	84,744
30000450	Management Assistant	50,877	78,333	2.00	101,760	2.00	101,760	2.00	101,760
30000012	Office Support Specialist II	34,798	49,962	2.00	84,528	1.92	85,209	1.00	47,890
30000013	Office Support Specialist III	44,512	58,989	2.00	112,704	2.00	115,368	2.00	115,368
30000381	Planner I, City-Urban Design	66,747	77,251	1.00	66,744	1.00	66,744	1.00	66,744
30000385	Planner II. City-Land Use	76,752	88,837	2.00	177,672	2.00	177,672	2.00	177,672
30000231	Plans Examiner, Commercial	72,259	83,658	1.00	79,620	1.00	82,990	1.00	82,990
30000164	Plumbing Inspector	69,056	79,872	0.67	46,040	1.00	69,060	1.00	69,060
30001031	Technology Capital Project Manager I	97,989	132,766	1.00	97,992	1.00	97,992	1.00	97,992
TOTAL LIMITED TERM POSITIONS				20.17	1,442,234	20.92	1,526,872	20.00	1,489,553
GRAND TOTAL				434.87	32,957,739	435.62	33,588,038	453.70	34,897,663

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

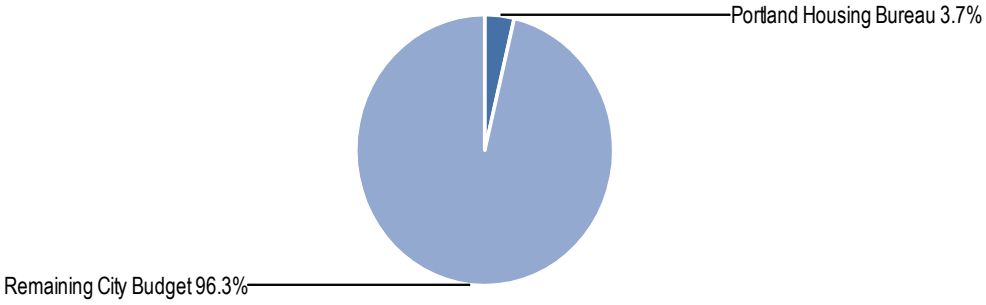
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	68,440,585	0	68,440,585	435.62	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	165,250	165,250	0.00	IA with Attorney's Office for Foreclosure Program legal assistance
	0	0	0	0.00	Funds for IA with ONI for communications services placed in contingency
	508,591	0	508,591	0.00	Additional DCTU contract costs
	41,813	0	41,813	0.00	Microsoft Enterprise Mobility costs
	84,288	0	84,288	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	194,274	0	194,274	2.00	Positions added in FY 2017-18 for work related to demolition asbestos
Adopted Budget Additions and Reductions					
	1,741,601	0	1,741,601	15.00	Fee-supported positions added during FY 2017-18 Spring Supplemental
	0	0	0	1.08	Limited term fee-supported positions converted to ongoing during FY 2017-18 Spring Supplemental
	(121,211)	0	(121,211)	0.00	OMF interagency balancing
	2,449,356	**165,250**	**2,614,606**	**18.08**	**Total FY 2018-19 Decision Packages**
			71,055,191	**453.70**	**Total Adopted Budget**

Portland Housing Bureau

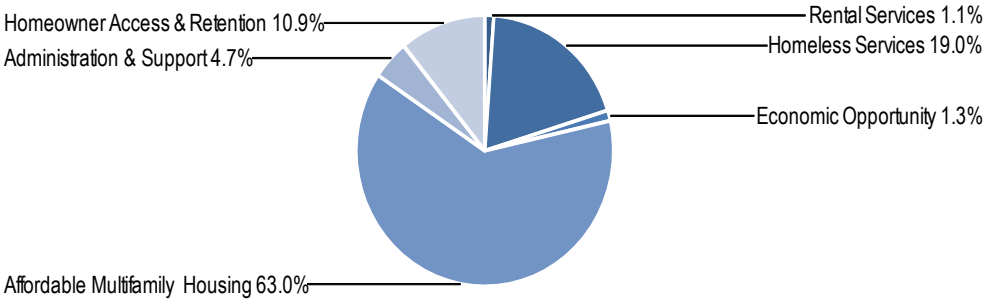
Community Development Service Area

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

Percent of City Budget

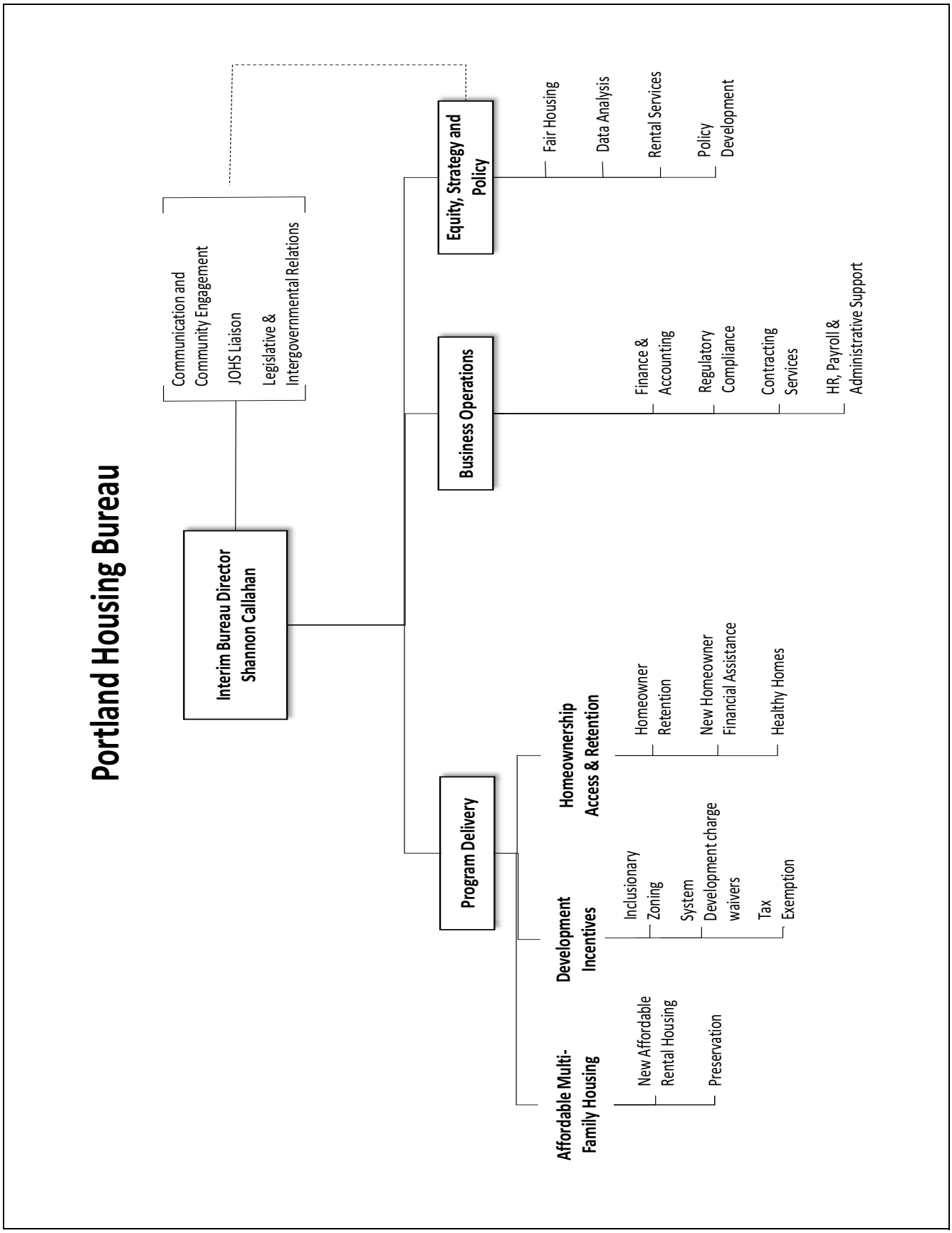


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	182,450,944	183,377,045	926,101	0.51
Capital	28,138,261	6,000,000	(22,138,261)	(78.68)
Total Requirements	**210,589,205**	**189,377,045**	**(21,212,160)**	**(10.07)**
Authorized Positions	69.92	73.82	3.90	5.58


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

Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB or Housing Bureau) is to solve the unmet housing needs of the people of Portland. The bureau accomplishes its mission by building and preserving quality, affordable housing; supporting programs that help low-income Portlanders find, rent, buy, retain and repair their homes; bringing together partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them; and reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

Bureau Overview

The Portland Housing Bureau is responsible for the management of several sources of public funds utilized in the investment of quality affordable housing. Investments span the continuum of housing services and include programs to:

- Prevent, address and aim to end homelessness;
- Develop rental housing for low-income individuals and families;
- Provide targeted homeownership and home retention programs; and
- Administer regulation and services to renters and landlords engaged in the rental housing market.

Funding sources include Tax Increment Financing (TIF), City General Fund, Federal grant resources from the U.S. Department of Housing and Urban Development (HUD), and local sources, including the Construction Excise Tax, Inclusionary Zoning fees, short term rental revenue, and the Housing Investment Fund.

Strategic Direction

Since it was created in 2009, the bureau has expanded from its original role as an Urban Renewal Agency with a production focus, adding education, policy making, market regulation, and direct housing provision. From 2015-2017, the bureau focused on securing and expanding additional programming resources and bolstered efforts to provide greater housing affordability.

In FY 2018-19, the Housing Bureau will be focused on the key goals of:

- Successful implementation of the Affordable Housing Bond
- Continued establishment and expansion of the Rental Services Office
- Expansion of Multifamily Homeownership Programs
- Effective stewardship of the thousands of affordable units in the Production Pipeline
- Release of additional funds to support affordable housing development & acquisition
- Preservation of existing affordable housing units
- Ensuring the success of Inclusionary Housing

Summary of Budget Decisions

Adds

Joint Office of Homeless Services

In addition to the existing baseline ongoing funding contribution, the FY 2018-19 Adopted Budget adds new General Fund resources for the Joint Office of Homeless Services. This includes:

- $4.0 million converted from one-time to ongoing resources for intensive street engagement, a new navigation team, year-round shelter beds, and permanent housing placement;
- $55,000 in new ongoing General Fund resources for a new Emergency Management position, jointly funded with Multnomah County, to help coordinate services provided by government agencies and nonprofit providers for severe weather and other emergencies, public safety, and public space management;
- $505,000 in one-time General Fund resources for an Alternative Shelter Program, transferring and enhancing services from the Office of Management & Finance, with a focus on permanent housing placement; and
- $1.25 million in one-time General Fund carryover for shelter capital development.

Rental Services Office

The Adopted Budget includes a total of $2,041,521 in funding for the second year of the Rental Services Office. This includes $900,000 in new one-time General Fund resources ($613,413 in program carryover and $286,587 in new one-time) to accomplish the following:

- Continue FY 2017-18 expanded support for outreach, education, and legal services ($500,000);
- Fund two new employees to assist with managing the mandatory relocation policy and support implementation of the new Rental Registration system ($200,000); and
- Develop the new Rental Registration System ($200,000).

Homeowner Access and Retention

The Adopted Budget includes $294,393 in one-time General Fund resources to increase funding for home repair grants to low-income homeowners across the city, prioritizing services for households in East Portland. This funding will serve approximately 49 households at an average grant value of approximately $6,000 each.

Affordable Housing Bond Staff

The Adopted Budget includes $212,988 for two new staff to support implementation of the Affordable Housing Bond, funded by allowable bond administrative funding.

Realignments

Conversion of Limited Term Staff to Permanent

The Adopted Budget converts four positions to ongoing FTE, supporting compliance, archiving and records management, the N/NE Neighborhood Housing Strategy, and policy work.

East Portland Programming

The Adopted Budget reallocates $580,980 in General Fund resources from the East Portland Rental Rehabilitation program on a one-time basis to support the Rental Services Office and Citywide home repair grants. This funding will return to the Rental Rehabilitation Program's base budget in FY 2019-20.

Permanent Supportive Housing

The Adopted Budget realigns $352,500 in unprogrammed permanent supportive housing resources from the Joint Office of Homeless Services' budget to the Portland Housing Bureau to pair services with affordable housing units.

Reductions

Portland Housing Bureau Administration

The Adopted Budget reduces the bureau's Administration & Support funding by $30,572, primarily impacting professional services, dues, and travel and conferences. This is expected to have minimal impact on bureau operations.

Rental Rehabilitation Program Reduction

The Adopted Budget reduces the ongoing funding for the Rental Rehabilitation Program by $110,000 to support other priorities. As noted above, the launch for this program has been delayed until at least FY 2019-20.

OMF Interagency Balancing

The Adopted Budget includes a net reduction of $69 in ongoing General Fund resources based on adjustments to interagency costs for services from the Office of Management & Finance (OMF). Increased costs are primarily for Enterprise Mobility Management and Microsoft Enterprise Mobility + Security. Reduced costs for OMF services are primarily for reductions around Tableau implementation, and changes in the Bureau of Internal Business Services.

Capital Budget

Capital Summary

CIP Highlights

In FY 2018-19, the bureau will continue in its new role as asset manager of affordable housing units acquired and constructed using proceeds from the Affordable 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.
- The first Affordable Housing Bond development project is getting underway at 30th and Powell, with construction costs reflected through FY 2020-21.
- The bureau also acquired a new property at E Burnside in June 2018.

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

Redevelopment of the property at 30th and Powell is beginning using Affordable Housing Bond proceeds as the source of funding. The new property at E Burnside will add 52 new units to the bureau's portfolio.

Council Goals and Priorities

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

Criteria

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

Capital Planning and Budgeting

Capital Planning Process

The bureau's planning process remains 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, Ellington Apartments, and property acquisitions. Those staff have been joined by a Capital Project Manager II and staff from Home Forward to further review the needs of those properties and to provide capital planning and construction management expertise.

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 TIF resources via the Council-approved affordable housing set-aside. It is a history of peaks and valleys: peaks from rising property values and the increase in the amount of funding set-aside, and valleys from shrinking property values and the end of individual URAs.

The first steep drop in TIF resources was due to declines in property values, and led to significant staffing reductions at both Prosper Portland (formerly the Portland Development Commission) and the Housing Bureau. This revenue source is currently at a high, 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 Affordable Housing Bond authority. Council action would be required to create additional Urban Renewal Areas (URAs), increase maximum indebtedness depending on forecasted tax growth capacity, or refer additional bonds to the ballot.

In absence of Council action, there will be a significant reduction in both gap financing and capital acquisition and construction, as well as near elimination of the bureau's homeownership programs. 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, Business Operations Division, and the Policy & Data Division.

Goals

Director's Office

The Director's Office includes executive level support as well as the bureau director. The Director's Office goals are to:

- Ensure the bureau advances goals, strategies, and investment priorities from the Strategic Plan, with a focus on advancing the bureau's equity agenda; and
- Work collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland.

Business Operations Division

The Business Operations division includes Finance and Accounting, Human Resources, Compliance, Audits, Contracts and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible. The division's goals are to:

- Ensure that administrative functions are delivered consistently, reliably, effectively, and within regulatory compliance; and
- Support the bureau's equity goals through internal business practices, quality data, contract goals, and publications on the website.

Policy & Data Division

The Policy and Data Division works on data analysis and research, policy development, public involvement, and liaison work with the Joint Office of Homeless Services and Prosper Portland, which are all administered with a focus on racial equity. This team provided lead support on development of the GO Bond framework and Bond Oversight Committee. The division's goals are to:

- Develop and advance affordable housing, homeless services, renter protections, and anti-displacement policy initiatives; and
- Develop and advance 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 and Support Programs 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

There have been several staffing and organizational changes in Administration & Support related to capital asset acquisition and management, policy development and implementation, and other bureau responsibilities. What was formerly called the Equity & Policy Team is now the Policy & Data Division, and in FY 2018-19 includes the Data Analytics Team previously housed under Business Operations.

The bureau also created a new Compliance Team under Business Operations, charged with responsibilities that were formerly part of the Housing Investment and Portfolio Preservation (HIPP) team. The team monitors the City's prior investments in an affordable housing portfolio of close to 400 properties consisting of roughly 14,000 units through compliance testing.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	30.09	32.99	36.23	41.76	41.76
Expenditures					
Administration & Support	567,400	670,213	620,084	519,381	518,996
Business Services	4,508,283	4,719,014	5,858,148	5,332,418	5,350,731
Director's Office	804,218	530,267	555,419	803,576	803,576
Planning & Policy	0	568,675	1,020,633	1,892,270	1,892,270
Total Expenditures	**5,879,901**	**6,488,169**	**8,054,284**	**8,547,645**	**8,565,573**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%
Key Performance Measure					
Percentage utilization of minority contracts in housing construction (contract $ awarded)	19%	14%	15%	15%	15%
Outcome					
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Percentage utilization of minority, women, and emerging small business contracts in housing contruction (contract $ awarded)	31%	21%	20%	20%	20%

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. City Council formed the EOI in 2004 and transferred the program from the former Bureau of Housing and Community Development (BHCD) to Prosper Portland (then the Portland Development Commission) in July 2009. As part of the initiative, PHB passes Community Development Block Grant (CDBG) funds to Prosper Portland to support programs and services in three categories: adult workforce, youth workforce and microenterprise. General Fund resources for EOI are also budgeted directly to Prosper Portland through a Special Appropriations allocation outside of the PHB and are not reported here.

Goals

Prosper Portland administers the microenterprise component and contracts with three community agencies to provide services. Prosper Portland contracts with Worksystems Inc., the local workforce investment board, to administer adult and youth workforce services through sub-recipient contracts with 12 community and culturally-specific agencies. The goals of the program are to increase the incomes and economic opportunities for very low-income Portland residents through workforce services, career-track training opportunities and microenterprise development. EOI is focused on reaching participants who face multiple barriers to employment, including but not limited to: homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of education 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 2017-18 and are budgeted based on a standard percentage appropriation of awarded annual entitlement funds to PHB from HUD.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	0.08	0.09	0.09	0.00	0.00
Expenditures					
Economic Opportunity	11,842	29,584	12,516	0	0
Economic Opportunity Initiatives	0	(21,196)	0	0	0
Microenterprise Growth	503,165	502,667	0	500,582	578,436
Workforce Development	1,628,729	1,597,078	2,138,744	1,574,000	1,724,000
Total Expenditures	**2,143,736**	**2,108,133**	**2,151,260**	**2,074,582**	**2,302,436**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Percentage of workforce participants employed at graduation	79%	65%	65%	65%	65%
Percentage of microenterprises increasing economic stability at program exit	79%	85%	85%	85%	85%
Workload					
Total number of workforce participants	1,029	1,178	825	825	825
Total number of Microenterprise participants	300	262	350	350	350

Homeless Services

Description

The City makes significant investments in programs and community initiatives to prevent and ultimately 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 (JOHS), authorized by an intergovernmental agreement established in July 2016 between the City of Portland and Multnomah County. Funding consists of City General Funds and federal grants from the U.S. Department of Housing and Urban Development (HUD), including Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA). Through the JOHS, funds are contracted to more than 21 nonprofit and public agencies to provide a comprehensive range of services to assist people experiencing homelessness or housing instability.

Goals

In 2013, leadership from the City of Portland, City of Gresham, Multnomah County and Home Forward created a renewed plan for ending homelessness in our community, called A Home for Everyone (AHFE). The plan chartered a new Coordinating Board to provide shared oversight of our community's work to end homelessness. The board is led by an executive committee, comprised of elected officials from Portland, Gresham and Multnomah County; leadership from Home Forward and Meyer Memorial Trust; as well as representatives from the faith community, businesses, persons with lived experience of homelessness and other stakeholders.

The Coordinating Board and its Executive Committee, with leadership from local jurisdictions, developed a comprehensive action plan in spring 2015 which contained targeted strategies in the areas of Housing, Health and Homelessness, Workforce & Economic Opportunity, Safety Off the Streets and Veterans. The action plan was funded in FY 2016-17 through increased investments from both the City and Multnomah County and has continued into FY 2018-19.

Performance

All programs continue to demonstrate effectiveness while serving an increasing number of households with shelter, homelessness prevention, and housing placement services. In FY 2016-17, a total of 4,889 individuals received housing placements and 6,139 individuals received homeless prevention or diversion services. Service levels exceeded targets for FY 2016-17, and reporting for FY 2017-18 indicates that placement and prevention services will continue to exceed annual goals. Housing market conditions continue to challenge movement of clients from shelter to housing over the past year, with the average length of stay in emergency shelter at 60 days. Retention rates of permanent housing have held steady at around 74%, but fallen short of the original goal to increase retention to 85% at 12 months.

Changes to Services and Activities

The Adopted Budget increases the City's contribution to the JOHS by approximately $5.6 million compared to the FY 2017-18 Revised Budget. This includes $1.25 million in one-time carryover for shelter capital development costs. The City has also converted $4.0 million in previous one-time contributions to ongoing funding for the JOHS, jointly funded a new ongoing emergency management position with Multnomah County, and is supporting an expanded Alternative Shelter Program with one-time resources.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	4.11	0.74	0.59	0.00	0.00
Expenditures					
Homeless Rapid Re-housing	4,687,007	0	0	7,430,740	701,174
Homeless Services	61,753	150,966	0	0	1,250,000
Homelessness Diversion	0	841,380	2,055,636	2,356,295	2,356,295
Housing Access	1,365,671	142,637	0	0	0
Permanent Supportive Housing	0	0	0	352,500	352,500
Rapid Re-housing	0	7,732,186	8,867,456	3,957,995	8,745,735
Safety Off The Streets	0	10,678,812	9,804,565	9,898,582	9,898,582
Shelter & Emergency Services	6,153,115	1	0	0	0
Supportive Housing	7,103,978	5,357,846	7,356,163	7,986,080	10,248,327
System Support Services	0	1,624,828	905,787	1,045,910	1,045,910
Total Expenditures	**19,371,524**	**26,528,656**	**28,989,607**	**33,028,102**	**34,598,523**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Total number of homeless individuals placed in permanent housing	4,603	4,889	4,317	3,007	4,513
Retention rate of households placed in permanent housing at 12 months	74%	74%	75%	50%	75%
Number of individuals prevented from becoming homeless	4,174	6,139	5,020	4,625	5,020
Percentage of households moved from homelessness into housing that subsequently return to homelessness	25%	27%	27%	38%	27%
Outcome					
Average length of time (days) spent in homeless shelter (all populations)	46	60	85	110	85
Number of individuals who have been homeless for a year or less	5,168	6,077	5,700	6,465	6,400

Affordable Multifamily Housing

Description

In FY 2018-19, the Affordable Multifamily Housing program includes two teams:

The Housing Investment and Portfolio Preservation (HIPP) team, in partnership with the Risk Analysis and Compliance (RAC) team, is responsible for investments in the development and preservation of affordable housing. As needed, the team also restructures existing investments with partners to help maintain and stabilize properties in PHB's affordable housing portfolio.

The Development Incentive Team is new in FY 2018-19, and includes responsibilities that were formerly part of the HIPP and Neighborhood Housing Program teams. The team administers the Inclusionary Housing (IH) Program, as well as the Multiple-Unit Limited Tax Exemption (MULTE), Non-Profit Limited Tax Exemption (NPLTE), Homebuyer Opportunity Limited Tax Exemption (HOLTE), System Development Charge (SDC) Exemption and Affordable Housing Construction Excise Tax (CET) Exemption Programs, which provide financial incentives to IH projects and support other affordable housing projects for both homeownership and rental development. The team is also responsible for the Mortgage Credit Certificate (MCC) Program, which provides first-time homebuyers a federal income tax credit for the life of the loan they used to purchase their home.

Goals

The HIPP team has four main goals:

- Strategic investment of public resources to create and maintain a citywide portfolio of affordable housing;
- Prudent structuring of investments through negotiation, underwriting and closing in partnership with the City Attorney's Office and the Office of Management & Finance (as necessary);
- 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.

The **Development Incentive Team** aims to:

- Promote inclusion of affordable housing in otherwise market-rate developments;
- Provide assistance to affordable housing developed and operated by non-profit partners; and
- To make homeownership more affordable to low- to moderate-income households.

Performance

2017 was the first full year of the Affordable Housing Bond, as well as the Inclusionary Housing (IH) Program. Between February 1, 2017 and January 17, 2018, PHB reviewed 17 permits through the IH program, which will result in 98 new affordable units. Additional units were reviewed and approved as part of the exemption programs this team manages. In calendar year 2017, the HIPP team had more than 20 projects in the pipeline, which represents over 2,000 units.

This level of activity from both teams is reflected in performance trends, with a steady upward increase in the number of housing units opened that are newly affordable, the number of affordable housing units preserved, and the rolling three-year average of total units opened or preserved. The bureau anticipates even higher numbers in FY 2018-19.

Changes to Activities and Services

The Adopted Budget includes two new positions to support implementation of the Affordable Housing Bond.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	13.93	18.55	20.88	18.11	18.11
Expenditures					
Affordable Housing Restru	1	0	0	0	0
Fair Housing	601,702	631,397	0	0	0
Housing Development Support	919,095	1,002,682	1,762,224	1,751,977	2,252,209
Housing Production & Preservation	0	(2)	0	0	0
Inclusionary Housing	0	187,745	4,626,894	468,548	468,548
New Construction	(1)	0	0	212,988	212,988
NewAffordableRentalHomes	14,846,901	88,666,516	106,177,370	99,898,989	108,945,539
Preservation	(1)	(145,141)	0	0	0
Preservation & Asset Mgmt	3,533,786	9,769,433	3,847,480	400,312	400,312
Property Management	0	112,508	2,848,273	2,670,936	2,047,944
Rehabilitation	(445)	59,665	0	12	12
Tax Exemption/Fee Waiver - Rental	0	0	0	125,064	125,064
Total Expenditures	**19,901,038**	**100,284,803**	**119,262,241**	**105,528,826**	**114,452,616**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Average investment per rental housing unit	$75,700	$110,000	$110,000	$110,000	$110,000

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Housing units opened that are newly affordable	362	511	798	828	828
Outcome					
Percentage of housing units opened or preserved in high opportunity areas	50%	73%	75%	50%	50%
Output					
Affordable housing units preserved	58	145	150	150	150
Rolling three-year average of total units opened and preserved	461	471	675	861	861

Homeowner Access & Retention

Description

The Homeowner Access & Retention Program (HARP) 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 down payment assistance programs. HARP also administers programs that provide incentives for the development of new homeownership opportunities for low and moderate-income households, including property tax and system development charge exemptions.

Goals

The Homeowner Access & Retention Program aims to increase the number of new homebuyers from communities of color by providing down payment assistance and subsidizing the construction of new homeownership units. Households are supported through the process of becoming mortgage ready homebuyers through education and counseling. The program also stabilizes vulnerable homeowners by providing foreclosure prevention services, home retention case management, and home repair services to help prevent displacement.

Performance

Nearly 500 fewer households received homebuyer education and counseling services in FY 2016-17. Of the 975 households receiving services, 10% purchased homes during the year. This is 13 percentage points lower than the FY 2016-17 proposed target of 28%. Performance targets for FY 2018-19 are based on FY 2016-17 actuals with the exception of home repair grants, which have been increased to reflect new resources in the Adopted Budget. These performance metrics are 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

The FTE & Financials table reflects changes to how the program organizes its budget, including a new line item for Home Repair Grants. The Adopted Budget includes one-time funding to expand citywide home repair grants for low-income households. As noted above, the bureau has also adjusted allocations to better match staff and provider capacity to deliver programs and services.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	8.71	9.55	9.88	9.59	9.59
Expenditures					
Healthy Homes	476,748	905,463	1,166,853	1,032,878	1,032,878
Home Repair Grants	0	0	0	0	3,095,320
Homebuyer & Foreclosure Education/Counseling	627,196	2,051	0	0	0
Homebuyer Financial Svcs	1,506,782	1,790,595	4,590,340	5,812,002	4,702,002
Homeowner Access & Retention	0	0	0	587,500	587,500
Homeowner Retention Svcs	2,676,202	3,844,011	7,408,174	6,539,286	5,713,966
Homeownership Development	4,310	1,385,166	4,147,926	7,244,358	4,344,358
Tax Exemption & Fee Waiver	430,807	323,345	525,684	255,672	255,672
Total Expenditures	**5,722,045**	**8,250,631**	**17,838,977**	**21,471,696**	**19,731,696**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	10%	15%	10%	10%	10%
Percentage of households receiving home repairs and retaining their homes 12 months after services	80%	88%	80%	80%	80%
Workload					
Number of households receiving homebuyer education or counseling	1,594	975	975	975	975
Number of households receiving home repairs	635	586	600	621	800
Number of households receiving indirect assistance through foregone revenue (mortgage credit certifcate, limited tax exemption, and system development charge exemption)	196	142	142	142	142

Rental Services

Description

The Rental Services Office is responsible for data analysis, policy development, and contracting for services related to fair housing and landlord-tenant law. Specific services include, but are not limited to: landlord-tenant education, fair housing legal assistance, fair housing testing, emergency referral services, and emergency relocation assistance for health and habitability issues. In addition, Rental Services staff provide support to the City's Rental Services Advisory Commission and Fair Housing Advocacy Committee, the volunteer appointed bodies providing public input on policies and services related to fair housing and landlord-tenant law.

Goals

The Rental Services Office has five goals for FY 2018-19:

- Implement administrative rules and procedures for the City's permanent mandatory relocation assistance program/law;
- Implement an information and customer service system to provide general information and assistance to Portland landlords and renters about their rights and responsibilities;
- Establish and begin implementation of a rental unit registration requirement in the City of Portland;
- Contract with culturally specific organizations to provide fair housing, landlord-tenant education and legal assistance to renters and landlords; and
- Complete a comprehensive review of current services to review, evaluate and update performance metrics where necessary. This will aid in determining which services should be maintained or modified to ensure the bureau is continuously meeting critical fair housing and landlord-tenant needs.

Performance

Funded services in FY 2017-18 included a renter hotline, fair housing hotline, fair housing training, fair housing testing, landlord-tenant education, legal aid advocate support, and emergency housing placement. In FY 2016-17, all programs listed immediately above served 1,947 households with information and referral services and 371 clients with direct renter services. The office is on track to meet or likely exceed FY 2017-18 service targets.

Changes to Services and Activities

The FY 2018-19 Adopted Budget continues expanded support for outreach, education, and legal assistance; allocates funding to develop the new Rental Registration system; and funds two new employees to assist with managing the mandatory relocation policy and support implementation of the Rental Registration system.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	0.00	0.00	2.25	4.36	4.36
Expenditures					
Fair Housing	0	0	1,553,300	797,508	854,863

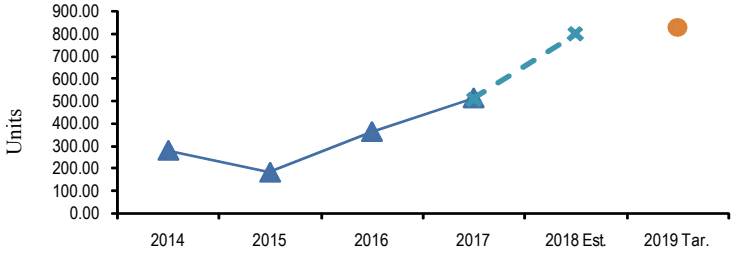
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Relocation Admin	0	0	24,000	0	247,173
Rental Services	0	0	415,486	1,243,013	938,485
Total Expenditures	**0**	**0**	**1,992,786**	**2,040,521**	**2,040,521**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Number of successful referrals to PHB regulated housing units with OneApp Oregon application	NA	NA	400	400	400
Workload					
Number of renter clients who were provided information and referrals	NA	1,947	2,000	1,950	2,250

Performance Measures

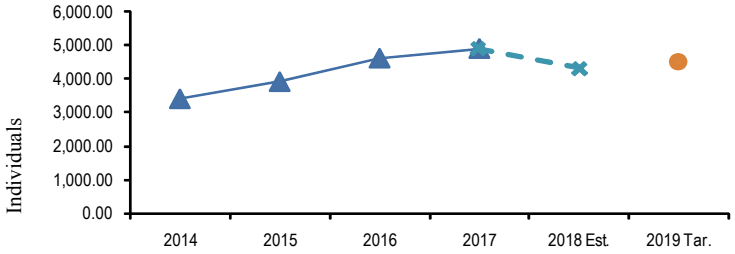
Housing Units Opened that are Newly Affordable

PHB opened 511 newly affordable units in FY 2016-17. The bureau anticipates opening another 798 in FY 2017-18 and 828 in FY 2018-19. All PHB regulated rental units are affordable to families with incomes at or below 80% Area Median Income (AMI) with the majority of units affordable at or below 60% AMI .



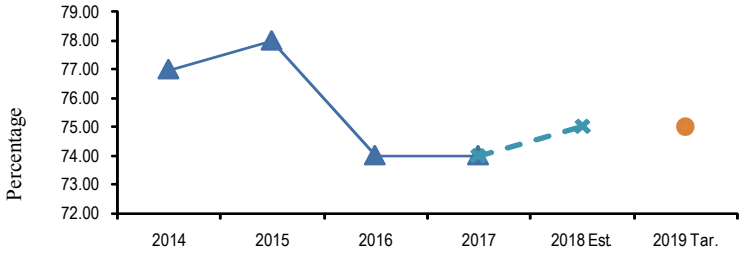
Total Number of Homeless Individuals Placed in Permanent Housing

PHB placed 4,889 individuals in permanent housing in FY 2016-17 and anticipates 4,317 in FY 2017-18. 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 12 months after placement and the retention target is 85%. A higher number indicates more people are staying in housing.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	0	1,824,101	4,732,201	4,972,500	4,972,500
Charges for Services	580,353	3,590,659	6,071,306	5,693,296	5,036,376
Intergovernmental	31,299,757	65,613,859	87,195,907	80,270,660	83,737,038
Bond & Note	0	84,701,266	57,715,019	21,726,307	23,436,307
Miscellaneous	8,036,728	13,448,491	9,314,870	7,305,452	8,623,481
Total External Revenues	**39,916,838**	**169,178,376**	**165,029,303**	**119,968,215**	**125,805,702**
Internal Revenues					
General Fund Discretionary	17,783,088	26,134,081	30,104,658	34,854,160	36,103,775
Fund Transfers - Revenue	2,674,554	3,256,237	8,982,675	1,194,767	1,194,767
Interagency Revenue	51,054	98,270	115,838	119,320	119,320
Total Internal Revenues	**20,508,696**	**29,488,588**	**39,203,171**	**36,168,247**	**37,417,862**
Beginning Fund Balance	22,747,502	27,880,115	6,356,731	24,181,117	26,153,481
Total Resources	**$83,173,036**	**$226,547,079**	**$210,589,205**	**$180,317,579**	**$189,377,045**
Requirements					
Bureau Expenditures					
Personnel Services	6,264,010	6,386,600	8,279,552	8,778,968	8,768,660
External Materials and Services	45,221,400	67,514,056	144,260,610	141,561,159	150,072,917
Internal Materials and Services	1,532,834	1,606,481	1,799,579	1,987,495	2,011,038
Capital Outlay	0	68,159,705	23,949,414	20,363,750	20,838,750
Total Bureau Expenditures	**53,018,244**	**143,666,842**	**178,289,155**	**172,691,372**	**181,691,365**
Fund Expenditures					
Debt Service	1,512,023	39,011,753	22,697,560	1,577,479	2,592,479
Contingency	0	0	3,152,976	4,418,878	3,429,950
Fund Transfers - Expense	762,654	3,661,322	6,449,514	1,629,850	1,663,251
Total Fund Expenditures	**2,274,677**	**42,673,075**	**32,300,050**	**7,626,207**	**7,685,680**
Ending Fund Balance	27,880,115	40,207,162	0	0	0
Total Requirements	**$83,173,036**	**$226,547,079**	**$210,589,205**	**$180,317,579**	**$189,377,045**
Programs					
Administration & Support	5,879,901	6,494,619	8,054,284	8,547,645	8,565,573
Affordable Multifamily Housing	19,901,038	100,284,803	119,262,241	105,528,826	114,452,616
Economic Opportunity	2,143,736	2,108,133	2,151,260	2,074,582	2,302,436
Homeless Services	19,371,524	26,528,656	28,989,607	33,028,102	34,598,523
Homeowner Access & Retention	5,722,045	8,250,631	17,838,977	21,471,696	19,731,696
Rental Services	0	0	1,992,786	2,040,521	2,040,521
Total Programs	**$53,018,244**	**$143,666,842**	**$178,289,155**	**$172,691,372**	**$181,691,365**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Acquisitions								
3000 SE Powell Boulevard	3,778,937	3,952,780	5,000,000	30,278,745	14,730,168	0	0	50,008,913
Total Acquisitions	**3,778,937**	**3,952,780**	**5,000,000**	**30,278,745**	**14,730,168**	**0**	**0**	**50,008,913**
Buildings								
E Burnside	0	14,400,000	10,000	0	0	0	0	10,000
Ellington Apartments	84,781,233	23,485,481	0	0	0	0	0	0
Joyce Hotel	6,023,071	700,000	1,000,000	5,350,000	100,000	0	0	6,450,000
Total Buildings	**90,804,304**	**38,585,481**	**1,010,000**	**5,350,000**	**100,000**	**0**	**0**	**6,460,000**
Total Requirements	**94,583,241**	**42,538,261**	**6,010,000**	**35,628,745**	**14,830,168**	**0**	**0**	**56,468,913**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	34,798	49,962	1.00	48,528	1.00	49,248	1.00	49,248
30000441	Business Operations Manager	84,739	112,882	1.00	110,028	1.00	112,408	1.00	112,408
30000686	Capital Project Manager II	75,150	100,526	1.00	75,156	1.00	75,156	1.00	75,156
30000569	Financial Analyst, Principal	84,739	112,882	1.00	112,512	1.00	112,822	1.00	112,822
30000568	Financial Analyst, Sr	71,510	95,472	2.00	168,312	2.00	174,068	2.00	174,068
30001592	Housing Administrative Specialist, Sr	55,536	73,549	3.00	169,668	3.00	172,068	3.00	172,068
30001591	Housing Business Systems Analyst, Asst	59,675	79,061	1.00	79,056	1.00	79,056	1.00	79,056
30001361	Housing Construction Coordinator	62,629	83,034	2.00	151,420	2.00	157,068	2.00	157,068
30001362	Housing Construction Coordinator, Sr	69,118	91,624	3.00	246,372	3.00	255,078	3.00	255,078
30000417	Housing Director	115,814	165,797	1.00	129,936	1.00	134,820	1.00	134,820
30001260	Housing Director, Assistant	97,989	132,766	1.00	117,108	1.00	119,908	1.00	119,908
30001587	Housing Financial Analyst	65,811	87,194	1.00	71,304	1.00	73,005	1.00	73,005
30001588	Housing Financial Analyst, Assistant	59,675	79,061	2.00	154,992	2.00	157,592	2.00	157,592
30001367	Housing Lead Grant Program Coordinator	69,118	91,624	1.00	81,204	1.00	83,688	1.00	83,688
30001369	Housing Loan Compliance Analyst	55,536	73,549	1.00	57,804	1.00	59,784	1.00	59,784
30001364	Housing Loan Coordinator	59,675	79,061	1.00	72,924	1.00	75,936	1.00	75,936
30001365	Housing Loan Coordinator, Sr	65,811	87,194	2.00	164,484	2.00	167,344	2.00	167,344
30001596	Housing Management Assistant	59,675	79,061	2.00	132,208	2.00	137,636	2.00	137,636
30001363	Housing Portfolio Finance Coordinator	72,717	96,346	4.00	364,104	4.00	370,116	4.00	370,116
30001595	Housing Program Coordinator	69,118	91,624	12.92	1,028,445	12.92	1,044,932	12.92	1,044,932
30001593	Housing Program Specialist	62,629	83,034	4.00	283,247	4.00	294,836	4.00	294,836
30001594	Housing Program Specialist, Assistant	59,675	79,061	3.00	237,168	5.00	366,504	5.00	366,504
30000451	Management Analyst	64,813	86,403	2.00	170,919	5.00	381,492	5.00	381,492
30000453	Management Analyst, Principal	84,739	112,882	1.00	91,836	1.00	94,340	1.00	94,340
30000452	Management Analyst, Sr	71,510	95,472	2.00	179,077	2.00	182,504	2.00	182,504
30000012	Office Support Specialist II	34,798	49,962	1.00	34,800	1.90	69,796	1.90	69,796
30000464	Program Coordinator	68,078	90,792	2.00	181,584	2.00	181,584	2.00	181,584
30000465	Program Manager	71,510	95,472	2.00	181,392	2.00	184,332	2.00	184,332
30000466	Program Manager, Sr	84,739	112,882	1.00	106,684	1.00	110,734	1.00	110,734
30000495	Public Information Officer	71,510	95,472	1.00	79,020	1.00	81,720	1.00	81,720
TOTAL FULL-TIME POSITIONS				62.92	5,081,292	68.82	5,559,575	68.82	5,559,575
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30001591	Housing Business Systems Analyst, Asst	59,675	79,061	1.00	64,668	1.00	67,320	1.00	67,320
30001595	Housing Program Coordinator	69,118	91,624	1.00	82,589	1.00	85,973	1.00	85,973
30001593	Housing Program Specialist	62,629	83,034	1.00	65,844	1.00	65,844	1.00	65,844
30001594	Housing Program Specialist, Assistant	59,675	79,061	1.00	54,996	2.00	119,664	2.00	119,664
30000451	Management Analyst	64,813	86,403	1.00	70,272	0.00	8,340	0.00	8,340
30000013	Office Support Specialist III	44,512	58,989	2.00	85,104	0.00	(11,676)	0.00	(11,676)
TOTAL LIMITED TERM POSITIONS				7.00	423,473	5.00	335,465	5.00	335,465
GRAND TOTAL				69.92	5,504,765	73.82	5,895,040	73.82	5,895,040

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.

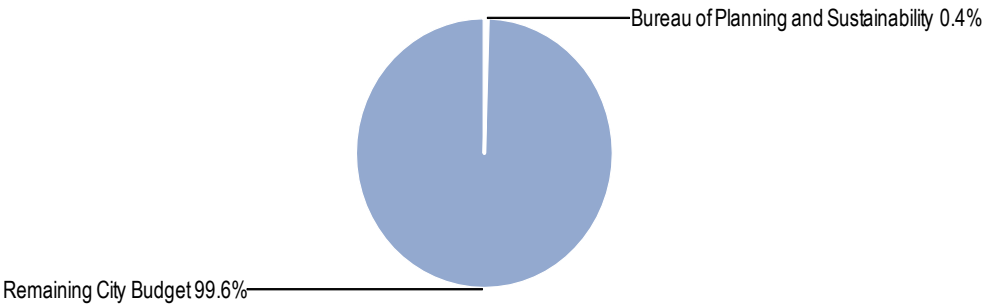
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	158,013,899	0	158,013,899	69.92	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	2,395	0	2,395	0.00	Increased funding for DCTU contract
Mayor's Proposed Budget Decisions					
	0	286,587	286,587	2.00	Rental Services
	0	613,413	613,413	0.00	FY 2017-18 Carryover: Rental Services
	0	(580,980)	(580,980)	0.00	Realignment: East Portland programming
	0	294,393	294,393	0.00	Anti-displacement: single family home repair
	6,945,000	6,473,220	13,418,220	0.00	JOHS funding above baseline; conversion to ongoing
	55,000	0	55,000	0.00	JOHS emergency management position
	0	505,000	505,000	0.00	JOHS Alternative Shelter Program
	316	0	316	0.00	OMF interagency balancing
	212,988	0	212,988	2.00	Additional staffing for Affordable Housing Bond
	0	0	0	(0.10)	Conversion of limited-term staff to ongoing
	0	0	0	0.00	PSH realignment
	(140,572)	0	(140,572)	0.00	PHB 5% reduction
	0	10,713	10,713	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	0	6,446,668	6,446,668	0.00	Technical adjustments
	0	1,250,000	1,250,000	0.00	FY 2017-18 Carryover: JOHS Capital Shelter
Adopted Budget Additions and Reductions					
	(385)	0	(385)	0.00	OMF interagency adjustments
	0	1,303,710	1,303,710	0.00	Technical adjustments
	7,074,742	**16,602,724**	**23,677,466**	**3.90**	**Total FY 2018-19 Decision Packages**
			181,691,365	**73.82**	**Total Adopted Budget**

Bureau of Planning and Sustainability

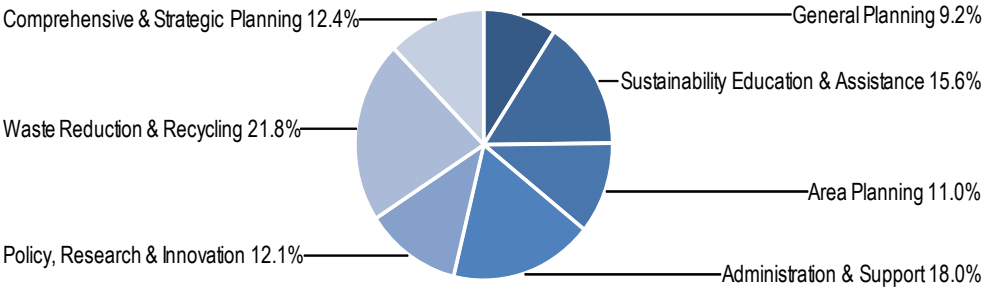
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Susan Anderson, Director

Percent of City Budget

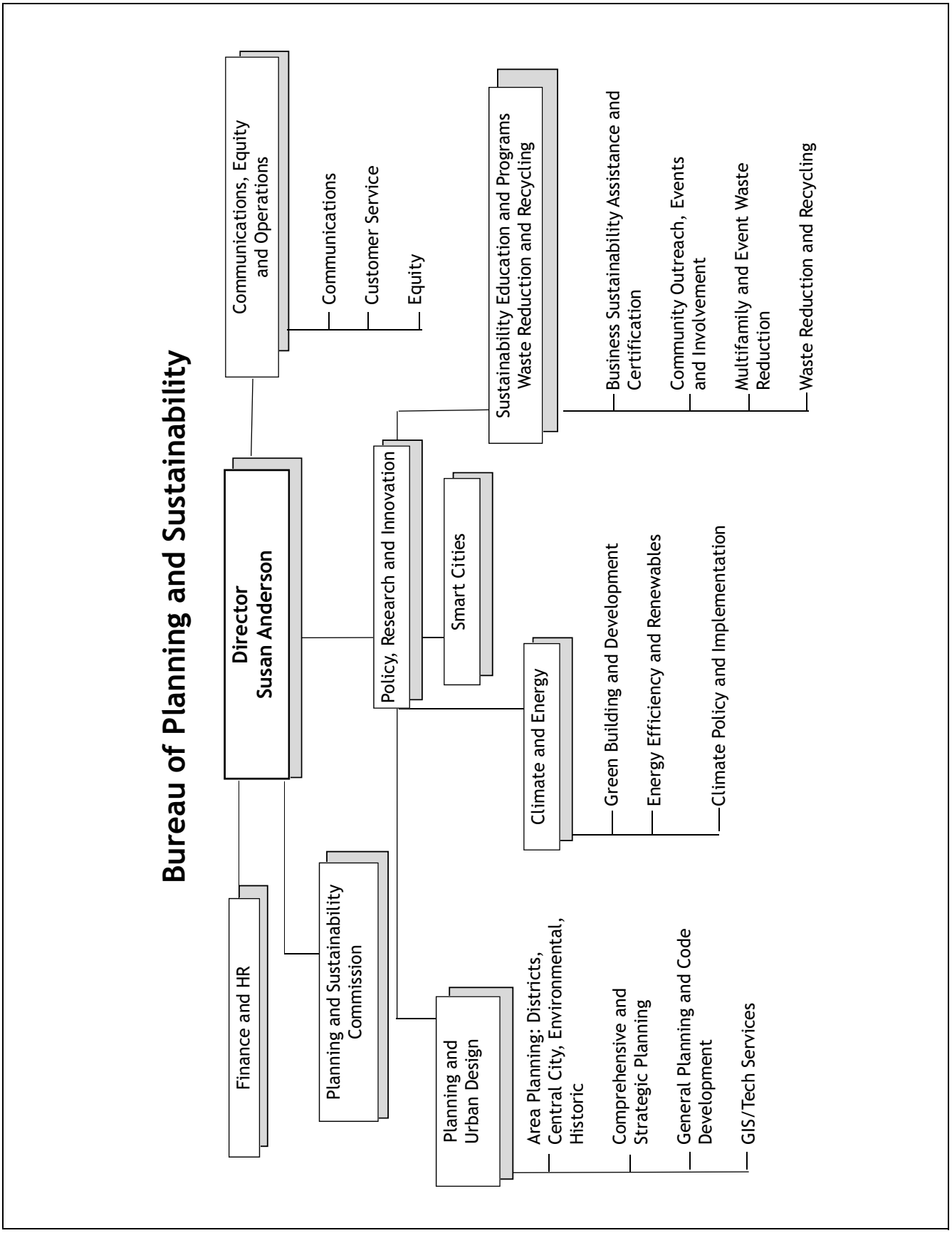


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	22,380,858	23,118,087	737,229	3.29
Capital	0	0	0	0.00
Total Requirements	**22,380,858**	**23,118,087**	**737,229**	**3.29**
Authorized Positions	104.62	100.95	(3.67)	(3.50)


Bureau of Planning and Sustainability
Director
Susan Anderson
Communications, Equity and Operations
Communications
Customer Service
Equity
Finance and HR
Planning and Sustainability Commission
Policy, Research and Innovation
Smart Cities
Sustainability Education and Programs Waste Reduction and Recycling
Business Sustainability Assistance and Certification
Community Outreach, Events and Involvement
Multifamily and Event Waste Reduction
Waste Reduction and Recycling
Climate and Energy
Green Building and Development
Energy Efficiency and Renewables
Climate Policy and Implementation
Planning and Urban Design
Area Planning: Districts, Central City, Environmental, Historic
Comprehensive and Strategic Planning
General Planning and Code Development
GIS/Tech Services

Bureau Summary

Bureau Mission

We take action to shape the future of Portland, advance climate protection, and make Portland more prosperous, healthy, resilient, and equitable, now and for future generations.

Bureau Overview

The Bureau of Planning & Sustainability (BPS) integrates sustainability principles into the core of Portland's strategic planning, land use planning, development policies, and climate and energy programs. The depth of staff expertise and extensive community engagement are central to the bureau's commitment to delivering world class "planning and doing."

At its heart, BPS is a convener and coordinator for complex projects and plans that balance multiple objectives and set the direction for Portland's future.

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 2018-19, 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 strategies focus on affordable housing, equitable development, and place-making, including:

- SW Corridor Equitable Housing Strategy
- Central City development
- Home Energy Score

Set Development Rules, Code, and Policies

BPS develops zoning regulations, development standards and other code provisions to implement the big picture plans. For FY 2018-19, these include such projects as the Residential Infill Project, Multi-Dwelling Housing Code, Net Zero Building Code, and Community Design Standards and Guidelines. With the completion of several major plans, implementation will be a greater focus for the bureau in the next few years. To meet this demand, BPS will 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, encourage energy and resource conservation, recycling and composting, active transportation options, and support healthy homes and workplaces.

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

Homeless Campsite Cleanup Funds to OMF-HUCIRP

- The commercial tonnage fee charged to commercial permittees is assessed on each ton of garbage collected from commercial accounts in Portland. The commercial tonnage fee supports the commercial waste and recycling programs managed by the City. This fee is increasing by $3 per ton starting on July 1, 2018, specifically to fund waste activities related to homeless campsite cleanup services that are managed by the Office of Management and Finance, Homelessness/Urban Camping Impact Reduction Program (OMF-HUCIRP) in an amount not to exceed $1,000,000.

Reductions

General Fund Reduction

The Adopted Budget includes a 5% reduction for 3.0 FTE ($356,856) and professional service contracts ($79,385). (These cuts eliminate or significantly reduce the bureau's ability to undertake three projects related to addressing the current housing emergency.)

Budget Note

Light Pollution

Based on the Central City 2035 plan, Council directs the Bureau of Planning and Sustainability to present a project timeline related to mitigating light pollution to Council as part of the Fall 2018 Budget Monitoring Process. This project timeline should include the following components: identification of lead staff within BPS; estimates for an analysis of best practices related to a 'dark skies' initiative; an outline of next steps needed for implementation within five years, including options for expedited implementation based on budget allocation.

Comprehensive and Strategic Planning

Description

The Comprehensive & Strategic Planning program identifies trends and issues that will impact the development of the City in the future, including land use and related City operations. The program develops new policies, projects, strategic interventions, and services that have citywide impact. The program carries out the City's long-range land use planning efforts, and coordinates the City's participation in regional growth management decisions.

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 2018-19 include:

- Grow vibrant centers and corridors
- Support having equitable and complete neighborhoods
- Increase housing options
- Support growth of an equitable and low-carbon economy
- Preserve historic resources
- Implement the 2035 Comprehensive Plan

Goals

This program works to advance a prosperous, healthy, resilient, and equitable city. Specific goals focus on the following:

- Creating a city of healthy connected neighborhoods through growing vibrant centers and corridors; supporting development of complete neighborhoods; and guiding future growth to increase equity and resilience.
- Promoting economic prosperity for business and households through increasing housing options and supporting an equitable low-carbon economy.

Performance

- Capture 30% of the new housing development in the region (Comprehensive Plan Policy 5.2).
- Capture 25% of the new job growth in the region (Comprehensive Plan Policy 6.3).
- Increase the share of Portlanders living in complete neighborhoods, reaching 80% by 2035 (Portland Plan Measure of Success).

These are important for the vitality of Portland neighborhoods, as well as for regional climate change and compact growth objectives. In 2016, Portland issued development permits for 5,000 new housing units. The percentage of new housing units in Portland compared with the four-county region increased from 37% in FY 2015-16 to 48% in FY 2016-17. In 2017, Portland added 4,000 jobs, about 25% of the regional employment growth. From 2010-2016, Portland has added 67,000 new jobs, about 41% of the regional job growth. The percentage of Portlanders in complete neighborhoods rose from 63% in 2010 to 65% in 2016.

Changes to Services and Activities

With recent Oregon Department of Land Conservation and Development (DLCD) approval of the 2035 Comprehensive Plan, in FY 2018-19, this program is transitioning from Citywide policy development toward smaller scale strategic interventions and more focused policy and research initiatives to support partner agencies including the Portland Housing Bureau, Prosper Portland, and Portland Bureau of Transportation.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	17.32	15.32	20.94	15.39	15.39
Expenditures					
Code Development	(244)	0	0	0	0
Comprehensive & Strategic Planning	7,838	0	0	(86,093)	0
Policy & Research	419,024	555,691	484,259	688,956	688,956
Portland & Comprehensive Plan	1,308,517	1,234,269	1,818,231	1,160,560	1,074,467
Urban Design	351,767	367,928	526,247	563,772	563,772
Total Expenditures	**2,086,902**	**2,157,888**	**2,828,737**	**2,327,195**	**2,327,195**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of new housing units in the four-county region that are within the City of Portland	37%	48%	40%	40%	41%
Percentage of Portlanders living in complete neighborhoods	63%	65%	65%	65%	67%

Administration and 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, equity and communications teams, and day-to-day support of finance, budget, human resources, and administrative staff.

Goals

These programs work 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 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	11.75	14.00	16.00	14.00	14.00
Expenditures					
Bureau Operating Costs	1,171,272	1,328,358	1,899,203	1,349,269	1,347,102
Business Services	1,351,042	1,161,813	869,297	938,921	938,921
Communications	0	1,119	0	0	0
Director's Office	461,140	481,140	499,483	511,758	511,758
Operations	0	62	0	0	0
Technical Administrative Support	311,537	419,166	517,788	594,020	594,020
Total Expenditures	**3,294,991**	**3,391,658**	**3,785,771**	**3,393,968**	**3,391,801**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Workload					
Value of grants and contracts awarded	$951,990	$1,763,144	$1,935,600	$1,500,000	$1,500,000

Area Planning

Description

The Area Planning program develops plans, code amendments, and development strategies for specific parts of the City including centers, neighborhoods, and environmentally-sensitive areas.

The Area Planning program has three subprograms:

- District Planning: This program focuses on community-level stakeholders and issues. Staff works 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.
- 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 and River Planning: This program undertakes technical analysis and planning to improve the health of environmental resources citywide and of environmental, economic, and recreational resources and development in the Willamette River corridor. It maintains and improves the City's environmental regulations, including environmental overlay zones and the Willamette River greenway and river overlay zones.

The top priorities for FY 2018-19 for this program are:

- Grow vibrant centers and corridors
- Support having equitable and complete neighborhoods
- Increase housing options
- Protect Natural Resources and Improve the Willamette River corridor
- Build and invest in community capacity

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 percentage of people living in walkable complete neighborhoods.

The proportion of households in complete neighborhoods continued to increase in FY 2016-17. However, there continues to be considerable variation between neighborhoods. In East Portland neighborhoods, for example, the program's work seeks to increase these complete community characteristics and address gentrification pressures.

Central City Planning:

- Central City 2035 (CC2035) 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:

- Percentage of High- and Medium-ranked resources identified in the Natural Resources Inventory (NRI) that are protected or conserved either through zoning, acquisition or other tools.

This percentage has remained flat at 83%.

Changes to Services and Activities

In FY 2018-19, the Central City work will shift from finalizing the Central City 2035 Plan to implementation.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	16.42	16.50	13.73	15.61	15.61
Expenditures					
Central City Planning	889,326	620,950	828,046	718,350	718,350
District Planning	855,293	883,541	1,035,766	873,048	873,048
River & Environmental	406,053	373,406	431,474	473,006	473,006
Total Expenditures	**2,150,672**	**1,877,897**	**2,295,286**	**2,064,404**	**2,064,404**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Percentage of significant natural resources protected through non-regulatory and/or regulatory measures	82%	83%	83%	83%	83%

Policy, Research and 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 a prosperous, healthy, resilient, equitable, 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
- Smart Cities initiatives

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 2018-19 include:

- Ensure Portland maintains its global standing as a front-runner city developing innovative climate actions and delivering meaningful results.
- Implement performance scores for houses and mid-to-large size commercial buildings.
- Increase the use of electric vehicles.
- Reduce energy use in City buildings and facilities.
- Continue developing Oregon's community solar program so that it benefits all Portlanders and meets the targets for low-income participation.
- Install and scale solar plus battery storage projects to increase neighborhood-level resilience.
- Look for opportunities to procure locally-developed renewable energy for City operations.
- Partner with electric and gas utilities to decarbonize the energy system.
- Promote deconstruction, workforce development, and salvaged building material market expansion.
- Actively advocate meeting net-zero energy goals in updates to the Oregon building code.
- Provide technical support to low-carbon, healthy and connected development projects throughout Portland.
- Help all Portlanders benefit from improved access to affordable electric vehicles and charging infrastructure.
- Support community-driven climate actions, particularly those led by organizations serving communities of color and low-income populations.

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 a 7% 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 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	14.57	13.80	14.80	16.80	16.80
Expenditures					
Clean Energy	277,879	410,234	740,600	637,349	637,345
Climate Policy & Planning	701,067	773,730	1,002,269	839,168	839,168

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Green Building & Development	608,607	748,344	552,595	498,369	498,369
Policy, Research & Innovation	42,881	80,043	0	0	0
Smart Cities Program	0	0	30,000	229,956	298,456
Sustainable City Government	3,494	12,444	57,247	0	0
Sustainable Food	165,585	91,619	114,820	0	0
Total Expenditures	**1,799,513**	**2,116,414**	**2,497,531**	**2,204,842**	**2,273,338**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage reduction in per person carbon emissions from 1990 levels	41%	41%	41%	41%	41%
Outcome					
Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars)	$7.66	$7.70	$6.35	$6.50	$6.50
Output					
Per capita residential energy use (million BTUs)	26.70	26.00	26.00	26.00	26.00
Number of certified green buildings in Portland	2,573	2,766	2,800	2,900	2,900
Percentage of City electricity use from renewable resources	100.0%	100.0%	100.0%	100.0%	100.0%
Number of residential and commercial solar energy systems installed in Portland since 2006	3,748	4,200	4,300	4,400	4,400
Workload					
Number of development projects provided with green building assistance	4	5	6	6	6

Waste Reduction and 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 Council established a goal of recovering (i.e., recycling and composting) 75% of all solid waste; the recovery rate as of FY 2016-17 was 64%. This 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 positive impact on the total recovery rate.

Changes to Services and Activities

BPS is undertaking a midterm review of the residential franchise system that could result in changes in how collection services will be provided. The review process will be completed in 2018 with recommendations being provided to City Council.

In June 2017, Portland's Jade District was the first to receive new trash receptacles as part of the expansion of the public trash can program. The district is serving as a pilot project to evaluate the performance of a new can design, graphics, and can placement. After reviewing performance factors in the pilot, BPS will continue the expansion into other areas of East Portland.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	9.50	9.50	9.50	9.50	9.50
Expenditures					
Operations	0	40	0	0	0
Solid Waste Commercial	1,118,215	1,140,639	1,195,716	2,901,752	2,901,752
Solid Waste Residential	940,950	894,475	986,896	1,202,442	1,202,442
Waste Reduction & Recycling	0	(572)	0	682	682
Total Expenditures	**2,059,165**	**2,034,582**	**2,182,612**	**4,104,876**	**4,104,876**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Typical residential garbage and recycling monthly bill	$29.15	$29.25	$29.25	$30.00	$30.00
Key Performance Measure					
Percentage of waste recycled or composted	64%	63%	65%	65%	65%
Outcome					
Percentage of residential material diverted from wastestream	63%	62%	64%	64%	64%
Percentage of commercial material diverted from wastestream	64%	63%	65%	65%	65%
Workload					
Pounds of solid waste generated per household	802	814	800	800	800
Tons of solid waste generated by businesses	257,748	288,402	285,000	280,000	280,000

Sustainability Education and 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 2018-19 priority projects include launching a mandatory business food scrap collection program, supporting community driven climate action and ensuring equitable garbage and recycling services for multifamily residents. The Sustainability Education and Assistance programs also advance the bureau goals of a prosperous, healthy, resilient, and equitable city.

Performance

In FY 2018-19, the program expects to reach 215,000 residents, 25,000 multifamily households, and 4,000 businesses with sustainability outreach and assistance.

Changes to Services and Activities

There are no major changes planned for FY 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	16.40	17.40	19.75	19.75	19.75
Expenditures					
Business Sustainability Assistance	722,366	698,500	800,126	817,515	817,515
Communications	348,912	402,516	548,202	886,957	886,957
Multifamily	348,392	363,771	426,589	426,412	426,412
Residential Outreach	736,406	796,409	828,019	803,622	803,622

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Sustainability Education & Assistance	8,434	1,071	0	0	0
Total Expenditures	**2,164,510**	**2,262,267**	**2,602,936**	**2,934,506**	**2,934,506**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Cost per-Fix-It Fair workshop participant	$87.73	$73.15	$71.00	$90.00	$90.00
Workload					
Number of residents reached by sustainability training and outreach	193,464	203,232	204,000	215,000	215,000
Number of businesses reached by sustainability outreach and training	2,313	2,736	2,850	4,000	4,000
Number of multifamily units provided with waste reduction assistance	21,300	16,035	25,000	25,000	25,000
Number of residents participating in the Fix-it Fairs	1,223	814	1,300	1,300	1,300

General Planning

Description

This program includes overall management and communications for all planning programs, the Code Development program, GIS/technology services, and management and support for the Planning and Sustainability Commission.

The Code Development program leads major code changes and improvement projects to carry out land use planning goals. The program also leads the Regulatory Improvement Program (RICAP), which develops and manages an annual package of zoning code improvements in collaboration with the Bureau of Development Services.

The GIS/technology services team supports a majority of BPS programs and many other bureaus' work. The team leads the mapping, data and analysis work as well as plays a key role in leading and convening work around Smart Cities initiatives.

General Planning also manages and supports the Planning and Sustainability Commission including coordinating the 11-member volunteer Commission to plan their meeting agendas, manage staff and projects that come before the PSC, and provide support to ensure all land use projects are noticed, scheduled and progress in conformance to City and State law.

Annually about 50% of the bureau's planning projects include development of code amendments and other regulatory tools. Development land use fees will be used to support a portion of 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. Staff from the team direct and support staff from other bureaus working on legislative projects, such as updates to the Tree Code (BDS and PP&R) or bicycle parking regulations (PBOT).

The General Planning program includes staff, the Chief Planner, and the communications staff for planning projects.

Priorities for FY 2018-19 include:

- Transition into implementation of the 2035 Comprehensive Plan and Central City 2035 Plan.
- Adoption of the Residential Infill Project code amendments by City Council.
- Code and guideline development for the Design Overlay Zoning Amendment project (DOZA).
- The Regulatory Improvement Code Amendment Program (RICAP).
- Continued work on acute development issues, which currently includes code issues related to housing, electric vehicles and federal changes to cell tower regulation.

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

This program's current work plan is concentrated on upgrades to the City design standards and review processes as well as changes to the allowances for infill housing in single dwelling neighborhoods. Previously, the Auditor's survey had a design related questions used 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. The survey has been discontinued, so a new measure is needed.

Changes to Services and Activities

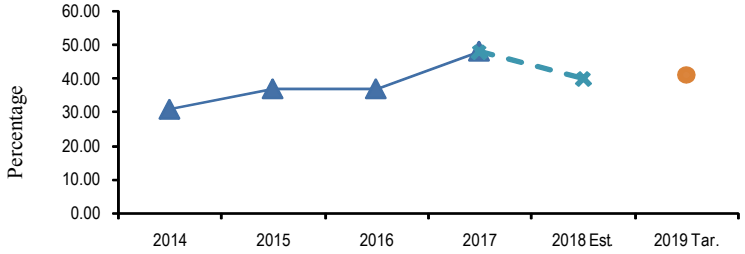
The Residential Infill Development project is on schedule for completion in FY 2018-19. The Design Overlay Zoning Amendment project, which is a major upgrade of the design review system and tools will be complete in FY 2018-19. Both of these implement key recommendations of the 2035 Comprehensive Plan and the Central City 2035 Plan. The program will be able to resume annual code amendments to address technical and administrative issues in the zoning code.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	13.17	12.90	9.90	9.90	9.90
Expenditures					
Code Development	914,063	1,032,474	1,198,060	871,311	871,311
General Planning	1,010,582	1,046,146	778,239	665,235	865,235
Total Expenditures	**1,924,645**	**2,078,620**	**1,976,299**	**1,536,546**	**1,736,546**

Performance Measures

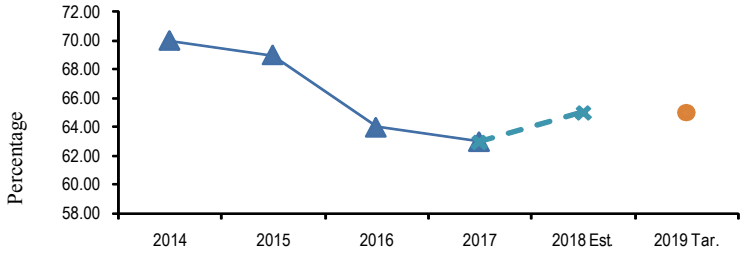
Percentage of New Housing in Four County Region within City

Portland's share of the region's housing has increased notably in recent years, from 37% in FY 2015-16 to 48% in FY 2016-17. This reflects increasing residential development in the city.



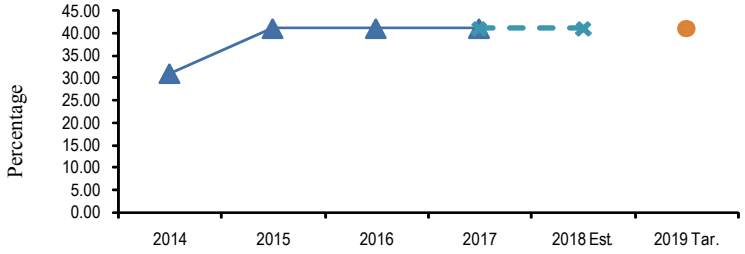
Percentage of Waste Recycled or Composted

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 FY 2015-16. (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. Per person carbon emissions have remained steady at 41% since FY 2015-16.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Licenses & Permits	2,857,780	2,883,600	2,995,133	3,110,704	3,110,704
Charges for Services	2,636,220	3,055,968	3,002,909	4,372,595	4,372,595
Intergovernmental	972,241	1,373,147	2,169,601	1,347,434	1,347,434
Miscellaneous	97,375	76,542	92,423	118,144	118,144
Total External Revenues	**6,563,616**	**7,389,257**	**8,260,066**	**8,948,877**	**8,948,877**
Internal Revenues					
General Fund Discretionary	8,220,743	7,545,405	7,974,344	7,526,098	7,792,431
General Fund Overhead	783,723	794,790	759,035	798,609	798,609
Interagency Revenue	412,080	815,835	1,522,850	1,397,000	1,397,000
Total Internal Revenues	**9,416,546**	**9,156,030**	**10,256,229**	**9,721,707**	**9,988,040**
Beginning Fund Balance	2,486,989	2,758,150	3,864,563	4,181,170	4,181,170
Total Resources	**$18,467,151**	**$19,303,437**	**$22,380,858**	**$22,851,754**	**$23,118,087**
Requirements					
Bureau Expenditures					
Personnel Services	10,975,950	11,169,849	12,074,398	12,849,575	12,849,575
External Materials and Services	2,208,023	2,537,073	3,527,360	2,882,768	3,151,264
Internal Materials and Services	2,292,120	2,213,540	2,567,414	2,833,994	2,831,827
Total Bureau Expenditures	**15,476,093**	**15,920,462**	**18,169,172**	**18,566,337**	**18,832,666**
Fund Expenditures					
Debt Service	55,265	60,721	67,638	72,419	72,419
Contingency	0	0	68,293	121,292	112,593
Fund Transfers - Expense	177,643	192,699	193,278	193,797	202,500
Total Fund Expenditures	**232,908**	**253,420**	**329,209**	**387,508**	**387,512**
Ending Fund Balance	2,758,150	3,129,555	3,882,477	3,897,909	3,897,909
Total Requirements	**$18,467,151**	**$19,303,437**	**$22,380,858**	**$22,851,754**	**$23,118,087**
Programs					
Administration & Support	3,294,991	3,391,658	3,785,771	3,393,968	3,391,801
General Planning	1,924,645	2,078,620	1,976,299	1,536,546	1,736,546
Area Planning	2,150,672	1,877,897	2,295,286	2,064,404	2,064,404
Policy, Research & Innovation	1,799,513	2,116,414	2,497,531	2,204,842	2,273,338
Comprehensive & Strategic Planning	2,086,902	2,157,888	2,828,737	2,327,195	2,327,195
Waste Reduction & Recycling	2,059,165	2,034,582	2,182,612	4,104,876	4,104,876
Specialized Planning	(4,305)	1,136	0	0	0
Sustainability Education & Assistance	2,164,510	2,262,267	2,602,936	2,934,506	2,934,506
Total Programs	**$15,476,093**	**$15,920,462**	**$18,169,172**	**$18,566,337**	**$18,832,666**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	1.00	54,912	1.00	59,726	1.00	59,726
30000433	Administrative Specialist, Sr	47,362	72,904	4.00	257,197	4.00	263,890	4.00	263,890
30000436	Administrative Supervisor I	61,734	82,285	1.00	75,444	1.00	78,540	1.00	78,540
30000448	Business Systems Analyst	64,813	86,403	1.00	83,348	1.00	85,763	1.00	85,763
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	94,382	1.00	95,472	1.00	95,472
30000184	Code Specialist II	46,717	61,859	1.00	53,640	1.00	54,996	1.00	54,996
30000492	Community Outreach & Informtn Rep	61,734	82,285	5.00	378,228	5.00	380,132	5.00	380,132
30000506	Conservation Program Coordinator	68,078	90,792	5.00	398,745	5.00	410,535	5.00	410,535
30000507	Conservation Program Coordinator, Sr	71,510	95,472	6.00	544,764	6.00	550,272	6.00	550,272
30000509	Conservation Program Manager	84,739	112,882	1.00	112,520	1.00	117,136	1.00	117,136
30000505	Conservation Program Specialist	61,734	82,285	4.00	290,052	4.00	291,384	4.00	291,384
30000567	Financial Analyst	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000568	Financial Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000373	Graphics Designer III	69,472	88,712	1.00	76,644	1.00	78,828	1.00	78,828
30000212	Inf Syst Tech Analyst IV-Vertical GIS	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000451	Management Analyst	64,813	86,403	4.00	325,659	4.00	332,584	4.00	332,584
30000452	Management Analyst, Sr	71,510	95,472	1.00	83,496	1.00	83,496	1.00	83,496
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	1.00	45,338	1.00	48,768	1.00	48,768
30000384	Planner II. City-Environmental	76,752	88,837	1.00	88,836	1.00	88,836	1.00	88,836
30000385	Planner II. City-Land Use	76,752	88,837	11.00	945,053	10.00	872,404	10.00	872,404
30001053	Planner, Chief	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000725	Planner, Principal	97,989	132,766	2.00	250,512	2.00	255,336	2.00	255,336
30000391	Planner, Sr City-Economic	82,514	95,493	2.00	190,992	2.00	190,992	2.00	190,992
30000392	Planner, Sr City-Environmental	82,514	95,493	1.00	82,512	1.00	84,864	1.00	84,864
30000393	Planner, Sr City-Land Use	82,514	95,493	7.00	668,472	6.00	572,976	6.00	572,976
30000397	Planner, Sr City-Urban Design	82,514	95,493	3.00	261,864	3.00	268,040	3.00	268,040
30000724	Planner, Supervising	84,739	112,882	3.00	330,740	3.00	335,039	3.00	335,039
30001054	Planning & Sustainability Director	146,474	209,893	1.00	209,100	1.00	209,892	1.00	209,892
30000464	Program Coordinator	68,078	90,792	4.00	286,476	3.00	218,400	3.00	218,400
30000466	Program Manager, Sr	84,739	112,882	1.00	124,176	1.00	124,176	1.00	124,176
30000463	Program Specialist	61,734	82,285	1.00	61,740	1.00	82,284	1.00	82,284
30000462	Program Specialist, Assistant	50,877	78,333	4.00	266,902	4.00	275,705	4.00	275,705
30000497	Public Information Manager	78,770	105,851	1.00	90,228	1.00	93,308	1.00	93,308
30000508	Solid Waste & Recycling Program Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30001509	Web Designer	50,877	78,333	1.00	78,336	1.00	78,336	1.00	78,336
TOTAL FULL-TIME POSITIONS				86.00	7,383,704	83.00	7,255,506	83.00	7,255,506
30000506	Conservation Program Coordinator	68,078	90,792	1.80	114,692	1.80	118,549	1.80	118,549
30000385	Planner II. City-Land Use	76,752	88,837	0.90	79,956	0.90	79,956	0.90	79,956
30000462	Program Specialist, Assistant	50,877	78,333	0.90	42,300	0.90	43,740	0.90	43,740
TOTAL PART-TIME POSITIONS				3.60	236,948	3.60	242,245	3.60	242,245
30000491	Community Outreach & Informtn Assistant	50,877	78,333	1.00	64,608	1.00	64,608	1.00	64,608
30000492	Community Outreach & Informtn Rep	61,734	82,285	2.35	178,781	2.35	181,800	2.35	181,800
30000342	GIS Technician II	57,200	72,987	1.00	66,120	1.00	66,120	1.00	66,120
30000373	Graphics Designer III	69,472	88,712	1.00	79,836	1.00	79,836	1.00	79,836
30000450	Management Assistant	50,877	78,333	2.00	141,960	2.00	142,944	2.00	142,944
30000381	Planner I, City-Urban Design	66,747	77,251	1.00	77,256	1.00	77,256	1.00	77,256
30000375	Planner, Associate	60,674	70,221	1.00	66,876	1.00	68,829	1.00	68,829
30000374	Planning Assistant	35,714	45,573	3.67	140,620	3.00	120,576	3.00	120,576
30001658	Plg & Sust Policy, Rsrch & Oper Mgr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000495	Public Information Officer	71,510	95,472	1.00	83,496	1.00	83,496	1.00	83,496
TOTAL LIMITED TERM POSITIONS				15.02	1,046,529	14.35	1,032,441	14.35	1,032,441
GRAND TOTAL				104.62	8,667,181	100.95	8,530,192	100.95	8,530,192

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.

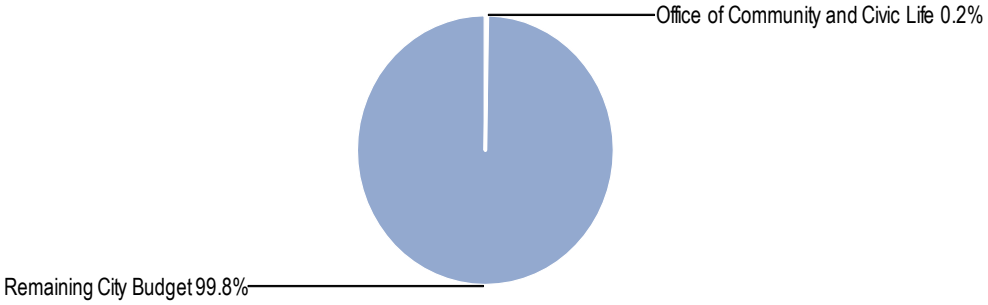
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	17,962,236	29,376	17,991,612	103.95	FY 2018-19 Current Appropriation Level
CAL Adjustments					
Mayor's Proposed Budget Decisions					
	(436,241)	0	(436,241)	(3.00)	5% ongoing General Fund reduction
	5,336	0	5,336	0.00	Increased funding for DCTU contract
	1,000,000	0	1,000,000	0.00	Transfer from SWMF to Campsite Cleanup
	5,628	0	5,628	0.00	OMF interagency changes
	2	0	2	0.00	Changes to overhead model
Approved Budget Additions and Reductions					
	0	268,500	268,500	0.00	Carryover: East Portland Development & PUDL Pilot
	(4)	0	(4)	0.00	Changes to overhead model
Adopted Budget Additions and Reductions					
	(2,167)	0	(2,167)	0.00	OMF interagency changes
	572,554	**268,500**	**841,054**	**(3.00)**	**Total FY 2018-19 Decision Packages**
			18,832,666	**100.95**	**Total Adopted Budget**

Office of Community and Civic Life

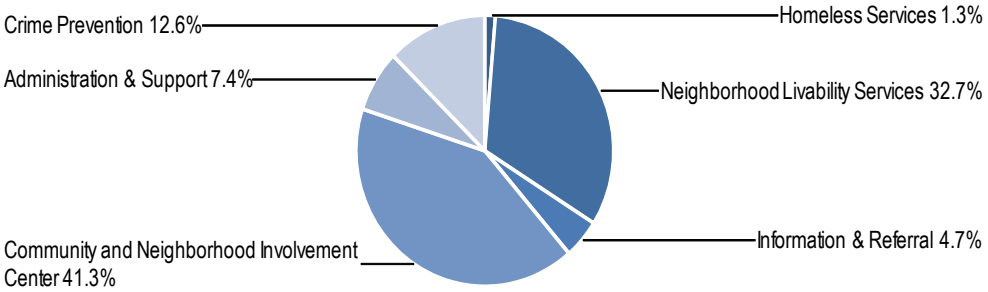
Community Development Service Area

Chloe Eudaly, Commissioner-in-Charge
Suk Rhee, Director

Percent of City Budget

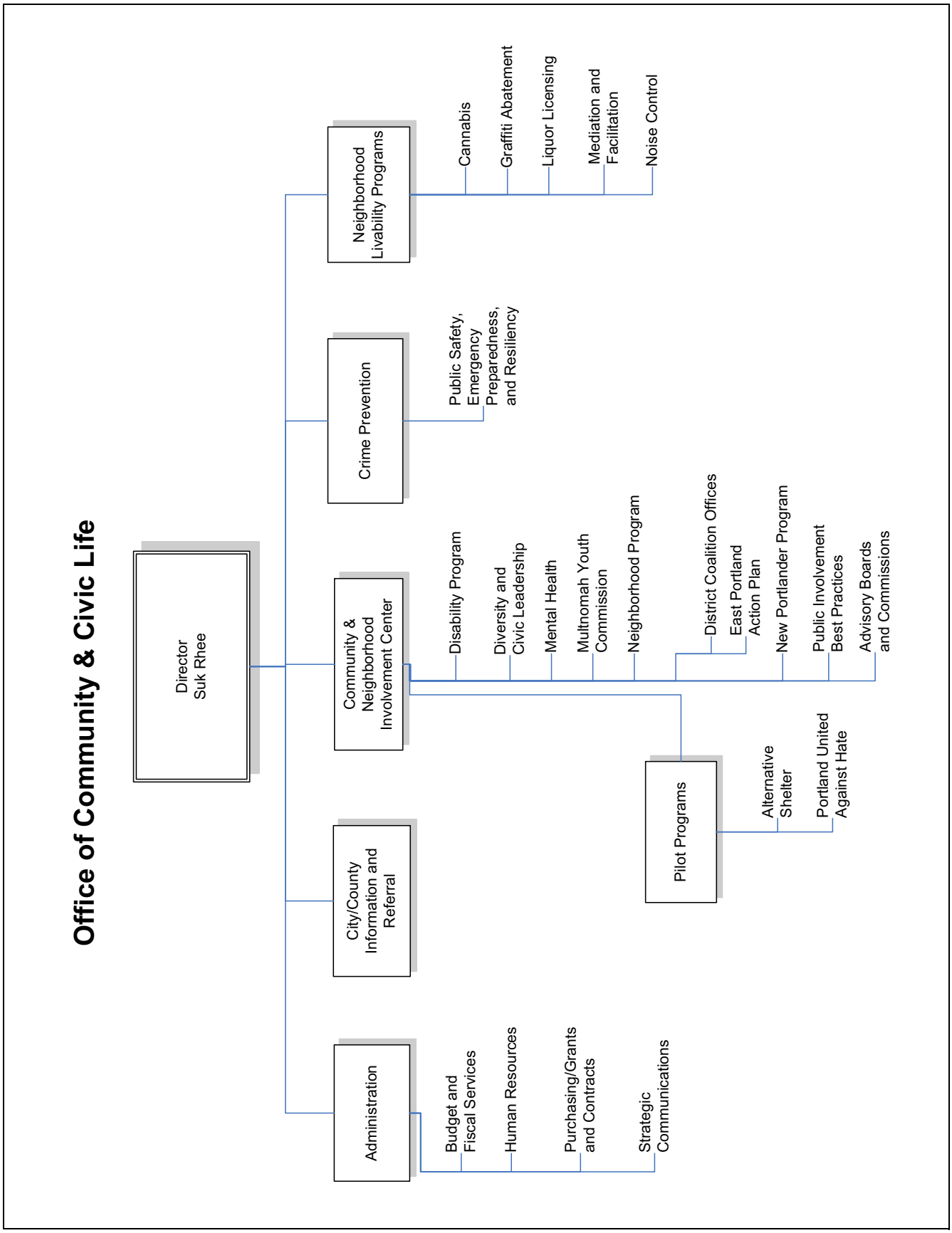


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	11,462,800	12,864,144	1,401,344	12.23
Capital	0	0	0	0.00
Total Requirements	**11,462,800**	**12,864,144**	**1,401,344**	**12.23**
Authorized Positions	58.34	60.10	1.76	3.02


Office of Community & Civic Life
Director
Suk Rhee
Neighborhood Livability Programs
Cannabis
Graffiti Abatement
Liquor Licensing
Mediation and Facilitation
Noise Control
Crime Prevention
Public Safety, Emergency Preparedness, and Resiliency
Community & Neighborhood Involvement Center
Disability Program
Diversity and Civic Leadership
Mental Health
Multnomah Youth Commission
Neighborhood Program
District Coalition Offices
East Portland Action Plan
New Portlander Program
Public Involvement Best Practices
Advisory Boards and Commissions
Pilot Programs
Alternative Shelter
Portland United Against Hate
City/County Information and Referral
Administration
Budget and Fiscal Services
Human Resources
Purchasing/Grants and Contracts
Strategic Communications

Bureau Summary

Bureau Mission

The Office of Community and Civic Life's (Civic Life) 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. The bureau was formerly known as the Office of Neighborhood Involvement (ONI).

Bureau Overview

Bureau Goals

Underlying Civic Life's mission are concepts of interdependence, self-determination, and self-governance. In the USA, these ideas are an aspirational promise to be realized and a debt to be paid for the taking of native lands, the practice of slavery and indentured servitude, and centuries of exclusion and subjugation of some communities and populations for the benefit of others. The past is prologue. It is not possible to pursue the City's equity goals without candidly acknowledging our shared history and now, our shared future. It is in this context that Civic Life rededicates its efforts toward the interdependence of communities and equitable outcomes for all in Portland. Civic Life's long-term contributions to the region are expressed in the following bureau-wide goals and performance metrics.

Structures for Inclusion

Modeling the inclusive practices and processes we seek to promote, Civic Life will partner with diverse, self-identifying communities to:

- Aggressively develop institutional practices for inclusion and transformational change within government structures
- Increase community building and civic engagement infrastructure for communities working toward equitable outcomes for all

The often unspoken assumptions that inform our practices must be examined and challenged. The bonds we have with each other (social capital) and the ways we can employ them within and among different communities (social bridging) offer a wide range of ways to create social, community, and government-supported structures that enable communities to be seen as they identify themselves and as they contribute to defining, contributing to, and benefiting from public processes.

Adaptive Governance

The City's practices, policies, and structures will better reflect communities when we acknowledge that we do not all share—and yet we can collectively benefit from—each other's views. More adaptive governance is a crucial contributor to a city in which its members share its benefits and burdens more equitably.

To realize more adaptive decision-making in community and government, Civic Life will:

- Support inclusive cross-cultural, cross-issue organizing in communities to reflect the ability of resilient communities to address complex, inter-connected issues
- Lead internal capacity development within City government, particularly as it pertains to engaging community toward equitable outcomes
- Create and hold shared space where community and government join together to identify opportunities and solve shared challenges
- Support communities in pursuing forms of governance that reflect their lived experience, values, and aspirations.

Fulfilled and Empowered Portlanders

A progressive change in the culture of civic engagement is foundational to long-term systemic community building and government change. Civic Life will:

- Prioritize resources that support communities in building resilience both with and without their government
- Ensure equitable sharing of resources
- Promote inclusive education, art, and play
- Create an environment for respectful dialogue and problem solving that acknowledges our differences as we work toward shared goals

Communities empower themselves. The role of local government has as much to do with connecting and supporting diverse communities to celebrate, play, and create as well as define and solve problems together.

Bureau Organization

The bureau is organized into five functional centers, each with a range of services and programs.

Administration

Services include strategic direction, policy, budget and financial management, human resources, contracts and grants management, organizational development, administrative support, and communications functions. In FY 2018-19, performance measurement and building the evidence around impact; the application of research, data, and evidence in program design; strategic communications; building the bureau's capacity for multi-bureau partnerships; adopting 21st-century business practices; and implementation of Civic Life's racial equity plan will be areas of emphasis.

City/County Information and Referral (I&R) Program

Services include information and referrals to City and Multnomah County services. I&R is playing a critical planning role in the City-wide Consolidated Customer Service Project project. I&R's potential role in 3-1-1 call center implementation may change its current service design and/or bureau relationship.

Community and Neighborhood Involvement Center

Services and programs include civic engagement; leadership development; and organizational capacity building services, including Advisory Boards and Commissions, Diversity and Civic Leadership, Disability, East Portland Action Plan, Multnomah Youth Commission, Neighborhood, New Portlanders, and Public Involvement Best Practices.

Crime Prevention Center

Crime Prevention works to reduce crime and the fear of crime through community organizing, problem solving, education, convening community members and events. In FY 2018-19, the Neighborhood program of CNIC will align efforts with the CP team to build the capacity of neighbors, neighborhood associations, coalitions, and community based organizations to better address public safety, livability, and civic engagement.

Neighborhood Livability Services Center

The Neighborhood Livability Center's programs currently provide code enforcement, licensing, problem-solving tools, and community support activities to address livability concerns related to noise, graffiti, liquor licensing, and cannabis.

Strategic Direction

Civic Life's mission "to promote a culture of civic engagement --- to build inclusive, safe, and livable neighborhoods" is a direct reflection of the Council's priorities. Pursuing innovation and strengthening resiliency to meet communities needs with limited resources requires prioritizing investments for inclusive, equitable outcomes. Ensuring public safety and enhancing livability are important to everyone and yet generate different responses when we ask, "for whom?" As a City and as a society, we do not always agree. Thus, without investing in the City's capacity to promote a culture of civic engagement—and to redefine this culture for a demographically changing population experiencing the dynamic forces of urbanization—these priorities will remain elusive.

Civic Life has re-established its mission as the strategic lens for decision-making and investments and developed three long-term (10-year) bureau-wide goals (stated above) to guide the re-design and impact of our work. The bureau is also undergoing an honest assessment of our current capacities and have identified new competencies required for operational excellence and impact. These include: 1)Adopting a data and evidence-informed, intergenerational, and multicultural approach to serve a markedly different demographics in 2035 than exists today. Civic Life will need to develop the capacity for data and data visualization with other bureaus as it is not effective to reinvent those capacities within Civic Life, and 2) Strategic communications, evaluating, and building the evidence for the impact of our programmatic investments, and building our internal capacity to lead institutional change within the City on the topic of community engagement for equitable outcomes.

Long-term metrics for long-term bureau goals

To reflect long-term goals, Civic Life has identified metrics that more accurately reflect the contributory and long-term nature of our impact. These metrics also make apparent the need for partnership across communities, City bureaus, and social sectors. Metrics must also be disaggregated by population, place, age, disability, immigrant/refugee status, income, and other crucial ways that communities identify. Where it is not disaggregated, we will work with others to change this. In addition to contributing to these shared goals, programs also have metrics unique to their own impact and effectiveness.

Civic Life's 10-year performance metrics help us answer the question: *If we had "structures for inclusion," "adaptive governance," and "fulfilled and empowered Portlanders,"*what would that look like? For each metric below, we will collect baseline data and disaggregate by populations of interest. This information is not currently available yet.

- Increasing the level of trust and confidence in local government
- Increasing voting and participation in activities related to local elections
- Equitable distribution of city investments/spending and service provision
- Equitable access to "Healthy, Connected, and Equitable Communities"
- To be developed in FY 2018-19 with partners: Streamlined governance and institutional transformation as a result of partnerships between Civic Life, City bureaus, and community partners

Summary of Budget Decisions

Program Transfer — **Elders in Action**

For 20 years, Civic Life's Elders Services Program has been implemented by contracting with a single community organization. Elders in Action currently holds this contract to provide civic engagement services for older adults. FY 2017-18 was the end of a 10-year contract period. This juncture is the appropriate time to critically re-think the aims of the program and outcomes to be delivered by contractors. The Elders in Action program, funded by $165,667 in ongoing General Fund resources, is moved from Civic Life to Special Appropriations.

Adds — **Strategic Communications**

The City bureau charged with engaging neighbors and communities to work with local government did not have a dedicated, robust, and effective communications function. Community members expect and deserve 21st century business competencies from local government. Civic Life struggles to facilitate internal and external communications with a broad, diverse, and ever-changing network of stakeholders. Civic Life needs to develop new methods of outreach for segmented audiences, provide consistent and coordinated messages about its work, and implement clear protocols and professional standards for representing the bureau,

its partners, and City efforts. The FY 2018-19 Adopted Budget includes a Public Information Officer position funded by $167,684 in ongoing General Fund support and $13,620 in Cannabis Licensing fees. In addition, the position is required to successfully manage the interagency agreement with Bureau of Development Services for any additional communication services.

Support for East Portland

The need to increase the EPNO's budget has been put off by Civic Life for far too long. The East Portland Neighborhood Office had been funded at the lowest level of all the district coalition offices at $2 per person compared to other district coalition offices funded at a range of $3-$6 per person. The Adopted Budget includes $30,000 in ongoing General Fund resources to help equalize EPNO's funding level with other neighborhood coalitions. $44,388 of existing ongoing General Fund resources in Civic Life's budget is also realigned to increase EPNO Director's FTE by 0.13 to 1.0 FTE and the EPNO Program Specialist's FTE from 0.7 to 1.0 FTE. Additional realignment of $76,477 from grant funding to six other Neighborhood Coalition Offices will allow EPNO to add an additional 1.0 FTE Program Specialist. $6,861 in savings from Commissioner Eudaly's Office's FY 2017-18 budget will also be split among the six other coalition offices to mitigate some realignment costs.

Advisory boards and commissions

Funding for this position is split between General Fund discretionary ($70,668) and overhead ($83,842). City Council Resolution 37328 enhances community service opportunities and strengthens transparency and accountability of City advisory bodies. Civic Life was charged to work with the Office of the City Attorney and received funding for a position to implement the new policies and procedures. This position will work alongside the Public Involvement Best Practices program to support advisory boards and commissions and to build the capacity of bureaus particularly as it pertains to engaging community toward equitable outcomes.

Continued Support for Portland United Against Hate (PUAH) Coalition

The Adopted Budget extends the PUAH coordinator position to support program functioning, management of the grants through grant closeout, and report on outcomes. The position extension is funded by $39,052 in new one-time General Fund resources and a carryover of $55,000 of one-time General Fund resources from FY 2017-18 to continue the work of the PUAH program specialist to review grant outcomes, provide ongoing technical support, and help guide the grantees in presentation back to City Council in Fall 2018/Winter 2019.

Support for Disability Program Equity Indicators Data Collection

Civic Life is adopting more rigorous data-informed approaches to program design and all aspects of our work. Portland's disability program has been functioning at a severe disadvantage in this area. The local data on people with disabilities is either nonexistent, out of date or not disaggregated. In order to serve the disability community more robustly, the Adopted Budget includes $55,000 in one-time General Fund resources to partner with a community based organization, researcher or contractor to help gather better data, with an emphasis on indicators

of equity and community/civic engagement for Portland's diverse disability community, disaggregated by race/ethnicity, gender, language, etc. Civic Life will use this research along with data from and in partnership with other City bureaus to inform efforts to ensure community members with disabilities are receiving equitable services.

Interagency with Bureau of Development Services (BDS) for Communications

The Adopted Budget includes $43,338 in one-time carryover resources to enable Civic Life to access the communications team at BDS. Areas of work include developing standard operating practices and communications infrastructure within Civic Life teams for maintaining routine functions; one-time projects; and proactive communications in program areas. This support complements but does not replace the primary need for a strategic communications position at Civic Life.

Rent increase for HUB office

The Adopted Budget includes $18,700 in ongoing General Fund resources to support a rent increase resulting from a relocation from the Penumbra Kelly Building at 4747 E. Burnside at the Police Bureau's request. The Office of Management and Finance has assisted in identifying locations; rent would likely increase from $17.20 to $22 per square foot.

Continued expansion of pro-active graffiti removal

The Adopted Budget increases the Graffiti Abatement Program's budget by $414,464 in ongoing General Fund resources to continue the proactive approach to graffiti abatement pioneered in FY 2017-18. The additional resources will fund contracts with private vendors to remove graffiti, particularly in areas of the city with graffiti incidents that remain under-reported.

Community grants funded by recreational cannabis tax

$700,000 in one-time funds from the Recreational Cannabis Fund is allocated to support grants for innovative restorative justice projects and small business development.

Budget Note

Equity in Funding for Neighborhood Coalitions

City Council directs ONI to work with relevant stakeholders to develop a methodology to equitably distribute existing resources among the neighborhood coalitions without additional funding. ONI shall also provide a plan for implementation in time for FY 2019-20 budget development and report back to Council by December 2018.

Crime Prevention

Description

The Crime Prevention (CP) program works side-by-side with community and government to improve livability and reduce crime issues. The CP team connects Portlanders to each other, neighborhood associations, district coalitions, city and state governments, and other resources to support communities' ability to play a role in public safety and crime reduction.

Goals

The Crime Prevention program strengthens community resiliency and increases public safety and access to neighborhood amenities through community organizing such as Neighborhood, Business, and Park Watch groups, and other ways that communities come together. The function of community organizing is to ensure that Portlanders are connected and prepared to better respond to livability or crime issues that negatively impact them or to a major emergency event. The program also builds capacity for inclusive programs and equitable delivery of services so that underserved communities have access to and are empowered to play their role in public safety and livability. This is achieved through outreach and education for all communities by building language and culturally diverse capacities within the program and by developing partnerships (within and outside Civic Life) serving diverse communities.

Performance

The bureau is reviewing previous performance metrics for each program and developing new measures to reflect the available evidence (research base and our own data) about effective program impact. This effort began January 2018, with baseline data, tracking methodology and performance goals to be further developed in FY 2018-19. Whereas the key performance measure last year was to look at the percentage of people feeling safe walking alone in their neighborhood at night, this did not capture the depth of the work nor was it a comprehensive outcome that supports overall City and Civic Life goals. New measures should reflect outcomes for the following areas:

- Crime Prevention Through Environmental Design (CPTED) Principles implementations help prevent crime and help community feel safer (CPTEDs are the same as site security assessments).
- Increase public safety awareness and access to public safety resources and other City resources.
- More connected communities of geography and identity.

Changes to Services and Activities

The 13-person CP Team is joining forces with the one-person Neighborhood program and two City-run neighborhood district coalition offices. While the CP team works closely with the community focusing on public safety and livability, the neighborhood program coordinator works closely with Neighborhood Associations and District Coalitions focusing on supporting them in civic engagement efforts and providing oversight to the neighborhood program holistically. This transition and combining of services (with no budget impact) will remove program silos to provide more equitable support to neighborhoods and communities. The work focus will shift from a reactive, problem-solving model to a more proactive, educational and capacity building model that supports equity in

service delivery. While each CP coordinator is currently assigned multiple neighborhoods, the program structure will shift to a team approach model in order to improve service delivery by bringing together the team's diverse skills, experience, and language and cultural capacity. The mental health program will also be moved from Crime Prevention to CNIC in FY 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	14.00	14.00	14.00	14.00	14.00
Expenditures					
Crime Prevention	1,410,705	1,446,689	1,447,454	1,481,890	1,500,590
Mental Health Program	113,137	108,171	123,770	120,556	120,556
Total Expenditures	**1,523,842**	**1,554,860**	**1,571,224**	**1,602,446**	**1,621,146**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of crime prevention training participants with increased knowledge of public safety resources	NA	NA	NA	NA	70.0%
Key Performance Measure					
Number of watch groups supported (neighborhood, business, park, foot patrol)	439	324	401	500	500
Output					
Number of Crime Prevention Through Environmental Design (CPTED) assessments performed (previously "site security assessments")	192	93	50	60	60

Information & Referral

Description

The City of Portland/Multnomah County Information and Referral (I&R) program is a central resource for information and referral to all City and County bureaus, programs, and services. In addition, the program also assists community members with information concerning local community and social services. The program staff provide assistance by phone, to walk-in patrons at City Hall (and previously, the Portland Building), and through electronic communication channels. 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 City portion.

Goals

The program's mission is to facilitate community access to local government and the services it provides. By providing customer-focused access in a timely and efficient manner, community members are more likely to engage with local government, facilitating more inclusive and equitable participation in local governance. Assisting community members in solving problems in their communities enhances livability and empowers Portlanders.

Performance

We will continue to use the number of community member contacts and the percentage of calls answered within 25 seconds to measure performance. However, to better measure program success, we will use "one call resolution" instead of the number of communications distributed (as previously reported upon). Studies have shown that community members are more likely to engage with local government if they perceive that their efforts are effective. Increasing one call resolution rates for the I&R Program will improve the community members experience and encourage greater participation. Studies show that facilitating access in this manner increases participation rates by groups who historically had lower contact rates, creating a more equitable environment for community participation. Historically the I&R Program transfers approximately 80% of incoming calls to other city/county departments for intake and/or resolution. We will look to increase our "one call resolution rate" from the existing 20% rate.

Changes to Services and Activities

Civic Life is pursuing the following changes to the I&R program to better address the City's priorities for enhancing livability and pursuing innovation and Civic Life's strategic goals of more inclusive structures, more representative governance and fulfilled and empowered Portlanders. These include:

- The I&R Supervisor participating as a member of a 3-person project team for a "Consolidated Customer Service Project" being led by OMF. This project is charged with looking at existing city service delivery processes and making recommendations to improve these processes and the customer experience by streamlining, coordinating, and consolidating service delivery practices across the organization.
- Improving customer service in critical areas of neighbor concern. The issue of homelessness over the past few years has impacted the I&R Program as the 503-823-4000 line has been used as the phone option for community members to be able report concerns about homeless camping activity in their neighborhoods. The I&R Specialists take and enter these reports into the reporting system so that callers only need to make one call to report the issue.
- Adapting to community preferences for how to access the City and increased collaboration with other bureaus. There has been a decrease in call volume over the past several years. Over the same period, we have experienced an increase in electronic service requests and the complexity of remaining calls has increased. The I&R Program is currently investigating ways to assist bureaus with intake processes.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	5.75	5.85	5.75	5.75	5.75
Expenditures					
Information & Referral	569,119	586,780	601,614	605,000	605,000
Total Expenditures	**569,119**	**586,780**	**601,614**	**605,000**	**605,000**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Percentage of calls answered in less than 25 seconds	93%	93%	91%	90%	90%
Outcome					
One call resolution rate	0.0%	0.0%	20.0%	20.0%	25.0%
Workload					
Number of calls and email inquiries responded to	110,742	115,997	100,000	100,000	100,000

Administration

Description

The Civic Life Administration team provides strategic direction, policy, budget and financial management, human resources, contracts and grants management, organizational development, administrative support, and communications functioning.

Goals

The goal of Civic Life's Administration team is to create the conditions for and ensure the success of bureau programs and staff in meeting the mission and goals equitably, effectively, and efficiently. In FY 2018-19, the Administration team will lead the efforts to increase bureau capacity in performance measurement and building the evidence around impact; the application of research, data and evidence in program design; strategic communications; building the bureau's capacity for multi-bureau partnerships; adoption of 21st business practices; and the implementation of the bureau's racial equity plan.

Performance

The addition of strategic communications (through ongoing and one-time support) will show an increase in percent of administration staff as a portion of total bureau staff. The bureau is also reviewing previous performance metrics for each program and developing new measures to reflect the available evidence (research base and our own data) about effective program impact. This effort began January 2018, with baseline data, tracking methodology and performance goals to be further developed in FY 2018-19. This team will focus on the tracking of the bureau's shared, long-term metrics (see bureau summary for narrative):

- Increasing the level of trust and confidence in local government
- Increasing voting and participation in activities related to local elections
- Equitable distribution of city investments/spending and service provision
- Equitable access to "Healthy, Connected, and Equitable Communities"
- To be developed in FY 2018-19 with partners: Streamlined governance and institutional transformation as a result of partnerships between Civic Life, City bureaus, and community partners

Changes to Services and Activities

Civic Life's program areas continue to expand their reach and continue to grow in size. Significant changes occurring in 2017 and impacting the Administration team included: three bureau directors, an almost complete change in the leadership team, addition of one-time programs and related FTE, and bureau reorganization. Since August of 2017, one in three Civic Life staff are new to the bureau or new to their roles. The Adopted Budget includes the addition of a Public Information Officer position and an inter-agency agreement with Bureau of Development Service for communications support.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.00	5.00	4.50	5.40	5.40
Expenditures					
Administration & Support	507,080	844,652	746,197	953,753	952,300
Total Expenditures	**507,080**	**844,652**	**746,197**	**953,753**	**952,300**

Community and Neighborhood Involvement Center

Description

The Community and Neighborhood Involvement Center (CNIC) is responsible for supporting, enriching and expanding the social fabric of our metropolitan region with sustained and focused interest on Portlanders owning and exercising their local civic identity. CNIC facilitates processes to identify collective interests and build the public will to work toward equitable investments and outcomes for the City. CNIC prioritizes strategies that increase understanding and excitement about living together as diverse communities and sharing opportunities, resources, and civic influence in all its many facets. CNIC nurtures partnership that advance this spirit and efforts that advance Civic Life's long-term goals of "structures for inclusion," "adaptive governance," and "fulfilled and empowered Portlanders." Services and programs include:

Advisory Boards and Commissions

City Council Resolution 37328 enhances community service opportunities and strengthens transparency and accountability of City advisory bodies. Civic Life was charged to work with the Office of the City Attorney and received funding for a position to implement the new policies and procedures.

Disability Program

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.

Diversity and Civic Leadership (DCL) Program

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.

Mental Health

The mental health specialist position is funded through General Fund overhead. In FY 2018-19, Mental Health will align efforts with the Disability, Public Involvement Best Practices, and Advisory Boards and Commissions programs to facilitate the participation of community members with mental health conditions in City advisory boards and commissions.

Multnomah Youth Commission (MYC)

The official youth policy body for both Multnomah County and the City of Portland, the MYC 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.

Neighborhood Program

Portland's neighborhood network is made up of 95 neighborhood associations and their respective seven district coalition offices. Five district coalition offices are independent, nonprofit organizations; two are City-staffed. 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.

New Portlander Program

The New Portlander Program supports intentional integration of immigrant and refugee families 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.

Citywide Public Involvement Best Practices

This is a citywide program that partners with communities and City agencies to strengthen and institutionalize public involvement principles, policies, processes and practices. The program provides bureau-specific consultant and technical assistance coordinates the Public Involvement Advisory Committee, and citywide procedural and best practices tools development, training and public policy.

Goals

CNIC programs reflect important constituencies and the historical development of programs within Civic Life These efforts have focused on increasing community building and civic engagement for these populations, as reflected in Civic Life's long-term goal of "structures for inclusion." In FY 2018-19 and beyond, CNIC will build upon these efforts to foster "cross-cultural, cross-issue organizing to reflect the ability of resilient communities to address complex, interconnected issues," as reflected in Civic Life's goal of "adaptive governance."

Performance

CNIC requires a substantive re-assessment of program goals and appropriate measures of impact. A more thorough and updated examination of the civic engagement research/evidence base is required to further inform CNIC program design for a changing demographic and increasingly urbanizing region. This effort began January 2018, with baseline data, tracking methodology and performance goals to be further developed in FY 2018-19. Previous measures counting participation and outputs (e.g., number of people trained or activities implemented) will continue to be tracked as new impact measures are adopted.

Changes to Services and Activities

See Summary of Budget Decisions for changes that require budgetary additions or reductions. Changes representing no reduction or add requests:

- The mental health specialist will work programmatically with the Disability, Public Involvement Advisory, and the Advisory Boards and Commissions positions to better serve all program goals
- The Neighborhood program will be working more intentionally with Crime Prevention to better serve neighbors, neighborhood associations and coalitions.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	12.70	15.10	17.09	14.85	16.85
Expenditures					
Disability Services	120,910	149,916	151,816	210,608	210,608
Diversity Civic Leaders	7,235	0	966,410	988,582	988,582
Elder Services	302,338	155,704	160,842	0	0
Neighborhood Outreach & Support	4,288,762	4,473,654	3,945,283	3,489,383	3,650,754
New Portlanders Program	146,829	145,624	249,980	274,339	274,339
Portland United Against Hate	0	0	63,235	55,000	55,000
Youth Outreach	6,543	0	129,737	135,750	135,750
Total Expenditures	**4,872,617**	**4,924,898**	**5,667,303**	**5,153,662**	**5,315,033**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Voter turnout as percentage of eligible voters	NA	NA	NA	NA	0.5%
Outcome					
Number of new partnerships created with community groups that have not previously been ONI partners	NA	NA	NA	NA	5
Output					
Number of partnerships among events, activities, and projects with underrepresented groups	3,352	3,359	2,800	2,850	2,850

Neighborhood Livability Services

Description

As the City continues to grow in density and our demographics continue to shift, our understanding of livability will be contested and evolve as we experience the symptoms and the underlying dynamics of urbanization. The Neighborhood Livability Center's programs currently provide code enforcement, licensing and community support activities to address neighbors' interests in noise, graffiti, liquor licensing and cannabis.

Graffiti Program

The Graffiti Program enhances neighborhood livability by removing, preventing, and promoting understanding about graffiti in Portland. Through ongoing community cleanup events, the program facilitates collaboration, creativity, and holistic problem-solving to address graffiti's impacts on community livability.

Liquor Licensing Program

The program's purpose is to ensure positive neighborhood livability and public safety while licensing liquor establishments and events and enforcing the City's Time-Place-and-Manner code. To further a collaborative approach in recognizing and addressing the impact of liquor sales and activity, the program coordinates community input with intra-agency partners to facilitate a responsive, engaged and equitable process.

Neighborhood Mediation and Facilitation Program

Since FY 2002-03, Civic Life has contracted with a single nonprofit organization to provide neighborhood mediation services at no cost to neighbors, collaborative decision-making and problem-solving facilitation for groups and communities in conflict, and community conflict resolution training and education. In FY 2018-19, this contract will be re-designed to allow additional community organizations to bid for one or more contracts.

Noise

Community noise impacts can range from a sound being an annoyance to noises becoming a human health concern. Portland's noise staff strive to balance the needs for a modern City to have vibrant cultural events and necessary nighttime construction, with the equal need to maintain limits on noise sources that impact community members. The Noise program addresses the emerging issue of urban noise pollution through various approaches.

Cannabis

The Cannabis program licenses, regulates, and supports cannabis businesses in the city; coordinates between City bureaus on behalf of cannabis businesses; answers cannabis-related questions from the public and cannabis businesses; offers suggestions for changes in state cannabis regulations; and provides assistance to small businesses and helps them navigate city and state cannabis regulations and requirements.

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 programs work to promote civic engagement in ensuring that neighborhoods and communities have a voice in establishing standards and expectations for their communities.

Performance

The bureau is reviewing previous performance metrics for each program and developing new measures to reflect the available evidence (research base and our own data) about effective program impact. This effort began January 2018, with baseline data, tracking methodology and performance goals to be further developed in FY 2018-19.

Changes to Services and Activities

Refer to the bureau and decision package summaries for narrative related to budgetary changes.

Civic Life is also making the following changes to its neighborhood livability programs to better address the City's priorities for enhancing livability, pursuing innovation and strengthening resiliency and Civic Life's strategic goals of more inclusive structures, more representative governance and fulfilled and empowered Portlanders.

- Examining the service provision of Civic Life's current complaint-driven systems (noise and graffiti) to assess how different communities are accessing City services.
- The liquor licensing and noise programs' fee structures do not adequately support program costs, and in some cases, the fee structure is not aligned with its intended impact. A fee analysis will be conducted and recommendations pursued with City Council and State of Oregon (required to raise liquor licensing fees).
- Civic Life is one of the few bureaus left that has not instituted online payment portals. Every every single individual must either pay in person or via USPS mail. This should be done conveniently and quickly online, reducing the burden on business owners. Civic Life seeks to work with BTS and the City Treasurer's Office to offer better customer service for Portlanders.
- The Cannabis program has begun shifting its focus from largely focusing on local cannabis regulation to other areas, including being more active about providing feedback to the State of Oregon on cannabis regulation, coordinating between City bureaus, doing more to address the unregulated cannabis market, and offering guidance on spaces to consume cannabis outside of the home that are congruent with State and local law. In FY 2018-19, we also anticipate playing a role in distribution of Portland's local cannabis tax.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	15.08	15.50	17.00	18.10	18.10
Expenditures					
Graffiti Reduction	227,513	360,749	822,677	822,444	822,444
Liquor License Notification	210,522	182,504	245,714	282,615	282,615
Marijuana Licensing	598,989	834,358	964,287	1,775,767	2,256,253
Neighborhood Mediation	28,000	252,386	260,717	268,539	268,539

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Noise Control	421,446	475,654	546,467	570,414	570,414
Total Expenditures	**1,486,470**	**2,105,651**	**2,839,862**	**3,719,779**	**4,200,265**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Outcome					
Number of repeat complaints citing chronic issues	NA	NA	NA	NA	129
Timeline (days) to address graffiti incidents (receipt of complaint to resolution)	NA	NA	NA	NA	10
Workload					
Number of cannabis applications received	0	0	95	95	95
No. of Cannabis licenses issued & renewed	0	0	385	385	385
Number of businesses that receive repeated Time-Place-Manner Warnings	NA	NA	NA	NA	9
Number of repeat Time-Place-Manner Warnings issued	NA	NA	NA	NA	17

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	0	700,000	700,000
Charges for Services	788,698	1,838,516	1,405,759	1,536,168	1,536,168
Intergovernmental	280,804	313,873	300,807	302,500	302,500
Miscellaneous	35,130	18,294	3,000	0	0
Total External Revenues	**1,104,632**	**2,170,683**	**1,709,566**	**2,538,668**	**2,538,668**
Internal Revenues					
General Fund Discretionary	7,575,961	7,571,939	9,437,180	9,175,707	9,440,883
General Fund Overhead	209,744	282,340	297,593	301,604	385,446
Fund Transfers - Revenue	0	0	0	0	480,486
Interagency Revenue	18,791	19,569	18,461	18,661	18,661
Total Internal Revenues	**7,804,496**	**7,873,848**	**9,753,234**	**9,495,972**	**10,325,476**
Beginning Fund Balance	0	(50,000)	0	0	0
Total Resources	**$8,909,128**	**$9,994,531**	**$11,462,800**	**$12,034,640**	**$12,864,144**
Requirements					
Bureau Expenditures					
Personnel Services	4,632,461	5,468,158	5,703,051	6,065,913	6,402,624
External Materials and Services	3,510,150	3,751,596	4,795,821	5,079,166	5,568,184
Internal Materials and Services	816,517	797,087	963,928	889,561	893,336
Total Bureau Expenditures	**8,959,128**	**10,016,841**	**11,462,800**	**12,034,640**	**12,864,144**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	(50,000)	(22,310)	0	0	0
Total Requirements	**$8,909,128**	**$9,994,531**	**$11,462,800**	**$12,034,640**	**$12,864,144**
Programs					
Administration & Support	507,080	844,652	746,197	953,753	952,300
Community and Neighborhood Involvement Center	4,872,617	4,924,898	5,667,303	5,153,662	5,315,033
Neighborhood Livability Services	1,486,470	2,105,651	2,839,862	3,719,779	4,200,265
Information & Referral	569,119	586,780	601,614	605,000	605,000
Crime Prevention	1,523,842	1,554,860	1,571,224	1,602,446	1,621,146
Homeless Services	0	0	36,600	0	170,400
Total Programs	**$8,959,128**	**$10,016,841**	**$11,462,800**	**$12,034,640**	**$12,864,144**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	50,877	78,333	1.00	52,956	1.00	54,585	1.00	54,585
30000437	Administrative Supervisor II	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000440	Business Operations Supervisor	75,150	100,526	1.00	89,784	1.00	92,240	1.00	92,240
30000184	Code Specialist II	46,717	61,859	4.00	224,136	4.00	232,324	4.00	232,324
30000187	Code Specialist, Lead	50,357	66,040	1.00	57,660	1.00	57,660	1.00	57,660
30000309	Crime Prevention Program Administrator	48,942	65,645	11.00	668,155	11.00	682,785	11.00	682,785
30000503	Disability Program Specialist	61,734	82,285	1.00	69,156	1.00	71,289	1.00	71,289
30000567	Financial Analyst	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000016	Information & Referral Specialist	34,798	49,962	4.90	244,848	4.90	244,848	4.90	244,848
30000451	Management Analyst	64,813	86,403	2.00	155,418	2.00	158,691	3.00	242,691
30000415	Neighborhood Involvement Director	115,814	165,797	1.00	165,012	1.00	165,727	1.00	165,727
30000502	Neighborhood Office Supervisor	68,078	90,792	1.00	90,792	2.00	169,308	2.00	169,308
30000500	Neighborhood Programs Coordinator	61,734	82,285	2.00	164,136	2.00	164,460	2.00	164,460
30000737	Noise Control Officer	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000012	Office Support Specialist II	34,798	49,962	5.00	200,188	5.00	213,551	5.00	213,551
30000464	Program Coordinator	68,078	90,792	4.00	319,032	4.00	327,512	4.00	327,512
30000463	Program Specialist	61,734	82,285	5.70	414,168	7.00	512,316	8.00	584,328
30000462	Program Specialist, Assistant	50,877	78,333	2.00	110,172	2.00	114,132	2.00	114,132
30000495	Public Information Officer	71,510	95,472	0.00	0	1.00	95,472	1.00	95,472
TOTAL FULL-TIME POSITIONS				49.60	3,289,205	52.90	3,620,492	54.90	3,776,504
30000491	Community Outreach & Informtn Assistant	50,877	78,333	1.87	129,190	1.87	130,823	1.87	130,823
30000502	Neighborhood Office Supervisor	68,078	90,792	0.87	65,992	0.00	384	0.00	384
30000464	Program Coordinator	68,078	90,792	1.00	83,880	1.00	85,190	1.00	85,190
TOTAL PART-TIME POSITIONS				3.74	279,062	2.87	216,397	2.87	216,397
30000463	Program Specialist	61,734	82,285	4.00	279,821	1.33	101,147	1.33	101,147
30000462	Program Specialist, Assistant	50,877	78,333	1.00	58,740	1.00	60,951	1.00	60,951
TOTAL LIMITED TERM POSITIONS				5.00	338,561	2.33	162,098	2.33	162,098
GRAND TOTAL				58.34	3,906,828	58.10	3,998,987	60.10	4,154,999

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.

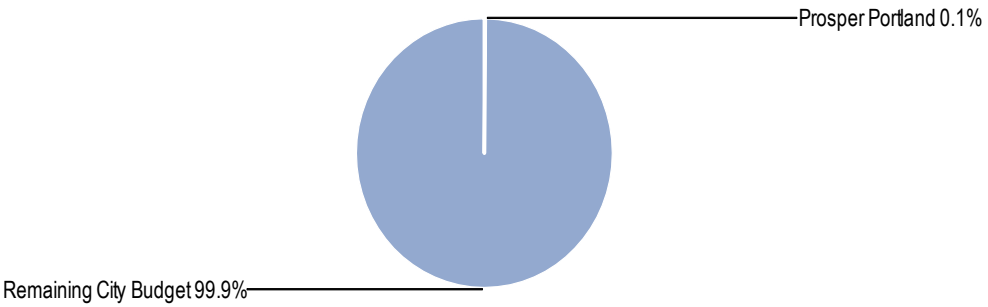
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	10,612,422	7,772	10,620,194	56.34	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	35,337	0	35,337	0.00	DCTU and other overhead adjustments
Mayor's Proposed Budget Decisions					
	0	181,304	181,304	1.00	Public Information Officer funded one-time
	30,000	0	30,000	0.00	Additional funding for EPNO
	0	39,052	39,052	0.33	One-time continuation for PUAH position
	0	55,000	55,000	0.00	Disability indicators data collection
	0	700,000	700,000	0.00	Community grants funded by recreational cannabis tax
	414,464	0	414,464	0.00	Ongoing expansion for pro-active graffiti removal
	0	55,000	55,000	0.00	FY 2017-18 carryover: PUAH funding
	0	43,338	43,338	0.00	FY 2017-18 carryover: communications services by BDS
	26,618	0	26,618	0.00	OMF inter-agency balancing
	0	0	0	0.43	EPNO positions to full-time realignment
	(165,667)	0	(165,667)	0.00	Move Elders in Action to Special Appropriations
Approved Budget Additions and Reductions					
	181,304	(181,304)	0	0.00	Public Information Officer moved to ongoing
	154,510	0	154,510	1.00	Advisory Boards and Commissions position
	18,700	0	18,700	0.00	Rent increase for Crime Prevention office
	0	170,400	170,400	0.00	FY 2017-18 carryover: houselessness outreach
	0	480,486	480,486	0.00	FY 2017-18 carryover: excess cannabis fee revenues
	0	0	0	0.00	Transfer Cannabis Licensing program budget to new program fund
	0	0	0	0.00	Transfer excess cannabis fee revenues to new program fund
Adopted Budget Additions and Reductions					
	(1,453)	0	(1,453)	0.00	OMF inter-agency balancing
	0	0	0	1.00	Redistribute funds from other coalitions to EPNO and add Program Specialist
	0	0	0	0.00	Transfer Cannabis Licensing program staff (9.5 FTEs) to new fund
	0	6,861	6,861	0.00	Carryover underspending from Commissioner's Office for Neighborhood Coalitions
	693,813	**1,550,137**	**2,243,950**	**3.76**	**Total FY 2018-19 Decision Packages**
			12,864,144	**60.10**	**Total Adopted Budget**

Prosper Portland

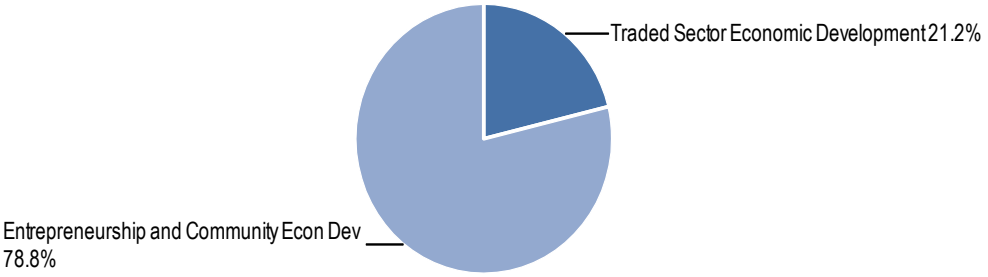
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Kimberly Branam, Executive Director

Percent of City Budget

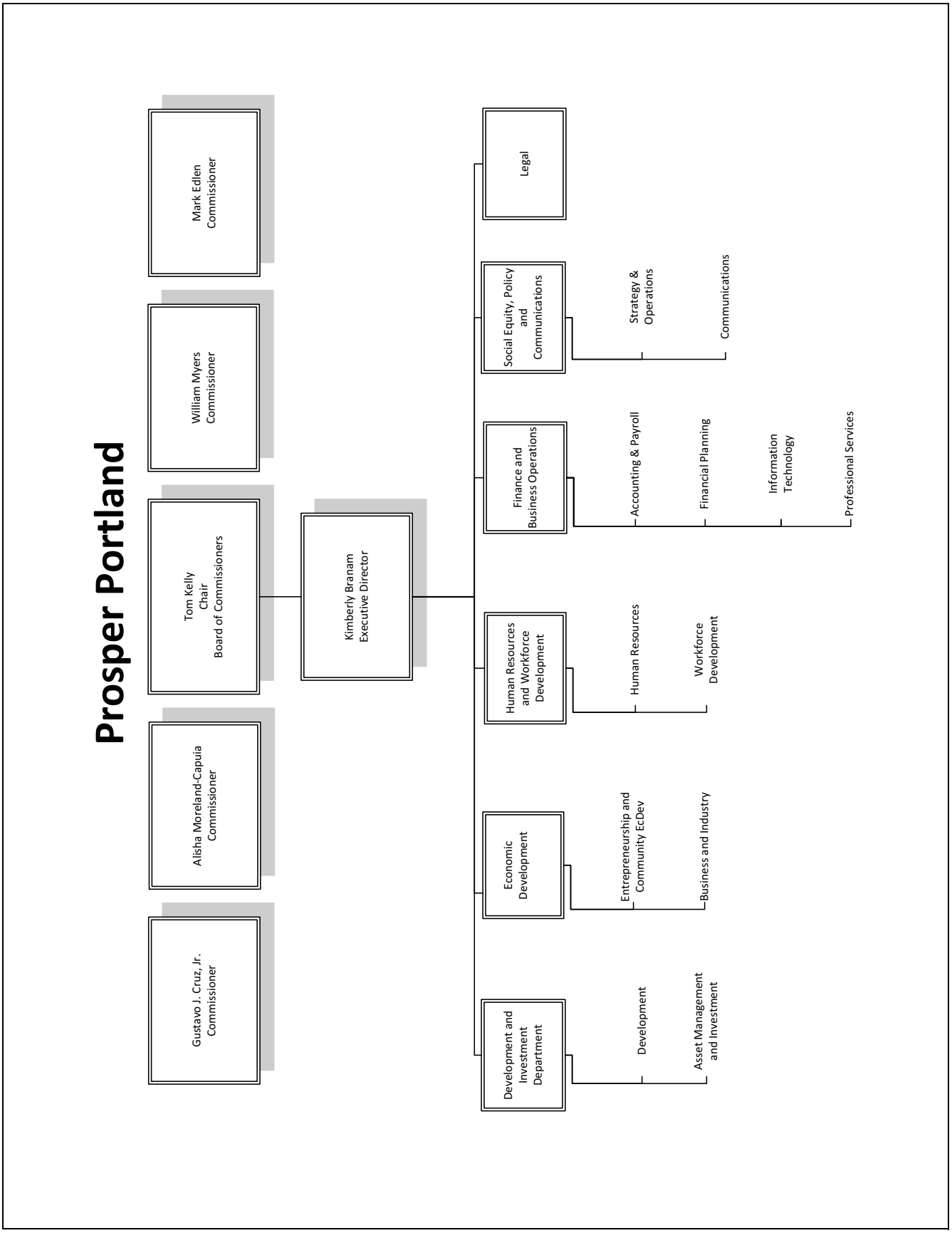


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	6,131,910	6,540,664	408,754	6.67
Capital	0	0	0	0.00
Total Requirements	**6,131,910**	**6,540,664**	**408,754**	**6.67**


Prosper Portland
Gustavo J. Cruz, Jr.
Commissioner
Alisha Moreland-Capuia
Commissioner
Tom Kelly
Chair
Board of Commissioners
William Myers
Commissioner
Mark Edlen
Commissioner
Kimberly Branam
Executive Director
Development and Investment Department
Development
Asset Management and Investment
Economic Development
Entrepreneurship and Community EcDev
Business and Industry
Human Resources and Workforce Development
Human Resources
Workforce Development
Finance and Business Operations
Accounting & Payroll
Financial Planning
Information Technology
Professional Services
Social Equity, Policy and Communications
Strategy & Operations
Communications
Legal

Bureau Summary

Bureau Mission

Prosper Portland creates economic growth and opportunity for Portland.

Bureau Overview

Prosper Portland is the City's economic development and urban development agency. The agency's work is guided by the 2015-2020 Prosper Portland 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
- Operate an equitable, innovative and financially sustainable agency

Prosper Portland's budget is fully aligned with the Strategic Plan and with key objectives identified in the Portland Plan, the Climate Action Plan, and the 2035 Comprehensive Plan.

Prosper Portland manages ten traditional Urban Renewal Areas (URAs) and six Neighborhood Prosperity Initiative (NPI) micro URAs. Working with private and non-profit partners, Prosper Portland stewards Tax Increment Financing (TIF) resources within these districts to implement strategic plan objectives, largely focused on creating healthy, complete neighborhoods.

Resources from the City's General Fund allow Prosper Portland to fulfill job growth, wealth creation and community capacity goals that are not eligible for funding through TIF. General Fund resources extend the agency's work beyond 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. 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.

Strategic Direction

Prosper Portland focuses its work on building an equitable economy, especially for communities of color and those who have been historically underserved. Its 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

The FY 2018-19 Adopted Budget includes $275,000 in ongoing funding for Prosper Portland's Inclusive Business Resource Network (IBRN), which focuses on stabilizing businesses owned by underrepresented entrepreneurs. These funds will allow Portland State University's Business Outreach Program to run a Small Business Growth program cohort in FY 2018-19, serving between 45-60 growth-oriented entrepreneurs of color who have graduated from other IBRN technical services programs and are prepared to expand their business.

Additionally, these funds will provide underrepresented entrepreneurs with access to capital through Xxcelerate, a group founded by female entrepreneurs who educate other women entrepreneurs.

These programs will:

- Increase access to financing
- Increase market access
- Increase mentoring opportunities
- Increase owner know-how

Small Business Technical Assistance – Tax and Financial Support

The FY 2018-19 Adopted Budget includes $100,000 in ongoing General Fund resources, which supplements the IBRN by providing small businesses with access to professional assistance for tax preparation and other tax assistance, market research for business planning, and accounting support.

Expansion of Mercatus – My People's Market

The FY 2018-19 Adopted Budget includes $100,000 in one-time General Fund resources for Mercatus, a storytelling platform and directory initiative designed to elevate and connect entrepreneurs of color. Mercatus provides the opportunity for entrepreneurs of color to connect with new clients and gain new accounts. This year's My People's Market featured more than 80 businesses and drew more than 1,000 people. These funds will add another market to take place in the summer.

Venture Portland Catalytic Investment – Grants & Technical Assistance

The FY 2018-19 Adopted Budget includes $200,000 in ongoing General Fund resources to expand Venture Portland's Catalytic Investment Initiative. The Catalytic Investment initiative provides high touch, personalized assistance to address historic and structural disparities and issues with affordability and displacement in eight targeted business districts in East and North Portland. These districts, which collectively contain more than 6,000 businesses, have higher percentages of immigrants, people of color and people living below Portland's median household income.

Brownfield Property Tax Exemption Program

The FY 2018-19 Adopted Budget includes $150,000 in ongoing General Fund resources which supports 1.0 FTE (including direct and indirect costs) at Prosper Portland who will be charged with implementing the program, conducting outreach to eligible property owners, processing and approving application requests, monitoring compliance with program requirements, producing periodic program reports and working with the County Tax Assessor to certify tax exemption to the tax rolls.

Small Business Growth Program

The FY 2018-19 Adopted Budget includes $108,500 in one-time General Fund resources for the Inclusive Innovation Fund and the Inclusive Internship Fund. The Inclusive Innovation Fund is a grant program in which small, traded-sector employers can obtain financing for growth initiatives (exporting, marketing, equipment) in exchange for Public Benefit Agreements. The second aspect of this package is the inclusive internship Fund, a grant program that will fund part-time internships and full-time apprenticeships at small traded sector businesses for youth from underrepresented backgrounds.

Portland Film Office

The FY 2018-19 Adopted Budget includes $142,240 in one-time funds for the Portland Film Office. The Portland Film Office serves as the liaison between film productions working within the city, helping them navigate the regulations and relationships needed to conduct business while minimizing the negative impact such work has on residents and businesses. In collaboration with the City Budget Office and in response to the FY 2017-18 Adopted Budget, Prosper Portland is extending the Film Office's funding of $142,240 for one year. Over FY 2018-19, Prosper Portland will work with permitting bureaus to develop a process for the successful long-term funding of the Portland Film Office.

Reductions

Inclusive Business Resource Network

The FY 2018-19 Adopted Budget includes a $52,838 ongoing reduction to the Small Business Working Capital Micro Loan Program. Traditionally, this program has provided funding for micro loans that has included 77% borrowers of color and 54% female borrowers.

Neighborhood Prosperity Network

The FY 2018-19 Adopted Budget includes a $33,000 ongoing reduction to Alberta District. This is offset by a one-time add package to assist the Alberta District as it transitions into being a self-sustainable organization.

Healthcare Cluster

The FY 2018-19 Adopted Budget includes a $142,240 ongoing reduction to Prosper Portland's Healthcare cluster. This reduction eliminates funding allocated to implement Prosper Portland's work in the new Healthcare cluster added to Prosper Portland's 5-year Strategic Plan in 2015.

Budget Note

Film Office Financing

Council directs the Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management & Finance to coordinate a plan that funds one-half of the Portland Film Office through filming permit revenues in FY 2019-20. Each bureau's requested budget should reflect any changes necessary to achieve this goal.

Entrepreneurship and Community Economic Development

Description

The Entrepreneurship and Community Economic Development (ECED) programs foster 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 2018-19 Adopted Budget for the ECED programs totals $4,961,896, which includes both add and cut packages and $299,339 for the City's transfer of NPI shared revenue. ECED programs include:

- Adult and Youth Workforce - Economic Opportunity Initiative
- Inclusive Business Resource Network (IBRN)
- Neighborhood Prosperity Initiative (NPI) Network
- Venture Portland
- Brownfield Property Tax Exemption Program

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 that serve approximately 1,700 individuals, with up to three years of individualized job training and preparation with an emphasis on high paying industry employment.

The FY 2018-19 Adopted Budget for the Adult and Youth Workforce Development program is $1,319,695 in City General Fund resources. The Prosper Portland-funded portion of this program is also funded with approximately $1,600,000 in Community Development Block Grant (CDBG) funds.

Inclusive Business Resource Network & Small Business Working Capital

IBRN is a network of 11 organizations that serves approximately 600 businesses a year and includes both traded sector and local service sector businesses at different stages, from startup to growth. Seventy-five percent of the businesses served are led by one or more business owners of color. The IBRN is designed specifically for underrepresented and disadvantaged entrepreneurs with many of the organizations rooted in communities of color and all providing culturally responsive business technical assistance.

The FY 2018-19 Adopted Budget for the Inclusive Business Resource Network program is $1,983,549 in General Fund resources, which includes three add packages and one reduction package. The Prosper Portland-funded portion of this program is also funded with approximately $600,000 in CDBG resources.

Neighborhood Prosperity Initiative

Prosper Portland partners with eight community-based organizations located in North, Northeast and East Portland, to support economic opportunity and build community capacity in these neighborhoods. These organizations or districts include Alberta Main Street, Cully Blvd Alliance, Division-Midway Alliance, Historic Parkrose, Jade District, Our 42nd Avenue District, St. Johns Center for Opportunity and Rosewood Initiative.

The FY 2018-19 Adopted Budget for the NPI Network program totals $1,122,124 in General Fund resources. The budget includes a reduction of the ongoing funding for Alberta Main Street which was added back on a one-time basis in the amount of $25,500 ($7,500 less than FY 2017-18). The Prosper Portland-funded portion of the NPI is also funded with up to $856,962, inclusive of $299,339 in Tax Increment Revenue and Revenue Sharing from Multnomah County.

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 2018-19 Adopted Budget for this program totals $536,528 including the $200,000 ongoing add package.

Brownfield Property Tax Exemption Program

Resolution 37307 passed by City Council on July 19, 2017, directed the Bureau of Environmental Services, Bureau of Planning and Sustainability and Prosper Portland to evaluate development of a Brownfields Cleanup Tax Incentive to support the remediation of contaminated property within the City. Work is underway now to identify the costs and benefits of a brownfields property tax exemption, draft the proposed code amendments and administrative rules and develop an implementation plan for City Council, as directed, in July 2018.

Goals

The Entrepreneurship and Community Economic Development (ECED) programs support the following Strategic Plan objectives:

- 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

Specifically, they support Prosper Portland's efforts to:

- Increase equitable job access and closing the unemployment rate gap between white workers and workers of color;
- Increase investment in startups registered in Multnomah County founded or owned by women and people of color;
- Increase the percentage of small businesses registered in Multnomah County founded or owned by women or people of color by 2020; and,
- Increase the percentage of households at or above self-sufficiency to 68% by 2020.

The ECED programs also support implementation of the City's equity initiative. The Adult and Youth Workforce initiative described in this section supports the City's goal to expand economic opportunities and A Home for Everyone. IBRN 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, contributing to the goal of equitable wealth creation.

Performance

Since the implementation of the 2011 Neighborhood Economic Development Strategy, Prosper Portland has grown a network of seven community-driven economic development organizations in vulnerable neighborhoods leveraging over 33,000 in volunteer hours and $1.0 million in private funding last year. Entrepreneurial and small business technical assistance has been consolidated and streamlined through the Inclusive Business Resource Network (IBRN), growing to serve 600 businesses annually, 75% of which are owned by people of color. Workforce Development served 1,722 people last year, over 65% of which are people of color.

Changes to Activities and Services

The FY 2018-19 reflects an overall net increase in the ECED program reflecting increases in funding for small business growth programs. Ongoing funding for Venture Portland's Catalytic Investment Initiative will allow the program to commence out of its pilot stage and serve an additional business district. In addition, $150,000 in ongoing funding will allow Prosper Portland to expand service provision by administering the Brownfields Property Tax Exemption Program.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Expenditures					
Community Economic Development	0	0	0	374,000	524,000
Entrepreneurship and Community Econ. Dev.	148,113	0	1,220,887	830,786	830,786
Local Partner Initiatives	347,013	484,483	492,726	336,528	536,528
Neighborhood Business Development	1,100,499	563,575	1,790,910	1,936,387	1,936,387
Neighborhood Commercial Corridor Initiatives	1,792,378	1,465,934	0	0	0

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Workforce Development	1,258,190	929,183	1,147,575	1,328,695	1,328,695
Total Expenditures	**4,646,193**	**3,443,175**	**4,652,098**	**4,806,396**	**5,156,396**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of adult participants people of color in workforce development	64%	61%	50%	50%	50%
Efficiency					
Operating funds raised by NPI Districts	$945,298	$1,048,433	$500,000	$500,000	$500,000
Amount of private funds raised by business district associations to match Venture Portland grants	$521,837	$600,000	$600,000	$650,000	$650,000
Key Performance Measure					
Percentage of households at or above self-sufficiency	63.0%	NA	81.0%	80.0%	80.0%
Percentage of workforce in Multnomah County earning at least a middle wage	49.0%	46.6%	50.0%	48.0%	48.0%
Ratio of private investment to PDC financial assistance	8.80	6.17	6.00	6.00	6.00
Outcome					
Net number of businesses (NPI Districts)	23	25	52	20	20
Percentage of businesses of color served by the Small and Micro Business Development Program	80%	81%	75%	75%	75%
Percentage of youth participants people of color in workforce development	77%	77%	70%	70%	70%
Percent of Adult Participants in Workforce Development who Advanced in Employment as Demonstrated by Gain in Earnings, Wage or Benefits	0%	0%	60%	60%	60%
Output					
Number of volunteer hours provided by NPI Districts	31,237	33,186	35,000	30,000	30,000
Workload					
Number of technical assistance hours to business district associations by Venture Portland	1,454	1,400	2,700	2,900	2,900
Number of volunteer hours provided by Venture Portland board members and other volunteers	1,534	1,700	1,700	1,800	1,980
Amount of grant to Venture Portland	$70,120	$64,000			
Number of projects funded by Venture Portland	31	26	30	35	35
Number of youth participants in workforce development	698	491	494	500	500
Number of adult participants in workforce development	1,082	1,231	1,231	825	825
Number of Technical Assistance and Training Hours for Venture Portland					
Number of Businesses Receiving Light Touch Technical Assistance	0	0	300	300	400

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 and small business lending, which is primarily funded through Tax Increment Financing (TIF). The Adopted Budget totals $1,428,766 after accounting for new resources of $108,500.

Cluster Development

Employment trends within target clusters over the past five years combined with efforts to promote international business opportunities, reflect the positive impact of customized business development and industry initiatives.

Cluster development activities focus on three related and complementary sets of activities:

- Business development to alleviate barriers to growth and/or support quality job growth through business and industry expansion;
- Business recruitment in partnership with Greater Portland Inc; and
- Global trade and investment.

These core activities support competitive industries that provide high-quality employment opportunities and develop access to these industries for people of color and residents from low-income neighborhoods.

Business Development

In FY 2018-19, staff will strive to work with at least 400 unique local businesses to support the retention and expansion of accessible quality jobs. 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, all of which will enter into public benefit agreements (PBAs). PBAs encourage targeted job hiring and investment, as well as increased community involvement.

Prosper Portland also 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.

Business recruitment in partnership with Greater Portland Inc.

Greater Portland Inc (GPI) is a regional public-private economic development partnership that is focused on helping companies relocate to the Portland-Vancouver metro area. The City and Prosper Portland invest in GPI to coordinate regional recruitments among greater Portland's various local economic development organizations, and lead regional marketing efforts to promote greater Portland as one of the nation's most competitive and vibrant metropolitan economies.

Global Trade and Investment

In FY 2018-19 Prosper Portland will focus on implementing Greater Portland Global (GPG), the region's 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 2018-19 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 2018-19, Prosper Portland will emphasize Foreign Direct Investment (FDI). 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 2018-19 goals are to help 40 local firms access and utilize trade and investment services.

Goals

Traded sector economic development efforts support the following strategic plan objectives:

- Access to Employment
- 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;
- Increase the percentage of Prosper Portland investments into start-up companies founded, owned or led by people of color to 80%.

Performance

Traded Sector programs assist with the goal of increasing the percentage of households at or above self-sufficiency 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. Through direct and indirect impacts, traded sector businesses have an outsized influence on the regional economy. Over the last 5 years, the four supported cluster industries have created over 47,000 jobs, 11% above the national average.

The 2015-2020 Strategic Plan has resulted in a renewed focus on who benefits from traded sector economic development interventions. In some cases, this has led to modified service delivery. It has also meant targeted outreach and programmatic support for businesses founded or owned by underrepresented populations. Further, it has engaged cluster industries in the business case for having a more diverse and inclusive workforce and making changes accordingly.

Changes to Activities and Services

The FY 2018-19 Adopted Budget extends funding for the Portland Film Office for one year, allowing Prosper Portland to work with permitting bureaus to develop a process for the long-term funding of the program. The FY 2018-19 Adopted Budget eliminates ongoing General Fund resources for Prosper Portland's Healthcare Cluster.

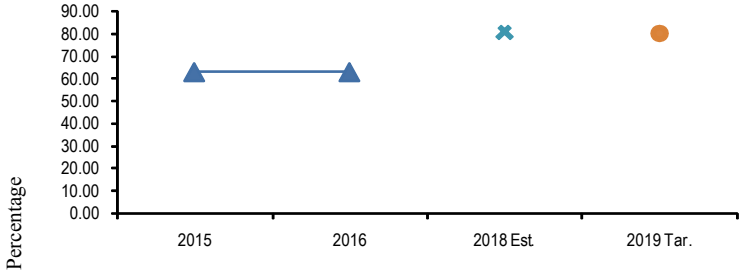
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Expenditures					
Entrepreneurship Support	859,103	280,031	0	(52,838)	(52,838)
Traded Sector Business Development	1,505,327	2,006,900	0	64,000	64,000
Traded Sector Economic Development	(35,149)	0	1,479,812	1,373,106	1,373,106
Total Expenditures	**2,329,281**	**2,286,931**	**1,479,812**	**1,384,268**	**1,384,268**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Number of Traded Sector business relocations (within Portland)	17	17	10	10	10
Key Performance Measure					
Percentage of start-up investment to firms founded, owned, or led by women	44%	70%	60%	65%	65%
Percentage of start-up investment to firms founded, owned, or led by people of color	72%	56%	75%	80%	80%
Percentage of non-TIF resources for operating budget	71.0%	76.0%	74.0%	75.0%	75.0%
Outcome					
25 Businesses Invest in Expansion in 5 Years	0	0	2	1	4
100 Startup Businesses Launched in 5 Years	0	0	25	25	25
Jobs Resulting from Traded Sector Business Relocations and Expansions within Portland	0	0	1,000	1,000	1,000
Output					
Number of Businesses Receiving Long Term Technical Assistance	0%	81%	75%	75%	75%
Number of Companies Introduced to Capital Partners	0	0	40	40	40
Workload					
Number of Traded Sector business clients	375	941			
Number of Traded Sector business retention, expansion visits	500	744	425	350	350
Number of Traded Sector direct assistance, referral activities	550	853	300	400	400
Number of Portland Traded Sector firms receiving export assistance	45	52	40	40	40

Performance Measures

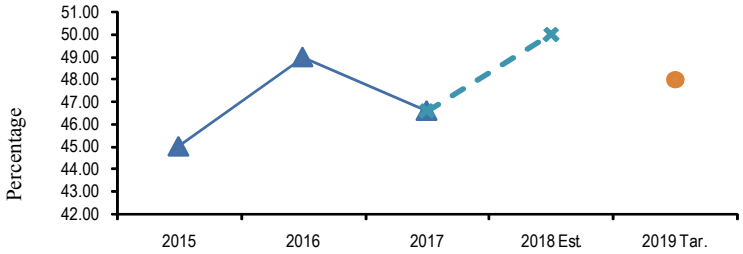
Percentage of Households at or Above Self-Sufficiency

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 City's ability to foster economic opportunity for all Portlanders.



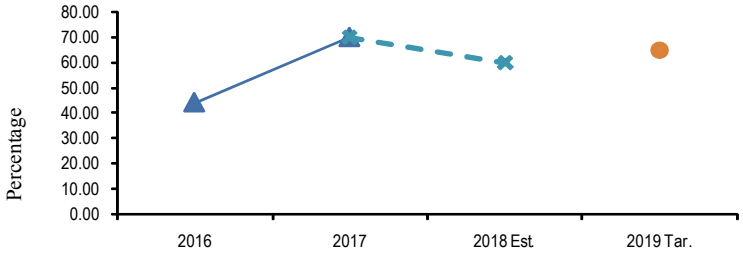
Percentage of Workforce in Multnomah County Earning at Least a Middle Wage

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. 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.



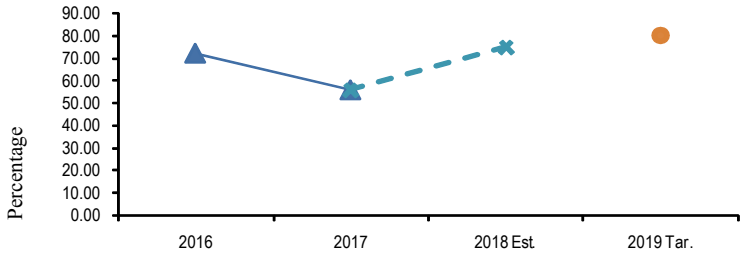
Percentage of Startup Investments to Firms Founded, Owned, or Led by Women

Access to capital is a critical factor for firm success and growth. Local and national data suggest that women lag 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.



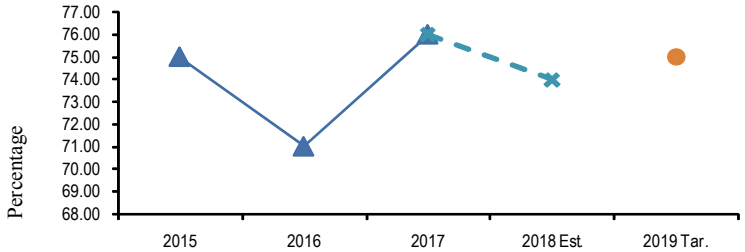
Percentage of Startup Investments to Firms Founded, Owned, or Led People of Color

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.



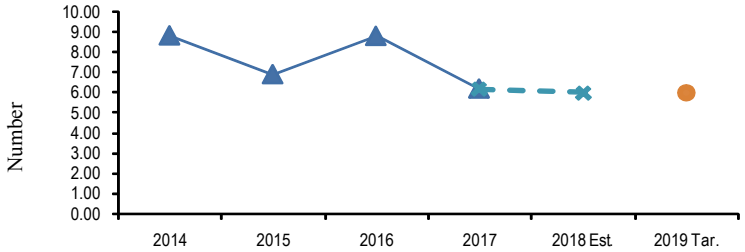
Percentage of Non-TIF Resources for Operating Budget

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Intergovernmental	48,221	0	0	0	0
Total External Revenues	**48,221**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	6,975,474	5,730,106	6,131,910	6,190,664	6,540,664
Total Internal Revenues	**6,975,474**	**5,730,106**	**6,131,910**	**6,190,664**	**6,540,664**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$7,023,695**	**$5,730,106**	**$6,131,910**	**$6,190,664**	**$6,540,664**
Requirements					
Bureau Expenditures					
External Materials and Services	7,023,695	5,730,106	6,131,910	6,190,664	6,540,664
Total Bureau Expenditures	**7,023,695**	**5,730,106**	**6,131,910**	**6,190,664**	**6,540,664**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$7,023,695**	**$5,730,106**	**$6,131,910**	**$6,190,664**	**$6,540,664**
Programs					
Entrepreneurship and Community Econ Dev	4,646,193	3,443,175	4,652,098	4,806,396	5,156,396
Accounting	48,221	0	0	0	0
Traded Sector Economic Development	2,329,281	2,286,931	1,479,812	1,384,268	1,384,268
Total Programs	**$7,023,695**	**$5,730,106**	**$6,131,910**	**$6,190,664**	**$6,540,664**

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

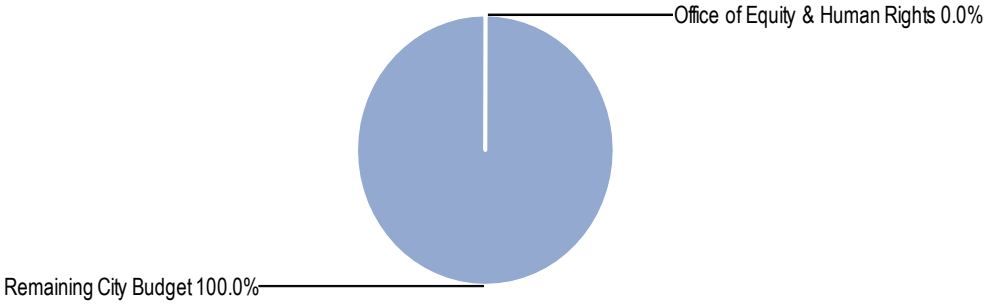
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	5,667,502	0	5,667,502	0.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	275,000	0	275,000	0.00	Small Business Growth program
	0	142,240	142,240	0.00	Portland Film Office
	100,000	0	100,000	0.00	Small Business Technical Assistance: Tax & Financial Support
	0	64,000	64,000	0.00	Traded Sector Inclusive Business program
	0	100,000	100,000	0.00	Expansion of Mercatus
	0	70,000	70,000	0.00	FY 2017-18 Carryover: Alberta Main Street and Traded Sector Inclusive Business
	(142,240)	0	(142,240)	0.00	Healthcare Cluster Reduction
	(33,000)	(33,000)	(66,000)	0.00	Alberta Main Strreet ongoing reduction
	(52,838)	0	(52,838)	0.00	Small Business Working Capital Micro Loan program
Approved Budget Additions and Reductions					
	200,000	0	200,000	0.00	Venture Portland Catalytic Investment Initiative
	0	150,000	150,000	0.00	Brownfield Property Tax Exemption Program
Adopted Budget Additions and Reductions					
	0	0	0	0.00	None
	346,922	**493,240**	**840,162**	**0.00**	**Total FY 2018-19 Decision Packages**
			6,507,664	**0.00**	**Total Adopted Budget**

Office of Equity & Human Rights

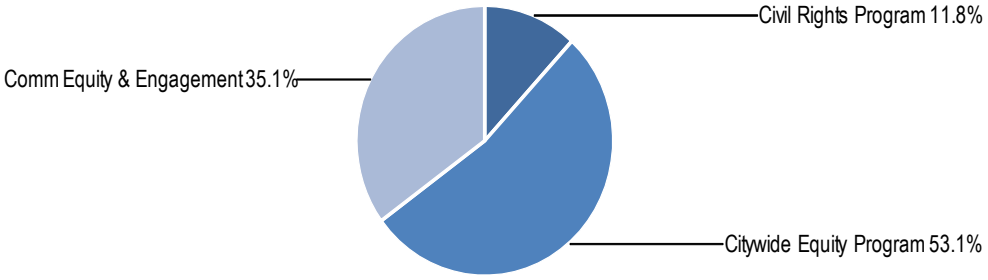
Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Koffi Dessou, Interim Director

Percent of City Budget

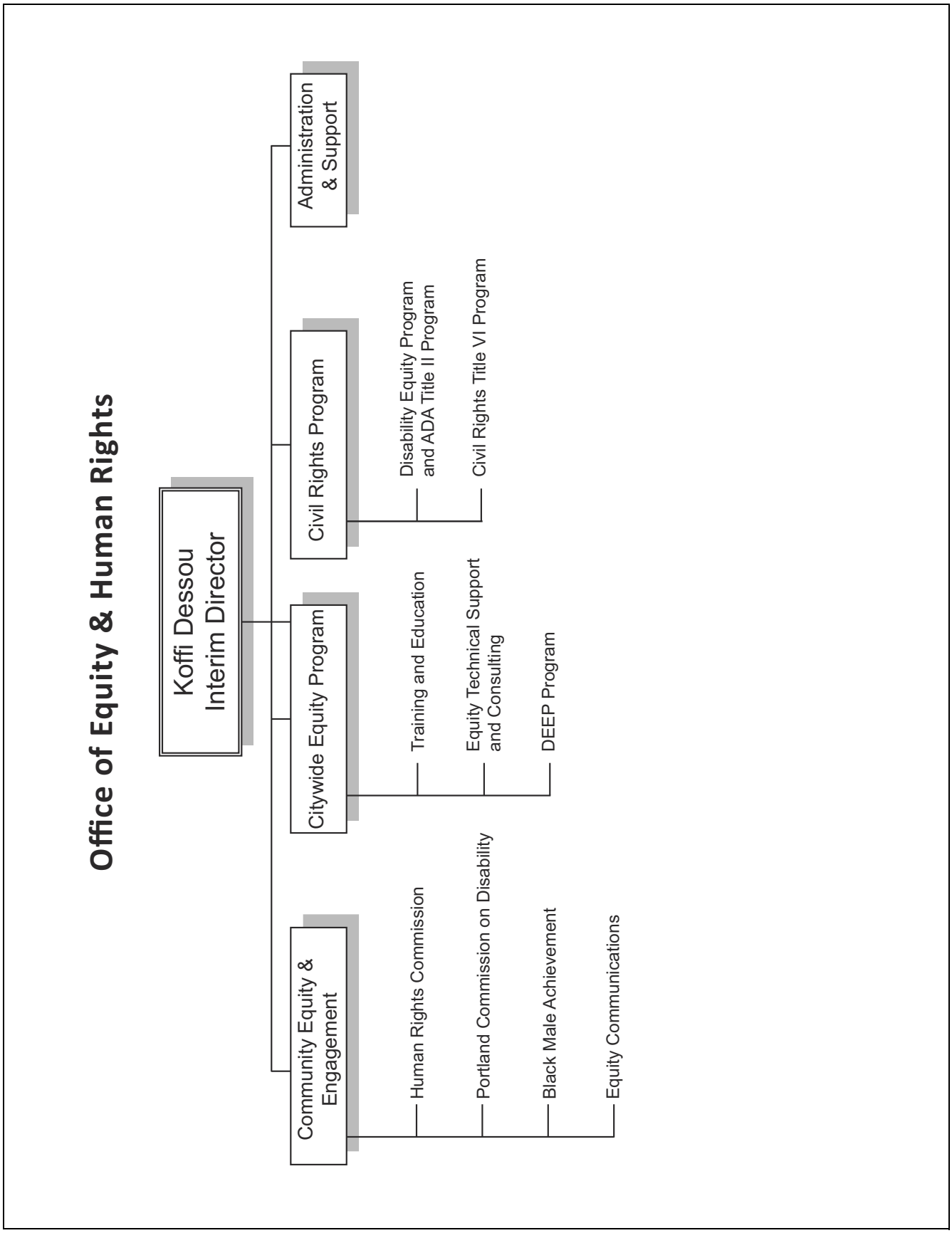


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,744,858	1,919,615	174,757	10.02
Capital	0	0	0	0.00
Total Requirements	**1,744,858**	**1,919,615**	**174,757**	**10.02**
Authorized Positions	11.90	11.60	(0.30)	(2.52)


Office of Equity & Human Rights
Koffi Dessou
Interim Director
Administration & Support
Civil Rights Program
Disability Equity Program and ADA Title II Program
Civil Rights Title VI Program
Citywide Equity Program
Training and Education
Equity Technical Support and Consulting
DEEP Program
Community Equity & 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 of Portland staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access and opportunity starting with issues of race and disability.

Bureau Overview

The Office of Equity and Human Rights was created in September 2011 by City Council. The office provides services to all City bureaus in the areas of training and technical assistance related to promoting equity and reducing disparity throughout the City. The office has four major budget 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 Portland Plan's Framework for Equity describes the equity approach to be undertaken by the City, outlines the action items for various bureaus, and provides a framework of program-specific goals. The overall long-term goals are as follows:

- Create a Citywide Equity Initiative;
- Collect and review City data that reflects on and informs equity work; and
- Create an equity strategy for City bureaus and staff.

The office has achieved the goals and moved beyond those efforts by creating a more robust process for Title II of the Americans with Disabilities Act and Title VI of the Civil Rights Act, developing the Citywide Racial Equity Goals and Strategies, guiding bureaus through the Racial Equity Plan development process, expanding training and education, and institutionalizing equity in the budget process through an enhanced budget equity tool.

Summary of Budget Decisions

Adds

Public Accommodations

The Adopted Budget includes $75,000 in one-time General Fund resources for a Citywide public accommodations pool. Bureaus will be eligible to apply for funding to support specific projects that cannot be funded through existing resources; this may include interpretation, childcare, transportation, and other services to reduce barriers to participation for underserved communities.

Interagency Agreement Balancing

The Adopted Budget includes $1,393 in net changes to interagency costs for OMF services. Increased costs are primarily for Enterprise Mobility Management and Microsoft Enterprise Mobility + Security. Reduced costs for OMF services are primarily for reductions around Tableau implementation, and changes in the Bureau of Internal Business Services. General Fund resources of $800 have been added to account for the net impact of these interagency agreement changes, with the exception of computer lifecycle replacement costs that are funded within existing resources.

FY 2017-18 Carryover: Software Program Pilot

The Adopted Budget carries over $50,000 to fund a software pilot project, a subscription-based application to collect data and report on the implementation of the Citywide Equity performance measures. These resources will fund a one-time subscription for about 100 users across the city bureaus. This project is to support the reporting needs of the Citywide Racial Equity Plans and Goals as well as the disability equity plans.

Budget Note

Public Accommodations

Council directs the Office of Equity & Human Rights, the Office of Neighborhood Involvement, and the City Budget Office to undertake an analysis of Citywide public accommodations. This will include identification of current spending and service levels across all bureaus. These entities will provide recommendations for the City's standard provision of accommodations, how to centralize support and resources for bureaus to meet these standards, and how to fund services that go beyond current allocations (focused first on prioritization of existing resources and process improvements without new resources). The analysis will be provided no later than December 31, 2018 in order to inform FY 2019-20 Budget Development.

Administration and 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 and 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

There are no significant changes to this program in FY 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	1.95	1.95	2.14	2.11	2.11
Expenditures					
Administration	132,615	194,581	257,541	336,476	336,380
Total Expenditures	**132,615**	**194,581**	**257,541**	**336,476**	**336,380**

Citywide Equity Program

Description

Within the Citywide Equity Program, there are three major components:

Equity Training and Education Program: The program designs and delivers training to City staff on equity concepts and implementation methodologies, centering 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: OEHR provides consulting, technical assistance, and equity tools to assist bureaus with implementing their Racial Equity Plans. Each bureau is assigned an Equity Advisor to support bureau leadership. OEHR also has several staff members who provide Citywide assistance in evaluating or changing policies or practices.

Diverse Empowered Employees of Portland (DEEP): This networking resource is the central coordinating committee of the City employee affinity groups. DEEP seeks to help create a work environment that is inclusive and supportive of the City's diverse workforce. OEHR provides equity and budget guidance, as well as financial management for the committee.

Goals

Equity Training and Education Program will develop and deliver training curriculum on institutionalized racism and equitable service delivery to individuals with disabilities.

Equity Technical Support and Consulting will work with Bureaus to review their Racial Equity Plans, assess progress, and adjust current year plans to reflect results of prior year actions.

DEEP will track the number of DEEP-sponsored and coordinated events and the number of participants.

Performance

Equity Training and Education Program: The bureau trained 1,202 employees in FY 2016-17 in the Equity 101 training. Projected trainings for FY 2017-18 and FY 2018-19 are somewhat lower, as the bureau is moving 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 FY 2018-19 Adopted Budget includes $50,000 in one-time carryover for a software pilot to collect data and report on the implementation of the Citywide Equity performance measures. The budget also includes $75,000 in one-time General Fund resources for a public accommodations pool.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.80	3.67	4.85	4.76	4.76
Expenditures					
Citywide Equity Council	133,867	251	0	0	0
Citywide Equity Program	0	0	100,440	75,000	125,000
DEEP Program	30,967	30,036	23,504	26,014	26,014
Equitable Purchasing & Contracting Comm	0	2,124	0	0	0
Racial Equity Toolkit Cohort	0	93,964	126,795	95,367	95,367
Tech Support & Consulting	312,061	317,029	233,611	295,342	295,342
Training & Education	248,729	309,389	225,188	299,077	299,077
Total Expenditures	**725,624**	**752,793**	**709,538**	**790,800**	**840,800**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of City management that are employees of color	16%	18%	21%	25%	25%
Percentage of City employees that have completed Equity 101 training	54%	74%	85%	90%	90%
Outcome					
Percentage of City workforce that are employees of color	20%	25%	33%	35%	35%
Workload					
Number of City employees who received equity trainings annually	1,637	1,202	800	500	350
Number of requests by City bureaus or elected officials for equity consultation or technical assistance	15	40	75	75	60
Number of bureau consultations regarding the Language Access Program	36	60	60	60	75

Community Equity & Engagement

Description

Community Equity & Engagement includes four components:

- **Black Male Achievement Program (BMA):** the BMA initiative addresses disparities for Black men and boys in education, employment, criminal justice, and community and family stability. The BMA initiative in Portland was established as a program of the National League of Cities and coordinated by the Mayor's Office, then established as a program area in OEHR in December 2014. The program leads a collective of community organizations to create access and opportunity to career pathways, self-determination, mental and physical health, and 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 those who live, work, study, worship, travel, and play in the City of Portland. In doing so, the Commission is guided by the principles embodied in the United Nations' Universal Declaration of Human Rights.
- **Portland Commission on Disability (PCoD):** the mission of PCoD 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 component promotes the equity work of the office and City to the community and within City government: processing public records and media requests; organizing public participation events; recruiting Bureau Advisory Committee members and organizing meetings; and producing informational resources and reports, videos, and other materials about OEHR.

Goals

The Community Equity and Engagement division 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.
- The **Human Rights Commission** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials.
- The **Portland Commission on Disability** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials.
- **Equity Communications** will fulfill media and public records requests, create the OEHR annual report, create multi-media material for OEHR's work, coordinate community events, and engage community with public events and social media.

Changes to Services and Activities There are no significant changes to this program in FY 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.30	3.67	3.74	3.62	3.62
Expenditures					
Black Male Achievement Pg	142,931	170,445	183,203	187,704	187,704
Disability Commission	266,332	115,961	126,875	132,486	132,486
Equity Communications	96,027	99,705	103,693	90,300	90,300
Human Rights Commission	99,237	129,895	137,904	144,805	144,805
New Portlander Program	(2)	0	0	0	0
Total Expenditures	**604,525**	**516,006**	**551,675**	**555,295**	**555,295**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Output					
Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	2	7	6	10	6
Number of participants who engaged in BMA sponsored/hosted activities or programs	590	650	700	700	500
Workload					
Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	2	13	15	15	20

Civil Rights Programs

Description

Disability Equity and ADA Title II Program: this program identifies and develops Citywide best practices and procedures for ADA Title II compliance. The program provides technical assistance to bureaus and the community, including questions, issues, policy, programming, planning efforts, best practices, institutional tools, service delivery, and identifies strategies to ensure government is equitable for people living with disabilities.

Civil Rights Title VI Program: 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 takes active steps to assure that, it provides and promotes equitable benefits of government, ensures equitable impacts, treatment, and nondiscrimination in City decision-making and its public programs.

Goals

The Disability Equity Program and ADA Title II Program provides ongoing information dissemination and training, support bureau leads and other City staff around ADA Title II implementation activities, provides technical assistance for regular operations and large City projects, coordinates combined community concerns and complaints, and provides technical assistant to bureau leads on compliance documentation and data tracking.

Civil Rights Title IV Program provides ongoing information dissemination and training, support bureau leads and other City staff around Civil Rights Title VI implementation activities, provides technical assistance for regular operations and large City projects, coordinates combined community concerns and complaints, and provides technical assistant to bureau leads on compliance documentation and data tracking.

Performance

Disability Equity and ADA Title II: the Key Performance Measures associated with the ADA Title II Program tracks Citywide progress toward 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.

Racial Equity and Civil Rights Title VI: the Key Performance Measures associated with the Civil Rights Program tracks Citywide progress toward translating essential documents into safe harbor languages. OEHR supports these goals through training, providing technical assistance, providing information, tracking compliance, and more.

Changes to Services and Activities

There are no significant changes to this program in FY 2018-19.

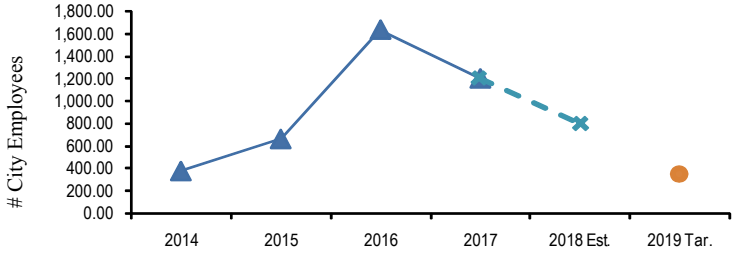
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	0.95	1.61	1.17	1.11	1.11
Expenditures					
Civil Rights Program	293,741	140,333	226,104	187,140	187,140
Total Expenditures	**293,741**	**140,333**	**226,104**	**187,140**	**187,140**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of bureaus that have translated essential documents into the safe harbor languages	48%	100%	60%	60%	60%
Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	34%	47%	60%	70%	90%
Workload					
Number of bureau consultations regarding Title II / Title VI	100	115	75	75	90

Performance Measures

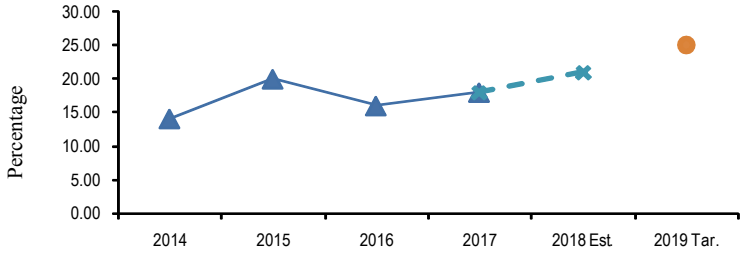
Employees Receiving Equity 101 Training

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.



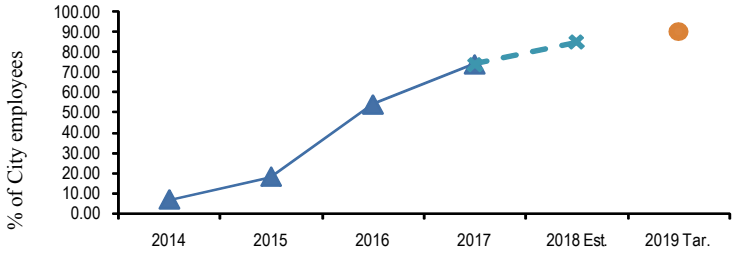
Percentage of City Managers that are Employees of Color

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	4,300	2,098	0	1,500	1,500
Intergovernmental	750	(750)	0	0	0
Miscellaneous	47,506	1,703	2,428	0	0
Total External Revenues	**52,556**	**3,051**	**2,428**	**1,500**	**1,500**
Internal Revenues					
General Fund Discretionary	1,260,328	1,018,616	1,105,250	1,212,718	1,235,230
General Fund Overhead	516,088	575,741	631,491	655,493	682,885
Interagency Revenue	5,823	5,126	5,689	0	0
Total Internal Revenues	**1,782,239**	**1,599,483**	**1,742,430**	**1,868,211**	**1,918,115**
Beginning Fund Balance	0	750	0	0	0
Total Resources	**$1,834,795**	**$1,603,284**	**$1,744,858**	**$1,869,711**	**$1,919,615**
Requirements					
Bureau Expenditures					
Personnel Services	1,530,004	1,333,656	1,305,755	1,452,361	1,452,361
External Materials and Services	170,843	79,529	222,993	192,526	242,526
Internal Materials and Services	133,198	190,099	216,110	224,824	224,728
Total Bureau Expenditures	**1,834,045**	**1,603,284**	**1,744,858**	**1,869,711**	**1,919,615**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	750	0	0	0	0
Total Requirements	**$1,834,795**	**$1,603,284**	**$1,744,858**	**$1,869,711**	**$1,919,615**
Programs					
Administration & Support	132,615	194,581	257,541	336,476	336,380
Mayor's Office	0	(429)	0	0	0
COCL Support	77,515	0	0	0	0
Citywide Equity Program	725,624	752,793	709,538	790,800	840,800
Civil Rights Program	293,741	140,333	226,104	187,140	187,140
Govern. For Racial Equity	25	0	0	0	0
Comm Equity & Engagement	604,525	516,006	551,675	555,295	555,295
Total Programs	**$1,834,045**	**$1,603,284**	**$1,744,858**	**$1,869,711**	**$1,919,615**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	50,877	78,333	1.00	66,792	1.00	69,532	1.00	69,532
30000503	Disability Program Specialist	61,734	82,285	1.00	61,740	1.00	63,000	1.00	63,000
30001758	Equity and Human Rights Director	115,814	165,797	1.00	115,812	1.00	129,996	1.00	129,996
30000452	Management Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000464	Program Coordinator	68,078	90,792	5.00	380,086	5.00	423,883	5.00	423,883
30000465	Program Manager	71,510	95,472	2.00	184,451	2.00	188,772	2.00	188,772
TOTAL FULL-TIME POSITIONS				11.00	904,353	11.00	970,655	11.00	970,655
30000433	Administrative Specialist, Sr	47,362	72,904	0.90	42,624	0.60	33,696	0.60	33,696
TOTAL PART-TIME POSITIONS				0.90	42,624	0.60	33,696	0.60	33,696
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				11.90	946,977	11.60	1,004,351	11.60	1,004,351

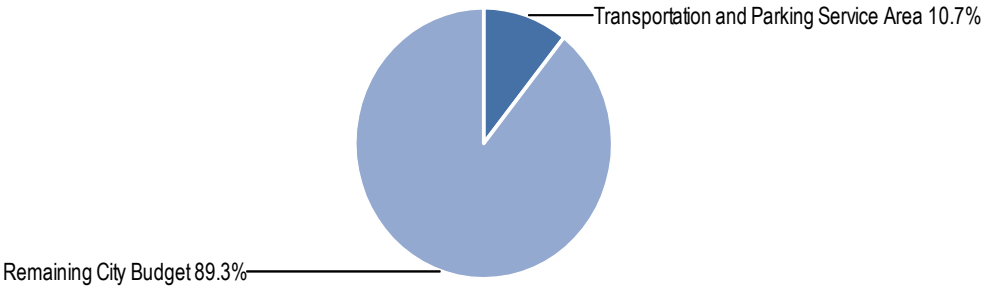
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	1,793,815	0	1,793,815	11.60	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Increased funding for DCTU contract
Mayor's Proposed Budget Decisions					
	0	75,000	75,000	0.00	Public Accommodations Pool
	896	0	896	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	50,000	50,000	0.00	FY 2017-18 Program Carryover: Software Pilot
Adopted Budget Additions and Reductions					
	(96)	0	(96)	0.00	OMF interagency adjustments
	800	**125,000**	**125,800**	**0.00**	**Total FY 2018-19 Decision Packages**
			1,919,615	**11.60**	**Total Adopted Budget**

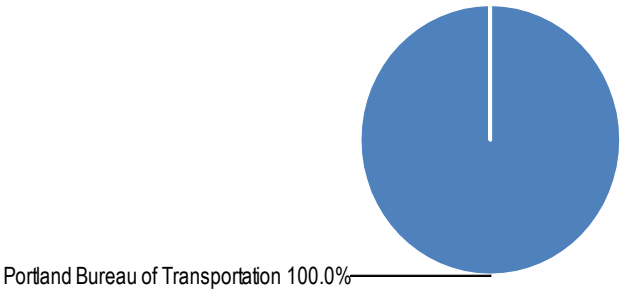
Transportation and Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	330,434,317	369,991,257	39,556,940	11.97
Capital	105,798,530	180,854,545	75,056,015	70.94
Total Requirements	**436,232,847**	**550,845,802**	**114,612,955**	**26.27**
Authorized Positions	911.02	977.34	66.31	7.28

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 2018-19 Adopted Budget is $550.8 million. Of that amount, the Capital Improvement Plan for FY 2018-19 totals $180.9 million.

PBOT's FY 2018-23 financial forecast shows a surplus and does not require reductions. Major changes from the prior five-year financial forecast include but are not limited to the following:

- House Bill 2017 gas tax revenue brings $119.6 million to the forecast; and
- Parking revenue increases by $14.0 million in the forecast

Significant changes to PBOT's budget in FY 2018-19 include:

- Additional $7.5 million in one-time General Fund resources from capital set-aside to support various large-scale capital projects, including the replacement and/or upgrade of sidewalks and curb corners to meet ADA compliance.
- $15.5 million in House Bill 2017 revenue for expanded capital and engineering project work, maintenance activities, and additional support services to assist with project implementation.
- $2.1 million of one-time General Fund and Recreational Cannabis Tax Fund resources for major maintenance, capital projects, and for Vision Zero initiatives.

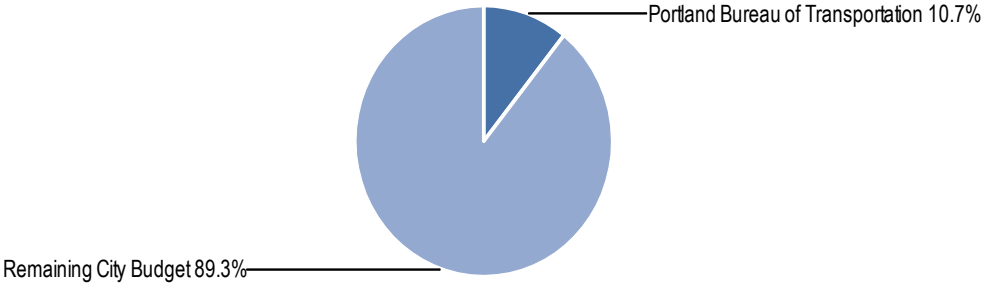
With regards to fund reserves, PBOT maintains a Transportation Reserve Fund (separate from the operating fund). PBOT has been unable to dedicate the desired 10% level of discretionary revenues. PBOT has been and will continue to contribute $700,000 annually to get to this level.

Portland Bureau of Transportation

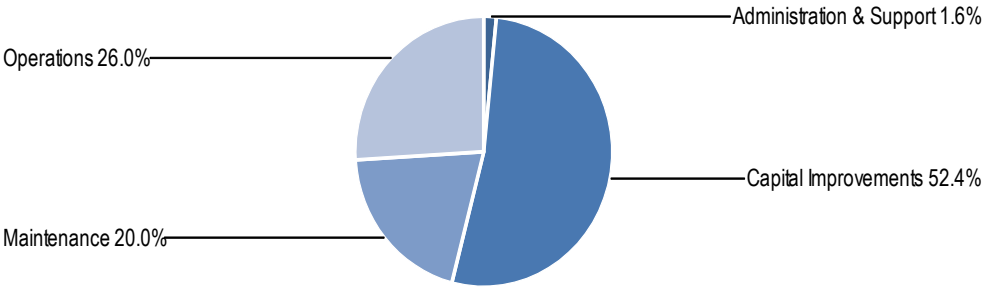
Transportation and Parking Service Area

Dan Saltzman, Commissioner-in-Charge
Chris Warner, Interim Director

Percent of City Budget



Bureau Programs



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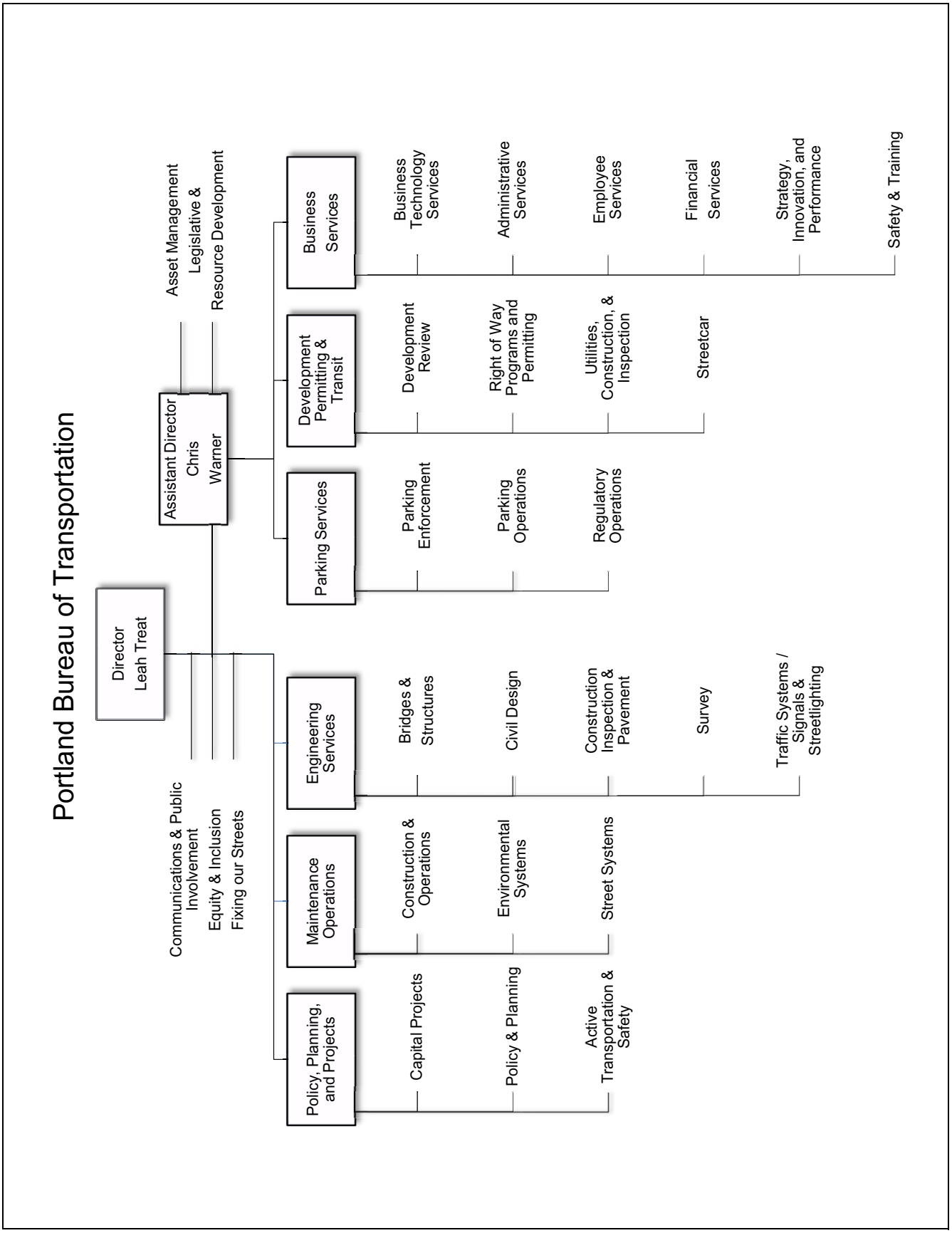

Portland Bureau of Transportation
Director
Leah Treat
Communications & Public Involvement
Equity & Inclusion
Fixing our Streets
Assistant Director
Chris Warner
Asset Management
Legislative &
Resource Development
Policy, Planning, and Projects
Capital Projects
Policy & Planning
Active Transportation & 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
Strategy, Innovation, and Performance
Safety & Training

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 2015, in a concerted effort to be more systematic in the bureau's work on behalf of Portlanders, PBOT launched the first edition of Portland Progress. Informed by the priorities identified in the City of Portland's foundational plans -- the Portland Plan, the Comprehensive Plan, the Transportation System Plan, the Climate Action Plan -- Portland Progress I presented an ambitious set of real, tangible and measurable actions PBOT would undertake to support a safer, more mobile, a more equitable and a more sustainable city.

Thanks to the dedication and hard work of PBOT employees across all of the bureau's six groups, PBOT completed or made substantial progress on 86% of Portland Progress action items. The completed actions included achievements that have significantly advanced the bureau's goals of effectively taking care of our city's transportation system for the benefit of all residents. They include;

- Completion of the bureau's comprehensive Vision Zero Action Plan *(Portland Progress I, Vision Zero, Protect the Vulnerable Action 4)*
- Completion of the bureau's 5 year Racial Equity Plan *(Portland Progress I, Build a Future, Institutional Equity Action 8)*
- Successfully meeting our preventive maintenance goal of annually treating 100 lane miles of streets *(Portland Progress I, Preserve and Operate, Preserve Investments Action 1)*

- The completion of pioneering code changes to regulate TNCs and taxis *(Portland Progress I, Preserve and Operate, Optimize Operations Action 7)*
- Launch of BIKETOWN, Portland's bikeshare system *(Portland Progress I, Health and Vitality, Improve Community Health Action 5)*

Starting in 2017, PBOT launched the second iteration of our strategic workplan, Portland Progress II. Like Portland Progress I, this new edition of the bureau's workplan is informed by Portland's longstanding tradition of envisioning transportation as a catalyst for supporting a prosperous Portland that offers a high quality of life for everyone and leaves behind only a small carbon footprint. Also like its predecessor, Portland Progress II presents a set of meaningful and measureable actions that the bureau will take to ensure that Portlanders can get where they need to go safely and easily. These actions include everything from modernizing our capital project delivery process to creating a toolbox of inexpensive traffic safety improvements to deploying the bureau's 3D laser surveyor on relevant projects.

The strategic approach represented by Portland Progress is more important than ever. Portland faces significant challenges. Portions of the city have limited connectivity and incomplete pedestrian and bicycle networks. We have aging infrastructure and a number of unimproved streets. We also face long-term challenges arising from climate patterns.

This workplan positions PBOT to take aggressive action to meet these challenges. Guided by Portland Progress II, PBOT will preserve our past investments and improve the safety of our system; prepare for the future of a city with new demands, growing diversity, and a changing climate; and manage our transportation assets to maximize their utility and value.

The bureau is invigorated by the work ahead of us, and already looks forward to two years from now when we can highlight what we have achieved, and how again we plan to take PBOT and the City of Portland into the future with forward-thinking, resilient and equitable transportation strategies.

Portland Progress' six major goals 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 by 2025.
- 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 the bureau.

Key Performance Measures

PBOT's FY 2018-19 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 strategic target is 70% by target year 2035 in fair or better condition and no more than 11% in very poor condition, as referenced in PBOT's Asset Status + Condition Report 2016.
- Transportation assets are maintained, measured by percentage of busy collector/arterial streets in fair or better condition. The target year is 2035 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 2016.

Transportation Funding

Since spring 2016, a number of new transportation funding sources have become available. These new funding sources will reduce, but by no means eliminate, the City's structural maintenance deficit.

In May 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.

In 2017, the Oregon State Legislature passed and Governor Brown signed, HB 2017, a state transportation funding package. The legislation is projected to increase funding in FY 2018-19 by $16.6 million, and up to $35 million by FY 2026-27. Also, in Fall 2017, Portland City Council created the Build Portland program to finance upgrades to critical city infrastructure, including transportation improvements.

PBOT will invest this money in a wide variety of street improvement and safety projects across the entire city. The funding 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

General Fund Resources

Major Maintenance & Infrastructure Replacement Projects

The Adopted Budget includes an increase of $7.5 million in one-time General Fund resources from Capital Set-Aside to support the following:

- The replacement and/or upgrade of corners to meet Americans with Disabilities Act standards ($2.5 million).
- The reconstruction or replacement of traffic signals at risk of failure ($1.5 million).
- The Halsey Corridor Traffic Signal Replacement Project will reconstruct or replace traffic signals at risk of failure at five intersections between NE 47th and NE 74th on NE Halsey street, and construct safety and mode-share improvements on this High Crash Network ($3 million).
- Updates to traffic signal hardware, wiring and poles, and software, including preventative maintenance work, while also leveraging additional private resources to maximize the City investment ($250,000).
- Funding to locate and map underground circuitry networks for LED street lights to prevent the risk of electric shock to people working on or around the circuitry network ($250,000).

NW Streetcar Extension

The Adopted Budget includes $370,000 in one-time General Fund resources for the design, initial project management, and public involvement for a 2.3-mile expansion of the Streetcar in NW Portland. This funding will support PBOT, Portland Streetcar Inc., TriMet and other City bureaus, in collaborating with the community in deciding between two possible streetcar alignments. The bureau and local business community highlight this project's importance in making NW Portland a viable location for future residential development and low-income housing, by providing an enhanced, well connected transportation system across Portland.

Recreational Cannabis Tax Fund Resources

Vision Zero Citywide Awareness Campaign

The Adopted Budget includes an additional $250,000 of one-time Recreational Cannabis Tax Fund resources for a Citywide Awareness Campaign targeted at educating the public of the dangers of distracted driving and speeding, among other unsafe habits behind the wheel.

New Revenue

Expanded Work with New Revenue

As a result of the State's passage of House Bill 2017 (HB 2017), PBOT projects a sustained increase in gas tax revenue from $15.5 million in FY 2018-19 to $35.1 million in FY 2027-28. The Adopted Budget includes new resources to conduct the capital and engineering project work, maintenance activities, and additional support activities necessary for project implementation. Details of these investments are listed below:

Capital Projects

- $6.8 million per year for projects that deliver maintenance, safety, and capacity improvements across the system. These improvements include ADA accessible corners, signal & streetlight reconstruction, a bridge replacement, and various street repairs and safety enhancements.
- $2.4 million investment in small improvement projects for Vision Zero, Safe Routes to School, protected bike lanes, neighborhood greenways, and transit and freight priorities.
- Seven new positions, including four positions to work on ADA ramp design, two signal and streetlight electricians, and one position for planning and design.

Maintenance Investments

- $860,000 and six positions to fill 15-20 more potholes per day, and meet the City's 30-day repair goal;
- $2.0 million for preventive pavement maintenance through micro-surfacing and slurry-seal treatments, potentially saving a net of $1.6 million per year in what would otherwise be deferred maintenance costs;
- $1.0 million and four positions to grade and gravel 20 lane-miles of unimproved streets annually, providing maintenance work on 36% of all unimproved streets per year;
- $500,000 and nine positions for a night maintenance crew to increase volume of pavement striping and marking; and
- $844,300 and one position for several projects, including preventive bridge maintenance, tunnel lining replacement, guardrail maintenance, signal and streetlight maintenance, and asset inspections and assessments.
- $500,000 to restore management and support positions at Maintenance Operations that were eliminated in prior years due to budget reductions.

Support Services

- Positions assigned to provide additional support for communications, capital controls, employee hiring and onboarding, Minority, Women, & Emerging Small Business (MWESB) outreach and support, legislative affairs, equity and inclusion, and transit coordination.

Build Portland

The Adopted Budget includes $4.0 million of one-time Build Portland funds for capital investments in ADA accessible corners and signal/streetlight reconstruction and replacement.

Other Resources

Columbia Blvd Crossing

The Adopted Budget includes $650,000 of System Development Charge resources to accelerate and enhance planned safety improvements at North Columbia Boulevard near George Middle School. State funding in the amount of $1.5 million has been earmarked for the project, but will not be released until 2019. This funding will enable the bureau to begin project design immediately and accelerate the project timeline.

Reductions

Street Cleaning

The Adopted Budget includes a $401,669 reduction in ongoing General Fund support for street cleaning. This reduction is backfilled by an increase in interagency revenues from the Bureau of Environmental Services. Street cleaning provides a stormwater management benefit by keeping debris out of the collection system. See additional Budget Note below.

Realignments

Regulatory Background Checks

The Adopted Budget includes the realignment of $417,548 of service charges and fees paid by private-for-hire companies towards five new positions within PBOT to conduct background checks for private-for-hire drivers. This realignment creates additional opportunities in immigrant communities through fair background procedures within the private-for-hire industry, assisting to end racial disparities, and strengthening outreach to communities of color, immigrant, and refugee communities that are interested in beginning a career in this industry.

Position Authorizations

The Adopted Budget includes three positions added within the Engineering Group to do the necessary work of preparing and reviewing contract documents prepared by consultants. Also, to complete the construction management and inspection of these projects. These positions will be funded through increased project work.

Interagency Agreement (IA) Balancing

The Adopted Budget includes a $200,468 net increase to interagency costs. Increased IA costs are primarily driven by emergency tree removal cost recovery charges from the Parks Bureau ($382,800) along with increases in the Bureau of Technology Services (BTS) IA for Enterprise Mobility & Security Management ($70,992) and shortening the PC/laptop lifecycle replacement schedule ($26,071). Some of these increased IA costs were offset by reductions throughout the Office of Management and Finance (OMF) IA which totaled $132,667 along with a further $182,705 reduction for funding of immediate response clean ups for homeless camps. The HR liaison PBOT funded in FY 2017-18 is also no longer necessary resulting in a further savings of $94,979.

Budget Notes

Derelict RV Enforcement

In FY 2017-18, PBOT worked with local neighbors, the Police Bureau, vehicle owners, tow companies, and people experiencing homelessness to address safety and environmental hazards resulting from broken down RVs in the right-of-way. Council directs PBOT to continue current work with bureau resources in FY 2018-19, and to return to Council with a report on program challenges and successes in advance of the development of the FY 2019-20 budget.

ADA Compliance CAL Adjustment

City Council directs the Portland Bureau of Transportation and Portland Parks and Recreation to request General Fund increases of $1,000,000 and $1,000,000 respectively, to their FY 2019-20 Current Appropriation Level (CAL) targets during the FY 2018-19 Fall Supplemental Budget process. This funding will be dedicated to ADA compliance in each bureau.

Film Office Financing

Council directs the Portland Bureau of Transportation, Portland Parks and Recreation and the Office of Management & Finance to coordinate a plan that funds one-half of the Portland Film Office through filming permit revenues in FY 2019-20. Each bureau's requested budget should reflect any changes necessary to achieve this goal.

Street Sweeping

During FY 2018-19, Bureau of Environmental Services (BES) and PBOT shall work together to define PBOT's total cost of systemwide street cleaning services under the interagency and detail the cost of street cleaning arterial streets for BES to remain compliant with MS4 permits. BES and PBOT shall also define the quantifiable benefits of street sweeping to the stormwater system overall. Based upon the results of this analysis, BES shall propose appropriate realignments to the PBOT-BES interagency in its Requested Budget for FY 2019-20.

Capital Budget

Capital Summary

Investing in Portland's transportation system is critical to keeping people and goods moving, and to the City remaining economically competitive. The work required to update the existing twentieth-century system to the international standards required of a twenty-first century city is both complex and expensive. The City's capital program has some of the most visible and long-term effects on the quality of life for our stakeholders and the investments identified seek to reflect the Portland Bureau of Transportation's awareness of challenges and commitment to identifying meaningful solutions.

The foundation of the City's capital program is the Capital Improvement Program (CIP). The CIP, which is updated annually through the overall budget process, is a five-year spending plan that has been developed to ensure the modernization of Portland's transportation system. This is achieved through the strategic investment in transformational construction projects. At its core, the CIP is a list of projects, estimated costs and revenue sources. The base five-year FY 2018-19 to FY 2022-23 CIP includes 139 projects at a total cost of $378 million including General Fund one-time funding.

CIP Highlights

The five-year FY 2018-19 to FY 2022-23 Adopted CIP strives to achieve the goals of City Council and to provide a diversity of transportation modes and alternatives for citizens. Approximately 97% of FY 2018-2019 funding comes from numerous sources to include the ten cent Fixing Our Streets gas tax; federal, state and local grants, contracts, developer fees and other external sources. PBOT's discretionary General Transportation Revenue (GTR) funding makes up the remaining 3%.

Some of the improvements laid out in the CIP will provide new transportation facilities in areas without complete infrastructure. Examples include sidewalk infill and other crossing improvements that will be built by the East Portland Access to Transit project, the East Portland Access to Employment and Education project and the long-awaited SW Capital Hwy project. 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.

Several of the new projects in this year's CIP are targeted at improving safety to support Portland's Vison Zero goal of eliminating all traffic fatalities by the year 2025. Investments are planned on several streets identified as high crash corridors such as 122nd Avenue, 82nd Avenue, West Burnside Outer Division and SW Beaverton Hillsdale Hwy.

This CIP also includes investment in a number of new cycling facilities including the 70's and 4M Greenway projects. The Central City Multi-Modal Project will provide improved cycling, walking and transit access to areas of the city found in the central core. These investments will be complemented by two new 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, 47th and Cornfoot, 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.

In May 2016, voters in Portland approved a temporary Street Repair and Safety Program titled "Fixing Our Streets." The program, designed to finance a list of approximately 65 street repair and safety improvements throughout the city, will provide for pavement repair, signal modernization, more crosswalks and safety beacons, better and safer access to schools, and increased transit and community services. The program is funded by a temporary ten cent gas tax approved by the voters and a heavy vehicle use fee passed by Council ordinance.

Major Issues

PBOT 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, 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 projects remained at roughly the same level as previous acts.

Over-reliance on grant dollars has created the perception of inequitable service distribution. Unlike discretionary GTR funding, grant dollars cannot be re-allocated to a different need or project location that may be a higher priority for PBOT, including maintenance.

Bureau-wide demands on GTR, including an estimated average $9.0 million annually to be committed to the Sellwood Bridge and Portland-Milwaukie Light Rail debt service payment, has 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, much of the available discretionary funding will be needed to match grant funds.

Changes from Prior Year

The five-year FY 2018-19 to FY 2022-23 Adopted CIP includes 46 new projects. Many of the projects come from the Fixing Our Street funding and System Development Charge (SDC) projects. These projects range in scope from sidewalk, pedestrian, and bike safety improvements to structural and paving rehabilitation, and preservation that support business development and employment opportunities and access to businesses.

Council Goals and Priorities

The Portland Plan, adopted by Council in April 2012, includes strategies for developing a prosperous, educated, healthy and equitable city over the next 25 years. PBOT has implementation responsibilities as outlined in the five-year action plan 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

The majority of programs and projects within the FY 2018-19 CIP continue existing projects or bring projects to completion. Most of the new projects added to the CIP are from the new Fixing Our Street funding, state grants and SDC's.

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, bike, use public 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 and Southwest in Motion Implementation Strategies. The bureau works with other public agencies and private organizations to develop projects that have shared transportation goals.

All of these projects are compiled into the Transportation System Plan (TSP) and are evaluated based on their ability to improve the following outcomes: Safety, Neighborhood Access, Economic Benefit, Opportunity Access; Economic Benefit, Health, Equity, Climate, Cost Effectiveness, Community Support or 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 asset failure and safety needs.

City Comprehensive Plan

The FY 2018-19 CIP for capital programs and projects is consistent with the priorities identified in the TSP, a 20-year planning document mandated by the State Transportation Planning Rule. The TSP meets State and regional planning requirements and addresses local transportation goals for cost-effective street, transit, freight, bicycle, and pedestrian improvements. The Transportation Element of the TSP is a part of the City's Comprehensive Plan.

The TSP contains nearly 300 City-led major transportation projects, which address capital improvements for all modes of transportation and are consistent with Metro's 2040 Growth Concept, the long-term vision for the region. The TSP is the primary document for guiding transportation CIP investments. The TSP identifies major improvements and includes a list of significant projects. Many projects identified though plans may not be defined as "significant" or major projects, but are still important. For these projects, the TSP also contains a set of nine Citywide programmatic priorities:

- Pedestrian Network Completion
- Bikeway Network Completion
- Neighborhood Greenways
- High Crash Corridors
- Safe Routes to School
- Transit Priority
- Freight Priority

- Transportation System Management
- Transportation & Parking Demand Management
- Alternative Street Design Program

Financial Forecast Overview

The FY 2018-19 to FY 2022-23 Adopted CIP is supported by several funding sources, including Fixing Our Streets, System Development Charges, City General Fund, Build Portland resources, 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 2018-19, ongoing GTR in the CIP is $3.0 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 impact future revenues if Congress does not identify a long- term solution through reauthorization of the Federal Transportation Act.

As federal and state grant opportunities arise, PBOT staff review the grant criteria with partnering bureaus and consider potentially eligible projects from the TSP, modal plans, and other implementation plans or strategies adopted by Council. These potential projects are reviewed with bicycle, pedestrian, and freight advisory committees; senior management; and the larger community when warranted. Final selection of the projects for application is also contingent upon identifying local matching funds.

Asset Management and Replacement Plan

Asset Management is a system used to determine the proper repairs at the proper time for infrastructure. Certain assets have reserve funds that are used for major maintenance and capital replacement. Other infrastructure does not have reserve funds, but prioritization and strategic maintenance are applied to maximize the life of the asset. Condition monitoring is conducted on a number of assets. Knowing the condition of an asset allows the bureau to apply the right fix at the right time and to appropriately plan maintenance and operations dollar needs.

Public Facilities Plan Overview

The TSP serves as the Public Facilities Plan for transportation. This is noted in Goal 11.6 of the City's Comprehensive Plan. The TSP provides a framework for providing urban public facilities and 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 2018-19 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

Voters in Portland approved a temporary Street Repair and Safety Program in May of 2016 to finance street repair and safety improvements. The funding provides for much needed pavement repair, signal modernization, more crosswalks and safety beacons, better and safer access to school, and transit and community services for Portland's residents. The program is funded by a temporary ten cent gas tax approved by the voters and a Heavy Vehicle Use fee passed by Council ordinance. Some of the projects funded by the new revenue sources include sidewalk improvements in East Portland and SW Capitol Hwy.

HB2017 Funding

The Oregon Legislature passed a transportation investment funding package in 2017. The additional $14.5 million for FY 2018-19 will provide funding for infrastructure improvements including road preservation and rehabilitation and safety improvement projects.

Build Portland

In March 2018, the Portland City Council passed a transformative funding package, Build Portland, that will make available $600.0 million over 20 years from expired URAs to target asset improvement investments. These investments are intended to address the asset maintenance (or, the repair/rehabilitation/replacement) gap of more than $330.0 million per year Citywide with a focus on non-rate-payer-funded bureaus.

Recreational Cannabis Tax

In November 2016, Portland voters passed Ballot Measure 26-180, establishing a 3% tax on recreational marijuana sales in the City of Portland. Revenues from this tax are allocated to drug and alcohol treatment, public safety investments, and support for neighborhood small businesses. The FY 2018-19 Adopted CIP includes $200,000 from this funding.

Grants and Contracts

This category includes State and Federal grants as well as contracts with other local jurisdictions such as the Prosper Portland, Port of Portland and TriMet. The Regional Flexible Funds, formerly known as the Metro Transportation Improvement Program, is the regional process for identifying which transportation projects and programs will receive federal funds. Municipalities in the Portland metropolitan area are allocated these funds based on criteria established by the Joint Policy Advisory Committee on Transportation and the Metro Council. Prosper Portland, through tax-increment financing, has been a partner in developing transportation-related projects in PBOT's CIP. Projects supported in part by Prosper Portland funds include construction of SW Bond: Gibbs to River Pkwy in South Waterfront

Interagency Funding

These projects are funded by the City's General Fund and other City bureaus.

Local Improvement Districts (LID)

Property owners can work together to form an LID as a means of sharing in the cost of building needed transportation infrastructure. LIDs make local street improvements possible that promote public safety, community livability, and that can potentially enhance property values.

LID projects often rely on public subsidies to make the project affordable for the benefiting property owners. 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 2018-19 is $15.4 million, and $7.4 million over the next five years.

System Development Charges (SDC)

Developers pay fees to defray the cost of system improvements required for growth associated with new development. SDC funds are collected annually and accounted separately from other bureau program revenues. The funds are allocated to the CIP budget as qualifying projects are initiated.

The SDC program was adopted by City Council in 1997 and renewed in 2007 and 2017. Strict criteria govern the projects that may use SDC funds. About $82.4 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 SDC to partner with the Parks Bureau and BES to fund projects locally.

PBOT renewed the SDC program for the next 10 years to include new projects identified in the most recent Transportation System Plan update and longstanding projects that had not previously been prioritized for SDC funding. This new program was 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 out years.

The FY 2018-19 Adopted CIP has $5.7 million of discretionary GTR funding, including $2.7 million carryover from FY 2017-18 to complete construction of current projects. The remaining $3.0 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 2018-19 CIP includes $478,000 of ongoing General Fund support for transportation projects. This includes safety improvements on High Crash Corridors, Major Maintenance and Infrastructure Replacement Projects, and Improving Unpaved Streets.

FY 2018-19 CIP includes General Fund one-time funding of $11.5 million.

Other Local Funding

Other local funds such as permit fees, bond and miscellaneous service charges and fees comprise about $21.0 million of the five-year CIP.

Major Projects

There are 46 new projects in the FY 2018-19 CIP. Most of the new projects added to the CIP are from the new Fixing Our Street funding

New projects are listed below:

- T00526 - Errol Heights
- T00545 - Hwy Safety Improvement Prgm (HSIP) Signals
- T00568 - Sandy at 31st & Glisan at 87th, NE
- T00570 - Beaverton Hillsdale Hwy: 30th-39th, SW
- T00618 - Hawthorne Safety Improvements, SE
- T00656 - 47th Avenue Phase I LID, SW
- T00663 - Halsey St: 114th-162nd, NE
- T00672 - Regional Signal System – CONOPS & Implementation
- T00674 - Marine Dr: Kelly Pt Park to Leadbetter, N
- T00675 - Lombard St: N Ramsey to 2,500' north, N
- T00676 - Going St: Interstate Blvd - I-5 Ramp, N
- T00678 - Upper Hall St Landslide Abatement, SW
- T00679 - 45th Drive Landslide Abatement, SW
- T00680 - College St Landslide Abatement, SW
- T00683 - 27th & Holland LID, NE
- T00686 - Burlington & Edison LID, N.
- T00695 - Thurman St Landslide Abatement, NW

- T00697 - I-5 Rose Quarter Improvements Project
- T00698 - Suttle Road LID, N.
- T00710 - Jade-Montevilla Connected Centers NE"
- T00711 - Cornfoot Rd: 47th Ave - Alderwood, NE
- T00713 - 42nd Ave: Kilingsworth - Columbia, NE
- T00716 - Bridge Column Safety
- T00717 - 72nd Ave: Sandy - Killingsworth, NE
- T00718 - Central Eastside Access and Circulation Improvements
- T00719 - Brentwood-Darlington - SRTS, SE"
- T00720 - Glisan St: 82nd-162nd, NE
- T00721 - Capitol Hwy: Huber - Taylors Ferry, SW
- T00722 - Thurman Bridge Painting, NW
- T00723 - Cully Neighborhood St Improvements, NE
- T00724 - Division/Midway Street Improvements, SE
- T00725 - Lowell St: Macadam-Moody, S
- T00726 - Macadam/Bancroft LID, S
- T00731 - Gideon Pedestrian Overcrossing, SE
- T00732 - MLK: Tillamook to Columbia, NE
- T00735 - CIP Spot Improvement Program
- T00770 - Stark: 108th-162nd, SE
- T00771 - Foster/Woodstock Couplet: 96th-101st, SE
- T00772 - Lombard St: St Louis-Richmond, N
- T00773 - 60th/Halsey Area Improvements, NE
- T00810 - Cully Neighborhood Greenway
- T00811 - Cornfoot: 47th - Alderwood, NE
- T00812 - Naito/Whitaker Crossing, SW
- T00813 - Cap Hwy: Huber - Stephenson, SW
- T00814 - 162nd Access to Transit
- T00816 - 23rd Ave: Lovejoy-Vaugh, NW

Major transportation projects can span multiple fiscal years as the projects move from concept, through development, design and construction phases. In 2017 PBOT completed or advanced to construction several major projects:

- T00500 - Burnside St: 16th-Cesar Chavez, E – grinding, paving and corner sidewalk ramp construction to meet ADA standards.
- T00504 - 122nd Ave Safety Improvements, NE/SE - safety improvements including sidewalk and pedestrian crossing improvements
- T00499 - Dolph Ct & Spring Garden St LID, SW - sidewalk and partial street improvements
- T00592 - Main: 1st - 2nd, SW – grinding and paving
- T00468 - 42nd & Fremont – signal reconstruction.

Net Operating and Maintenance Costs

Some capital improvements in the FY 2018-19 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, performance process improvement, data analysis, procurement, contracting, safety, training and business technology services for PBOT. The group includes the following programs: Strategy, Innovation, and Performance, Administrative Services, Employee Services, Safety & Training, Financial Services, and Business Technology Services.

Goals

Expected accomplishments for the Office of the Director and the Business Services Group for FY 2018-19 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

In prior years, the program reported on the average span of control (or employee to supervisor ratio) and the percentage of administrative costs within the bureau's budget. The bureau is undergoing a revamp of its measures, and has decided to no longer use these measures to track performance. The bureau should be ready to report on its new measures in time for the Adopted Budget.

Changes to Services and Activities

This program's FY 2018-19 budget includes an increase of 8.42 FTE over the FY 2017-18 Revised Budget. The new positions will respond to workload around MWESB outreach, state and federal legislation, equity & inclusion efforts, and process improvement.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	71.50	79.50	79.08	81.50	87.50
Expenditures					
Administration & Support	(153,931)	(61,133)	0	0	0
Business Services	(5,889,996)	(5,732,805)	2,815,536	1,897,763	2,030,659
Field Support	4,269,751	4,656,550	5,020,713	646,528	646,528
Support Services	8,607,304	9,785,493	2,919,657	2,725,075	2,985,208
Total Expenditures	**6,833,128**	**8,648,105**	**10,755,906**	**5,269,366**	**5,662,395**

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 Adopted 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

This program's budget includes an increase of 37.06 FTE over the FY 2017-18 Revised Budget. The packages are detailed in the bureau overview section. The new positions will work on capital projects. Additionally, new revenue is facilitating increase pothole repair; pavement maintenance, striping and marking; preventative bridge maintenance, and grade and gravel service of unimproved streets.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	76.00	87.00	93.00	115.06	130.06
Expenditures					
Asset Management	3,039,017	10,379,984	23,629,167	44,052,243	43,052,243
Capital Improvements	22,937	2,421	35,878	0	0
Centers and Main Streets	4,924,922	416,704	0	0	0
CIP Support - Engineering Services	4,438,227	4,920,928	5,272,145	9,042,225	9,042,225
Economic Vitality	3,360,111	3,028,763	27,431,350	39,520,184	39,520,184
Freight and Industrial Areas	2,493,607	543,568	0	0	0
Health & Livability	4,896,948	5,770,208	16,269,069	25,326,372	25,326,372
Local Street Development	310,194	334,562	0	0	0
Neighborhood Livability	2,441,255	3,751,129	0	0	0
Preservation and Rehabilitation	6,012,285	17,346,912	0	0	0
Safety	3,936,454	7,551,231	38,408,628	68,190,858	72,955,746
Safety and Congestion Management	506,127	426,908	0	0	0
Special Projects	1,551,625	2,304,592	0	0	0
Total Expenditures	**37,933,709**	**56,777,910**	**111,046,237**	**186,131,882**	**189,896,770**

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 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 2018-19 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 sanitary and storm conveyance system, valued at approximately $13.0 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 2035.
- 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 2035.

Changes to Services and Activities

PBOT programs have been re-organized in recent years to improve service delivery. Environmental Systems has created a swing-shift to accommodate PBOT's need to maintain sewer and storm conveyance assets on busy arterial streets, and reduce congestion during peak hours.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	346.37	360.78	373.80	395.75	402.75
Expenditures					
Electrical Maintenance	4,750,846	4,438,867	5,803,100	6,237,300	6,237,300
Environmental System Maintenance	19,897,118	19,655,360	25,025,651	25,776,060	25,776,060
Indirect Services	5,548,227	5,813,930	1,815,060	2,487,429	2,487,429
Maintenance	743,459	864,601	168,129	1,198,036	1,198,036
Mall Maintenance	1,203,423	871,023	807,000	907,000	907,000
Sidewalk Preservation	3,352,228	3,960,558	5,302,100	5,575,467	5,575,467
Stormwater Maintenance	772,686	965,637	0	0	0
Street Preservation	15,158,235	13,736,634	18,762,141	23,104,455	23,104,455
Structures	1,850,618	1,509,288	2,187,045	2,411,748	2,397,669
Traffic Maintenance	2,409,016	2,742,229	4,218,350	5,600,907	4,836,019
Total Expenditures	**55,685,856**	**54,558,127**	**64,088,576**	**73,298,402**	**72,519,435**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of PBOT-owned bridges in non-distressed condition	85%	85%	85%	85%	85%
Percentage of "busy" (collector/arterial) streets in fair or better condition	53%	50%	51%	56%	56%
Percentage of local streets in fair or better condition	40%	36%	33%	34%	35%

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 Parking Services Group is comprised of three divisions: Parking Enforcement, Parking Operations and Regulatory Division. The Parking Operations Division is responsible for managing on-street parking, including curb zone management, meter district operations, community outreach, customer service, asset maintenance, the Area Parking Permit Program, ADA permits, Carpool permits, carshare parking in the right-of-way and managing the City's six Smartpark garages. The Parking Enforcement Division addresses the derelict and abandoned vehicles parked in the public rights-of-way; to include management of the City's new derelict RV program, responding to 27,000 requests from the public to address illegal parking and managing more than 30,000 abandoned auto cases and providing parking enforcement city-wide. The Regulatory Division provides oversight of the City's towing contract accounting for more than 30,000 vehicles towed, nearly 10 million private for-hire rides provided by thousands of permitted drivers and vehicles conducts more than 3,000 field audits of private for-hire vehicles annually.

The Development Permitting and Transit Group facilitates public and private development opportunities which lead to job creation, housing construction, safety enhancements, smart cities, and enhanced neighborhood livability. This group includes management of right of way functions serving to balance and regulate its use through development review, utility permitting, livability, encroachment and use permitting, right-of-way acquisitions and related project and policy development and implementation. This group also oversees development, operation and maintenance of the Portland Streetcar system, Portland Aerial Tram and oversight of the Sidewalk Management Plan and Portland Transit Mall.

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: focus on the customer experience to manage parking in the right of way using technology and data, including approximately 1900 parking paystations supporting 12 million transactions annually; issue approximately 35,000 Parking Permits; enforce parking regulations city-wide, responding to approximately 27,000 requests for parking enforcement and manage 30,000 abandoned vehicle cases; manage six City owned parking garages generating two million transactions annually; regulate private-for hire vehicles which provide approximately 10 million rides annually and certifies over tens of thousands of for-hire drivers and vehicles; regulates the city-wide towing program that oversees over 30,000 tows per year; and implements 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 the Biketown bikeshare program began operations in 2016.

Parking Enforcement created the Vehicle Inspection Team to address the neighborhood livability issues created by derelict vehicles and RVs parking in the public streets, and Parking Operations dedicated a program specialist to facilitate the release and/or disposal of derelict RVs.

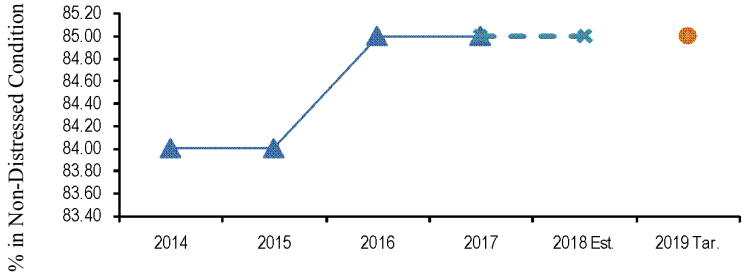
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	300.50	338.83	365.14	352.03	357.03
Expenditures					
Active Transportation	3,175,995	3,658,935	4,920,850	6,150,826	6,150,826
Bike Share Operations	200,000	2,191,410	3,200,000	3,200,000	3,200,000
Development Services	7,084,812	8,227,417	10,823,748	10,818,302	10,818,302
Emergency Preparedness	1,721,840	5,056,288	594,359	233,815	233,815
Engineering Services	1,922,652	1,165,334	2,443,556	1,598,800	1,598,800
Indirect Services	597,708	636,701	0	0	0
Modal Coordination	404,516	527,029	885,758	980,850	980,850
Parking Enforcement	671,931	321,791	0	0	0
Parking Garage Operations	6,793,217	7,230,516	10,942,084	8,674,707	8,983,019
Parking Operations	100,576	50,799	0	0	0
Parking Program	11,936,794	13,202,589	17,544,929	19,560,200	19,560,200
Recycling Operations	767,192	767,633	1,188,322	1,301,945	1,301,945
Regulatory Operations	1,140,534	1,748,211	4,522,000	6,150,000	6,150,000
Street Cleaning	5,111,220	5,189,746	6,487,191	6,939,651	6,939,651
Street Lighting	5,860,079	3,017,885	6,040,166	5,228,000	5,228,000
Streetcar Operations	13,407,347	13,276,930	18,534,532	15,870,725	15,870,725
TR Partnership Contrib	1,132,315	1,321,227	1,462,856	862,464	862,464
Traffic Operations	1,946,038	1,680,984	2,804,700	2,897,100	2,897,100
Traffic Signals	1,482,106	1,626,776	1,143,833	1,144,200	1,144,200
Tram Operations	221,354	245,427	375,000	375,000	375,000
Transportation Options	110,391	107,953	0	0	0
Transportation Planning	1,677,743	1,461,529	1,793,485	1,735,348	1,735,348
Total Expenditures	**67,466,360**	**72,713,110**	**95,707,369**	**93,721,933**	**94,030,245**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
On-street parking expenses as a percentage of revenues	26%	23%	25%	23%	23%
Percentage of Streetcar fare revenue contribution to operating budget	14%	14%	14%	15%	15%
Key Performance Measure					
Percentage of trips made by people walking and bicycling, including to transit (calendar year)	26%	25%	28%	27%	27%
Annual streetcar ridership	4,313,571	4,720,474	5,000,000	5,200,000	5,200,000
Total number of traffic fatalities citywide (calendar year)	37	44	45	45	45
Output					
Percentage of public works permits completed within Portland Bureau of Transportation's set of interim timelines from beginning to end of permitting process	94%	80%	85%	90%	90%
Percentage of Streetcar on-time performance	82%	79%	81%	83%	83%

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	0	9,787,463	18,539,874	18,500,000	18,500,000
Miscellaneous Fund Allocations	0	0	1,590,000	1,770,626	1,770,626
Licenses & Permits	8,375,150	11,491,538	9,894,300	11,280,000	11,280,000
Charges for Services	76,710,729	97,099,068	86,462,765	95,197,702	95,697,702
Intergovernmental	85,775,985	77,935,497	94,836,100	133,754,385	133,754,385
Bond & Note	13,824,403	59,714,761	13,374,506	5,000,000	22,000,000
Miscellaneous	6,343,354	7,617,447	2,204,447	2,158,430	2,158,430
Total External Revenues	**191,029,621**	**263,645,774**	**226,901,992**	**267,661,143**	**285,161,143**
Internal Revenues					
Fund Transfers - Revenue	36,184,106	27,150,428	33,546,884	34,801,885	33,301,885
Interagency Revenue	28,569,343	27,390,906	32,424,270	32,302,620	32,302,620
Total Internal Revenues	**64,753,449**	**54,541,334**	**65,971,154**	**67,104,505**	**65,604,505**
Beginning Fund Balance	80,846,171	127,823,551	143,359,701	213,080,154	200,080,154
Total Resources	**$336,629,241**	**$446,010,659**	**$436,232,847**	**$547,845,802**	**$550,845,802**
Requirements					
Bureau Expenditures					
Personnel Services	77,146,270	82,001,993	101,962,256	120,383,172	120,957,979
External Materials and Services	52,582,351	64,035,290	72,854,550	79,156,262	79,180,858
Internal Materials and Services	26,487,883	29,162,656	40,353,855	36,920,043	36,757,902
Capital Outlay	11,702,549	17,497,313	66,427,427	121,962,106	125,212,106
Total Bureau Expenditures	**167,919,053**	**192,697,252**	**281,598,088**	**358,421,583**	**362,108,845**
Fund Expenditures					
Debt Service	27,609,207	57,888,540	19,607,962	19,573,771	19,573,771
Contingency	0	0	122,557,318	157,596,569	156,573,114
Fund Transfers - Expense	13,277,430	12,822,322	10,796,432	10,580,832	10,917,025
Debt Service Reserves	0	0	1,673,047	1,673,047	1,673,047
Total Fund Expenditures	**40,886,637**	**70,710,862**	**154,634,759**	**189,424,219**	**188,736,957**
Ending Fund Balance	127,823,551	182,602,545	0	0	0
Total Requirements	**$336,629,241**	**$446,010,659**	**$436,232,847**	**$547,845,802**	**$550,845,802**
Programs					
Administration & Support	6,833,128	8,648,105	10,755,906	5,269,366	5,662,395
Operations	67,466,360	72,713,110	95,707,369	93,721,933	94,030,245
Capital Improvements	37,933,709	56,777,910	111,046,237	186,131,882	189,896,770
Maintenance	55,685,856	54,558,127	64,088,576	73,298,402	72,519,435
Total Programs	**$167,919,053**	**$192,697,252**	**$281,598,088**	**$358,421,583**	**$362,108,845**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Safety								
102nd Ave Crossing Improvements, NE	0	291,034	251,034	0	0	0	0	251,034
122nd Ave Safety Improve, Ph II, SE/NE	0	316,210	398,435	1,729,833	0	0	0	2,128,268
148th Ave: Halsey - Glisan, NE	0	404,497	1,348,138	0	0	0	0	1,348,138
162nd Access to Transit	0	0	0	1,000,000	0	0	0	1,000,000
20th Ave Bike: Jefferson-Raleigh, NW	0	0	333,913	156,087	0	0	0	490,000
23rd Ave: Lovejoy-Vaugh, NW	0	0	0	250,000	750,000	0	0	1,000,000
4M Greenway: 130th-174th, SE	8,671	551,724	1,048,966	888,788	0	0	0	1,937,754
60th/Halsey Area Improvements, NE	0	0	0	2,000,000	4,500,000	0	0	6,500,000
70s Greenway Killingsworth-Cully Park	200,000	0	605,486	3,358,055	827,192	0	0	4,790,733
72nd Ave: Sandy - Killingsworth, NE	0	0	919,755	3,814,550	0	0	0	4,734,305
7th/9th Ave Greenway: Lloyd-Fremont, NE	0	46,724	401,852	0	0	0	0	401,852
82nd Ave Crossing Improve, SE/NE	0	704,000	596,703	0	0	0	0	596,703
Active Transportation Improvements	0	6,499,720	1,550,000	900,000	900,000	900,000	900,000	5,150,000
ADA Accessible Sidewalks	0	0	8,801,270	2,198,730	0	0	0	11,000,000
Beaverton Hillsdale Hwy: 30th-39th, SW	76,421	0	294,772	0	0	0	0	294,772
Brentwood-Darlington - SRTS, SE	0	0	637,661	2,282,339	2,430,000	0	0	5,350,000
Bridge Column Safety	0	0	125,000	0	0	0	0	125,000
Burgard Rd at Time Oil Rd, N	592,595	515,719	358,865	0	0	0	0	358,865
Burnside St: 8th-24th, W	416,497	3,051,536	2,712,206	0	0	0	0	2,712,206
Cap Hwy: Huber - Stephenson, SW	0	0	0	750,000	1,500,000	0	0	2,250,000
Capitol Hwy: Huber - Taylors Ferry, SW	0	0	2,050,587	0	0	0	0	2,050,587
Capitol Hwy: Multnomah Village - West Portland, SW	115,766	505,000	4,602,642	3,053,520	0	0	0	7,656,162
Central City Multi-Modal Safety Projects	176,266	889,272	1,290,428	6,835,815	0	0	0	8,126,243
Central Eastside Access and Circulation	0	0	319,331	4,080,669	0	0	0	4,400,000
CIP Spot Improvement Program	0	0	2,084,888	0	0	0	0	2,084,888
Connect Cully, NE	283,988	423,620	2,629,763	0	0	0	0	2,629,763
Cornfoot Rd: 47th Ave - Alderwood, NE	0	0	282,000	0	0	0	0	282,000
Cornfoot: 47th - Alderwood, NE	0	0	0	1,500,000	2,500,000	0	0	4,000,000
Cully North-South Connections	0	0	0	1,500,000	0	0	0	1,500,000
Division St: 82nd-174th, SE	77,408	435,379	5,315,000	0	0	0	0	5,315,000
Downtown I-405 Ped Safety Imp, SW	85,663	287,311	2,785,566	0	0	0	0	2,785,566
East Portland Access to Employment	243,595	965,727	2,585,810	2,049,880	0	0	0	4,635,690
Flander Crossing, NE	116,101	647,007	771,756	4,500,000	0	0	0	5,271,756

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Foster Rd: Powell Blvd - 90th Ave, SE	1,244,780	1,602,052	5,485,167	0	0	0	0	5,485,167
Foster/Woodstock Couplet: 96th-101st, SE	0	0	250,000	2,750,000	4,000,000	0	0	7,000,000
Gideon Pedestrian Overcrossing, SE	0	0	626,256	0	0	0	0	626,256
Glisan St: 82nd-162nd, NE	0	0	586,219	0	0	0	0	586,219
Greeley Multiuse Path: Going-Interstate, N	0	0	555,333	0	0	0	0	555,333
Halsey St: 114th-162nd, NE	3,028	996,972	1,934,513	0	0	0	0	1,934,513
Halsey/Weidler: 103rd - 113th, NE	480,896	5,147,318	5,053,804	0	0	0	0	5,053,804
Hawthorne Safety Improvements, SE	65,317	84,683	64,683	0	0	0	0	64,683
HOP Greenway: Gateway TC-132nd, NE	0	551,724	878,500	506,021	0	0	0	1,384,521
Hwy Safety Improvement Prgm (HSIP) & Safety Ops CW	169,334	996,023	347,834	0	0	0	0	347,834
Hwy Safety Improvement Prgm (HSIP) Signals	3,810	0	1,996,098	0	0	0	0	1,996,098
I-205 Undercrossing @ Halsey, NE	0	0	673,332	2,753,594	0	0	0	3,426,926
Jade-Montevilla Connected Centers NE	0	0	748,699	3,801,801	2,643,500	0	0	7,194,000
Lombard St: St Louis-Richmond, N	0	0	0	750,000	1,500,000	1,750,000	0	4,000,000
Montavilla-Springwater Connector, SE/NE	0	0	156,114	918,781	0	0	0	1,074,895
Multnomah Blvd @ Garden Home, SW	0	0	295,343	1,060,657	750,000	0	0	2,106,000
Naito/Whitaker Crossing, SW	0	0	0	500,000	0	0	0	500,000
Powell St Lighting: I-205-174th, SE	0	0	345,379	0	0	0	0	345,379
Priority Ramps/ADA Transition Plan, CW	0	331,034	331,034	0	0	0	0	331,034
Safe Routes to School, CW	0	0	3,512,275	2,744,275	0	0	0	6,256,550
Safer Access to Bus Shelters, SE/NE	0	110,345	220,690	0	0	0	0	220,690
Safer Shoulders (BES Partnership)	0	423,679	790,250	0	0	0	0	790,250
Sandy at 31st & Glisan at 87th, NE	12,491	137,509	198,966	0	0	0	0	198,966
Southwest in Motion Bike Lanes, SW	0	0	185,379	0	0	0	0	185,379
Southwest in Motion Xing Priorities, SW	0	0	551,724	0	0	0	0	551,724
Stark: 108th-162nd, SE	0	0	250,000	3,250,000	5,000,000	11,500,000	0	20,000,000
Sullivan's Crossing over I-84, NE	889	923,926	1,630,946	9,868,165	0	0	0	11,499,111
US 30 Xing Enhance (Linnton), NW	0	185,381	185,381	0	0	0	0	185,381
Total Safety	**4,373,516**	**28,025,126**	**72,955,746**	**71,751,560**	**27,300,692**	**14,150,000**	**900,000**	**187,057,998**
Health & Livability								
20th Ave: Raleigh-Upshur LID, NW	513,910	5,941,157	5,716,203	0	0	0	0	5,716,203
27th & Holland LID, NE	21,369	0	199,668	320,985	0	0	0	520,653

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
47th Avenue Phase I LID, SW	28,442	0	433,623	0	0	0	0	433,623
Bike Parking, CW	0	70,000	70,000	70,000	70,000	70,000	70,000	350,000
Burlington & Edison LID, N.	26,649	0	404,828	952,559	0	0	0	1,357,387
Cully Neighborhood St Improvements, NE	0	0	500,000	925,000	0	0	0	1,425,000
Division/Midway Street Improvements, SE	0	0	212,500	550,000	987,500	0	0	1,750,000
East Portland Access Transit	991,193	632,470	3,431,287	0	0	0	0	3,431,287
Errol Heights, SE	304,543	0	3,360,000	0	0	0	0	3,360,000
Federal and State Program Match Fund	0	1,000,000	341,805	637,987	1,283,457	1,283,457	1,283,457	4,830,163
Front Ave: 9th-19th LID, NW	3,575	1,496,426	2,092,799	0	0	0	0	2,092,799
Gravel Street Program	0	1,629,166	478,801	478,801	478,801	478,801	478,801	2,394,005
LID Street Design	0	176,000	185,000	0	0	0	0	185,000
Marine Drive Path: NE 112th Ave-185th Ave Sec.	217,857	624,153	236,775	0	0	0	0	236,775
OR99W: SW 19th Ave to SW 26th - Barbur Blvd Demo	8,625	326,092	505,000	1,494,332	0	0	0	1,999,332
PDC Small Projects	0	200,000	200,000	0	0	0	0	200,000
Powell-Division High Capacity Transit	1,588,464	1,198,652	691,905	1,769,000	3,205,979	0	0	5,666,884
Pre-LID Street Design	0	30,000	30,000	30,000	30,000	30,000	30,000	150,000
Public Work Permits	0	0	2,265,215	2,200,000	2,200,000	2,200,000	2,200,000	11,065,215
Red Electric Trail, SW	318,641	362,969	1,547,689	1,547,689	0	0	0	3,095,378
Suttle Road LID, N.	0	0	2,423,274	6,089,255	0	0	0	8,512,529
Total Health & Livability	**4,023,268**	**13,687,085**	**25,326,372**	**17,065,608**	**8,255,737**	**4,062,258**	**4,062,258**	**58,772,233**
Asset Management								
122nd Ave: Johnson Creek Br Repl, SE	361,454	550,000	3,163,554	0	0	0	0	3,163,554
136th Ave: Foster-Division, SE	0	0	2,514,694	3,795,306	0	0	0	6,310,000
42nd Ave & Wisteria Dr, NE	22,908	219,000	610,000	0	0	0	0	610,000
42nd Ave: Kilingsworth - Columbia, NE	0	0	3,131,218	7,868,782	6,000,000	0	0	17,000,000
45th Drive Landslide Abatement, SW	20,178	0	205,922	0	0	0	0	205,922
4th Ave: Lincoln-Burnside, SW	0	0	1,711,228	1,361,772	0	0	0	3,073,000
50th Ave: Division-Hawthorne, SE	157,935	670,000	490,000	0	0	0	0	490,000
Alberta St: 15th-30th, NE	0	0	391,980	1,328,020	0	0	0	1,720,000
Bridges/Overpasses	0	5,518,551	0	124,724	124,724	124,724	124,724	498,896
Capitol Hwy: Multnomah-Texas, SW	15,485	350,000	1,463,000	0	0	0	0	1,463,000
College St Landslide Abatement, SW	16,604	0	355,496	0	0	0	0	355,496
Columbia Blvd: Interstate Pl-Kerby, N	144,043	150,000	1,045,000	0	0	0	0	1,045,000
Denver Ave: Lombard-Watts, N	22,785	435,000	545,000	0	0	0	0	545,000
Going St: Interstate Blvd - I-5 Ramp, N	6,768	0	355,232	0	0	0	0	355,232

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Guardrail Replacement	0	0	344,000	0	0	0	0	344,000
Lighting Efficiency Program, CW	14,359,646	3,624,506	5,000,000	0	0	0	0	5,000,000
Lombard St: N Ramsey to 2,500í north, N	10,724	0	661,700	0	0	0	0	661,700
Marine Dr: Kelly Pt Park to Leadbetter, N	13,294	0	1,000,000	0	0	0	0	1,000,000
MLK: Tillamook to Columbia, NE	0	0	500,000	0	0	0	0	500,000
Naito Pkwy: Harrison-Jefferson, SW	120,067	1,429,777	6,195,444	0	0	0	0	6,195,444
Regional Signal System CONOPS & Implementation	0	200,000	980,000	0	0	0	0	980,000
Signal Communication System, CW	0	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Signal Reconstruction, CW	0	1,770,144	7,053,809	349,609	349,609	349,609	349,609	8,452,245
Street Light Replacement, CW	0	229,609	479,609	229,609	229,609	229,609	229,609	1,398,045
Sunderland Rd Bridge Replacement, N	11,515	334,162	304,880	563,605	0	0	0	868,485
Taylors Ferry Rd. Rockslide Abatement, SW	28,418	571,582	521,582	0	0	0	0	521,582
Thurman Bridge Painting, NW	0	0	500,000	0	0	0	0	500,000
Thurman St Landslide Abatement, NW	0	0	471,500	0	0	0	0	471,500
Upper Hall St Landslide Abatement, SW	14,305	0	337,395	0	0	0	0	337,395
Vermont St: Capitol-Oleson, SW	288,998	684,000	2,190,000	0	0	0	0	2,190,000
Williams Ave: Stanton-Cook, N	0	245,000	480,000	0	0	0	0	480,000
Total Asset Management	**15,615,127**	**17,031,331**	**43,052,243**	**15,671,427**	**6,753,942**	**753,942**	**753,942**	**66,985,496**
Economic Vitality								
10th and Yamhill Parking Garage	1,088,684	10,051,091	13,258,416	1,684,816	0	0	0	14,943,232
47th Ave: Columbia-Cornfoot, NE	510,047	1,240,147	4,178,867	0	0	0	0	4,178,867
Bond Ave: Gibbs - Porter, SW	0	310,442	2,362,631	3,000,000	2,637,369	0	0	8,000,000
Bond: Gibbs-River Pkwy, SW	2,122,198	5,886,516	2,833,813	0	0	0	0	2,833,813
Columbia Blvd ITS, N/NE	1,130	557,227	557,227	0	0	0	0	557,227
Columbia Blvd/MLK Blvd, N	1,319,562	1,073,002	222,954	0	0	0	0	222,954
Columbia Blvd: Cully Blvd & Alderwood Rd, NE	1,006	830,654	4,127,932	0	0	0	0	4,127,932
Going to the Island Freight Improvements, N	0	111,450	445,800	0	0	0	0	445,800
I-5 Rose Quarter Improvements Project	0	0	339,284	0	0	0	0	339,284
Lombard Streetscape: Drummond-Albina, N	0	603,386	178,007	733,048	0	0	0	911,055
Lowell St: Macadam-Moody, S	0	0	3,829,188	2,103,590	0	0	0	5,932,778
Macadam/Bancroft LID, S	0	0	2,362,419	0	0	0	0	2,362,419
Parking Machines	0	900,000	405,150	0	0	0	0	405,150
South Rivergate Freight Project, N	109,169	959,182	969,132	3,700,000	12,190,050	0	0	16,859,182
St. Johns Truck Strategy, Ph. II, N	283,216	1,219,806	2,562,700	0	0	0	0	2,562,700
SW Corridor Transit Project	1,042,605	1,928,800	886,664	0	0	0	0	886,664
Total Economic Vitality	**6,477,617**	**25,671,703**	**39,520,184**	**11,221,454**	**14,827,419**	**0**	**0**	**65,569,057**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Total Requirements	30,489,528	84,415,245	180,854,545	115,710,049	57,137,790	18,966,200	5,716,200	378,384,784

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	41,995	60,382	3.00	181,152	3.00	181,152	3.00	181,152
30000434	Administrative Assistant	50,877	78,333	7.00	511,448	7.00	521,828	7.00	521,828
30000433	Administrative Specialist, Sr	47,362	72,904	2.00	105,048	2.00	106,624	2.00	106,624
30000436	Administrative Supervisor I	61,734	82,285	2.00	164,568	2.00	164,568	2.00	164,568
30000437	Administrative Supervisor II	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000207	Applications Analyst IV-Generalist	75,150	100,526	2.00	201,048	2.00	201,048	2.00	201,048
30000090	Asphalt Raker	49,442	57,408	11.00	591,648	11.00	596,556	11.00	596,556
30002494	Auto Equip Oper II: Tractr-Trailr-CL	48,922	58,885	1.00	58,884	1.00	58,884	1.00	58,884
30000102	Automotive Equip Oper II: Sewer Vacuum	48,922	58,885	9.00	523,092	9.00	528,240	9.00	528,240
30000103	Automotive Equip Oper II: Street Sweeper	48,922	58,885	11.00	647,724	11.00	647,724	11.00	647,724
30002493	Automotive Equipment Oper I-CL	46,051	55,827	52.00	2,824,704	54.00	2,916,816	54.00	2,916,816
30000441	Business Operations Manager	84,739	112,882	1.00	104,244	1.00	107,814	2.00	192,558
30000442	Business Operations Manager, Sr	105,248	146,973	1.00	135,141	1.00	140,677	1.00	140,677
30000440	Business Operations Supervisor	75,150	100,526	3.00	295,332	3.00	298,230	3.00	298,230
30000448	Business Systems Analyst	64,813	86,403	1.00	75,612	1.00	75,612	1.00	75,612
30000447	Business Systems Analyst, Assistant	50,877	78,333	1.00	68,646	1.00	71,460	1.00	71,460
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000331	CAD Analyst	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000329	CAD Technician II	57,200	72,987	3.00	218,952	3.00	218,952	3.00	218,952
30000330	CAD Technician III	69,472	88,712	0.00	0	0.00	0	1.00	69,996
30001259	Capital Program Manager	84,739	112,882	2.00	188,418	2.00	192,672	2.00	192,672
30000399	Capital Project Manager I	69,472	88,712	5.00	408,060	5.00	412,732	5.00	412,732
30000686	Capital Project Manager II	75,150	100,526	6.00	553,560	6.00	559,652	6.00	559,652
30000687	Capital Project Manager III	78,770	105,851	6.00	555,145	6.00	563,965	6.00	563,965
30002499	Carpenter-CL	58,926	65,915	5.00	329,580	5.00	329,580	5.00	329,580
30000491	Community Outreach & Informtn Assistant	50,877	78,333	1.00	67,188	1.00	69,934	1.00	69,934
30000492	Community Outreach & Informtn Rep	61,734	82,285	1.00	71,700	1.00	74,640	1.00	74,640
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	1.00	88,389	1.00	90,792	2.00	170,232
30002497	Concrete Finisher-CL	58,053	64,938	17.00	1,076,496	17.00	1,076,496	17.00	1,076,496
30002495	Construction Equipment Operator-CL	49,046	62,629	18.00	1,117,512	19.00	1,177,024	19.00	1,177,024
30000334	Development Services Technician III	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000732	Development Supervisor I	71,510	95,472	1.00	79,020	1.00	81,450	1.00	81,450
30000836	Development Supervisor II	78,770	105,851	5.00	465,822	5.00	473,058	5.00	473,058
30000634	Electrical Supervisor	71,510	95,472	2.00	143,016	2.00	143,016	2.00	143,016
30000116	Electrician	71,074	76,710	18.00	1,364,908	21.00	1,593,176	24.00	1,818,176
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	115,814	165,797	1.00	165,792	1.00	165,792	1.00	165,792
30000684	Engineer, City Traffic	105,789	141,086	1.00	141,084	1.00	141,084	1.00	141,084
30000682	Engineer, Principal	105,789	141,086	2.00	280,628	2.00	282,168	2.00	282,168
30000680	Engineer, Sr	91,603	122,096	10.00	1,126,764	11.00	1,233,117	13.00	1,443,117
30000681	Engineer, Supervising	98,446	131,269	5.00	636,518	5.00	645,958	5.00	645,958
30001734	Engineer-Bridge	91,333	110,989	3.00	310,912	4.00	410,394	4.00	410,394
30000365	Engineer-Civil	91,333	110,989	8.00	861,672	8.00	878,180	11.00	1,193,180
30000370	Engineer-Traffic	91,333	110,989	9.00	935,062	9.00	950,184	11.00	1,160,184
30000358	Engineering Associate, Sr-Civil	78,978	100,672	5.00	423,228	8.00	672,012	8.00	672,012
30000363	Engineering Associate, Sr-Traffic	78,978	100,672	15.00	1,346,144	15.00	1,379,538	16.00	1,459,542
30000353	Engineering Associate-Civil	64,896	86,965	12.00	807,583	12.00	813,828	13.00	878,832
30000356	Engineering Associate-Structural	64,896	86,965	1.00	64,896	1.00	64,896	1.00	64,896
30000696	Engineering Survey Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000324	Engineering Technician I	42,682	57,200	17.00	770,873	17.00	789,012	17.00	789,012
30000325	Engineering Technician II	57,200	72,987	34.00	2,146,347	34.00	2,203,355	35.00	2,263,355
30000326	Engineering Technician III	69,472	88,712	8.00	651,456	8.00	662,271	9.00	732,267
30001810	Env Policy & Hazardous Materials Coord	78,770	100,485	1.00	100,488	1.00	100,488	1.00	100,488
30000095	Environmental Systems Crew Leader	59,592	64,771	11.00	702,168	11.00	702,168	11.00	702,168
30000094	Environmental Systems Maintenance Tech	55,390	61,859	10.00	605,664	10.00	605,664	12.00	716,448
30000567	Financial Analyst	64,813	86,403	2.00	162,948	2.00	166,080	2.00	166,080
30000566	Financial Analyst, Assistant	50,877	78,333	1.00	65,048	1.00	67,708	1.00	67,708
30000569	Financial Analyst, Principal	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000568	Financial Analyst, Sr	71,510	95,472	3.00	281,004	3.00	284,084	3.00	284,084
30000127	General Mechanic	51,542	64,230	2.00	123,795	2.00	127,050	2.00	127,050
30000342	GIS Technician II	57,200	72,987	7.00	485,418	7.00	492,857	7.00	492,857
30000343	GIS Technician III	69,472	88,712	3.00	263,348	3.00	266,148	3.00	266,148
30000372	Graphics Designer II	57,200	72,987	1.00	70,347	1.00	72,984	1.00	72,984
30000166	Lighting & Signal Inspector	72,779	84,219	1.00	72,780	1.00	72,780	1.00	72,780
30000855	Maintenance Group Manager	105,248	146,973	1.00	126,108	1.00	126,108	1.00	126,108
30000644	Maintenance Planner/Scheduler	61,734	82,285	4.00	293,094	4.00	300,803	4.00	300,803
30000451	Management Analyst	64,813	86,403	5.00	350,544	5.00	360,998	6.00	436,610
30000453	Management Analyst, Principal	84,739	112,882	6.00	583,534	6.00	602,187	7.00	697,191
30000452	Management Analyst, Sr	71,510	95,472	8.00	708,260	10.00	880,872	10.00	880,872
30000450	Management Assistant	50,877	78,333	1.00	51,053	2.00	131,473	2.00	131,473
30000693	Mapping & GIS Supervisor	78,770	105,851	0.00	0	0.00	0	1.00	92,316
30000978	Mapping Data Technician II	69,472	88,712	2.00	155,092	2.00	162,605	2.00	162,605
30000347	Materials Quality Compliance Specialist	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30000012	Office Support Specialist II	34,798	49,962	7.00	335,248	7.00	338,280	7.00	338,280
30000013	Office Support Specialist III	44,512	58,989	7.00	348,396	7.00	371,252	7.00	371,252
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	3,358,463	66.00	3,417,638	67.00	3,473,054
30000638	Parking Control Manager	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000637	Parking Enforcement Supervisor	68,078	90,792	4.00	311,706	4.00	320,776	4.00	320,776
30001859	Parking Pay Station Analyst	68,078	90,792	1.00	90,792	1.00	90,792	1.00	90,792
30000099	Parking Pay Station Technician	52,062	62,858	6.00	353,312	6.00	358,452	6.00	358,452
30000385	Planner II. City-Land Use	76,752	88,837	2.00	177,672	2.00	177,672	2.00	177,672
30000388	Planner II. City-Transportation	76,752	88,837	2.00	155,074	3.00	244,427	3.00	244,427
30000375	Planner, Associate	60,674	70,221	3.00	182,512	3.00	190,986	3.00	190,986
30000393	Planner, Sr City-Land Use	82,514	95,493	2.00	190,992	2.00	190,992	2.00	190,992
30000396	Planner, Sr City-Transportation	82,514	95,493	4.00	373,032	4.00	377,080	4.00	377,080
30000395	Planner, Sr City-Transportation Modeling	82,514	95,493	1.00	95,496	1.00	95,496	1.00	95,496
30000640	Portland Streetcar Maintenance Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000643	Portland Streetcar Maintenance Supvr	64,813	86,403	4.00	312,636	4.00	319,020	4.00	319,020
30000639	Portland Streetcar Operations Manager	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000839	Portland Streetcar Operations Supvr	64,813	86,403	4.00	331,738	4.00	337,449	5.00	402,453
30000464	Program Coordinator	68,078	90,792	5.00	399,630	5.00	407,223	6.00	486,663
30000465	Program Manager	71,510	95,472	6.00	550,272	6.00	554,092	6.00	554,092
30000466	Program Manager, Sr	84,739	112,882	3.00	307,512	3.00	309,262	3.00	309,262
30000463	Program Specialist	61,734	82,285	7.00	538,760	9.00	692,654	10.00	766,502
30000462	Program Specialist, Assistant	50,877	78,333	9.00	541,626	10.00	604,071	10.00	604,071
30000497	Public Information Manager	78,770	105,851	1.00	125,940	1.00	125,940	1.00	125,940
30000495	Public Information Officer	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000632	Public Works Division Manager	97,989	132,766	3.00	363,528	3.00	367,536	3.00	367,536

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000690	Public Works Inspection Supervisor	71,510	95,472	2.00	167,736	2.00	172,608	2.00	172,608
30000228	Public Works Inspector	62,774	71,739	11.00	739,524	11.00	751,079	11.00	751,079
30000229	Public Works Inspector, Sr	68,099	80,226	7.00	531,096	7.00	536,316	8.00	607,320
30000629	Public Works Supervisor I	50,877	78,333	1.00	50,880	1.00	50,880	1.00	50,880
30000630	Public Works Supervisor II	64,813	86,403	22.00	1,721,294	23.00	1,834,445	23.00	1,834,445
30000631	Public Works Supervisor, Sr	75,150	100,526	0.00	0	0.00	0	2.00	150,312
30000190	Regulatory Program Administrator	67,163	83,075	1.00	83,076	1.00	83,076	1.00	83,076
30000189	Regulatory Program Specialist	46,717	61,859	9.00	501,254	14.00	745,694	14.00	745,694
30000697	Right of Way Acquisition Supervisor	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000348	Right of Way Agent I	42,682	57,200	2.00	87,492	2.00	88,815	2.00	88,815
30000349	Right of Way Agent II	57,200	72,987	3.00	204,092	3.00	206,952	3.00	206,952
30000350	Right of Way Agent III	69,472	88,712	4.00	340,047	4.00	343,728	4.00	343,728
30000481	Risk Specialist	61,734	82,285	1.00	75,000	1.00	75,000	1.00	75,000
30000485	Safety & Risk Officer I	71,510	95,472	2.00	168,054	2.00	174,942	2.00	174,942
30000029	Service Dispatcher	37,336	53,830	5.00	251,052	5.00	254,723	5.00	254,723
30000197	Sidewalk Inspector	56,950	67,995	6.00	407,952	7.00	464,904	7.00	464,904
30000089	Sign Maker	58,053	64,938	1.00	64,944	1.00	64,944	1.00	64,944
30000402	Signals & Street Lighting Technician	69,472	88,712	1.00	88,716	1.00	88,716	1.00	88,716
30002133	Site Operations Crew Leader	59,592	64,771	2.00	129,552	2.00	129,552	2.00	129,552
30002483	Storekeeper/Acquisition Specialist I-CL	46,301	56,680	1.00	56,676	1.00	56,676	1.00	56,676
30002484	Storekeeper/Acquisition Specialist II-CL	48,651	59,509	5.00	286,680	5.00	290,897	5.00	290,897
30002485	Storekeepr/Acquisition Specialist III-CL	54,974	68,328	3.00	199,644	3.00	201,348	3.00	201,348
30000468	Stores System Supervisor II	64,813	86,403	1.00	85,320	1.00	86,400	1.00	86,400
30000702	Street Lights/Signals Manager	84,739	112,882	1.00	108,930	1.00	112,072	1.00	112,072
30000091	Street Maintenance Crew Leader	59,592	64,771	10.00	627,024	11.00	686,616	12.00	746,208
30001883	Streetcar Officer	38,522	55,162	3.00	142,462	3.00	144,582	3.00	144,582
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	355,968	6.00	355,968	6.00	355,968
30000694	Surveying Supervisor	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
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	337,608	4.00	337,608	4.00	337,608
30001558	Timekeeping Specialist	37,398	53,747	5.00	242,025	4.00	208,104	4.00	208,104
30000092	Traffic Crew Leader	59,592	64,771	8.00	497,472	10.00	616,656	9.00	557,064
30000699	Traffic Investigations Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30001183	Transportation Demand Mgmt Assistant	37,128	47,403	3.00	113,196	1.00	40,095	1.00	40,095
30000351	Transportation Demand Mgmt Spec I	57,200	72,987	7.00	437,863	9.00	572,772	10.00	633,252
30000352	Transportation Demand Mgmt Spec II	69,472	88,712	5.00	424,332	4.80	406,596	4.80	406,596
30000853	Transportation Dev Perm &Transit Grp Mgr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000420	Transportation Director	146,474	209,893	1.00	202,776	1.00	209,892	1.00	209,892
30002083	Transportation Director, Assistant	115,814	165,797	1.00	157,392	1.00	161,696	1.00	161,696
30000642	Transportation Division Manager	97,989	132,766	8.00	963,371	8.00	988,647	9.00	1,098,651
30000740	Transportation Planner, Supervising	84,739	112,882	3.00	297,764	3.00	304,576	3.00	304,576
30000739	Transportation Planning Coordinator	68,078	90,792	3.00	263,292	4.00	346,656	4.00	346,656
30000854	Transportation Systems Grp Mgr	105,248	146,973	2.00	283,656	2.00	288,793	2.00	288,793
30001037	Utility Locator	53,165	57,200	5.00	286,020	5.00	286,020	5.00	286,020
30002489	Utility Worker I-CL	45,469	49,442	11.00	539,868	11.00	539,868	11.00	539,868
30000077	Utility Worker II	48,381	52,021	0.00	0	0.00	0	2.00	96,768
30002490	Utility Worker II-CL	49,442	53,165	138.00	7,241,208	150.00	7,848,088	150.00	7,848,088
30000123	Welder	58,053	64,938	2.00	129,888	2.00	129,888	2.00	129,888
TOTAL FULL-TIME POSITIONS				886.00	60,678,242	925.80	63,923,196	958.80	66,528,372

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000324	Engineering Technician I	42,682	57,200	0.90	40,320	0.00	(9,630)	0.00	5,562
30000463	Program Specialist	61,734	82,285	0.90	46,758	0.62	35,265	0.62	35,265
30000189	Regulatory Program Specialist	46,717	61,859	1.80	91,320	1.80	95,244	1.80	95,244
30000029	Service Dispatcher	37,336	53,830	1.80	76,884	1.80	82,704	1.80	82,704
30000351	Transportation Demand Mgmt Spec I	57,200	72,987	0.90	51,480	1.00	59,736	1.00	59,736
30000352	Transportation Demand Mgmt Spec II	69,472	88,712	0.90	79,836	0.50	44,352	0.50	44,352
TOTAL PART-TIME POSITIONS				7.20	386,598	5.72	307,671	5.72	322,863
30000433	Administrative Specialist, Sr	47,362	72,904	1.58	74,993	1.00	62,604	1.00	62,604
30000448	Business Systems Analyst	64,813	86,403	1.00	86,400	0.92	79,200	0.92	79,200
30000116	Electrician	71,074	76,710	3.00	230,148	3.00	228,312	3.00	228,312
30000370	Engineer-Traffic	91,333	110,989	1.00	91,332	1.00	95,892	1.00	95,892
30000358	Engineering Associate, Sr-Civil	78,978	100,672	0.92	75,922	0.00	0	0.00	0
30000363	Engineering Associate, Sr-Traffic	78,978	100,672	1.00	78,984	1.00	81,864	1.00	81,864
30000325	Engineering Technician II	57,200	72,987	0.83	54,549	0.90	62,018	0.90	62,018
30000452	Management Analyst, Sr	71,510	95,472	1.00	71,508	0.00	0	0.00	0
30000375	Planner, Associate	60,674	70,221	1.00	60,672	0.00	0	0.00	0
30000839	Portland Streetcar Operations Supvr	64,813	86,403	1.00	85,284	1.00	85,935	1.00	85,935
30000466	Program Manager, Sr	84,739	112,882	1.00	98,340	1.00	102,036	1.00	102,036
30000462	Program Specialist, Assistant	50,877	78,333	1.00	50,880	0.00	0	0.00	0
30000190	Regulatory Program Administrator	67,163	83,075	0.58	39,567	1.00	74,711	1.00	74,711
30001183	Transportation Demand Mgmt Assistant	37,128	47,403	1.00	42,801	0.00	0	0.00	0
30000351	Transportation Demand Mgmt Spec I	57,200	72,987	1.00	57,204	1.00	59,504	1.00	59,504
30000739	Transportation Planning Coordinator	68,078	90,792	0.92	70,147	1.00	82,188	1.00	82,188
TOTAL LIMITED TERM POSITIONS				17.83	1,268,731	12.82	1,014,264	12.82	1,014,264
GRAND TOTAL				911.03	62,333,571	944.34	65,245,131	977.34	67,865,499

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.

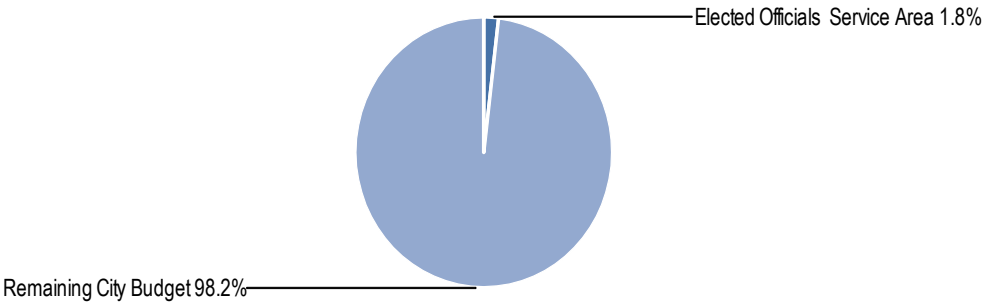
	Amount				
Action	**Ongoing**	**One-Time**	**Total Package**	**FTE**	**Decision**
FY 2018-19	333,370,310	0	333,370,310	905.24	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	8,611,564	0	8,611,564	7.00	House Bill 2017 capital investments
	0	9,000,000	9,000,000	0.00	Capital Set-Aside
	0	370,000	370,000	0.00	NW Steetcar Expansion
	5,206,942	0	5,206,942	20.00	House Bill 2017 maintenance investments
	599,744	0	599,744	4.00	House Bill 2017 support services
	0	650,000	650,000	0.00	Columbia Blvd safe crossing
	0	0	0	3.10	Position authorizations
	0	0	0	5.00	Private-for-hire driver background checks
	0	250,000	250,000	0.00	Vision Zero citywide awareness campaign
	(401,669)	401,669	0	0.00	Street cleaning shift to interagency revenues
	0	382,800	382,800	0.00	Tree removal fee for projects
	0	(19,777)	(19,777)	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	0	(1,500,000)	(1,500,000)	0.00	Capital Set-Aside adjustment
	0	308,348	308,348	0.00	Parking Facilities Fund adjustments
Adopted Budget Additions and Reductions					
	0	4,000,000	4,000,000	0.00	Build Portland FY 2018-19 project funding
	0	114,870	114,870	4.00	House Bill 2017 support services adjustment
	0	(25,510)	(25,510)	0.00	OMF inter-agency adjustments
	0	500,000	500,000	0.00	Increased capital project funding
	0	289,554	289,554	29.00	Position authority approved in Spring BMP
	14,016,581	**14,721,954**	**28,738,535**	**72.10**	**Total FY 2018-19 Decision Packages**
			362,108,845	**977.34**	**Total Adopted Budget**

CITY OF PORTLAND OREGON
1851

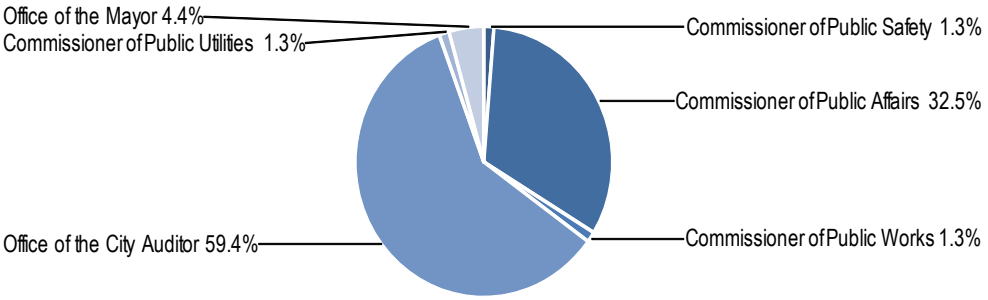
Elected Officials Service Area

- 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 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	86,334,403	94,121,517	7,787,114	9.02
Capital	0	0	0	0.00
Total Requirements	**86,334,403**	**94,121,517**	**7,787,114**	**9.02**
Authorized Positions	116.10	118.00	1.90	1.64

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 2018-19 Adopted Budget for the Office of the Mayor is $4.1 million. This represents a 5.82% increase from the FY 2017-18 Revised Budget. The Adopted Budget increases existing funding for the SummerWorks program by $31,600 in one-time General Fund resources to augment the $550,000 in ongoing resources currently appropriated for SummerWorks. These funds represent the additional cost of supporting 220 interns in FY 2018-19 due to an increase of the State minimum wage.

Commissioners' Offices

The FY 2018-19 Adopted Budget for the Commissioner of Public Affairs includes $31,380 in ongoing funding for three Senior Commissioner Staff Representative (CSR) positions, two allocated to the Office of the Commissioner of Public Affairs and one for the Gateway Center for Domestic Violence. The FY 2018-19 Adopted Budget also includes $20,920 in ongoing funding for the increased classification of Senior CSR for two positions per Office for the Office's of the Commissioner of Public Safety, the Commissioner of Public Utilities, and the Commissioner of Public Works. These positions were previously converted from CSR to Senior CSR in the FY 2017-18 Fall Supplemental Budget process and funded on a one-time basis from November 1, 2017 to June 30, 2018.

Office of the City Auditor

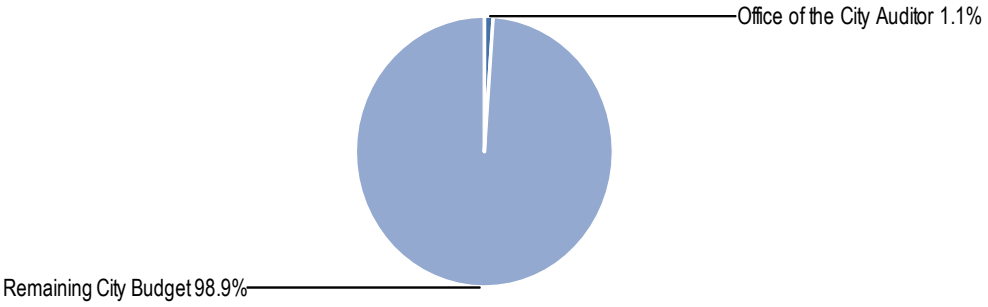
The Auditor's Office FY 2018-19 Adopted Budget includes 56.1 FTEs and a total budget of $55.9 million. The program expenses total $12.5 million. The Adopted Budget includes $227,280 in ongoing General Fund resources for cost-of-living adjustments, $264,865 in ongoing General Fund dollars to continue two positions supporting the Independent Police Review program, and one-time General Fund resources carried over from FY 2017-18 for security improvements ($190,000) and to complete an IT audit ($112,000). The Auditor's Office manages the Bancroft Bond Interest and Sinking Fund ($20.5 million in the FY 2018-19 Adopted Budget), the Assessment Collection Fund ($82,100), and the Local Improvement District Fund ($24.2 million).

Office of the City Auditor

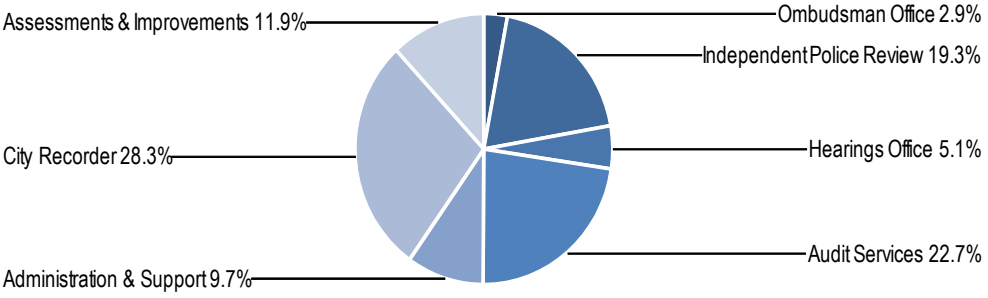
Elected Officials Service Area

Mary Hull Caballero, City Auditor

Percent of City Budget

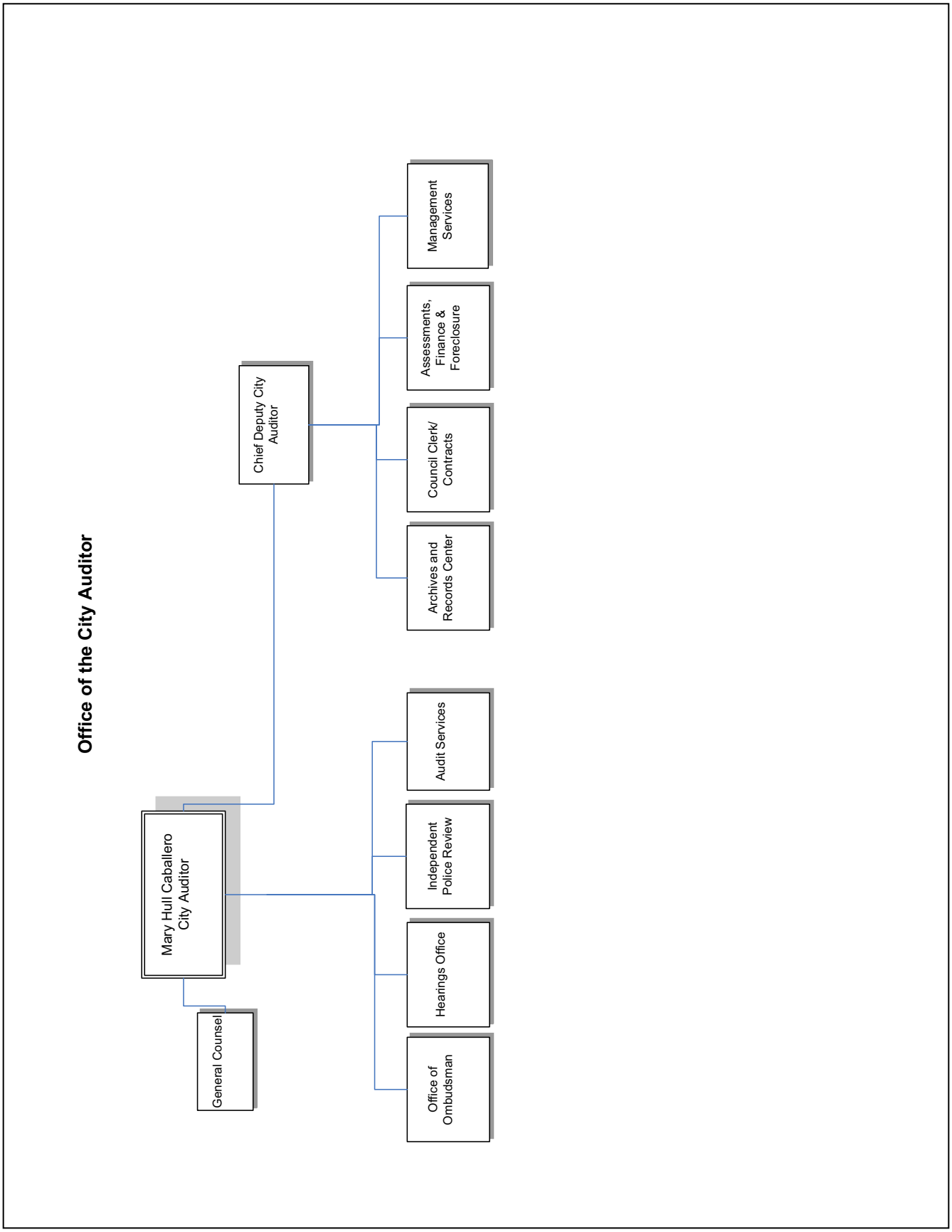


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	51,707,067	55,894,856	4,187,789	8.10
Capital	0	0	0	0.00
Total Requirements	**51,707,067**	**55,894,856**	**4,187,789**	**8.10**
Authorized Positions	55.20	56.10	0.90	1.63


Office of the City Auditor
Mary Hull Caballero
City Auditor
General Counsel
Chief Deputy City
Auditor
Office of
Ombudsman
Hearings Office
Independent
Police Review
Audit Services
Archives and
Records Center
Council Clerk/
Contracts
Assessments,
Finance &
Foreclosure
Management
Services

Bureau Summary

Mission

To promote open and accountable government by providing independent and impartial reviews, access to public information, and services for City government and the public.

Overview

Portland has had a City Auditor since 1865, and an elected City Auditor since 1891. As the sixth elected official in Portland's government, the Auditor is functionally independent of City Council and accountable only to the public.

The Auditor's Office has fifty-six employees carrying out their work in eight divisions. The divisions primarily responsible for ensuring the City is accountable are Audit Services, Hearings Office, Independent Police Review and the Ombudsman. The divisions responsible for ensuring the City is transparent are Archives and Records Management; Assessments, Finance and Foreclosure; and Council Clerk/Contracts. Staff in Management Services oversee City elections and the lobbyist registration program in addition to providing administrative support to all divisions in the office.

The FY 2018-19 operating budget for the Auditor's Office totals approximately $11.0 million in the General Fund, 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 City bureaus.

Strategic Direction

Implement Charter Changes Approved by Voters

Work will continue to implement Charter amendments approved in May 2017 that increased the independence of the Auditor's Office. The Auditor plans to re-purpose one existing support position to help meet the increased workload that accompanied the Auditor's newly authorized administrative responsibilities as well as provide flexibility to support multiple divisions as needed. Additional steps for Charter implementation include gaining access to City technology systems to facilitate administrative processes and developing a pilot for a more independent budget process for the Auditor's Office.

Increase Capacity for Accountability and Transparency

Personnel resources have grown in Independent Police Review in response to increased responsibility to investigate police misconduct complaints, but have decreased in Audit Services. A change in leadership in Audit Services combined with other personnel cost savings enabled the division to increase a part-time auditor position to full-time. Work will continue in all divisions in the Auditor's Office to report results of audits and investigations effectively and improve communication with the public about its services.

Summary of Budget Decisions

Adds

Limited Term Independent Police Review Positions Made Permanent

The FY 2018-19 Adopted Budget includes $264,865 of ongoing General Fund resources to add to the capacity of the Independent Police Review (IPR) to carry out a corresponding increase in investigative, coordination, and analysis duties. IPR has received a growing number of complaints and is conducting more in-depth and independent investigations, because of increased expectations in the City's settlement agreement with the Department of Justice. The addition makes permanent 1.0 FTE Complaint Investigator and 1.0 FTE Senior Management Analyst positions that were authorized temporarily during the FY 2017-18 Fall Budget Monitoring Process. The Senior Management Analyst position will primarily work on data analysis and reporting, updating and maintaining rules, policies, procedures, as well as analysis of systemic issues and trends. A new complaint investigator will assist the division with aggressive timelines for completion of complaint intake and preliminary assessments, community contacts, and administrative investigations.

Compensation Set-Aside Moved to Auditor General Fund Appropriation (CAL)

Consistent with other elected City offices, funds for inflationary increases and compensation contingency will no longer be placed with the City's Compensation Set-Aside fund, but are now included in the office's General Fund allocation base starting in FY 2018-19. The FY 2018-19 funds total $227,280.

Office of Management and Finance Interagency Agreement Balancing

The Adopted Budget includes $60,049 in net changes to interagency costs for Office of Management and Finance services. Increased costs are primarily for enterprise software security as well as general security services in City Hall. Reductions are derived from data visualization software implementation and changes in the City's Internal Business Services division. General Fund resources have been adjusted to account for the majority of these interagency changes, except for increases in computer life-cycle replacement costs.

Carryovers

Information Technology Audit

A programmatic carryover of $112,000 in General Fund resources will fund an information technology audit in partnership with an outside vendor. The audit will begin in the latter part of FY 2017-18 and be completed in FY 2018-19.

Security Upgrades

Savings of $190,000 within the Auditor's Office General Funds will be carried over to fund the continuation of security upgrades in City Hall. This project will construct physical barriers to prevent intrusion into first-floor offices, consistent with previous security assessments and other City offices with similar security needs.

Audit Services

Description

The mission of the Audit Services Division is to promote equitable, efficient, effective, and fully accountable City government. To accomplish this mission 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, 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 Prosper Portland's real estate operations, the Water Bureau's payment assistance programs, and the Housing Bureau's annual monitoring of multi-family housing projects.

Goals

Audit Services provides objective, timely audits of City programs to support the City Auditor's goal of promoting open and accountable government through independent and impartial reviews.

Performance

Audit Services issued 11 audit reports in FY 2016-17. This number was higher than the previous year but short of the goal of 12 reports annually. 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 2016-17, the cost per audit hour decreased to $122 and division expenditures remained consistent with prior years. The decrease reflects a return to consistent staffing after experiencing some turnover. Costs are expected to increase consistent with inflation this year and next. Cost per billable hour can be reviewed against other audit providers' costs and is useful in forecasting total audit costs.

In FY 2016-17, City managers implemented, or were in the process of implementing, 81 percent of audit recommendations, an increase from the prior year's implementation rate but still below the goal of 85 percent. The goal for FY 2018-19 remains the industry standard of 85 percent. Some bureaus decline to implement recommendations if conditions change or resources are not available. 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.

Changes to Services and Activities

A change in leadership in Audit Services combined with lower personnel costs and a staff retirement, provide the opportunity for a realignment, effective in FY 2018-19, to streamline the office's business management duties with a position in Management Services. Additional personnel savings from the Audit Services division have been transferred to increase the hours of an existing Senior Management Auditor from part-time to full-time.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	11.80	11.20	11.80	11.60	11.60
Expenditures					
Audit Services	1,531,420	1,582,824	1,784,068	2,012,331	2,357,224
CAFR Audit	320,972	341,472	370,883	382,010	382,010
Single Audit	32,828	80,083	108,173	111,418	111,418
Total Expenditures	**1,885,220**	**2,004,379**	**2,263,124**	**2,505,759**	**2,850,652**

Independent Police Review

Description

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. IPR also conducts policy reviews to identify and recommend improvements to Police Bureau policies and practices. Through IPR's code authority, the City Auditor hires outside experts to review officer-involved shootings and in-custody deaths. Staff in IPR provides administrative 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 accountable, professional, unbiased, and responsive. By working toward the City's police accountability and oversight obligations under the City Code and compliance under the settlement agreement with the U.S. Department of Justice, IPR's work also seeks to create a Portland where equitable enforcement and trust in police leads to a safer community.

Performance

In the 2017 calendar year, IPR received approximately 396 complaints and 415 are projected for 2018. 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 2016-17, IPR met this goal 33 percent of the time. For FY 2018-19, the division has set a goal of 45 percent of cases complete within 60 days. Additional ongoing resources added in the FY 2018-19 Adopted Budget are expected to assist in quicker turnaround of these cases, specifically the investigatory portion of this requirement.

Changes to Services and Activities

The settlement agreement has caused dramatic changes to Portland's accountability system with significant revisions to City Code, IPR's administrative rules, and Police Bureau Directives. These changes should ensure consistency in investigations and provide a framework for greater transparency and public trust in police oversight.

The Adopted Budget makes permanent one full-time Complaint Investigator position and one full-time Senior Management Analyst position, added initially on a limited term basis during the FY 2017-18 Fall Supplemental Budget Process. Increases in staffing during the past two fiscal years have allowed IPR to broaden the work that it conducts on the public's behalf; the additional ongoing capacity in the FY 2018-19 budget for IPR is expected to increase the number of independent investigations and policy reviews the division can undertake. Specifically, the additional Complaint Investigator position will allow IPR to conduct the type of administrative investigations of alleged officer misconduct that the public wants from IPR, such as investigations of allegations involving Police Bureau personnel with the rank of captain and above, crowd control cases, or incidents involving alleged biased policing or vulnerable individuals. The Senior

Management Analyst position will allow IPR to more regularly make policy recommendations to the Police Bureau as authorized by Code. The Senior Management Analyst will also serve as the division lead as IPR updates its accountability database, implements its Strategic Plan, and revises administrative rules.

IPR has increased the number, types, and complexity of its investigations, such as its investigations of two former Police Chiefs. IPR has also expanded its outreach activities and policy reviews of Police Bureau practices and procedures.

IPR has made progress in accomplishing some of the goals in its five-year strategic plan, particularly in increasing its independence.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	12.08	13.50	14.50	16.00	16.00
Expenditures					
Independent Police Review	1,660,447	1,744,386	2,220,151	2,384,063	2,417,086
Total Expenditures	**1,660,447**	**1,744,386**	**2,220,151**	**2,384,063**	**2,417,086**

Ombudsman Office

Description

The Ombudsman's Office is an independent advocate for a fair, reasonable and just City government. The Ombudsman's Office responds to complaints from the public and City employees about City services. The Ombudsman conducts impartial investigations and resolves problems informally. 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 provide an explanation to the complainant.

The Ombudsman's Office plays a significant role in addressing public concerns, thus increasing trust in government and avoiding more costly conflicts. The Ombudsman promotes government accountability by conducting impartial administrative investigations, identifying areas for systemic reform, and managing the Auditor's anonymous tip line, www.opencitytipline.com, which receives reports of alleged fraud, waste, and other governmental misconduct.

Goals

As delineated in Charter, the goal of the Ombudsman's Office is to safeguard the rights of persons and promote high standards of fairness, competency, efficiency and justice in the provision of City services. By conducting independent and impartial investigations, issuing public reports and recommending improvements to City policies, the Ombudsman's Office supports the Auditor's mission to promote an open and accountable City government.

Performance

The Ombudsman's Office responds to more than 500 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 calendar year 2017, the goal was for bureaus to accept at least 75 percent of the Ombudsman's recommendations, a five percent increase from the prior year's target. The actual acceptance rate is estimated currently at 100 percent acceptance. The acceptance goal for calendar year 2018 is increased to 85 percent.

Changes to Services and Activities

The Ombudsman's Office continues to conduct high-impact investigations and pursue administrative and legislative reforms 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 and providing that the Ombudsman has unfettered access to all information and records required to investigate or otherwise perform the Ombudsman's duties.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	2.50	2.00	2.00	2.00	2.00
Expenditures					
Ombudsman Office	323,234	355,575	358,296	363,571	369,493
Total Expenditures	**323,234**	**355,575**	**358,296**	**363,571**	**369,493**

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 the City against a person or property and those brought by parties who believe a government action was not legally or factually correct.

The office hears appeals, Code enforcement cases, certain types of land use applications, and cases pursuant to 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 2016-17, the Hearings Office processed 446 cases; the estimate for FY 2018-19 is 450 cases based on current projections. The number and types of cases brought to the Hearings Office is affected by changes in bureau policy, practice, regional land use trends, and the public's interest in appeals.

Changes to Services and Activities

The Hearings Office underwent a mid-fiscal year leadership change when the Chief Hearings Officer received a gubernatorial appointment to the Circuit Court bench. The Auditor's Office initiated a hiring process in January, and in the interim, relied on a combination of staff and contract Hearings Officers to hear cases. A new, permanent Hearings Officer has been hired and will takeover the position in FY 2018-19. The Hearings Office began implementing a new case management system, which is expected to improve efficiency and enable electronic filing for appeals. The Hearings Office has taken steps to improve access, such as allowing some cases to be heard by telephone, and is developing resources to help persons in the community present their cases.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.50	3.50	3.90	3.50	3.50
Expenditures					
Hearings Office	574,210	619,574	742,315	641,760	641,724
Total Expenditures	**574,210**	**619,574**	**742,315**	**641,760**	**641,724**

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 employees prepare Council meeting agendas, process ordinances and resolutions, compile official minutes, and provide easy access to Council proceedings. The division also produces the official versions of City Charter and Code, gives final approval of City contract documents, approves claims for payment against the City, and disburses payments.

Archives & Records Management

Archives & Records Management (Archives) assists elected officials and bureaus in managing their public records legally and efficiently. Staff develops records retention schedules that meet bureau and regulatory needs and provides guidance and instruction on public records issues. Archives & Records Management serves as the official repository for the City's historical records and provides access and reference services to the public and City employees. The division operates the City's Records Center and administers the electronic records management and retention system to ensure that the City's electronic records comply with retention regulations and are easily accessible.

Goals

The City Recorder function housing both the Council Clerk/Contracts and Archives & Records Management divisions supports the Auditor's Office mission to provide access to public records and actions of City Council. Access to public information and processes provides transparency to the public, leading to greater accountability.

Performance

In FY 2016-17, the average time to provide Council meeting minutes to the public was eight months, a decrease in timely availability of these documents because of other priorities and unexpected staff absences. The current estimate is six months, and the division is expecting to increase the turnaround to an average of three months in FY 2018-19. In FY 2016-17, the Council Clerk spent 270 hours in Council meetings. The estimate for FY 2018-19 remains 270 hours, based on the length of current meetings.

In FY 2016-17, the Archives & Records Management division assisted 879 researchers and expects 850 in FY 2018-19. The number of visitors to the City's electronic and historical public document portal continues to increase and is expected to see 4 percent more visitors (90,000) in FY 2018-19.

Changes to Services and Activities

The public and City employee use of HPE Content Manager (TRIM) through the public access portal called Efiles continues to rise. Many City offices are increasingly adopting TRIM as their electronic records repository and are integrating records management and preservation into their business process workflows. In conjunction with the Portland Building move, the Records Center brought in 2,225 boxes from bureaus affected by the move; the previous year's

number was 595 boxes. In addition to the high levels of reference activity and assistance, Archives is engaged in a variety of projects and partnerships that seek to introduce new and underrepresented communities to the Archives. Recent efforts include workshops in local libraries, and partnering with Multnomah County Library on a web project focused on African-American history in Portland.

Archives & Records Management is working with the City Attorney's Office to develop policies for text messaging and other public records issues. It is also working with the Bureau of Technology Services on a more effective standard for managing email. The office continues its efforts to deploy TRIM to additional bureaus and is working with offices interested in transitioning to a paperless system.

Council Clerk/Contracts is working with various bureaus to reduce paper use, minimize workloads and when possible improve public access to documents. The office 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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	14.00	13.50	13.50	13.50	13.50
Expenditures					
Archives & Records Management	2,611,780	2,562,180	2,554,052	2,591,121	2,617,135
Council Clerk & Contracts	848,306	840,482	896,776	917,339	926,141
Total Expenditures	**3,460,086**	**3,402,662**	**3,450,828**	**3,508,460**	**3,543,276**

Assessments & Improvements (Assessments, Finance and Foreclosure)

Description

The Assessments, Finance and Foreclosure program provides a wide range of services to City bureaus and property owners through special assessments. The program helps plan and finance local improvement projects, such as sewer, street, and sidewalk repairs. The program also assesses fees and penalties on properties for Code enforcement, such as nuisance abatements and demolitions. Property owners have a variety of financing mechanisms to pay off assessments. The program oversees the Local Improvement District Fund, the Bancroft Bond Fund, and the Assessment Collection Fund.

The Foreclosure program's objective is to protect the interest of bondholders and taxpayers by recovering costs incurred by the City. Program staff works closely with the Portland Bureaus of Transportation, Development Services, Environmental Services, Water, and 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 directly supports the goals of City bureaus by providing the liens and financing mechanism they require. The program supports the Auditor's priorities of transparency and improvement of communications with the public.

Performance

In FY 2016-17, the Foreclosure program, which works with homeowners to collect delinquent liens and other debts and prevent foreclosure, collected $2,237,015, a record year for the division. The goal for FY 2018-19 is $1,000,000. For the Assessment program, in FY 2016-17, there were 1,796 new assessments; the estimate for FY 2018-19 is 2,188. In FY 2016-17, there were 898 assessments per staff person; there are 1,094 estimated for FY 2018-19. Activity level is based on the number, size, scope, and timing of projects brought by other bureaus for assessment. Large Local Improvement District assessments are a primary driver of workload.

Changes to Services and Activities

The Foreclosure program will continue to address neighborhood livability concerns by actively pursuing foreclosure on vacant and abandoned properties. The program works closely with multiple City bureaus to recommend properties to Council for foreclosure. These distressed 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 an increase in activity in FY 2018-19 compared to the current year with the expected funding of large Local Improvement District projects. Significant budget changes can occur with the sale of special assessment bonds to finance large projects and the increased use of system development charges to pay for City infrastructure.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Expenditures					
Assessments & Improvements	1,664,892	1,357,261	1,485,673	1,495,205	1,495,205
Total Expenditures	**1,664,892**	**1,357,261**	**1,485,673**	**1,495,205**	**1,495,205**

Administration & Support

Description

Public Transparency Programs

This division houses the Elections Office, which is responsible for managing elections processes for the City. Administration & Support also administers the Lobbyist Registration program and Political Consultant Registration program; together the programs register lobbying and political consulting entities, receive and publish reports, investigate violations, and maintain the online reporting application.

Administration & Support also administers and maintains the repository of the Portland Policy Documents. Staff members review documents that add, delete, and/or amend City-wide policies and make them available online.

Administrative Support

Administration & Support is also the Auditor's internal administrative division, providing leadership, accountability, and support for all activities of the office. These functions include communications, legal counsel, budgeting, accounting, human resources, timekeeping, maintenance of online presence, policy analysis, purchasing, safety, and information technology projects and systems. This division serves as a contact point for other offices and bureaus in the City.

Goals

Administration & Support's work directly supports the Auditor's priorities of accountability, transparency, and independence. Goals for FY 2018-19 are largely focused on fulfilling the Charter mandate for independent administrative and budget processes. The division will strengthen capacity to fully enact Charter changes by realigning staffing resources and gaining access to technology systems.

Performance

With implementation of Charter changes and movement toward shared office-wide services, new performance measures will likely be necessary as administrative scope and scale have changed.

Changes to Services and Activities

In FY 2018-19, Administration & Support will continue implementation of Charter changes that have far reaching implications to the administrative services of the office. Reorganization activities are underway in the division to add capacity with a Business Operations Manager. Other streamlining involves sharing services office-wide that are based in Management Services, such as communications design and data analysis.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	4.50	5.50	6.50	6.50	6.50
Expenditures					
Administration & Support	666,360	1,111,656	1,599,735	1,195,413	1,216,753
Total Expenditures	**666,360**	**1,111,656**	**1,599,735**	**1,195,413**	**1,216,753**

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	1,458,386	1,386,386	1,354,417	1,370,213	1,370,213
Bond & Note	2,329,971	4,015,596	13,629,814	18,486,186	18,486,186
Miscellaneous	10,441,519	7,828,342	7,590,512	6,520,242	6,520,242
Total External Revenues	**14,229,876**	**13,230,324**	**22,574,743**	**26,376,641**	**26,376,641**
Internal Revenues					
General Fund Discretionary	3,514,658	3,797,625	5,885,215	6,026,142	6,303,991
General Fund Overhead	4,742,122	5,183,821	4,454,893	4,305,632	4,467,741
Fund Transfers - Revenue	0	500,000	0	0	0
Interagency Revenue	67,521	144,313	338,404	164,019	164,019
Total Internal Revenues	**8,324,301**	**9,625,759**	**10,678,512**	**10,495,793**	**10,935,751**
Beginning Fund Balance	17,297,763	17,925,501	18,453,812	18,582,464	18,582,464
Total Resources	**$39,851,940**	**$40,781,584**	**$51,707,067**	**$55,454,898**	**$55,894,856**
Requirements					
Bureau Expenditures					
Personnel Services	5,753,671	6,046,533	6,812,840	7,236,844	7,365,502
External Materials and Services	1,266,950	1,202,787	1,531,609	1,578,275	1,892,830
Internal Materials and Services	3,213,855	3,345,949	3,775,673	3,279,112	3,275,857
Total Bureau Expenditures	**10,234,476**	**10,595,269**	**12,120,122**	**12,094,231**	**12,534,189**
Fund Expenditures					
Debt Service	11,147,448	6,002,117	13,571,221	7,988,779	7,988,779
Contingency	0	0	3,306,225	3,475,647	3,475,641
Fund Transfers - Expense	544,515	5,730,261	7,855,582	16,074,158	16,074,164
Debt Service Reserves	0	0	0	15,822,083	15,822,083
Total Fund Expenditures	**11,691,963**	**11,732,378**	**24,733,028**	**43,360,667**	**43,360,667**
Ending Fund Balance	17,925,501	18,453,937	14,853,917	0	0
Total Requirements	**$39,851,940**	**$40,781,584**	**$51,707,067**	**$55,454,898**	**$55,894,856**
Programs					
City Recorder	3,460,086	3,402,662	3,450,828	3,508,460	3,543,276
Administration & Support	666,360	1,111,656	1,599,735	1,195,413	1,216,753
Operations and Strategic Support	25	0	0	0	0
Independent Police Review	1,660,447	1,744,386	2,220,151	2,384,063	2,417,086
Ombudsman Office	323,234	355,575	358,296	363,571	369,493
Assessments & Improvements	1,664,892	1,357,261	1,485,673	1,495,205	1,495,205
Audit Services	1,885,220	2,004,379	2,263,124	2,505,759	2,850,652
Assessments, Finance & Foreclosure	2	(224)	0	0	0
Hearings Office	574,210	619,574	742,315	641,760	641,724
Total Programs	**$10,234,476**	**$10,595,269**	**$12,120,122**	**$12,094,231**	**$12,534,189**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	50,877	78,333	1.00	75,276	1.00	78,336	1.00	78,336
30000433	Administrative Specialist, Sr	47,362	72,904	2.00	135,592	2.00	141,157	2.00	141,157
30002208	Archives & Records Mgmt Coord	68,078	90,792	2.00	161,895	2.00	164,820	2.00	164,820
30000542	Archives & Records Mgmt Spec	47,362	72,904	2.00	103,149	2.00	107,373	2.00	107,373
30000544	Archives & Records Mgmt Spec, Sr	61,734	82,285	1.00	81,780	1.00	82,242	1.00	82,242
30000545	Archivist, City	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000551	Audit Services, Director of	97,989	132,766	1.00	84,216	1.00	119,714	1.00	119,714
30002458	Auditor's Senior Staff Representative	95,014	146,994	1.00	139,980	1.00	143,333	1.00	143,333
30000558	Auditor, Chief Deputy City	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000003	Auditor, City	116,771	116,771	1.00	116,772	1.00	116,772	1.00	116,772
30000441	Business Operations Manager	84,739	112,882	0.00	0	1.00	112,884	1.00	112,884
30000448	Business Systems Analyst	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000546	Clerk to City Council	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000491	Community Outreach & Informtn Assistant	50,877	78,333	1.00	64,122	1.00	66,756	1.00	66,756
30000492	Community Outreach & Informtn Rep	61,734	82,285	1.00	82,284	0.00	0	0.00	0
30000493	Community Outreach & Informtn Rep, Sr	68,078	90,792	1.00	90,378	1.00	90,792	1.00	90,792
30000553	Complaint Investigator	64,813	86,403	7.00	544,381	8.00	632,188	8.00	632,188
30000547	Council Support & Contracts Supervisor	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000568	Financial Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000552	Foreclosure Program Manager	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000028	Hearings Clerk	48,173	63,357	2.00	118,272	2.00	120,252	2.00	120,252
30000598	Hearings Officer	97,989	132,766	1.00	129,168	1.00	132,768	1.00	132,768
30000556	IPR Program Manager	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000555	IPR Program Manager, Assistant	78,770	105,851	2.00	206,912	2.00	210,297	2.00	210,297
30000451	Management Analyst	64,813	86,403	2.00	169,074	2.00	171,768	2.00	171,768
30000452	Management Analyst, Sr	71,510	95,472	1.00	86,256	1.00	89,796	2.00	179,436
30000450	Management Assistant	50,877	78,333	2.00	152,151	2.00	155,019	2.00	155,019
30000550	Management Auditor, Principal	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000549	Management Auditor, Sr	71,510	95,472	7.00	633,894	7.00	653,289	8.00	747,683
30000012	Office Support Specialist II	34,798	49,962	1.00	44,700	1.00	47,252	1.00	47,252
30000013	Office Support Specialist III	44,512	58,989	2.00	100,587	2.00	105,968	2.00	105,968
30000554	Ombudsman, City	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000465	Program Manager	71,510	95,472	1.00	87,528	1.00	91,116	1.00	91,116
TOTAL FULL-TIME POSITIONS				52.00	4,452,379	53.00	4,677,904	55.00	4,861,938
30000598	Hearings Officer	97,989	132,766	0.90	88,188	0.50	48,996	0.50	48,996
30000550	Management Auditor, Principal	78,770	105,851	0.90	70,896	0.60	61,548	0.60	61,548
30000549	Management Auditor, Sr	71,510	95,472	0.90	65,508	1.00	94,394	0.00	0
TOTAL PART-TIME POSITIONS				2.70	224,592	2.10	204,938	1.10	110,544
30000553	Complaint Investigator	64,813	86,403	0.50	32,406	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.50	32,406	0.00	0	0.00	0
GRAND TOTAL				55.20	4,709,377	55.10	4,882,842	56.10	4,972,482

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.

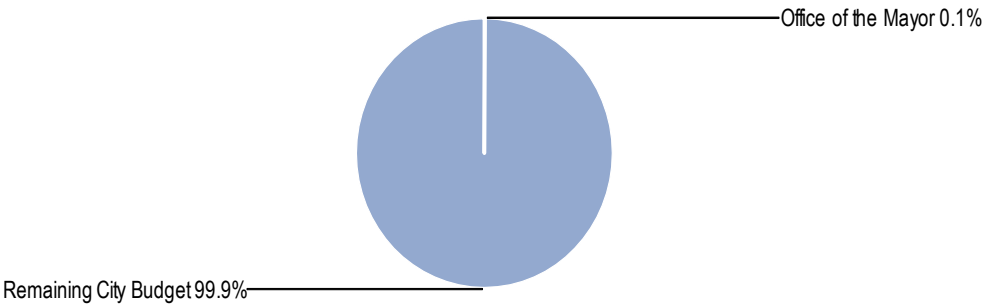
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	11,632,330	41,399	11,673,729	53.70	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	227,280	0	227,280	0.00	COLA adjustments
	6,266	0	6,266	0.00	DCTU and other overhead adjustments
Mayor's Proposed Budget Decisions					
	123,652	0	123,652	2.00	IPR Investigator and Senior Management Analyst
	63,304	0	63,304	0.00	OMF interagency balancing
	0	0	0	0.40	Position adjustments using salary savings
Approved Budget Additions and Reductions					
	141,213	0	141,213	0.00	Funding for IPR Sr. Management Analyst
	0	190,000	190,000	0.00	FY 2017-18 carryover: security improvements
	0	112,000	112,000	0.00	FY 2017-18 carryover: IT audit
Adopted Budget Additions and Reductions					
	(3,255)	0	(3,255)	0.00	OMF interagency balancing
	558,460	**302,000**	**860,460**	**2.40**	**Total FY 2018-19 Decision Packages**
			12,534,189	**56.10**	**Total Adopted Budget**

Office of the Mayor

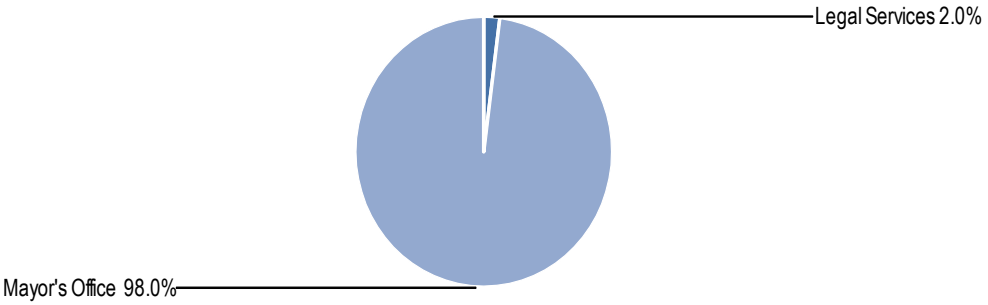
Elected Officials Service Area

Mayor Ted Wheeler, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	3,951,686	4,105,862	154,176	3.90
Capital	0	0	0	0.00
Total Requirements	**3,951,686**	**4,105,862**	**154,176**	**3.90**
Authorized Positions	20.00	20.00	0.00	0.00

Bureau Summary

Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2018-19 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.

Taking into account the full breadth of roles and responsibilities held by the Mayor's Office, last budget year the administration brought on necessary additional staff resources, while realigning some programs that were better situation elsewhere. That strategy, having proved successful, is built upon this year.

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 Additional Funding

The Mayor's Office is receiving $31,600 in one-time General Fund Overhead and Discretionary to continue to fund the Summerworks program. The Mayor's Office received $360,000 in ongoing General Fund Overhead and Discretionary to fund workforce initiatives in FY 2017-18. This $360,000 in ongoing funding was added to $190,000 of ongoing funding already in the Mayor's Office budget to arrive at a total of $550,000. The minimum wage went up by .75 cents to $12.00/hour in 2018. This raises the cost of an internship sponsorship to $2,645, which is an increase of $95 per slot from last summer. For the City to maintain supporting 220 positions, the cost for 2018 will be $581,600.

Senior Commissioner Staff Representative Funding

This add package provides $20,920 in ongoing funding to convert two Commissioner Staff Representative positions within the Office of the Mayor to the Senior Commissioner Staff Representative classification created in 2017. One-time funding was provided in the FY 2017-18 Fall Budget Monitoring Process with the understanding that ongoing funding would be requested in the FY 2018-19 Budget process.

Office of Management and Finance Interagency Agreement Balancing

The Adopted Budget includes $278,367 in net changes to interagency costs for the Office of Management and Finance services. Increased costs are primarily for enterprise software security as well as general security services in City Hall. Reductions are derived from data visualization software implementation and changes in the City's Internal Business Services division. General Fund resources have been adjusted to account for the majority of these interagency changes, except for increases in computer life-cycle replacement costs.

Carryovers

FY 2017-18 Carryover Staffing Support

This carryover moves $168,400 in unspent FY 2017-18 balance with the Mayor's Office into FY 2018-19 to provide support for limited-term staff, project management, consultant services, and contracting with City academic partners for research related to the Mayor's priorities.

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	286	188	0	0	0
Intergovernmental	47,189	0	0	0	0
Miscellaneous	1,210	540	0	0	0
Total External Revenues	**48,685**	**728**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	1,973,321	1,334,277	2,123,072	1,835,642	1,912,161
General Fund Overhead	1,216,131	1,545,962	1,828,614	2,102,918	2,193,701
Total Internal Revenues	**3,189,452**	**2,880,239**	**3,951,686**	**3,938,560**	**4,105,862**
Beginning Fund Balance	(35,391)	11,798	0	0	0
Total Resources	**$3,202,746**	**$2,892,765**	**$3,951,686**	**$3,938,560**	**$4,105,862**
Requirements					
Bureau Expenditures					
Personnel Services	1,735,938	1,679,564	2,292,538	2,304,620	2,473,020
External Materials and Services	954,632	699,489	773,963	849,097	849,097
Internal Materials and Services	395,378	501,914	885,185	784,843	783,745
Total Bureau Expenditures	**3,085,948**	**2,880,967**	**3,951,686**	**3,938,560**	**4,105,862**
Fund Expenditures					
Fund Transfers - Expense	105,000	0	0	0	0
Total Fund Expenditures	**105,000**	**0**	**0**	**0**	**0**
Ending Fund Balance	11,798	11,798	0	0	0
Total Requirements	**$3,202,746**	**$2,892,765**	**$3,951,686**	**$3,938,560**	**$4,105,862**
Programs					
Administration & Support	0	0	0	279,465	0
Mayor's Office	3,086,118	2,880,970	3,951,686	3,577,291	4,024,058
Legal Services	0	0	0	81,804	81,804
Mayor's Office - Public Safety	(170)	(3)	0	0	0
Total Programs	**$3,085,948**	**$2,880,967**	**$3,951,686**	**$3,938,560**	**$4,105,862**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000004	Commissioner's Admin Support Specialist	41,142	63,378	1.00	43,680	1.00	45,170	1.00	45,170
30002511	Commissioner's Senior Staff Rep	67,933	103,126	2.00	200,928	2.00	204,480	2.00	204,480
30000005	Commissioner's Staff Rep	52,250	95,493	14.00	919,855	14.00	948,364	14.00	948,364
30000001	Mayor	138,674	138,674	1.00	138,672	1.00	138,672	1.00	138,672
30000008	Mayor's Chief of Staff	101,130	151,674	1.00	151,668	1.00	151,668	1.00	151,668
30000007	Mayor's Deputy Chief of Staff	83,970	104,998	1.00	102,732	1.00	104,811	1.00	104,811
TOTAL FULL-TIME POSITIONS				20.00	1,557,535	20.00	1,593,165	20.00	1,593,165
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				20.00	1,557,535	20.00	1,593,165	20.00	1,593,165

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.

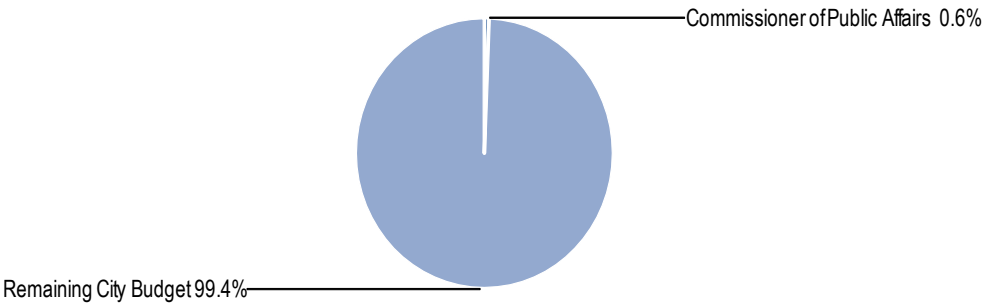
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	3,604,975	1,600	3,606,575	20.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Overhead adjustment
Mayor's Proposed Budget Decisions					
	20,920	0	20,920	0.00	Commissioner's Senior Staff Representative
	0	31,600	31,600	0.00	Summerworks carryover
	104,950	174,515	279,465	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	168,400	168,400	0.00	FY 2017-18 Carryover - Staffing support
Adopted Budget Additions and Reductions					
	(1,098)	0	(1,098)	0.00	OMF interagency balancing
	124,772	**374,515**	**499,287**	**0.00**	**Total FY 2018-19 Decision Packages**
			4,105,862	**20.00**	**Total Adopted Budget**

Commissioner of Public Affairs

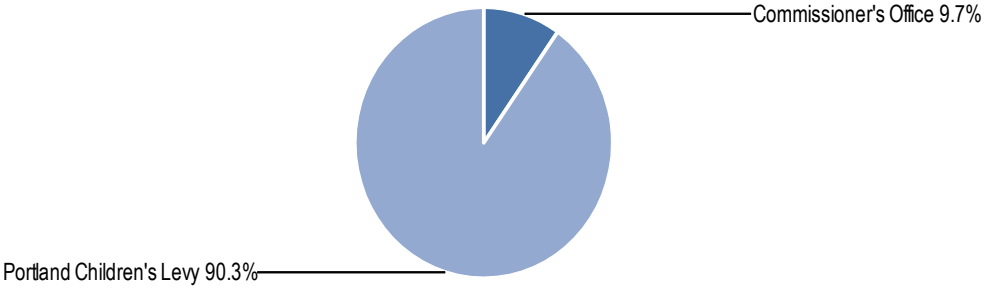
Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	26,995,978	30,561,096	3,565,118	13.21
Capital	0	0	0	0.00
Total Requirements	**26,995,978**	**30,561,096**	**3,565,118**	**13.21**
Authorized Positions	15.90	16.90	1.00	6.29

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)
- Fair & Moral Claims Committee (with Commissioner Fritz)

Summary of Budget Decisions

Adds

Senior Commissioner Staff Representative Funding

This add package provides $31,380 in ongoing funding to convert two Commissioner Staff Representative positions within the office of the Commissioner of Public Affairs and one Commissioner Staff Representative position in the Gateway Center to the Senior Commissioner Staff Representative classification created in 2017. One-time funding was provided in the FY 2017-18 Fall Supplemental Budget process with the understanding that ongoing funding would be requested in the FY 2018-19 Budget Development process.

Gateway Center Commissioner's Administrative Support Specialist (CASS)

This add package provides $62,000 in one-time funding for a limited-term CASS position in the Gateway Center for Domestic Violence. The position provides operational and administrative support through ongoing responsibility to the front desk, including serving as the first point of contact for survivors, law enforcement, child welfare, and community partners.

Immigration Legal Services

This request provides $60,000 in one-time funding for immigration legal services to domestic violence survivors at the Gateway Center. This program, which was also funded with one-time dollars in FY 2017-18, is a partnership between Catholic Charities Immigration Legal Services (CC-ILS) and the Gateway Center. CC-ILS has staff on site every Wednesday to provide consultation and consideration for further legal representation.

Office of Management and Finance Interagency Agreement Balancing

The Adopted Budget includes $16,018 in net changes to interagency costs for the Office of Management and Finance services. Increased costs are primarily for enterprise software security as well as general security services in City Hall. Reductions are derived from data visualization software implementation and changes in the City's Internal Business Services division. General Fund resources have been adjusted to account for the majority of these interagency changes, except for increases in computer life-cycle replacement costs.

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 $21 million in FY 2018-19. The Children's Investment Fund is projected to have a fund balance of $7.4 million on July 1, 2018. Funding categories as provided in the ballot measure language are:

- Early Childhood
- Child Abuse Prevention and Intervention
- After School
- Mentoring
- Foster Care
- Hunger Relief

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 the spring and summer of 2017, the Children's Levy Allocation Committee renewed 67 existing grants and chose to fund 7 new grants. Total funding for the final 2 years of the current levy is $36.4 million.

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.97	3.98	5.00	5.00	5.00
Expenditures					
Administration & Support	686,346	699,271	802,353	848,514	848,514
Investing in Children	14,199,796	14,560,847	18,200,000	19,225,000	19,225,000
Portland Children's Levy	214	2	0	0	0
Total Expenditures	**14,886,356**	**15,260,120**	**19,002,353**	**20,073,514**	**20,073,514**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Administrative cost as percentage of cumulative tax revenue	4.9%	4.8%	4.7%	5.0%	5.0%
Output					
Number of children served	26,632	11,500	12,000	12,000	12,000
Workload					
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	69	69	74	70	70

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	10.90	10.90	10.90	11.90	11.90
Expenditures					
Commissioner's Office	989,363	1,066,757	1,246,835	1,187,562	1,186,871
Domestic Violence	714,562	921,298	965,989	915,914	975,914
Total Expenditures	**1,703,925**	**1,988,055**	**2,212,824**	**2,103,476**	**2,162,785**

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	15,275,571	17,797,205	18,983,154	21,023,311	21,023,311
Charges for Services	0	244	0	0	0
Intergovernmental	0	54,000	30,800	27,000	27,000
Miscellaneous	91,106	126,677	0	0	0
Total External Revenues	**15,366,677**	**17,978,126**	**19,013,954**	**21,050,311**	**21,050,311**
Internal Revenues					
General Fund Discretionary	1,139,352	1,332,089	1,557,029	1,431,850	1,491,534
General Fund Overhead	538,812	587,213	624,995	644,626	644,251
Total Internal Revenues	**1,678,164**	**1,919,302**	**2,182,024**	**2,076,476**	**2,135,785**
Beginning Fund Balance	3,970,954	4,400,514	5,800,000	7,375,000	7,375,000
Total Resources	**$21,015,795**	**$24,297,942**	**$26,995,978**	**$30,501,787**	**$30,561,096**
Requirements					
Bureau Expenditures					
Personnel Services	1,714,289	1,758,484	1,957,084	2,040,094	2,040,094
External Materials and Services	14,682,686	15,218,836	18,888,821	19,852,586	19,912,586
Internal Materials and Services	193,306	270,855	369,272	284,310	283,619
Total Bureau Expenditures	**16,590,281**	**17,248,175**	**21,215,177**	**22,176,990**	**22,236,299**
Fund Expenditures					
Contingency	0	0	5,755,801	8,299,797	8,299,797
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
Total Fund Expenditures	**25,000**	**25,000**	**5,780,801**	**8,324,797**	**8,324,797**
Ending Fund Balance	4,400,514	7,024,767	0	0	0
Total Requirements	**$21,015,795**	**$24,297,942**	**$26,995,978**	**$30,501,787**	**$30,561,096**
Programs					
Portland Children's Levy	14,886,356	15,260,120	19,002,353	20,073,514	20,073,514
Commissioner's Office	1,703,925	1,988,055	2,212,824	2,103,476	2,162,785
Total Programs	**$16,590,281**	**$17,248,175**	**$21,215,177**	**$22,176,990**	**$22,236,299**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000010	Children's Levy Commissioner's Staff Rep	84,739	112,882	1.00	103,674	1.00	107,928	1.00	107,928
30000009	Children's Levy Commissnr's Support Spec	50,877	78,333	1.00	72,456	1.00	74,440	1.00	74,440
30000002	Commissioner	116,771	116,771	1.00	116,772	1.00	116,772	1.00	116,772
30000004	Commissioner's Admin Support Specialist	41,142	63,378	2.00	91,844	2.00	95,160	2.00	95,160
30000006	Commissioner's Chief of Staff	88,733	117,957	1.00	117,960	1.00	117,960	1.00	117,960
30002511	Commissioner's Senior Staff Rep	67,933	103,126	2.00	206,256	2.00	206,256	2.00	206,256
30000005	Commissioner's Staff Rep	52,250	95,493	4.00	283,995	4.00	294,979	4.00	294,979
TOTAL FULL-TIME POSITIONS				12.00	992,957	12.00	1,013,495	12.00	1,013,495
30000010	Children's Levy Commissioner's Staff Rep	84,739	112,882	3.00	281,101	3.00	288,219	3.00	288,219
30000004	Commissioner's Admin Support Specialist	41,142	63,378	0.90	37,032	0.90	37,032	0.90	37,032
TOTAL PART-TIME POSITIONS				3.90	318,133	3.90	325,251	3.90	325,251
30000004	Commissioner's Admin Support Specialist	41,142	63,378	0.00	0	1.00	42,708	1.00	42,708
TOTAL LIMITED TERM POSITIONS				0.00	0	1.00	42,708	1.00	42,708
GRAND TOTAL				15.90	1,311,090	16.90	1,381,454	16.90	1,381,454

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.

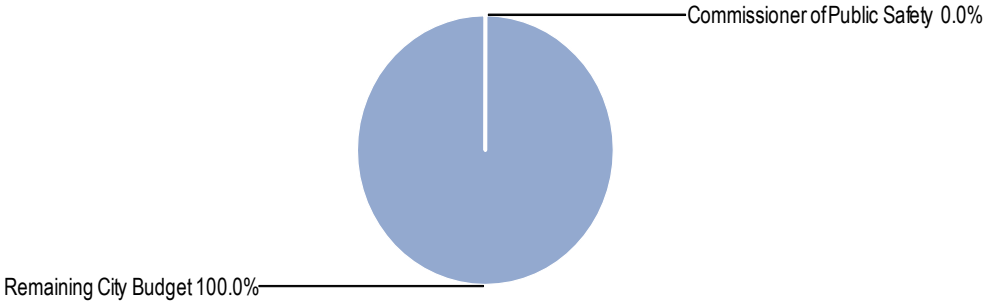
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	22,066,156	745	22,066,901	15.90	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Overhead adjustment
Mayor's Proposed Budget Decisions					
	31,380	0	31,380	0.00	Commissioner's Senior Staff Representative, Commissioner's Office
	28,357	33,643	62,000	1.00	Commissioner's Administrative Assistant, Gateway Center for Domestic Violence
	16,709	0	16,709	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	60,000	60,000	0.00	Immigration Legal Services, Gateway Center for Domestic Violence
Adopted Budget Additions and Reductions					
	(691)	0	(691)	0.00	OMF interagency balancing
	75,755	**93,643**	**169,398**	**1.00**	**Total FY 2018-19 Decision Packages**
			22,236,299	**16.90**	**Total Adopted Budget**

Commissioner of Public Safety

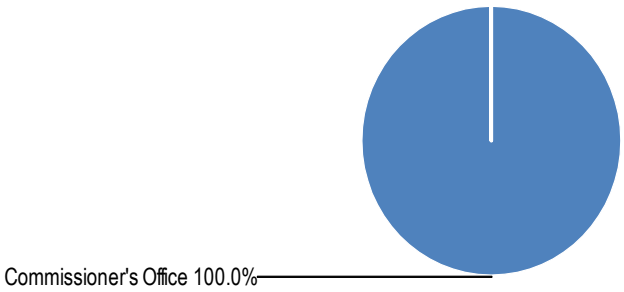
Elected Officials Service Area

Chloe Eudaly, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,237,755	1,186,023	(51,732)	(4.18)
Capital	0	0	0	0.00
Total Requirements	**1,237,755**	**1,186,023**	**(51,732)**	**(4.18)**
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) (with Mayor Wheeler)
- Multnomah County Animal Control
- Portland Commission on Disability

Summary of Budget Decisions

Adds

Senior Commissioner Staff Representative Funding

This add package provides $20,920 in ongoing funding to convert two Commissioner Staff Representative positions within the Office of the Commissioner of Public Safety to the Senior Commissioner Staff Representative classification created in 2017. One-time funding was provided in the FY 2017-18 Fall Budget Monitoring Process with the understanding that ongoing funding would be requested in the FY 2018-19 Budget process.

Office of Management and Finance Interagency Agreement Balancing

The Adopted Budget includes $15,170 in net changes to interagency costs for the Office of Management and Finance services. Increased costs are primarily for enterprise software security as well as general security services in City Hall. Reductions are derived from data visualization software implementation and changes in the City's Internal Business Services division. General Fund resources have been adjusted to account for the majority of these interagency changes, except for increases in computer life-cycle replacement costs.

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	69	156	0	0	0
Miscellaneous	29	0	0	0	0
Total External Revenues	**98**	**156**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	425,582	406,930	596,749	548,146	547,908
General Fund Overhead	538,812	586,197	641,006	638,397	638,115
Total Internal Revenues	**964,394**	**993,127**	**1,237,755**	**1,186,543**	**1,186,023**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$964,492**	**$993,283**	**$1,237,755**	**$1,186,543**	**$1,186,023**
Requirements					
Bureau Expenditures					
Personnel Services	838,012	763,565	879,188	932,680	932,680
External Materials and Services	12,251	45,792	74,624	51,069	51,069
Internal Materials and Services	114,229	183,926	283,943	202,794	202,274
Total Bureau Expenditures	**964,492**	**993,283**	**1,237,755**	**1,186,543**	**1,186,023**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$964,492**	**$993,283**	**$1,237,755**	**$1,186,543**	**$1,186,023**
Programs					
Administration & Support	0	0	0	15,690	0
Commissioner's Office	964,492	993,283	1,237,755	1,170,853	1,186,023
Total Programs	**$964,492**	**$993,283**	**$1,237,755**	**$1,186,543**	**$1,186,023**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	116,771	116,771	1.00	116,772	1.00	116,772	1.00	116,772
30000004	Commissioner's Admin Support Specialist	41,142	63,378	1.00	52,272	1.00	54,408	1.00	54,408
30000006	Commissioner's Chief of Staff	88,733	117,957	1.00	105,474	1.00	109,800	1.00	109,800
30000005	Commissioner's Staff Rep	52,250	95,493	4.00	270,616	4.00	278,582	4.00	278,582
TOTAL FULL-TIME POSITIONS				7.00	545,134	7.00	559,562	7.00	559,562
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000005	Commissioner's Staff Rep	52,250	95,493	1.00	52,248	1.00	52,248	1.00	52,248
TOTAL LIMITED TERM POSITIONS				1.00	52,248	1.00	52,248	1.00	52,248
GRAND TOTAL				8.00	597,382	8.00	611,810	8.00	611,810

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.

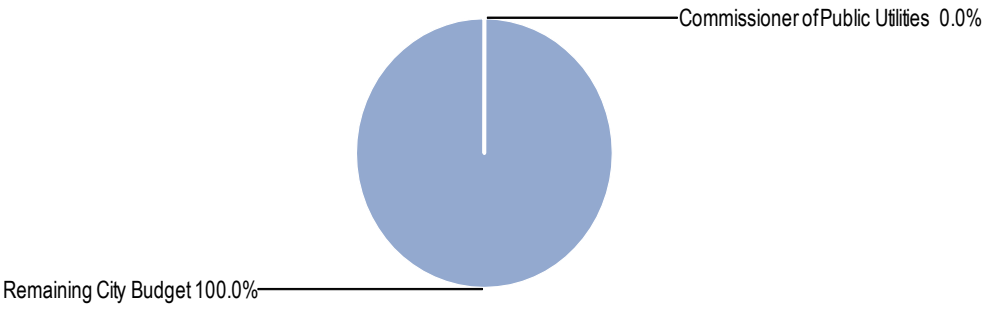
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	1,149,263	670	1,149,933	8.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Overhead adjustment
Mayor's Proposed Budget Decisions					
	20,920	0	20,920	0.00	Commissioner's Senior Staff Representative
	15,690	0	15,690	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	(520)	0	(520)	0.00	OMF interagency balancing
	36,090	**0**	**36,090**	**0.00**	**Total FY 2018-19 Decision Packages**
			1,186,023	**8.00**	**Total Adopted Budget**

Commissioner of Public Utilities

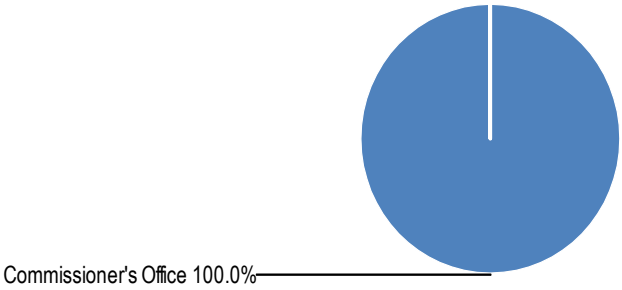
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,224,773	1,187,622	(37,151)	(3.03)
Capital	0	0	0	0.00
Total Requirements	**1,224,773**	**1,187,622**	**(37,151)**	**(3.03)**
Authorized Positions	8.00	8.00	0.00	0.00

Bureau Summary

Bureau Overview

The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus. The priorities of Commissioner Fritz, the Commissioner of Public Utilities are: providing basic services in every neighborhood, expanding living-wage jobs, and promoting community through neighborhood engagement, schools, and parks - all using mechanisms that promote increased equity for Portland and Portlanders.

- Commissioner Fritz is focused on ensuring Portland has 95 safe, livable neighborhoods with basic urban services. She works to provide stable and sufficient funding for emergency services, safe streets, crime prevention, reliable utilities, and livable neighborhoods. The Commissioner believes protection of human rights, services for people with disabilities, and community engagement are basic services.
- Commissioner Fritz is committed to continuing her leadership in community engagement and customer service, while helping citizens, staff, and elected officials work together to achieve equity in access to services and jobs, and equitable outcomes in fees and rates that affect Portlanders.
- Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the Metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.
- Commissioner Fritz is particularly passionate about serving the most vulnerable people in our community, including at-risk students, survivors of human trafficking, people living outside, and people experiencing mental illnesses.

Bureau Assignments

The Commissioner of Public Utilities is responsible for the following bureau:

- Portland Parks & Recreation

In addition, the Commissioner has the following liaison responsibilities:

- The League of Oregon Cities (with Mayor Wheeler)
- Metro Policy Advisory Committee (MPAC) (with Commissioner Eudaly)
- Visitor Development Fund Board (VDF Board) (with Commissioner Fish)
- Portland Parks Board
- Fair & Moral Claims Committee (with Commissioner Saltzman)

Summary of Budget Decisions

Adds

Senior Commissioner Staff Representative Funding

This add package provides $20,920 in ongoing funding to convert two Commissioner Staff Representative positions within the Office of the Commissioner of Public Utilities to the Senior Commissioner Staff Representative classification created in 2017. One-time funding was provided in the FY 2017-18 Fall Budget Monitoring Process with the understanding that ongoing funding would be requested in the FY 2018-19 Budget process.

Office of Management and Finance Interagency Agreement Balancing

The Adopted Budget includes $16,769 in net changes to interagency costs for the Office of Management and Finance services. Increased costs are primarily for enterprise software security as well as general security services in City Hall. Reductions are derived from data visualization software implementation and changes in the City's Internal Business Services division. General Fund resources have been adjusted to account for the majority of these interagency changes, except for increases in computer life-cycle replacement costs.

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 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	8.00	7.90	8.00	8.00	8.00
Expenditures					
Commissioner's Office	912,233	935,732	1,224,773	1,170,853	1,187,622
Total Expenditures	**912,233**	**935,732**	**1,224,773**	**1,170,853**	**1,187,622**

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	373,421	347,576	580,988	548,878	548,640
General Fund Overhead	538,812	588,156	643,785	639,265	638,982
Total Internal Revenues	**912,233**	**935,732**	**1,224,773**	**1,188,143**	**1,187,622**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$912,233**	**$935,732**	**$1,224,773**	**$1,188,143**	**$1,187,622**
Requirements					
Bureau Expenditures					
Personnel Services	686,327	743,981	882,208	922,571	922,571
External Materials and Services	100,384	12,530	82,937	80,308	80,308
Internal Materials and Services	125,522	179,221	259,628	185,264	184,743
Total Bureau Expenditures	**912,233**	**935,732**	**1,224,773**	**1,188,143**	**1,187,622**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$912,233**	**$935,732**	**$1,224,773**	**$1,188,143**	**$1,187,622**
Programs					
Administration & Support	0	0	0	17,290	0
Commissioner's Office	912,233	935,732	1,224,773	1,170,853	1,187,622
Total Programs	**$912,233**	**$935,732**	**$1,224,773**	**$1,188,143**	**$1,187,622**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000002	Commissioner	116,771	116,771	1.00	116,772	1.00	116,772	1.00	116,772
30000004	Commissioner's Admin Support Specialist	41,142	63,378	3.00	148,540	3.00	153,640	3.00	153,640
30000006	Commissioner's Chief of Staff	88,733	117,957	1.00	117,960	1.00	117,960	1.00	117,960
30002511	Commissioner's Senior Staff Rep	67,933	103,126	2.00	165,656	2.00	172,448	2.00	172,448
30000005	Commissioner's Staff Rep	52,250	95,493	1.00	65,892	1.00	68,367	1.00	68,367
TOTAL FULL-TIME POSITIONS				8.00	614,820	8.00	629,187	8.00	629,187
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				8.00	614,820	8.00	629,187	8.00	629,187

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.

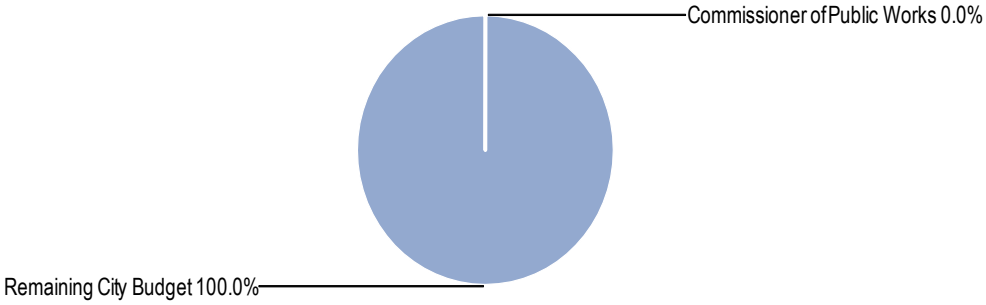
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	1,149,189	744	1,149,933	8.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Overhead adjustment
Mayor's Proposed Budget Decisions					
	20,920	0	20,920	0.00	Commissioner's Senior Staff Representative
	17,290	0	17,290	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	(521)	0	(521)	0.00	OMF interagency balancing
	37,689	**0**	**37,689**	**0.00**	**Total FY 2018-19 Decision Packages**
			1,187,622	**8.00**	**Total Adopted Budget**

Commissioner of Public Works

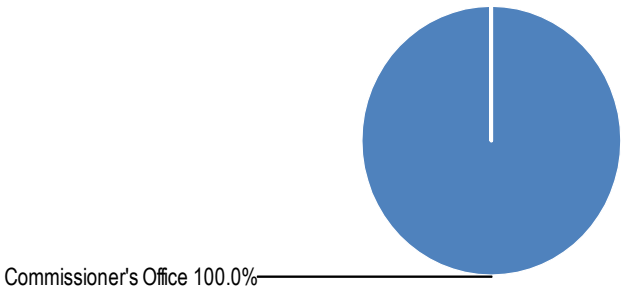
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,217,144	1,186,058	(31,086)	(2.55)
Capital	0	0	0	0.00
Total Requirements	**1,217,144**	**1,186,058**	**(31,086)**	**(2.55)**
Authorized Positions	9.00	9.00	0.00	0.00

Bureau Summary

Bureau Overview

The Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments

The Commissioner of Public Works is responsible for the following bureaus:

- Bureau of Environmental Services
- Portland 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) (with Commissioner Fritz)
- Portland'5 Centers for the Arts
- Portland Utility Board

Summary of Budget Decisions

Adds

Senior Commissioner Staff Representative Funding

This add package provides $20,920 in ongoing funding to convert two Commissioner Staff Representative positions within the Office of the Commissioner of Public Works to the Senior Commissioner Staff Representative classification created in 2017. One-time funding was provided in the FY 2017-18 Fall Budget Monitoring Process with the understanding that ongoing funding would be requested in the FY 2018-19 Budget process.

Office of Management and Finance Interagency Agreement Balancing

The Adopted Budget includes $15,205 in net changes to interagency costs for the Office of Management and Finance services. Increased costs are primarily for enterprise software security as well as general security services in City Hall. Reductions are derived from data visualization software implementation and changes in the City's Internal Business Services division. General Fund resources have been adjusted to account for the majority of these interagency changes, except for increases in computer life-cycle replacement costs.

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	846	0	0	0	0
Total External Revenues	**846**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	409,114	375,131	576,535	548,159	547,924
General Fund Overhead	538,812	586,044	640,609	638,412	638,134
Total Internal Revenues	**947,926**	**961,175**	**1,217,144**	**1,186,571**	**1,186,058**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$948,772**	**$961,175**	**$1,217,144**	**$1,186,571**	**$1,186,058**
Requirements					
Bureau Expenditures					
Personnel Services	776,170	781,154	921,871	965,860	965,860
External Materials and Services	18,842	6,707	25,075	36,028	36,028
Internal Materials and Services	153,760	173,314	270,198	184,683	184,170
Total Bureau Expenditures	**948,772**	**961,175**	**1,217,144**	**1,186,571**	**1,186,058**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$948,772**	**$961,175**	**$1,217,144**	**$1,186,571**	**$1,186,058**
Programs					
Administration & Support	0	0	0	15,718	0
Commissioner's Office	948,772	961,175	1,217,144	1,170,853	1,186,058
Total Programs	**$948,772**	**$961,175**	**$1,217,144**	**$1,186,571**	**$1,186,058**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000002	Commissioner	116,771	116,771	1.00	116,772	1.00	116,772	1.00	116,772
30000004	Commissioner's Admin Support Specialist	41,142	63,378	2.00	82,296	2.00	83,976	2.00	83,976
30000006	Commissioner's Chief of Staff	88,733	117,957	1.00	105,988	1.00	110,340	1.00	110,340
30002511	Commissioner's Senior Staff Rep	67,933	103,126	2.00	169,388	2.00	173,413	2.00	173,413
30000005	Commissioner's Staff Rep	52,250	95,493	3.00	179,072	3.00	186,028	3.00	186,028
TOTAL FULL-TIME POSITIONS				9.00	653,516	9.00	670,529	9.00	670,529
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	653,516	9.00	670,529	9.00	670,529

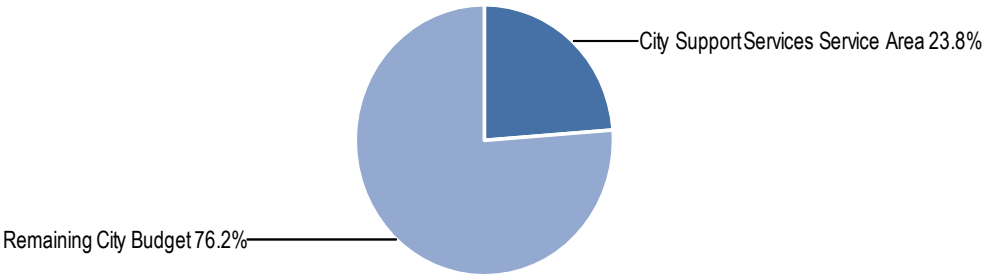
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	1,149,252	681	1,149,933	9.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Overhead adjustment
Mayor's Proposed Budget Decisions					
	20,920	0	20,920	0.00	Commissioner's Senior Staff Representative
	15,718	0	15,718	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	(513)	0	(513)	0.00	OMF interagency balancing
	36,125	**0**	**36,125**	**0.00**	**Total FY 2018-19 Decision Packages**
			1,186,058	**9.00**	**Total Adopted Budget**

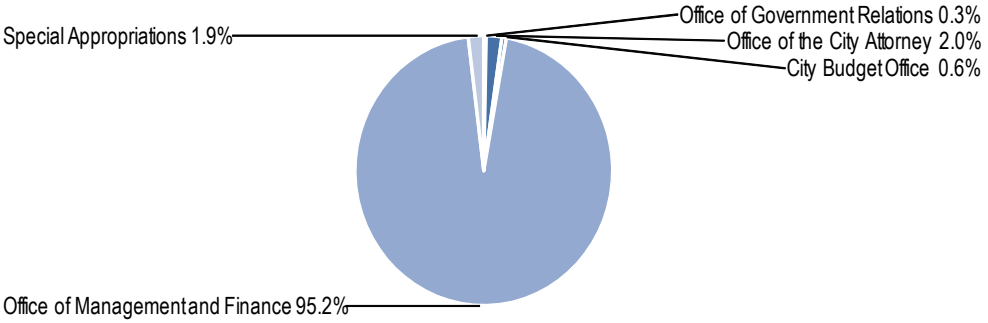
City Support Services Service Area

- Office of the City Attorney
- Office of Government Relations
- Office of Management and Finance
- City Budget Office
- Special Appropriations

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	578,161,377	562,986,817	(15,174,560)	(2.62)
Capital	93,127,121	128,575,941	35,448,820	38.06
Total Requirements	**671,288,498**	**691,562,758**	**20,274,260**	**3.02**
Authorized Positions	759.38	768.33	8.95	1.18

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 (CBO), the Office of Government Relations, and the Office of Management & Finance (OMF).

Major Themes

City Budget Office

The FY 2018-19 Adopted Budget for the City Budget Office is $3.9 million and 17.0 FTE, an increase of $1.3 million, or 53%, over the FY 2017-18 Revised Budget. The budget includes $1.1 million in one-time carryover funding from FY 2017-18 and a limited term position for a project to replace the end-of-life budgeting software used by City financial managers. The budget also includes a limited term Capital Analyst to increase CBO's focus on Citywide capital resource deployment, enhance capital project and planning analysis, and support and improve City asset prioritization frameworks.

Office of the City Attorney

The FY 2018-19 Adopted Budget for the City Attorney's Office is $13.6 million, an increase of 8.4% and 3.0 FTE from the FY 2017-18 Revised Budget. The FY 2018-19 Adopted Budget also includes a total of $667,709 in carryover funds from FY 2017-18 to pay for expenses related to technology upgrades, the Portland Harbor Natural Resources Trustees Participation Agreement, continued support for Barriers to Unemployment, two business license tax collections positions, and a limited term contract paralegal.

Office of Management & Finance

The FY 2018-19 Adopted Budget for the Office of Management and Finance totals $658.7 million, an increase of 3% from the FY 2017-18 Revised Budget. The FY 2018-19 Adopted Budget includes $68.5 million for continued work on the reconstruction of the Portland Building. The bureau received $2 million in ongoing new resources for the Homeless and Urban Camping Impact Reduction program and budgeted $19.7 million in debt proceeds for development of the Jasmine Block project led by Portland State University.

Office of Government Relations

The FY 2018-19 Adopted Budget for the Office of Government Relations is $2.0 million, an increase of 7.5% from the FY 2017-18 Revised Budget. The Adopted Budget includes one new position to add capacity for regional government coordination while eliminating a position that supported international relations.

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.

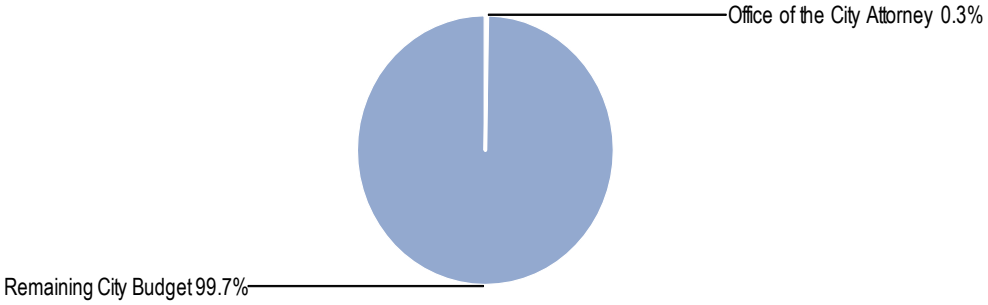
Special Appropriations in the FY 2018-19 Adopted Budget total $13.4 million. Major items in the General Fund include $500,000 in one-time resources to establish an immigrant legal defense fund through Equity Corps of Oregon, and $257,600 in one-time funding to support the Floodplain Management Update program. Additionally, there is $165,667 in ongoing funding to continue to fund programs providing elder services.

Office of the City Attorney

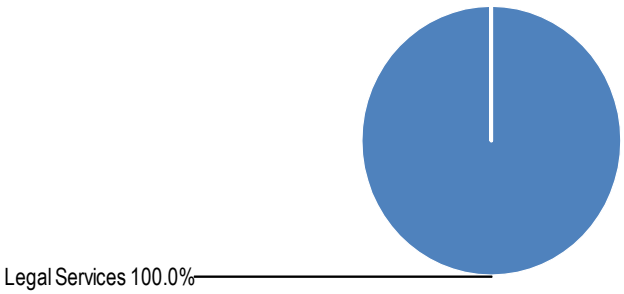
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Tracy Reeve, City Attorney

Percent of City Budget

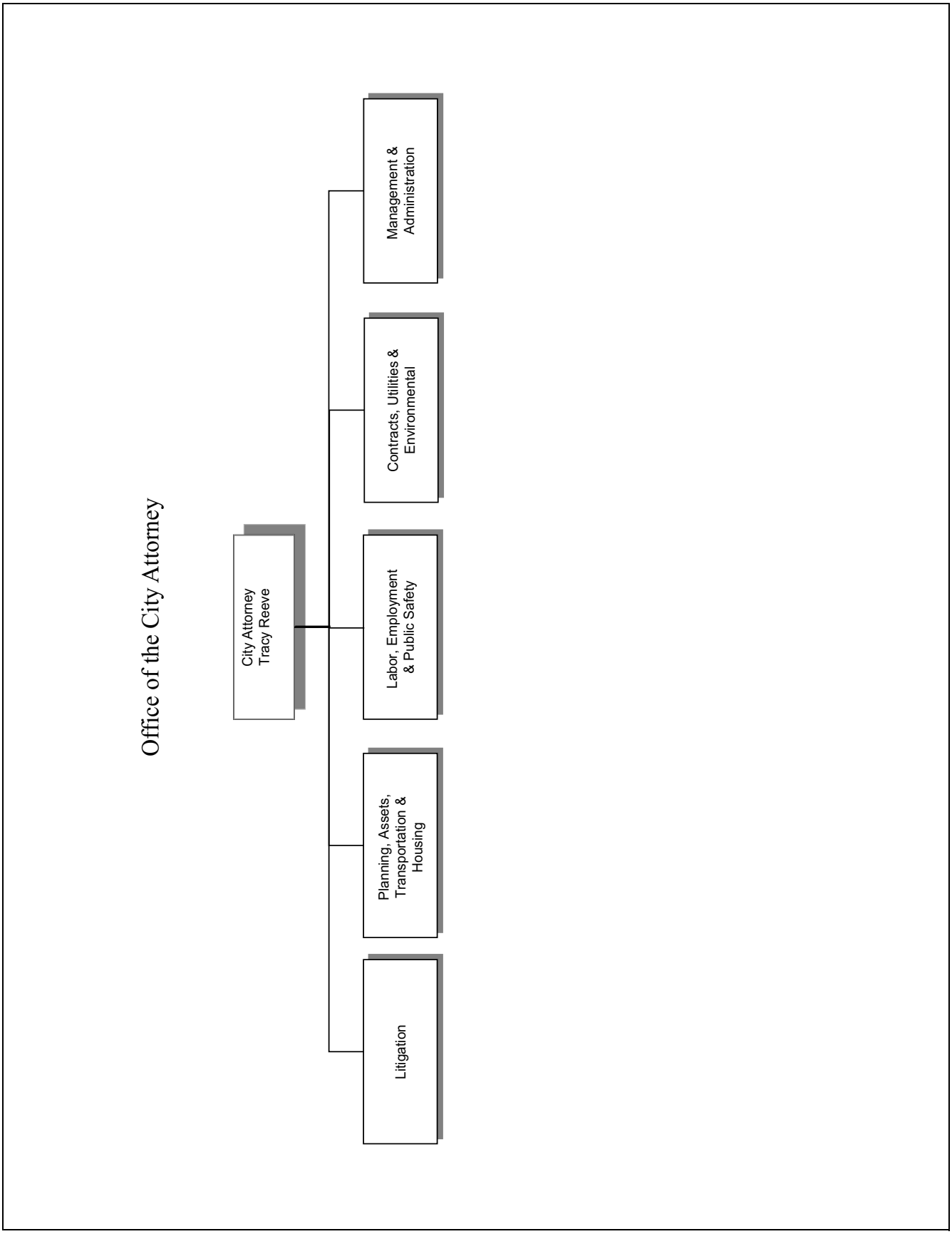


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	12,580,461	13,639,244	1,058,783	8.42
Capital	0	0	0	0.00
Total Requirements	**12,580,461**	**13,639,244**	**1,058,783**	**8.42**
Authorized Positions	67.60	70.60	3.00	4.44


Office of the City Attorney
City Attorney
Tracy Reeve
Litigation
Planning, Assets, Transportation & Housing
Labor, Employment & Public Safety
Contracts, Utilities & Environmental
Management & Administration

Bureau Summary

Bureau Mission

To provide excellent, objective, timely, and cost-effective legal advice and advocacy in support of the City's policy goals and to ensure that the official actions of the City, its elected officials, and employees comply with the law.

Bureau Overview

The Office of the City Attorney is responsible for all of the legal work for the City of Portland (with the exception of Prosper Portland and certain aspects of the Auditor's Office). Virtually all City programs and operations require some legal staff involvement. The office has a single budget program: Legal Services.

The office represents the City and its elected officials, employees, bureaus, offices, boards and commissions in court and in administrative and quasi-judicial proceedings. Office attorneys draft and review local legislation, contracts, real estate leases, intergovernmental agreements and other documents and legal instruments. The office advises on policy development and program implementation. Attorneys advocate and negotiate on behalf of the City. Office attorneys provide training to elected officials, City boards and commissions, and City employees on a broad spectrum of law-related topics. In addition, the City Attorney administers the City's occasional use of outside legal counsel.

The City Attorney's Office consists of five sections, staffed with 41 lawyers and 30 support professionals. The office is led by the City Attorney who is appointed by, and serves at the pleasure of, the City Council. Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent half of the total operating resources of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue and General Fund overhead revenue. The personnel services category represents 88% of the office's expenditures.

Strategic Direction

The work of the City Attorney's Office is guided by the following four strategic goals:

Customer Service

Goal 1: To provide the highest level of customer service to clients through preventive legal advice that is timely, accurate and easy to access.

The City Attorney's Office actively seeks to impart helpful, accurate, and timely legal advice. Clients are encouraged to involve the City Attorney's Office at early levels of decision making, even if a significant legal issue has not yet been identified. 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

Goal 2: To effectively and vigorously advocate for the City's interests in state and federal courts and otherwise.

The City Attorney's Office handles cases in state and federal courts and in other proceedings, such as the Employment Relations Board and the Land Use Board of Appeals. Attorneys evaluate cases to determine how best to protect the City's interests, including through early alternative dispute resolution where the City faces some legal risk, the strategic use of offers of judgment to minimize the risk of adverse outcomes in cases taken to trial, and the vigorous defense or prosecution of cases through pretrial motions, trial, and on appeal. Because almost all litigation is handled in-house, the office is able to try cases in a cost-effective manner. The office is achieving this goal effectively, with 88% of its cases resolved favorably to the City.

Achieving Equity

Goal 3: To support and advance the City's objective of achieving equity in all of its programs, services and activities.

As the City's legal counsel, office attorneys work with internal clients to ensure that all Portlanders have access to all of the services, benefits, and programs of the City free from discrimination, and that the civil rights of all Portlanders are legally recognized and protected by the City, its contractors, and grantees. The City Attorney's Office does this by advising in programmatic areas such as the ADA and Title VI, fair contracting, hiring practices, and implementation of the City's civil rights ordinance, as well as by providing anti-discrimination training on civil rights and related issues to City employees. The office works to foster a professional atmosphere where diversity is appreciated and valued, and equity is the norm. This is accomplished by seeking to uncover and eliminate individual conscious and unconscious biases through training, education, discussion, honest self-appraisal, and through other cultural and diversity activities.

Ensuring Accountability

Goal 4: To ensure accountability for the office's professional performance and effective stewardship of public resources.

The City Attorney evaluates office policies and procedures and makes improvements as needed so systems are clear, accurate, and transparent. The City Attorney evaluates timekeeping methods and ensures that work schedules fit clients' needs for access to accurate, prompt, and reliable preventative legal advice. The City Attorney actively seeks to minimize costs for outside legal counsel as well as overhead and administration expenses.

City legal services are fully centralized in the City Attorney's Office, with the exception of Prosper Portland and some legal services on behalf of the Auditor. The City Attorney oversees the City's occasional use of outside counsel. The 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 2018-19 is $150. The average outside counsel rate is $376 and can range up to $550 per hour. A goal of the City Attorney's Office is to minimize the number of occasions when outside counsel is hired by having sufficient in-house staff available.

The City Attorney's Office plans to achieve these goals as follows:

Allocation of Resources

The office allocates resources across its sections in an effort to meet the office's four strategic goals. The office periodically reviews the staffing allocation to ensure the client bureau's customer service and advocacy needs are met. Further, the office seeks to support its equity goal by dedicating a certain amount of attorney and staff time toward equity and diversity training and events. Finally, in terms of accountability and stewardship, the office seeks to allocate assignments among attorneys and staff to ensure that each position is performing its highest and best function in support of the Legal Services program.

Collecting and Reporting Data and Analyzing Results

The office collects, reports, and analyzes the results of data it can reasonably gather in an effort to meet its four strategic goals. For example, the office tracks attorney time worked on major projects, and then explicitly requires attorneys and staff to denote which office goal those projects support and advance. This allows management to track how well the work of the office is allocated to supporting the respective goals. In addition, by asking attorneys and staff to explicitly link their work to each goal, the office encourages its staff and attorneys to consciously question how well their work is aligned with and supporting the goals of the office. This type of data tracking makes consideration of office goals a daily focus of attorneys' work. Similarly, the office tracks the number of equity and diversity trainings and events attended to monitor how well that portion of the office's equity goal is being achieved. The office also tracks data on the number of contracts reviewed, and the percentage of litigation matters that achieve a favorable outcome to the City. This type of data allows the office to track both the volume of the work and the quality of the output. Finally, the office works to increase efficiency by reviewing the rate of return achieved on certain revenue generating projects, like business license tax collections. This data collection and analysis allows the office to focus on the most cost-effective collection strategies. Office management regularly analyzes data to help make data-driven policy, budget, and management decisions.

Efforts Toward Operational Improvement

The office continues to make progress toward operational improvement. For example, the office has recently realigned its management team and sections to better serve client bureaus by more intentionally focusing the work of these sections, and by realigning resources to create a Chief Deputy for Management and Administration. The office also has undertaken a review and revision of policies governing attorney and staff expectations to ensure that the office is operating consistently in a manner that promotes office goals of customer service, advocacy, equity, and accountability. Office management is also evaluating the efficiency and effectiveness of work, particularly in the area of collections and contract review, to be sure the office is achieving the best rate of return for its collection efforts and that the office is using attorney resources as efficiently as possible for contract review.

Summary of Budget Decisions

Additions

Legal Services to BDS for Vacant Houses Work

The Adopted budget includes $165,250, funded through an interagency agreement with Building Development Services (BDS), to provide an ongoing 1.0 FTE to work on property foreclosures.

Legal Services to PPB for Policy Analysis

The Adopted budget includes $181,000 funded through an interagency agreement with Portland Police Bureau (PPB) for the City Attorney to provide a one-time 1.0 FTE to work on directives pertaining to the Department of Justice settlement agreement.

Interagency Agreement Balancing

The Adopted Budget includes $72,922 in net changes to interagency costs for OMF services. Increased costs are primarily for Enterprise Mobility Management and Microsoft Enterprise Mobility + Security, and the continuation of security services at City Hall. Reduced costs for OMF services are primarily for reductions around Tableau implementation, and changes in the Bureau of Internal Business Services. General Fund resources of $69,994 have been adjusted to account for the net impact of these interagency agreement changes, with the exception of computer lifecycle replacement costs that are funded within existing resources.

Carryovers

Collections Paralegal and Legal Assistant

The Adopted budget includes $228,122 in one-time FY 2017-18 carryover funding for the City Attorney to hire 2.0 limited term FTEs to work on business license tax revenue collections.

Contract Approval Paralegal Support

The Adopted budget includes $126,586 in one-time FY 2017-18 carryover funding for the City Attorney to hire 1.0 limited term FTE paralegal to work on contracts.

Portland Harbor Natural Resource Trustees Carryover

The Adopted budget includes $108,001 in one-time FY 2017-18 carryover funding 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

The Adopted budget includes $5,000 in one-time FY 2017-18 carryover funding 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

The Adopted budget includes $200,000 in one-time FY 2017-18 carryover funding to continue 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 is searching for cost-efficient replacements for its outdated software systems, and implementation costs add a significant amount that cannot be funded or completed within one budget cycle.

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. The Legal Services Program is guided by the office's four goals of customer service, advocacy, equity, and accountability.

Performance

The City Attorney's Office has implemented plans to achieve its goals for the Legal Services Program. The City Attorney's Office achieved excellent results in the past year, with 88% of contested cases resolved on terms favorable to the City. The office expects to perform over 10,000 contract reviews in FY 2018-19; a 13% increase over the prior year and nearly double the number from ten years ago. 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.

Changes to Services and Activities

The Adopted budget includes two Deputy City Attorney positions to support efforts addressing vacant and abandoned homes and to support the Police Bureau with DOJ Settlement implementation, and three limited term support staff positions to address increased contract review needs and business license tax collections efforts.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	64.30	66.30	67.60	70.60	70.60
Expenditures					
Legal Services	10,767,908	11,860,950	12,580,461	13,329,537	13,639,244
Total Expenditures	**10,767,908**	**11,860,950**	**12,580,461**	**13,329,537**	**13,639,244**

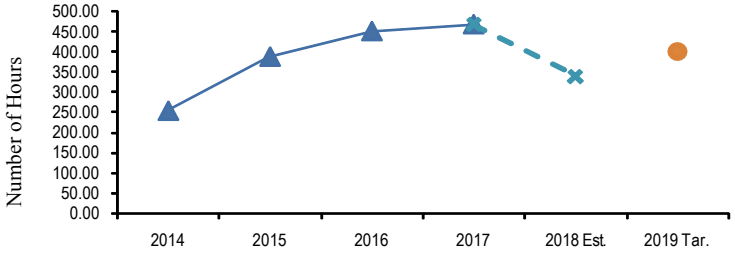
Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Number of training hours provided by City Attorney staff to other City staff	451	468	340	400	400
Annual costs of outside counsel	$316,443	$508,718	$700,000	$575,000	$575,000
Cost of service per attorney hour	$138	$138	$144	$149	$150
Percentage of cases favorably resolved	95%	90%	88%	85%	85%

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Workload					
Number of litigation cases	1,624	1,733	1,800	1,575	1,600
Number of contracts reviewed and approved	8,983	9,938	10,000	10,500	10,500

Performance Measures

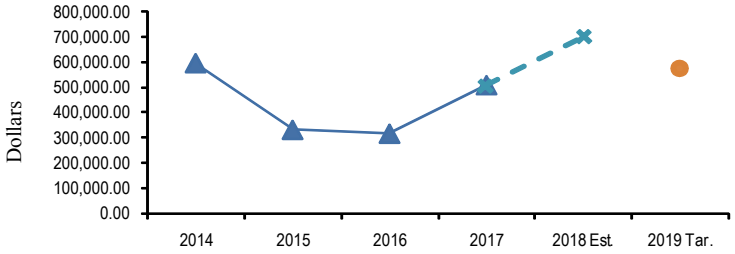
Training Hours

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



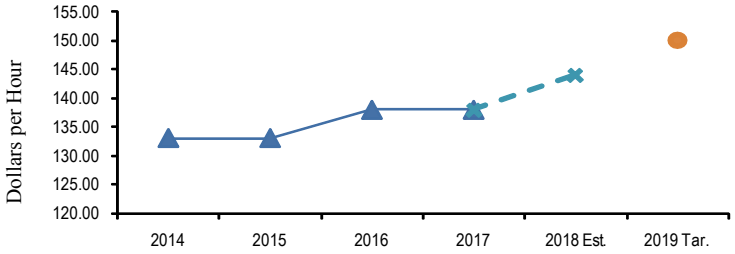
Annual Costs of Outside Counsel

Some outside counsel costs are unavoidable but the office strives to minimize these costs by having sufficient in-house staffing. Although outside counsel costs can be difficult to predict and year-to-year fluctuations are normal, outside counsel costs are expected to be similar to the last few years.



Cost of Service per Attorney Hour

The cost of service per City Attorney hour is significantly lower than outside counsel. The average rate for outside counsel is $376 per hour and ranges up to $550 per hour. At $150 per hour, the City Attorney cost of service is only 40% of the average outside counsel rate.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	85,709	204,338	30,000	100,000	100,000
Intergovernmental	0	38,000	0	0	0
Total External Revenues	**85,709**	**242,338**	**30,000**	**100,000**	**100,000**
Internal Revenues					
General Fund Discretionary	1,881,809	2,268,144	2,745,887	3,071,419	3,213,069
General Fund Overhead	3,174,964	3,524,279	3,579,712	3,579,369	3,747,426
Interagency Revenue	5,625,426	5,826,189	6,224,862	6,578,749	6,578,749
Total Internal Revenues	**10,682,199**	**11,618,612**	**12,550,461**	**13,229,537**	**13,539,244**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$10,767,908**	**$11,860,950**	**$12,580,461**	**$13,329,537**	**$13,639,244**
Requirements					
Bureau Expenditures					
Personnel Services	9,336,197	10,045,088	10,561,961	11,668,835	11,668,835
External Materials and Services	457,209	665,995	492,080	554,218	867,219
Internal Materials and Services	974,502	1,149,867	1,526,420	1,106,484	1,103,190
Total Bureau Expenditures	**10,767,908**	**11,860,950**	**12,580,461**	**13,329,537**	**13,639,244**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$10,767,908**	**$11,860,950**	**$12,580,461**	**$13,329,537**	**$13,639,244**
Programs					
Legal Services	10,767,908	11,860,950	12,580,461	13,329,537	13,639,244
Total Programs	**$10,767,908**	**$11,860,950**	**$12,580,461**	**$13,329,537**	**$13,639,244**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30002134	Attorney, Assistant Deputy City	71,510	95,472	2.00	160,560	2.00	163,310	2.00	163,310
30000597	Attorney, Chief Deputy City	115,814	165,797	5.00	799,644	5.00	810,727	5.00	810,727
30000418	Attorney, City	146,474	209,893	1.00	197,064	1.00	205,146	1.00	205,146
30000595	Attorney, Deputy City	97,989	132,766	15.00	1,783,325	16.00	1,935,220	16.00	1,935,220
30000596	Attorney, Sr Deputy City	105,248	169,019	14.80	2,165,632	14.80	2,209,237	14.80	2,209,237
30000440	Business Operations Supervisor	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000600	Law Office Administrator	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000591	Legal Assistant	50,877	78,333	7.00	449,456	8.00	524,032	8.00	524,032
30000592	Legal Assistant, Sr	61,734	82,285	4.00	326,790	4.00	328,764	4.00	328,764
30000450	Management Assistant	50,877	78,333	1.00	60,504	1.00	62,574	1.00	62,574
30000012	Office Support Specialist II	34,798	49,962	2.00	92,592	2.00	95,782	2.00	95,782
30000593	Paralegal	61,734	82,285	6.00	463,083	8.00	634,495	8.00	634,495
30000830	Paralegal Supervisor	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000594	Paralegal, Sr	68,078	90,792	3.00	261,624	3.00	263,535	3.00	263,535
30000462	Program Specialist, Assistant	50,877	78,333	1.00	65,556	1.00	67,572	1.00	67,572
TOTAL FULL-TIME POSITIONS				64.80	7,134,710	68.80	7,609,274	68.80	7,609,274
30000596	Attorney, Sr Deputy City	105,248	169,019	0.80	117,576	0.80	117,576	0.80	117,576
TOTAL PART-TIME POSITIONS				0.80	117,576	0.80	117,576	0.80	117,576
30000595	Attorney, Deputy City	97,989	132,766	2.00	213,720	1.00	122,004	1.00	122,004
TOTAL LIMITED TERM POSITIONS				2.00	213,720	1.00	122,004	1.00	122,004
GRAND TOTAL				67.60	7,466,006	70.60	7,848,854	70.60	7,848,854

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.

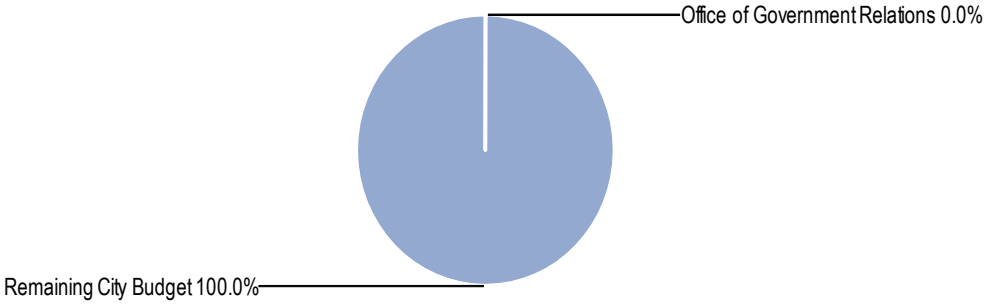
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	12,543,972	14,613	12,558,585	65.60	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Overhead adjustment
Mayor's Proposed Budget Decisions					
	0	181,000	181,000	1.00	Legal services to PPB for DOJ work
	165,250	0	165,250	1.00	Legal services to BDS for foreclosure work
	0	228,122	228,122	2.00	FY 2017-18 Carryover- collections support
	0	126,586	126,586	1.00	FY 2017-18 Carryover- contract support
	66,700	0	66,700	0.00	OMF inter-agency balancing
Approved Budget Additions and Reductions					
	0	200,000	200,000	0.00	FY 2017-18 Carryover- Technology Fund
	0	108,001	108,001	0.00	FY 2017-18 Carryover- Portland Harbor
	0	5,000	5,000	0.00	FY 2017-18 Carryover- Barriers to Employment
	0	0	0	0.00	0
Adopted Budget Additions and Reductions					
	0	0	0	0.00	0
	231,950	**848,709**	**1,080,659**	**5.00**	**Total FY 2018-19 Decision Packages**
			13,639,244	**70.60**	**Total Adopted Budget**

Office of Government Relations

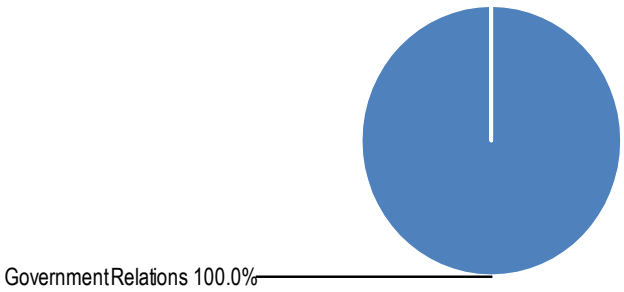
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Elizabeth Edwards, Director

Percent of City Budget

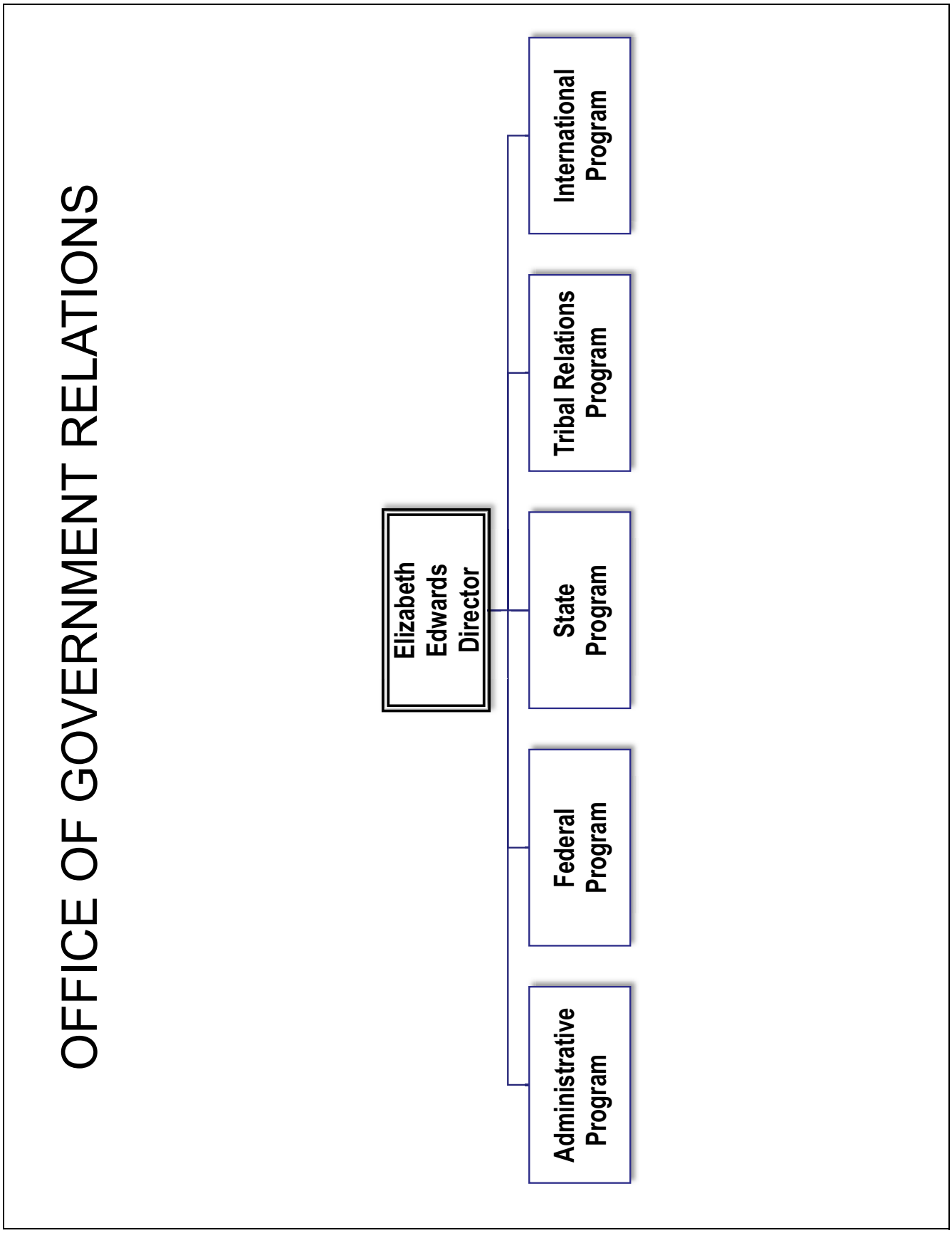


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,827,204	1,964,694	137,490	7.52
Capital	0	0	0	0.00
Total Requirements	**1,827,204**	**1,964,694**	**137,490**	**7.52**
Authorized Positions	10.00	10.00	0.00	0.00


OFFICE OF GOVERNMENT RELATIONS
Elizabeth Edwards Director
Administrative Program
Federal Program
State Program
Tribal Relations 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, City bureaus, and Prosper Portland on legislative and administrative issues in Salem, Oregon, and in Washington, DC. Government Relations advances City policy goals and initiatives through effective advocacy to federal, state, and regional governments, and a broad range of non-governmental entities. Government Relations oversees the City's International Relations Program, which includes Portland's nine sister cities, and welcomes international delegations to Portland on a weekly basis. Last year, Tribal Relations was added to Government Relations' portfolio, and includes outreach to tribal governments and the urban Native American population. 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

Note that in the coming year, the strategic plan will be revised to incorporate the work of the new Tribal Relations Program.

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. With the addition of the Tribal Relations Program, this work will expand to include sovereign tribal governments and the urban Native American community.

At the federal level, Government Relations will focus on advancing the City Council's key federal priorities in Congress and with federal agencies. The priorities include: Affordable Housing, Homeless Assistance, Mental Health & Support Services; Response to the Opioid Crisis; Immigration; Investment in Urban Infrastructure; Urban Area Security Services Initiative; Tax Reform; and Portland Harbor Superfund Clean-up, 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 2019 federal agenda will begin in fall of 2018.

For the 2018 state legislative session, the City Council adopted a consensus legislative agenda that covers Affordable and Stable Housing, Healthy Environment, Community Livability and Public Health, and Local Funding and Authority. These, and many other issues, will be advanced with the advocacy efforts by, and with the strategic advice from, Government Relations. The process for beginning planning for the 2019 state legislative session will begin in the summer of 2018.

Provide Quality, Effective, and Timely Customer Service

The office continues to focus on the highest quality of customer service. Specifically, we will focus on keeping our clients informed with timely information and useful updates, providing excellent strategic advice, creating continuous improvements to services, and fostering an environment of employee engagement and satisfaction.

Elevate Portland's International Reputation

Since taking on the International Relations Program from the Mayor's Office in March 2014, Government Relations has worked hard to 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

The office will work to create opportunities for Portland to become a more inclusive and equitable city. Government Relations is committed to improving equity in its internal operations and in the delivery of advocacy services. To that end, the office will utilize inclusive and equitable recruiting practices, and promote an inclusive and supportive work environment to develop and retain employees.

Summary of Budget Decisions

Adds

Deputy Director/Regional Relations

The FY 2018-19 Adopted Budget adds $167,924 in ongoing General Fund resources for the new Deputy Director/Regional Relations position (1.0 FTE), which bolsters the City's ability to advance intergovernmental funding and policy objectives, and increases the office's management capacity.

Office of Management and Finance Interagency Agreement Balancing

The Adopted Budget includes $9,527 in net changes to interagency costs for Office of Management and Finance services. Increased costs are primarily for enterprise software security as well as general security services in City Hall. Reductions are derived from data visualization software implementation and changes in the City's Internal Business Services division. General Fund resources have been adjusted to account for the majority of these interagency changes, except for increases in computer life-cycle replacement costs.

Reductions

International Relations Associate

The FY 2018-19 Adopted Budget eliminates the International Relations Associate position (1.0 FTE), resulting in ongoing savings in the amount of $81,897 in General Fund resources and reduces capacity for the International Relations Program.

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 2017-18, the office surpassed one performance measure target, and nearly met the others. Government Relations relies upon an annual customer service survey to track many of its performance measures. This past year, the office updated its software and increased the number of survey recipients (approximately 37% higher) to have a greater ability to refine questions and analyze data. Updating the methodology potentially resulted in inconsistencies, but was necessary to get better data in the long run. Additionally, several programs were understaffed for extended portions of the year pending the recruitment of a permanent Director, which may have impacted performance and service delivery. From the 2017 customer service survey, customers rated the office's overall performance at 86% Excellent or Very Good, which fell short of the 97% target. Also from the 2017 survey, 98% of clients reported that Government Relations was responsive to their requests, narrowly missing the performance target of 100%. Finally, the office welcomed approximately 86 visiting delegations in the last year and the target was 100.

During the 2017 long state legislative session, Government Relations tracked 2,091 bills (74% of all bills introduced), and passed seven of eight City priorities and four of five City initiatives on the City's agenda. Successes included: $40.0 million for the Emergency Housing Account and State Homeless Assistance Program (twice the amount invested in 2015-17), $8.0 million to jump start cleanup of the Portland Harbor Superfund site, and $10.0 million for levee repair and accreditation projects. The 2017 legislative session also saw the passage of a $5.3 billion transportation package with significant benefits accruing to the City of Portland, including over $200.0 million in cumulative preservation and maintenance dollars by 2025, $30.0 million annually for the Rose Quarter starting in 2020, $110.0 million for Outer Powell Boulevard, $1.5 million for Columbia Boulevard pedestrian improvements, as well as $2.0 million for SW Capitol Highway safety improvements in lottery dollars. The City was also successful in expanding its authority in several areas: regulating speeds on residential roads, establishing limited tax exemption

programs for seismic retrofits, expanding Home Ownership Limited Tax Exemption (HOLTE), and addressing asbestos and lead-based paint dust in demolitions of residential buildings. Finally, the City was successful in creating disclosure statements for the seismic risk of homes, clarifying the Auditor's access to privileged materials, and helping to restore recreational immunity.

During 2017, Government Relations acted on each of the priorities in the City's federal agenda. Highlights include: securing $2.9 million from the Urban Area Security Initiative for Portland Bureau of Emergency Management and regional safety partners, vigorously opposing cuts to affordable housing and support services in the President's so-called skinny budget, urging EPA to press forward on the Portland Harbor Superfund clean-up, actively opposing federal threats to sanctuary cities, fighting against preemptions of local control over right-of-way for telecommunications infrastructure, translating the impacts of tax reform on the City's fiscal health, and facilitating Smart Cities testimony.

In 2017, the International Relations Program further developed its ability to strengthen strategic relationships locally and abroad. Significant highlights include: facilitating trade opportunities with Mexico for local low carbon sustainable companies; deepening local and regional relationships with New Zealand and Japan on earthquake preparedness and community resiliency; and supporting an urban transportation outbound trip to Taiwan for the EcoMobility Summit. The Program continued to support successful sister city programs and welcome international delegations to the City of Portland while strengthening relationships with the local diplomatic community and ensuring compliance with diplomatic protocols.

The Tribal Relations Program was established in the Office of Government Relations at the end of 2017. The nascent Program has focused on building relationships with area tribal governments and the urban Native American community, surveying areas of programmatic needs across the City, developing protocols around consultation, and creating training materials.

Changes to Services and Activities

The Adopted Budget increases the Office of Government Relations' (OGR) General Fund allocation by 5.9%. The budget eliminates one position that reduces the office's capacity for international relations work and adds a position to strengthen OGR's capacity for regional relations.

The Adopted Budget adds $167,924 in ongoing General Fund resources for the new Deputy Director/Regional Relations position (1.0 FTE), which bolsters the City's ability to advance intergovernmental funding and policy objectives and increases the office's management capacity.

The Adopted Budget eliminates the International Relations Associate position (1.0 FTE), resulting in ongoing savings of $81,897 in General Fund resources and reduces capacity for the International Relations Program.

The Adopted Budget includes $9,527 in net changes to interagency costs for OMF services. General Fund resources in that amount have been adjusted to account for the net impact of these interagency agreement changes, with the exception of computer lifecycle replacement costs that are funded within existing resources.

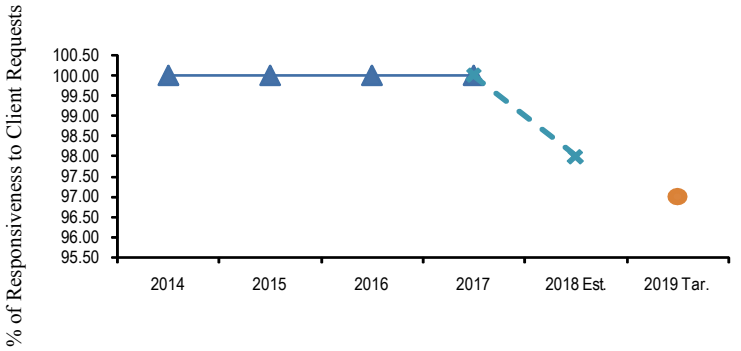
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	8.00	9.00	10.00	10.00	10.00
Expenditures					
Government Relations	1,508,436	1,534,975	1,827,204	1,965,034	1,964,694
Total Expenditures	**1,508,436**	**1,534,975**	**1,827,204**	**1,965,034**	**1,964,694**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Responsiveness to client requests	100%	100%	98%	100%	97%
Percentage of respondents rating services as "excellent" or "very good"	97%	97%	86%	97%	95%
Outcome					
Percentage of respondents reporting progress made on state, federal, or intergovernment issues	76%	75%	97%	85%	90%
Workload					
Percentage of targeted legislators contacted	90%	90%	87%	90%	90%
International delegations received	79	94	86	100	70

Performance Measures

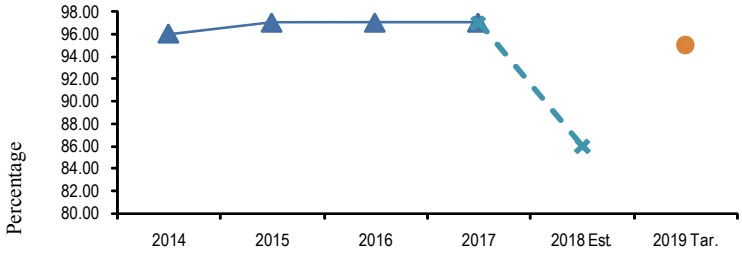
Responsiveness to Client Requests

For the 2017 reporting period, 98% of the respondents indicated that the office was either Very Responsive or Responsive. One respondent indicated that Government Relations was unresponsive.



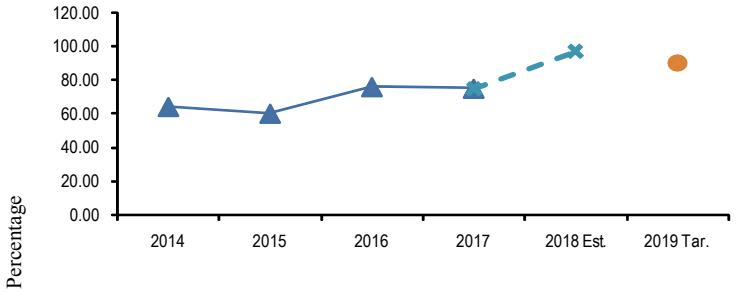
Percentage of Respondents Rating Services as "Excellent" or "Very Good"

Percentage of respondents in annual customer service survey answering Excellent or Very Good when asked to rate the overall performance of Government Relations. The office will achieve high rates of customer satisfaction in the coming year by providing effective representation, excellent strategic advice and quality service. Government Relations employees will practice strong communication skills and will be responsive and accessible to clients.



Percentage of Bureaus Reporting Progess Made on State, Federal, or Intergovernmental Issues

Percentage of bureaus or Council offices surveyed who reported they were assisted by Government Relations in making progress on state, federal, international or intergovernmental issues. Data points posting on even-numbered years reflect odd-numbered state legislative sessions. These sessions are long (160 days versus 35 days) and present more opportunities for legislative engagement with bureaus. The difference between responses from even and odd-numbered years is likely due to this difference in the state legislative calendar and opportunities for engagement.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Intergovernmental	35,000	35,000	35,000	35,000	35,000
Total External Revenues	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**
Internal Revenues					
General Fund Discretionary	590,897	546,231	743,282	800,869	800,713
General Fund Overhead	740,153	766,383	859,617	933,165	932,981
Interagency Revenue	142,386	187,361	189,305	196,000	196,000
Total Internal Revenues	**1,473,436**	**1,499,975**	**1,792,204**	**1,930,034**	**1,929,694**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$1,508,436**	**$1,534,975**	**$1,827,204**	**$1,965,034**	**$1,964,694**
Requirements					
Bureau Expenditures					
Personnel Services	1,033,816	1,087,773	1,279,929	1,451,790	1,451,790
External Materials and Services	309,078	255,493	293,800	316,849	316,849
Internal Materials and Services	165,542	191,709	253,475	196,395	196,055
Total Bureau Expenditures	**1,508,436**	**1,534,975**	**1,827,204**	**1,965,034**	**1,964,694**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$1,508,436**	**$1,534,975**	**$1,827,204**	**$1,965,034**	**$1,964,694**
Programs					
Government Relations	1,508,436	1,534,975	1,827,204	1,965,034	1,964,694
Total Programs	**$1,508,436**	**$1,534,975**	**$1,827,204**	**$1,965,034**	**$1,964,694**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	**Title**	**Minimum**	**Maximum**	**No.**	**Amount**	**No.**	**Amount**	**No.**	**Amount**
30000004	Commissioner's Admin Support Specialist	41,142	63,378	2.00	82,296	1.00	41,148	1.00	41,148
30000005	Commissioner's Staff Rep	52,250	95,493	4.00	310,356	4.00	318,871	4.00	318,871
30000414	Government Relations Director	115,814	165,797	1.00	125,004	1.00	127,993	1.00	127,993
30000498	Government Relations Lobbyist	84,739	112,882	2.00	194,880	2.00	196,483	2.00	196,483
30001783	State Government Relations Manager	91,104	121,368	1.00	121,368	2.00	242,340	2.00	242,340
TOTAL FULL-TIME POSITIONS				10.00	833,904	10.00	926,835	10.00	926,835
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				10.00	833,904	10.00	926,835	10.00	926,835

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.

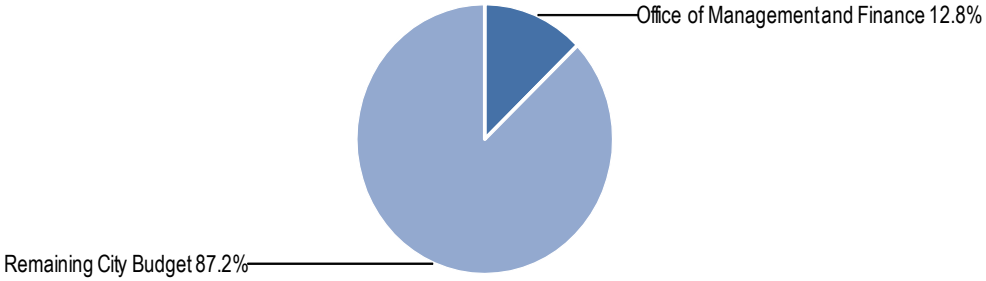
Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	1,868,934	206	1,869,140	10.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	DCTU and other overhead adjustments
Mayor's Proposed Budget Decisions					
	167,924	0	167,924	1.00	Deputy Director / Regional Relations position
	(81,897)	0	(81,897)	(1.00)	Eliminate International Relations Associate
	9,867	0	9,867	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	(340)	0	(340)	0.00	OMF interagency balancing
	95,554	**0**	**95,554**	**0.00**	**Total FY 2018-19 Decision Packages**
			1,964,694	**10.00**	**Total Adopted Budget**

Office of Management and Finance

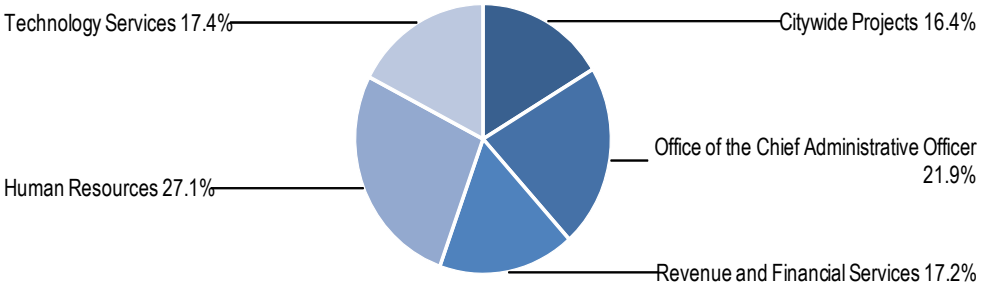
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Tom Rinehart, Chief Administrative Officer

Percent of City Budget

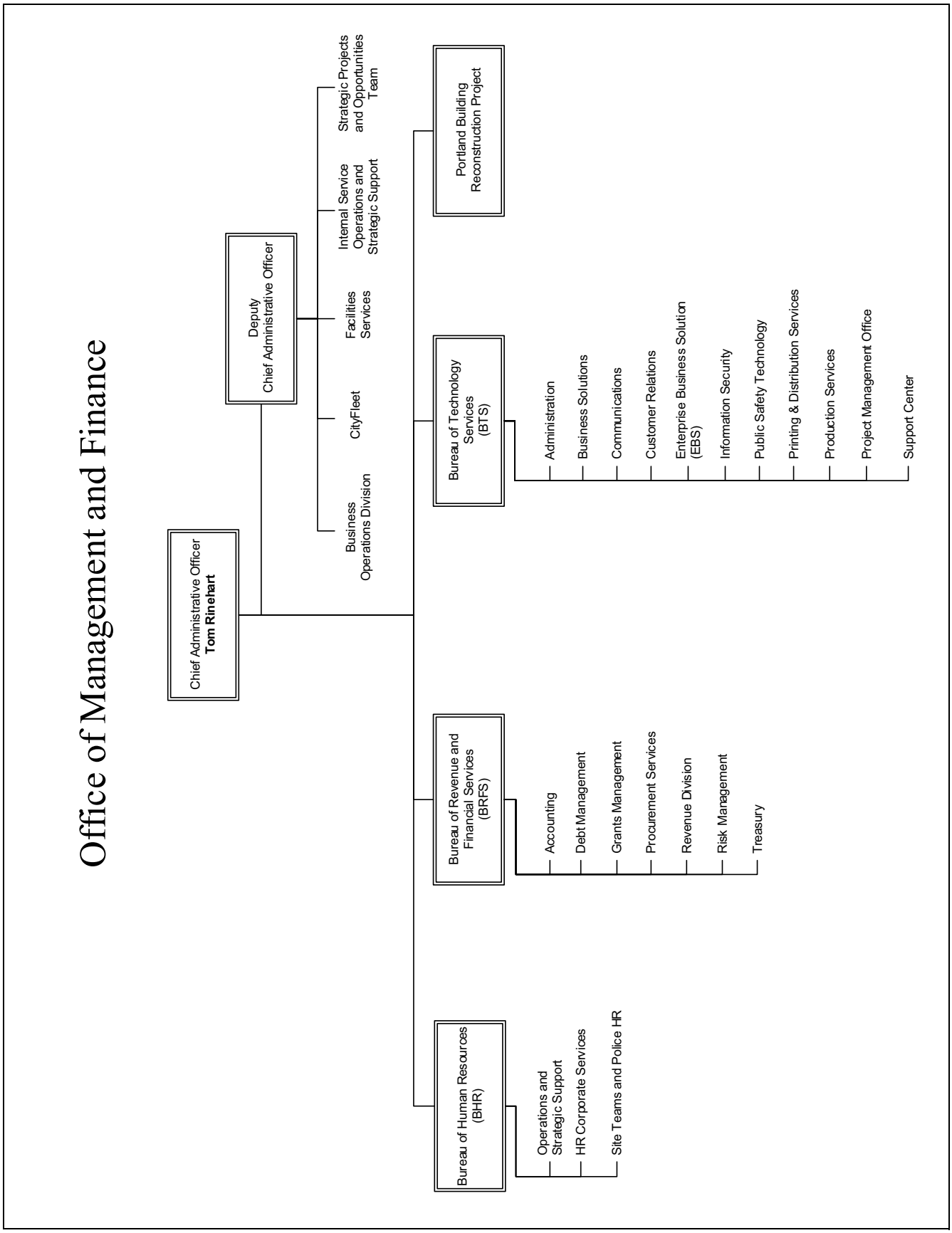


Bureau Divisions



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	546,050,683	531,168,908	(14,881,775)	(2.73)
Capital	93,127,121	127,492,595	34,365,474	36.90
Total Requirements	**639,177,804**	**658,661,503**	**19,483,699**	**3.05**
Authorized Positions	663.78	664.73	0.95	0.14


Office of Management and Finance
Chief Administrative Officer
Tom Rinehart
Deputy
Chief Administrative Officer
Business Operations Division
CityFleet
Facilities Services
Internal Service Operations and Strategic Support
Strategic Projects and Opportunities Team
Portland Building Reconstruction Project
Bureau of Technology Services (BTS)
Administration
Business Solutions
Communications
Customer Relations
Enterprise Business Solution (EBS)
Information Security
Public Safety Technology
Printing & Distribution Services
Production Services
Project Management Office
Support Center
Bureau of Revenue and Financial Services (BRFS)
Accounting
Debt Management
Grants Management
Procurement Services
Revenue Division
Risk Management
Treasury
Bureau of Human Resources (BHR)
Operations and Strategic Support
HR Corporate Services
Site Teams and Police HR

Bureau Summary

Bureau Mission

To deliver excellent services through our leadership, expertise, and innovation.

Bureau Overview

Services to the City

The Office of Management & Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. OMF consists of the bureaus of Human Resources, Revenue & Financial Services, and Technology Services. It also includes Citywide Projects and the Office of the Chief Administrative Officer, which includes the Business Operations Division, CityFleet, Strategic Projects and Policy Team, and Facilities Services. 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 the 2018-2020 Strategic Plan, which identifies organizational strategies and tactics which focus OMF efforts, provides customers and partners a way to see the organization's priorities, and acts a tool to hold OMF accountable.

Summary of Resources

The office is funded through a combination of resources. Just under half of its funding is from interagency charges to other City bureaus. Interagency revenue primarily includes charges from Technology Services, CityFleet, Facilities Services, Printing & Distribution, and Risk Management. In FY 2018-19, 3.6% 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 also serve outside agency customers.

Strategic Direction

OMF Strategic Plan strategies include the following:

- **Developing an inclusive, talented workforce:** Diversity and inclusion initiatives, continuity of operations planning, and succession planning all point to a need for robust cross-training and professional development opportunities among our OMF employees. OMF will implement strategies within the organization, as well as share information and opportunities with other bureaus.
- **Leading Citywide initiatives:** City Council and Bureau Directors rely on OMF to share its Citywide perspective to implement Citywide initiatives and evaluate and advise them on policy and business decisions. Because of this Citywide perspective, OMF will serve as a convener to lead projects and work teams.
- **Adopting 21st century business solutions:** Portland is a growing community, and bureaus are growing and changing to meet the community's needs. OMF will work with stakeholders to innovate and adapt our business processes and systems to better serve the City.

The OMF 2018-20 Strategic Plan can be found at https://www.portlandoregon.gov/omf/75548.

Significant Issues

OMF has cross-bureau responsibilities, an enterprise perspective and will continue to lead with recommended solutions to make the City work better. The following significant issues must be addressed to minimize operational and financial risks to the City.

Asset Management: OMF manages City facilities and technology infrastructure, and both have been impacted by ongoing budget reductions in maintenance and replacement funding. Deferring some types of maintenance leads to more expensive fixes when the systems and assets fail. OMF is developing a 20-year asset management plan to shift the focus of our facilities management from reactive maintenance to proactive preventative work. This shift over the next several years will help us do a better job preserving our assets on the public's behalf.

Broadband/Fiber Expansion: The City's broadband agreement that provides the Institutional Network (I-Net) for the City and other regional partners with Comcast will expire in 2021. The Bureau of Technology Services (BTS) is currently working with external partners, Multnomah County, State of Oregon, Portland Public Schools and Multnomah Education Service District to develop a business plan for enhancing and extending the city's IRNE (Integrated Regional Network Enterprise) network. One approach is to explore connecting all our external partners in addition to libraries, community centers, and State offices under this plan. This will position the City and its partners to prepare for the ending Comcast agreement in 2021, digital equity, Smart City initiatives, as well as securing sufficient bandwidth for the future. This has also been identified as one of the core technology projects for BTS during FY 2018-19.

Building Security: OMF is working with a consultant to conduct a comprehensive security review of City-owned facilities. The review will evaluate risks and vulnerabilities of City properties and provide recommendations for security enhancements. The consultant's report will address physical security infrastructure design, security staffing, and policies and procedures. Recommendations for future investment in additional security measures are expected. OMF will use the report to engage stakeholders and evaluate security recommendations for occupants of City-owned facilities.

Data Center Disaster Recovery: The City relies extensively on technology to provide critical services to the public. A disaster could disrupt numerous technology systems that are essential for the ongoing operation of the City. In addition, ensuring the integrity of systems that keep customer information is essential for public trust. The Data Center was moved out of the Portland Building into a secure location, and work to establish a redundant backup location will be completed in 2018.

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 mobile workforce.

Strengthen Enterprise Service Funding: The City is growing rapidly and OMF General Fund service providers are not growing to keep up with demand. New programs and projects are put in place without the funding to support service requirements. In order to evolve and keep pace, OMF and customer bureaus must define expected service levels, develop funding mechanisms, and increase customer engagement to allow for funding expansion and retraction based on service needs of the City. The return on investment for this funding should be monitored by both OMF and bureaus.

Portland Building Reconstruction Project: In 2015, City Council directed OMF to complete the Portland Building Reconstruction project by the end of 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.

Summary of Budget Decisions

Adds

BHR – Employment and Outreach Resources

Adds $368,198 and 3.0 FTE in ongoing General Fund overhead and discretionary resources to support employment and outreach services. These positions will help the Bureau of Human Resources recruit new employees and reduce the time to fill vacant positions.

BRFS – Add Tax Collection Staff

Adds $300,000 in one-time General Fund resources and 3.0 limited-term FTE to support tax collection efforts. The number of Business License Tax accounts have increased by 52% over the past two and a half years. The addition of tax collection staff will support the Revenue Division's tax collection function.

BRFS – Continue IRS Data Exchange Program

Adds $501,464 in one-time General Fund resources and extends 2.0 limited term FTE to continue receiving Federal Taxpayer Information (FTI) through the Internal Revenue Service (IRS) Government Liaison Data Exchange Program. This program allows the Revenue division to receive FTI from the IRS to administer and collect tax revenues for the City and Multnomah County.

BRFS – Increase Utility Franchise and Audit Support

Adds $118,730 and 1.0 limited-term FTE to the Utility and Franchise Management Program within the Office for Community Technology (OCT). There is a significant amount of staff time and legal effort required to collect and close audit findings. If findings are not collected in a fixed time window, findings cannot be collected. This position will support audit collections, monitor compliance of closed audits, and negotiate franchise renewals.

BTS – Enterprise Mobility Management

Adds $319,805 through ongoing interagency costs and 2.0 FTE to create a secure, centralized platform for managing mobile devices. Currently, the City has approximately 2,500 mobile devices (excluding Police). This decision package improves how mobile devices will be procured, deployed, and managed.

BTS – Microsoft Enterprise Mobility + Security

Adds $461,832 in direct vendor costs to BTS customers for purchasing and implementation of Microsoft Enterprise Mobility + Security across the City. This package increases security and support services for Windows 10, Office 365 and cloud services on mobile devices and laptops.

BTS – PC/Laptop Lifecycle Replacement Schedule Reduction

Adds $233,577 through ongoing interagency rates with BTS customers to accelerate the PC and laptop replacement cycle from five years to four years. A shorter lifecycle replacement will decrease computer hardware issues due to older machines performing poorly.

CAO – Rental Registration System Support

Adds $175,000 in one-time General Fund discretionary resources and 1.0 limited term FTE to fund a project management position within the Office of Management and Finance. The position will be responsible for managing enterprise efforts related to development and implementation of the Rental Registration System for the Office of Rental Services.

Facilities – Convert Utility Worker II Position to permanent

Converts 1.0 FTE limited term Utility Worker II position to permanent. This position is funded through interagency revenues already included in the base budget.

Facilities – Funding for Immediate Response Clean-ups

Adds $2,000,000 to fund campsite clean-up services coordinated by the Homelessness and Urban Camping Impact Reduction Program (HUCIRP). This decision package is funded by $1,000,000 in ongoing General Fund discretionary resources and $1,000,000 in ongoing resources from an increase in the commercial tonnage fee for solid waste pickup.

Facilities – Jasmine Block (Fourth & Montgomery) Building Funding

The Adopted Budget includes $19,712,300 in debt financing to support the City of Portland's participation in the Fourth & Montgomery redevelopment. This project is a cooperative redevelopment project with Portland State University, Portland Community College and Oregon Health & Science University.

Facilities – Security Services Funding

Adds $555,105 in ongoing interagency agreements for increased contracted security costs at City Hall, the 1900 Building, and the Mayor's security detail.

OMF – OMF IA balancing

Adds $14,449 in ongoing General Fund discretionary and overhead funds to OMF bureau budgets to reflect changes in interagency costs.

OMF- Program Carryover

The FY 2018-19 Adopted Budget includes $667,351 in program carryover for the 311 project, Accounting Division software, the Integrated Tax System project in the Revenue Division, liquidated damages in Procurement, and $335,000 for a disparity study in Procurement.

Reductions

BHR - Citywide Training Fund Reduction

Reduces $95,000 in ongoing General Fund discretionary and overhead funding within the Citywide Training Fund. This package eliminates funding for educational assistance and professional development through the Bureau of Human Resources. The City will support professional development by budgeting for training within individual bureau budgets.

BHR - Site Team Manager Reduction

Reduces $180,000 in ongoing General Fund discretionary and overhead resources and 1.0 FTE within the Bureau of Human Resources. This package eliminates a vacant Site Team Manager position.

BHR – Reception Services Realignment

This package realigns a reception service cost of $28,761 in General Fund discretionary and overhead costs from the Bureau of Human Resources to the Bureau of Technology services, City Budget Office, Portland Bureau of Transportation, and Risk Management Division.

BRFS – Admin, Equity, Outreach, and Training Reduction

Reduces $277,385 in ongoing General Fund discretionary and overhead resources, and recognizes $50,000 in additional ongoing external revenues. This package reduces Procurement Services' external materials and services budget. The ongoing reductions will be added back on a one-time basis to allow Procurement Services to develop a coordinated approach for its work around social equity in contracting and the Community Opportunity and Enhancements Program.

BRFS – Transfer Customer Services Group to Water Bureau

Reduces interagency revenue in the Revenue Division by $3,238,917 and transfers 7.0 positions to the Water Bureau.

BTS – Tableau Implementation Reduction

Reduces $184,556 in ongoing interagency revenues and 1.0 FTE to support an enterprise Tableau solution within BTS. Tableau is the City's data visualization software and this reduction will not limit the City's existing Tableau usage.

CAO – Strategic Plan and Fee Study Reduction

Reduces $82,685 for consulting services and temporary staff costs within the Office of the Chief Administrative Officer.

Facilities – Eliminate Resource Program Coordinator Position

Reduces $131,062 and 1.0 FTE within the now-dissolved Bureau of Internal Business Services. This decision package eliminates a vacant program coordinator position.

Facilities – Cut Project Management Software

Reduces $29,950 in ongoing interagency charges in the Facilities Services corporate rate.

P&D – Downtown Office Space Delivery Efficiencies

Reduces $32,000 in interagency charges with Printing & Distribution for deliveries. Through efficiencies, P&D will maintain desired services levels without requiring additional interagency charges.

P&D – Eliminate Saturday US Mail Sorting

Reduces $8,800 in interagency charges with Printing & Distribution and eliminates the Saturday mail delivery service.

P&D – Reduction of Color Copy Usage

Reduces $67,321 in interagency revenues and service charges for a reduction of color copies. Printing & Distribution will work with customers to reduce color copies on bureau-placed machines and move printing to black and white copiers.

Risk – Temporary Staffing Reduction

Reduces $55,771 in interagency agreements with Risk Management for temporary staffing costs.

Realignments

BTS – Public Safety Systems Reserve Transfers

Transfers $1,990,000 of unspent Public Safety Project Reserves to the Bureau of Emergency Communications, Portland Fire & Rescue, and the Portland Police Bureau. Reserves will be used to fund high priority public safety technology projects. Funds are to be transferred upon finalizing each project budget and project acceptance.

Facilities – Portland Building Printing Project Development

This decision packages create a new Capital Improvement Plan project related to the Portland Building Reconstruction project. This project will develop a print management system for City multi-function devices (MFDs), resulting in secure printing, better tracking of copier usage, less paper usage, and improved administration of the City's system of MFDs. Planning and development costs of $25,000 for this project are temporarily funded from Facilities Services Operating Fund major maintenance reserves. The funding source for this project, the full cost of which is estimated at $471,648, at has not yet been determined or approved by Council. OMF plans to bring present the project to Council for full approval of the plan and funding source in fall of 2018.

Facilities – Portland Building Technology Project Development

This decision packages create a new Capital Improvement Plan project related to the Portland Building Reconstruction project. This project will include audio/visual technologies for meeting rooms, a conference room scheduling system, and a digital signage system. Planning and development costs of $258,000 for this project are temporarily funded from Facilities Services Operating Fund major maintenance reserves. The funding source for this project, the full cost of which is estimated at $3,573,780, at has not yet been determined or approved by Council. OMF plans to bring present the project to Council for full approval of the plan and funding source in fall of 2018.

Budget Notes

The following budget notes were issued by Council, providing directives to OMF on a variety of budgetary and operational issues:

Jasmine Block

Council directs the Office of Management & Finance (OMF) to fund the FY 2018-19 cash contribution and financing requirements for the Jasmine Block project from Facilities Services Operating Fund reserves. Upon Council approval of the development agreement and finalization of the downtown core tenancy study directed by Resolution 37274, OMF should request reimbursement from the appropriate tenant fund.

Community Service Officer Program

Council directs the Police Bureau and the Office of Management & Finance to ensure that the Community Service Officer program is implemented by January 1st, 2019. Beginning in FY 2018-19, the Police Bureau and OMF will provide joint quarterly written reports to Council Offices on the progress toward implementation (including updates on labor negotiations, hiring, CSO training, and CSO staffing) and identify strategies to overcome any delays in the implementation timeline.

Film Office Financing

Council directs the Portland Bureau of Transportation, Portland Parks & Recreation and the Office of Management & Finance to coordinate a plan that funds one-half of the Portland Film Office through filming permit revenues in FY 2019-20. Each bureau's requested budget should reflect any changes necessary to achieve this goal.

Office for Community Technology

In accordance with a budget note in the FY 2017-18 Adopted Budget, an external consultant was engaged to evaluate options and make recommendations to Council on the optimal location and structure for the Office for Community Technology (OCT) within the City's organizational framework. Based on these recommendations and consultation with City staff, Council directs that the Office for Community Technology be established as a stand-alone office beginning in September 2018. Council directs the Revenue Division and OCT staff to bring forward budgetary and position changes in the FY 2018-19 Fall Budget Monitoring Process for Council consideration. Council further directs OMF-Facilities to develop options and plan for the physical relocation of OCT staff, with the relevant budgetary actions also brought forward during the FY 2018-19 Fall Budget Monitoring Process.

Capital Budget

Capital Summary

CIP Highlights

Highlights of the OMF CIP include the following:

Office of the Chief Administrative Officer

CityFleet manages 10 fuel stations enabling the use of specialized alternative fuels, multiple fuel blends, and quality control of the fuel dispensed to vehicles and equipment, as well as provides extended storage for emergency fueling. CityFleet previously replaced the Sandy River and Stanton Yard fuel stations, and added a fuel station at the Police Bureau's East Precinct. The City's remaining fueling sites are beyond their useful life and Council approved $13.6 million of cash and debt financing in the FY 2014-15 Fall BMP. Design of five fuel stations is underway, and construction is expected to start in 2018. In addition, the City will construct and develop two new fueling stations, one on the Eastside and one at the SFC Jerome F. Sears facility.

Portland State University is developing a 200,000 to 260,000 square foot building on a three quarter block, known as the Jasmine Block, with Portland Community College and the City of Portland as partners. The City agreed to own and occupy a minimum of 30,000 square feet. A development agreement is being finalized. Construction is expected to be completed in 2020.

Bureau of Technology Services

Technology Services has over 40 planned CIPs and Operating Projects for FY 2018-19. This will be the third and final year of the bureau's most significant project, having a large impact on bureau customers. The Data Center Move project relocated the City's primary Data Center to an appropriate hosted facility to ensure continuity of operations. In addition to completing the Data Center Move, the BTS Information Security team will begin a Firewall Refresh operating project, improving the security of services such as SAP and ensuring compliance with Payment Card Industry requirements. Expected CIP costs in FY 2018-19 should total just over $7 million; with additional operating projects bringing the total to slightly less than $10 million.

Citywide Projects

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. All City staff were relocated to temporary locations in the latter half of 2017. Guaranteed Maximum Price has been set, and demolition is underway. Construction will begin in 2018.

Spectator Venues and Visitor Activities

The most significant project in process within the program is the $50 million, privately funded stadium expansion that will add 4,000 seats to the east side of Providence Park Stadium. The City's FY 2018-19 costs are anticipated to be less than $250,000 and limited to provision of design, construction oversight, and legal services. Projects at the Veterans Memorial Coliseum are limited to typical repair and replacement activities and are anticipated to cost less than $1 million in FY 2018-19. In FY 2018-19, the City Council may approve $300,000 to $500,000 from the Spectator Venues and Visitor Activities Fund (SVVAF) for the acquisition cost of an electronic acoustical system for Arlene Schnitzer Concert Hall.

Major Issues

Office of the Chief Administrative Officer

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 $6.1 million, which is approximately 1.43% of replacement value compared with industry best practice of 3%, or approximately $12.8 million annually. Facilities Services recently completed a building condition assessment and is developing an asset management program and associated long-range major maintenance plans to support a request for a multi-year phase-in of additional major maintenance funds beginning with the FY 2017-18 budget. Generally, major maintenance projects are not capital improvements, though there are some exceptions.

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 emission reductions. Projects include the Portland Building reconstruction, expansion of the strategic energy management program with the Energy Trust of Oregon, routine HVAC system upgrades, 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 which may include new capital investments to satisfy remaining requirements. Additionally, the 2017 Electric Vehicle Plan requires CityFleet to work with its City bureau partners to add 60 electric vehicles to the City's sedan fleet to increase the

percentage of electric vehicles from 20 to 30 percent by 2020. The plan also 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 Bureau of Technology Services 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 demand for service, or finds savings through efficiencies. Bureau budget reductions will reduce savings and lower revenues, making it more difficult to set aside funds for projects. In addition to project costs, many of these projects have ongoing operating expenses. While BTS might be able to fund the cost of the project itself, it will have to look to its partners to assist with funding the ongoing costs of some of these customer-driven projects.

Critical Technology Recovery in a Disaster: The City relies extensively on technology to provide critical services to the public. A large scale natural or man-made disaster can result in the disruption of numerous technology systems that are essential for the ongoing operation of the City. Key services relying on technology include communications for law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payable. Although BTS has invested significantly in improving the reliability and availability of key technology systems, a large disaster localized in the Portland area could result in complete loss of these critical technology assets, which would take months to restore.

Mobility: During the development of the Citywide IT strategic plan, greater mobility was identified as one of the highest customer priorities. In order to deliver mobile applications, BTS must implement a sustainable and standardized Enterprise Mobility Management (EMM) platform. The implementation will allow support across the enterprise and will integrate with BTS' Mobile Device Management strategy for supporting mobile devices.

Leveraging SAP: EBS is evaluating the development of the SAP Enterprise Asset Management project. This project will incorporate Citywide standardization around land data, and replace unsupported work order systems with best practice business processes for managing property and facilities. Other projects planned for FY 2018-19 include the SAP Learning Management System, a cloud solution to help meet bureau training needs.

Spectator Venues and Visitor Activities

The capital issues facing the Spectator Venues and Visitor Activities Fund (SVVAF) are primarily driven by the age and condition of the venues within the program's portfolio. 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 and redevelopment 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 time.

Veterans Memorial Coliseum (VMC): The most challenging venue for the SVVAF program is the VMC, a spectator event and meeting facility that is almost 60 years old. The facility suffers from significant deferred major maintenance, has not seen a comprehensive capital reinvestment since its original construction, and the SVVAF does not have sufficient resources to fund the needed capital repairs and improvements. Over the past two years, the SVVAF invested approximately $5 million in key deferred maintenance projects including a full roof replacement and strategic user experience enhancements. A long list of critical needs remain to be addressed at the VMC. 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.

Providence Park: Built in 1926, Providence Park has seen two major capital reinvestment projects in the last 17 years, the first in 2000-2001 and the second in 2011-12, and is now undergoing a third as the east side undergoes a 4,000-seat expansion. Half of the older part of the stadium's roof was replaced in FY 2017-18 at a cost of approximately $730,000.

Rose Quarter Parking Facilities: These facilities opened in 1995. A Facilities Condition Assessment was completed in 2015 and was used to develop a major maintenance and capital replacement plan for these facilities. Considerable deferred maintenance needs were addressed in FY 2016-17 with the implementation of an ADA barrier removal program. No additional major capital investments are anticipated in the garages.

Rose Quarter Plaza: In addition to the Parking Facilities, the Spectator Program is also responsible for capital repair and improvement to the Rose Quarter Plaza. No specific work is anticipated for the Plaza in the next five years.

Portland'5 Centers for the Arts: In FY 2015-16, the Portland'5 venues were added to the SVVAF program portfolio. The Portland'5 venues consist of three buildings – Keller Auditorium, Schnitzer Concert Hall, and Hatfield Hall. Working with the venue operator, the SVVAF staff undertook a Facility Condition Assessment for each building in FY 2015-16 and plans to work with Portland'5 on developing a detailed major maintenance and capital replacement plan for these facilities. The program is currently engaged in structural/seismic analysis of the Keller Auditorium and involved in discussions about a replacement of the acoustical shell at the Arlene Schnitzer Concert Hall. At this time, no specific commitment to participate in funding of capital needs at these facilities has been made by the City.

Changes from Prior Year

Significant changes for the OMF CIP for FY 2018-19 include the following:

Bureau of Technology Services

Some BTS projects were placed on hold while completing the Data Center Move project and awaiting bureaus to move out of the Portland Building.

In FY 2018-19, projects that were previously placed on hold will be added to the BTS Five-Year Plan. While the number of planned projects will increase over the prior fiscal year, total spending will decrease as BTS completes its largest current project – the Data Center Move project. In FY 2017-18, over $5 million was budgeted for the Data Center Move project and that amount will drop to $1.7 million in FY 2018-19 as the project winds down.

Spectator Venues and Visitor Activities

Two major capital projects were completed in FY 2017-18 including the VMC Refresh (a two-year, $5 million investment in the VMC), and a $730,000 partial roof replacement at Providence Park. No projects of this scale are in the FY 2018-19 work program.

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.

Office of the Chief Administrative Officer

Buildings that are appropriately sited, well-designed and well-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 Council Goals through the services it provides to other City bureaus. These 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 such as the Water Bureau; 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. BTS also directly supports Council's goal of delivering efficient, effective, and accountable municipal services through the work it performs on a daily basis for all City bureaus and many non-City agencies.

Criteria

Office of the Chief Administrative Officer

Facilities Services updates five-year major maintenance plans for each building owned or managed by OMF on an annual basis as part of the budget process.

CityFleet manages the fleet replacement program to provide timely replacement of vehicles and equipment, minimize costs of ownership over vehicle lifespan, and create a predictable fleet replacement schedule and budget. CityFleet established a vehicle replacement fund for all participating departments. CityFleet also procures new and replacement vehicles and equipment for the Water Bureau and the Bureau of Environmental Services (BES). CityFleet works with bureaus on specifications for replacement vehicles to ensure vehicles meet bureau needs.

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 Solutions, and Public Safety Technology. Priority was given to essential core services, system upgrades, and replacements that maintain the stability and security of core data services, continuity of critical services, customer requirements, and asset replacements that facilitate cost savings and efficiency.

Citywide Projects

Citywide Projects consists of one program, the Portland Building Reconstruction project; therefore, criteria are not required for determining prioritization in capital projects.

Spectator Venues and Visitor Activities

The Spectator Venues and Visitor Activities program does not apply a specific methodology to the selection and ranking of capital projects. Decision making is primarily driven by the age and condition of the venues, and the City's obligations as defined in the various operating agreements. Projects are undertaken based on the criticality of the need and availability of resources in the Fund.

Capital Planning and Budgeting

Capital Planning Process

Office of the Chief Administrative Officer

The capital planning process is closely tied to OMF's overall asset management program. The asset management program drives capital projects proposed in the CIP, the major maintenance projects in the budget, and are detailed in OMF's Five-Year plan.

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

Bureau of Technology Services

The BTS programs 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. BTS also reviewed its capital improvement projects with the City's Technology Customer Stakeholder Committee as part of the process of sharing budget proposals with customer technology liaisons and financial staff. The process allowed BTS to receive feedback from stakeholders and assured projects will meet their needs.

As BTS is responsible for the City's information technology and communications infrastructure, primary coordination opportunities exist in maintaining a secure and robust infrastructure in order to maintain business continuity in the event of a disaster.

Spectator Venues and Visitor Activities

The Spectator Venues and Visitor Activities program does not apply a specific process to prepare its CIP. Decision-making about what projects to undertake is done in consultation with the third-party operators and is based on the City's contractual obligations and the availability of funding, which is driven by the financial management parameters of the Spectator Venues and Visitor Activities Fund.

Connection to Plans

Office of the Chief Administrative Officer

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.
- Fire & Rescue: The siting and adaptation of Fire & Rescue stations are highly dependent on neighborhood boundaries and neighborhood preferences. The foundation of the fire management area is the City's comprehensive land use plan and the regularly produced response time study.
- Downtown 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.

Bureau of Technology Services

Technology Services both directly and indirectly supports the City's Comprehensive Plan.

A guiding principle of the plan includes economic prosperity. BTS helps bureaus achieve economic prosperity by striving to provide state-of-the-art technology through its capital programs. Bureaus can then use that functionality to further their own goals of providing outstanding services to the community. Equity, another plan guiding principle, is indirectly part of Technology Service's capital program through hiring, personnel, management policies, and daily focus and awareness on equity in the work the bureau performs. Lastly, the plan's guiding principle of resilience can be seen throughout the BTS capital programs through projects such as the Data Center Move project, disaster recovery, and many of the information security projects that protect these systems and assure their operation.

Spectator Venues and Visitor Activities

The Spectator Venues and Visitor Activities Program does not apply specific criteria related to bureau and City plans in selecting capital projects. The primary factors involved in identifying capital projects are meeting contractual obligations and long-term preservation of these valuable facilities. However, it may be broadly stated that ongoing maintenance and viability is consistent and supports City plans and policies due to the facilities relation to:

- Economic, civic, and cultural life of the City

- Location within the Central City
- Proximity to regional transportation options

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. Facilities Services' rental rates fund major maintenance projects, some of which are capitalized. Financial projections of these ongoing resources for the funds determine the level of projects in the plan.

BTS has limited resources to fund capital projects. Interagency rates charged to bureaus include a component for major maintenance and those resources are dedicated to funding capital and operating projects. The balance of funds needed come from technology reserves, a funding source only made available through underspending on expenses or increased revenue earnings.

Given the limitations on resources, BTS is particularly judicious in its review and determination of which projects it can fund in any given year and which projects much be set aside for future years. Program managers rate their projects by order of importance. In addition, project input is received from customer bureaus so that their needs, as well as those of BTS, are taken into consideration. BTS management then makes the final determination.

The initial financial impact of projects is a drawdown of fund reserves. Ideally, those reserves will then be replaced through normal operations during the year so that funds will be available for the following year's projects. BTS projects often include long-term financial commitments including ongoing maintenance and support costs which are incurred once the project has been completed. Program managers provide written narrative which includes estimates for ongoing costs. In some cases, there is no net increase in costs to the fund as old systems are retired and replaced by new. In other cases, a project may be an expansion of an existing system, or it might be to establish a new service requested by customer bureaus.

Where possible, BTS will absorb the ongoing maintenance costs in its operating budget without increasing interagency rates beyond inflation. If the increase is too material, an add package must be submitted for a rate increase.

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, so are not included in this plan. They are included in the OMF Five-Year Plan.

Office of the Chief Administrative Officer

Facilities Services administers major maintenance funds for all of the buildings it manages. The funds are collected as part of the rental rates assessed to bureaus on a square footage basis. Major maintenance plans are developed by performing annual building inspections to determine needed repairs and component replacements. Projects are ranked and prioritized for each building according to risk and consequences of failures and then planned within available funds. Facilities is developing a strategic system to better manage its critical assets including a new information system, process improvements, and management and development of new human resources.

Bureau of Technology Services

Technology Services currently has a component in some interagency rates that allows the bureau to receive funding for major maintenance projects. For FY 2018-19 that funding totals slightly more than $1.8 million. These funds are used to cover both CIP and Operating projects in the Telecom, Production Services, Public Safety Technology and Information Security programs. That figure will be close to $4 million in FY 2018-19. While annual funding needs vary, BTS typically needs between $3.5 million and $4 million to cover all projects. Project planning for maintenance, upgrades, or replacement of major assets is conducted annually by program managers and supporting staff. Given the nature of the business, projections beyond a few years can be difficult as technology is constantly changing. Technology Services has schedules and estimates in place for future years, but recognizes that there's a degree of fluidity in those plans resulting from unknown technology improvements.

Citywide Projects

For ongoing maintenance of the Portland Building, please see the process listed above for ongoing maintenance of City buildings managed by Facilities Services.

Spectator Venues and Visitor Activities

Currently, there are no major capital projects are included in the work plan. Ongoing maintenance costs are generally low for projects with City participation at the venues. Many maintenance expenses are the obligation of the third-party operator. Those that are not, will be provided through the annual repair budget from the SVVAF. While no asset management or replacement plan has been developed for the City's spectator and performing arts venues, work is underway with the third-party operators to develop these plans which are expected to be completed in the next several years.

Capital Programs and Projects

Capital Program Descriptions

Office of the Chief Administrative Officer

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 3,300 units including police interceptors, 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 10 fueling stations and seven maintenance facilities. CityFleet is also a regional service provider for local governmental agencies.

Bureau of Technology Services

BTS doesn't have a capital program as a whole, 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. Four programs in BTS are responsible for the majority of the capital projects:

- The Communications program focuses on the IRNE voice and data systems. This program has seven projects planned for FY 2018-19 totaling just over $1.3 million.
- Public Safety Technology-focuses on capital projects that support the mission of the City's four public safety agencies. This includes supporting the region's 800 MHz radio system. The program has ten projects planned for FY 2018-19 totaling just under $1 million.
- Production Services focuses on hardware, in particular the Data Center. This program has eight projects planned for FY 2018-19 totaling approximately $2.3 million.
- Information Security is responsible for maintaining and ensuring the overall safety and security of the City's technology systems. They have ten projects scheduled for FY 2018-19 at a cost of a little more than $2 million.

Citywide Projects

Citywide Projects consists of one program, the Portland Building Reconstruction project. The requirements and objective of this project are outlined in the project charter and have not changed from the previous Five-Year Plan. While this project initially began as a maintenance project, the maintenance solution required such extensive work on the building that it provided an opportunity to achieve much more.

At a minimum, the project will do the following:

- 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.
- Upgrade accessibility of the building.

Additionally, the project provides an opportunity to:

- Preserve the historic integrity of the building.
- Meet the City's goals for equity and inclusion as set forward in the Equity and Inclusion Plan for the Project, as well as goals for DWMESB participation in consultation services.

- Work with the Bureau of Planning & Sustainability to ensure the City's Green Building Policy is appropriately applied to the project, including the expectation it will achieve a minimum certification of LEED Gold.
- Improve the quality and efficiency of the workplace.
- Improve the technology infrastructure to support current and future technology solutions.

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, the development, redevelopment and major enhancements of these venues has 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 potential 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 Facilities Services major maintenance money, General Fund cash, interagency revenues, and debt will be used to fund the Portland Building Reconstruction project.
- Net revenues in the Spectator Venues Fund provide funding for VMC and Providence Park projects.

Bureau of Technology Services

Capital projects are currently funded through a combination of major maintenance revenues received through interagency rates and technology reserves.

The major maintenance revenues are generally ongoing, provided the bureau isn't forced to make budget reductions that puts those resources at risk. Technology reserves vary annually depending on how much the bureau underspends expenses and increases earnings. How much those factors are impacted is directly affected by the economy, customer decisions on requesting services from BTS, and Council decisions on budget changes.

Major Projects

Office of the Chief Administrative Officer

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 $13.6 million of cash and debt financing in the FY 2014-15 Fall BMP. The design of five fuel stations is underway, with construction expected to start in 2018.

SFC Jerome F. 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 Department of Defense 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, OMF moved forward with the design 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 & Rescue's 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 2018. PF&R and OMF received a budget note in the FY 2016-17 budget to examine the feasibility of the relocation.

CityFleet Vehicle Replacement: In FY 2018-19, there are a total of 314 vehicles scheduled for replacement. Of these, 217 are fully funded through the CityFleet Fund, including 72 for the Portland Police Bureau, 69 for the Bureau of Transportation, 47 for Parks, six for Portland Fire & Rescue, and 11 for Golf, with the balance to other bureaus.

Bureau of Technology Services

Data Center Move and Disaster Recovery: FY 2018-19 is the final year of a multi-year project to complete a data center analysis, move the Portland Building Data Center to a colocation data center facility, and implement the foundation for disaster recovery capabilities that can be purchased as a service by bureaus for specific servers or services.

Enterprise Mobility Management: This project establishes a solution for Enterprise Mobility Management (EMM) that has reached a turning point as demand from bureaus for managing mobile devices and managing mobile applications and content is on the rise.

Inventory management along with data plan management has resulted in increased workloads based on the roughly 5,000 mobile devices in the City environment of which 2,450 are currently smart devices applicable to EMM. The project is focused on implementing a Citywide service administered by BTS, providing Mobile Management capabilities to bureaus to address a variety of key business components and requirements.

Enterprise Asset Management (EBS): EBS is currently evaluating development of the SAP Enterprise Asset Management project. This project will incorporate Citywide standardization around land data, and replace unsupported work order systems with best practice business processes for managing property and facilities.

IRNE Voice System Technology Refresh: This is the final year of 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 2018-19 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.

City Website Replacement: This project replaces the existing Portlandoregon.gov website with a Drupal (open source) framework to improve flexibility and scalability, while providing options for new technology integration. This will allow for more effective management and sharing of digital assets (images, videos) while improving site security and accessibility.

Cherwell Capability Expansion (ITSM Refresh): Information Technology Service Management (ITSM) is the collection of activities that BTS performs to receive requests and deliver information technology services to its customers.

Currently, Cherwell is the City's ITSM solution. Over time, ad hoc enhancements have been made to Cherwell that meet specific service management needs, but there has not been a coordinated effort to design and implement a more thoughtful enterprise solution.

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 by the end of 2020. The owner's representative consultant and design-build-relocate contracts were executed in 2016 and Phase 1, including target budget and scope, was completed in December 2016. In November 2017, the project completed moving more than 1,300 employees to temporary locations for the duration of construction. In December 2017, the contractor Guaranteed Maximum Price was approved by Council. The next phase focuses on interiors and construction.

Spectator Venues and Visitor Activities

There are no planned projects in the Spectator Venues Program in 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.

Bureau of Technology Services

Completion of the CIP and Operating Projects in the BTS Five-Year Plan will result in an increase to ongoing operations and maintenance expenses of more than $1 million annually. This is a preliminary estimate as project and bureau managers are reviewing each project to accurately estimate operating expense changes. In some cases, refresh projects will result in no material change to current maintenance and support costs. Other projects are enhancing or expanding systems either at the request of customers or to meet increased customer and City needs. Increasing a system's capacity comes with additional maintenance costs. Specific examples of these cost increases include:

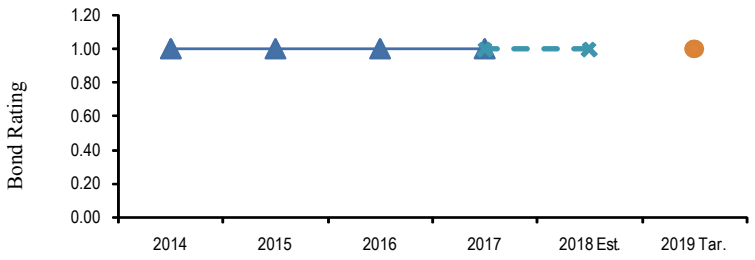
- IRNE Voice System – The City is migrating from an analog to a VoIP (Voice Over Internet Protocol) system. This is a much more technologically advanced system that will initially increase ongoing costs by $200,000 a year. Phase out of the old system and its related maintenance contract will reduce that annual increase by $60,000.
- Microsoft SQL Server Database – Completion of this project may result in additional ongoing costs of $88,000 yearly. However, BTS is looking at project alternatives that may avoid much of the Microsoft annual maintenance costs, reducing ongoing expenses considerably.

BTS doesn't have the capacity within its current budget structure and interagency rates to absorb these additional ongoing expenses. If City bureaus are in agreement that there is a need for these additional services, interagency rates must increase beyond inflation to cover ongoing costs.

Performance Measures

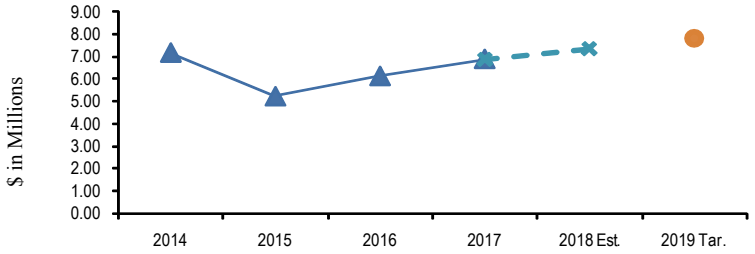
City's Unlimited Tax General Obligation Bond Rating (1=Aaa)

The City continues to maintain the highest Aaa bond rating.



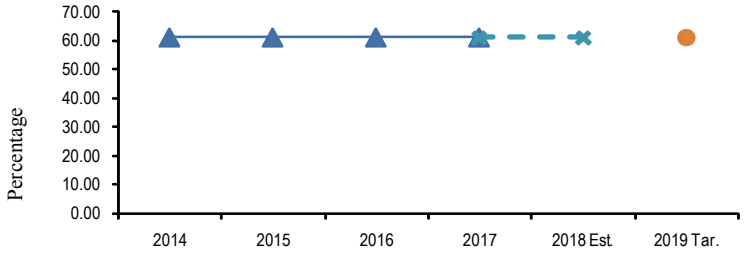
Business License Tax Gap - Estimated Difference Between Business Taxes Paid/Owed (in millions)

The tax gap sums the estimated difference between business taxes paid and business taxes owed. No tax collection agency collects every dollar owed. A lower value indicates better performance.



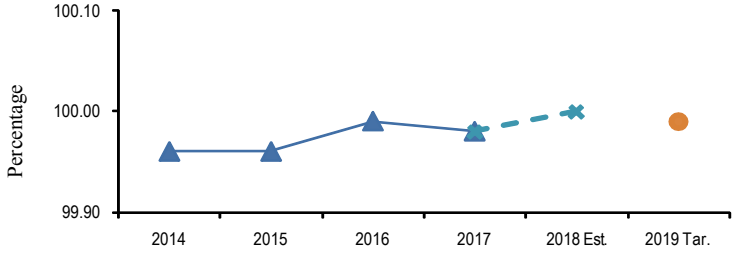
Percentage of OMF-Owned City Facilities Maintained in Good or Better Condition

Periodic 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. The most recent periodic inspection was in FY 2016-17.



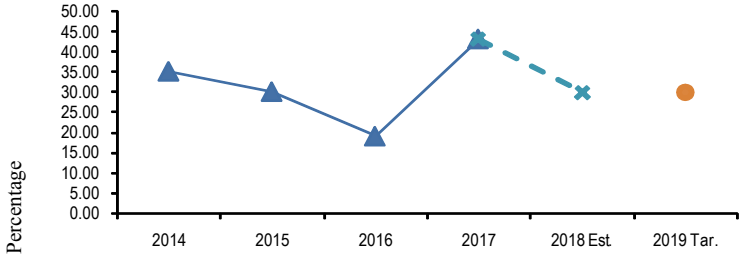
Percentage Availability of Network (Excluding Scheduled Maintenance)

This measure tracks the availability of City Network service. This captures an industry standard measure. Higher value does indicate better performance.



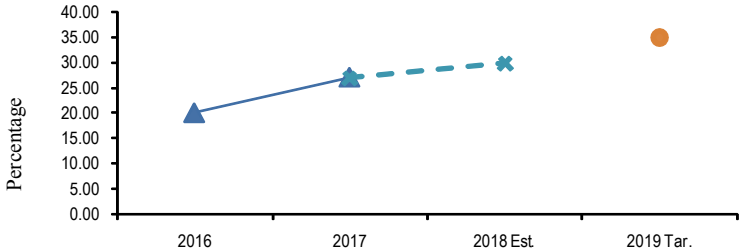
Percentage of All Subcontracting Dollars Awarded to MWESB Subcontractors

City council initiatives focus on growing capacity of DMWESB firms and increasing the workforce available for City projects. Spending on Certified DMWESB firms will continue to grow even as the overall construction infrastructure costs increase over the next five years.



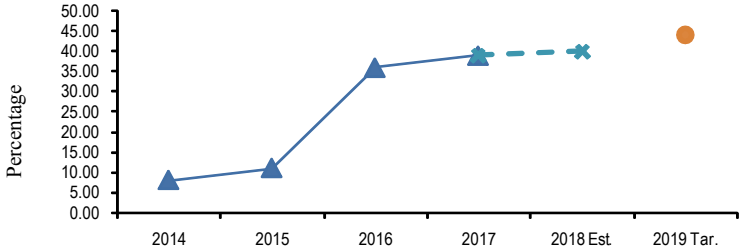
Percent of focused outreach program participants on an eligible list who are hired

BHR is working to increase efficiency of the focused outreach program and continues to work with hiring managers to bring diverse candidates as part of the focused outreach program.



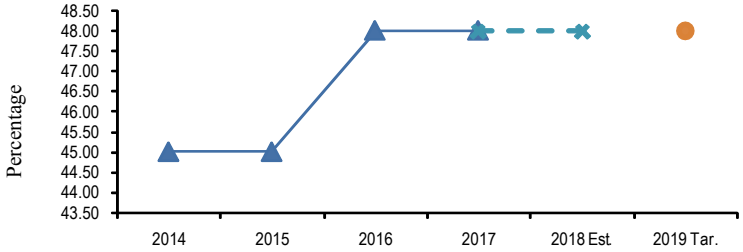
Percentage of Sedans that are Electric or Plug-in Hybrid

CityFleet exceeded the Portland Plan target of 20% by the end of FY 2015-16 and is on track to meet or exceed the FY 2020-21 target of 50%.



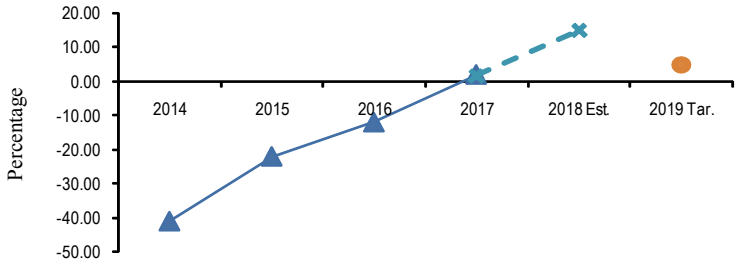
Basic Copy Center Rate as a Percentage of Private Sector Rate

In FY 2018-19, P&D anticipates achieving a basic copy center rate 52% below the private sector rate.



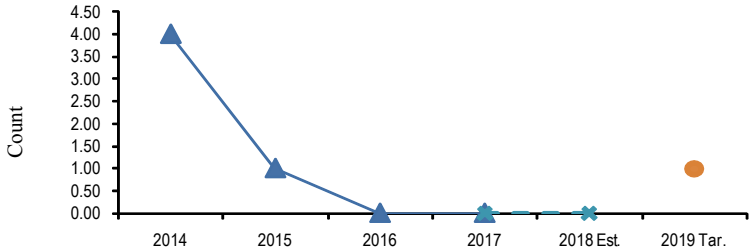
Change in the Cost of General Liability Claims Over the Prior Four Years

Incurred claims costs are subject to fluctuation year over year and are difficult to forecast. Upward pressure on medical and property claims, uncertainty in the health care markets, local inflation rates, and rapid growth of the City are contributing factors.



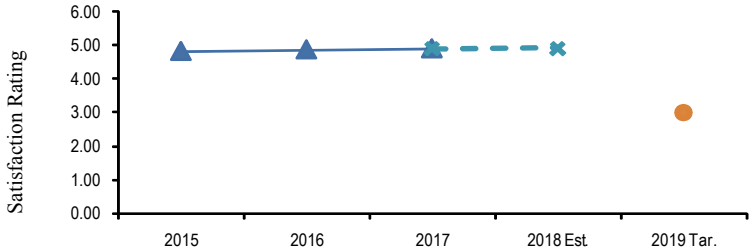
Number of CAFR Review Audit Deficiency Comments from External Auditors

Zero audit deficiency comments is the ultimate goal, as it indicates the City is following best practices and has controls in place over financial processes and systems. FY 2018-19 may result in one or more audit findings due to an inability to implement GASB standards in a timely fashion.



Help Desk Satisfaction Rating (scale 1 to 5)

BTS customers rate five questions which are averaged to provide a final satisfaction score. Rating scale is between 1 and 5, with 5 indicating the best performance.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	27,718,679	30,403,126	37,075,000	36,086,000	36,086,000
Miscellaneous Fund Allocations	0	0	(3,000,000)	(4,620,376)	(4,970,376)
Licenses & Permits	5,337,129	5,452,767	5,782,500	5,634,000	5,634,000
Charges for Services	73,112,416	73,230,450	118,849,875	121,782,079	121,786,079
Intergovernmental	11,136,962	10,788,097	11,493,854	11,947,600	11,999,795
Bond & Note	4,500,000	23,707,364	72,169,226	87,513,851	87,513,851
Miscellaneous	7,706,540	14,308,247	8,819,295	6,874,224	6,874,224
Total External Revenues	**129,511,726**	**157,890,051**	**251,189,750**	**265,217,378**	**264,923,573**
Internal Revenues					
General Fund Discretionary	15,170,590	14,316,075	16,220,387	17,285,761	17,788,599
General Fund Overhead	10,810,909	10,661,968	11,139,615	11,081,918	11,257,092
Fund Transfers - Revenue	6,968,186	4,417,059	4,110,576	5,272,404	4,122,404
Interagency Revenue	140,216,070	150,378,800	176,965,308	167,604,251	164,531,049
Total Internal Revenues	**173,165,755**	**179,773,902**	**208,435,886**	**201,244,334**	**197,699,144**
Beginning Fund Balance	179,320,245	185,650,048	179,552,168	188,740,828	196,038,786
Total Resources	**$481,997,726**	**$523,314,001**	**$639,177,804**	**$655,202,540**	**$658,661,503**
Requirements					
Bureau Expenditures					
Personnel Services	75,668,931	77,424,968	86,936,845	88,044,874	86,740,090
External Materials and Services	153,367,344	184,241,876	285,893,514	242,549,122	249,224,809
Internal Materials and Services	25,444,299	26,539,374	30,444,998	28,072,061	26,711,383
Capital Outlay	12,034,169	16,982,317	61,181,663	104,604,836	105,956,006
Total Bureau Expenditures	**266,514,743**	**305,188,535**	**464,457,020**	**463,270,893**	**468,632,288**
Fund Expenditures					
Debt Service	19,980,624	22,155,393	12,634,436	12,932,647	12,070,813
Contingency	0	0	152,052,993	171,002,346	169,694,302
Fund Transfers - Expense	5,243,904	5,851,899	10,033,355	7,996,654	8,264,100
Total Fund Expenditures	**25,224,528**	**28,007,292**	**174,720,784**	**191,931,647**	**190,029,215**
Ending Fund Balance	190,258,455	190,118,174	0	0	0
Total Requirements	**$481,997,726**	**$523,314,001**	**$639,177,804**	**$655,202,540**	**$658,661,503**
Divisions					
Citywide Projects	9,681,935	23,610,519	64,008,750	73,960,222	76,765,976
Office of the Chief Administrative Officer	59,474,422	70,934,002	119,706,347	102,797,619	102,646,302
Human Resources	67,063,530	69,927,404	124,757,712	127,146,180	126,938,614
Bureau of Revenue & Financial Services	69,171,393	72,097,453	82,459,495	83,051,301	80,611,885
Technology Services	61,123,463	68,619,157	73,524,716	76,315,571	81,669,511
Total Divisions	**$266,514,743**	**$305,188,535**	**$464,457,020**	**$463,270,893**	**$468,632,288**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
BTS								
Brookwood Public Safety Backup	0	0	200,000	125,000	0	0	0	325,000
Cherwell Capability Expansion	660,450	354,960	256,450	210,000	125,000	62,500	62,500	716,450
Comm Center Data Center Remediation	0	30,000	292,952	170,000	0	0	0	462,952
Data Center Move and Disaster Recovery	3,666,947	2,300,000	4,466,662	0	0	0	0	4,466,662
Enterprise Asset Management Pilot	5,590	0	1,551,401	638,327	0	0	0	2,189,728
Enterprise Mobility Management	231,977	0	558,517	124,800	90,000	0	0	773,317
Enterprise Network Technology Refresh	2,885,720	398,162	126,231	358,900	358,900	100,000	100,000	1,044,031
Forest Heights IR Site Purchase	303,137	260,000	260,000	0	0	0	0	260,000
Implement Smart Card Technology	0	0	120,000	106,900	56,900	56,900	56,900	397,600
IRNE Construction - Fiber	760,273	132,365	287,588	100,000	100,000	100,000	100,000	687,588
IRNE Network Technology Refresh	2,427,665	75,000	423,397	75,000	75,000	75,000	75,000	723,397
IRNE Voice System Tech. Refresh	1,422,494	429,698	1,085,569	0	0	0	0	1,085,569
Mobile Application Management	0	50,000	274,400	50,000	50,000	50,000	60,000	484,400
Office 365 Implementation	1,043,085	105,208	143,000	218,500	52,000	62,500	62,500	538,500
P&D Print Management System	0	0	0	94,330	23,582	0	0	117,912
Police Office 365	0	0	100,000	0	0	0	0	100,000
Public Safety Failover Expansion	0	0	0	0	125,000	100,000	75,000	300,000
Replace Telecomm Management System	29,806	335,180	0	0	0	0	0	0
SAN Storage Expansion	5,412,472	200,000	673,127	266,400	1,375,200	537,600	1,363,200	4,215,527
SAP Learning Management System	0	225,000	25,000	0	0	0	0	25,000
Video Centralized Management Upgrade	0	0	100,000	0	0	0	0	100,000
Web Site Replacement	0	428,000	449,600	244,200	409,820	235,400	0	1,339,020
Wireless Network Expansion	501,336	133,746	134,400	34,400	34,400	100,000	65,000	368,200
Workflow Application	0	0	0	195,500	60,000	0	0	255,500
Total BTS	**19,350,952**	**5,457,319**	**11,528,294**	**3,012,257**	**2,935,802**	**1,479,900**	**2,020,100**	**20,976,353**
CityFleet								
BDS Replacement	0	0	0	132,545	0	0	0	132,545
CityFleetReplacement	0	0	594,384	246,745	244,944	606,731	399,793	2,092,597
Fire Replacement	0	0	303,464	42,663	682,129	870,060	667,949	2,566,265
Golf Replacement	0	0	624,675	32,575	430,818	575,929	91,737	1,755,734
Parks Replacement	0	0	765,133	1,169,664	1,293,447	2,074,681	2,962,559	8,265,484
PBOT Replacement	0	0	9,068,332	2,843,491	6,414,219	5,396,582	2,593,625	26,316,249
Police Replacement	0	0	2,082,823	4,643,976	8,182,193	10,570,018	2,637,290	28,116,300
Replace and Construct Fueling Stations	1,795,746	1,696,341	4,949,778	1,691,459	5,964,017	0	0	12,605,254
Total CityFleet	**1,795,746**	**1,696,341**	**18,388,589**	**10,803,118**	**23,211,767**	**20,094,001**	**9,352,953**	**81,850,428**
Facilities								

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
1900 Building Electronic Vehicle Chargers	164,346	0	143,654	0	0	0	0	143,654
City Hall Security Upgrades	21,826	0	28,174	0	0	0	0	28,174
Jasmine Block Building	0	0	19,712,300	867,700	0	0	0	20,580,000
PCC HVAC Centralization	100,000	1,000,000	900,000	0	0	0	0	900,000
Portland Building Reconstruction Project	15,442,014	62,879,965	68,542,749	46,683,220	1,546,535	0	0	116,772,504
Portland Building Technology Project	0	0	2,680,335	714,756	178,689	0	0	3,573,780
Space Optimization	0	0	5,000,000	13,858,000	0	0	0	18,858,000
Total Facilities	**15,728,186**	**63,879,965**	**97,007,212**	**62,123,676**	**1,725,224**	**0**	**0**	**160,856,112**
Procurement								
B2G / LCP Tracker	0	290,630	0	0	0	0	0	0
Total Procurement	**0**	**290,630**	**0**	**0**	**0**	**0**	**0**	**0**
Total Requirements	**36,874,884**	**71,324,255**	**126,924,095**	**75,939,051**	**27,872,793**	**21,573,901**	**11,373,053**	**263,682,893**

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, employment and outreach, 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.

Through corporate level activities and site teams, Human Resources is responsible for helping bureaus recruit, develop, and retain a competent and highly qualified workforce that is representative of the communities the City serves. The bureau manages the 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. In December 2017, Serilda Summers-McGee began leading the organization as Human Resources Director.

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; and talent development and mentorship.

Equity Initiatives

Human Resources leads the following initiatives in support of the City's equity goals: workplace harassment and discrimination training; manager and supervisor core competency training; cultural competency training; bias reduction training; annual InCight job fair focused on individuals who identify as having a disability; annual Northwest Public Employees Diversity Conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and Prosper Portland; and strategic plan implementation of Council's resolution to become a model employer of persons with disabilities.

Human Resource Corporate Services

Description

Human Resource 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. Employment and Outreach 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) strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

The percentages for female and minority applicants are expected to reach 44% for female applicants and 30% for minority applicants in FY 2018-19.

HR Corporate Services has one key performance measure relating to the OMF 2018-2020 Strategic Plan strategy of developing an inclusive, talented workforce. The key performance measure illustrates the percentage of focused outreach program participants on an eligible list who are hired.

Changes to Services and Activities

The Classification/Compensation Study is resuming in FY 2018-19 with the release of new classification and compensation scales for all non-represented employees. Information related to BHR's Classification/Compensation study can be found at: http://www.portlandoregon.gov/bhr/classcomp

The FY 2018-19 budget includes 3.0 FTE to support employment and outreach services. The City has grown by roughly 1,000 employees in the last four years and BHR staff resources have been flat. Additionally, the positions are in conjunction with the FY 2017-18 budget note directing OMF to develop options for OMF central services and funding models.

The FY 2018-19 budget eliminates the Citywide training fund. The City will continue to support professional development by budgeting for training within individual bureau budgets.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	23.00	22.75	23.00	26.00	26.00
Expenditures					
Citywide Training	98,698	185,045	252,018	250,519	250,512
Class/Compensation	590,314	570,529	636,936	554,032	554,032
Diversity/Affirmative Action	462,001	310,910	373,952	473,964	473,964
Employment/Development	787,182	835,687	717,755	1,164,749	1,164,749

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Labor Relations	818,613	738,486	834,895	792,891	792,891
Total Expenditures	**2,756,808**	**2,640,657**	**2,815,556**	**3,236,155**	**3,236,148**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of diverse (protected class) applicants per fiscal year - female	40%	41%	41%	45%	45%
Percentage of diverse (protected class) applicants per fiscal year - minority	28%	32%	32%	35%	35%
Number of qualified candidates in talent pool per high turnover classification opening	NA	NA	0	NA	NA
Number of qualified candidates in talent pool per open retirement eligible classification	NA	NA	0	NA	NA
Average time of complete recruitment	NA	NA	0	NA	NA
Key Performance Measure					
Percentage of focused outreach program participants on an eligible list who are hired	20%	27%	30%	35%	35%

Operations and Strategic Support

Description

Operations and Strategic Support consists of three programs including the Director's Office, Benefits/Wellness, and HR and Payroll Services. 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 Human Resources and Payroll Services 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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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 2018-19. 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

In FY 2018-19, BHR will continue to implement centrally coordinated accommodation requests, a recommendation from the Model Employer for Persons with Disabilities Strategic Plan adopted by City Council in September 2016. The City's goal is to fully implement the Preventive Care Initiative (wellness incentive). FY 2018-19 will be the first-year employees may be at risk for higher premium share costs if they are not in compliance with the new standard of seeking preventive care services once every two calendar years. All labor contracts include language for the preventive care initiative.

The FY 2018-19 budget reallocates a charge for reception services at Columbia Square to the Bureau of Technology Services, City Budget Office, Portland Bureau of Transportation, and Risk Management Division.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	38.00	37.00	37.00	37.00	37.00
Expenditures					
Benefits/Wellness	540	614	0	878	878
Deferred Compensation	299,710	261,472	313,236	316,272	316,272

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Health Insurance	56,116,407	59,138,289	114,831,309	117,151,685	117,151,488
HR Systems & Records	3,608,044	3,521,548	4,125,687	3,860,197	3,652,835
Total Expenditures	**60,024,701**	**62,921,923**	**119,270,232**	**121,329,032**	**121,121,473**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of payroll checks direct deposited	93%	94%	95%	96%	96%
Workload					
Number of employees enrolled in health coaching programs	620	547	600	680	680

Site Teams and Police HR

Description

BHR Site Teams provide strategic advising and support to assigned bureaus to achieve excellence in employee performance and organizational effectiveness throughout the City. Site Teams and Police Human Resources will continue to assist bureaus in reviewing business processes through a lens that promotes more equitable outcomes for staff, customers, and stakeholders.

Goals

Site Teams support the City's goal to deliver efficient, effective, and accountable municipal services and support the Office of Management & Finance strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

In FY 2018-19, the Bureau of Human Resources has identified three new performance measures for Site Teams and Police HR. New performance measures include the total number of HR investigations, the number of days per HR investigation, and percentage of employees whose annual evaluation is conducted within one month of the anniversary date. Currently, Human Resources is working to collect data as it relates to the performance measures.

Changes to Services and Activities

The FY 2018-19 budget eliminates 1.0 FTE in the Employee Relations program. Eliminating the BHR Site Team Manager will not impact overall service quality to customers.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	20.00	20.00	20.00	19.00	19.00
Expenditures					
Site Teams and Police HR	2,560,200	2,495,397	2,671,924	2,580,993	2,580,993
Total Expenditures	**2,560,200**	**2,495,397**	**2,671,924**	**2,580,993**	**2,580,993**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Total number of human resource investigations	NA	NA	0	NA	NA
Efficiency					
Number of days per human resource investigation	NA	NA	0	NA	NA
Percentage of employees whose an annual evaluation within 1 month of anniversary date	NA	NA	0	NA	NA

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	61,345,802	61,593,002	109,753,468	113,539,876	113,539,876
Miscellaneous	1,343,354	9,007,229	3,656,841	1,581,499	1,581,499
Total External Revenues	**62,689,156**	**70,600,231**	**113,410,309**	**115,121,375**	**115,121,375**
Internal Revenues					
General Fund Discretionary	2,269,904	2,775,071	4,392,909	4,188,884	4,188,677
General Fund Overhead	4,731,336	4,681,376	4,719,602	4,901,938	4,901,691
Interagency Revenue	286,558	235,584	375,922	461,401	254,486
Total Internal Revenues	**7,287,798**	**7,692,031**	**9,488,433**	**9,552,223**	**9,344,854**
Beginning Fund Balance	18,596,694	22,958,693	31,503,154	29,909,418	29,909,418
Total Resources	**$88,573,648**	**$101,250,955**	**$154,401,896**	**$154,583,016**	**$154,375,647**
Requirements					
Bureau Expenditures					
Personnel Services	9,694,755	9,370,282	10,448,702	10,611,991	10,344,415
External Materials and Services	56,240,706	59,369,288	113,060,972	115,332,421	115,332,426
Internal Materials and Services	1,128,069	1,187,834	1,248,038	1,201,768	1,261,773
Total Bureau Expenditures	**67,063,530**	**69,927,404**	**124,757,712**	**127,146,180**	**126,938,614**
Fund Expenditures					
Debt Service	32,850	36,092	40,204	43,046	43,046
Contingency	0	0	29,285,823	27,086,599	27,072,591
Fund Transfers - Expense	141,755	287,136	318,157	307,191	321,396
Total Fund Expenditures	**174,605**	**323,228**	**29,644,184**	**27,436,836**	**27,437,033**
Ending Fund Balance	22,958,693	31,873,968	0	0	0
Total Requirements	**$90,196,828**	**$102,124,600**	**$154,401,896**	**$154,583,016**	**$154,375,647**
Programs					
Accounting	0	(158)	0	0	0
Administration & Support	1,034	1,013	0	0	0
Benefits	1,707,801	1,836,044	0	0	0
Debt Management	(5)	0	0	0	0
Diversity Development/Affirmative Action	9,971	29,200	0	0	0
Employment & Development	3,034	3,328	0	0	0
HR Corporate Services	2,756,808	2,640,657	2,815,556	3,236,155	3,236,148
Operations and Strategic Support	60,024,701	62,921,923	119,270,232	121,329,032	121,121,473
Site Teams and Police HR	2,560,200	2,495,397	2,671,924	2,580,993	2,580,993
Treasury	(14)	0	0	0	0
Total Programs	**67,063,530**	**$69,927,404**	**$124,757,712**	**$127,146,180**	**$126,938,614**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	1.00	67,274	1.00	69,144	1.00	69,144
30000064	Accountant III	60,466	76,045	1.00	68,448	1.00	71,121	1.00	71,121
30000562	Accounting Supervisor, Sr	71,510	95,472	1.00	81,600	1.00	84,669	1.00	84,669
30000433	Administrative Specialist, Sr	47,362	72,904	5.00	321,060	5.00	324,022	5.00	324,022
30000436	Administrative Supervisor I	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
30002383	Assistant to the HR Director	61,734	82,285	1.00	69,612	1.00	72,468	1.00	72,468
30000539	Benefits Analyst	64,813	86,403	2.00	164,160	2.00	166,820	2.00	166,820
30001535	Benefits Coordinator	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000541	Benefits Manager	91,104	121,368	1.00	132,792	1.00	134,508	1.00	134,508
30000538	Benefits Specialist	61,734	82,285	2.00	143,470	2.00	148,603	2.00	148,603
30000540	Benefits Supervisor	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000449	Business Systems Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000533	Classification/Compensation Analyst, Sr	64,813	86,403	3.00	241,492	3.00	244,526	3.00	244,526
30000535	Classification/Compensation Manager	91,104	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000530	Diversity, Outreach & Emp Resources Mgr	91,104	121,368	1.00	111,984	1.00	116,197	1.00	116,197
30000569	Financial Analyst, Principal	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000568	Financial Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000522	Human Resources Analyst, Sr	64,813	86,403	5.00	413,520	8.00	653,445	8.00	653,445
30000523	Human Resources Coordinator	71,510	95,472	13.00	1,183,232	13.00	1,196,587	13.00	1,196,587
30000409	Human Resources Director	130,208	186,576	1.00	171,996	1.00	176,112	1.00	176,112
30000526	Human Resources Director, Assistant	115,814	165,797	1.00	115,812	1.00	115,812	1.00	115,812
30000525	Human Resources Manager, Police	91,104	121,368	1.00	121,368	1.00	121,368	1.00	121,368
30000524	Human Resources Site Team Manager	91,104	121,368	3.00	357,699	2.00	242,730	2.00	242,730
30001633	Human Resources System Manager	91,104	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30001858	Human Resources System Specialist	61,734	82,285	5.00	390,876	5.00	392,346	5.00	392,346
30000520	Human Resources Technician	50,877	78,333	7.00	440,472	7.00	455,256	7.00	455,256
30001834	Labor Relations Analyst	61,734	82,285	1.00	68,928	1.00	71,288	1.00	71,288
30001833	Labor Relations Analyst, Senior	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000536	Labor Relations Coordinator	78,770	105,851	3.00	264,612	3.00	267,900	3.00	267,900
30000537	Labor/Employee Relations Manager	91,104	134,514	1.00	134,508	1.00	134,508	1.00	134,508
30000011	Office Support Specialist I	31,678	45,261	1.00	43,968	1.00	44,832	1.00	44,832
30000012	Office Support Specialist II	34,798	49,962	1.00	34,800	1.00	34,800	1.00	34,800
30000013	Office Support Specialist III	44,512	58,989	4.00	197,940	4.00	205,412	4.00	205,412
30000464	Program Coordinator	68,078	90,792	3.00	233,546	3.00	236,605	3.00	236,605
30000531	Training & Development Analyst	64,813	86,403	2.00	148,943	2.00	151,044	2.00	151,044
30001708	Training & Development Manager	84,739	112,882	1.00	121,368	1.00	121,368	1.00	121,368
TOTAL FULL-TIME POSITIONS				80.00	6,774,472	82.00	6,982,483	82.00	6,982,483
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				80.00	6,774,472	82.00	6,982,483	82.00	6,982,483

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 2018-19	127,041,559	0	127,041,559	80.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	7,339	0	7,339	0.00	DCTU funding and overhead adjustments
Mayor's Proposed Budget Decisions					
	368,198	0	368,198	3.00	Employment and Outreach positions
	0	0	0	0.00	Reception services realignment
	(95,000)	0	(95,000)	0.00	Citywide Training Fund elimination
	(180,000)	0	(180,000)	(1.00)	Site Team manage reduction
	0	1,571	1,571	0.00	OMF interagency balancing
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
	0	0	0	0.00	0
	0	0	0	0.00	0
Adopted Budget Additions and Reductions					
	(206,915)	0	(206,915)	0.00	Recruitment services interagency reductions
	(107,029)	**1,571**	**(105,458)**	**2.00**	**Total FY 2018-19 Decision Packages**
			126,936,101	**82.00**	**Total Adopted Budget**

Bureau of Revenue & Financial Services

Overview

The Bureau of Revenue & Financial Services (BRFS) is comprised of seven divisions: Accounting, Debt Management, Grants Management, Procurement Services, Treasury, Risk Management, and Revenue. Program areas within the Revenue Division include Revenue Collection, Broadband and Cable Communications, and Franchise Management, and as a whole collect about 49% of the City's General Fund revenue (excluding fund transfers and beginning balance).

Under the direction of the Chief Financial Officer (CFO), BRFS provides Citywide financial management services to City bureaus in addition to collecting City General Fund and other revenues that support a wide range of City programs and funding initiatives. BRFS serves as the SAP finance and logistics business process owner. In January 2018, Jennifer Cooperman began leading the organization as the new CFO. In FY 2017-18, the Risk Management Division was moved to the Bureau of Revenue and Financial Services.

In addition to the financial management services described above, BRFS, through its Chief Financial Officer, provides strategic financial advice to the City Council on a wide range of financial issues, with specific focus on long-term financial health, fiscal indicators, and sustainability.

Accounting

Description

Accounting provides centralized accounting operations, 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 vendor payments, employee reimbursements, accounting journal 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 the financial health and sustainability of the City, the Accounting Division supports the City's goal to deliver efficient, effective, and accountable municipal services, and supports the Office of Management & Finance strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

The FY 2016-17 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 1, 2017, well in advance of the December 31 deadline and the earliest it has been completed. This accomplishment establishes the City of Portland as a leader in timely financial reporting.

The Key Performance Measure citing the number of CAFR audit deficiency comments is in accordance with the City's Comprehensive Financial Management Policy. FY 2016-17 marks the second consecutive year with zero audit deficiency comments noted.

Changes to Services and Activities

Central Accounts Receivable operations were previously included in the Accounting Division's portfolio. In an effort to streamline activities throughout the Bureau of Revenue and Financial Services, this function was transferred to the Revenue Division in September 2017.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	21.15	21.17	18.17	18.17	18.17
Expenditures					
Accounting	24,167	2,606,495	2,556,298	2,624,337	2,723,656
Accounting Administration	722,967	3,926	0	0	0
Operational Accounting	1,030,966	306	0	0	0
Technical Accounting	835,358	98	0	0	0
Total Expenditures	**2,613,458**	**2,610,825**	**2,556,298**	**2,624,337**	**2,723,656**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Number of days CAFR is completed after fiscal year end	150	135	124	120	135
Key Performance Measure					
Number of CAFR review audit deficiency comments from external auditors	0	0	0	0	1

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 Portland's 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 in addition to 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 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. Broadband and Cable Communications supports the OMF strategies of developing an inclusive, talented workforce, leading citywide initiatives, and adopting 21st century business solutions.

Performance

The program collects over $7 million in cable franchise fees for the City's General Fund and nearly $7 million for community-based technology projects. The program oversaw 35 grants projects and facilitated and funded the I-Net partnership among 18 public agencies for affordable broadband services and connectivity among 321 sites, including all public schools and libraries in Multnomah County. The program also led the Digital Inclusion Network to further develop and implement projects under the City's Digital Equity Action Plan (DEAP) and produced a Year 1 report about DEAP activities. Open Signal (formerly Portland Community Media) and MetroEast Community Media, which receive grants managed by this program, excelled in providing access to technology and training to the community's traditionally underserved populations. Combined, they provided 1,177 local residents with training in media and digital literacy in FY 2016-17.

Changes to Services and Activities

Community media service contracts with Open Signal and MetroEast expire in June 2018. Staff is working to include services and performance measures to address the digital equity gap. DEAP data collection is underway, which will provide the basis for learning and sharing about successful digital inclusion activities. The program is actively engaged in identifying and responding to threats to local control as the Federal Communications Commission and Congress consider the rapidly changing broadband landscape. The program will also launch an assessment of community technology and broadband needs and interests to update the last assessment from early 2010.

In accordance with the FY 2018-19 budget note, the Office for Community Technology will be established as a stand alone office in September 2018.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	4.00	4.00	4.00	4.00	4.00
Expenditures					
Cable Communications	936,410	0	0	0	0
MHCRC Admin Services	770,350	753,211	992,684	1,027,131	1,080,046
Portland Community Media	(2)	840,557	896,379	912,514	912,514
Total Expenditures	**1,706,758**	**1,593,768**	**1,889,063**	**1,939,645**	**1,992,560**

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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 City's Comprehensive Financial Management Policy. 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 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	9.17	3.17	3.17	3.17	3.17
Expenditures					
Debt Management	692,274	601,993	793,991	821,456	821,456
Treasury	1,008,059	61,175	0	0	0
Total Expenditures	**1,700,333**	**663,168**	**793,991**	**821,456**	**821,456**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
City's unlimited tax General Obligation bond rating (1=Aaa)	1	1	1	1	1

Franchise Management

Description

Franchise Management, together 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 for telecommunications, pipeline, and electric and natural gas companies, and other newer technologies such as electric vehicle charging stations. Staff pursues revenue opportunities arising from the City's 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 pole attachments in the public right-of-way. Franchise and utility license compliance represents a significant component of the program and includes audits, collections, and litigation.

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, broadband, and smart cities infrastructure initiatives. The program also supports the Office of Management & Finance strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

Franchise Management administers approximately 55 franchises and 150 utility licensees. In FY 2017-18, the program will collect more than $82 million in General Fund revenue, or approximately 18% of all General Fund revenues (excluding fund transfers and beginning balance). The City added a limited term audit position in FY 2015-16 and made the position permanent in FY 2017-18. As of May 2018, the position collected approximately $1.5 million in billings, established $450,000 in residuals (annual, recurring revenue resulting from audits), expects to bill an additional $4.5 million from nine closed audits, and has 31 audits in progress. In FY 2017-18, staff reviewed and advocated on 11 state bills and six federal legislative actions at the Federal Communications Commission.

Changes to Services and Activities

Franchise Management, in collaboration with the permanent audit position, is developing an audit appeals process to streamline expected disputes over audit findings. As of May 2018, these audit findings are projected to be over $5 million. An SAP database module went live in August 2015 and improvements and discussion on next phases of implementation are ongoing. Staff is developing substantial regulatory and process requirement improvements for the carriers' proposals to site wireless equipment in the right-of-way and participating in inter-bureau efforts to develop and coordinate policies for right-of-way access for internet of things devices. These efforts are vital because of continuing federal and state preemption efforts, and increased requests to use the right-of-way to support these applications.

The FY 2018-19 budget adds 1.0 limited term FTE to enhance collection efforts and close audit findings.

In accordance with the FY 2018-19 budget note, the Office for Community Technology will be established as a stand alone office in September 2018.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	5.00	6.00	6.00	7.00	7.00
Expenditures					
Franchise Management	586,001	856,544	947,596	1,128,522	1,128,522
Total Expenditures	**586,001**	**856,544**	**947,596**	**1,128,522**	**1,128,522**

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

Grants Management reported $29,323,265 in federal expenditures and loan receivables of $59,996,706 in the 2017 Single Audit with no federal award findings or questioned costs.

Changes to Services and Activities

Grants Management will participate in the development and management of the Community Opportunities and Enhancements Grant Program. This program will be the pilot program for a potential Citywide program. The pilot program includes three projects: the Portland Water Bureau Washington Park project, the Portland Building Reconstruction project, and the Portland Bureau of Transportation Garage project. 1% of the costs of these projects has been set aside for the Community Opportunities and Enhancement Program.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	4.17	5.15	5.82	6.15	6.15
Expenditures					
Grants Management	571,355	716,673	857,480	895,918	895,861
Total Expenditures	**571,355**	**716,673**	**857,480**	**895,918**	**895,861**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
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 2016-17, the City entered into contracts exceeding $467.5 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 1) increasing the utilization and capacity of minority and women-owned businesses, and 2) further developing 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 Office of Management & Finance strategies of developing an inclusive, talented workforce, leading citywide initiatives, and adopting 21st century business solutions.

Performance

In 2017, Procurement Services was awarded the Achievement of Excellence in Procurement Services award from the National Purchasing Institute recognizing exceptional performance in governmental contracting. This award reflects Procurement's advancement in leadership, Best Value procurement methods, implementation of an electronic procurement center providing greater transparency, and numerous other process improvement strategies.

A Key Performance Measure for Procurement Services is to report and increase the percentage of all subcontracting dollars awarded to disadvantaged, minority-owned, women-owned, and emerging small businesses (DMWESB) Prime Contractors and Subcontractors for construction and professional services contracts as outlined in the Portland Plan's framework for equity. Based on the Portland Plan, Procurement has established a 20% goal for the Subcontractor Equity Plan (SEP) in Construction, and a 20% goal for Professional, Technical, and Expert (PTE) services. In FY 2015-16 the City achieved 19% participation overall, but in FY 2016-17 Procurement Service achieved 30% participation due to significantly greater outreach efforts and the implementation of new strategies in the Prime Contractor Development Program (PCDP).

Changes to Services and Activities

In FY 2016-17, Procurement began transitioning to an updated contract compliance reporting system, which will allow contractors to enter required information directly into the system. This will aid in reporting vital data for DMWESB utilization. Having this information available on a nearly real-time basis will enable the City and its contractors to react and respond to conditions as they present themselves, and significant improvements in compliance and utilization are anticipated. The project is expected to be completed and the new system implemented in 2018.

In July 2017, City Council approved an increase in signature authority for the Chief Procurement Officer in support of changes to improve efficiencies within the procurement process. The expected outcome for this process is greatly improved project delivery by eliminating the turn-around time for routine and small dollar projects within the infrastructure bureaus. It also increases the time available for Council to consider and monitor larger, more visible, and significant projects.

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 subcontractors. This was supplemented by adoption by City Council of the Community Equity and Inclusion Program in November 2017. These two programs are designed to identify and allow greater participation from Minority and Women owned firms. These programs, when combined with the improved availability of data, will significantly advance the City's ability to target improvements needed to help develop and sustain a skilled workforce and improved community.

The FY 2018-19 budget includes an ongoing reduction to Procurement's external material and services budget. The funds will be added back on a one-time basis in FY 2018-19 to further development around social equity in contracting and the Community Opportunity and Enhancements Program.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	40.17	40.17	40.17	40.17	40.17
Expenditures					
Outside Services	247,134	270,527	678,673	354,616	354,616
Procurement	214,339	271,738	40,000	0	0
Procurement Services	4,806,036	4,654,821	5,256,937	5,658,389	6,053,796
Total Expenditures	**5,267,509**	**5,197,086**	**5,975,610**	**6,013,005**	**6,408,412**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of apprenticeship hours worked on City contracts	16%	18%	20%	20%	20%
Percentage of minority and women hours worked on City construction contracts	18%	27%	27%	27%	27%
Number of prime contracts awarded to Minority, Women, and Emerging Small Businesses contractors	213	277	277	277	277
Key Performance Measure					
Percentage of all subcontract dollars awarded to Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	19%	43%	30%	30%	30%

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, central accounts receivables, and the utility billing system. In FY 2017-18, the business license tax and transient lodging tax programs 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 strategies of developing an inclusive, talented workforce, leading citywide initiatives, and adopting 21st century business solutions.

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 collected approximately $427 million and support the collection of an additional $640 million for other City bureaus during FY 2017-18. 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, as 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. The FY 2018-19 Adopted Budget continues funding 2.0 limited term positions and materials and services in the Revenue Division's IRS Data Exchange Program. The program achieved a positive return on investment in the current year, and the data provided will be critical to the implementation of the Integrated Tax System in future years.

The FY 2018-19 budget includes 3.0 FTE for tax collection efforts. The number of Business License Tax accounts has risen 52% over the last two-and-a-half years. The addition of these positions will support the Revenue Division's tax collection function, particularly the increase in customer service work that has accompanied the increase in business tax license accounts.

The FY 2018-19 budget includes one-time General Fund resources to fund a project management position in OMF to manage enterprise coordination related to the development and implementation of the Rental Registration System for the Office of Rental Services.

The FY 2018-19 budget also includes one-time General Fund resources to fund a limited term position in the Utility and Franchise Management Program. This position is expected to generate substantial new revenue by providing support to the existing franchise auditor position, monitoring compliance of closed audits, and negotiating franchise renewals. One-time General Fund resources are included to augment the Office for Community Technology's advocacy and policy work around protection of municipal rights-of-way.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	61.17	58.80	70.49	73.17	69.17
Expenditures					
Business Solutions	3,093,756	3,289,927	3,959,444	4,219,515	1,095,598
License and Tax	38,122,841	40,404,204	45,064,857	45,032,294	45,113,240
Operations	1,621,605	1,595,508	1,948,907	2,016,200	2,157,822
Revenue Collection	0	0	0	82,814	0
Total Expenditures	**42,838,202**	**45,289,639**	**50,973,208**	**51,350,823**	**48,366,660**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Cost per dollar collected by Revenue division (all programs)	$0.02	$0.02	$0.02	$0.02	$0.02
Key Performance Measure					
Business License Tax Gap – estimated difference between business taxes paid/owed (in millions)	$6.12	$6.88	$7.34	$9.02	$7.81

Risk Management

Description

Risk Management minimizes the City's financial risk while 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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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, count, and severity (average cost) of these claims. In FY 2016-17, overall incurred claims were down 5% from the prior four-year average, though incurred claims figures can take up to a year to mature.

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 measure informs and encourages bureaus to implement human factor and loss prevention protocols to reduce fire risk. The other measure 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 FY 2018-19 Adopted Budget reduces Risk Management's funding for augmenting staff, workload, and special projects.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	20.00	20.00	21.00	21.00	21.00
Expenditures					
Commercial Insurance	2,686,794	2,773,684	3,542,630	3,568,097	3,568,097
Liability	322,220	(125,389)	763,203	732,853	726,067
Loss Prevention	17,733	20,915	11,280	0	0
Occupational Health	57,433	356,176	205,908	234,018	234,018

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Risk Claims Costs	7,449,572	7,799,024	9,406,542	9,391,596	9,391,596
Risk Management	2,952,326	2,755,109	2,342,698	2,291,731	2,291,731
Workers' Comp	39,735	70,375	689,511	654,127	654,076
Total Expenditures	**13,525,813**	**13,649,894**	**16,961,772**	**16,872,422**	**16,865,585**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Change in the cost of fleet liability claims over the prior four years	-25%	0%	10%	5%	5%
Change in the cost of workers' compensation claims over the prior four years	-47%	2%	0%	5%	5%
Key Performance Measure					
Change in the cost of general liability claims over the prior four-year average	-12%	2%	15%	5%	5%

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 and 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 the Payment Card Industry's Data Security 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 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 strategies of developing an inclusive, talented workforce, leading citywide initiatives, and adopting 21st century business solutions.

Performance

Treasury's performance is measured by the net rate of return attained on the City's investment portfolio. The investment portfolio's rate of return will remain relatively low given (1) historically low U.S. interest rates, and (2) Council's policy decision in April 2017 to remove 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.

Changes to Services and Activities

In partnership with City Budget Office, Fire & Police Disability & Retirement, and Bureau of Human Resources, Treasury is procuring GovInvest, a new software-as-a-service actuarial modeling and visualization software to analyze pension and other post-employment-benefit liabilities.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	0.17	6.17	6.17	6.17	6.17
Expenditures					
Treasury	0	1,190,140	1,496,909	1,405,173	1,409,173
Treasury Operations	14	0	0	0	0
Total Expenditures	**14**	**1,190,140**	**1,496,909**	**1,405,173**	**1,409,173**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Investment portfolio yield - % of benchmark	140%	114%	80%	100%	100%

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Taxes	27,718,679	30,403,126	37,075,000	36,086,000	36,086,000
Miscellaneous Fund Allocations	0	0	(3,000,000)	(4,620,376)	(4,970,376)
Licenses & Permits	5,337,129	5,452,767	5,782,500	5,634,000	5,634,000
Charges for Services	84,295	134,343	86,000	121,500	125,500
Intergovernmental	2,397,695	2,351,617	2,737,018	2,804,868	2,857,783
Bond & Note	4,500,000	8,000,000	0	0	0
Miscellaneous	3,531,732	2,300,788	2,446,512	2,480,635	2,480,635
Total External Revenues	**43,569,530**	**48,642,641**	**45,127,030**	**42,506,627**	**42,213,542**
Internal Revenues					
General Fund Discretionary	10,103,472	10,364,642	10,685,042	11,588,580	12,161,162
General Fund Overhead	4,824,545	4,768,042	4,879,419	4,900,096	5,076,012
Fund Transfers - Revenue	0	0	60,000	0	0
Interagency Revenue	19,743,915	20,884,730	22,873,488	23,250,773	20,023,696
Total Internal Revenues	**34,671,932**	**36,017,414**	**38,497,949**	**39,739,449**	**37,260,870**
Beginning Fund Balance	48,435,522	51,096,875	53,930,998	54,585,239	54,935,239
Total Resources	**$126,676,984**	**$135,756,930**	**$137,555,977**	**$136,831,315**	**$134,409,651**
Requirements					
Bureau Expenditures					
Personnel Services	17,862,465	18,379,757	20,016,757	21,684,673	20,753,407
External Materials and Services	42,525,736	44,648,741	52,495,965	51,735,894	51,565,710
Internal Materials and Services	8,783,192	9,068,955	9,946,773	9,630,734	8,292,768
Total Bureau Expenditures	**69,171,393**	**72,097,453**	**82,459,495**	**83,051,301**	**80,611,885**
Fund Expenditures					
Debt Service	150,242	165,076	183,880	190,306	196,880
Contingency	0	0	54,542,120	53,202,743	53,200,373
Fund Transfers - Expense	433,568	439,793	370,482	386,965	400,513
Total Fund Expenditures	**583,810**	**604,869**	**55,096,482**	**53,780,014**	**53,797,766**
Ending Fund Balance	51,096,875	53,931,011	0	0	0
Total Requirements	**$120,852,078**	**$126,633,333**	**$137,555,977**	**$136,831,315**	**$134,409,651**
Programs					
Accounting	2,613,458	2,610,825	2,556,298	2,624,337	2,723,656
Administration & Support	29,924	159	0	0	0
Broadband and Cable Communications	1,706,758	1,593,768	1,889,063	1,939,645	1,992,560
Commercial Insurance	366	443	0	0	0
Debt Management	0	360	0	0	0
Debt Management	1,700,333	663,168	793,991	821,456	821,456
Franchise Management	586,001	856,544	947,596	1,128,522	1,128,522
Grants Management	571,355	716,673	857,480	895,918	895,861
Human Resources Development	0	158	0	0	0
Liability	7,188	4,704	0	0	0
Neighborhood Safety	0	276	0	0	0
Outside Services	316,618	319,637	7,568	0	0
Procurement	5,267,509	5,197,086	5,975,610	6,013,005	6,408,412
Regulatory	0	1	0	0	0
Revenue Collection	42,838,202	45,289,639	50,973,208	51,350,823	48,366,660

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Risk Management	13,525,813	13,649,894	16,961,772	16,872,422	16,865,585
Treasury	14	1,190,140	1,496,909	1,405,173	1,409,173
Workers' Compensation	7,854	3,978	0	0	0
Total Programs	**69,171,393**	**$72,097,453**	**$82,459,495**	**$83,051,301**	**$80,611,885**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	2.00	138,288	2.00	138,288	2.00	138,288
30000064	Accountant III	60,466	76,045	11.00	744,052	11.00	771,279	11.00	771,279
30002283	Accountant IV	65,000	81,765	2.00	155,340	2.00	157,970	2.00	157,970
30000559	Accountant, Assistant Systems	50,877	78,333	1.00	73,611	1.00	76,473	1.00	76,473
30000560	Accountant, Systems	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30002308	Accounting Manager	78,770	105,851	1.00	99,462	1.00	103,542	1.00	103,542
30000562	Accounting Supervisor, Sr	71,510	95,472	2.00	179,253	2.00	182,685	2.00	182,685
30000061	Accounting Technician	34,798	49,962	1.00	49,968	1.00	49,968	1.00	49,968
30000434	Administrative Assistant	50,877	78,333	3.00	204,732	3.00	210,104	3.00	210,104
30000433	Administrative Specialist, Sr	47,362	72,904	1.00	48,336	1.00	50,316	1.00	50,316
30000441	Business Operations Manager	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000448	Business Systems Analyst	64,813	86,403	4.00	340,212	4.00	342,428	1.00	83,228
30000447	Business Systems Analyst, Assistant	50,877	78,333	3.00	182,340	3.00	188,164	1.00	73,660
30000449	Business Systems Analyst, Sr	71,510	95,472	2.00	190,944	2.00	190,944	1.00	95,472
30001208	Chief Procurement Officer	105,248	146,973	1.00	117,291	1.00	122,103	1.00	122,103
30000477	Claims Analyst	61,734	82,285	1.00	80,976	1.00	82,175	1.00	82,175
30000478	Claims Analyst, Sr	68,078	90,792	3.00	233,508	3.00	238,199	3.00	238,199
30000066	Claims Technician	45,885	60,819	2.00	112,512	2.00	118,356	2.00	118,356
30000065	Claims Technician, Assistant	35,610	51,334	1.00	35,616	1.00	35,616	1.00	35,616
30000704	Community Technology Manager	91,104	121,368	1.00	106,248	1.00	109,878	1.00	109,878
30000703	Community Technology Program Mgr	75,150	100,526	2.00	192,360	2.00	194,551	2.00	194,551
30000470	Contractor Dev Program Coordinator	71,510	95,472	2.00	185,808	2.00	188,388	2.00	188,388
30000469	Contracts Compliance Specialist	64,813	86,403	5.00	400,968	5.00	406,726	5.00	406,726
30000563	Controller	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000571	Debt Analyst	64,813	86,403	1.00	64,812	1.00	64,812	1.00	64,812
30000573	Debt Analyst, Principal	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000574	Debt Manager	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000567	Financial Analyst	64,813	86,403	4.00	310,596	4.00	316,849	4.00	316,849
30000569	Financial Analyst, Principal	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000568	Financial Analyst, Sr	71,510	95,472	2.00	181,872	2.00	185,412	2.00	185,412
30000856	Investment Officer	91,104	121,368	1.00	121,368	1.00	121,368	1.00	121,368
30000451	Management Analyst	64,813	86,403	1.00	78,708	1.00	81,936	1.00	81,936
30000452	Management Analyst, Sr	71,510	95,472	1.00	95,450	1.00	95,472	1.00	95,472
30000450	Management Assistant	50,877	78,333	3.00	215,484	3.00	219,199	3.00	219,199
30000475	Occupational Health Program Manager	75,150	100,526	1.00	75,156	1.00	75,156	1.00	75,156
30000012	Office Support Specialist II	34,798	49,962	1.00	34,800	1.00	34,800	1.00	34,800
30000013	Office Support Specialist III	44,512	58,989	1.67	74,826	2.00	98,274	2.00	98,274
30000059	Procurement Specialist	52,478	66,040	4.00	247,738	4.00	255,264	4.00	255,264
30000058	Procurement Specialist, Assistant	43,826	55,037	5.00	244,826	5.00	248,994	5.00	248,994
30000060	Procurement Specialist, Sr	61,797	80,704	6.00	447,576	6.00	457,680	6.00	457,680
30000471	Procurement Supervisor	71,510	95,472	4.00	370,673	4.00	377,937	4.00	377,937
30000464	Program Coordinator	68,078	90,792	7.00	612,480	7.00	618,376	7.00	618,376
30000465	Program Manager	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000466	Program Manager, Sr	84,739	112,882	1.00	100,824	1.00	104,958	0.00	(7,914)
30000463	Program Specialist	61,734	82,285	2.00	146,241	2.00	152,231	2.00	152,231
30000462	Program Specialist, Assistant	50,877	78,333	1.00	54,432	1.00	56,106	1.00	56,106
30000473	Purchasing Manager	91,104	121,368	1.00	91,104	1.00	91,104	1.00	91,104
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	130,208	186,576	1.00	130,212	1.00	130,212	1.00	130,212
30000191	Revenue & Tax Specialist I	37,336	49,962	3.00	135,828	3.00	139,248	3.00	139,248

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000192	Revenue & Tax Specialist II	44,699	55,203	10.00	521,068	10.00	534,365	12.00	629,605
30000193	Revenue & Tax Specialist III	46,717	61,859	6.00	334,360	6.00	346,243	6.00	346,243
30000194	Revenue & Tax Specialist IV	50,731	65,978	10.00	632,798	10.00	646,802	10.00	646,802
30000196	Revenue & Tax Specialist V	54,725	70,907	3.00	202,488	3.00	205,656	4.00	262,838
30000404	Revenue Auditor	64,813	86,403	3.00	232,956	3.00	242,637	3.00	242,637
30000405	Revenue Auditor, Sr	71,510	95,472	3.00	286,416	3.00	286,416	3.00	286,416
30000413	Revenue Bureau Director	115,814	165,797	1.00	165,792	1.00	165,792	1.00	165,792
30000484	Risk Manager	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000481	Risk Specialist	61,734	82,285	2.00	142,878	2.00	148,009	2.00	148,009
30000482	Risk Specialist, Sr	68,078	90,792	2.00	174,720	2.00	177,877	2.00	177,877
30000483	Risk Supervisor	84,739	112,882	3.00	326,072	3.00	332,140	3.00	332,140
30000588	Tax Division Manager	91,104	121,368	1.00	121,368	1.00	121,368	1.00	121,368
30000587	Tax Supervisor	71,510	95,472	3.00	259,311	3.00	265,198	3.00	265,198
30000457	Technology Svcs Contracts Coordinator	68,078	90,792	1.00	68,076	1.00	68,076	1.00	68,076
30000531	Training & Development Analyst	64,813	86,403	1.00	64,812	1.00	64,812	1.00	64,812
30000580	Treasurer, City	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000581	Treasury Analyst	64,813	86,403	1.00	78,708	1.00	80,591	1.00	80,591
30001358	Treasury Analyst, Principal	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30001083	Treasury Analyst, Sr	71,510	95,472	1.00	91,692	1.00	93,883	1.00	93,883
30000480	Workers Comp/Disability Analyst, Sr	68,078	90,792	2.00	181,584	2.00	181,584	2.00	181,584
30000479	Workers Compensation/Disability Analyst	61,734	82,285	1.00	72,774	1.00	75,756	1.00	75,756
TOTAL FULL-TIME POSITIONS				167.67	12,947,852	168.00	13,203,894	164.00	12,774,268
30000194	Revenue & Tax Specialist IV	50,731	65,978	0.90	59,376	0.50	32,988	0.50	32,988
30000404	Revenue Auditor	64,813	86,403	0.50	36,060	0.50	36,060	0.50	36,060
TOTAL PART-TIME POSITIONS				1.40	95,436	1.00	69,048	1.00	69,048
30000448	Business Systems Analyst	64,813	86,403	1.92	149,783	2.00	160,308	2.00	160,308
30000452	Management Analyst, Sr	71,510	95,472	1.00	87,815	1.00	88,752	1.00	88,752
30000464	Program Coordinator	68,078	90,792	0.00	0	1.00	65,748	1.00	65,748
30000466	Program Manager, Sr	84,739	112,882	1.00	84,744	1.00	84,744	1.00	84,744
30000194	Revenue & Tax Specialist IV	50,731	65,978	0.00	0	3.00	169,488	3.00	169,488
30000196	Revenue & Tax Specialist V	54,725	70,907	1.00	70,908	1.00	70,908	1.00	70,908
30000404	Revenue Auditor	64,813	86,403	1.00	75,108	1.00	78,158	1.00	78,158
TOTAL LIMITED TERM POSITIONS				5.92	468,358	10.00	718,106	10.00	718,106
GRAND TOTAL				174.98	13,511,646	179.00	13,991,048	175.00	13,561,422

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 2018-19	80,837,302	978,833	81,816,135	173.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	157,162	0	157,162	0.00	DCTU contract adjustment
Mayor's Proposed Budget Decisions					
	0	300,000	300,000	3.00	Additional tax collection staff
	0	501,464	501,464	2.00	IRS Data Exchange program
	0	118,730	118,730	1.00	Franchise audit support
	(227,385)	227,385	0	0.00	Procurement reduction and addback
	14,449	0	14,449	0.00	OMF interagency agreement adjustments
	(55,771)	0	(55,771)	0.00	Risk Management reduction
	200,000	0	200,000	0.00	Increase interagency agreement with Water Bureau
	(3,963)	0	(3,963)	0.00	Overhead model adjustments
	3,095	0	3,095	0.00	Interagency balancing in Risk Management funds
Approved Budget Additions and Reductions					
	0	(3,000)	(3,000)	0.00	Reduced intergovernmental revenue adjustment
	0	4,000	4,000	0.00	Increase charges for services for lockbox fees
	140,120	0	140,120	0.00	Transfer of General Fund resources within OMF
	996	0	996	0.00	Increase in interagency revenues
	0	98,500	98,500	0.00	FY 2017-18 Program carryover - CaseWare
	0	115,000	115,000	0.00	FY 2017-18 Program carryover - tax system
	0	60,632	60,632	0.00	FY 2017-18 Program carryover - liquidated damages
	0	335,000	335,000	0.00	FY 2017-18 Program carryover - disparity study
	(3,238,917)	0	(3,238,917)	(7.00)	Transfer Revenue Division group to Water Bureau
Adopted Budget Additions and Reductions					
	(754)	6,176	5,422	0.00	Technical adjustments
	0	0	0	3.00	Arts Tax collection positions added in Spring BMP
	(13,084)	0	(13,084)	0.00	OMF interagency agreement adjustments
	0	55,915	55,915	0.00	MHCRC budget adjustment
	(3,024,052)	**1,819,802**	**(1,204,250)**	**2.00**	**Total FY 2018-19 Decision Packages**
			80,611,885	**175.00**	**Total Adopted Budget**

Bureau of Technology Services

Overview

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

In FY 2017-18, Printing & Distribution was moved to the Bureau of Technology Services. In FY 2018-19 BTS's focus will be delivering core services, while leveraging emerging technologies through its work with the Technology Executive Steering Committee (TESC). This is the first year of an annual workplan focusing on the core enterprise projects, which are supported by the TESC and stakeholders.

Administration & Support

Description

Administration & Support delivers efficient and effective ordering, storekeeping, budget development, and administrative services under the guidance of the Chief Technology Officer (CTO). The CTO 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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

Program performance measures include a four-day target of filling personal computer orders.

Changes to Services and Activities

In FY 2018-19, Administration & Support will continue its work with the Technology Executive Steering Committee (TESC) to address delivery of the City's core technology projects including: Portland Online Permitting System (POPS), Data Center Move (complete secondary buildout in Denver focused on Disaster Recovery and backup), the City website redesign (PortlandOregon.Gov), and the Fiber broadband initiative.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	12.00	12.00	12.00	12.00	12.00
Expenditures					
Administration	8,411,224	8,277,638	3,638,053	3,767,322	3,770,690
Stores & Order Fullfillment	1,571	98,477	0	0	0
Total Expenditures	**8,412,795**	**8,376,115**	**3,638,053**	**3,767,322**	**3,770,690**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Number of days elapsed from ordering a new desktop PC to installation	4	4	4	4	5

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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 2018-19 include reconfiguring PortlandOregon.gov to create an open source platform that is more user friendly, and the implementation of the Mobile Data Application platform which will enable deployment of applications to mobile device users. Business Solutions will also create a Citywide cloud application strategy and continue its execution of the GIS Strategic Plan.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	58.90	58.90	52.90	52.90	52.90
Expenditures					
Business Solutions	6,773,477	7,078,352	10,882,635	10,132,888	10,429,058
Vertical Applications	701,594	790,387	0	0	0
Total Expenditures	**7,475,071**	**7,868,739**	**10,882,635**	**10,132,888**	**10,429,058**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Portlandoregon.gov uptime percentage	NA	99.92%	99.98%	99.99%	99.99%
PortlandMaps.com uptime percentage	NA	99.96%	99.99%	99.99%	99.99%

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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 2035 Comprehensive Plan goal of providing access to universal, affordable, and reliable state-of-the-art communication and technology services. 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

In FY 2018-19 Communications will continue its focus on managing and maintaining the City's fiber assets by implementing the City's Fiber Broadband Initiative as endorsed by the Technology Executive Steering Committee (TESC).

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	42.00	42.83	37.00	37.00	37.00
Expenditures					
Communications	13,020,951	16,335,681	17,668,505	15,372,339	15,085,067
Total Expenditures	**13,020,951**	**16,335,681**	**17,668,505**	**15,372,339**	**15,085,067**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage uptime for phone switch	99.99%	100.00%	100.00%	99.99%	99.99%
Percentage of time radio system operated without failure	99.99%	99.96%	99.99%	99.99%	99.99%
Percentage Internet availability	99.99%	100.00%	100.00%	99.99%	99.99%

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage availability of network excluding scheduled maintenance	99.99%	99.98%	100.00%	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 strategies of developing an inclusive, talented workforce; leading Citywide initiatives; and adopting 21st century business solutions.

Performance

Performance is measured by BTS's effectiveness in providing Citywide technology leadership, as measured by BTS Customer Service Satisfaction Surveys.

Changes to Services and Activities

A key focus in FY 2018-19 will be working with customers to address technology projects and needs. This will be key for BTS and its customers in-between the temporary move out of the Portland Building and the heavy resource demands that will be required when planning for employees' return to the building. Additional challenges include managing these requests against potential service and resource reductions in BTS.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	5.00	5.00	6.00	6.00	6.00
Expenditures					
Customer Relations	835,054	903,119	1,068,546	1,109,054	1,108,566
Total Expenditures	**835,054**	**903,119**	**1,068,546**	**1,109,054**	**1,108,566**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Citywide Technology Leadership Rating (per customer survey, 1-5 scale)	NA	2.60	3.03	3.10	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 supports the Office of Management & Finance strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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

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, beginning with the replacement of the current module of SAP's Learning Management System (LMS).

The FY 2018-19 budget decreases ongoing funding and 1.0 vacant FTE within BTS that would have been used to implement and support the enterprise expansion of Tableau (the City's data visualization software). This reduction will not limit the City's existing use of Tableau.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	18.00	17.00	17.00	16.00	16.00
Expenditures					
Enterprise Business Solution	8,620,651	8,061,005	9,354,484	10,541,324	10,315,124
Total Expenditures	**8,620,651**	**8,061,005**	**9,354,484**	**10,541,324**	**10,315,124**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Customer service satisfaction rating number (scale 1 to 5)	4.79	4.93	NA	NA	NA
Efficiency					
Average number of days a SAP Helpdesk customer ticket is open	14.00	11.00	9.75	8.75	9.75

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

Performance is measured by the success 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

In FY 2018-19, Information Security will continue to focus on its five-year goal to achieve an information security maturity level of 3 which is in alignment with the National Institute of Standards and Technology (NIST) Cybersecurity Framework. The Framework focuses on using business drivers to guide cybersecurity activities and considers cybersecurity risks as part of the organization's risk management processes.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	4.00	4.00	4.00	4.00	4.00
Expenditures					
Information Security	1,854,146	1,479,202	2,296,861	3,737,788	3,640,775
Total Expenditures	**1,854,146**	**1,479,202**	**2,296,861**	**3,737,788**	**3,640,775**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of computers (workstations and servers) able to accept security patching	97%	97%	97%	97%	97%

Printing & Distribution

Description

Printing & Distribution (P&D) provides low-cost centralized reproduction and mailing services to the City, other agencies, and the public, and ensures the City's printing and mailing standards are used on all projects.

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 and large volume scanning services, 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.

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

The Key Performance Measure for P&D is the basic copy center rate as a percentage 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 $0.035 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 below market rates for the foreseeable future. This metric relates to the OMF strategic theme of adopting 21st century business solutions as P&D strives to introduce ongoing service efficiencies.

Changes to Services and Activities

The FY 2018-19 budget reduces the interagency rate for color copy production and delivery services. The budget also eliminates P&D's Saturday mail delivery services.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	19.00	19.67	20.00	19.33	19.33
Expenditures					
Copy Services	419,995	455,782	771,623	612,883	953,494
Distribution	2,167,978	2,435,808	2,629,247	2,713,286	2,713,286
Duplicating	2,403,262	2,562,308	4,203,277	3,724,954	4,024,446
Printing & Distribution	0	17,812	0	15,732	15,732
Total Expenditures	**4,991,235**	**5,471,710**	**7,604,147**	**7,066,855**	**7,706,958**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Service Requests per FTE	2,675	2,702	2,700	2,700	2,700

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Basic Copy Center rate as a percentage of private sector rate	48%	48%	48%	48%	48%

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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

FY 2018-19 is the final year of the multi-year Data Center Move project. Next steps include completing a data center analysis, creating a back-up location out of the geographical region, and implementing a foundation for disaster recovery capabilities.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	19.00	20.00	20.00	21.00	21.00
Expenditures					
Production Services	6,548,364	9,458,587	7,522,117	7,141,847	11,377,371
Total Expenditures	**6,548,364**	**9,458,587**	**7,522,117**	**7,141,847**	**11,377,371**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of mission critical production system availability for Cayenta	100.00%	99.96%	99.97%	99.97%	99.97%
Percentage of mission critical production system availability for SAP	100.00%	99.99%	99.96%	99.96%	99.96%
Percentage of email availability excluding scheduled maintenance	99.65%	99.99%	99.90%	99.90%	99.90%
Percentage of public safety system availability - Bureau of Emergency Communications	100.00%	99.99%	99.99%	99.99%	99.99%
Public Safety systems availability - Police (excluding scheduled maintenance)	99.99%	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 delivering 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 strategies of developing an inclusive, talented workforce; leading Citywide initiatives; and adopting 21st century business solutions.

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 2018-19 is to provide public safety project management expertise to address the technology needs of the City's public safety agencies and address user collaboration tool needs. This will be key for BTS and its customers during time in-between the temporary move out of the Portland Building and the heavy resource demands that will be required when planning for employees' return to the building. Additional challenges include managing these requests against potential service and resource reductions in BTS.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	10.00	9.00	12.00	12.00	12.00
Expenditures					
Project Management	924,876	1,137,633	2,017,484	2,099,776	2,098,604
Total Expenditures	**924,876**	**1,137,633**	**2,017,484**	**2,099,776**	**2,098,604**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of customers rating project management service provided as excellent	100%	75%	75%	75%	70%

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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

In FY 2018-19, a key focus is to further develop the Public Safety Technology Division which was created in FY 2017-18. The Public Safety Technology Division includes BTS operational staff who provide public safety technology support throughout the organization. In FY 2018-19, BTS will collaborate with the public safety bureaus to address technology project needs at a time of potential service and resource reductions to both BTS and its customers.

The FY 2018-19 budget transfers $1,990,000 from Technology Services Fund to the Bureau of Emergency Communications, Portland Fire & Rescue, and Portland Police Bureau for public safety technology projects. Unspent resources from the Public Safety Systems Revitalization Program (PSSRP) created this balance, and is intended to be spent on the highest need public safety technology projects. Specific projects include an integrated priority dispatch system and Next Gen recording for the Bureau of Emergency Communications, inspection software, mobile digital computers and WiFi at stations for Portland Fire & Rescue, and consultant services for a potential RegJIN replacement for the Portland Police Bureau. Funds are to be transferred upon finalizing each project budget and project acceptance.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	15.00	18.00	27.00	27.00	27.00
Expenditures					
Police Applications	638,791	626,257	0	0	0
Police Infrastructure Support	(148,445)	(248,144)	100,314	110,370	0
Police IT	1,591,918	1,744,796	3,430,450	6,312,992	7,731,216
Total Expenditures	**2,082,264**	**2,122,909**	**3,530,764**	**6,423,362**	**7,731,216**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Mobile Report Entry (MRE) availability (excluding scheduled maintenance)	99.9%	100.0%	100.0%	100.0%	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. Support Center engineers implement and maintain 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 Office of Management & Finance strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

The Key Performance Measure for the Support Center is the Help Desk satisfaction rating. This measure is in accordance with the OMF Strategic Plan strategy of leading Citywide initiatives. Support Center performance is also measured by the percentage of Help Desk calls answered within 20 seconds and the percentage of problems resolved by the 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

In FY 2018-19, the Support Center will continue expansion of the Cherwell Helpdesk software to increase functionalities including the service catalog, Configuration Management Database (CMDB), and enhanced 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 help support customer mobile computing needs.

The FY 2018-19 budget includes funding to support a shortened life cycle replacement schedule of desktops and laptops from five years to four years. Shortening lifecycle replacements will reduce the frequency of hardware issues and, as a result of fewer issues, employee productivity should improve. This funding comes from increases to interagency agreements with BTS customer and by reallocating current resources within bureaus.

The FY 2018-19 budget includes funding for the purchase and implementation of Microsoft Enterprise Mobility + Security across the City. This will provide increased security and increased support for the use of Windows 10, Office 365, and cloud services on mobile devices and laptops.

The FY 2018-19 budget includes funding and 2.0 FTE to create the centralized management of City mobile devices. This enterprise approach to mobile management aims to improve the security of the City's 2,500 mobile devices while also improving the efficiency of how devices are procured, deployed, and redeployed.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	40.00	40.00	40.00	41.00	41.00
Expenditures					
PC Deployment	2,076	2,232	0	0	0
Support Center	6,114,811	6,679,318	7,941,120	8,923,016	8,406,082
Total Expenditures	**6,116,887**	**6,681,550**	**7,941,120**	**8,923,016**	**8,406,082**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	73.00%	70.50%	78.00%	75.00%	48.00%
Percentage of calls answered within 20 seconds	66.00%	63.40%	82.00%	80.00%	52.00%
Key Performance Measure					
Help Desk satisfaction rating (scale 1 to 5)	4.87	4.90	4.91	4.85	3.00

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	431,339	566,334	462,177	514,428	514,428
Intergovernmental	5,536,855	5,611,855	5,573,653	5,889,485	5,889,485
Miscellaneous	548,860	799,674	617,357	680,786	680,786
Total External Revenues	**6,517,054**	**6,977,863**	**6,653,187**	**7,084,699**	**7,084,699**
Internal Revenues					
Fund Transfers - Revenue	0	0	1,344,555	0	0
Interagency Revenue	63,316,690	67,467,715	73,052,497	70,890,019	71,190,550
Total Internal Revenues	**63,316,690**	**67,467,715**	**74,397,052**	**70,890,019**	**71,190,550**
Beginning Fund Balance	27,047,814	28,935,501	28,264,757	26,681,000	33,624,679
Total Resources	**$96,881,558**	**$103,381,079**	**$109,314,996**	**$104,655,718**	**$111,899,928**
Requirements					
Bureau Expenditures					
Personnel Services	30,889,582	31,911,581	35,398,988	35,003,497	35,003,497
External Materials and Services	21,344,476	24,859,452	27,010,578	26,936,879	30,971,969
Internal Materials and Services	8,419,804	9,282,389	10,250,150	9,751,146	9,744,092
Capital Outlay	469,601	2,565,735	865,000	4,624,049	5,949,953
Total Bureau Expenditures	**61,123,463**	**68,619,157**	**73,524,716**	**76,315,571**	**81,669,511**
Fund Expenditures					
Debt Service	5,033,230	3,734,471	777,142	832,085	832,085
Contingency	0	0	29,553,710	22,804,765	24,572,159
Fund Transfers - Expense	2,072,498	2,617,106	5,459,428	4,703,297	4,826,173
Total Fund Expenditures	**7,105,728**	**6,351,577**	**35,790,280**	**28,340,147**	**30,230,417**
Ending Fund Balance	28,935,501	28,264,755	0	0	0
Total Requirements	**$97,164,692**	**$103,235,489**	**$109,314,996**	**$104,655,718**	**$111,899,928**
Programs					
Accounting	2,196	0	0	0	0
Administration & Support	8,412,795	8,376,115	3,638,053	3,767,322	3,770,690
Assessments & Improvements	0	69	0	0	0
Business Solutions	7,475,071	7,868,739	10,882,635	10,132,888	10,429,058
Communications	13,020,951	16,335,681	17,668,505	15,372,339	15,085,067
Copy Services	136	460	0	0	0
Customer Relations	835,054	903,119	1,068,546	1,109,054	1,108,566
Duplicating	766,241	765,553	0	0	0
Enterprise Business Solution	8,620,651	8,061,005	9,354,484	10,541,324	10,315,124
Information Security	1,854,146	1,479,202	2,296,861	3,737,788	3,640,775
Infrastructure & Engineering	(1,188,174)	(1,129,665)	0	0	0
Office of the Chief Technology Officer	63	63	0	0	0
Police IT	2,082,264	2,122,909	3,530,764	6,423,362	7,731,216
Printing & Distribution	4,991,235	5,471,710	7,604,147	7,066,855	7,706,958
Production Services	6,548,364	9,458,587	7,522,117	7,141,847	11,377,371
Project Management Office	924,876	1,137,633	2,017,484	2,099,776	2,098,604
Public Safety Systems Revitalization Program	150	0	0	0	0
Replacement	660,557	1,086,427	0	0	0

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Support Center	6,116,887	6,681,550	7,941,120	8,923,016	8,406,082
Total Programs	**61,123,463**	**$68,619,157**	**$73,524,716**	**$76,315,571**	**$81,669,511**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	50,877	78,333	1.00	82,284	1.00	82,284	1.00	82,284
30000433	Administrative Specialist, Sr	47,362	72,904	2.00	120,264	2.00	120,264	2.00	120,264
30000203	Applications Analyst II-Generalist	64,813	86,403	2.00	164,160	2.00	166,554	2.00	166,554
30000204	Applications Analyst III-Generalist	71,510	95,472	11.00	1,008,029	11.00	1,018,649	11.00	1,018,649
30000207	Applications Analyst IV-Generalist	75,150	100,526	11.00	1,030,140	11.00	1,032,192	11.00	1,032,192
30000206	Applications Analyst IV-GIS,Enterprise	75,150	100,526	2.00	201,048	2.00	201,048	2.00	201,048
30001234	Applications Analyst IV-Web Developer	75,150	100,526	2.00	191,291	2.00	197,333	2.00	197,333
30000618	Business Solutions Division Manager	105,248	146,973	1.00	142,644	1.00	145,893	1.00	145,893
30000448	Business Systems Analyst	64,813	86,403	1.00	85,824	1.00	86,208	1.00	86,208
30000449	Business Systems Analyst, Sr	71,510	95,472	0.00	0	1.00	71,508	1.00	71,508
30000411	Chief Technology Officer	130,208	186,576	1.00	186,576	1.00	186,576	1.00	186,576
30000832	Chief Technology Officer, Assistant	115,814	165,797	1.00	165,792	1.00	165,792	1.00	165,792
30000628	Communications Division Manager	105,248	146,973	2.00	292,092	2.00	293,952	2.00	293,952
30000700	Communications Engineer	75,150	100,526	1.00	100,524	1.00	100,524	1.00	100,524
30000701	Communications Engineer, Sr	78,770	105,851	2.00	211,704	2.00	211,704	2.00	211,704
30000238	Communications Switch Technician	61,818	74,942	2.00	136,764	2.00	143,180	2.00	143,180
30000627	Communications Systems Administrator	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
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
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	661,344	9.00	661,344
30000341	GIS Technician I	42,682	57,200	1.00	57,204	1.00	57,204	1.00	57,204
30000342	GIS Technician II	57,200	72,987	1.00	72,984	1.00	72,984	1.00	72,984
30000218	Inf Syst Analyst, Principal-Gen	84,739	112,882	23.00	2,499,973	23.00	2,522,273	23.00	2,522,273
30000217	Inf Syst Analyst, Principal-GIS Enterprs	84,739	112,882	4.00	451,536	4.00	451,536	4.00	451,536
30000880	Inf Syst Analyst, Principal-GIS,Vertical	84,739	112,882	1.00	84,744	1.00	84,744	1.00	84,744
30000219	Inf Syst Analyst, Principal-Proj Mgmt	84,739	112,882	6.00	593,415	6.00	601,698	6.00	601,698
30000610	Inf Syst Mgr, Sr-Applications	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000613	Inf Syst Mgr, Sr-General	97,989	132,766	4.00	558,433	4.00	563,392	4.00	563,392
30000614	Inf Syst Mgr, Sr-Production	97,989	132,766	1.00	97,992	1.00	97,992	1.00	97,992
30000879	Inf Syst Mgr, Sr-Proj Mgmt	97,989	132,766	1.00	163,464	1.00	163,464	1.00	163,464
30000615	Inf Syst Mgr, Sr-Security	97,989	146,973	1.00	132,768	1.00	132,768	1.00	132,768
30001035	Inf Syst Mgr-Corporate Applications	91,104	121,368	1.00	121,368	1.00	121,368	1.00	121,368
30000607	Inf Syst Mgr-Generalist	91,104	121,368	6.00	737,012	6.00	739,608	6.00	739,608
30000608	Inf Syst Mgr-Network Manager	91,104	121,368	1.00	132,636	1.00	132,636	1.00	132,636
30000609	Inf Syst Mgr-Wide Area Network	91,104	121,368	1.00	91,104	1.00	91,104	1.00	91,104
30000605	Inf Syst Supvr-Generalist	84,739	112,882	7.00	772,472	7.00	784,422	7.00	784,422
30000198	Inf Syst Tech Analyst I-Generalist	47,362	72,904	2.00	110,351	3.00	161,761	3.00	161,761
30000199	Inf Syst Tech Analyst II-Generalist	50,877	78,333	5.00	322,386	5.00	328,495	5.00	328,495
30000200	Inf Syst Tech Analyst III-Generalist	61,734	82,285	3.00	234,396	3.00	236,538	3.00	236,538
30000209	Inf Syst Tech Analyst III-Telecomm	61,734	82,285	1.00	82,284	1.00	82,284	1.00	82,284
30000210	Inf Syst Tech Analyst IV-Generalist	64,813	86,403	23.00	1,897,488	24.00	1,974,739	24.00	1,974,739
30000211	Inf Syst Tech Analyst IV-Telecomm	64,813	86,403	2.00	172,800	2.00	172,800	2.00	172,800
30000212	Inf Syst Tech Analyst IV-Vertical GIS	64,813	86,403	2.00	171,280	2.00	172,800	2.00	172,800
30000213	Inf Syst Tech Analyst V-Generalist	71,510	95,472	19.00	1,742,231	19.00	1,760,817	19.00	1,760,817
30001933	Inf Syst Tech Analyst V-Proj Mgmt	71,510	95,472	1.00	78,702	1.00	81,928	1.00	81,928
30000215	Inf Syst Tech Analyst VI-Generalist	75,150	100,526	18.00	1,746,678	18.00	1,755,924	18.00	1,755,924
30000216	Inf Syst Tech Analyst VI-Proj Mgmt	75,150	100,526	1.00	75,156	1.00	75,156	1.00	75,156
30002108	Information Security Architect	88,130	117,416	3.00	349,428	3.00	351,316	3.00	351,316
30000452	Management Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000013	Office Support Specialist III	44,512	58,989	1.00	44,508	1.00	44,508	1.00	44,508
30000722	Print Shop Supervisor	68,078	90,792	1.00	76,020	1.00	77,840	1.00	77,840
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	84,739	112,882	1.00	106,924	1.00	111,091	1.00	111,091
30000047	Reprographic Operator I	37,482	48,048	5.00	237,828	5.00	239,436	5.00	239,436
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
30001433	SAP Business Systems Analyst, Principal	84,739	112,882	2.00	225,768	2.00	225,768	2.00	225,768
30001684	SAP Business Systems Analyst, Senior	75,150	100,526	13.00	1,299,093	13.00	1,316,164	13.00	1,316,164
30001233	SAP Support Manager	105,248	146,973	1.00	105,252	0.00	0	0.00	0
30000053	Storekeeper/Acquisition Specialist I	45,302	55,453	2.00	100,752	2.00	103,872	2.00	103,872
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	71,510	95,472	1.00	71,508	1.00	71,508	1.00	71,508
30001031	Technology Capital Project Manager I	97,989	132,766	2.00	265,536	2.00	265,536	2.00	265,536
30000620	Technology Services Bureau Business Rep	91,104	121,368	5.00	567,948	5.00	570,643	5.00	570,643
30000532	Training & Development Officer	71,510	95,472	1.00	92,892	1.00	94,612	1.00	94,612
TOTAL FULL-TIME POSITIONS				245.00	22,849,450	247.00	23,102,390	247.00	23,102,390
30000207	Applications Analyst IV-Generalist	75,150	100,526	0.90	56,544	0.90	58,281	0.90	58,281
TOTAL PART-TIME POSITIONS				0.90	56,544	0.90	58,281	0.90	58,281
30000211	Inf Syst Tech Analyst IV-Telecomm	64,813	86,403	1.00	76,412	0.00	0	0.00	0
30000047	Reprographic Operator I	37,482	48,048	1.00	42,372	0.33	14,392	0.33	14,392
TOTAL LIMITED TERM POSITIONS				2.00	118,784	0.33	14,392	0.33	14,392
GRAND TOTAL				247.90	23,024,778	248.23	23,175,063	248.23	23,175,063

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 2018-19	75,638,498	0	75,638,498	247.23	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	488,461	0	488,461	0.00	PC/Laptop Lifecycle Replacement
	319,805	0	319,805	2.00	Microsoft Enterprise Mobility and Security
	(32,000)	0	(32,000)	0.00	Enterprise Mobility Management
Approved Budget Additions and Reductions					
	4,851,277	0	4,851,277	0.00	Allocate funding to capital projects
Adopted Budget Additions and Reductions					
	(44,160)	0	(44,160)	0.00	Technical adjustments
	6,031,013	**0**	**6,031,013**	**1.00**	**Total FY 2018-19 Decision Packages**
			81,669,511	**248.23**	**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 CAO includes the Business Operations Division, Policy Team, Spectator Venues and Visitor Activities Program, Facilities Services, and CityFleet. The CAO reports directly to City Council and advises bureau managers on strategic issues, as well as ensures the delivery of accurate, cost effective, and responsive Citywide administrative services. The Deputy CAO, Carmen Merlo, began in January 2018 and manages the Business Operations Division and Office of the CAO teams and programs.

The Office of the CAO provides leadership, oversight, and support for a variety of Citywide projects, and provides direction to managers who perform an array of financial management, policy development, and project management services for 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, Revenue & Financial Services, and Technology Services.

The CAO oversees the Portland Building Reconstruction project, which includes several work groups and committees. The project continues to be on budget and on schedule. In FY 2015-16, Council approved three resolutions to begin a Portland Building Reconstruction project for an amount not to exceed $195 million and to be completed no later than 2020. The project was established in an effort to fix building problems and inefficiencies and ensure viable office space for years to come. In FY 2017-18, the project successfully moved all Portland Building tenants to temporary office spaces, finished the design phase, and received Council approval for the negotiated guaranteed maximum price for the project. In FY 2018-19 the project will focus on finalizing design for the building's interior spaces and construction.

OMF, and the City as whole, now benefits from the augmented capacity of a Strategic Projects and Opportunities Team. Two positions from Facilities Services were reassigned to the Office of the CAO and contribute to this team. Representatives from the Policy Team, BTS, and the Business Operations Division also contribute, as do others, on an ad hoc basis depending on the team's current projects. In 2017-18, the Strategic Projects and Opportunities Team have been involved with major City initiatives including Build Portland, 311/Customer Service, Development Directors/Permitting, and Community Equity and Inclusion Plan (CEIP).

In FY 2017-18, Facilities Services, CityFleet, and the Operations and Strategic Support team were moved to the Office of the Chief Administrative Officer.

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 Strategic Policy and Opportunities 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 17 funds, four bureaus, five Council offices, the Gateway Center for Domestic Violence, and Citywide Projects. Business Operations also manages organization-wide strategic planning services, public records requests, and staff coordination for the Citywide Bureau Directors meetings, the Technology Executive Steering Committee, OMF committees, and three 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 spectator 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 OMF's strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

The Office of the CAO is continuously evaluated through the successful management and completion of organization initiatives. In FY 2018-19, the bureau will manage a budget of $628 million in 17 funds, and SVVAP will oversee several operating agreements. In 2017-18, the SVVAP negotiated updated agreements for Providence Park to allow for a $50 million privately funded expansion of that facility.

Changes to Services and Activities

The CAO created a Deputy Chief Administrative Officer position in Fall 2017. The Deputy CAO provides oversight and direction to this division and programs and provides strategic support to the OMF bureaus and Citywide initiatives.

The FY 2018-19 budget reduces funding for consulting services and temporary staff costs.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	33.00	34.60	36.90	36.00	35.00
Expenditures					
Administration & Support	3,801,550	3,953,907	4,351,963	4,402,183	5,201,474
CAO's Office	753,415	837,998	1,313,566	1,251,764	522,561
Spectator Facilities	4,201,979	7,420,935	9,380,372	6,795,815	6,794,635
Total Expenditures	**8,756,944**	**12,212,840**	**15,045,901**	**12,449,762**	**12,518,670**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percent of Accounts Payable within 30 days	86%	82%	85%	85%	90%
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%

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 office buildings, police precincts, labs, parking structures, emergency services facilities, telecommunications towers, the Bull Run headworks, and other critical infrastructure. Services include building maintenance, security and janitorial, property acquisition & management, new construction, tenant improvements, and major renovations.

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 OMF strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

The key performance measure showing the percentage of OMF owned and operated City facilities maintained in good or better condition (excluding Spectator Venues) supports the 2035 Comprehensive Plan goal of providing quality public facilities and services.

OMF buildings are being maintained with a funding level that is approximately 40% of the industry standard. Facilities Services is in the process of developing a Comprehensive Asset Management Program that will ensure facilities are kept functional and in good condition at the lowest possible cost throughout their lifecycles. Executing this program is anticipated to require additional investments in major maintenance, component replacement, and maintenance staff.

In FY 2016-17, OMF-owned buildings experienced an energy usage decrease of 2.3% per square foot over the prior three-year average. Facilities carbon emissions are on track to meet the City's 2030 Climate Action Plan target.

Changes to Services and Activities

The FY 2018-19 budget includes funding for immediate response clean-ups coordinated by the Homelessness and Urban Camping Impact Reduction Program (HUCIRP). On behalf of customers and City Council, the FY 2018-19 budget includes funding to increase security staff at City Hall, the 1900 Building, and the Mayor's Security Detail. A Utility Worker II position was converted from limited-term to permanent. The FY 2018-19 budget also reduces the Facilities Services corporate rate.

A debt financing plan authorizes the City of Portland's participation in the Jasmine Block redevelopment located at SW Fourth Ave. and SE Montgomery St. This is a cooperative redevelopment project led by Portland State University.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	37.81	39.92	38.00	39.00	39.00
Expenditures					
Facilities Services	0	0	87,320	0	0
Facilities Strategic Plan	422,200	760,797	146,618	0	0
Operations and Maintenance	14,589,253	18,004,791	42,150,941	23,000,098	22,913,678
Project Management	1,037,213	2,384,456	5,989,832	19,415,506	19,413,512

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Property Management	1,986,554	2,812,387	3,116,544	4,552,358	4,611,062
Spectator Facilities	0	3,494	0	0	0
Support Services	1,677,794	1,672,031	1,966,057	1,136,698	1,139,299
Total Expenditures	**19,713,014**	**25,637,956**	**53,457,312**	**48,104,660**	**48,077,551**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Efficiency					
Major maintenance funding as percentage of 3% replacement value industry best practice	43%	43%	43%	43%	43%
Change in energy usage per gross square foot (kBTU/ Sq ft) for OMF owned buildings over the prior three-year average	-8%	-2%	-2%	-2%	-2%
Key Performance Measure					
Percentage of OMF owned City facilities (excluding spectator venues) maintained in good or better condition	61%	61%	61%	61%	61%

Fleet Services

Description

CityFleet provides professional and technical municipal fleet vehicle services for approximately 3,300 units comprised of 700 distinct types of vehicles and specialized equipment. Key programs include acquisitions, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and motor pool. Mission-critical service is provided through 10 fueling stations and seven maintenance facilities. CityFleet is also responsible for emergency generator maintenance, construction equipment rentals, and disposal of vehicles at the end of their useful life.

Goals

Through high quality and technically skilled service delivery, CityFleet supports the City's goals of delivering efficient, effective, and accountable municipal services and the OMF strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

The 2015 Climate Action Plan required 20% electric or plug-in hybrid sedans by the end of FY 2015-16. CityFleet surpassed this goal in FY 2015-16 and was at 39% by the end of FY 2016-17. Overall fuel usage decreased by 5% due to electric vehicle adoption and more fuel-efficient vehicles in general.

Changes to Services and Activities

In FY 2018-19 CityFleet will continue working to replace aging fuel stations. 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.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	78.15	77.00	77.00	77.00	77.00
Expenditures					
Maintenance and Repair	17,431,752	18,337,358	23,933,615	23,634,293	23,401,177
New and Replacement Acqs	12,790,485	14,497,408	26,039,520	17,372,391	17,412,391
Vehicle Pool	73,810	71,894	53,956	51,854	51,854
Total Expenditures	**30,296,047**	**32,906,660**	**50,027,091**	**41,058,538**	**40,865,422**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Effectiveness					
Percentage of vehicles meeting industry utilization standards	95%	91%	95%	95%	95%
Efficiency					
Percentage change in sedan class unleaded fuel use over the prior year	-11.0%	-5.0%	-0.5%	-0.5%	-0.5%
Key Performance Measure					
Percentage of sedans that are electric or plug-in hybrid	36%	39%	40%	44%	44%

Strategic Planning and Operations Team

Description

The Strategic Planning & Operations Team provides oversight and support to the Facilities Services and CityFleet in the form of budget coordination, business performance management, data analysis and modeling, contract support, organizational development, policy development, and strategic planning. The team also ensures standardization in order to provide a consistent customer experience across our diverse lines of business.

Goals

Through high-quality and skilled service delivery, the team supports the City goals of delivering efficient, effective, and accountable municipal services and the OMF strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

Performance

Performance is measured by the efficiency and quality of services delivered by Facilities Services and CityFleet to their customers and City Council. The Strategic Planning and Operations Team manages business performance management for the bureau and its four divisions.

Changes to Services and Activities

Strategic Planning and Operations has been developing expertise with Tableau data visualization and analysis software in order to harness data from various systems, and drive data-driven decision-making. Using real-time data connections, performance dashboards show at-a-glance performance indicators, enabling divisions to course-correct and prioritize more quickly, and respond more efficiently and effectively to customer needs. Strategic Planning and Operations recently completed a new performance management website with interactive Tableau dashboards that provides transparency and an innovative way to communicate with customers and staff.

The FY 2018-19 budget eliminates a vacant resource program coordinator position.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	0.00	5.00	7.00	5.50	5.50
Expenditures					
Operations and Strategic Support	0	1,407	1,176,043	1,009,659	1,009,659
Total Expenditures	**0**	**1,407**	**1,176,043**	**1,009,659**	**1,009,659**

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	10,723,881	10,936,521	8,548,230	7,606,275	7,606,275
Intergovernmental	3,064,100	2,833,199	3,183,183	3,253,247	3,252,527
Bond & Note	0	15,707,364	12,604,127	19,712,300	19,712,300
Miscellaneous	2,265,729	2,196,481	2,098,585	2,131,304	2,131,304
Total External Revenues	**16,053,710**	**31,673,565**	**26,434,125**	**32,703,126**	**32,702,406**
Internal Revenues					
General Fund Discretionary	1,006,156	1,176,362	1,142,436	1,508,297	1,438,760
General Fund Overhead	1,255,028	1,212,550	1,540,594	1,279,884	1,279,389
Fund Transfers - Revenue	6,546,146	2,805,706	2,706,021	2,696,863	2,696,863
Interagency Revenue	51,563,843	56,212,370	75,151,320	67,717,929	67,779,621
Total Internal Revenues	**60,371,173**	**61,406,988**	**80,540,371**	**73,202,973**	**73,194,633**
Beginning Fund Balance	61,141,311	68,045,860	62,636,024	74,955,356	60,959,635
Total Resources	**$137,566,194**	**$161,126,413**	**$169,610,520**	**$180,861,455**	**$166,856,674**
Requirements					
Bureau Expenditures					
Personnel Services	16,142,591	16,874,230	20,803,064	20,442,634	20,336,692
External Materials and Services	26,498,472	35,549,389	63,062,809	35,128,389	35,133,411
Internal Materials and Services	5,483,358	5,425,018	7,775,520	6,572,078	6,496,415
Capital Outlay	11,350,001	13,085,365	28,064,954	40,654,518	40,679,784
Total Bureau Expenditures	**59,474,422**	**70,934,002**	**119,706,347**	**102,797,619**	**102,646,302**
Fund Expenditures					
Debt Service	14,764,302	18,160,423	9,931,452	9,135,154	8,115,403
Contingency	0	0	36,087,433	66,327,716	53,378,951
Fund Transfers - Expense	2,174,043	2,507,864	3,885,288	2,599,201	2,716,018
Total Fund Expenditures	**16,938,345**	**20,668,287**	**49,904,173**	**78,062,071**	**64,210,372**
Ending Fund Balance	68,049,692	71,107,144	0	0	0
Total Requirements	**$144,462,459**	**$162,709,433**	**$169,610,520**	**$180,859,690**	**$166,856,674**
Programs					
Administration & Support	347	(1)	0	0	0
Administration & Support	25	0	0	0	0
Administration & Support	8,756,944	12,212,840	15,045,901	12,449,762	12,518,670
Assessments & Improvements	0	0	0	105,942	105,942
Commercial Insurance	0	0	0	69,058	69,058
Enterprise Operations Management	0	140	0	0	0
Facilities Services	19,713,014	25,637,956	53,457,312	48,104,660	48,077,551
Fleet Services	30,296,047	32,906,660	50,027,091	41,058,538	40,865,422
Fuel Management	48,839	40,294	0	0	0
Grants Management	0	(105)	0	0	0
Maintenance & Repair	30,039	29,269	0	0	0
New & Replacement Acquisitions	440,922	8,196	0	0	0
Operations and Maintenance	11,043	377	0	0	0
Operations and Strategic Support	0	1,407	1,176,043	1,009,659	1,009,659
Printing & Distribution	138,805	145,573	0	0	0
Procurement	1,979	(19,739)	0	0	0
Project Management Office	(161,484)	(234,987)	0	0	0

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Property Management	139	0	0	0	0
Risk Management	197,763	206,122	0	0	0
Total Programs	**59,474,422**	**$70,934,002**	**$119,706,347**	**$102,797,619**	**$102,646,302**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	4.00	248,112	4.00	253,531	4.00	253,531
30000434	Administrative Assistant	50,877	78,333	3.00	192,900	3.00	199,695	3.00	199,695
30000433	Administrative Specialist, Sr	47,362	72,904	2.00	116,268	2.00	120,252	2.00	120,252
30000436	Administrative Supervisor I	61,734	82,285	1.00	75,292	1.00	78,376	1.00	78,376
30000125	Auto Body Restorer	57,346	64,230	2.00	128,472	2.00	128,472	2.00	128,472
30000441	Business Operations Manager	84,739	112,882	2.00	220,440	2.00	223,743	2.00	223,743
30000448	Business Systems Analyst	64,813	86,403	1.00	64,812	0.00	0	0.00	0
30000449	Business Systems Analyst, Sr	71,510	95,472	0.00	0	1.00	71,508	1.00	71,508
30000406	Chief Administrative Officer	146,474	209,893	1.00	149,478	1.00	196,848	1.00	196,848
30002533	Deputy Chief Administrative Officer	115,814	165,797	1.00	162,894	1.00	165,792	1.00	165,792
30000368	Engineer-Mechanical	91,333	110,989	2.00	198,784	2.00	199,932	2.00	199,932
30000719	Facilities Construction Proj Mgr,Supvsg	84,739	112,882	1.00	57,015	1.00	59,355	1.00	59,355
30000720	Facilities Construction Proj Spec,Supvsg	75,150	100,526	0.00	0	1.00	88,584	1.00	88,584
30000718	Facilities Construction Project Manager	71,510	95,472	4.00	378,792	3.00	285,813	3.00	285,813
30000717	Facilities Construction Project Spec	61,734	82,285	3.00	220,412	2.00	151,518	2.00	151,518
30000711	Facilities Maint Dispatch/Scheduler	47,362	72,904	2.00	99,648	1.00	53,004	1.00	53,004
30000713	Facilities Maintenance Supervisor	61,734	82,285	1.00	61,740	1.00	61,740	1.00	61,740
30000070	Facilities Maintenance Tech Apprentice	41,413	65,562	1.00	43,140	2.00	100,428	2.00	100,428
30000071	Facilities Maintenance Technician	62,026	69,014	15.00	1,013,886	14.00	987,504	14.00	987,504
30000715	Facilities Services Division Manager	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000712	Facilities Services Specialist	61,734	82,285	2.00	144,024	2.00	162,540	2.00	162,540
30000567	Financial Analyst	64,813	86,403	3.00	239,376	3.00	243,586	3.00	243,586
30000566	Financial Analyst, Assistant	50,877	78,333	3.00	176,324	3.00	180,850	3.00	180,850
30000569	Financial Analyst, Principal	84,739	112,882	1.00	112,884	1.00	112,884	1.00	112,884
30000568	Financial Analyst, Sr	71,510	95,472	5.00	471,622	5.00	475,120	5.00	475,120
30001108	Internal Business Services Director	115,814	165,797	1.00	165,792	1.00	165,792	1.00	165,792
30000451	Management Analyst	64,813	86,403	3.00	219,552	3.00	228,552	3.00	228,552
30000453	Management Analyst, Principal	84,739	112,882	2.00	239,304	2.00	239,304	2.00	239,304
30000452	Management Analyst, Sr	71,510	95,472	5.00	449,022	6.00	523,834	5.00	452,326
30000012	Office Support Specialist II	34,798	49,962	2.00	88,649	2.00	95,183	2.00	95,183
30000460	Policy Analyst	91,104	121,368	1.00	106,248	1.00	109,878	1.00	109,878
30000461	Policy Analyst, Sr	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000464	Program Coordinator	68,078	90,792	2.00	156,258	1.00	76,846	1.00	76,846
30000466	Program Manager, Sr	84,739	112,882	1.00	84,744	1.00	84,744	1.00	84,744
30000463	Program Specialist	61,734	82,285	0.00	0	1.00	72,900	1.00	72,900
30000698	Property Acquisition & Services Manager	71,510	95,472	1.00	89,196	1.00	91,932	1.00	91,932
30000716	Spectator Facilities & Dev Mgr	91,104	121,368	1.00	121,368	1.00	121,368	1.00	121,368
30000055	Storekeepr/Acquisition II:Auto Part Spec	48,651	59,509	4.00	238,032	4.00	238,032	4.00	238,032
30000468	Stores System Supervisor II	64,813	86,403	1.00	86,400	1.00	86,400	1.00	86,400
30000077	Utility Worker II	48,381	52,021	0.00	0	1.00	51,672	1.00	51,672
30000131	Vehicle & Equipment Mechanic	57,346	64,230	53.00	3,364,538	53.00	3,373,712	53.00	3,373,712
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	64,813	86,403	1.00	85,696	1.00	86,400	1.00	86,400
30000709	Vehicle Maintenance Superintendent	78,770	105,851	1.00	105,852	1.00	105,852	1.00	105,852
30000707	Vehicle Maintenance Supervisor I	64,813	86,403	5.00	420,468	5.00	424,741	5.00	424,741
30000705	Vehicle Program Specialist	50,877	78,333	1.00	64,608	1.00	67,028	1.00	67,028
30001360	Vehicle Services Administration Supvr	71,510	95,472	1.00	90,984	1.00	93,154	1.00	93,154
30000710	Vehicle Services Manager	97,989	132,766	1.00	132,768	1.00	132,768	1.00	132,768
30000123	Welder	58,053	64,938	2.00	129,888	2.00	129,888	2.00	129,888
TOTAL FULL-TIME POSITIONS				153.00	11,430,162	153.00	11,615,535	152.00	11,544,027

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000061	Accounting Technician	34,798	49,962	1.00	34,800	0.00	0	0.00	0
30000718	Facilities Construction Project Manager	71,510	95,472	1.00	71,508	1.00	92,088	1.00	92,088
30000452	Management Analyst, Sr	71,510	95,472	0.00	0	1.00	71,508	1.00	71,508
30000013	Office Support Specialist III	44,512	58,989	1.00	44,508	0.50	22,254	0.50	22,254
30000466	Program Manager, Sr	84,739	112,882	0.90	76,260	1.00	98,004	1.00	98,004
30000462	Program Specialist, Assistant	50,877	78,333	2.00	109,059	2.00	120,858	2.00	120,858
TOTAL LIMITED TERM POSITIONS				5.90	336,135	5.50	404,712	5.50	404,712
GRAND TOTAL				158.90	11,766,297	158.50	12,020,247	157.50	11,948,739

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 2018-19	14,588,770	65,924,403	80,513,173	156.50	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	42,984	0	42,984	0.00	DCTU contract adjustment
Mayor's Proposed Budget Decisions					
	(33,112)	0	(33,112)	0.00	Adjustments across OMF divisions
	0	1,220,426	1,220,426	0.00	Interagency agreement balancing
	41,323	0	41,323	0.00	Overhead adjustments
	(82,685)	0	(82,685)	0.00	Business Operations reduction
	0	18,357,467	18,357,467	0.00	Jasmine Block capital costs (debt-financed)
	0	555,105	555,105	0.00	City Hall security
	0	(30,000)	(30,000)	0.00	Project management software reduction
	2,000,000	0	2,000,000	0.00	Campsite clean-up increase
	(131,062)	0	(131,062)	(1.00)	Resource program coordinator reduction
	0	0	0	1.00	Add utility worker position
	169,000	0	169,000	1.00	Add RACC manager position
	0	175,000	175,000	1.00	Rental registration system support
Approved Budget Additions and Reductions					
	0	0	0	0.00	Technical adjustment with Revenue Division
	103,370	0	103,370	0.00	Technical adjustments
	0	240,000	240,000	0.00	FY 2017-18 Carryover - 311 program
	(169,000)	0	(169,000)	(1.00)	Transfer RACC manager to Special Appropriations
Adopted Budget Additions and Reductions					
	(912)	0	(912)	0.00	Interagency agreement balancing
	0	(220,307)	(220,307)	0.00	Fuel station replacement adjustments
	0	(104,468)	(104,468)	0.00	Technical adjustments
	1,939,906	**20,193,223**	**22,133,129**	**1.00**	**Total FY 2018-19 Decision Packages**
			102,646,302	**157.50**	**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. Despite multiple attempts to fix the building, water intrusion continues to be a problem; the mechanical, electrical, and plumbing systems are nearing the end of their useful lives; and seismic upgrades were needed.

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 strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions.

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 whether the project is meeting desired results, and provides quarterly status reports. In FY 2017-18, the project reached significant milestones when more than 1,300 employees were successfully relocated from the Portland Building into temporary locations, and Council approved a Guaranteed Maximum Price for the contractor.

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 are the contractor for progressive DBR services. The DBR contractor will design and construct the building to meet project goals, priorities, and requirements including budget and schedule requirements. As of July 2018, the Portland Building Reconstruction project remains on track for completion within the established timeline.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	0.00	0.00	2.00	2.00	2.00
Expenditures					
Operations and Maintenance	3,212,511	2,414,597	1,426,238	797,737	796,304
Project Management	571,728	11,691,961	62,582,512	68,162,485	70,969,672
Property Management	12,046	12,635	0	0	0
Total Expenditures	**3,796,285**	**14,119,193**	**64,008,750**	**68,960,222**	**71,765,976**

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 was closed out in FY 2016-17. The remaining fund balance was transferred to the Bureau of Technology Services to fund additional public safety technology projects.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	6.00	3.00	0.00	0.00	0.00
Expenditures					
Public Safety Systems Revitalization Program	5,786,907	9,514,141	0	0	0
Total Expenditures	**5,786,907**	**9,514,141**	**0**	**0**	**0**

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	527,099	250	0	0	0
Intergovernmental	138,312	(8,574)	0	0	0
Bond & Note	0	0	59,565,099	67,801,551	67,801,551
Miscellaneous	16,865	4,075	0	0	0
Total External Revenues	**682,276**	**(4,249)**	**59,565,099**	**67,801,551**	**67,801,551**
Internal Revenues					
General Fund Discretionary	1,791,058	0	0	0	0
Fund Transfers - Revenue	422,040	1,611,353	0	2,575,541	1,425,541
Interagency Revenue	5,305,064	5,578,401	5,512,081	5,284,129	5,282,696
Total Internal Revenues	**7,518,162**	**7,189,754**	**5,512,081**	**7,859,670**	**6,708,237**
Beginning Fund Balance	24,098,904	14,613,119	3,217,235	2,609,815	16,609,815
Total Resources	**$32,299,342**	**$21,798,624**	**$68,294,415**	**$78,271,036**	**$91,119,603**
Requirements					
Bureau Expenditures					
Personnel Services	1,079,538	889,118	269,334	302,079	302,079
External Materials and Services	6,757,954	19,815,006	30,263,190	13,415,539	16,221,293
Internal Materials and Services	1,629,876	1,575,178	1,224,517	916,335	916,335
Capital Outlay	214,567	1,331,217	32,251,709	59,326,269	59,326,269
Total Bureau Expenditures	**9,681,935**	**23,610,519**	**64,008,750**	**73,960,222**	**76,765,976**
Fund Expenditures					
Debt Service	0	59,331	1,701,758	2,732,056	2,883,399
Contingency	0	0	2,583,907	1,580,523	11,470,228
Fund Transfers - Expense	422,040	0	0	0	0
Total Fund Expenditures	**422,040**	**59,331**	**4,285,665**	**4,312,579**	**14,353,627**
Ending Fund Balance	19,217,694	4,941,296	0	0	0
Total Requirements	**$29,321,669**	**$28,611,146**	**$68,294,415**	**$78,272,801**	**$91,119,603**
Programs					
Facilities Services	3,796,285	14,119,193	64,008,750	68,960,222	71,765,976
Operations and Maintenance	98,743	(22,815)	0	0	0
Project Management Office	0	0	0	5,000,000	5,000,000
Public Safety Systems Revitalization Program	5,786,907	9,514,141	0	0	0
Total Programs	**9,681,935**	**$23,610,519**	**$64,008,750**	**$73,960,222**	**$76,765,976**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000718	Facilities Construction Project Manager	71,510	95,472	1.00	114,564	1.00	114,564	1.00	114,564
TOTAL FULL-TIME POSITIONS				1.00	114,564	1.00	114,564	1.00	114,564
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000452	Management Analyst, Sr	71,510	95,472	1.00	79,290	1.00	86,141	1.00	86,141
TOTAL LIMITED TERM POSITIONS				1.00	79,290	1.00	86,141	1.00	86,141
GRAND TOTAL				2.00	193,854	2.00	200,705	2.00	200,705

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.

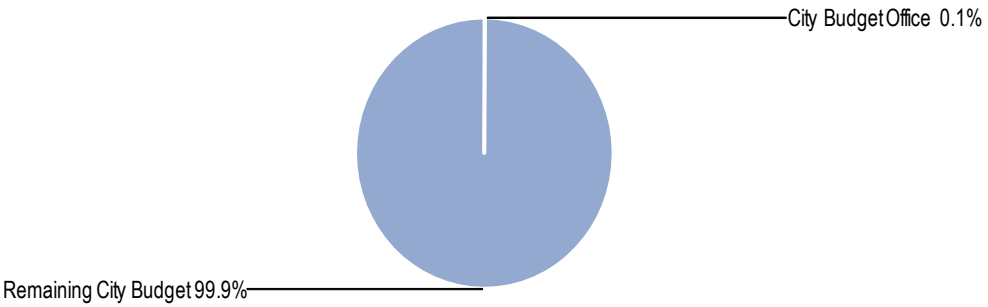
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	7,862,419	61,096,038	68,958,457	2.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	5,000,000	5,000,000	0.00	Space optimization project
	0	1,765	1,765	0.00	Technical adjustments
Approved Budget Additions and Reductions					
	0	0	0	0.00	None
Adopted Budget Additions and Reductions					
	0	125,419	125,419	0.00	Technical adjustments
	0	2,680,335	2,680,335	0.00	Portland building technology project
	0	**7,807,519**	**7,807,519**	**0.00**	**Total FY 2018-19 Decision Packages**
			76,765,976	**2.00**	**Total Adopted Budget**

City Budget Office

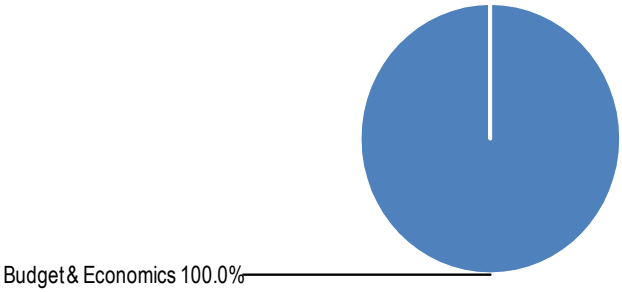
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Claudio Campuzano, Interim Director

Percent of City Budget

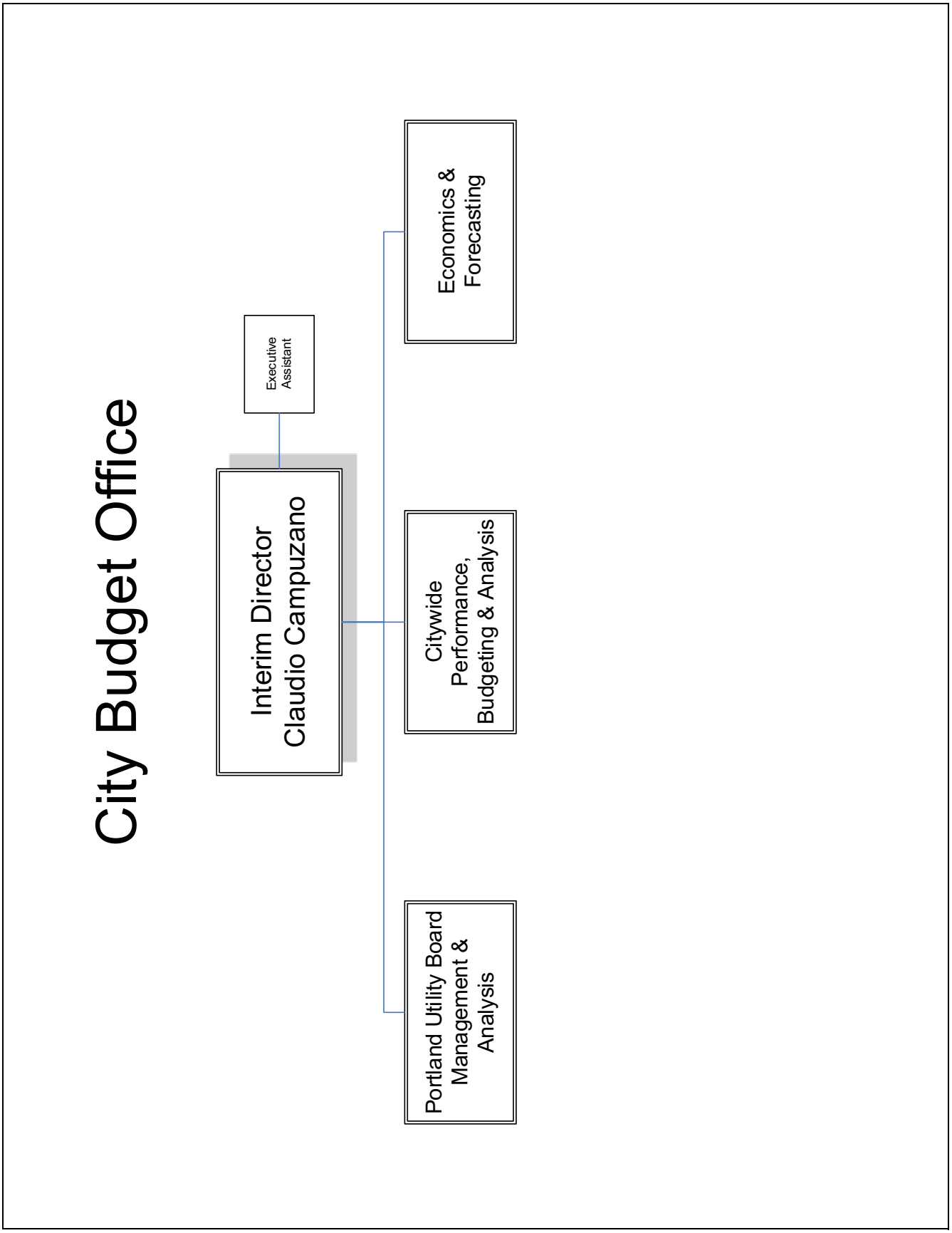


Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	2,530,269	2,796,065	265,796	10.50
Capital	0	1,083,346	1,083,346	N/A
Total Requirements	**2,530,269**	**3,879,411**	**1,349,142**	**53.32**
Authorized Positions	15.00	17.00	2.00	13.33


City Budget Office
Executive Assistant
Interim Director Claudio Campuzano
Economics & Forecasting
Citywide Performance, Budgeting & Analysis
Portland Utility Board Management & Analysis

Bureau Summary

Bureau Mission

The City Budget Office (CBO) provides timely, accurate, and unfiltered information and analysis regarding budgeting, forecasting, and fiscal policy issues to the Mayor, Commissioners, City Auditor, City bureaus, and the public.

Bureau Overview

The City Budget Office's primary function involves coordinating the development of the City's budget, including analysis of each bureau's operating and capital budget, financial plan, and performance measures. Duties include monitoring the expenditure and revenue trends of all City funds throughout the fiscal year, coordinating budget amendments, analyzing City programs and policies, reviewing ordinances for fiscal and policy impacts, and providing fiduciary oversight of the General Fund. In addition to providing analysis to elected officials and the public, analysts are available to City bureaus for consultation, training, and technical assistance in matters related to budget, finance, and performance measurement and management. Analysts conduct research in response to inquiries from elected officials, City bureaus, the media, and the public.

The City Budget Office coordinates public involvement in the budget process, including staff support for the City's Community Budget Advisors and planning and staffing of budget forums and hearings. The office is responsible for ensuring that the City meets all requirements of State Budget Law regarding notices of public hearings and certification of the Approved Budget by the Tax Supervising and Conservation Commission. The Budget Director serves as the City's Budget Officer.

The economics and forecasting section of the office monitors and forecasts General Fund revenues and expenses, publishing five-year financial forecasts in December and April and economic and revenue updates at the close of each quarter. This section develops current appropriation level targets for bureaus and programs that receive General Fund discretionary and General Fund overhead funding. Additionally, this section estimates labor agreement costs, consults on bond rating calls, provides ad hoc economic analyses, and analyzes local business impacts of proposed ordinances. Finally, this section houses the City's representative on the Oregon League of Cities' Finance and Taxation Committee and the State's Property Tax Reform Study Group.

The City Budget Office also houses management and analysis functions for the Portland Utility Board (PUB). The PUB is a community oversight body for the Portland Water Bureau, the Bureau of Environmental Services, and City Council's management of these public utility bureaus.

Strategic Direction

Bureau Goals

The office focuses its efforts on achieving excellence in four primary areas: effective budget processes; robust budget, policy, and performance analysis; providing clear and concise deliverables for Council and the public that capture analytical and budgetary information; and facilitating informed and transparent decision-making for improved public services.

Budget Processes

A core function of the office is to manage the budget development and budget monitoring processes. The office strives to coordinate processes that:

- Help the Mayor and Council to address tradeoffs, prioritize spending, and optimize overall value of service to the public with a focus on equitable and sustainable outcomes;
- Minimize the workload impact on Citywide staff by ensuring that budget processes are efficient; and
- Ensure that the public is robustly engaged in the decision-making process through readable and informative information and analysis, bureau Budget Advisory Committees, a panel of Citywide Community Budget Advisors, public forums, and a required Approved Budget hearing.

CBO is currently in the process of replacing the City's budgeting software. This technology implementation represents a significant opportunity to improve both the efficiency and effectiveness of the City's budget process. Consequently, the project will consume a considerable portion of CBO's effort over the next two fiscal years.

Budget, Policy, and Performance Analysis

The office strives to have a deep knowledge and understanding of the relevant issues within all City bureaus and the analytical capabilities to evaluate them. The office has increased its focus on connecting bureau budgets to operations and performance in order to better identify and prioritize the public value of City services, and to identify risks to - and solutions for - providing sustainable levels of service to the public. The bureau has spearheaded various Citywide initiatives towards this end, including the creation and facilitation of Government Accountability, Transparency, and Results (GATR) sessions, which are data-driven executive level management meetings focused on specific topics of interest to the Mayor. Through collaboration and program solving, these sessions track bureau performance against established goals and identify operational solutions to help the City solve its most difficult challenges.

Deliverables

The office strives to deliver high quality work products to Council (e.g. budget reviews, budget monitoring reports, and special studies) that transform budget and policy analysis into actionable information. This is accomplished by providing concise information and thoughtful analysis, while clarifying the impacts and tradeoffs around key decision-points. This work also supports the public's ability to engage in the budget process by providing information and analysis relevant to the full scope of City activities.

Communication

The office continues to refine its communication efforts to ensure that CBO analysis and reporting is shared in a way that positively impacts the decision making process. These efforts include, in addition to the bureau's traditional budget reviews, tailored communications to the Mayor and Council extracting and highlighting key issues and insights, performance dashboards that are intuitive and outcome-focused, reports that address specific Citywide issues, and robust engagement with the public through social media.

Addressing City Plans

The Portland Plan includes three action items where CBO is the shared lead with the Bureau of Planning & Sustainability. These action items focus on developing a budget process that incorporates Portland Plan priorities, goals, and measures into the decision making process.

Additionally, bureau analysts review and analyze the construction of and investment requests related to other citywide and bureau-specific plans such as the Climate Action Plan, East Portland Action Plan, and Comprehensive Plan. However, CBO does not have a role in the direct implementation of those plans.

Racial Equity Plan

In 2016, in accordance with Citywide policy, the office adopted a Racial Equity Plan. The plan focuses on achieving four long-term Citywide goals through a series of bureau-specific action items. CBO continues to make progress on the various action items, engaging nearly half the office in implementation leadership. The plan focuses on ensuring diversity in the populations CBO hires, the communities CBO engages in the budget process, and the lens analysts use in recommending investments in services Citywide. More broadly, active implementation of the plan encourages a culture with the office that promotes racial equity as a core value.

Summary of Budget Decisions

Adds

Capital Financial Analyst

This package includes $151,000 of one-time General Fund resources for a limited-term capital financial analyst to increase CBO's focus on Citywide capital resource development, enhancing the existing prioritization frameworks for the allocation of shared capital resources (e.g. capital set-aside, Build Portland, etc.), and to support CBO staff in improving overall capacity to monitor and provide analysis on bureau capital programs.

Citywide Survey

This package includes $60,000 of one-time General Fund resources for a Citywide satisfaction survey to replace the survey that had been conducted by the Auditor for more than 20 years. The Auditor eliminated the survey from their budget in FY 2017-18.

The survey has been an important tool for measuring community satisfaction with City services and overall quality of life. It helps Council and bureaus make decisions about priorities and appropriate levels of service.

Office of Management and Finance Interagency Balancing

This package reflects an increase of $520 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.

FY 2017-18 Carryover: BRASS Replacement

This package includes $1,083,346 in one-time General Fund resources carried over from FY 2017-18 for the replacement of the City's enterprise budgeting system, BRASS. See the Capital Summary section below for a full discussion.

Capital Summary

CIP Highlights

CBO has one capital project to replace the current budget software system, BRASS. The Citywide budget software is used by all City bureaus to develop, prepare, analyze, and share information related to the City's annual budget production process as well as the supplemental budget processes throughout the year. BRASS has been failing and is currently unsupported.

Major Issues

A properly functioning budget software system is essential to CBO's work: budget processes, budget and policy analysis, deliverables for Council and the public that capture the bureau's analysis, and communication of the bureau's analysis to positively impact decision making.

In FY 2017-18, CBO conducted stakeholder engagement for requirements gathering, wrote and published a request for proposals, convened an evaluation committee, selected a software and vendor, and signed a contract with the selected vendor. Work on the project will begin promptly in FY 2018-19.

Changes from Prior Year

This is the first year that CBO has had a capital program; the capital project for the software replacement project was first established late in FY 2017-18, following stakeholder engagement and construction of the request for proposals.

Council Goals and Priorities

An effective budgeting system supports the robust trade-off discussions necessary to meet Council's goals and priorities. Therefore, CBO's capital program indirectly supports the broad array of City efforts.

Criteria

CBO has only one capital project. As such, no ranking process was necessary for the overall program.

Capital Planning and Budgeting

Capital Planning Process

CBO does not have a formal capital planning process. The budgeting software - and ancillary systems - is the only asset managed by CBO. Replacement is planned at regular intervals to ensure continuity of operations.

Connection to Plans

An effective budgeting system supports the robust trade-off discussions necessary to meet goals and priorities of the various City plans. Therefore, CBO's capital program indirectly supports the broad array of City efforts.

Financial Forecast Overview

The contract for the next five years totals $1.2 million, total project costs, including implementation, are approximately $1.5 million. CBO carried over $1.1 million during the FY 2017-18 Spring Supplemental Budget process to complete the implementation of the system in FY 2018-19 and has an additional $63,000 in on-going resources to partially offset costs related to the project.

Asset Management and Replacement Plan

The ongoing service level agreement associated with the new system exceeds the budgeted amount for the predecessor system by $50,000 annually. CBO is likely to be able to absorb this cost in the FY 2018-19; however, the ongoing deficit will require addressing in the FY 2019-20 budget.

Replacement of this system will be highlighted in a future five-year financial plan and will be funded by overhead-paying bureaus.

Budget & Economics

Description

The City Budget Office currently houses all of its functions in one program area: Budget & Economics. This program includes three distinct functions: 1) economics and forecasting; 2) Citywide performance, budgeting and analysis; and 3) Portland Utility Board management and analysis. The majority of staff are dedicated to Citywide performance, budgeting and analysis; one staff member is dedicated to PUB management and analysis; one staff member is dedicated to economics and forecasting; and the Director, Assistant Director, and Executive Assistant are dedicated to office management and operations, as well as coordination of the annual budget development process. Two limited-term positions have been included as part of the FY 2018-19 budget: an assistant financial analyst supporting the budget software implementation and a Citywide capital analyst.

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: improving processes, improving analysis, improving deliverables, and improving communication to positively impact public engagement and Council decision making.

By delivering on its core functions, the City Budget Office aims to increase the public value provided by City resources and help the City achieve a sustainable level of service and manage labor costs, all while offering responsive customer service and running an efficient budget process that is compliant with state and local budget laws.

Performance

The Office continues efforts to help the City achieve a long-term sustainable level of service by 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 allow future generations to benefit from the services provided by this critical infrastructure.

The Office has heightened the City's focus on achieving a long-term sustainable level of service through its support of the Build Portland Initiative, adopted by Council resolution in September 2017. Through this initiative and the continuation of the Capital set-aside policy, CBO will work with City asset managers to reduce the annual repair, rehabilitation, and replacement funding gap and direct investments that help the City achieve better service levels through improved asset conditions.

The City Budget Office has adopted several new performance measures to better communicate its core functions. These include a measure to track the bureau's success in disseminating information and analysis to the public, which shows aggregate views of CBO Budget Reviews and Budget Preparation work products from PortlandOregon.gov. The jump in views in FY 2016-17 may be reflective of CBO's efforts to promote work product and increased social media presence. Another new measure tracks the accuracy of the annual forecast by reporting on the General Fund Excess Ending Balance, which the Office seeks to keep between $5-$15 million each year.

Changes to Services and Activities

The FY 2017-18 Adopted Budget included 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 was carried over into the new fiscal year. A staff person has been partially dedicated to project management and implementation to ensure a successful project that results in a system that allows for a more efficient budget process and greater connection of budgets to performance.

As noted above, a limited term capital financial analyst position has been included in the FY 2018-19 budget. This position will consolidate and enhance CBO's efforts to identify Citywide solutions to funding the asset maintenance gap and prioritize investments using newly identified Citywide resources, such as Build Portland and the Capital Set-Aside. This position will also enhance CBO's capacity to coordinate a Citywide Capital Improvement Program, including planning, budgeting, and monitoring capital projects to ensure an optimal deployment of resources across all bureaus.

CBO also received funding for a Citywide satisfaction survey to replace the survey that had been conducted by the Auditor for more than 20 years, but which was eliminated in FY 2017-18. In discussions with other bureaus, the information from that survey was valuable and helped inform a number of bureau performance measures.

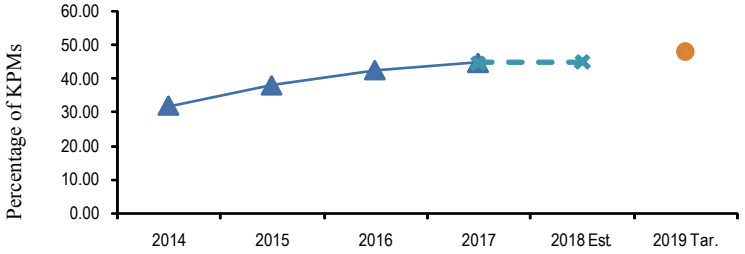
FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	15.00	15.00	15.00	16.00	17.00
Expenditures					
Budget & Economics	2,167,866	2,378,436	2,530,269	2,791,188	3,879,411
Total Expenditures	**2,167,866**	**2,378,436**	**2,530,269**	**2,791,188**	**3,879,411**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of City KPMs with positive year-over-year results	42.5%	44.7%	45.0%	46.0%	48.0%
Annual repair, rehabilitation, & replacement funding gap (Citywide)	$267,800,000	$287,900,000	$288,000,000	$296,000,000	$311,000,000
Customer service rating (5pt scale)	4.37	NA	4.50	4.50	4.30
CBO budget process work products website views	11,954	42,669	45,000	43,000	45,000
Outcome					
Received GFOA budget presentation award (1=yes, 0=no)	1	1	1	1	1
Percentage of GATR action items implemented	66%	80%	88%	90%	90%
Citywide asset condition summary	72%	72%	72%	72%	75%
General Fund Excess Ending Balance (forecast accuracy)	$8,000,000	$11,200,000	$10,000,000	$10,000,000	$10,000,000

Performance Measures

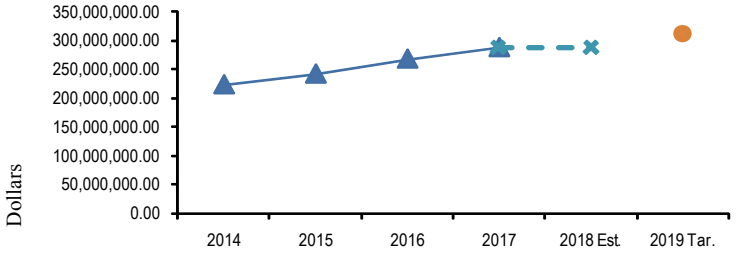
City KPMs with Positive Year-Over-Year Results

With effective implementation of the Citywide performance management initiative, KPMs should increasingly trend in the positive direction. However, stable year-over-year performance dampens results on this measure. Resource limitations may also lead to negative year-over-year trends.



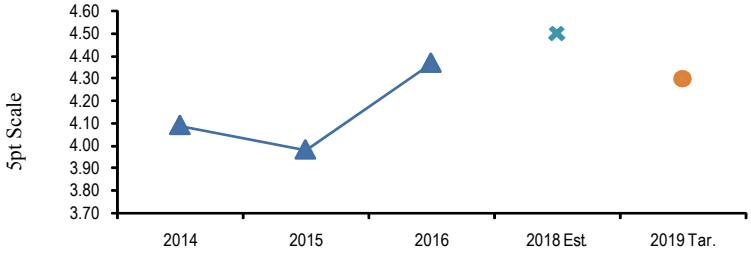
Annual Replacement/Repair/Rehabilitation Capital Funding Gap (Citywide)

While the City has been making progress in incrementally addressing the infrastructure funding gap, a sizable gap remains. The direct result of this level of sustained underinvestment is that significant portions of the City's asset base are in poor or very poor condition which are the most costly to address.



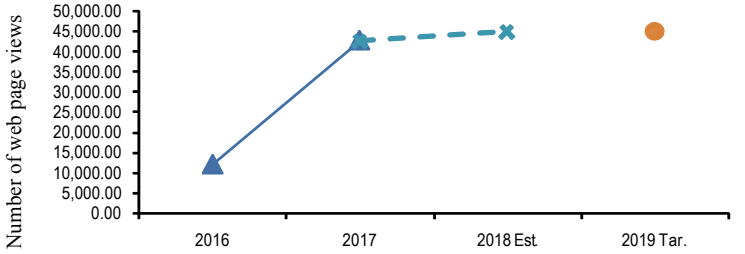
Customer Service Rating

The measure depicts the bureau's customer service rating on a 5 point scale, with a 1 reflecting poor customer service and a 5 for outstanding service.



CBO budget process work products web page views

This new measure shows views of CBO budget reviews and budget preparation work products online (aggregate). The jump in views in FY 2016-17 may be reflective of CBO's efforts to promote work product and increased social media presence.



	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Total External Revenues	**0**	**0**	**0**	**0**	**0**
Internal Revenues					
General Fund Discretionary	919,490	943,997	486,811	1,191,113	1,686,547
General Fund Overhead	1,140,700	1,248,967	1,838,552	1,388,583	1,976,372
Interagency Revenue	107,676	185,472	204,906	211,492	216,492
Total Internal Revenues	**2,167,866**	**2,378,436**	**2,530,269**	**2,791,188**	**3,879,411**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$2,167,866**	**$2,378,436**	**$2,530,269**	**$2,791,188**	**$3,879,411**
Requirements					
Bureau Expenditures					
Personnel Services	1,756,442	1,927,281	1,999,215	2,276,212	2,356,288
External Materials and Services	215,024	239,064	287,182	293,358	298,358
Internal Materials and Services	196,400	212,091	243,872	221,618	221,495
Capital Outlay	0	0	0	0	1,003,270
Total Bureau Expenditures	**2,167,866**	**2,378,436**	**2,530,269**	**2,791,188**	**3,879,411**
Fund Expenditures					
Total Fund Expenditures	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$2,167,866**	**$2,378,436**	**$2,530,269**	**$2,791,188**	**$3,879,411**
Programs					
Budget & Economics	2,167,866	2,378,436	2,530,269	2,791,188	3,879,411
Total Programs	**$2,167,866**	**$2,378,436**	**$2,530,269**	**$2,791,188**	**$3,879,411**

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2017-18	Adopted FY 2018-19	Capital Plan FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	5-Year Total
Special Projects								
Budget SW Replacement	0	0	1,083,346	0	0	0	0	1,083,346
Total Special Projects	**0**	**0**	**1,083,346**	**0**	**0**	**0**	**0**	**1,083,346**
Total Requirements	**0**	**0**	**1,083,346**	**0**	**0**	**0**	**0**	**1,083,346**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	50,877	78,333	1.00	76,680	1.00	78,336	1.00	78,336
30002040	Budget Director, Assistant	91,104	121,368	1.00	119,952	1.00	121,368	1.00	121,368
30000570	Budget Director, City	105,248	146,973	1.00	146,976	1.00	146,976	1.00	146,976
30000578	Economist, City	91,104	121,368	1.00	121,368	1.00	121,368	1.00	121,368
30000567	Financial Analyst	64,813	86,403	2.25	172,730	1.00	83,947	1.00	83,947
30000566	Financial Analyst, Assistant	50,877	78,333	1.58	109,461	1.00	71,194	1.00	71,194
30000569	Financial Analyst, Principal	84,739	112,882	3.00	320,057	4.00	412,963	4.00	412,963
30000568	Financial Analyst, Sr	71,510	95,472	2.17	187,289	4.00	360,961	4.00	360,961
30000452	Management Analyst, Sr	71,510	95,472	1.00	85,255	1.00	92,736	1.00	92,736
TOTAL FULL-TIME POSITIONS				14.00	1,339,768	15.00	1,489,849	15.00	1,489,849
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000566	Financial Analyst, Assistant	50,877	78,333	1.00	60,012	1.00	67,806	2.00	118,686
TOTAL LIMITED TERM POSITIONS				1.00	60,012	1.00	67,806	2.00	118,686
GRAND TOTAL				15.00	1,399,780	16.00	1,557,655	17.00	1,608,535

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.

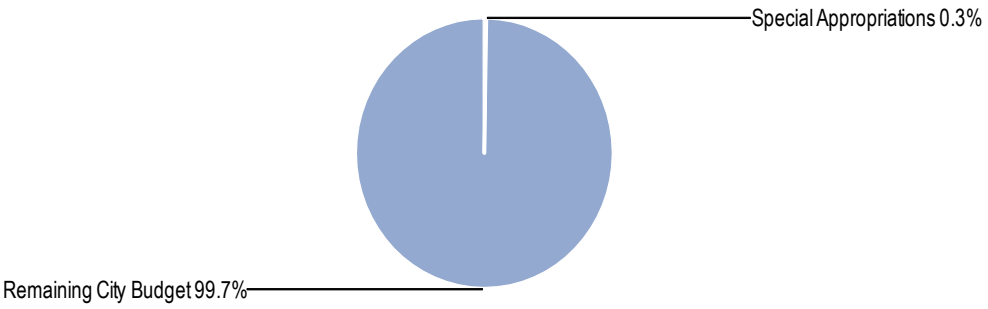
Action	Amount				
	Ongoing	One-Time	Total Package	FTE	Decision
FY 2018-19	2,570,638	8,907	2,579,545	15.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	0	60,000	60,000	0.00	Citywide survey
	643	0	643	0.00	OMF interagency balancing
	0	151,000	151,000	1.00	Capital Financial Analyst
Approved Budget Additions and Reductions					
	0	1,083,346	1,083,346	1.00	FY 2017-18 Carryover - BRASS Replacement
Adopted Budget Additions and Reductions					
	0	5,000	5,000	0.00	PUB facilitation technical adjustment
	(56)	(67)	(123)	0.00	OMF interagency balancing
	587	**1,299,279**	**1,299,866**	**2.00**	**Total FY 2018-19 Decision Packages**
			3,879,411	**17.00**	**Total Adopted Budget**

Special Appropriations

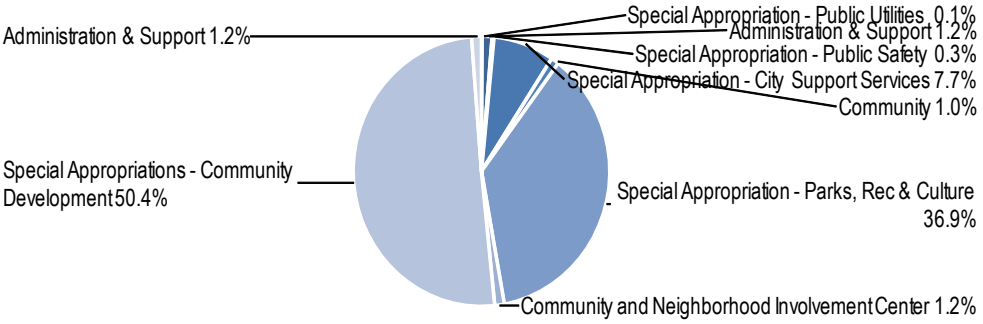
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Jennifer Cooperman, Chief Financial Officer

Percent of City Budget



Bureau Programs



Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	15,172,760	13,417,906	(1,754,854)	(11.57)
Capital	0	0	0	0.00
Total Requirements	**15,172,760**	**13,417,906**	**(1,754,854)**	**(11.57)**
Authorized Positions	3.00	6.00	3.00	N/A

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 $24,662 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 $332,440 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 special appropriation provides $225,000 in ongoing funding set aside for training in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA). Of this amount, $22,277 will be funded by the General Fund and the remaining total will be funded by bureaus having COPPEA employees.

DCTU Training

This special appropriation provides $200,000 in ongoing funding for a training set-aside in accordance with the labor agreement with the City of Portland District Council of Trade Unions (DCTU). Of this amount $54,049 will be funded by the General Fund and the remaining total will be funded by bureaus having DCTU employees.

Emergency Fund

This special appropriation provides $5,000 in ongoing General Fund resources and is the annual appropriation for the Mayor and Commissioners as specified in the City Charter.

All Hands Raised

This special appropriation provides $200,983 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 budget for FY 2018-19 is $4,265,818. The FY 2018-19 budget also includes $169,000 in General Fund discretionary for a City RACC Contract Manager position.

Portland Center for the Performing Arts (PCPA)

This special appropriation provides $916,377 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 special appropriation provides $577,204 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

This special appropriation provides $1,233,916 in 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 special appropriation provides $81,228 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 special appropriation provides $60,636 in ongoing General Fund resources to Multnomah County to support specific animal control and nuisance complaints in the city.

Mt Hood Cable Regulatory Commission

This special appropriation provides $304,998 in ongoing General Fund resources for the Mt. Hood Cable Regulatory Commission. The program provides cable regulatory and consumer protection services countywide.

EBS Charge

The FY 2018-19 budget includes $75,778 ongoing General Fund resources to fund the Enterprise Business Solution charges.

Compliance Officer and Community Liaison/Portland Committee on Community-Engaged Policing (COCL/PCCEP)

The FY 2018-19 budget includes $797,942 in ongoing General Fund resources to support the COCL and funding for the PCCEP. The activities of the PCCEP are intended to increase community members' access to the Portland Police Bureau by creating spaces in which community members are able to air grievances, and voice citywide policy concerns, and make recommendations. In addition to the ongoing funding an additional $192,218 in one-time funding was allocated to the program to cover the increased PCCEP work in FY 2018-19.

Citizen Utility Board (CUB) Bill Insert

This special appropriation provides $10,578 in ongoing General Fund resources is 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 special appropriation provides $31,734 in General Fund resources to support the Last Thursday event.

Restorative Justice

This special appropriation provides $29,619 in ongoing General Fund resources to support the Restorative Justice program that moves schools toward safe and inclusive communities.

Village Market

This special appropriation provides $69,815 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

This special appropriation provides $32,493 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

Gang Impacted Family Team (GIFT)

This package provides $62,000 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.

Floodplain Management

This allocation provides $257,600 in one-time General Fund resources for the Floodplain Management Update: Equity and Land Impact Analysis, Engagement, and Code Development to support the existing multi-bureau Floodplain Management Update Program for a three year period. This program aims to develop Endangered Species Act (ESA)-compliant regulations for Portland floodplains, and impact mitigation programs that meet City goals for equity, prosperity, health, safety and resilience.

Council Transition

This includes $75,000 in one-time resources to fund the transition of the Commissioner of Public Affairs.

Competitive Grant Program

The FY 2018-19 budget includes $765,000 is included in the FY 2018-19 budget to fund competitive grants.

Elder Services

The FY 2018-19 budget includes $165,667 to support elders' services programs, currently delivered through Elders in Action.

Universal Representation

The FY 2018-19 budget includes $500,000 in one-time funding for legal services that support Portland's immigrant and refugee communities.

Rose Festival Funding

The FY 2018-19 budget includes $100,000 in one-time funding for the Rose Festival from Special Appropriations competitive grants funding.

Portland Blues Festival Funding

The FY 2018-19 budget includes $35,000 in one-time funding discretionary resources for the Portland Blues Festival from Special Appropriations competitive grants funding.

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Miscellaneous Fund Allocations	0	0	500,000	0	350,000
Intergovernmental	113,084	116,055	103,463	103,463	103,463
Total External Revenues	**113,084**	**116,055**	**603,463**	**103,463**	**453,463**
Internal Revenues					
General Fund Discretionary	9,975,881	10,498,216	13,659,696	10,861,755	11,199,755
General Fund Overhead	173,235	171,149	174,969	178,814	178,814
Fund Transfers - Revenue	0	0	250,000	1,237,200	1,237,200
Interagency Revenue	132,138	0	484,632	348,674	348,674
Total Internal Revenues	**10,281,254**	**10,669,365**	**14,569,297**	**12,626,443**	**12,964,443**
Beginning Fund Balance	0	0	0	0	0
Total Resources	**$10,394,338**	**$10,785,420**	**$15,172,760**	**$12,729,906**	**$13,417,906**
Requirements					
Bureau Expenditures					
Personnel Services	260,171	460,658	448,541	669,031	932,627
External Materials and Services	9,277,380	10,107,770	14,605,225	11,903,619	12,328,023
Internal Materials and Services	116,674	216,992	118,994	157,256	157,256
Capital Outlay	85,364	0	0	0	0
Total Bureau Expenditures	**9,739,589**	**10,785,420**	**15,172,760**	**12,729,906**	**13,417,906**
Fund Expenditures					
Fund Transfers - Expense	654,749	0	0	0	0
Total Fund Expenditures	**654,749**	**0**	**0**	**0**	**0**
Ending Fund Balance	0	0	0	0	0
Total Requirements	**$10,394,338**	**$10,785,420**	**$15,172,760**	**$12,729,906**	**$13,417,906**
Programs					
Administration & Support	0	0	1,002,939	608	169,538
Community and Neighborhood Involvement Center	0	0	0	165,667	165,667
Mayor's Office	850	0	0	0	0
Special Appropriation - Public Utilities	0	0	10,260	10,578	10,578
Community	0	0	0	100,000	135,000
Special Appropriation - Public Safety	0	82,128	963,112	34,162	34,162
Special Appropriations - Community Development	8,390,051	4,420,968	5,241,678	6,533,565	6,848,565
Special Appropriation - Parks, Rec & Culture	347,681	5,153,575	5,035,661	4,844,195	5,013,195
Special Appropriation - City Support Services	1,001,007	1,128,749	2,919,110	1,041,131	1,041,201
Total Programs	**$9,739,589**	**$10,785,420**	**$15,172,760**	**$12,729,906**	**$13,417,906**

		Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
Class	Title	Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30002511	Commissioner's Senior Staff Rep	67,933	103,126	1.00	100,464	1.00	102,240	1.00	102,240
30000005	Commissioner's Staff Rep	52,250	95,493	1.00	72,607	1.00	75,582	1.00	75,582
30000453	Management Analyst, Principal	84,739	112,882	0.00	0	0.00	0	1.00	112,884
30000464	Program Coordinator	68,078	90,792	0.00	0	0.00	0	1.00	68,076
30000462	Program Specialist, Assistant	50,877	78,333	1.00	65,852	1.00	68,549	1.00	68,549
TOTAL FULL-TIME POSITIONS				3.00	238,923	3.00	246,371	5.00	427,331
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000012	Office Support Specialist II	34,798	49,962	0.00	0	0.00	0	1.00	34,800
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	1.00	34,800
GRAND TOTAL				3.00	238,923	3.00	246,371	6.00	462,131

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 2018-19	10,539,917	200,000	10,739,917	3.00	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	(765)	0	(765)	0.00	Increased funding for DCTU contract
	0	200,000	200,000	0.00	Experience PDX
Mayor's Proposed Budget Decisions					
	0	62,000	62,000	0.00	Gang Impacted Family Team (GIFT), Program Coordinator
	0	0	0	1.00	Open and Accountable Elections program, Program Manager
	10,460	0	10,460	0.00	Office of Youth Violence Prevention, Senior Commissioner's Staff Representative
	0	75,000	75,000	0.00	Council Transition budget
	0	257,600	257,600	0.00	Flood Plain Management Program Update
	0	192,218	192,218	0.00	Compliance Officer & Community Liaison/ Portland Committee on Community-Engaged Policing
	165,667	0	165,667	0.00	Elder Services
	0	500,000	500,000	0.00	Universal Representation
	0	765,000	765,000	0.00	Competitive Grants Pool
	(200,000)	0	(200,000)	0.00	Eliminate Work for Art
	(169,000)	0	(169,000)	0.00	OMF-RACC Contract mananger realignment
	0	100,000	100,000	0.00	Portland Rose Festival Funding
	(3,191)	0	(3,191)	0.00	Title 13 - Specific Animals enforcement 5% cut
Approved Budget Additions and Reductions					
	0	0	0	1.00	COCL PCCEP Position
	0	35,000	35,000	0.00	Portland Blues Festival funding
	0	169,000	169,000	0.00	Reversing OMF-RACC Contract Manager realignment
	169,000	0	169,000	1.00	OMF RACC Contract Manager funding
Adopted Budget Additions and Reductions					
	0	0	0	0.00	0
	(27,829)	**2,355,818**	**2,327,989**	**3.00**	**Total FY 2018-19 Decision Packages**
			13,067,906	**6.00**	**Total Adopted Budget**

Acronyms

The following are acronyms and terms commonly used by the City of Portland.

AP ..... Accounting period

BAC..... Budget Advisory Committee

BDS..... Bureau of Development Services

BEECN..... Basic Earthquake Emergency Communication Node

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 Civic Life)

CIP..... Capital Improvement Plan

Civic Life..... Office of Community and Civic Life (formerly known as the Office of Neighborhood Involvement)

COAB..... Community Oversight Advisory Board

COCL..... Compliance Office / Community Liaison

COOP..... Continuity of Operations

COPPEA..... City of Portland Professional Employees Association

CPI..... Consumer Price Index

CRC..... Capital Review Committee

CSL..... Current Service Level

CSO..... Combined sewer overflow

DBR .....Design-Build-Relocate
DCL .....Diversity and Civic Leadership program (within ONI)
DCTU .....District Council of Trade Unions
DEQ.....(State) Department of Environmental Quality
DOJ .....(U.S.) Department of Justice
EBS.....Enterprise Business System
ECC .....Emergency Coordination Center
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
MWESB .....Minority-owned, women-owned, and emerging small businesses
NET.....Neighborhood Emergency Team

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 (renamed to the "Office of Community & Civic Life" starting in FY 2018-19)

OPSRP..... Oregon Public Services Retirement Plan, successor to PERS

OPUC or ***PUC*** ..... Oregon Public Utility Commission

ORS..... Oregon Revised Statutes

OYVP ..... Office of Youth Violence Prevention

P&D ..... Printing & Distribution (within OMF)

PBEM ..... Portland Bureau of Emergency Management

PBOT ..... Portland Bureau of Transportation

PCCEP..... Portland Committee on Community-Engaged Policing

PERS..... Public Employees Retirement System, succeeded by OPSRP for newer public employees

PF&R..... Portland Fire & Rescue

PFFA ..... Portland Fire Fighters Association

PHB.....Portland Housing Bureau

PP&R ..... Portland Parks & Recreation

PPA ..... Portland Police Association

PPB ..... Portland Police Bureau

PPCOA ..... Portland Police Commanding Officers Association

PPDS..... Portland Police Data System

PPI ..... Producer Price Index

PSSRP..... Public Safety Systems Revitalization Project

PTE ..... Professional, technical, and expert services

PUB..... Portland Utility Board

QA/QI ..... Quality Assurance/Quality Improvement

RACC..... Regional Arts & Culture Council

RDPO..... Regional Disaster Preparedness Organization

RFP .....Request for proposal

ROW .....Right-of-way

SAFE .....Street Access for Everyone

SAP .....City's financial and human resource system

SCT .....Service Coordination Team

SDC .....System development charge

SEA .....Service Efforts and Accomplishments Report

SMF .....Street Maintenance Fee

TAN .....Tax anticipation note

TIF .....Tax increment financing

TMDL .....Total maximum daily load

TNC .....Transportation Network Company

TSCC .....Tax Supervising & Conservation Commission

TSP .....Transportation System Plan

UGB .....Urban Growth Boundary

URA .....Urban Renewal Area

URM .....Unreinforced Masonry

Glossary

2035 COMPREHENSIVE PLAN: A long-range plan that sets the framework for the physical development of the city. The plan is comprised of four components that will guide land use and infrastructure investment decisions in Portland for the next 20 years: goals and policies, land use designation maps, a list of significant projects, and portions of the Transportation System Plan (TSP).

2040 PLAN: A planning guide for regional growth in the Portland metropolitan area over the next 35 to 50 years. The plan was produced by Metro, the regional governing body for the Portland metropolitan area.

ACCOUNT: The classification of appropriation by type of expenditure or revenue (see Line Item).

ACCOUNTING PERIOD: The City's fiscal year is divided into 12 accounting periods. Each accounting period is one month long. Each fiscal year includes an additional four accounting periods for small adjustments after the end of the year, for a total of 16 accounting periods.

ACCRUAL: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

APPROPRIATION: The legal authority to spend funds designated for a specific purpose.

BALANCED BUDGET: Oregon Administrative Rule 150-294.352(1)-(B), relating to Local Budget Law, states that the City "must construct its budget in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures and all requirements for the district." A budget that meets these specifications is considered balanced.

BALLOT MEASURE 37: A measure approved by Oregon voters in November of 2004. The measure requires state and local governments to reimburse property owners for reduced property values attributable to government regulation, or to waive the applicable regulations. Ballot Measure 49, passed in 2007, overturned and modified many Measure 37 provisions.

BALLOT MEASURE 47: A property tax limitation measure approved by Oregon voters in November 1996.

BALLOT MEASURE 50: A property tax limitation measure referred by the Oregon Legislature to voters as a replacement for Ballot Measure 47. Measure 50 was approved by voters in May 1997.

BEGINNING FUND BALANCE: Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

BLACK MALE ACHIEVEMENT PROGRAM: The Black Male Achievement program in Portland is designed to assist City leaders in their efforts to improve the life outcomes of Black men and boys.

BOEC USER JURISDICTIONS: The City of Portland; Multnomah County; the Cities of Gresham, Troutdale, Fairview, Wood Village and Maywood Park; Multnomah County Rural Fire Protection District 14 (Corbett); and Sauvie Island Fire District No. 30. Legally created by Ordinance No. 169468 for the provision of emergency call receiving and dispatch services by the Bureau of Emergency Communications.

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:

- **WORKLOAD MEASURE:** describes a quantity of work performed.
- **OUTPUT MEASURE:** specifies quantity or number of units produced. Outputs are activity-oriented, measurable, and usually under managerial control.
- **OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e. the ultimate benefit to the customer), and communicate the policy intent of service provision. External forces can sometimes limit managerial control of measure results. This category may include measures of service quality.
- **EFFICIENCY MEASURE:** An input used per unit of output - or, output generated per each unit of input. These measures quantify the financial cost or time required to reach bureau outputs and outcomes.
- **KEY PERFORMANCE MEASURE:** An outcome indicator of core service delivery that provide bureau managers and Council with information to guide decision-making.

PORTLAND 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.

RECREATIONAL CANNABIS TAX FUND: This fund collects net revenues remaining from the Recreational Cannabis Tax, which are allocated for drug and alcohol education and treatment programs, public safety, and support for neighborhood small businesses, with a focus on women-owned and minority-owned businesses.

REGIONAL WATER SUPPLY PLAN: A long-range plan for the water supply of 27 municipal water suppliers in the greater Portland metro area.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, interfund cash transfers, debt service, and ending fund balance.

RESERVES: Resources set aside for emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

RESOURCES: Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUE: Money received into a fund or appropriation unit from outside the fund or appropriation unit.

SAP: The financial software system that replaced the City's Integrated Business Information System and other financial software programs.

SOURCE FUND: A fund transferring dollars to another fund (the "destination fund").

SPECIAL APPROPRIATION: Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

SUPPLEMENTAL BUDGET: A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency during the fiscal year.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

UTILITY LICENSE FEE: A percentage of utility revenues that is transferred to the City's General Fund as a payment for the utilities' use of public rights-of-way.

VISION ZERO: The City's initiative to eliminate deaths due to vehicle crashes, taking into consideration factors and causes such as street design, impairment, speed, and dangerous behaviors.