

**ANNOTATED MINUTES**

*Tuesday, May 3, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602*

**BUDGET WORK SESSION**

**WS-1** *Work Session to Review and Discuss the COMMUNITY AND FAMILY SERVICES BUDGET for 1994-95 and CITIZENS BUDGET ADVISORY COMMITTEE (CBAC) REPORT - Presented by the Appropriate Department and Budget Staff*

**LOLENZO POE, HOWARD KLINK, SUSAN CLARK, KATHY TINKLE, MURIEL GOLDMAN, BILL THOMAS AND JAMES EDMONDSON PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. STAFF TO RESPOND TO FOLLOW UP INFORMATION REQUESTS.**

---

*Tuesday, May 3, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602*

**BUDGET PUBLIC HEARING**

*Chair Beverly Stein convened the hearing at 11:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**PH-1** *Public Hearing and Testimony for the COMMUNITY AND FAMILY SERVICES BUDGET*

**CHRISTINA GERMAIN, BILL MUIR, DIANE FELDT, JAN SAVIDGE, BOB BERNSTEIN, ERIK STEN, DEBBIE ARUENFELD, DAVID FUKS, LARRY SANCHEZ, RICHARD LUCETTI, JUDY LOW AND VIEMG KHAMVOMGSA TESTIMONY IN SUPPORT OF PROPOSED BUDGET AND ADD PACKAGES.**

*There being no further public testimony, the hearing was adjourned at 12:15 p.m.*

---

*Tuesday, May 3, 1994 - 1:00 PM  
Multnomah County Courthouse, Room 602*

**BOARD BRIEFING**

B-1 *Briefing on the City of Portland's Approved Budget. Presented by Mayor Vera Katz.*

**MAYOR VERY KATZ PRESENTED AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION REGARDING CITY OF PORTLAND'S APPROVED BUDGET.**

---

*Tuesday, May 3, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602*

**EXECUTIVE SESSION**

*Chair Beverly Stein convened the meeting at 1:40 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

E-1 *Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660 (1)(e) for Deliberations Concerning Real Property Transactions*

**FOLLOWING THE EXECUTIVE SESSION, THE BOARD CONVENED IN OPEN SESSION FOR DISCUSSION.**

---

*Wednesday, May 4, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602*

**BUDGET WORK SESSION**

WS-2 *Work Session to Review and Discuss the HEALTH DEPARTMENT BUDGET for 1994-95 and CITIZENS BUDGET ADVISORY COMMITTEE (CBAC) REPORT - Presented by the Appropriate Department and Budget Staff*

**BILLI ODEGAARD, TOM FRONK, DR. GARY OXMAN, MARGE JOZSA, JOANNE DeHOFF, GORDON EMPEY, SHARI BLAKESLEE, MARY LOU HENNRICH, JAN SINCLAIR, DATHY PAGE, DARLENE YOUNG AND DWAYNE PRATHER PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. STAFF TO RESPOND TO FOLLOW UP INFORMATION REQUESTS.**

---

*Wednesday, May 4, 1994 - 11:15 AM  
Multnomah County Courthouse, Room 602*

**BOARD BRIEFING**

B-2 *Update and Presentation on the Community Strength Meetings. Presented by*

*Jo Ann Allen, Helen Richardson and Steve Johnson.*

**BRIEFING CANCELLED.**

---

*Wednesday, May 4, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602*

**BUDGET PUBLIC HEARING**

*Chair Beverly Stein convened the hearing at 11:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**PH-2 Public Hearing and Testimony for the HEALTH DEPARTMENT BUDGET**

***KENNETH YEE TESTIMONY IN OPPOSITION TO CHAIR'S ENVIRONMENTAL HEALTH DIVISION BUDGET PROPOSAL. BOB DONOUGH TESTIMONY IN SUPPORT OF PUBLIC SAFETY ADD PACKAGES.***

*There being no further public testimony, the hearing was adjourned at 11:35 a.m.*

---

*Wednesday, May 4, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602*

**BUDGET PUBLIC HEARING**

*Chair Beverly Stein convened the hearing at 1:35 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**PH-2A Public Hearing and Testimony for the COMMUNITY AND FAMILY SERVICES DIVISION and HEALTH DEPARTMENT BUDGETS**

***MICHAEL BALTER, DR. DAVID ROSENSTEIN, ORIN BOLSTAD, TOM TROXEL, JUDITH MAYER, VICKI SMEAD, CHRISTINE BRUNO, DEBRA EVANS, LESLIE HAINES, KATHY OLIVER, VALARIE FAGERBERG, CAROL LAINE, RON HURL, JEAN WAGNER, MARY A. MILLS, KATHY HAMMOCK, PATTI SWANSON, KINDA DULIO, BUZZ MARRON, JANET ROSENSTEIN, GERALDINE WILLIAMS, DIANE FELDT, LINDA BIFANO, DON TRUE, JULIA LING, SUSIE SILVA-STROMMER, NATALIA SANCHEZ, LUCY UBALDO, KEVIN FITTS, MARY CLAIRE BUCKLEY, LAURIE BENDER AND DONNA SHILTZ-MARESH TESTIMONY***

**IN SUPPORT OR PROPOSED BUDGET AND ADD PACKAGES.**

*There being no further public testimony, the hearing was adjourned at 3:45 p.m.*

---

*Wednesday, May 4, 1994 - 6:00 PM  
Multnomah County Central Library - Auditorium  
801 SW 10th Avenue*

**BUDGET OVERVIEW & ORIENTATION and  
PUBLIC HEARING**

*Overview and Orientation of Multnomah County Chair's Proposed 1994-95 Budget.*

**CHAIR BEVERLY STEIN AND DAVE WARREN  
PRESENTATION TO PUBLIC QUESTIONS REGARDING  
THE PROPOSED 1994-1995 EXECUTIVE BUDGET.**

*Chair Beverly Stein convened the hearing at 7:00 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**PH-3** *Public Hearing and Testimony for the Multnomah County Proposed 1994-95 Budget*

**JUDITH WILD, ARDEN BALLOU, TOMAS AMADOR,  
FARM SAETERN, JENNIFER NINN, TERESA TAYLOR,  
JUANITA GLASS, MELIZZA DELANEY, MARILYN  
MILLER, VALENTINA CORTEZ, ROSY ORTEGA,  
CHRISTINA GERMAIN, BARBARA SULEK, ELIZABETH  
PERRY, TINI MATT, DIANET GOMEZ, KALE  
SAETERN, JIM FRANCESCONI, JUDY LOW, TERSIA  
RODRIQUEZ, SULUTASEN AMADOR, JON KART,  
NICOLE RENSENBRINK, JOE NAZZARO, SHANNON  
GILBERT, CINNAMON BANCROFT, KASEY SAE CHAO  
AND ARMANDO MAFFIA TESTIMONY IN SUPPORT OF  
PROPOSED BUDGET AND ADD PACKAGES.**

*There being no further public testimony, the hearing was adjourned at 8:20 p.m.*

---

*Thursday, May 5, 1994 - 9:30 AM  
Multnomah County Courthouse, Room 602*

## REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:36 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.

**CHAIR STEIN REQUESTED THAT C-4 BE CONSIDERED WITH THE REGULAR AGENDA. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, MOTION TO MOVE C-4 TO THE REGULAR AGENDA WAS UNANIMOUSLY APPROVED.**

### CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, THE CONSENT CALENDAR (ITEMS C-1, C-2, C-3 AND C-5) WAS UNANIMOUSLY APPROVED.**

### SHERIFF'S OFFICE

- C-1 *Dispenser Class C/Greater Privilege Liquor License Application Submitted by Sheriff's Office with Recommendation for Approval, for CLUB GENESIS, 13639 SE POWELL, PORTLAND*

### DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-2 *ORDER in the Matter of the Execution of Correction Deed D940971 for Certain Tax Acquired Property to AAA STRUCTURES INC.*

**ORDER 94-79.**

- C-3 *ORDER in the Matter of Contract 15765 for the Sale of Certain Real Property to GREGORY V. WEIGEL, FRANCESCA W. ROSEMEYER AND JUDITH ANN DONALDSON*

**ORDER 94-80.**

### DEPARTMENT OF HEALTH

- C-5 *Ratification of an Intergovernmental Revenue Agreement, Contract #202294, between METRO and Multnomah County, Health Department to Provide Assistance and Guidance in the Completion of a Bloodborne Pathogens Program Services, Effective May 2, 1994 through May 1, 1995*

### REGULAR AGENDA

NON-DEPARTMENTAL

R-1 *Presentation in the Matter of Employee Service Awards Honoring Multnomah County Employees with Various Years of Service.*

**BOARD GREETED, ACKNOWLEDGED AND PRESENTED 5 YEAR AWARDS TO CARRIE BUNCH OF DCC; NILS BITTNER DENNIS DEXTER, NASARIO GARCIA, DEBRA LONG, MARIA MALDONADO-KILIS, MICHAEL MATTHEW, PATRICIA THOMPSON AND CAROLYN ZWASCHKA OF DES; JAN MARIE COOPER AND NATALIE SHILLING OF LDS; RITA LYNE MARTIN, MARIA ROJO DE STEFFEY, JAY TUMBAGA AND BRYAN WALDEN OF NOND; DELORES ANDERSON, LISA DAVISON, VIRGINIA JONES, KATHERINE MARTIN, JAN OLSON, CAROLYN PFAENDER, CRYSTAL ROBINSON AND NANCY WILTON OF DSS; 10 YEAR AWARDS PRESENTED TO VICKI MARCH, GERARD WELCH AND SUSAN KAESER WINTERBOURNE OF DCC; CAROL BOWNE AND MARILYN HALL OF DA'S; KATHLEEN TUNEBERG OF DES; MEGAERA JARVIS, ELAINE MORGAN AND GAIL PARKER OF DLS; LAURA JEANETTE DEAN AND J. MICHAEL DOYLE OF NOND; STEPHEN BALOG AND KATHLEEN TINKLE OF DSS; 15 YEAR AWARDS PRESENTED TO BARBARA SKILES OF DA'S; ALLAN HOVDE, CAROL HOVDEY AND MURRAY SINGLETON OF DCC; GAIL ANDERSON AND DEANNA MAYER OF DES; MARGARET KHILNANI OF DSS; 20 YEAR AWARDS PRESENTED TO JEAN GUNN OF DA'S; LUCILLE BEIGHLEY AND HAROLD STANKEY OF DES; JOHN MILLER OF DSS; 25 YEAR AWARDS PRESENTED TO GREGG LOWE OF DA'S; LAWRENCE FLETCHER, LYNN LANGLEY, SHARON HOFFMANN AND NEWCOMBE WANG OF DES; 30 YEAR AWARDS PRESENTED TO W. REESE HOOPEES OF DCC; AND MANUAL MIKE OF DSS.**

R-2 *PROCLAMATION in the Matter of Proclaiming May 12, 1994 as Chronic Fatigue Syndrome Awareness Day in Multnomah County, Oregon*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-2. BILLI ODEGAARD INTRODUCED DEAN FLECK WHO PRESENTED VIDEO AND EXPLANATION. PATRICIA BERGIN-GALLUP READ PROCLAMATION FOR THE RECORD. PROCLAMATION 94-81 UNANIMOUSLY APPROVED.**

NON-DEPARTMENTAL

R-3      *Consideration in the Matter of Setting A Hearing Date Regarding an Appeal of the Revocation of an Adult Home Care License for Charla Dinnocenzo.*

**PETE KASTING, DEPUTY CITY ATTORNEY FOR THE CITY OF PORTLAND, REPRESENTING THE BOARD OF COUNTY COMMISSIONERS ON THIS ITEM, PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS REGARDING THE POSSIBLE DECISION TO SET A HEARING DATE TO REVIEW THE APPEAL OF CHARLA DINNOCENZO FROM THE HEARINGS OFFICER DECISION REVOKING APPELLANTS'S ADULT CARE HOME LICENSE.**

**CHAIR STEIN PROPOSED TO ALLOW THREE MINUTES TO EACH SIDE TO EXPLAIN IF HEARING SHOULD BE GRANTED OR NOT.**

**MARTIN REEVES, ATTORNEY FOR THE APPELLANT, PRESENTED AND EXPLAINED WHY HEARING WITH ADDITIONAL EVIDENCE SHOULD BE GRANTED AND SCHEDULED.**

**CHIP LAZENBY, ASSISTANT COUNTY COUNSEL, PRESENTED OPTIONS AND RULES AVAILABLE TO THE BOARD TO MAKE A DECISION WITHOUT GRANTING AND ADDITIONAL HEARING. THE COMPLETE HEARINGS OFFICER RECORD WILL BE ON FILE WITH THE OFFICE OF THE BOARD CLERK AND AVAILABLE FOR REVIEW. MR. LAZENBY SUGGESTED THAT THERE WAS NO NEED FOR A HEARING.**

**MR. KASTING LISTED POSSIBLE OPTIONS WITH PARAMETERS.**

**UPON MOTION OF COMMISSIONER COLLIER, TO UPHOLD THE HEARINGS OFFICERS DECISION, FAILED FOR LACK OF SECOND.**

**COMMISSIONER KELLEY MOVED TO LEAVE RECORD OPEN TO RECEIVE WRITTEN TESTIMONY ON THE ISSUE OF THE PSYCHOLOGICAL CONDITION OF THE APPELLANT, SECONDED BY COMMISSIONER SALTZMAN, WAS UNANIMOUSLY.**

**TIME LINES AGREED ON BY ALL TO ALLOW FIVE WEEKS, WITH THREE WEEKS FOR THE PURPOSE OF OBTAINING PSYCHOLOGICAL EVALUATIONS FROM EACH SIDE, AND TWO WEEKS FOR EACH SIDE TO RESPOND TO THE EVALUATIONS, THEN TO RETURN TO THE BOARD OF COUNTY COMMISSIONERS FOR CONSIDERATION.**

**COMMISSIONER COLLIER STATED CONCERN FOR ANYONE WHO REMAINS IN THIS FACILITY FOR CARE DURING THIS PERIOD OF TIME.**

**STEVE BALOG PRESENTED RESPONSE TO BOARD QUESTION AND EXPLANATION AS TO WHAT IS CURRENTLY BEING DONE AND THE CONCERNS OF THE COUNTY FOR THE WELL BEING OF ANY AND ALL RESIDENTS OF THIS FACILITY.**

**MR. KASTING SUGGESTED ASK MR. REEVES IF HE CAN ASSURE THAT ACCESS AS PROVIDED BY THE RULES WILL BE PROVIDED AND IF THIS IS NOT BEING DONE, IT WILL COME BACK BEFORE THE BOARD MORE EXPEDITIOUSLY.**

**MR. REEVES RESPONDED THAT HE WOULD MAKE THIS RECOMMENDATION TO HIS CLIENT AND EXPLAIN THAT SHE MUST COMPLY WITH THE COUNTY REGULATIONS.**

**MR. KASTING SUGGESTED THAT THE BOARD PROCEED AS DESCRIBED WITH THE FIVE WEEKS TO SUBMIT ADDITIONAL TESTIMONY, BUT TO MAKE THIS PROCEDURE CONTINGENT UPON THE APPELLANT COMPLYING FULLY WITH ADMINISTRATIVE STAFF AND IF APPELLANT FAILS THIS ISSUE WOULD COME BACK BEFORE THE BOARD IMMEDIATELY TO TAKE OTHER ACTION.**

**UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER HANSEN, IF THE APPELLANT IN THIS CASE DOSE NOT COMPLY WITH COUNTY RULES IN REGARDS TO PROVIDING INFORMATION AND COMPLY WITH THE PSYCHIATRIC EVALUATIONS, THAT THIS ISSUE WILL IMMEDIATELY BE BROUGHT BACK BEFORE THE BOARD OF COUNTY COMMISSIONERS FOR**

**IMMEDIATE ACTION. ALSO, THE DATE FOR CONSIDERATION AND POSSIBLE ACTION WILL BE DETERMINED AFTER ALL RESPONSES HAVE BEEN RECEIVED. MOTION WAS UNANIMOUSLY APPROVED.**

**MANAGEMENT SUPPORT**

R-4 *RESOLUTION in the Matter of the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1994) in the Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1994-95 Fiscal Year*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-4. DAVE BOYER PRESENTED EXPLANATION AND RESPONDED TO BOARD QUESTIONS. RESOLUTION 94-82 UNANIMOUSLY APPROVED.**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

C-4 *Budget Modification DES #15 Requesting Authorization to Transfer \$16,100 from Fair Fund Contingency into Personal Services to Fully Fund the Fair Administrator Position and a Temporary Clerical Position*

**COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF C-4. LANCE DUNCAN PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

**SERVICE DISTRICTS**

*(Recess as the Board of County Commissioners and convene as the Governing Body of Dunthorpe-Riverdale Sanitary Service District No. 1)*

R-5 *PUBLIC HEARING and First Meeting of the Board of County Commissioners Sitting as the Budget Committee for Dunthorpe-Riverdale Sanitary Service District No. 1 Regarding Acceptance and Approval of Fiscal Year 1994-95 Budget*

**COMMISSIONER COLLIER MOVED, AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-5. JOHN DORST PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. NO PUBLIC TESTIMONY RECEIVED. R-5 WAS UNANIMOUSLY APPROVED.**

*(Recess as the Governing Body of Dunthorpe-Riverdale Sanitary Service District No. 1 and convene as the Governing Body of Mid-County Street Lighting Service District No. 14)*

- R-6 *PUBLIC HEARING and First Meeting of the Board of County Commissioners Sitting as the Budget Committee for Mid-County Street Lighting Service District No. 14, Regarding Acceptance and Approval of Fiscal Year 1994-95 Budget*

**COMMISSIONER COLLIER MOVED, AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-6. JOHN DORST PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. NO PUBLIC TESTIMONY RECEIVED. R-6 WAS UNANIMOUSLY APPROVED.**

*(Recess as the Governing Body of Mid-County Street Lighting Service District No. 14 and reconvene as the Board of County Commissioners)*

#### **SHERIFF'S OFFICE**

- R-7 *Ratification of an Intergovernmental Agreement, Contract #800724, between the Metropolitan Explosive Disposal Unit (MEDU) and the Multnomah County Sheriff's Office to Participate in and Fund the Activities of the MEDU, Effective Upon Completion*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-7. LARRY AAB PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. R-7 WAS UNANIMOUSLY APPROVED.**

#### **DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-8 *RESOLUTION in the Matter of Exempting the Multnomah County Fair from Resolution 90-2 and Allowing the Multnomah County Fair to Serve Beer and Wine and to Enter into Sponsor Partnerships with Local Microbreweries and Wineries*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-8. BARBARA RUTHERFORD-CREST PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. COMMISSIONER KELLEY AND COMMISSIONER HANSEN PRESENTED EXPLANATION WHY THEY WOULD NOT SUPPORT THIS RESOLUTION. RESOLUTION 94-83 APPROVED, WITH**

**CHAIR STEIN, VICE-CHAIR COLLIER AND COMMISSIONER SALTZMAN VOTING AYE, AND COMMISSIONER KELLEY AND COMMISSIONER HANSEN VOTING NO.**

**DEPARTMENT OF HEALTH**

R-9 *Request for Approval of a Notice of Intent to Apply for a Grant from the Department of Health and Human Services for Funding the Development of Integrated Service Networks*

**COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-9. TOM FRONK PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. R-9 WAS UNANIMOUSLY APPROVED.**

**PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

R-10 *ORDER in the Matter of Exempting from Public Bidding a Contract with Racal-Datcom for the Provision of Modems*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-10. SUSAN KAESER PRESENTED EXPLANATION AND RESPONSE TO BOARD QUESTIONS. ORDER 94-84 WAS UNANIMOUSLY APPROVED.**

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

**NON-DEPARTMENTAL**

R-11 *PUBLIC HEARING and Testimony in the Matter of the Proposed Midland Branch Library Relocation and Possible Board Decision*

**PUBLIC TESTIMONY RECEIVED FROM MARK RUHLAND, ELMER SANKEY, KEN BRUNEAU, MAVIS HOLD, HOWARD HOLD, LELA JOANNE HILL, MARK CVETKO, MARIANNE FELT, LES PRATT, DENNIS RICHEY, MICHAEL DANA AND DIANE HARR.**

**PUBLIC COMMENT**

R-12 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

**NONE.**

*There being no further business, the meeting was adjourned at 11:45 a.m.*

**OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON**

  
Carrie A. Parkerson

---

*Thursday, May 5, 1994 - 11:45 AM  
Multnomah County Courthouse, Room 602*

**BOARD BRIEFING**

B-3 *Presentation and Discussion of Recommendations made by the 1994 Multnomah County Salary Commission, Presented by Judith Clark, Chair; Ron Craig and Mary Ann Wersch of the Multnomah County Salary Commission.*

**MULTNOMAH COUNTY AUDITOR, GARY BLACKMER INTRODUCED JUDITH CLARK, CHAIR OF THE MULTNOMAH COUNTY SALARY COMMISSION, PRESENTED AND EXPLAINED THE DETAILED REPORT OF THE SALARY COMMISSION. INFORMATION ONLY, NO BOARD ACTION TAKEN AT THIS TIME.**

Meeting Date: MAY 03 1994

Agenda No.: B-1

(Above Space for Board Clerk's Use *ONLY*)

**AGENDA PLACEMENT FORM**

SUBJECT: Presentation of City of Portland Budget by Mayor Vera Katz

BOARD BRIEFING:      Date Requested:  
                                 Amount of Time Needed:

REGULAR MEETING:      Date Requested: 5/3/94  
                                 Amount of Time Needed: 1:00 PM

DEPARTMENT: Nondepartmental

DIVISION: County Chair's Office

CONTACT: Chair Beverly Stein

TELEPHONE: 248-3308

BLDG/ROOM: 106/1410

PERSON(S) MAKING PRESENTATION: City of Portland Mayor, Vera Katz

**ACTION REQUESTED:**

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

**SUMMARY** (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if available):

Mayor Vera Katz will present the City of Portland '94-'95 Budget

BOARD OF  
COUNTY COMMISSIONERS  
1994 APR 27 PM 3:55  
MULTNOMAH COUNTY  
OREGON

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: \_\_\_\_\_

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

*Any Questions? Call the Office of the Board Clerk at 248-3277 or 248-5222.*

Meeting Date: MAY 04 1994

Agenda No.: B-2

(Above Space for Board Clerk's Use *ONLY*)

AGENDA PLACEMENT FORM

SUBJECT: Update on Community Strengths Meetings

BOARD BRIEFING: Date Requested:  
Amount of Time Needed:

REGULAR MEETING: Date Requested: 5/4/94  
Amount of Time Needed: 15 minutes

TIME CERTAIN 11:15 AM

DEPARTMENT: Nondepartmental

DIVISION: Chair's Office

CONTACT: Jo Ann Allen

TELEPHONE: 248-3963  
BLDG/ROOM: 106/1410

PERSON(S) MAKING PRESENTATION: Jo Ann Allen, Helen Richardson, Steve Johnson

ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if available):

Update on Community Strength Meetings

*No Briefing Held -  
Was Not Cancelled  
in advance.*

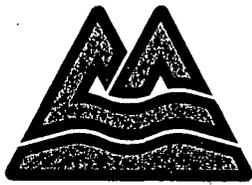
SIGNATURES REQUIRED:

ELECTED OFFICIAL: *Dorothy Stein*  
OR  
DEPARTMENT MANAGER: \_\_\_\_\_

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
1994 APR 27 PM 12:01

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

*Any Questions? Call the Office of the Board Clerk at 248-3277 or 248-5222.*



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

| BOARD OF COUNTY COMMISSIONERS |            |            |
|-------------------------------|------------|------------|
| BEVERLY STEIN •               | CHAIR      | • 248-3308 |
| DAN SALTZMAN •                | DISTRICT 1 | • 248-5220 |
| GARY HANSEN •                 | DISTRICT 2 | • 248-5219 |
| TANYA COLLIER •               | DISTRICT 3 | • 248-5217 |
| SHARRON KELLEY •              | DISTRICT 4 | • 248-5213 |
| CLERK'S OFFICE •              | 248-3277   | • 248-5222 |

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS FOR THE WEEK OF

May 2, 1994 - May 6, 1994

- Tuesday, May 3, 1994 - 9:00 AM - Budget Work Session . . . . . Page 2*
- Tuesday, May 3, 1994 - 11:30 AM - Budget Public Hearing . . . . . Page 2*
- Tuesday, May 3, 1994 - 1:00 PM - Board Briefing . . . . . Page 2*
- Tuesday, May 3, 1994 - 1:30 PM - Executive Session . . . . . Page 2*
- Wednesday, May 4, 1994 - 9:00 AM - Budget Work Session . . . . . Page 3*
- Wednesday, May 4, 1994 - 11:15 AM - Board Briefing . . . . . Page 3*
- Wednesday, May 4, 1994 - 11:30 AM - Budget Public Hearing . . . . . Page 3*
- Wednesday, May 4, 1994 - 6:00 PM - Budget Orientation . . . . . Page 3  
& Public Hearing - at the CENTRAL LIBRARY*
- Thursday, May 5, 1994 - 9:30 AM - Regular Meeting . . . . . Page 4*
- Thursday, May 5, 1994 - 11:45 AM - Board Briefing . . . . . Page 6*

*Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen at the following times:*

- Thursday, 10:00 PM, Channel 11 for East and West side subscribers*
- Thursday, 10:00 PM, Channel 49 for Columbia Cable (Vancouver) subscribers*
- Friday, 6:00 PM, Channel 30 for Paragon Cable (Multnomah East) subscribers*
- Saturday 12:00 Noon, Channel 21 for East Portland and East County subscribers*

**INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.**

*Tuesday, May 3, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602*

**BUDGET WORK SESSION**

**9:00 - 11:30 AM**

**WS-1** *Work Session to Review and Discuss the COMMUNITY AND FAMILY SERVICES BUDGET for 1994-95 and CITIZENS BUDGET ADVISORY COMMITTEE (CBAC) REPORT - Presented by the Appropriate Department and Budget Staff*

---

*Tuesday, May 3, 1994 - 11:30 AM*

*Multnomah County Courthouse, Room 602*

**BUDGET PUBLIC HEARING**

**11:30 AM - Noon**

**PH-1** *Public Hearing and Testimony for the COMMUNITY AND FAMILY SERVICES BUDGET*

---

*Tuesday, May 3, 1994 - 1:00 PM*

*Multnomah County Courthouse, Room 602*

**BOARD BRIEFING**

**B-1** *Briefing on the City of Portland's Approved Budget. Presented by Mayor Vera Katz. 1:00 PM TIME CERTAIN, 30 MINUTES REQUESTED.*

---

*Tuesday, May 3, 1994 - 1:30 PM*

*Multnomah County Courthouse, Room 602*

**EXECUTIVE SESSION**

**E-1** *Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660 (1)(e) for Deliberations Concerning Real Property Transactions - 1:30 TIME CERTAIN, 1 HOUR REQUESTED.*

Wednesday, May 4, 1994 - 9:00 AM

Multnomah County Courthouse, Room 602

**BUDGET WORK SESSION**

**9:00 - 11:15 AM**

WS-2

Work Session to Review and Discuss the **HEALTH DEPARTMENT BUDGET for 1994-95 and CITIZENS BUDGET ADVISORY COMMITTEE (CBAC) REPORT** - Presented by the Appropriate Department and Budget Staff

---

Wednesday, May 4, 1994 - 11:15 AM

Multnomah County Courthouse, Room 602

**BOARD BRIEFING**

B-2

Update and Presentation on the Community Strength Meetings. Presented by Jo Ann Allen, Helen Richardson and Steve Johnson. **11:15 AM TIME CERTAIN, 15 MINUTES REQUESTED.**

---

Wednesday, May 4, 1994 - 11:30 AM

Multnomah County Courthouse, Room 602

**BUDGET PUBLIC HEARING**

**11:30 AM - Noon**

PH-2

Public Hearing and Testimony for the **HEALTH DEPARTMENT BUDGET**

---

Wednesday, May 4, 1994 - 6:00 PM

Multnomah County Central Library - Auditorium  
801 SW 10th Avenue

**BUDGET OVERVIEW & ORIENTATION and  
PUBLIC HEARING**

**6:00-7:00 PM** Overview and Orientation of Multnomah County Chair's Proposed 1994-95 Budget

PH-3

**7:00-8:00 PM** Public Hearing and Testimony for the Multnomah County Proposed 1994-95 Budget

Thursday, May 5, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

- C-1 *Dispenser Class C/Greater Privilege Liquor License Application Submitted by Sheriff's Office with Recommendation for Approval, for CLUB GENESIS, 13639 SE POWELL, PORTLAND*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-2 *ORDER in the Matter of the Execution of Correction Deed D940971 for Certain Tax Acquired Property to AAA STRUCTURES INC.*
- C-3 *ORDER in the Matter of Contract 15765 for the Sale of Certain Real Property to GREGORY V. WEIGEL, FRANCESCA W. ROSEMEYER AND JUDITH ANN DONALDSON*
- C-4 *Budget Modification DES #15 Requesting Authorization to Transfer \$16,100 from Fair Fund Contingency into Personal Services to Fully Fund the Fair Administrator Position and a Temporary Clerical Position*

DEPARTMENT OF HEALTH

- C-5 *Ratification of an Intergovernmental Revenue Agreement, Contract #202294, between METRO and Multnomah County, Health Department to Provide Assistance and Guidance in the Completion of a Bloodborne Pathogens Program Services, Effective May 2, 1994 through May 1, 1995*

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 *Presentation in the Matter of Employee Service Awards Honoring Multnomah County Employees with Various Years of Service. 9:30 AM TIME CERTAIN, 20 MINUTES REQUESTED.*
- R-2 *PROCLAMATION in the Matter of Proclaiming May 12, 1994 as Chronic Fatigue Syndrome Awareness Day in Multnomah County, Oregon. 9:50 AM TIME CERTAIN, 10 MINUTES REQUESTED.*

- R-3 *Consideration in the Matter of Setting A Hearing Date Regarding an Appeal of the Revocation of an Adult Home Care License for Charla Dinnocenzo. 10:00 AM TIME CERTAIN, 10 MINUTES REQUESTED.*

**MANAGEMENT SUPPORT**

- R-4 *RESOLUTION in the Matter of the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1994) in the Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1994-95 Fiscal Year*

**SERVICE DISTRICTS**

*(Recess as the Board of County Commissioners and convene as the Governing Body of Dunthorpe-Riverdale Sanitary Service District No. 1)*

- R-5 *PUBLIC HEARING and First Meeting of the Board of County Commissioners Sitting as the Budget Committee for Dunthorpe-Riverdale Sanitary Service District No. 1 Regarding Acceptance and Approval of Fiscal Year 1994-95 Budget*

*(Recess as the Governing Body of Dunthorpe-Riverdale Sanitary Service District No. 1 and convene as the Governing Body of Mid-County Street Lighting Service District No. 14)*

- R-6 *PUBLIC HEARING and First Meeting of the Board of County Commissioners Sitting as the Budget Committee for Mid-County Street Lighting Service District No. 14, Regarding Acceptance and Approval of Fiscal Year 1994-95 Budget*

*(Recess as the Governing Body of Mid-County Street Lighting Service District No. 14 and reconvene as the Board of County Commissioners)*

**SHERIFF'S OFFICE**

- R-7 *Ratification of an Intergovernmental Agreement, Contract #800724, between the Metropolitan Explosive Disposal Unit (MEDU) and the Multnomah County Sheriff's Office to Participate in and Fund the Activities of the MEDU, Effective Upon Completion*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-8 *RESOLUTION in the Mater of Exempting the Multnomah County Fair from Resolution 90-2 and Allowing the Multnomah County Fair to Serve Beer and Wine and to Enter into Sponsor Partnerships with Local Microbreweries and Wineries*

**DEPARTMENT OF HEALTH**

- R-9      *Request for Approval of a Notice of Intent to Apply for a Grant from the Department of Health and Human Services for Funding the Development of Integrated Service Networks*

**PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

- R-10      *ORDER in the Matter of Exempting from Public Bidding a Contract with Racal-Datcom for the Provision of Modems*

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

**NON-DEPARTMENTAL**

- R-11      *PUBLIC HEARING and Testimony in the Matter of the Proposed Midland Branch Library Relocation and Possible Board Decision, 11:15 AM TIME CERTAIN, 30 MINUTES REQUESTED.*

**PUBLIC COMMENT**

- R-12      *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

---

*Thursday, May 5, 1994 - 11:45 AM*

*Multnomah County Courthouse, Room 602*

**BOARD BRIEFING**

- B-3      *Presentation and Discussion of Recommendations made by the 1994 Multnomah County Salary Commission, Presented by Judith Clark, Chair; Ron Craig and Mary Ann Wersch of the Multnomah County Salary Commission. 11:45 AM TIME CERTAIN, 15 MINUTES REQUESTED.*

MULTNOMAH COUNTY BUDGET MEETING SCHEDULE

(April 22, 1994 Revision)

|  |                |                                       |
|--|----------------|---------------------------------------|
| <i>Community &amp; Family Services<br/>Division (CFS) Work Session</i> | <u>5/3/94</u>  | <u>9:00-11:30 am - Board Room +</u>   |
| <u><i>CFS Public Testimony</i></u>                                     | <u>5/3/94</u>  | <u>11:30-12:00 pm - Board Room</u>    |
| <i>Health Department (HD) Work<br/>Session</i>                         | <u>5/4/94</u>  | <u>9:00-11:30 am - Board Room</u>     |
| <u><i>HD Public Testimony</i></u>                                      | <u>5/4/94</u>  | <u>11:30-12:00 pm - Board Room</u>    |
| <u><i>*CFS/HD Public Testimony</i></u>                                 | <u>5/4/94</u>  | <u>1:30-4:30 pm - Board Room</u>      |
| <u><i>Budget 101 Orientation</i></u>                                   | <u>5/4/94</u>  | <u>6:00-7:00 pm - Central Library</u> |
| <u><i>Public Hearing/Budget</i></u>                                    | <u>5/4/94</u>  | <u>7:00-8:00 pm - Central Library</u> |
|  |                | <u>Auditorium, 801 SW 10th,</u>       |
|  |                | <u>Portland</u>                       |
| <i>Aging Services Division<br/>(ASD) Work Session</i>                  | <u>5/9/94</u>  | <u>10:00-11:30 am - Board Room</u>    |
| <u><i>ASD Public Testimony</i></u>                                     | <u>5/9/94</u>  | <u>11:30-12:00 pm - Board Room</u>    |
| <i>Juvenile Justice Division<br/>(JJD) Work Session</i>                | <u>5/9/94</u>  | <u>1:30-3:00 pm - Board Room</u>      |
| <u><i>JJD Public Testimony</i></u>                                     | <u>5/9/94</u>  | <u>3:00-3:30 pm - Board Room</u>      |
| <i>District Attorney (DA) Work<br/>Session</i>                         | <u>5/9/94</u>  | <u>3:30-4:30 pm - Board Room</u>      |
| <u><i>DA Public Testimony</i></u>                                      | <u>5/9/94</u>  | <u>4:30-5:00 pm - Board Room</u>      |
| <i>Multnomah County Sheriff's<br/>Office (MCSO) Work Session</i>       | <u>5/10/94</u> | <u>9:00-11:30 am - Board Room</u>     |
| <u><i>MCSO Public Testimony</i></u>                                    | <u>5/10/94</u> | <u>11:30-12:00 pm - Board Room</u>    |
| <u><i>*ASD/JJD Public Testimony</i></u>                                | <u>5/11/94</u> | <u>1:30-3:00 pm - Board Room</u>      |
| <u><i>*DA/MCSO Public Testimony</i></u>                                | <u>5/13/94</u> | <u>9:30-12:00 pm - Board Room</u>     |
| <i>Department of Environmental<br/>Services (DES) Work Session</i>     | <u>5/23/94</u> | <u>9:00-11:30 am - Board Room</u>     |
| <u><i>DES Public Testimony</i></u>                                     | <u>5/23/94</u> | <u>11:30-12:00 pm - Board Room</u>    |
| <i>Department of Community<br/>Corrections (DCC) Work Session</i>      | <u>5/23/94</u> | <u>1:30-4:30 pm - Board Room</u>      |
| <u><i>DCC Public Testimony</i></u>                                     | <u>5/23/94</u> | <u>4:30-5:00 pm - Board Room</u>      |
| <i>DES &amp; Management Support<br/>Services (MSS) Work Session</i>    | <u>5/24/94</u> | <u>9:00-11:30 am - Board Room</u>     |
| <u><i>DES/MSS Public Testimony</i></u>                                 | <u>5/24/94</u> | <u>11:30-12:00 pm - Board Room</u>    |

MULTNOMAH COUNTY BUDGET MEETING SCHEDULE - continued  
(April 22, 1994 Revision)

|   |                |  |
|---|----------------|--|
| <i>Department of Library<br/>Services (DLS) Work Session</i>                | <u>5/31/94</u> | <i>9:00-11:30 am - Board Room</i>  |
| <u><i>DLS Public Testimony</i></u>  | <u>5/31/94</u> | <u><i>11:30-12:00 pm - Board Room</i></u>  |
| <u><i>*DLS/DES/DCC Public Testimony</i></u>                                 | <u>5/31/94</u> | <u><i>1:30-4:30 pm - Board Room</i></u>  |
| <i>Independent Agencies &amp; Other<br/>Government Support Work Session</i> | <u>6/1/94</u>  | <i>9:00-11:30 am - Board Room</i>  |
| <u><i>Ind/Other Public Testimony</i></u>                                    | <u>6/1/94</u>  | <u><i>11:30-12:00 pm - Board Room</i></u>  |
| <u><i>Public Hearing/Budget</i></u>   | <u>6/1/94</u>  | <u><i>7:00-9:00 pm - Council<br/>Chambers, Gresham City Hall,<br/>1333 NW Eastman Parkway,<br/>Gresham</i></u> |
| <i>General Work Session</i>   | <u>6/7/94</u>  | <i>9:30-12:00 pm - Board Room</i>  |
| <u><i>Public Hearing/Budget</i></u>   | <u>6/7/94</u>  | <u><i>7:00-9:00 pm - Board Room</i></u>  |
| <i>General Work Session</i>   | <u>6/8/94</u>  | <i>9:30-12:00 pm - Board Room</i>  |
| <i>General Work Session</i>   | <u>6/14/94</u> | <i>9:30-12:00 pm - Board Room</i>  |
| <i>General Work Session</i>   | <u>6/15/94</u> | <i>9:30-12:00 pm - Board Room</i>  |
| <u><i>Public Hearing/Adopt Budget</i></u>                                   | <u>6/16/94</u> | <u><i>9:30-12:00 pm - Board Room</i></u>   |

(\* Denotes Additional Public Testimony As Needed)

+ Board Room Address:

Multnomah County Courthouse, Room 602  
1021 SW Fourth Avenue, Portland, Oregon 97204

Contact the Office of the Board Clerk, 248-3277 or 248-5222  
for Further Information

# Mayor's Message

---

I am pleased to present the FY 1994-96 City of Portland Approved Budget. It's what I've called "a budget with ears." Your concerns and priorities were heard, and they formed the foundation for the City Council in developing the budget.

## Your City, Your Choice

Before we set out to put this budget together, we asked you, the citizens of Portland, to tell us what you believed to be the most pressing city-wide and neighborhood needs in an extensive public outreach process, the most comprehensive in two decades. We sent a questionnaire in *FOODday*, which reaches nearly every household in the city. We conducted eight community forums in the neighborhoods where you gave us your views in small work groups. And we did a random-sample telephone survey.

You told us, when asked what goals you felt City Council should give urgent priority to over the next two years, that "quality education" a "safe, peaceful community," and a good environment for families and children, ranked at the top by a wide margin over other concerns.

Several demands came through loud and clear, when you were asked to be more specific at the eight face-to-face meetings. You told us how important increased public safety is, of course, but over and over, such initiatives as effective anti-graffiti programs, better traffic management, and expanded youth recreation programs also emerged as vital concerns.

Residents of North Portland were adamant about the need for a continued police presence in St. Johns; people who live in Northeast Portland focused on public safety and jobs; in Southeast, on decent affordable housing and the need for a community center; and in Southwest, on land use and traffic safety issues.

We listened carefully. The Council reviewed what you said and established a work plan. Building upon the work completed in the Mayor's Proposed budget, the approved budget addresses your uppermost concerns and achieves the Council's goals.

As a result, this is not only the Mayor's and the Council's budget, but your budget.

This document is not just numbers assembled to keep the accountants busy, but an agreement we in government make, our contract with you, to use the tax dollars entrusted to city government to honor your priorities and do the things you expect from city government.

# Mayor's Message

---

The budget is our instrument for working together to build and shape the Portland of Our Choice, the Portland envisioned in *Portland Future Focus*.

In that vision, Portland thrives as the region's economic and cultural center and considers education among its highest priorities. It works through strong public-private partnerships to set priorities. It has a diverse economic base, provides an abundance of family-wage jobs for its residents, offers safe, affordable housing for all income levels, and, perhaps most important, is a city that provides a humane and nurturing environment for all.

## **Building on Results of Change**

In our quest for achieving that vision, we have begun a crusade of change in the way this city government functions. And we are building on the early results of those changes.

We have set out to make city government more efficient, more innovative, more productive and more responsive to you, our customers, the citizens of Portland.

We are building on the progress we have made to enhance public safety through an expanding commitment to community policing and more efficient deployment of police personnel. With the completion of *Prosperous Portland*, the city's new economic development strategy, we are moving to make business and job creation a top priority. And we have been focusing special attention on improving neighborhood livability and economic vitality, particularly in inner Northeast and outer Southeast Portland.

## **Council Goals**

Responding to what we learned from you in the public outreach process, the Council identified their goals and priorities for the 1994-96 budget. We agreed that we would work in this budget toward achieving:

- Credible, efficient, responsive, affordable and accessible delivery of public services;
- Decent, affordable housing;
- Economic vitality and security;
- Healthy families and children;
- Financial stability;
- Quality education;
- A safe and peaceful community; and
- A well-planned city with managed and balanced growth.

# Mayor's Message

---

We agreed, also, that to achieve these goals we would give the greatest urgency to improvements on several specific benchmarks. They include the percentage of Portland citizens:

- who feel safe and secure;
- who live above the poverty line;
- who have access to health care;
- who feel a sense of community in their neighborhoods; and
- who are satisfied that public services are necessary; responsive and cost effective.

We also agreed to work on improving our record in:

- The percentage of students who achieve established skills levels;
- The percentage of children living above the poverty level;
- Reported violent crimes per 1,000 population;
- Reported incidents of domestic violence;
- Per capita cost of government; and
- Average annual pay per worker.

The budget represents the Council's plan for addressing six broad areas: Quality education; public safety; families and children; customer service and government efficiency; economic vitality; and managed growth and livability.

## **Quality Education**

We recognize that Portland's future prospects and its livability are inextricably tied to the health of our schools and the quality of our workforce. Educational excellence clearly will be the single most critical factor in determining whether this community's fortunes rise or fall in the global economy of the 21st century. Portland must be a city that attracts and keeps families, or it will cease to exist as we know it and want it to be.

This budget responds, within the limits of our resources, to an extraordinary challenge: the serious and painful financial dilemma of our public schools.

A threat to the health of our schools clearly is a threat to our children's futures. It is also a threat to the community's economic health, its ability to attract businesses and jobs and, indeed, to the very social fabric that binds the community together.

# Mayor's Message

---

City government alone cannot provide more than a fraction of the answer. Funding for public education is a problem well beyond our capacity to resolve. But we can help.

The Approved Budget allocates \$5 million over two years including:

- \$3 million to support 27 school police officers and support positions under a contract with Portland Public School District Police, an action, I must add, that is only a two year commitment because of concerns we have about our own financial situation. Funding in the second year will be subject to further Council review contingent upon the continuation of the \$7.2 million in annual cigarette and liquor revenues that the State shares with the City. Still, the savings the schools will realize as a result will permit the retention of up to 35 elementary teachers who otherwise would be laid off in the coming school year.

Also to be funded is:

- A \$1 million set-aside for each of the next two fiscal years to respond to cuts in local school recreation programs, two thirds of it to come from the General Fund and the rest from increases in the golf fees, including a \$.50 increase in the fee surcharge at city golf courses. The money will be used city-wide to expand the number of community school sites by 25; or for a variety of after-school clubs, sports, arts, music, and other activities that might otherwise not be funded. These services will be available to all school districts overlapping the boundaries of the City.

We recognize the enormity of the schools' long range funding problem and we will continue to work with the school board, the business community, state officials and other groups to provide the leadership it will take to devise a long-range solution.

## **Public Safety**

The freedom to live in safety and peace is the first requirement of a successful community. The loftier aspirations we have for Portland will be hollow dreams without a sense of security in our homes, in our places of businesses and on the streets.

This budget deepens and expands our commitment to achieving a safe and peaceful community. The Council's budget includes the following:

- Continued support for community policing, which already has shown impressive results in Old Town where we have made major gains in cleaning up the "open-air drug market"; in the seven-percent-faster police response to priority calls; in the push against repeat

# Mayor's Message

---

offenders; in the crackdown on auto thefts; and, most important, in the reduction of Part I crimes and in the increase, up from previous years, of citizens who feel safer.

- Fifty-seven new positions in the Police Bureau, site selection for a new Outer East Precinct and maintenance of fire services to serve the additional 22,500 people who will become Portland residents as a result of annexation during the budget year.
- Funds to maintain a police precinct in St. Johns and for the temporary housing of East Precinct at the National Guard Armory, while the site selection process proceeds for either a new or refurbished Inner East Precinct.

In meeting the challenge of growth, 63 Multnomah County Deputy Sheriffs will be transferred to the City's Police Bureau, 38 on July 1 of 1994, and the remaining 25 on the following July. While this will result in an additional expenditure of just over \$1 million, it will place highly trained and skilled career officers on the street immediately further improving our ability to fight crime through community policing. The action will also allow Multnomah County to divert dollars within its budget to juvenile and other prevention and correction services critical to the public safety system.

The budget also will provide funds:

- To insure a continued smooth transition to the new emergency communications system, which consolidates police, fire and emergency medical dispatches under one roof for greater efficiency; and for the new 800 MhZ radio system, a network that will greatly enhance public safety communications;
- To support a graffiti initiative that will give the Police Bureau responsibility for coordinating graffiti prevention, sanctions, a central graffiti "hot-line," and clean-up programs in which area fire stations will make cleaning and other supplies available; and \$430,700 for an expanded school traffic safety program.

## **Families & Children**

This budget supports a broader effort by the city to promote the workforce development of youth and it intensifies our commitment to reduce the tide of domestic violence that is destroying families.

The city and The Private Industry Council (TPIC), which administers federal grant money for youth, have developed a joint funding strategy that will pool our funds, giving the community-based organizations more dollars to serve neighborhood kids, doing the job they know best.

# Mayor's Message

---

The council has approved just under \$1 million for summer job programs for youth, support for TPIC youth programs and for public employment opportunities within the Bureaus of Police, Water, Environmental Services and Transportation.

The budget also includes close to \$1 million from multiple sources to support programs for victims of domestic violence. Included are \$685,000 for the Portland Police Bureau's Domestic Violence Reduction Unit and \$386,200 in city funds to expand shelter space. In addition to this amount, Multnomah County will add another \$200,000 for shelter efforts.

During the budget hearings we also heard from our senior citizens on needed services. In response to those concerns, \$65,000 was added to the budget to cover the annual increase in rental costs for the recently relocated senior center on SE 46th and Belmont. The Council also added \$16,000 to cover the City's share of support necessary to continue the Gatekeeper Program. This program identifies seniors who are potentially "at-risk" and provides services necessary to meet their individual needs.

## **Customer Service & Government Efficiency**

We continue in this budget to move toward fulfillment of our promise of a more credible, efficient, responsive, affordable and accessible delivery of public services.

One of the major recommendations of *Prosperous Portland*, the economic development strategy for the city, is to make a new customer-service ethic an integral part of the way city government serves the community.

Some of the new initiatives in this budget which address the goal of more efficient, effective government include:

- \$100,000 for a city-wide system of quality improvement, including customer service training for city employees;
- \$250,000 for the second year of the innovations loan program encouraging city agencies to experiment with new ways of providing services. City agencies in the new fiscal year will already begin repaying loans from the fund. And eventually we expect it to be self-supporting as a result of the savings and revenues generated by the projects it supports; and
- Transition of the Metropolitan Arts Commission from a city agency to a nonprofit, regionally-supported organization, giving it more flexibility to attract funds from a broad array of private and public sources and permitting it to operate more efficiently.

# Mayor's Message

---

This budget also recommends:

- \$50,000 for continued implementation of a city employee suggestion program aimed at empowering employees to improve city services;
- Creation of joint labor-management committees in each of the major service bureaus, charged with identifying opportunities for efficiencies and productivity improvements; and
- \$836,000 for ten financial and performance audits directed toward improving city programs.

Next year, the State of Oregon through a contract will assume responsibility for the disposal of surplus property for the city. That action is expected to save the City \$143,000 each year.

## **Economic Vitality**

The global economy has been undergoing profound changes, as we all know. Those changes have far-reaching implications for all businesses, large and small. As trade and investment barriers fall, every business will be competing not just locally and regionally but in the worldwide marketplace.

Portland's network of national and international transportation links, our vantage point on the booming Pacific Rim and our city's strong attraction to skilled workers as a good place to live offer us a better shot than most cities have at capitalizing on global economic opportunities.

But we have some handicaps. The city's permitting process can at times become unwieldy and the regulatory environment has sometimes put our businesses at a disadvantage.

*Prosperous Portland* lays out a policy framework for ensuring that Portland will, indeed, prosper as we enter the 21st century. It calls for a multitude of initiatives, small and large; and it calls for involvement of a multitude of partners, public and private.

This budget provides support in each of these areas, with the Portland Development Commission functioning as the lead agency and focal point for many of these initiatives, but with the full support of all other city bureaus and agencies.

The budget recommends in excess of \$1 million in additional support for economic development, business retention and job development programs, including close to \$100,000 in support of the Northeast Workforce Center. Of this amount \$637,979 is from the General Fund with the remaining \$569,300 supported by PDC program income. Included is an additional \$50,000 in expanded assistance to business districts.

*Prosperous Portland*, in particular, calls for an increased emphasis on international business development. The Mayor's Business Roundtable has established a working group, which will put

# Mayor's Message

---

in place an aggressive strategy for making Portland fertile ground for companies around the world. This budget will support laying the groundwork for an International Council in Portland modeled on Seattle's highly successful venture.

Another initiative aimed at promoting the city's prosperity which this budget supports, is the design of southbound access to I-5 from the Central Eastside business district.

## **Managed Growth & Livability**

Growth is one of the biggest challenges Portland faces. Over the next two decades a half million more people will move into the Portland metropolitan area, according to current forecasts.

We need to face that growth head on, using our land and resources as wisely as we can. We need to be good stewards of our city and strengthen the neighborhoods we love. We don't want the traffic congestion that other cities struggle with. We don't want the environmental problems. And we don't want poorly-designed housing that does not complement and blend with the character of our neighborhoods.

We have an opportunity now, as we did with the downtown and with light rail, to plan for our future, to think and to manage our growth smart, so that we can look back 10 or 20 years from now and be proud of the city we live in.

To that end, this budget funds the Mayor's Livable Cities Housing Initiative with \$330,000 in General Fund money in each of the next two fiscal years, to be matched by equivalent private sector contributions.

The money would finance a joint venture between the City of Portland and the private sector to help prepare for the growth we expect. It will work with neighborhoods, lenders, developers, property owners, community groups and neighborhood businesses to:

- Identify residential or mixed use sites, primarily along light rail lines and other transit corridors;
- Design housing compatible with the neighborhood, primarily along key transit streets that frame the neighborhood;
- Provide opportunities for small neighborhood stores along key transit streets; and
- Identify other neighborhood concerns that need to be addressed to strengthen the neighborhood.

During the budget hearings we heard many views on this program. As a result, additional advice will be sought from community lending and other financial institutions in finalizing the design of the program. That design will address the housing needs of all income levels.

# Mayor's Message

---

Other initiatives the budget supports include:

- Continued implementation of the Albina Community Plan and completion of the Outer Southeast Community Plan, items totaling \$724,000.
- Initiation of a new community plan with support totalling \$304,000.
- Planning for development in the River District on the north side of downtown; Capital spending to maintain, improve and expand the city's parks, street system, sewers, facilities and water lines;
- \$2.9 million in support of light rail planning and construction, including \$1 million in matching funds for the Westside light rail line and \$725,000 going into planning for the North-South line on the eastside;
- \$1.2 million for improved pedestrian and bicycle access;
- \$300,000 in the Bureau of Housing and Community Development budget for one-time grants to support projects to be implemented by community-based organizations; and
- \$12 million for the continuation of housing assistance to low-income households supported by federal dollars.

Let me turn briefly, now, to utility rates and capital investments.

## Utility Rates

The city's utilities face significant future challenges that will intensify pressures to increase rates. This budget continues to contain those pressures, as the current year's budget did, because we recognize that, although the rates are at competitive levels, they represent a significant percentage of median household income.

Commissioner Lindberg will bring forward a plan to create a Citizens Utility Commission to look out for ratepayers in the tug-of-war between competing interests.

Bureau of Environmental Services sewer rates will increase by an average of 13 percent a year over the next two fiscal years. After a careful review with the Bureau and our new Utility Review Team, we were able to divert nearly \$5.4 million to improve the bureau's position in meeting future financial challenges. Foremost among those challenges is the long-term capital financing needs associated with eliminating the overflow of sewer and stormwater into our waterways.

The Water Bureau's requested 9.3 percent rate increase was trimmed to six percent through a similar review by decreasing proposed new programs and by adjusting the budget to more closely reflect actual expenditure rates.

# Mayor's Message

---

## Capital Investments

The city faces a critical long-range need to preserve and improve its capital investments. A review completed in 1990 of City General Fund requirements identified short-term capital requirements totalling nearly \$50 million. Long-term requirements, or those that the City can expect over the next two decades totalled \$124 million. This combination of existing and future requirements will continue to increase without an infusion of additional resources. In recognition of that fact, Council last year established as a priority the development of a comprehensive long-range capital plan and financing strategy. Commissioner Hales has been working on a proposal that he intends to introduce to the Council in May of 1994. Because of its importance to the city's future stability, livability and economic vitality, I along with other members of the Council, continue to support the development and implementation of an overall long-range capital plan.

After touring our city's parks, it quickly became apparent the condition of many of them has deteriorated. The grounds, the play areas, the playground equipment and the toilet facilities are in need of repair. These conditions are unacceptable and it is why Council in the very near future will be called upon to address this critical issue.

## Overall Fiscal Picture

Before reviewing some of the "bottom-line" numbers, it is important to understand the fiscal environment in which this budget was developed.

The five-year financial forecast upon which this budget is based indicated the Council would have very little capacity to expand new programs. Why? Because beginning in FY 1995-96, or in the second year of this budget, the General Fund will need to absorb \$8.6 million in annual urban renewal debt over the next 16 years, until the year 2010. To do that and maintain existing service levels, literally every dollar we have needs to be reserved for future use.

In addition, there are other significant issues which dictate a conservative approach to our budget. The forecast assumes continued economic growth; yet as we have seen recently with fluctuations in major indicators and increasing interest rates, that prospect may be anything but secure.

The next legislative session will take up the very difficult issue of school finance. The results may be decreased city revenues or additional service responsibilities. The forecast assumes continued growth in property values, in the range of six percent. With recent rises in mortgage rates, that too might change.

Outside the general fund, our other major enterprises also face a difficult financial future. Our utilities, water and sewer, face significant capital requirements over the next decade, which are

# Mayor's Message

---

already resulting in pressure to increase rates, as I indicated earlier. Transportation has forecast significant shortfalls in future years because of decreased growth in State gas tax revenues.

It is because of these uncertainties, because of the need to cover the urban renewal debt requirement, and out of prudence that the Council decided, once again, to follow a conservative approach in this budget. Even as we absorb the urban renewal debt, the five-year budget plan will allow us to maintain service levels. It will preserve a high level of flexibility to address future uncertainties by maintaining our critical general fund reserves. Although more work needs to be done, sewer and water rates will increase by only that amount necessary to ensure we can respond to mandates and to protect and preserve these valuable public assets.

## **Budget Proposal Summary**

The budget for the coming fiscal year totals just under \$902.9 million. It will support a large, complex city corporation providing a wide array of services to its citizens. The city cares for 9,600 acres of land in its park system, and 3,577 miles of roadway. We also provide service to 125,000 sewer connections and maintain 1,700 miles of water lines. The city has 45,000 street lights that must be kept in good repair. Your Police Bureau responds to a quarter of a million calls for help each year; and your Fire Bureau to nearly 48,000 emergencies annually. In addition to these basic services, the city also provides housing assistance and job development services.

The city's budget also provides services to an expanded population and area. As a result of annexations, the city will serve another 22,500 people next year and an additional 31 square miles of area. The budget increases by \$6.2 million just to provide services to this new area.

The good news is not only have we grown, but we have also become more efficient. When measured on a per capita basis, the cost-per-person for our operating and capital budgets will actually decrease next fiscal year by over seven percent. The per capita General Fund drops by three percent.

The number of overall positions will increase by less than one percent, almost entirely the result of annexations. In fact, without the 57 new positions added to police, positions would actually have decreased. Since 1984 city-positions-per-thousand population have actually declined by 12 percent. In short, growth in the city's budget and positions have been less than growth in the population and service area.

# Mayor's Message

---

## A Call to Action

The budget was shaped by citizen input. We re-tooled the budget process to address more directly than ever neighborhood priorities. But true progress will not come about without your involvement and the involvement of your neighbors.

Change has to start with you, the citizens of Portland. Your help, and the help of many others, will continue to be needed on such wonderful efforts as:

- Oregon Children's Foundation/SMART program**, which is designed to help create enthusiastic readers who can read at or above their grade level by the time they leave elementary school;
- Habitat for Humanity**, which seeks to eliminate poverty housing and to make decent shelter a matter of conscience and action; it builds and rehabilitates homes with the help of the homeowners;
- HIV Day Center of Ecumenical Ministries of Oregon**, which provides as many supportive services to persons with HIV disease to enhance their ability to help themselves;
- The Urban League's** multiple effort to help African Americans and others to achieve economic self sufficiency through counseling to youth and families, educational and tutorial services, gang awareness and prevention, Big Brother and Big Sister programs, and employment assistance;
- The Youth Gang Outreach Program**, which coordinates with the Private Industry Council, efforts to remove graffiti and well as to provide employment for youth.

These are just a few examples of ways in which citizens can volunteer to help build the Portland we want. If you or others want to get involved in building a better Portland, please call my office. The number is 823-4120. We will mail you an application to join this effort.

# Mayor's Message

---

## Conclusion

This city has always dared to dream big dreams. That is why Portland is recognized nationally and internationally for its vision and good planning. The challenges we face now, although formidable, are no greater than the ones we faced and mastered in the Sixties when the health of the entire downtown was threatened.

This budget is offered in that spirit, in the knowledge that, through creative partnerships, ingenuity and hard work, we can and will achieve the Portland of our dreams.

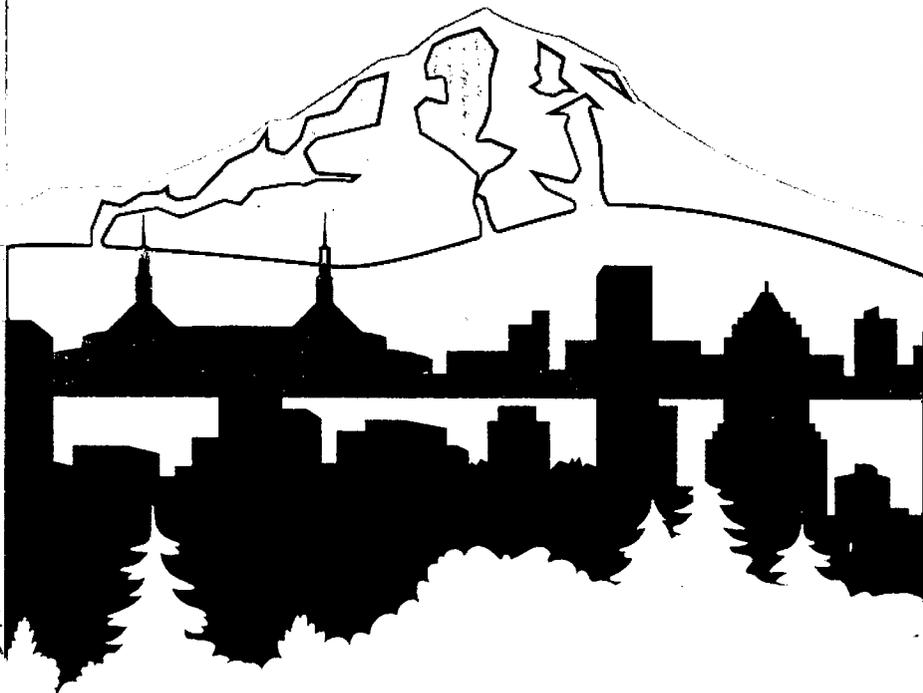
With warm regards,

Vera Katz, Mayor  
City of Portland

MAYOR'S PROPOSED BUDGET

**CITY OF  
PORTLAND**

FISCAL YEARS 1994-1996



*Your City - Your Choice*

*This document describes the Mayor's Proposed Budget for Fiscal Year 1994-1996, divided by distinct program areas. It also outlines the priorities and major decisions of the Mayor relative to Portland's immediate future, for review by the City Council during the annual budget hearings. For more information, contact the Office of Finance and Administration at 823-5288.*

**Mayor's Proposed Budget  
City of Portland, Oregon  
Fiscal Years 1994 - 1996**



**Submitted by Mayor Vera Katz  
to the Budget Committee**

***Mayor Vera Katz  
Commissioner Earl Blumenauer  
Commissioner Charlie Hales  
Commissioner Gretchen Kafoury  
Commissioner Mike Lindberg  
Auditor Barbara Clark***

# Mayor's Message

---

I am pleased today to present the Mayor's Proposed Budget for 1994-96. It's what I've called "a budget with ears." Your concerns and your priorities were heard, and they shaped the basic outline of what I am proposing to the City Council.

## Your City, Your Choice

Before we set out to put this budget together, we asked you, the citizens of Portland, to tell us what you believed to be the most pressing city-wide and neighborhood needs in an extensive public outreach process, the most comprehensive in two decades. We sent a questionnaire in *FOODday*, which reaches nearly every household in the city. We conducted eight community forums in the neighborhoods where you gave us your views in small work groups. And we did a random-sample telephone survey.

You told us, when asked what goals you felt City Council should give urgent priority to over the next two years, that "quality education" a "safe, peaceful community," and a good environment for families and children, ranked at the top by a wide margin over other concerns.

Several demands came through loud and clear, when you were asked to be more specific at the eight face-to-face meetings. You told us how important increased public safety is, of course, but over and over, such initiatives as effective anti-graffiti programs, better traffic management, and expanded youth recreation programs also emerged as vital concerns.

Residents of North Portland, were adamant about the need for a continued police presence in St. Johns; people who live in Northeast Portland focused on public safety and jobs; in Southeast on decent affordable housing and the need for a community center; and in Southwest on land use and traffic safety issues.

We listened carefully. The Council reviewed what you said and established a work plan. And I am now proposing a budget that seeks to address your uppermost concerns and to achieve the Council's goals.

Next week Council will begin a series of public hearings to get your suggestions for further refinements. When it is finally adopted, this will not only be the Mayor's and the Council's budget, but your budget.

This document is not just numbers assembled to keep the accountants busy, but an agreement we in government make, our contract with you, to use the tax dollars entrusted to city government to honor your priorities and do the things you expect from city government.

The budget is our instrument for working together to build and shape the Portland of Our Choice, the Portland envisioned in *Portland Future Focus*.

# Mayor's Message

---

In that vision, Portland thrives as the region's economic and cultural center and considers education among its highest priorities. It works through strong public-private partnerships to set priorities. It has a diverse economic base, provides an abundance of family-wage jobs for its residents, offers safe, affordable housing for all income levels, and, perhaps most important, is a city that provides a humane and nurturing environment for all.

## **Building on Results of Change**

In our quest for achieving that vision, we have begun a crusade of change in the way this city government functions. And we are building on the early results of those changes.

We have set out to make city government more efficient, more innovative, more productive and more responsive to you, our customers, the citizens of Portland.

We are building on the progress we have made to enhance public safety through an expanding commitment to community policing and more efficient deployment of police personnel. With the completion of *Prosperous Portland*, the city's new economic development strategy, we are moving to make business and job creation a top priority. And we have been focusing special attention on improving neighborhood livability and economic vitality, particularly in inner Northeast and outer Southeast Portland.

## **Council Goals**

Responding to what we learned from you in the public outreach process, the Council identified their goals and priorities for the 1994-96 budget. We agreed that we would work in this budget toward achieving:

- Credible, efficient, responsive, affordable and accessible delivery of public services;
- Decent, affordable housing;
- Economic vitality and security;
- Healthy families and children;
- Financial stability;
- Quality education;
- A safe and peaceful community; and
- A well-planned city with managed and balanced growth.

We agreed, also, that to achieve these goals we would give the greatest urgency to improvements on several specific benchmarks. They include the percentage of Portland citizens:

- who feel safe and secure;
- who live above the poverty line;
- who have access to health care;
- who feel a sense of community in their neighborhoods; and
- who are satisfied that public services are necessary; responsive and cost effective.

# Mayor's Message

---

We also agreed to work on improving our record in:

- The percentage of students who achieve established skills levels;
- The percentage of children living above the poverty level;
- Reported violent crimes per 1,000 population;
- Reported incidents of domestic violence;
- Per capita cost of government; and
- Average annual pay per worker.

While this budget is my recommendation to the Council, it is really a collaborative effort that bears the imprint of all members of the City Council. Commissioners Blumenauer, Hales, Kafoury and Lindberg each have made proposals that are significant components of this proposal.

I will focus today on what we plan in six broad areas: Quality education; public safety; families and children; customer service and government efficiency; economic vitality; and managed growth and livability.

## Quality Education

We recognize that Portland's future prospects and its livability are inextricably tied to the health of our schools and the quality of our workforce. Educational excellence clearly will be the single most critical factor in determining whether this community's fortunes rise or fall in the global economy of the 21st century. Portland must be a city that attracts and keeps families, or it will cease to exist as we know it and want it to be.

This budget responds, within the limits of our resources, to an extraordinary challenge: the serious and painful financial dilemma of our public schools. A threat to the health of our schools clearly is a threat to our children's futures. It is also a threat to the community's economic health, its ability to attract businesses and jobs and, indeed, to the very social fabric that binds the community together.

City government alone cannot provide more than a fraction of the answer. Funding for public education is a problem well beyond our capacity to resolve. But we can help.

I, therefore, propose to allocate \$2.5 million in this budget to fund:

- The \$1.5 million cost of 27 school police officers and support positions under a contract with Portland Public School District Police, an amount, I must add, that is only a one-year commitment because of concerns we have about our own financial situation. Still, the savings the schools will realize as a result will permit the retention of up to 35 elementary teachers who otherwise would be laid off in the coming school year.

# Mayor's Message

---

Also to be funded is:

- A \$1 million set-aside to respond to cuts in local school recreation programs, a quarter of it to come from the General Fund and the rest from proceeds of a \$1.50 increase in the golf surcharge at city golf courses and other fees. The money could be used city-wide to expand the number of community school sites by 25; or for a variety of after-school clubs, sports, arts, music, and other activities that might otherwise not be funded.

We recognize the enormity of the schools' long range funding problem and we will continue to work with the school board, the business community, state officials and other groups to provide the leadership it will take to devise a long-range solution.

## **Public Safety**

The freedom to live in safety and peace is the first requirement of a successful community. The loftier aspirations we have for Portland will be hollow dreams without a sense of security in our homes, in our places of businesses and on the streets.

This budget deepens and expands our commitment to achieving a safe and peaceful community. I am recommending the following:

- Continued support for community policing, which already has shown impressive results in Old Town where we have made major gains in cleaning up the "open-air drug market"; in the seven-percent-faster police response to priority calls; in the push against repeat offenders; in the crackdown on auto thefts; and, most important, in the reduction of Part I crimes and in the increase, up from previous years, of citizens who feel safer.
- Fifty-seven new positions in the Police Bureau, site selection for a new Outer East Precinct and maintenance of fire services to serve the additional 22,500 people who will become Portland residents as a result of annexation during the budget year.
- Funds to maintain a police precinct in St. Johns and for the temporary housing of East Precinct at the National Guard Armory, while the site selection process proceeds for either a new or refurbished Inner East Precinct.

My proposed budget also will provide funds:

- To insure a continued smooth transition to the new emergency communications system, which consolidates police, fire and emergency medical dispatches under one roof for greater efficiency; and for the new 800 Mhz radio system, a network that will greatly enhance public safety communications;
- To support a graffiti initiative that will give the Police Bureau responsibility for coordinating graffiti prevention, sanctions, a central graffiti "hot-line," and clean-up programs in which area fire stations will make cleaning and other supplies available; and
- \$320,000 for an expanded school traffic safety program.

# Mayor's Message

---

## Families & Children

This budget supports a broader effort by the city to promote the workforce development of youth and it intensifies our commitment to reduce the tide of domestic violence that is destroying families.

The city and The Private Industry Council (TPIC), which administers federal grant money for youth, have developed a joint funding strategy that will pool our funds, giving the community-based organizations more dollars to serve neighborhood kids, doing the job they know best.

I am recommending just under \$1 million for summer job programs for youth, support for TPIC youth programs and for public employment opportunities within the Bureaus of Police, Water, Environmental Services and Transportation.

I am also recommending in this budget close to \$1 million from multiple sources to support programs for victims of domestic violence. Included are \$685,000 for the Portland Police Bureau's Domestic Violence Reduction Unit and \$386,200 in city funds to expand shelter space. It is hoped Multnomah County will add another \$200,000 for the shelter effort.

## Customer Service & Government Efficiency

We continue in this budget to move toward fulfillment of our promise of a more credible, efficient, responsive, affordable and accessible delivery of public services.

One of the major recommendations of *Prosperous Portland*, the economic development strategy for the city, is to make a new customer-service ethic an integral part of the way city government serves the community.

Some of the new initiatives in this budget that address the goal of more efficient, effective government include:

- \$100,000 for a city-wide system of quality improvement, including customer service training for city employees;
- \$250,000 for the second year of the innovations loan program encouraging city agencies to experiment with new ways of providing services. City agencies in the new fiscal year will already begin repaying loans from the fund. And eventually we expect it to be self-supporting as a result of the savings and revenues generated by the projects it supports; and
- Transition of the Metropolitan Arts Commission from a city agency to a nonprofit, regionally-supported organization, giving it more flexibility to attract funds from a broad array of private and public sources and permitting it to operate more efficiently.

# Mayor's Message

---

This budget also recommends:

- \$50,000 for continued implementation of a city employee suggestion program aimed at empowering employees to improve city services;
- Creation of joint labor-management committees in each of the major service bureaus, charged with identifying opportunities for efficiencies and productivity improvements; and
- \$836,000 for ten financial and performance audits directed toward improving city programs.

## **Economic Vitality**

The global economy has been undergoing profound changes, as we all know. Those changes have far-reaching implications for all businesses, large and small. As trade and investment barriers fall, every business will be competing not just locally and regionally but in the worldwide marketplace.

Portland's network of national and international transportation links, our vantage point on the booming Pacific Rim and our city's strong attraction to skilled workers as a good place to live offer us a better shot than most cities have at capitalizing on global economic opportunities.

But we have some handicaps. The city's permitting process can at times become unwieldy and the regulatory environment has sometimes put our businesses at a disadvantage.

*Prosperous Portland* lays out a policy framework for ensuring that Portland will, indeed, prosper as we enter the 21st century. It calls for a multitude of initiatives, small and large; and it calls for involvement of a multitude of partners, public and private.

This budget provides support in each of these areas, with the Portland Development Commission functioning as the lead agency and focal point for many of these initiatives, but with the full support of all other city bureaus and agencies.

The budget recommends in excess of \$1 million in General Fund support for economic development, business retention and job development programs, including close to \$100,000 in support of the Northeast Workforce Center.

*Prosperous Portland*, in particular, calls for an increased emphasis on international business development. The Mayor's Business Roundtable has established a working group, which will put in place an aggressive strategy for making Portland fertile ground for companies around the world. This budget will support laying the groundwork for an International Council in Portland modeled on Seattle's highly successful venture.

Another initiative aimed at promoting the city's prosperity that this budget will support is the design of southbound access to I-5 from the Central Eastside business district.

# Mayor's Message

---

## Managed Growth & Livability

Growth is one of the biggest challenges Portland faces. Over the next two decades a half million more people will move into the Portland metropolitan area, according to current forecasts.

We need to face that growth head on, using our land and resources as wisely as we can. We need to be good stewards of our city and strengthen the neighborhoods we love. We don't want the traffic congestion that other cities struggle with. We don't want the environmental problems. And we don't want poorly-designed housing that does not complement and blend with the character of our neighborhoods.

We have an opportunity now, as we did with the downtown and with light rail, to plan for our future, to think and to manage our growth smart, so that we can look back 10 or 20 years from now and be proud of the city we live in.

To that end, this budget funds the Mayor's Livable Cities Housing Initiative with \$330,000 in General Fund money in each of the next two fiscal years, to be matched by equivalent private sector contributions.

The money would finance a joint venture between the City of Portland and the private sector to help prepare for the growth we expect. It will work with neighborhoods, lenders, developers, property owners, community groups and neighborhood businesses to:

- Identify residential or mixed use sites, primarily along light rail lines and other transit corridors;
- Design housing compatible with the neighborhood, primarily along key transit streets that frame the neighborhood;
- Provide opportunities for small neighborhood stores along key transit streets; and
- Identify other neighborhood concerns that need to be addressed to strengthen the neighborhood.

Other initiatives the budget supports include:

- Continued implementation of the Albina Community Plan and completion of the Outer Southeast Community Plan, items totaling \$724,000.
- Planning for development in the River District on the north side of downtown;
- Capital spending to maintain, improve and expand the city's parks, street system, sewers, facilities and water lines;
- \$2.9 million in support of light rail planning and construction, including \$1 million in matching funds for the Westside light rail line and \$725,000 going into planning for the North-South line on the eastside;
- \$1.2 million for improved pedestrian and bicycle access;
- \$300,000 in the Bureau of Housing and Community Development budget for one-time grants to support projects to be implemented by community-based organizations; and

# Mayor's Message

---

- \$12 million for housing assistance to low-income households.

Let me turn briefly, now, to utility rates and capital investments.

## **Utility Rates**

The city's utilities face significant future challenges that will intensify pressures to increase rates. This budget continues to contain those pressures, as the current year's budget did, because we recognize that, although the rates are at competitive levels, they represent a significant percentage of median household income.

Commissioner Lindberg will bring forward a plan to create a Citizens Utility Commission to look out for ratepayers in the tug-of-war between competing interests.

Bureau of Environmental Services sewer rates will increase by an average of 13 percent a year over the next two fiscal years. After a careful review with the Bureau and our new Utility Review Team, we were able to divert nearly \$5.4 million to improve the bureau's position in meeting future financial challenges. Foremost among those challenges is the long-term capital financing needs associated with eliminating the overflow of sewer and stormwater into our waterways.

The Water Bureau's requested 9.3 percent rate increase was trimmed to six percent through a similar review by decreasing proposed new programs and by adjusting the budget to more closely reflect actual expenditure rates.

## **Capital Investments**

The city faces a critical long-range need to preserve and improve its capital investments. In recognition of that fact, Council last year established as a priority the development of a comprehensive long-range capital plan. Commissioner Hales has been working on a proposal that he intends to introduce to the Council in May. Because of its importance to the city's future stability, livability and economic vitality, I continue to support the development and implementation of an overall capital plan.

After touring our city's parks, it quickly became apparent to me that the condition of many of them has deteriorated. The grounds, the play areas, the playground equipment and the toilet facilities are in need of repair. These conditions are unacceptable and it is why I fully support a program of restoring our parks through wise investments.

## **Overall Fiscal Picture**

Before I give you some of the "bottom-line" numbers, let me briefly sketch out the fiscal environment in which this budget was developed.

# Mayor's Message

---

The five-year financial forecast upon which this budget is based indicated the Council would have very little capacity to expand new programs. Why? Because beginning in FY 1995-96, or two fiscal years from now, the General Fund will need to absorb \$8.6 million in annual urban renewal debt over the next 16 years, until the year 2010. To do that and maintain existing service levels, literally every dollar we have needs to be reserved for future use.

In addition, there are other significant issues that dictate a conservative approach to our budget. The forecast assumes continued economic growth, yet as we have seen in recent weeks, that prospect may be anything but secure.

The next legislative session will take up the very difficult issue of school finance. The results may be decreased city revenues or additional service responsibilities. The forecast assumes continued growth in property values, in the range of six percent. With recent rises in mortgage rates, that too might change.

Outside the general fund, our other major enterprises also face a difficult financial future. Our utilities, water and sewer, face significant capital requirements over the next decade, which are already resulting in pressure to increase rates, as I've already indicated. Transportation has forecast significant shortfalls in future years because of decreased growth in gas tax revenues.

It is because of these uncertainties, because of the need to cover the urban renewal debt requirement, and out of prudence that I have decided, once again, to follow a conservative approach in this budget. Even as we absorb the urban renewal debt, the five-year budget plan I have developed will allow us to maintain service levels. It will preserve a high level of flexibility to address future uncertainties by maintaining our critical general fund reserves. Although more work needs to be done, sewer and water rates will increase by only that amount necessary to ensure that we can respond to mandates and to protect and preserve these valuable public assets.

## **Budget Proposal Summary**

I am recommending a budget for the coming fiscal year totaling just under \$904 million. It will support a large, complex city corporation providing a wide array of services to its citizens. The city cares for 9,600 acres of land in its park system, and 3,577 miles of roadway. We also provide service to 125,000 sewer connections and maintain 1,700 miles of water lines. The city has 45,000 street lights that must be kept in good repair. Your Police Bureau responds to a quarter of a million calls for help each year; and your Fire Bureau to nearly 48,000 emergencies annually. In addition to these basic services, the city also provides housing assistance and job development services.

The city's budget also provides services to an expanded population and area. As a result of annexations, the city will serve another 22,500 people next year and an additional 31 square miles of area. The budget increases by \$6.2 million just to provide services to this new area.

# Mayor's Message

---

The good news is not only have we have grown, but we have also become more efficient. When measured on a per capita basis, the cost-per-person for our operating and capital budgets will actually decrease next fiscal year by over seven percent. The per capita General Fund drops by three percent.

The number of overall positions will increase by less than one percent, almost entirely the result of annexations. In fact, without the 57 new positions added to police, positions would actually have decreased. Since 1984 city-positions-per-thousand population have actually declined by 12 percent. In short, growth in the city's budget and positions have been less than growth in the population and service area.

## A Call to Action

The budget was shaped by citizen input. We retooled the budget process to address more directly than ever neighborhood priorities. But true progress will not come about without your involvement and the involvement of your neighbors.

All of you in this room as neighborhood leaders recognize that it has to start with you and others like you, people who roll up their sleeves to make things happen. You represent volunteerism at its best and you are an inspiration to me and the rest of city government.

Your help, and the help of many others, is needed on such wonderful efforts as:

- Oregon Children's Foundation/SMART program**, which is designed to help create enthusiastic readers who can read at or above their grade level by the time they leave elementary school;
- Habitat for Humanity**, which seeks to eliminate poverty housing and to make decent shelter a matter of conscience and action; it builds and rehabilitates homes with the help of the homeowners;
- HIV Day Center of Ecumenical Ministries of Oregon**, which provides as many supportive services to persons with HIV disease to enhance their ability to help themselves;
- The Urban League's** multiple effort to help African Americans and others to achieve economic self sufficiency through counseling to youth and families, educational and tutorial services, gang awareness and prevention, Big Brother and Big Sister programs, and employment assistance;
- The Youth Gang Outreach Program**, which coordinates with the Private Industry Council, efforts to remove graffiti and well as to provide employment for youth.

These are just a few examples of ways in which you and other volunteers in support of Portland can help built the Portland we want.

If you or others want to get involved in building a better Portland, please call my office. The number is 823-4120. And we will mail you an application to join this effort.

# Mayor's Message

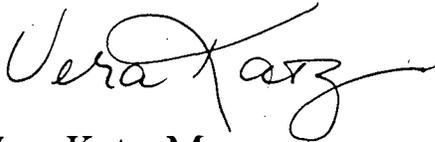
---

## Conclusion

This city has always dared to dream big dreams. That is why Portland is recognized nationally and internationally for its vision and good planning. The challenges we face now, although formidable, are no greater than the ones we faced and mastered in the Sixties when the health of the entire downtown was threatened.

This budget is offered in that spirit, in the knowledge that, through creative partnerships, ingenuity and hard work, we can and will achieve the Portland of our dreams.

With warm regards,

A handwritten signature in cursive script that reads "Vera Katz". The signature is fluid and extends to the right.

Vera Katz, Mayor  
City of Portland



# Table of Contents

---

|   | <u>Page</u> |
|---|-------------|
| <b>BUDGET PROCESS . . . . .</b>                               | <b>. 1</b>  |
| <b>COUNCIL PRIORITIES . . . . .</b>                           | <b>. 9</b>  |
| <b>MAJOR CITY ACHIEVEMENTS . . . . .</b>                      | <b>. 11</b> |
| <b>MAJOR BUDGET DECISIONS . . . . .</b>                       | <b>. 15</b> |
| <b>TRENDS AND COMPARISONS . . . . .</b>                       | <b>. 23</b> |
| <b>WORKFORCE DIVERSITY . . . . .</b>                          | <b>. 24</b> |
| <b>LOSS CONTROL . . . . .</b>                                 | <b>. 25</b> |
| <b>TOTAL BUDGET . . . . .</b>                                 | <b>. 26</b> |
| <b>All Funds . . . . .</b>                                    | <b>. 26</b> |
| <b>Financial and Service Trends . . . . .</b>                 | <b>. 27</b> |
| <b>GENERAL FUND . . . . .</b>                                 | <b>. 28</b> |
| <b>Budget . . . . .</b>                                       | <b>. 28</b> |
| <b>Financial and Service Trends . . . . .</b>                 | <b>. 29</b> |
| <b>CAPITAL EXPENDITURES . . . . .</b>                         | <b>. 30</b> |
| <b><u>FINANCIAL SUMMARIES</u></b>                             |             |
| <b>Total City Budget - Revenues and Expenses . . . . .</b>    | <b>. 31</b> |
| <b>Operating and Capital Budget by Service Area . . . . .</b> | <b>. 32</b> |
| <b>General Fund Revenues and Expenditures . . . . .</b>       | <b>. 34</b> |
| <b>Summary of Authorized Full-Time Positions . . . . .</b>    | <b>. 35</b> |

# Table of Contents

---

## **BUREAU BUDGET SUMMARIES BY SERVICE AREA**

|   |           |
|---|-----------|
| <b>PUBLIC SAFETY . . . . .</b>  | <b>36</b> |
| <b>Bureau of Emergency Communications . . . . .</b>                                 | <b>37</b> |
| <b>Bureau of Fire, Rescue and Emergency Services . . . . .</b>                      | <b>38</b> |
| <b>Fire &amp; Police Disability and Retirement . . . . .</b>                        | <b>43</b> |
| <b>Bureau of Police . . . . .</b>   | <b>46</b> |
| <br>  |           |
| <b>PARKS, RECREATION, AND CULTURE . . . . .</b>                                     | <b>49</b> |
| <b>Metropolitan Arts Commission . . . . .</b>                                       | <b>50</b> |
| <b>Bureau of Parks and Recreation . . . . .</b>                                     | <b>53</b> |
| <br>  |           |
| <b>PUBLIC UTILITIES . . . . .</b>   | <b>56</b> |
| <b>Bureau of Environmental Services . . . . .</b>                                   | <b>57</b> |
| <b>Bureau of Water Works . . . . .</b>  | <b>59</b> |
| <br>  |           |
| <b>COMMUNITY DEVELOPMENT AND SERVICES . . . . .</b>                                 | <b>63</b> |
| <b>Bureau of Buildings . . . . .</b>  | <b>64</b> |
| <b>Cable Communications and Franchise Management . . . . .</b>                      | <b>67</b> |
| <b>Energy Office . . . . .</b>  | <b>70</b> |
| <b>Bureau of Housing and Community Development . . . . .</b>                        | <b>73</b> |
| <b>Metropolitan Human Rights Commission . . . . .</b>                               | <b>76</b> |
| <b>Office of Neighborhood Associations . . . . .</b>                                | <b>79</b> |
| <b>Bureau of Planning . . . . .</b>   | <b>82</b> |
| <br>  |           |
| <b>PORTLAND DEVELOPMENT COMMISSION<br/>&amp; TAX INCREMENT DEBT FUNDS . . . . .</b> | <b>85</b> |
| <br>  |           |
| <b>TRANSPORTATION AND PARKING . . . . .</b>   | <b>88</b> |
| <b>Autoport . . . . .</b>   | <b>89</b> |
| <b>Parking Facilities . . . . .</b>   | <b>90</b> |
| <b>Office of Transportation . . . . .</b>   | <b>91</b> |

# Table of Contents

---

|  |            |
|--|------------|
| <b>ADMINISTRATIVE AND SUPPORT SERVICES . . . . .</b>   | <b>94</b>  |
| <b>Office of the City Attorney . . . . .</b>           | <b>95</b>  |
| <b>Office of the City Auditor . . . . .</b>            | <b>98</b>  |
| <b>Office of Finance and Administration . . . . .</b>  | <b>101</b> |
| <b>Bureau of General Services . . . . .</b>            | <b>104</b> |
| <b>Office of Governmental Relations. . . . .</b>       | <b>107</b> |
| <b>Bureau of Licenses. . . . .</b>                     | <b>110</b> |
| <b>Offices of the Mayor and Commissioners. . . . .</b> | <b>113</b> |
| <b>Bureau of Purchases and Stores. . . . .</b>         | <b>116</b> |
| <br>   |            |
| <b>SPECIAL APPROPRIATIONS. . . . .</b>                 | <b>119</b> |



# **Budget Process**

---

## **City Financial Planning Process**

As a first step of the budget process, each major service area of the City prepares long-range financial plans. These plans, which forecast revenues and requirements by fund over a minimum of five years, identify long-term service and financial issues requiring attention during the budget process. Council reviews these plans during work sessions early in the budget preparation process. At that time, bureau managers are given direction on identified issues which provide guidance in preparing budget requests. They also assist the Mayor in placing decisions in a long-range financial context for purposes of developing the Proposed Budget. In addition to the General Fund, financial plans are prepared for each of the cities other major funds, including Transportation, Environmental Services, Water, Internal Services, and Buildings. A summary of these plans is included in the following. However, because of its significance to the City's annual budget, the General Fund Financial Plan is described in greater detail below.

## **Continued Impact of Property Tax Limitation (Measure 5)**

Local government property tax revenues in Multnomah County continue to be constrained by a property tax limitation. The limitation restricts the consolidated property tax for all non-education local governmental units to a maximum of \$10 per \$1000 assessed value. General Fund property tax revenue losses for FY 1993-94 amounted to \$8.8 million. During FY 1994-95, the limitation is expected to result in a \$8.3 million revenue loss, assuming assessed value grows by 6%. The November 1994 ballot includes a complicated "new Measure 5" that will, if approved, require voter approval for a broad range of City fee and tax increases. Passage of this new Measure 5 will further constrain the City's ability to generate revenues in support of current service level programs. Other uncertainties include the possible State Legislative action reducing all or part of the \$7.4 million in state shared cigarette and liquor revenues, and cutbacks in funding provided for health, corrections, and social services. Finally, a complicated court case involving taxation of pensions by the State will be argued before the Oregon Supreme Court. The Court's decision might materially increase the costs of supporting current service level programs.

## **General Fund Financial Forecast**

The Bureau of Financial Planning regularly generates five year estimates of General Fund discretionary resources and requirements for the Council. Discretionary resources exclude grants, contracts, service reimbursement, and other revenues that are dedicated for a specific purpose. The Council can allocate discretionary resources to any service area in accordance with its priorities.

The Council's financial planning process starts with the preparation of the a five year revenue forecast that is reviewed by the City's "Economic Conditions Panel," composed of experts from the public and private sectors. The panel reviews the underlying assumptions that generate the 5-year revenues forecast.

# Budget Process

---

The five year revenue estimate is used to develop the five year financial forecast, comparing estimated resources to the projected costs of maintaining current services. The initial financial forecast is published in December, formally reviewed by the Council, and updated in late March or early April. The beginning balance estimate, a key resource of the General Fund, is updated at the conclusion of each accounting period and communicated through publication of the Financial Outlook. The forecasts are used by the Council in formulating the Approved and Adopted Budgets. The General Fund's March financial forecast, upon which the Mayor's Proposed Budget is based, identifies resources totalling \$202.3 million for FY 1994-95. This is composed of \$193.6 million in revenues plus a beginning fund balance of \$8.7 million. The key economic outlook assumption that underpins the forecast calls for continued growth in the 2.5% to 3% at the national, state, and local levels.

Several other key assumptions were made during the course of developing the General Fund financial forecast and they include:

- ◆ Year-to-year assessed value growth of 6% on Multnomah County assessed values. The property tax revenue forecast assumes completion of \$581 million worth of annexed assessed values as of June 30, 1993.
- ◆ County serial levies (Jails and Libraries) are anticipated to total about \$27.1 million for FY 1994-95.
- ◆ Continuation of State liquor and cigarette distributions to cities at present levels. Loss of these revenues at any time during the next two years would amount to somewhere between \$7.2 to \$7.4 million per year.
- ◆ Continued trend growth in business license and utility franchise fees revenues, but assumes a January 1, 1995 Portland General Electric (PGE) 5.1% revenue increase. The forecast relies on one more year of aggressive above trend growth in transient lodging taxes. Water and sewer franchise fees are in the five year forecast as shown in their FY 1994-95 budgets and respective five year plans.

## Five Year General Fund Financial Plan

Similar to forecasting, the Council takes a five year approach to devising a budget plan. This insures that the long-range impact of major decisions is considered in developing the budget for the two year budget cycle. The financial forecast indicates that an additional \$4.46 million in one-time and recurring requirements above existing service levels can be sustained over the five year life of the forecast. The Mayor's Proposed Budget allocates \$543,805 of this amount to on-going programs with about \$3.91 million earmarked for one-time FY 1994-95 projects. In fashioning a five year budget plan, the increase in recurring program expenses has been limited. This approach will provide Council with more flexibility in meeting future financial uncertainties which include:

# Budget Process

---

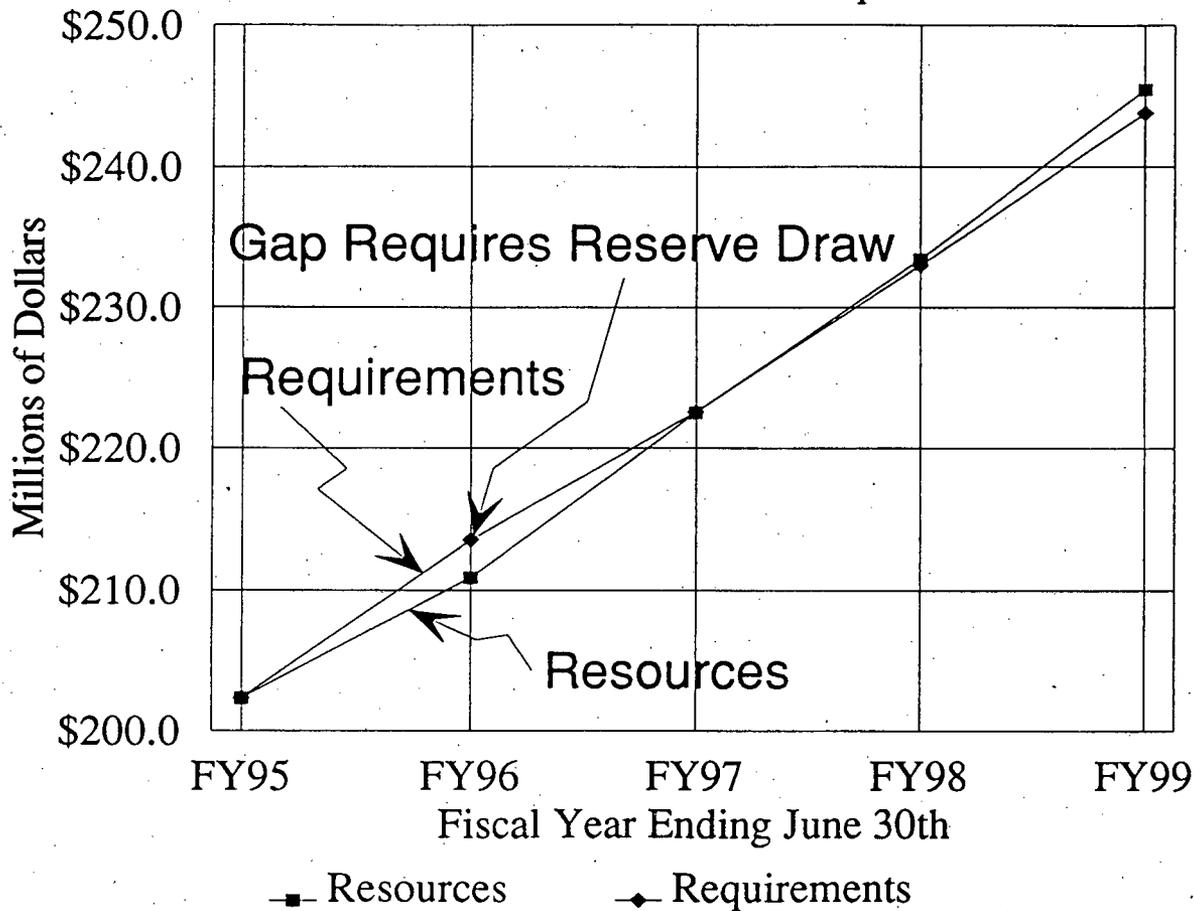
- ◆ Potential legislative action that might result in the loss of all or part of the \$7 million in cigarette and liquor tax revenues shared by the State with the City.
- ◆ Voter approval, this November, of a second Measure 5. This ballot measure, if passed, would require voter approval of fee and tax increases, and would further constrain the ability of the City's General Fund to generate revenues necessary to support current service level programs.

In addition to greater flexibility in addressing these potential issues, the five year financial plan continues the transition in funding for existing Urban Renewal debt service requirements. In accordance with Council's decision during the FY 1993-94 budget process, the five year plan assumes that the General Fund will pickup annual urban renewal debt service requirements averaging about \$8.55 million beginning FY 1995-96. This is lower than prior year estimates because the financial plan also assumes that the Parking Facilities Fund will pay for the \$690,000 associated with the 4th & Yamhill garage that was financed with a portion of the urban renewal debt. It had previously been assumed that this amount would also be covered by the General Fund.

The chart on the facing page shows the two years where it is estimated that requirements will exceed resources. The "gaps" will be closed by tapping the Council's Emergency Reserve. A reserve draw of about \$2.7 million (FY 1994-95) and about \$75,000 (1995-96) will be used consistent with adopted Council Policy, to transition this annual debt service requirements into the General Fund. The financial forecast anticipates that the Reserve Fund will now remain fully funded at the 10% level throughout the five year financial plan period, assuming the \$3.55 million FY 1994-95 set-aside transfer to the reserve fund. The General Fund is balanced for FY 1994-95 and FY 1995-96 and Council will be able to revisit and revise this plan during the budget process for the FY 1995-96 budget. Assuming no changes in underlying assumptions, the Council can maintain existing General Fund service levels over the next five years.

# Budget Process

General Fund Financial Model  
5-Year Resources versus Requirements



## Economic Outlook

The five-year financial plan assumes the continued health of the regional economy which continued to grow throughout the last national recession. The City's national economic consultant, The WEFA Group, continues to forecast a national economy that will grow moderately over the next 12 to 24 months. The regional economy should also continue to grow moderately, under-pinned by \$1 billion of light rail and Blazer arena construction along with at least two large commercial office building construction projects scheduled for the downtown core area. As long as economic growth remains positive, and the legislature and courts do not harm local revenue sources, the assumptions incorporated into the five year financial plan should remain accurate.

# Budget Process

---

## Financial Outlook - Other Funds

Like the General Fund, five year financial plans are prepared for each of the city's major service areas. These financial plans provide a multi-year framework within which revenues, expenditures, and capital financing options are planned. This multi-year process 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. The following is a brief overview of the financial outlook for those funds:

- ◆ **Water Bureau.** The five year financial plan frames the Bureau's financial future in a conservation environment. While conservation can serve to provide additional capacity for Portland and its regional contract customers, careful planning is necessary to manage the utility in the context of a 10% reduction in water demand. The plan addresses issues of efficiency and productivity improvements and revised capital financing policies to reduce the level of fixed costs which must be recovered in rates. The plan does not, at this time, contemplate adding significant new programs or services. Assuming continued conservation efforts will result in an additional 1% per year reduction in demand, water rates are anticipated to rise at an average rate of just under 6.5% per year for the next five years.
- ◆ **Bureau of Environmental Services.** The five year financial plan forecasts a 13% annual rate increase over the planning horizon. BES has committed to limit growth in the Bureau's operating budget to the rate of inflation within this five year period. The primary cause of the rate increase is the growth in capital expenses, most significantly the projects that relate to CSO abatement. Uncertainties exist that may impact the forecast, including the cost and timing of major capital projects such as the Pollution Control Lab, and the level of infrastructure maintenance that will be recommended by a study that is currently underway. The Bureau intends to address uncertainty within the parameter of the financial plan.
- ◆ **Transportation.** Increasing demand for transportation improvements coupled with decreased growth in general transportation revenues causes a growing financial "gap" over the next five years. By 1996-97 revenues are estimated to fall \$6.2 million short of operating and capital requirements. To offset this shortfall, reserves have been increased by nearly \$1 million using gas tax revenues generated by repeal at the last legislative session of a gasohol exemption. Transportation is also engaging in a bottom up review of its programs to insure that resources remain focused on long-term priorities. The outlook may improve if additional federal grants are received, legislative action increases gas taxes, or traffic management fees currently under review are approved by the Council.

# Budget Process

---

## Citizen Involvement in the Budget Process

As one of the first steps in the budget process, the Council meets to re-evaluate goals and priorities. These statements of desired outcomes become the focus of the budget process. Building upon the City's strong commitment to citizen involvement, the Council decided to significantly expand public outreach at the outset of the budget process to obtain comment not only on identified goals, but also on what the general public believes to be the most pressing city-wide and neighborhood service needs. "Your City Your Choice," a public outreach effort, was launched in January of 1994. This effort combined an extensive public survey effort with distribution of a user-friendly pamphlet identifying major long-range service issues. Both the survey and the public information pamphlet were distributed within a newspaper reaching most Portland households. In addition, eight community forums were held in the neighborhoods. At each, the surveys were completed and neighborhood needs were identified through small work groups that included citizens, council members, and city service managers.

In early February the Council met in a second planning session to discuss the major themes arising from the survey results and community meetings. Based upon this information, the Council reviewed and modified its goals for the budget process and established an action plan for the achievement of those goals. The Proposed Budget is the Mayor's approach to crafting a budget responsive to those goals. The Proposed Budget will undergo additional public review and action by the City Council.

There will be additional opportunity for the public to participate directly in the budget process. Three hearings will be held to inform the public on the budget and to receive testimony to the Council. They are scheduled as follows:

**Montavilla Community Center**  
April 13, Wednesday, 7pm - 9pm  
8219 NE Glisan

**Portland Building, Room C**  
April 14, Thursday, 7pm - 9pm  
1120 SW Fifth Avenue

**Portland Building, Room C**  
April 16, Saturday, 10:00 am - Noon  
1120 SW Fifth Avenue

**King Community Center**  
April 18, Monday, 7:00 to 9:00  
4815 NE 7th

# Budget Process

---

In addition to these community hearings, the public can also contact the Mayor and individual Commissioner Office to express opinions about the Proposed Budget:

**Vera Katz, Mayor**

Commissioner of Finance and Administration - 823-4120

**Earl Blumenauer**

Commissioner of Public Works - 823-3589

**Charlie Hales**

Commissioner of Public Safety - 823-4682

**Mike Lindberg**

Commissioner of Public Utilities - 823 - 4145

**Gretchen Kafoury**

Commissioner of Public Affairs - 823-4151

Citizens can become more actively involved in future year budgets by volunteering to serve on one of the City's 17 Bureau Advisory Committees (BAC's). These committees meet throughout the budget process, and in some cases throughout the year, in order to provide guidance to bureau managers and subsequently the Council on service priorities and issues. Each of these committees will be provided with an opportunity to testify before the Council during the budget hearings. Call the Office of Neighborhood Associations if you would like to get involved.

# Budget Process

The annual budget schedule is generally published in the Fall. For future processes it can be obtained at that time by calling the Office of Finance and Administration (823 - 5288). The following chart outlines the basic budget process and its general time-line. In order to become more efficient and to encourage a long-range perspective, the City is converting its budget process to a two year cycle. Next year an abridged process will occur in which Council deliberates and takes public testimony on modifications to the adopted two year budget. The fall of the following year, FY 1995-96, will be the next time that the Council engages in the full budget process depicted below.

## MAJOR PHASES OF BUDGET PROCESS

| <b>Planning &amp; Guidelines<br/>Bureau Budget Request</b><br><br>October-January   | <b>Council Review and<br/>Approval</b><br><br>January - April  | <b>Final Review and Adoption</b><br><br>May - June   | <b>2nd Year</b><br><br>March - June   |
|---|--|--|---|
| <ol style="list-style-type: none"> <li>1. Budget Manual distributed to Bureaus.</li> <li>2. Council reviews General Fund forecast and approves as the Financial Plan.</li> <li>3. Council develops budget guidelines.</li> <li>4. OF&amp;A calculates target allocations.</li> <li>5. Bureaus prepare budget requests.</li> <li>6. OF&amp;A reviews Bureau budget requests and prepares overviews.</li> </ol> | <ol style="list-style-type: none"> <li>1. Community Survey and community budget forums.</li> <li>2. Council reviews bureau budget requests.</li> <li>3. Council hears testimony from public, bureau budget advisory committees and Budget Advisory Committee.</li> <li>4. Council makes the allocation and policy decisions necessary to balance the budget</li> <li>5. OF&amp;A produces the Proposed Budget document.</li> <li>6. Council gives preliminary approval to budget.</li> </ol> | <ol style="list-style-type: none"> <li>1. Tax Supervising and Conservation Commission reviews the budget and holds public hearing.</li> <li>2. Council considers updated estimates and makes final decisions for the budget.</li> <li>3. Council adopts the budget.</li> </ol> | <ol style="list-style-type: none"> <li>1. Bureaus submit Budget modifications</li> <li>2. Proposed modified second year budget issued to Council.</li> <li>3. Public Hearings on modified second year budget.</li> <li>4. Proposed second year budget revised and approved by Council.</li> <li>5. Tax Supervising and Conservation Commission reviews budget.</li> <li>6. Council adopts the modified second year budget.</li> </ol> |

# Council Adopted Vision Goals

*On December 1-2, 1993, the City Council met to set preliminary vision goals for the next two years. These goals were discussed in the community at eight public forums held in January 1994. Community input was also collected by means of a scientific survey. Council met again in early February to formally adopt the following vision goals.*

- ◆ Credible, Efficient, Responsive, Affordable, and Accessible Delivery of Public Services
- ◆ Decent, Affordable Housing
- ◆ Economic Vitality and Security
- ◆ Healthy Families and Children
- ◆ Financial Stability of City
- ◆ Quality Education
- ◆ Safe, Peaceful Community
- ◆ Well-Planned City with Managed/Balanced Growth

# **Council Initiatives**

---

*In early February, City Council adopted the following work items as the specific initiatives Council wished to accomplish in the next two years.*

## **Top Priority**

- ◆ Continue Transition to Community Policing
- ◆ Entrepreneurial Government
- ◆ Expanded Programs for Youth
- ◆ Implement Livable Cities
- ◆ Neighborhood Based Economic Development
- ◆ Neighborhood Based Service Delivery

## **High Priority**

- ◆ Domestic Violence Services
- ◆ Jobs for At Risk Youth
- ◆ Implement Prosperous Portland
- ◆ Improve, Reorganize the Permit Process
- ◆ Increase Percentage of Home Ownership for Low/Moderate Income
- ◆ Infrastructure "Comp Plan" for General Obligation Bonding

# Major City Achievements

---

## Community Policing

- ◆ Since adoption of the Community Policing Transition Plan in 1990, the Police Bureau has entered into 65 partnership agreements with neighborhood groups, other City bureaus, and other governmental agencies.
- ◆ Part I crimes, or violent crimes such as assault, murder, and rape, have declined by nearly 23% when compared to 1988.
- ◆ Dispatch calls per precinct officer have decreased by 24% since 1988 reflecting growth in the number of officers and diversion of low priority calls to a telephone unit. This has resulted in more time for proactive neighborhood policing activities.
- ◆ Police officer response to emergency calls has become 7% quicker over the last five years. Average high priority response time has dropped from 5.25 minutes in 1988 to 4.89 minutes in 1992.
- ◆ False alarms have decreased by 46% over the last five years, increasing officer time by the equivalent of six officers.
- ◆ Citizens rating Police services as good or very good has increased by 8% since 1990.
- ◆ Construction began on the new Northeast Police Precinct in the Walnut Park neighborhood, with a move-in planned for June, 1994.

## Community Planning and Development

- ◆ Adoption and implementation of the Albina Community Plan, encompassing eleven individual neighborhood plans.
- ◆ Improved permit center customer service through the addition of staff, homeowner brochures, residential permit nights, customer service, and earlier opening hours.
- ◆ Completed Visual Preference Survey as part of the Livable City Project directed toward preparing the city for an estimated 100,000 increase in population over the next 20 years.
- ◆ Brought 1200 substandard buildings back to safe and habitable condition.
- ◆ Implemented the Dirty Dozen program targeting the 12 property owners responsible for the most substandard rental housing in the city.

# Major City Achievements

---

- ◆ Annexed 10,000 people to the City during FY 1992-93 adding nearly \$227.7 million in assessed property value. An additional \$581 million and 22,500 in population are anticipated to be annexed prior to July 1, 1994.
- ◆ Weatherized 1,400 apartments and 160 homes for low income residents.
- ◆ Completion of the Shelter Reconfiguration Plan directed toward improving housing options for homeless people.
- ◆ Placed 502 people in area business jobs through the PDC JobNet program, of which 382 were from low or moderate income families, and 299 were from ethnic minority groups.
- ◆ Closed loans on 582 new units of rehabilitated rental housing; rehabilitated 36 homes under the Homestead program; issued 309 loans for home repairs; and the developed 224 low-income units through the Downtown Housing Preservation Program.
- ◆ Initiated the Old Town Lighting Enhancement Program to improve safety in this part of the downtown area.

## Fire Service

- ◆ Responded to 71% of fire and 72% of medical emergencies in less than four minutes.
- ◆ Implemented a community based program aimed at increasing neighborhood awareness of emergency prevention and response in the event of a major disaster, such as an earthquake.
- ◆ Decreased Fire Bureaus emergency incidents responded to by 13% since 1988-89.
- ◆ Improved fire prevention services resulted in a 43% increase in identified fire code violations.
- ◆ Over the last three years 88% of citizens surveyed consistently rated their fire service as good to very good.

## Financial Management

- ◆ Maintains a Aaa bond rating, the highest designated by rating agencies, which results in lower capital improvement costs.

# Major City Achievements

---

- ◆ Rated amongst the top five cities nationally in financial management for the past three years by City and State Magazine. In 1993 the magazine ranked Portland second.
- ◆ Ranked among the top three financially managed cities in the United States by Financial World magazine.
- ◆ Awarded first place in 1991 by the US Conference of Mayors in its national competition for Excellence in Financial Management.
- ◆ Received the Government Finance Officer Association's Certificate of Achievement for Financial Reporting for the last 12 years and the Distinguished Budget Presentation Award for the past four years.
- ◆ Consolidation of the City and Multnomah County business license functions.
- ◆ Re-financing of long-term bonds for capital projects resulting in total savings of \$23.9 million.

## Parks and Cultural Services

- ◆ Over 76% of citizens surveyed rate park quality as good or very good and over 69% rate the quality of recreation programs at that level.
- ◆ Contribution of 265,000 hours annually of service by over 4000 volunteers for Park programs, valued at \$1.9 million.
- ◆ Over 2000 people will participate in recreation programs of which an estimated 60% will be youth.
- ◆ Secured a \$2.3 million federal grant to complete development of the Springwater corridor in Southeast Portland, a linear greenway that parallels Johnson Creek that will create 12.5 miles of trail extending east to Gresham.
- ◆ Leverage \$1.5 million annually in private support for art programs through a National Endowment for the Arts challenge grant awarded to the Metropolitan Art Commission.

# Major City Achievements

---

## Water, Sewer, and Transportation

- ◆ Continued funding of the West-side Light Rail project and planning for the potential expansion to a North to South route on the east-side of Portland.
- ◆ Reduced the backlog of roads needing repaving by 88 miles during the last seven years in spite of an annual average increase in requirements of 100 miles.
- ◆ Continued the residential recycling program with 71% of households recycling at the end of FY 1992-93 compared to 25% four years ago.
- ◆ Installed 45 miles of sewer lines in the mid-county area and the connected 2800 customers.
- ◆ Completed a collaborative review process with the State Department of Environmental Quality on the City's approach to the combined sewer overflow resulting in an estimated \$300 million reduction in that program's original cost estimates.
- ◆ Contained Water Bureau staff growth over the last 20 years to a 2% increase, while service area has grown by one-third and the number of retail customers increased by 16,500.
- ◆ Completion in June of 1994 of the North Transit Mall Extension linking Union Station with the Downtown area.
- ◆ Continued efforts directed toward conserving water including providing water conservation kits to 100,000 residential customers.
- ◆ Coordination of 27 municipal water providers in completing a long range regional supply plan.

# Major Budget Decisions

---

Early in the budget process, the Council held a planning session to establish goals and priorities for the FY 1994-96 budget. Following an extensive public outreach process which included a survey and a series of eight community meetings, the Council reconvened and finalized these goals. The Mayor has molded a Proposed Budget which addresses these goals and priorities. Key decisions made in the budget relative to the goals include the following:

## **Goal: Credible, efficient, responsive, affordable and accessible delivery of public service.**

- ◆ **CORE Budgets.** \$47,000 for implementation of a multi-year effort to complete bottom-up, comprehensive organizational reviews and evaluations (CORE) for each bureau. The multi-year management plans resulting from these reviews will form the basis for future year budgets.
- ◆ **Quality Customer Service.** \$100,000 to develop a city-wide system for quality improvement, including customer service training for city employees. This was identified as a high priority need within the Prosperous Portland Economic Development Policy.
- ◆ **City-wide Management Information (MIS) Study.** \$100,000 for consulting assistance to conduct a city-wide review of computer assets and systems in order to recommend the most cost-effective and efficient means of providing computing services for the City, and to assist in continuing analysis of mainframe consolidation options.
- ◆ **Geographical Information Study (GIS).** \$823,000 to continue development of a City-wide GIS system to improve the overall ability of the City to maintain its capital infrastructure, customize service delivery to neighborhood needs, and improve inter-jurisdictional communications and data sharing. In advance of these expenditures, a detailed costs and benefit analysis will be completed for review by the City Council.
- ◆ **Innovations Fund.** \$250,000 to fund the second year of the innovations loan program encouraging city organizations to experiment with new ways of providing services. Next year, loan repayments totalling \$74,000 will replenish the fund which eventually is envisioned to be self-supporting via savings and revenues generated by projects.
- ◆ **External Materials and Services reduction.** \$250,000 in recurring General Fund discretionary materials and service savings from bureaus to pay for part of the \$1 million allocated to expanded after school youth programs.

# Major Budget Decisions

---

- ◆ **Non-profit Metropolitan Arts Commission.** \$37,000 in increased support for MAC as it transitions from a City agency to a regionally supported non-profit organization. Future year increases will be tied to the growth rate in City lodging taxes.
- ◆ **Information and Referral.** \$86,000 to improve customer service by coordinating informational and referral services through the Office of Neighborhood Associations. ONA will also review city-wide out-reach activities and recommend options for improving those services.
- ◆ **Performance Audits.** \$836,218 to continue and complete performance audits by the Office of the City Auditor directed toward improving city programs. Ten financial and performance audits will be completed next fiscal year.
- ◆ **Employee Empowerment.** \$50,000 for the implementation of a suggestion program directed toward empowering employees to improve service. Program design is being finalized in the current fiscal year.
- ◆ **Joint Labor/Management Committees.** The budget supports the development of committees within each of the City's major service bureaus charged with identifying opportunities for efficiencies and productivity improvements.
- ◆ **Automation.** \$311,579 for improvements to computer and information systems in the Bureaus of Police and Planning, and the Office of the City Attorney directed toward improving services.
- ◆ **Development Review.** \$55,000 for a position in the Bureau of Buildings for the continued review of the development review process. This project is being coordinated by Commissioners Hales and Kafoury.

## Goal: Decent, Affordable Housing.

- ◆ **Livable Cities.** \$330,500 for the first year of a multi-year process to identify opportunities for housing development in response to expected population growth over the next two decades. An independent board composed of public and private sector representatives will define organizational mission and requirements.
- ◆ **Historic Housing Inventory.** \$43,000 within the Bureau of Planning to begin work on updating the inventory of historic buildings in order to comply with comprehensive planning requirements.

# Major Budget Decisions

---

- ◆ **Housing Services.** \$12 million within the Housing and Community Development Bureau to provide a variety of housing assistance for households with income below 80% of median income.

## Goal: Economic Vitality and Security

- ◆ **Southbound Access.** \$50,000 to design southbound access to Interstate 5 from the Central Eastside business district.
- ◆ **Portland Development Commission.** The budget redefines the mission and organizational structure of the Commission through a five year operating plan. The plan calls for PDC's continued role as the focal point for economic development programs consistent with Prosperous Portland, the City's forthcoming economic development policy.
- ◆ **Special Opportunities.** \$186,151 to promote increased business with minority- and women-owned business.
- ◆ **Business and Job Development.** \$1,033,879 in General Fund support for economic development, business retention, and job development programs. Included is \$99,216 in support of the Northeast Workforce Center.
- ◆ **Downtown Services.** \$541,488 to support security, street sweeping and other services to preserve the vitality of the downtown business district. This represents a \$47,089 increase over prior years to support the extension of service to the newly finished North Transit Mall area.

## Goal: Healthy Families and Children

- ◆ **Expanded Youth Programs.** \$1 million is set-aside next fiscal year to respond to cuts in local school recreation programs. The money could be used city-wide to expand by 25 the number of community school sites; pick up the cost of selected after-school clubs for high school students in drama, speech, music; finance selected team sports at the beginning and intermediate levels; fund selected performing arts programs; provide for fitness and education programs at the elementary and school level; and expanded after-school activities at the elementary and the middle school level to include arts, music, environmental education, sports and games, and club activities. Of the total, \$234,000 is supported by General Fund discretionary dollars while \$766,000 will be supported by a new \$1.50 per nine holes surcharge for golf. This funding is in addition to the \$250,000 per year from the current Youth Trust Fund used to leverage community investment for youth-oriented programs. These programs will be available to all Portland students attending the Portland, Reynolds, Parkrose, and David Douglas school districts.

# Major Budget Decisions

---

- ◆ **Youth Employment.** \$971,000 for youth employment, including a \$125,000 for summer jobs; \$500,000 in support for Private Industry Council youth programs; and \$366,000 for public employment opportunities within the Bureaus of Police, Water, Environmental Services, and Transportation.
- ◆ **Domestic Violence.** \$1,071,200 to expand housing options and continue support for the victims of domestic violence. Included is \$207,200 in support from the Housing and Community Development program and \$179,000 from the General Fund to support shelter programs. Multnomah County is expected to match this with an additional \$200,000 contribution. The Portland Police bureau budget includes \$685,000 to continue its Domestic Violence Reduction Unit.

## Goal: Financial Stability

- ◆ **Reserves.** \$3.55 million is transferred to General Fund Reserves to partially offset the \$8.6 million in tax increment annual debt service that the City's General Fund will begin absorbing in the second year of the budget, FY 1995-96. The five-year budget strategy will maintain the City's emergency reserve fund at around 10%. Drawing on the reserves in FY 1995-96 will maintain existing levels of service.
- ◆ **Utility Rates.** The City's utilities face significant future challenges that will intensify pressure to increase rates. The Water Bureau has embarked upon a regional study of long-range supply requirements. The Bureau of Environmental Services is extending sewers to east Portland and resolving problems stemming from combined sewer and storm water overflows into area rivers. Careful consideration must be given to balance the long-term needs of these systems with sensitivity to the growing percentage these costs consume of household income. The budget includes a 13% average rate increase for sewer and drainage services. An identified reduction of approximately 1%, or the equivalent of \$5.4 million will be diverted to better position the Bureau in these uncertain times, particularly in the area of long-term capital financing needs. The Water Bureau's requested 9.3% rate increase included nearly \$1.6 million in new or expanded programs. After review only \$420,000 of these adds were approved and operating efficiencies were identified resulting in the total rate increase required being trimmed to 6%.

## Goal: Quality Education

- ◆ **School Police.** \$1.5 million in one-time funding to pick-up the cost of providing 27 school police and support positions in the Portland School District. This support will enable the District to retain 35 elementary classroom teachers that otherwise would be laid off.

# Major Budget Decisions

---

- ◆ **After School Programs.** As referenced earlier, the budget includes \$1 million in General Fund and golf fee surcharges to support expanded after school athletic, recreation, arts and educational programs for the City's youth to offset reductions in such programs within Portland school districts.

## Goal: Safe and Peaceful Community

- ◆ **Annexations.** \$6 million to provide fire and police services in areas to be annexed by July 1, 1994. A total of 45 new police officer positions and 10 non-sworn positions will be added to extend services to the area. Fire service currently provided through a contract with Multnomah County Rural Fire District #10 will now be covered by General Fund discretionary funding.
- ◆ **Community Policing.** The budget supports the continuation of community policing including Neighborhood Response Teams, neighborhood liaison officers, emphasis upon joint problem solving with community residents, partnership agreements with neighborhoods, and improved customer service.
- ◆ **St. Johns Precinct.** \$250,000 is included to support the continued use of the St. Johns facility as a Police Precinct. This facility, which will be in addition to the new precinct located on Martin Luther King Boulevard, will allow for enhanced community policing efforts and the efficient deployment of police personnel.
- ◆ **Drug Diversion (STOP).** \$104,000 to match State and County funding for the last of a three year program for this criminal justice diversion program for persons arrested on drug charges. Services include acupuncture clinics, chemical dependency treatment and urinalysis.
- ◆ **Emergency Communications System.** \$594,896 to insure the continued smooth transition to the new emergency communications system. An additional radio network will be continued for three quarters of the year at a cost of \$327,896. The budget also includes \$267,000 to support use of the new 800 MhZ radio system.
- ◆ **Trauma Intervention.** \$27,800 is included for the Fire Bureau community based trauma intervention program, providing assistance to residents experiencing fire and other disasters. The Fire Bureau will work to coordinate the program with the Bureau of Police.
- ◆ **New Precinct Facilities.** \$933,827 to support the temporary location of East Precinct at the National Guard Armory (\$433, 827) and to complete site selection for the inner- and outer-East precinct facilities (\$500,000). The current East Precinct is in need of seismic and other improvements, while the outer East facility is needed to support service in recently annexed areas.

# Major Budget Decisions

---

- ◆ **Improved Officer Safety.** \$384,187 to enhance the safety of Police Officers through the acquisition of more radios and the replacement of handguns in response to Occupational Safety and Hazards Administration (OSHA) mandates.
- ◆ **Graffiti Coordination.** The Police Bureau will assume responsibility for coordinating programs directed toward repairing damage caused by and decreasing the occurrence of graffiti. As part of this program a "graffiti hot-line" will be established." Cleaning and other supplies will be available at area fire stations.
- ◆ **School Traffic Safety.** \$320,000 within the Transportation budget for an expanded school traffic safety program.
- ◆ **Needle Exchange Program.** \$10,000 in continued supported for the needle exchange program that is matched by Multnomah County.

## **Goal: Well-Planned City with Managed and Balanced Growth.**

- ◆ **Livable Cities.** As previously cited under the housing goal, the budget includes \$330,500 to begin long-term housing planning to address expected population growth over the next two decades. This support will be matched by private sector contributions.
- ◆ **River District.** \$43,000 is included within the Bureau of Planning to continue work on the development of this area on the North side of downtown.
- ◆ **Capital Improvements.** \$169.8 million to maintain, improve, and expand the cities capital systems, including parks, streets, sewers, facilities, and water lines. Of this amount \$4.8 million is allocated within the General Fund for park maintenance, facility improvements, street lighting, and equipment acquisition.
- ◆ **Community Planning.** \$724,721 for the continued implementation of the Albina Community Plan and completion of the Outer Southeast Community Plan. A inter-bureau task force will be appointed to insure the continued implementation of the Albina community plan.
- ◆ **Light Rail.** \$2.9 million in support of light rail planning and construction, including \$1 million in match for the construction of the Westside light rail line. Also included is \$725,000 for planning the alignment of the North to South extension on the eastside of Portland and other regional rail planning activities.
- ◆ **Pedestrian and Bicycle Programs.** \$1.2 million for capital improvements directed at improved pedestrian and bicycle access. This action represents the increasing emphasis placed on multi-modal approaches to transportation needs.

# Major Budget Decisions

---

- ◆ **Community Initiatives.** \$300,000 is included within the Bureau of Housing and Community Development budget to support projects developed and implemented by community organizations. Selection of projects will be coordinated with the Office of Neighborhood Associations.

## Second Year Budget Decisions (FY 1995-96)

- ◆ **Two -Year Decision Time Frame.** The Council last year called for a two-year budget process to be developed and undertaken starting with the FY 1994-95 budget. This budget is the first in which Council will make decisions spanning two years.

The Mayor's Proposed Budget provides for ongoing current service level budget appropriations for City bureaus for a two year period. Programs or projects that are designated as on-going current service level, including new adds incorporated in the FY 1994-95 budget, will be continued in FY 1995-96. Programs or projects that are designated as one-time in FY 1994-95 will be subtracted from the FY 1995-96 current service level bureau budgets, unless provision has been made for an additional year of one-time funding in FY 1995-96.

FY 1995-96 bureau budgets will also include appropriation for all second year capital improvement projects that were recommended by the Capital Review Committee, and incorporated in the Mayor's Proposed Budget.

The Mayor's Budget proposes funding for the following add packages for FY 1995-96:

- **Livable Cities.** \$340,000 for a second year of one time funding to begin long-term housing planning. This support will be matched by private sector dollars.
- **Radio Operating Costs.** \$56,000 is included to provide necessary operating and maintenance costs associated with the FY 1995-96 purchase of an additional 101 portable radio pack sets for Police officers, in response to an OSHA settlement.
- **Temporary Armory Rental.** \$433,000 is budgeted for a second year of one time funds to support the temporary location of East Precinct at the National Guard Armory.

# Major Budget Decisions

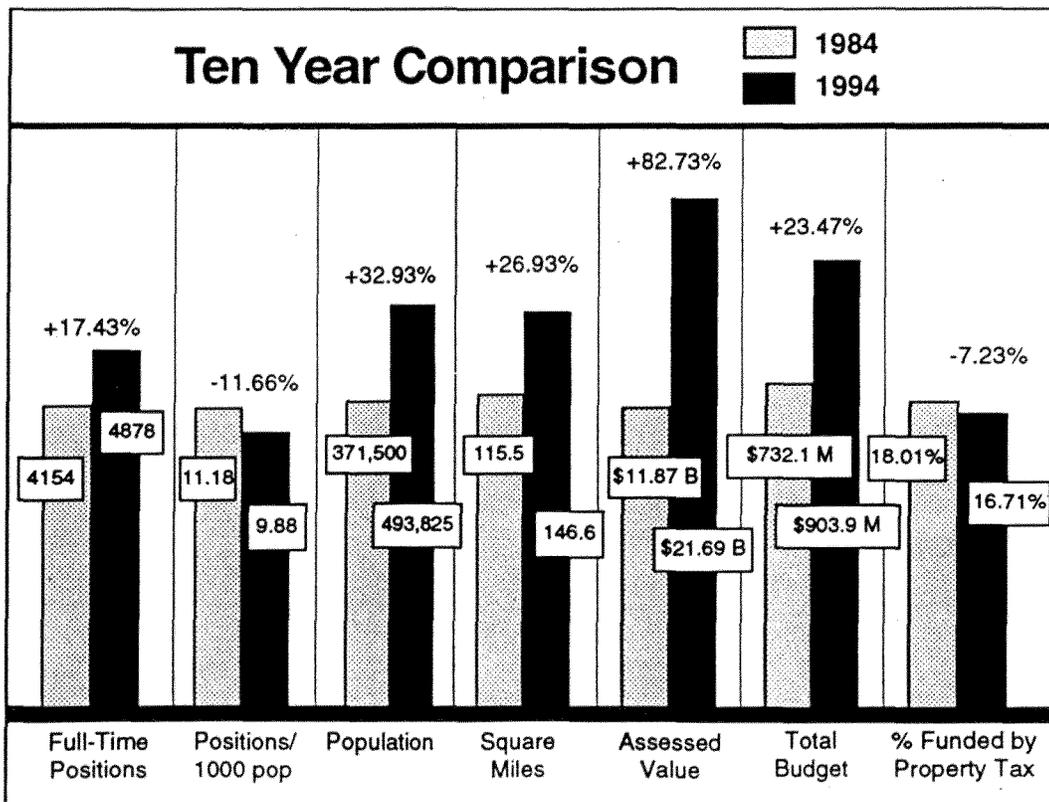
---

- **Minority Recruitment.** \$34,606 is included to expand the Police Bureau's minority recruitment outreach activities to obtain more participation by minority groups. Schools and colleges with predominantly African American and Hispanic enrollment will be targeted for possible police candidates.
- **Bureau of Purchases Computer Equipment.** \$3,780 is provided to the Bureau of Purchases to replace obsolete computer equipment.
- **Customer Survey** - \$50,000 is included for an expanded citywide survey of citizen perceptions on the quality and need for City services.
- **Battalion Chiefs** - \$270,000 of discretionary ongoing money is made available in FY 1995-96 since \$270,000 for Fire Bureau Battalion Chiefs was funded on a one time basis only in FY 1994-95.

# Trends And Comparisons

## ALL BUREAUS

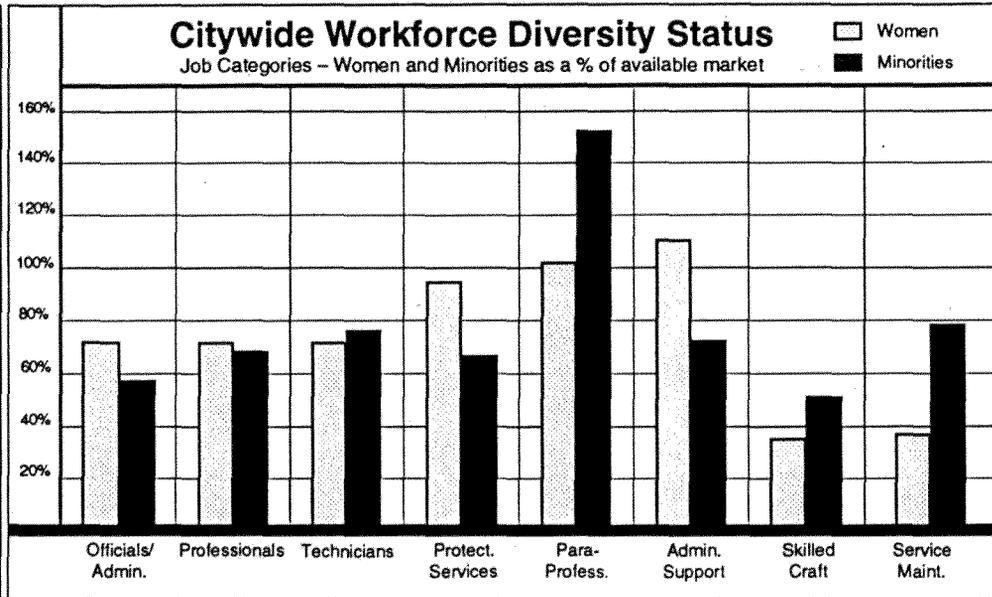
| City of Portland - Trends |               |                  |               |          |
|---------------------------|---------------|------------------|---------------|----------|
|                           | July 1993     | July 1994 (est.) | Change        | % Change |
| Per Capita Income         | \$21,852      | \$22,726         | +\$874        | 4.0%     |
| Unemployment              | 6.0%          | 6.0%             | 0.0%          | 0.0%     |
| CPI (Jan 92-Jan 93)       | 4.2%          | 3.6%             | -0.6%         | -14.3%   |
| Population                | 471,325       | 493,825          | +22,500       | 4.8%     |
| Square Miles              | 141.1         | 146.6            | +5.5          | 3.9%     |
| Assessed Value            | \$21.69 B     | \$22.99B         | +\$1.3 B      | 6.0%     |
| Total Budget              | \$976,929,018 | \$903,998,875    | -\$72,930,143 | -7.5%    |



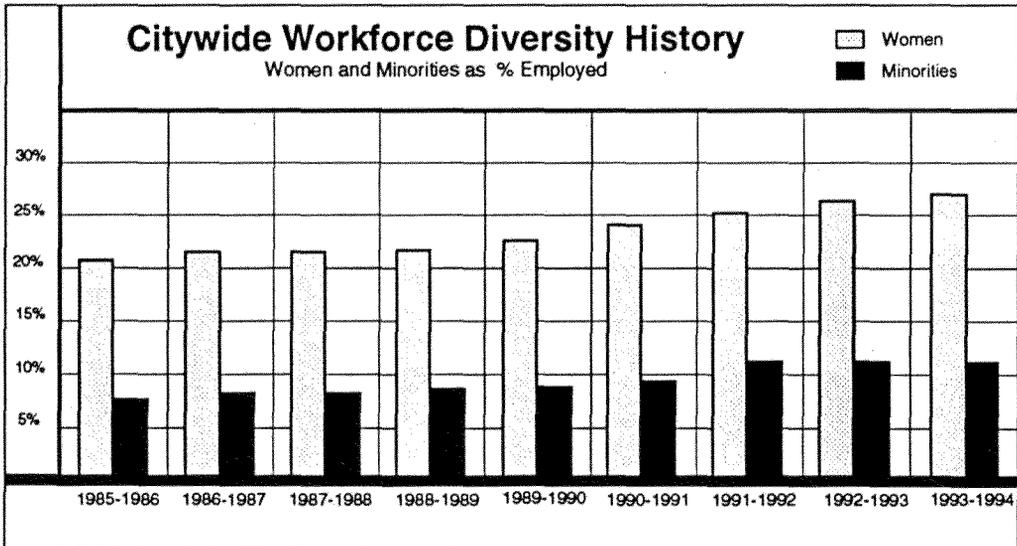
# Workforce Diversity

## ALL BUREAUS

- Current number of women in Para-Professional and Administrative Support classes matches or exceeds market availability. Improvement needed in other areas, especially Skilled Craft and Service/Maintenance.
- Current number of minorities in Para-Professional jobs exceeds market availability. Improvement needed in other areas, especially Administration and Skilled Craft classes.

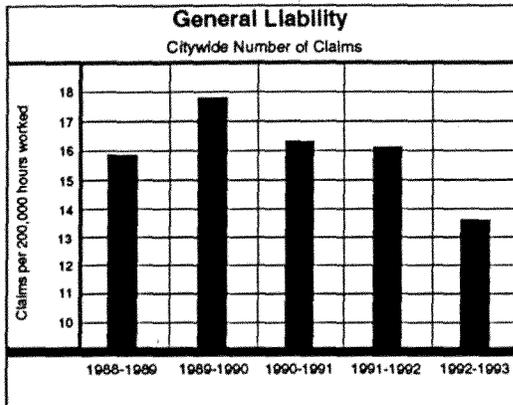


- Percentage of women in workforce has steadily increased in the last nine years from 21% to 26.8%.
- Percentage of minorities in workforce has steadily increased from 6.8% to 11.7% in the last eight years. A slight drop of 0.3% occurred between FY 91/92 and 92/93.

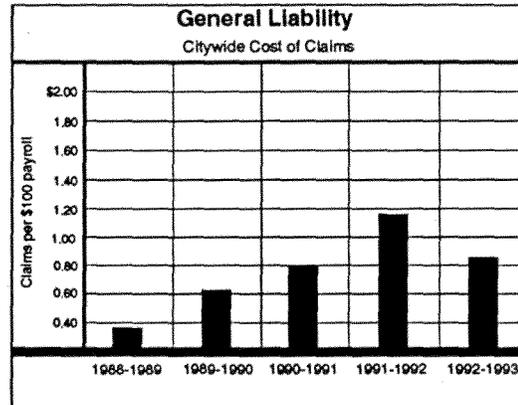


# Loss Control

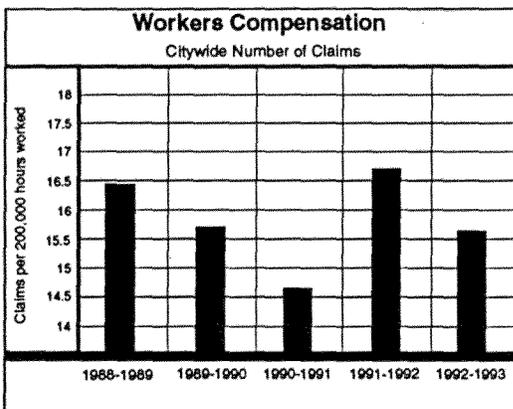
## ALL BUREAUS



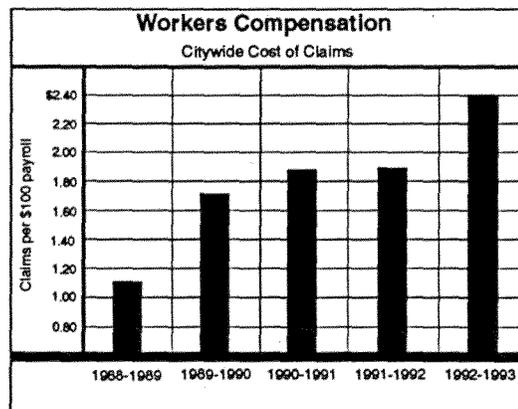
Reduction in claim frequency is a result of loss control effort and a change in record keeping since 1990.



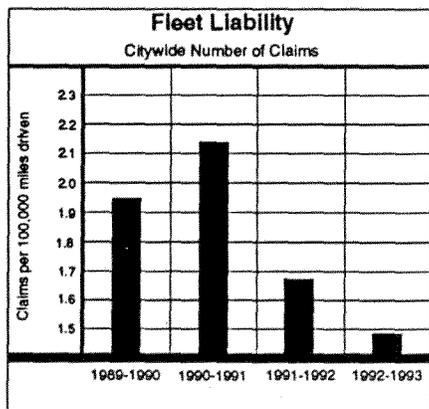
Citywide cost is driven by Police Bureau. Recently costs have decreased significantly.



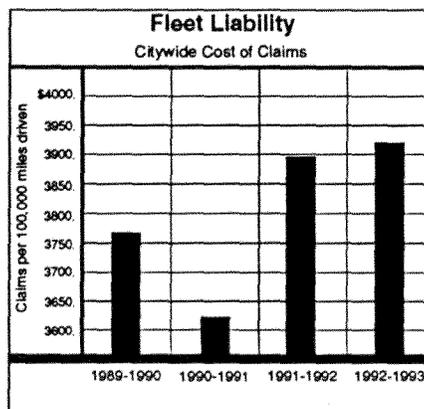
Significant downward trend. "Bump" in 92 due to 50+ BOEC Air Quality Claims.



Use of settlement compromise tool to retire old claims and revised cap on awards resulted in one year jump in costs of claims.



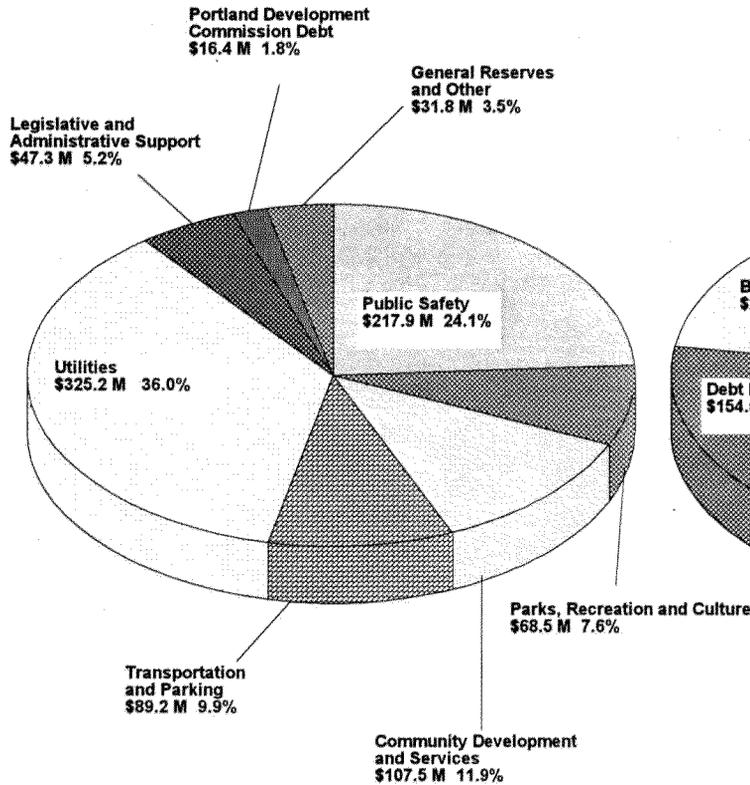
Increased ceiling of Tort awards is driving increases for liability costs.



# Total Budget

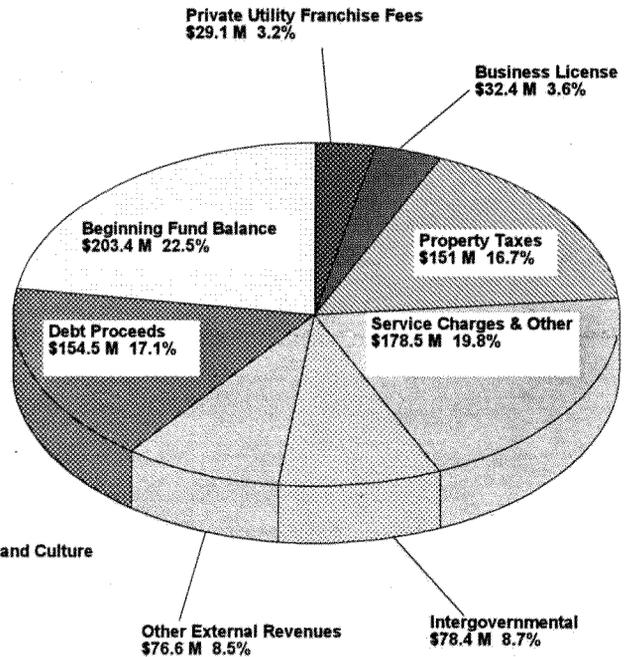
## ALL FUNDS

### TOTAL EXPENSE ALL FUNDS



**Total: \$903,998,875**

### TOTAL REVENUE ALL FUNDS

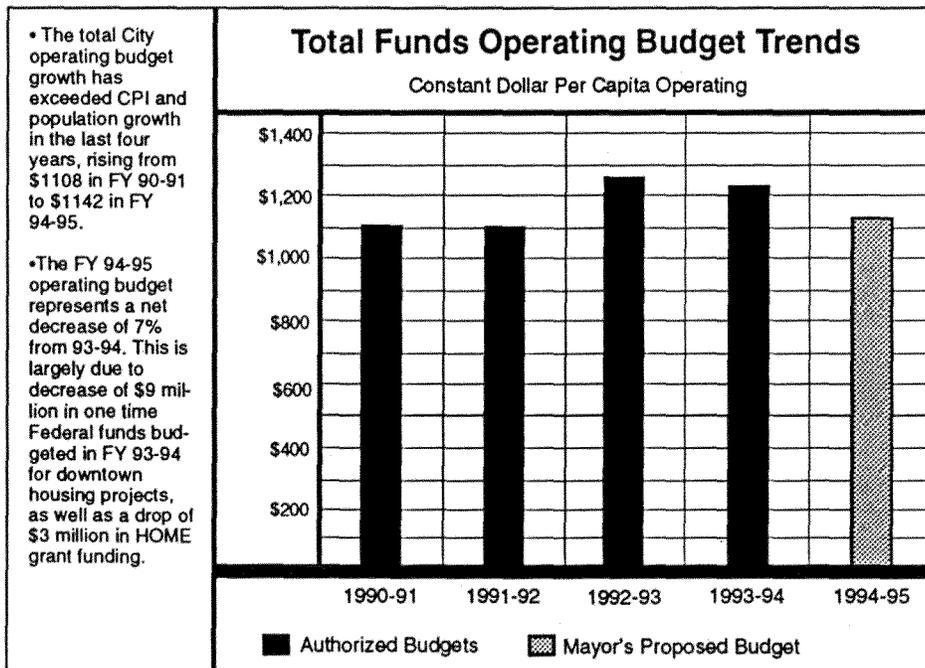
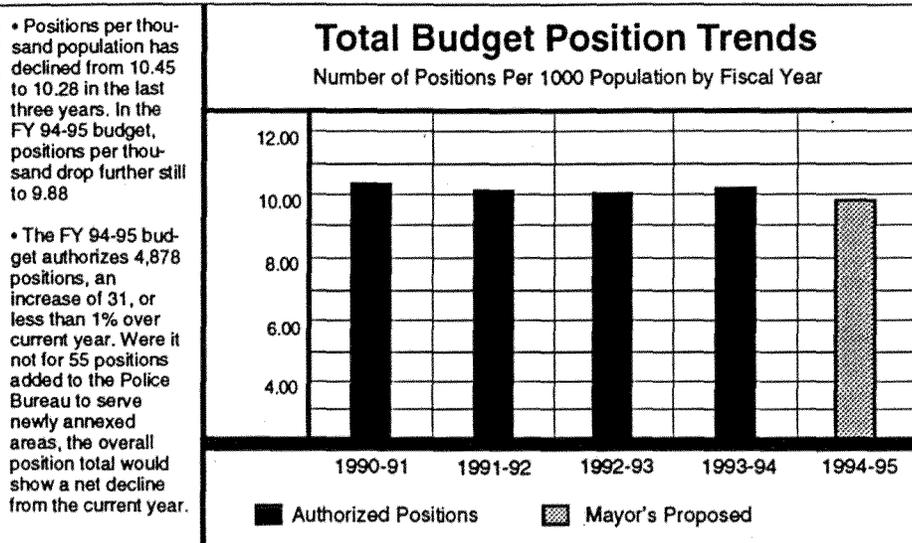


**Total: \$903,998,875**

| Mayor's Proposed Budget<br>Prior Year Comparison | 1993-94<br>Revised | 1994-95<br>Proposed | Dollar<br>Change | Percent<br>Change |
|--|--------------------|---------------------|------------------|-------------------|
| Net Budget                                       | \$976,929,018      | \$903,998,875       | (\$72,930,143)   | -7.5%             |

# Total Budget

## FINANCIAL AND SERVICE TRENDS

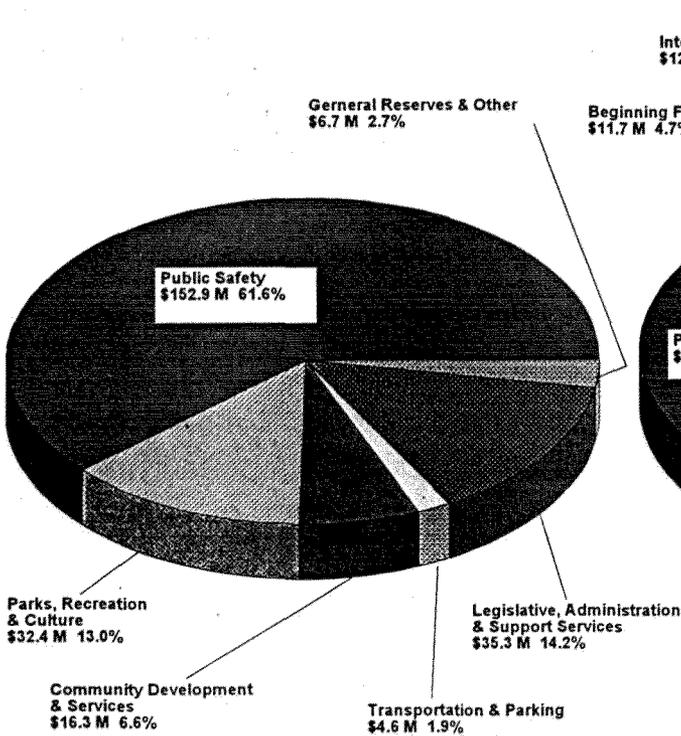


# General Fund

## BUDGET

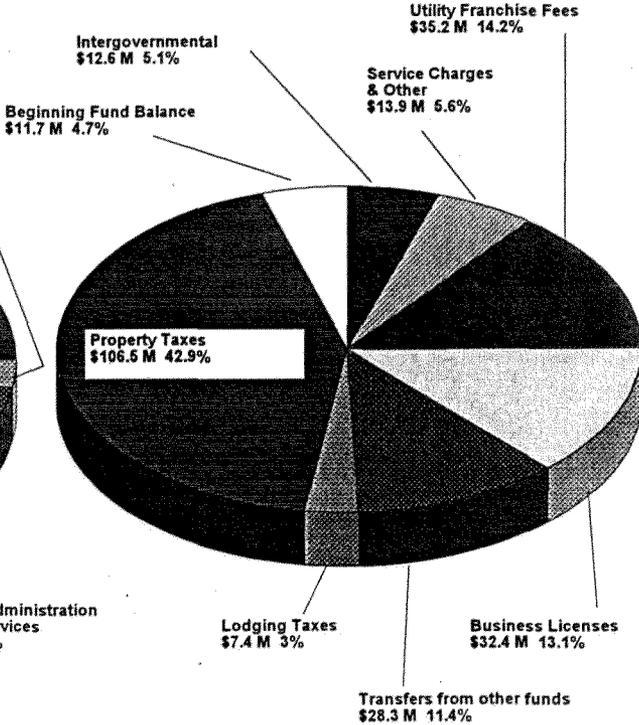
### EXPENDITURES

Where the dollars go...



### REVENUE

Where the dollars come from.



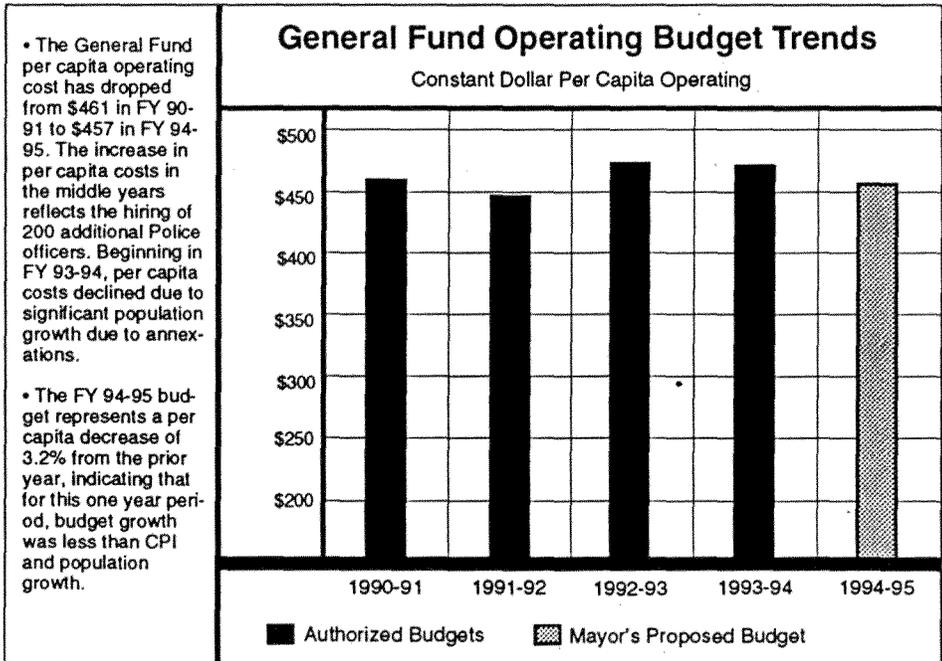
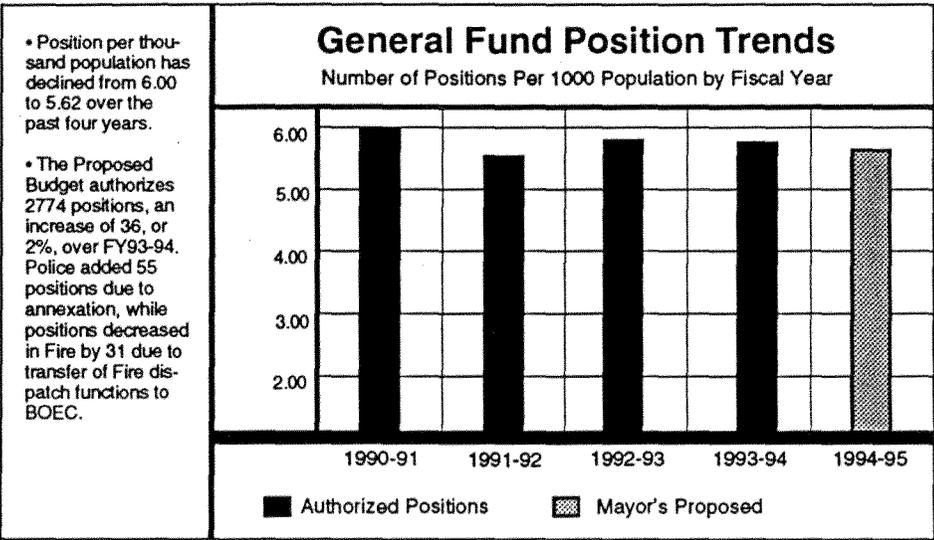
**Total Expenditures - General Fund**  
\$248,112,099

**Total Revenues - General Fund**  
\$248,112,099

| Mayor's Proposed Budget<br>Prior Year Comparison | 1993-94<br>Revised | 1994-95<br>Proposed | Dollar<br>Change | Percent<br>Change |
|--|--------------------|---------------------|------------------|-------------------|
| Net Budget                                       | \$231,466,833      | \$248,112,099       | \$16,645,266     | 7.2%              |

# General Fund

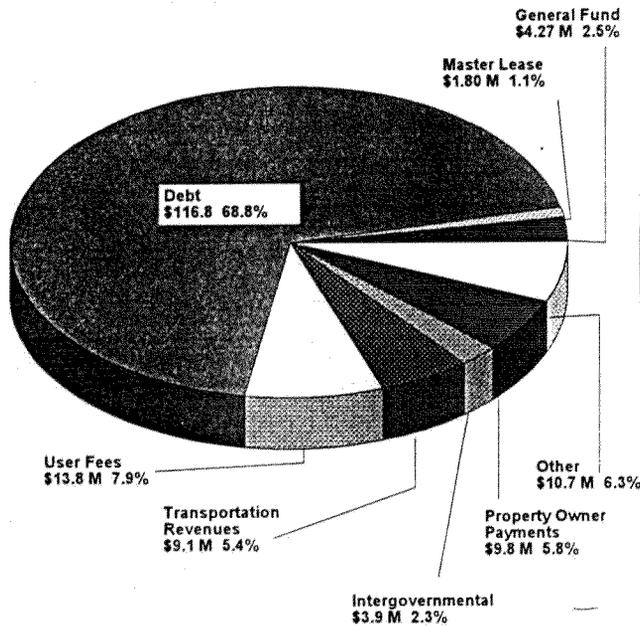
## FINANCIAL AND SERVICE TRENDS



# Capital Expenditures

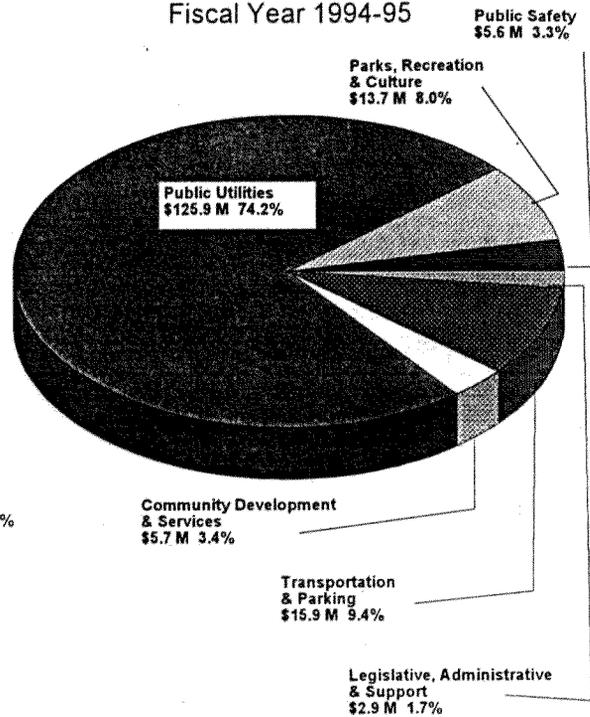
## TOTAL BUDGET

**Capital Project Funding Sources**  
Fiscal Year 1994-95



**Total: \$169.8 Million**

**Capital Projects by Service Area**  
Fiscal Year 1994-95



**Total: \$169.8 Million**

### Capital Projects of Note

|                                 |   |                |
|---------------------------------|---|----------------|
| <b>Public Safety</b>            | East and Outer East Precincts site selection and design                             | \$ 0.5 Million |
| <b>Public Utilities</b>         | Mid-County sewer construction   | \$34.2 Million |
|                                 | Combined Sewer Overflow Project   | \$26.4 Million |
| <b>Transportation</b>           | Street improvements citywide  | \$ 6.3 Million |
|                                 | Alternative modes (Bikes, Pedestrian, and Neighborhood Traffic Management Projects) | \$ 4.5 Million |
| <b>Recreation &amp; Culture</b> | Springwater Trail   | \$ 0.8 Million |

# **FINANCIAL SUMMARIES**



# TOTAL CITY BUDGET - REVENUES AND EXPENSES

Table 1

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 the City's funds except those of the Portland Development Commission, a semi-autonomous agency that operates under City charter but is budgeted separately. The same is true for the budget figures in other tables in the financial summaries section.

|   | Revised<br>FY 1993-94  | Proposed<br>FY 1994-95 |
|---|------------------------|------------------------|
| <b>TOTAL REVENUES - All Funds</b>                 |                        |                        |
| <b>External Revenues</b>                          |                        |                        |
| Property Taxes                                    | \$149,355,851          | \$151,035,721          |
| Other Taxes                                       | 8,099,412              | 8,816,520              |
| Licenses and Permits                              | 63,714,380             | 72,415,266             |
| Service Charges                                   | 193,772,427            | 178,548,161            |
| Intergovernmental                                 | 116,303,672            | 78,431,025             |
| Miscellaneous                                     | 52,492,216             | 56,898,831             |
| Debt Proceeds                                     | 190,185,450            | 154,447,761            |
| <b>Total External Revenues</b>                    | <b>\$773,923,408</b>   | <b>\$700,593,285</b>   |
| <b>Transfers from Other Funds</b>                 |                        |                        |
| Service Reimbursements                            | 95,924,798             | 91,831,745             |
| Cash Transfers                                    | 294,245,800            | 268,386,773            |
| <b>Total Transfers from Other Funds</b>           | <b>\$390,170,598</b>   | <b>\$360,218,518</b>   |
| <b>Beginning Fund Balances</b>                    | <b>221,005,610</b>     | <b>203,405,590</b>     |
| <b>TOTAL BUDGET</b>                               | <b>\$1,385,099,616</b> | <b>\$1,264,217,393</b> |
| Less Interfund Transfers & Tax Anticipation Notes | (408,170,598)          | (360,218,518)          |
| <b>NET BUDGET</b>                                 | <b>\$976,929,018</b>   | <b>\$903,998,875</b>   |
| <b>TOTAL EXPENSES - All Funds</b>                 |                        |                        |
| <b>Bureau Expenses</b>                            |                        |                        |
| Personal Services                                 | \$263,374,997          | \$275,416,134          |
| External Materials & Services                     | 280,682,834            | 229,773,786            |
| Internal Materials & Services                     | 95,924,798             | 92,383,842             |
| Capital Outlay                                    | 151,886,978            | 133,286,462            |
| Equipment Cash Transfers                          | 1,455,796              | 2,932,722              |
| <b>Total Bureau Expenses</b>                      | <b>\$793,325,403</b>   | <b>\$733,792,946</b>   |
| <b>Fund-Level Expenses</b>                        |                        |                        |
| Debt Retirement                                   | 127,484,021            | 85,591,063             |
| Fund-Level Cash Transfers                         | 292,790,004            | 264,901,954            |
| Contingency                                       | 112,739,646            | 144,534,432            |
| Unappropriated Ending Fund Balance                | 58,560,542             | 35,256,998             |
| Inventory Increases                               | 200,000                | 140,000                |
| <b>Total Fund-Level Expenses</b>                  | <b>\$591,774,213</b>   | <b>\$530,424,447</b>   |
| <b>TOTAL BUDGET</b>                               | <b>\$1,385,099,616</b> | <b>\$1,264,217,393</b> |
| Less Interfund Transfers & Tax Anticipation Notes | (408,170,598)          | (360,218,518)          |
| <b>NET BUDGET</b>                                 | <b>\$976,929,018</b>   | <b>\$903,998,875</b>   |

# OPERATING & CAPITAL BUDGET BY SERVICE AREA

Table 2

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by service area and by bureau. It does not include fund requirements such as contingencies, reserves, debt principal, or interfund transfers.

|  | FY 1993-94 Revised Budget |                      |                    | FY 1994-95 Proposed |                      |                    |
|--|---------------------------|----------------------|--------------------|---------------------|----------------------|--------------------|
|  | Operating Budget          | Capital Improvements | Total Expenses     | Operating Budget    | Capital Improvements | Total Expenses     |
| Police   | 80,926,561                | 373,579              | 81,300,140         | 88,410,725          | 1,215,068            | 89,625,793         |
| Fire   | 53,043,312                | 3,874,070            | 56,917,382         | 52,780,810          | 3,258,353            | 56,039,163         |
| Fire & Police Disability & Retirement          | 40,512,935                | 0                    | 40,584,475         | 42,291,126          | 0                    | 42,291,126         |
| Emergency Communications                       | 8,496,983                 | 0                    | 8,496,983          | 8,920,640           | 0                    | 8,920,640          |
| Public Safety Capital                          | 153,295                   | 3,050,688            | 3,203,983          | 0                   | 1,086,083            | 1,086,083          |
| Other Public Safety:                           | 4,291,368                 | 5,500,000            | 9,791,368          | 6,204,482           | 0                    | 6,204,482          |
| <b>Total Public Safety</b>                     | <b>187,424,454</b>        | <b>12,798,337</b>    | <b>200,294,331</b> | <b>198,607,783</b>  | <b>5,559,504</b>     | <b>204,167,287</b> |
| <b><u>Parks, Recreation &amp; Culture</u></b>  |                           |                      |                    |                     |                      |                    |
| Parks & Recreation                             | 25,236,178                | 2,909,325            | 28,145,503         | 27,148,408          | 1,765,268            | 28,913,676         |
| Golf   | 3,537,245                 | 1,780,123            | 5,317,368          | 3,679,007           | 850,000              | 4,529,007          |
| Portland International Raceway                 | 493,143                   | 72,104               | 565,247            | 563,093             | 0                    | 563,093            |
| Parks Systems Improvement                      | 244,000                   | 641,086              | 885,086            | 104,786             | 0                    | 104,786            |
| Metropolitan Arts Commission                   | 1,525,706                 | 0                    | 1,525,706          | 1,586,438           | 0                    | 1,586,438          |
| Arena Construction, Oper. & Debt               | 500,000                   | 17,200,000           | 18,700,000         | 573,901             | 11,055,300           | 11,629,201         |
| Other Parks, Recreation & Culture              | 2,693,027                 | 0                    | 3,601,576          | 2,454,021           | 0                    | 2,454,021          |
| <b>Total Parks, Recreation &amp; Culture</b>   | <b>34,229,299</b>         | <b>22,602,638</b>    | <b>58,740,486</b>  | <b>36,109,654</b>   | <b>13,670,568</b>    | <b>49,780,222</b>  |
| <b><u>Public Utilities</u></b>                 |                           |                      |                    |                     |                      |                    |
| Water  | 38,384,347                | 11,600,700           | 49,985,047         | 38,928,899          | 14,843,350           | 53,772,249         |
| Hydropower                                     | 435,235                   | 0                    | 435,235            | 452,904             | 0                    | 452,904            |
| Environ Svcs-Sewer System                      | 46,587,833                | 93,865,750           | 140,453,583        | 47,915,171          | 110,960,868          | 158,876,039        |
| Environ Svcs-Refuse Disposal                   | 3,231,648                 | 5,321,500            | 8,553,148          | 1,796,900           | 0                    | 1,796,900          |
| Other Public Utilities                         | 6,248,117                 | 8,377,698            | 33,613,055         | 12,623,382          | 91,828               | 12,715,210         |
| <b>Total Public Utilities</b>                  | <b>94,887,180</b>         | <b>119,165,648</b>   | <b>233,040,068</b> | <b>101,717,256</b>  | <b>125,896,046</b>   | <b>227,613,302</b> |
| <b><u>Community Development &amp; Svcs</u></b> |                           |                      |                    |                     |                      |                    |
| Planning                                       | 4,298,749                 | 0                    | 4,298,749          | 4,308,397           | 141,985              | 4,450,382          |
| Bureau of Community Develop                    | 3,614,750                 | 0                    | 3,614,750          | 2,759,988           | 0                    | 2,759,988          |
| Office of Neighborhood Assoc                   | 2,428,241                 | 0                    | 2,428,241          | 2,535,670           | 0                    | 2,535,670          |
| Cable & Franchise Management                   | 1,367,544                 | 0                    | 1,367,544          | 1,379,570           | 0                    | 1,379,570          |
| Energy   | 580,116                   | 0                    | 580,116            | 429,830             | 0                    | 429,830            |
| Metro Human Rights Commission                  | 325,449                   | 0                    | 325,449            | 304,153             | 0                    | 304,153            |
| Buildings                                      | 11,486,779                | 0                    | 11,486,779         | 12,098,679          | 0                    | 12,098,679         |
| Cable Fund                                     | 1,644,392                 | 0                    | 1,644,392          | 4,093,248           | 0                    | 4,093,248          |
| LID Construction                               | 1,113,882                 | 4,330,806            | 5,619,688          | 1,304,662           | 5,561,077            | 6,865,739          |
| Housing & Community Develop                    | 29,055,360                | 0                    | 29,055,360         | 28,785,412          | 0                    | 28,785,412         |
| Other Community Develop/Svcs                   | 23,099,669                | 0                    | 27,667,600         | 8,309,137           | 0                    | 8,309,137          |
| <b>Total Community Develop/Svcs</b>            | <b>79,014,931</b>         | <b>4,330,806</b>     | <b>88,088,668</b>  | <b>66,308,746</b>   | <b>5,703,062</b>     | <b>72,011,808</b>  |
| <b><u>Transportation &amp; Parking</u></b>     |                           |                      |                    |                     |                      |                    |
| Transportation & Street Lighting               | 66,232,913                | 28,649,679           | 94,882,592         | 62,941,011          | 15,984,065           | 78,925,076         |
| Parking Facilities                             | 2,770,175                 | 333,998              | 3,104,173          | 3,105,893           | 0                    | 3,105,893          |
| Autoport                                       | 667,620                   | 908,731              | 1,576,351          | 688,640             | 0                    | 688,640            |
| Other Transportation & Parking                 | 0                         | 0                    | 803,688            | 767,231             | 0                    | 767,231            |
| <b>Total Transportation &amp; Parking</b>      | <b>69,670,708</b>         | <b>29,892,408</b>    | <b>100,366,804</b> | <b>67,502,775</b>   | <b>15,984,065</b>    | <b>83,486,840</b>  |
| <b><u>Legislative/Admin/Support Svcs</u></b>   |                           |                      |                    |                     |                      |                    |
| City Attorney                                  | 3,006,844                 | 0                    | 3,006,844          | 3,304,047           | 47,222               | 3,351,269          |
| City Auditor                                   | 3,647,214                 | 62,900               | 3,710,114          | 3,958,774           | 0                    | 3,958,774          |
| Office of Finance & Admin.                     | 14,199,322                | 0                    | 14,199,322         | 14,929,715          | 0                    | 14,929,715         |
| Mayor & Commissioners' Offices                 | 3,178,103                 | 0                    | 3,178,103          | 3,393,343           | 0                    | 3,393,343          |
| Purchases & Stores                             | 1,058,703                 | 0                    | 1,058,703          | 1,196,543           | 0                    | 1,196,543          |
| Licenses                                       | 2,345,096                 | 50,000               | 2,395,096          | 2,338,418           | 0                    | 2,338,418          |

# OPERATING & CAPITAL BUDGET BY SERVICE AREA

Table 2

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by service area and by bureau. It does not include fund requirements such as contingencies, reserves, debt principal, or interfund transfers.

|  | FY 1993-94 Revised Budget |                      |                      | FY 1994-95 Proposed |                      |                      |
|--|---------------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
|  | Operating Budget          | Capital Improvements | Total Expenses       | Operating Budget    | Capital Improvements | Total Expenses       |
| Office of Governmental Relations   | 479,354                   | 0                    | 479,354              | 534,590             | 0                    | 534,590              |
| General Services-Administration  | 1,202,590                 | 0                    | 1,202,590            | 1,223,917           | 0                    | 1,223,917            |
| Communications Services  | 5,837,041                 | 4,954,211            | 10,825,565           | 7,202,845           | 1,021,600            | 8,224,445            |
| Facilities Services  | 5,690,499                 | 3,530,547            | 11,699,826           | 6,644,504           | 1,740,465            | 8,384,969            |
| Fleet Services   | 19,671,173                | 756,271              | 20,427,444           | 15,148,920          | 0                    | 15,148,920           |
| Printing & Distribution Services   | 4,689,165                 | 0                    | 4,689,165            | 5,248,920           | 0                    | 5,248,920            |
| Insurance & Claims   | 3,441,949                 | 0                    | 3,441,949            | 4,022,825           | 0                    | 4,022,825            |
| Workers' Compensation  | 4,445,946                 | 0                    | 4,445,946            | 4,051,420           | 0                    | 4,051,420            |
| Health Insurance   | 13,277,363                | 0                    | 13,277,363           | 13,392,733          | 0                    | 13,392,733           |
| Computer Services  | 4,245,957                 | 0                    | 4,245,957            | 3,547,952           | 137,000              | 3,684,952            |
| Other Legislative/Admin/Support  | 3,826,986                 | 0                    | 4,063,216            | 3,647,734           | 0                    | 3,647,734            |
| <b>Total Legislative/Admin/Support</b>   | <b>94,243,305</b>         | <b>9,353,929</b>     | <b>106,346,557</b>   | <b>93,787,200</b>   | <b>2,946,287</b>     | <b>96,733,487</b>    |
| <b>PDC Urban Renewal Debt</b>  |                           |                      |                      |                     |                      |                      |
| Tax Increment Debt (Interest Only)   | 0                         | 0                    | 6,048,489            | 0                   | 0                    | 0                    |
| <b>General Reserves and Other</b>  | <b>400,000</b>            | <b>0</b>             | <b>400,000</b>       | <b>0</b>            | <b>0</b>             | <b>0</b>             |
| <b>TOTAL EXPENDITURES</b>  | <b>559,869,877</b>        | <b>198,143,766</b>   | <b>793,325,403</b>   | <b>564,033,414</b>  | <b>169,759,532</b>   | <b>733,792,946</b>   |
| <b>FUND REQUIREMENTS</b>   |                           |                      | <b>591,774,213</b>   |                     |                      | <b>530,424,447</b>   |
| <b>TOTAL CITY BUDGET</b>   |                           |                      | <b>1,385,099,616</b> |                     |                      | <b>1,264,217,393</b> |
| <i>Subtract "double count" caused by interfund transfers, interagency charges &amp; tax anticipation notes</i> |                           |                      | <b>(408,170,598)</b> |                     |                      | <b>(360,218,518)</b> |
| <b>NET CITY BUDGET</b>   |                           |                      | <b>976,929,018</b>   |                     |                      | <b>903,998,875</b>   |

# GENERAL FUND REVENUES AND EXPENSES

Table 3

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

|                                     | Discretionary Budget  |                        | Total Budget          |                        |
|-------------------------------------|-----------------------|------------------------|-----------------------|------------------------|
|                                     | Revised<br>FY 1993-94 | Proposed<br>FY 1994-95 | Revised<br>FY 1993-94 | Proposed<br>FY 1994-95 |
| <b>REVENUES</b>                     |                       |                        |                       |                        |
| Property Taxes                      | \$96,318,872          | \$106,512,493          | \$96,318,872          | \$106,512,493          |
| Lodging Taxes                       | 6,716,736             | 7,415,693              | 6,716,736             | 7,415,693              |
| Business Licenses                   | 27,241,577            | 32,402,548             | 27,241,577            | 32,402,548             |
| Utility Franchise Fees              | 32,875,510            | 35,241,437             | 32,875,510            | 35,241,437             |
| Service Charges and Other           | 1,503,382             | 2,762,640              | 10,916,519            | 12,329,861             |
| Intergovernmental                   | 8,287,599             | 8,440,258              | 14,730,836            | 11,163,879             |
| Transfers from Other Funds/Agencies | 514,797               | 859,814                | 29,789,092            | 31,353,494             |
| Beginning Fund Balance              | 13,223,979            | 8,692,694              | 12,874,591            | 11,692,694             |
| <b>GENERAL FUND REVENUES</b>        | <b>\$186,682,452</b>  | <b>\$202,327,577</b>   | <b>\$231,463,733</b>  | <b>\$248,112,099</b>   |
| <b>EXPENSES</b>                     |                       |                        |                       |                        |
| City Attorney                       | \$883,587             | \$1,037,145            | \$3,006,844           | \$3,351,269            |
| City Auditor                        | 934,978               | 885,722                | 3,710,114             | 3,958,774              |
| Cable & Franchise Mgt               | 1,008,211             | 1,165,633              | 1,367,544             | 1,379,570              |
| Commissioner #1                     | 235,317               | 223,289                | 560,579               | 584,742                |
| Commissioner #2                     | 229,091               | 217,739                | 548,900               | 570,802                |
| Commissioner #3                     | 221,072               | 209,916                | 526,829               | 549,827                |
| Commissioner #4                     | 229,258               | 217,675                | 546,871               | 570,511                |
| Community Development               | 1,331,694             | 1,680,736              | 3,614,750             | 2,759,988              |
| Energy                              | 129,076               | 139,634                | 580,116               | 429,830                |
| Finance & Administration            | 3,418,626             | 3,037,158              | 14,199,322            | 14,929,715             |
| Fire                                | 50,910,982            | 53,526,252             | 56,917,382            | 56,039,163             |
| General Services                    | 0                     | 0                      | 1,202,590             | 1,223,917              |
| Government Relations                | 148,324               | 154,491                | 479,354               | 534,590                |
| Licenses                            | 1,576,652             | 1,455,004              | 2,395,096             | 2,338,418              |
| Mayor                               | 464,088               | 378,475                | 994,924               | 1,117,461              |
| Metropolitan Arts                   | 726,785               | 1,049,159              | 1,525,706             | 1,586,438              |
| Metro Human Rights                  | 185,763               | 197,855                | 325,449               | 304,153                |
| Neighborhood Associations           | 2,274,901             | 2,370,859              | 2,428,241             | 2,535,670              |
| Parks & Recreation                  | 18,874,484            | 20,914,377             | 28,145,503            | 28,913,676             |
| Planning                            | 2,340,352             | 2,554,341              | 4,298,749             | 4,450,382              |
| Police                              | 77,393,778            | 85,548,584             | 81,300,140            | 89,625,793             |
| Purchases & Stores                  | 209,468               | 206,939                | 1,058,703             | 1,196,543              |
| Special Appropriations              | 12,707,486            | 12,190,122             | 12,576,550            | 13,194,395             |
| <b>Total Bureau Expenses</b>        | <b>\$176,433,973</b>  | <b>\$189,361,105</b>   | <b>\$222,310,256</b>  | <b>\$232,145,627</b>   |
| Transfers to Other Funds            | \$8,994,350           | \$9,844,181            | \$7,899,348           | \$9,844,181            |
| Contingency-Operating & Unforeseen  | 1,194,129             | 3,122,291              | 1,194,129             | 3,122,291              |
| Contingency-Encumbrance Carryover   | 0                     | 0                      | 0                     | 3,000,000              |
| Inventory Increases                 | 60,000                | 0                      | 60,000                | 0                      |
| <b>GENERAL FUND EXPENSES</b>        | <b>\$186,682,452</b>  | <b>\$202,327,577</b>   | <b>\$231,463,733</b>  | <b>\$248,112,099</b>   |

Note: Budgeted Tax Anticipation Notes (\$10 million in 1993-94 and \$7,954,850 in 1992-93) are excluded.  
Franchise Fees and Intergovernmental Revenue amounts include dollars transferred from other funds for those purposes.

## SUMMARY OF AUTHORIZED POSITIONS

Table 4

This table summarizes the number of regular full-time positions authorized in each bureau or fund, including PDC, for 1993-94 1992-93 and 1991-92. Limited-term or part-time employees are not included.

| <b>ALL FUNDS</b>                       | <b>Actual<br/>FY 1992-93</b> | <b>Revised Budget<br/>FY 1993-94</b> | <b>Proposed<br/>FY 1994-95</b> |
|--|------------------------------|--------------------------------------|--------------------------------|
| <b><u>GENERAL FUND</u></b>             |                              |                                      |                                |
| City Attorney                          | 37                           | 36                                   | 36                             |
| City Auditor                           | 50                           | 52                                   | 53                             |
| Cable Communication & Franchise Mgt    | 4                            | 5                                    | 5                              |
| Commissioner #1, Public Affairs        | 7                            | 7                                    | 7                              |
| Commissioner #2, Public Works          | 7                            | 7                                    | 6                              |
| Commissioner #3, Public Utilities      | 7                            | 7                                    | 7                              |
| Commissioner #4, Public Safety         | 7                            | 7                                    | 7                              |
| Community Development                  | 10                           | 12                                   | 14                             |
| Energy Office                          | 7                            | 7                                    | 7                              |
| Environmental Commission               | 2                            | 0                                    | 0                              |
| Finance & Administration               | 169                          | 166                                  | 169                            |
| Fire, Rescue & Emergency Services      | 771                          | 771                                  | 741                            |
| General Services                       | 18                           | 18                                   | 18                             |
| Intergovernmental Affairs              | 4                            | 4                                    | 4.5                            |
| Licenses                               | 29                           | 34                                   | 36                             |
| Mayor                                  | 12                           | 16                                   | 17                             |
| Metro Arts Commission                  | 9                            | 10                                   | 10                             |
| Metropolitan Human Rights Commission   | 5                            | 5                                    | 5                              |
| Neighborhood Associations              | 16                           | 16                                   | 21                             |
| Parks                                  | 280                          | 282                                  | 279                            |
| Planning                               | 60                           | 64                                   | 61                             |
| Police                                 | 1,126                        | 1,195                                | 1,252                          |
| Purchases and Stores                   | 19                           | 17                                   | 18                             |
| <b><u>TOTAL GENERAL FUND</u></b>       | <b>2,656</b>                 | <b>2,738</b>                         | <b>2,774</b>                   |
| <b><u>OTHER FUNDS</u></b>              |                              |                                      |                                |
| Buildings                              | 152                          | 163                                  | 166                            |
| Communications Services                | 17                           | 23                                   | 23                             |
| Emergency Communications               | 129                          | 126                                  | 126                            |
| Environmental Services                 | 390                          | 400                                  | 402                            |
| Facilities Services                    | 22                           | 23                                   | 23                             |
| Fleet Services                         | 75                           | 74                                   | 74                             |
| Golf                                   | 28                           | 29                                   | 28                             |
| Hydro Power                            | 3                            | 3                                    | 3                              |
| Ptld International Raceway (PIR)       | 4                            | 4                                    | 4                              |
| Printing & Distribution                | 27                           | 27                                   | 27                             |
| Public Safety Capital                  | 0                            | 0                                    | 0                              |
| Refuse Disposal                        | 10                           | 10                                   | 10                             |
| Transportation                         | 701                          | 718                                  | 718                            |
| Water                                  | 507                          | 509                                  | 500                            |
| <b><u>TOTAL OTHER FUNDS</u></b>        | <b>2,065</b>                 | <b>2,109</b>                         | <b>2,104</b>                   |
| <b>TOTAL CITY excluding PDC</b>        | <b>4,721</b>                 | <b>4,847</b>                         | <b>4,878</b>                   |
| Portland Development Commission        | 128                          | 115                                  | 108                            |
| <b><u>TOTAL CITY Including PDC</u></b> | <b>4,849</b>                 | <b>4,962</b>                         | <b>4,986</b>                   |



# **BUREAU BUDGET SUMMARIES BY SERVICE AREA**

**•Public Safety**

**•Parks, Recreation and Culture**

**•Public Utilities**

**•Community Development and Services**

**•Portland Development Commission**

**•Transportation and Parking**

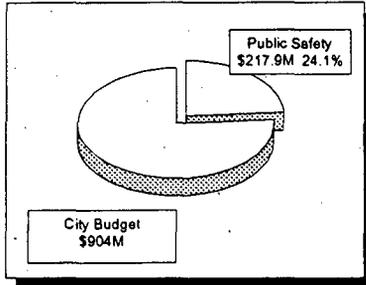
**•Administrative and Support Services**

**•Special Appropriations**

# Public Safety

## PROGRAM AREA OVERVIEW

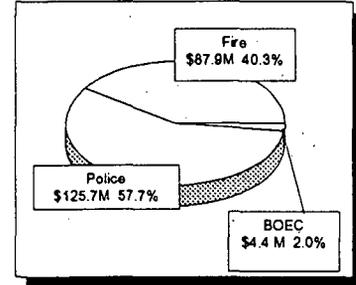
### PERCENT OF BUDGET



### BUDGET DATA

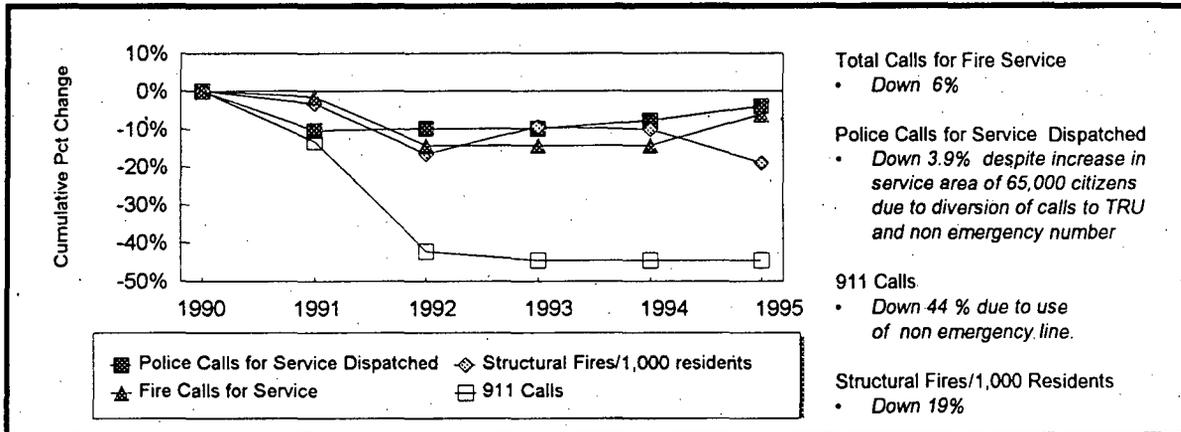
1994-95 Budget \$217.9 M  
 Change from 93-94: Up \$18.2 M  
 Change per Capita: Up 4.1%  
 1994-95 Positions: 2,119  
 Change from 93-94: Up 27 FTEs  
 Change per Thousand: Down 3.3%

### EXPENDITURES



Note: Figures on this page include fund contingencies and reflect the full allocation of costs to direct service areas.

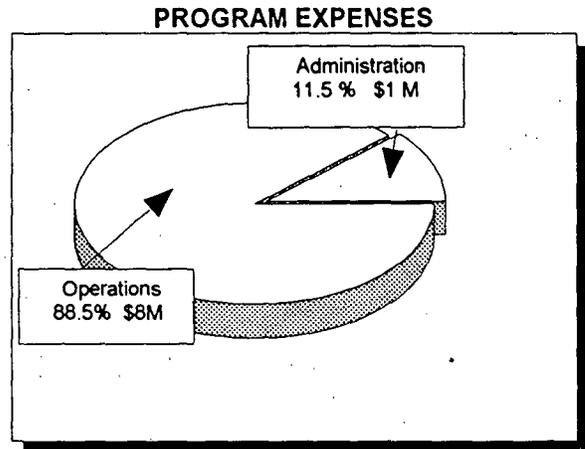
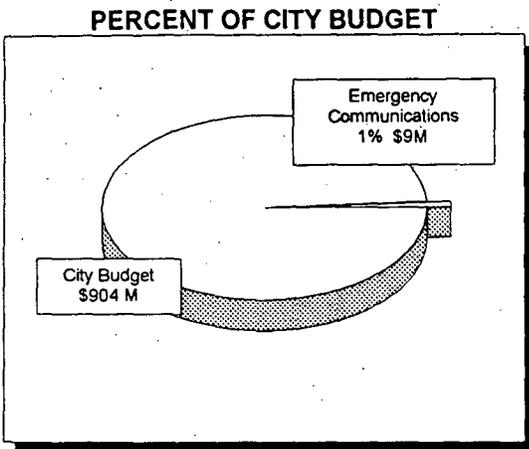
### HISTORICAL TRENDS



### SIGNIFICANT BUDGET ISSUES

- Police adds 45 sworn and 10 non sworn positions to serve 22,500 citizens in newly annexed areas. This staffing level maintains a ratio of 2 officers per thousand population. Fire service currently provided via contract with District #10 will now be covered by General Fund discretionary funding.
- The St. John's Precinct will continue as an operating precinct, allowing for enhanced community policing efforts, and a more efficient deployment of police personnel.
- Fire will conduct an outside study of stations locations to determine the most efficient configuration for delivery of services.
- Radio Net 8/ Service Desk continues at BOEC for nine months to allow transition to direct inquiry via mobile digital terminal units which will be installed in all police vehicles by December 1994.

**EMERGENCY COMMUNICATIONS**  
 Service Area: PUBLIC SAFETY  
 Commissioner-in-Charge: Earl Blumenauer



**BUDGET DATA**

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$8.5 M | \$8.9 M | \$424 K                | -1.1%             |
| Capital                       | \$0     | \$0     | \$0                    | 0%                |
| Total                         | \$8.5 M | \$8.9 M | \$424 K                | -1.1%             |
| Allocated City Overhead Costs | \$240 K | \$222 K |                        |                   |
| Total with Overhead Allocated | \$8.7 M | \$9.1 M |                        |                   |
| Full-Time Positions           | 126     | 126     | +0                     | -2.5%             |

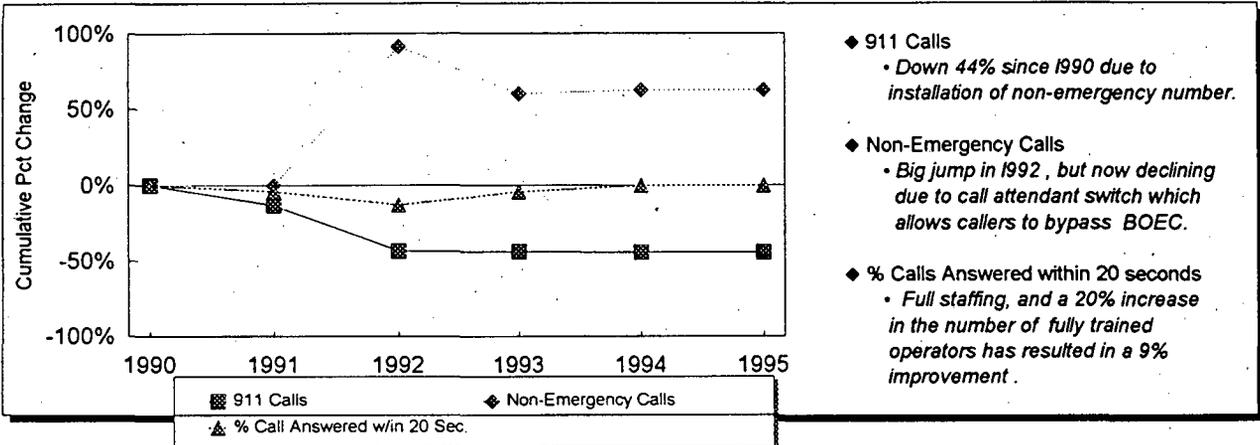
*Note: This data excludes contingencies, transfers and other fund requirements.  
 The "per capita change" column is adjusted for inflation and population growth.*

**SIGNIFICANT ISSUES AND CHANGES**

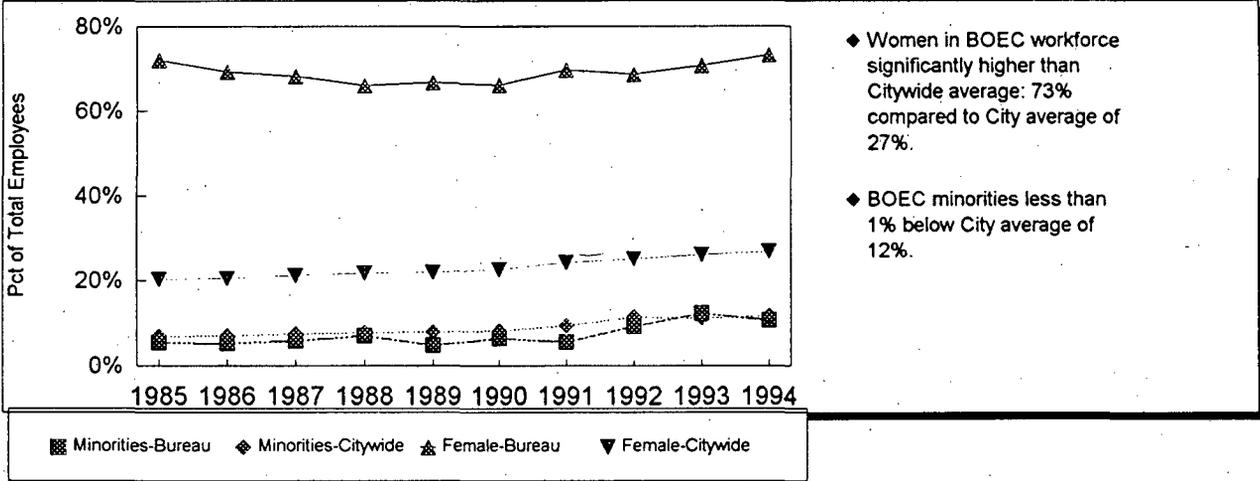
- ◆ **Staffing:** The number of total positions at the Bureau of Emergency Communications is increased by nine limited term Emergency Communication Operators due to the continuation of Net 8/Service Desk for a nine month period. Net8/Service Desk is used by Police officers for vehicle checks, warrant confirmations, driver's license inquiries, etc. The plan was to discontinue this function July 1, 1994 when the installation of mobile digital terminals in Police vehicles would allow officers to directly access this information. Due to the late arrival of the MDTs, and the need to ensure an adequate testing period, Net 8 will be continued for nine months.
- ◆ **Cost Distribution:** With the addition of fire call receipt and dispatch, a new cost distribution formula was developed to equitably allocate total bureau costs to police, fire and emergency medical service user agencies.
- ◆ **State 911 Issues:** The State Legislature recently changed the sunset date on the law allowing the collection of 911 telephone taxes from the year 2000 to 1996. There is some question whether the Legislature will renew this tax which accounts for \$1.2 million or 13% of BOEC's revenues and an additional \$1 million in pass through costs for the Enhanced 911 telephone service costs which are paid directly by the State.

**EMERGENCY COMMUNICATIONS**  
**Service Area: PUBLIC SAFETY**  
**Commissioner-in-Charge: Earl Blumenauer**

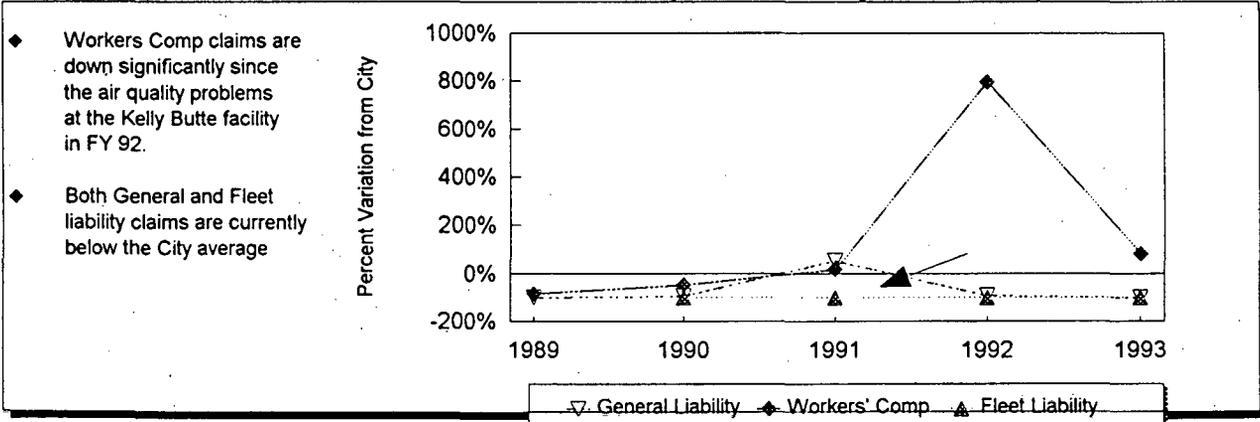
**PERFORMANCE TRENDS**



**Workforce Diversity - Bureau vs. Citywide**



**Bureau Loss Experience Vs. Citywide Loss Experience**



## **EMERGENCY COMMUNICATIONS**

**Service Area: PUBLIC SAFETY**

**Commissioner-in-Charge: Earl Blumenauer**

### ***BUDGET OVERVIEW***

The Bureau of Emergency Communications (BOEC) functions as the primary Public Safety Answering Point (PSAP) for Multnomah County. All calls for service utilizing the 9-1-1 telephone system and the non-emergency police number are processed by BOEC personnel. Through contractual agreements, BOEC dispatches police, fire and emergency medical personnel to incidents requiring their assistance. Call-takers also screen calls for referral to police telephone report units..

BOEC operators are now working out of a new dispatch facility, taking calls on a new phone system, inputting information into and dispatching calls with the aid of a new computer assisted dispatch system, and handling calls and dispatching a new function - fire.

The Bureau has made significant gains in the area of hiring more qualified employees and retaining them through the very difficult 15 month training period. The number of fully trained operators has increased from 64 just two years ago to a projected 90 by the beginning of FY 94-95.

State of Oregon Administrative Rules regulating Certification of Telecommunicators was adopted two years ago. The Bureau continues to include overtime requirements to train all Operators in the areas of EMS and law enforcement certification.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ None

#### **REDUCTIONS/EFFICIENCIES**

- ◆ The Bureau included an add package in its requested budget for the continuation of net 8 for the entire fiscal year. The Mayor's proposed allows for the continuation of the net 8 services for only nine months resulting in some \$110,000 savings to our users.
- ◆ BOEC has shown a reduction in overtime costs due to more efficient staffing of positions, and lowering of the vacancy and attrition rate.

### ***BUDGET NOTES***

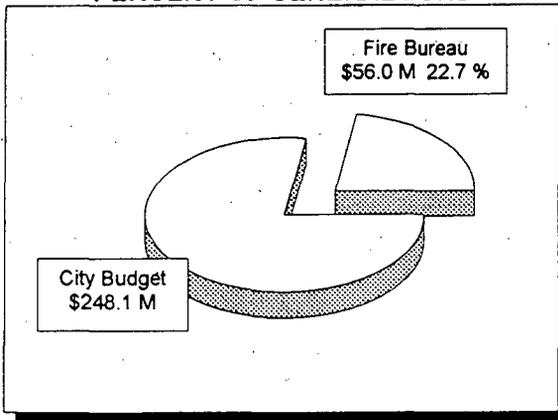
- ◆ None

# BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES

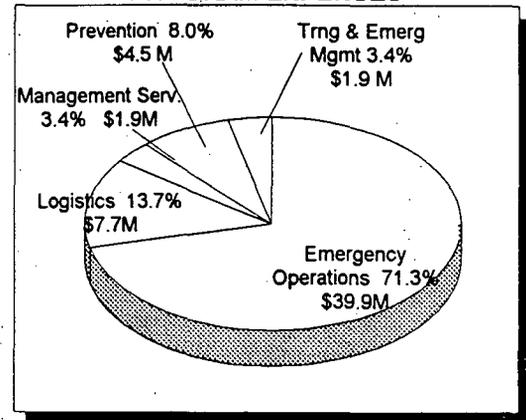
Service Area: PUBLIC SAFETY

Commissioner-in-Charge: CHARLIE HALES

PERCENT OF GENERAL FUND



PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994     | 1995     | Change from Pnor Year | Per Capita Change |
|-------------------------------|----------|----------|-----------------------|-------------------|
| Operating                     | \$53.0 M | \$52.8 M | (\$266 K)             | -8.2%             |
| Capital                       | \$3.9 M  | \$3.3 M  | (\$616 K)             | -22.4%            |
| Total                         | \$56.9 M | \$56.0 M | (\$881 K)             | -9.2%             |
| Allocated City Overhead Costs | \$1.5 M  | \$1.5 M  |                       |                   |
| Total with Overhead Allocated | \$58.4 M | \$57.6 M |                       |                   |
| Full-Time Positions           | 770      | 741      | -29                   | -8.2%             |

The "per capita change" column is adjusted for inflation and population growth.

## SIGNIFICANT ISSUES AND CHANGES

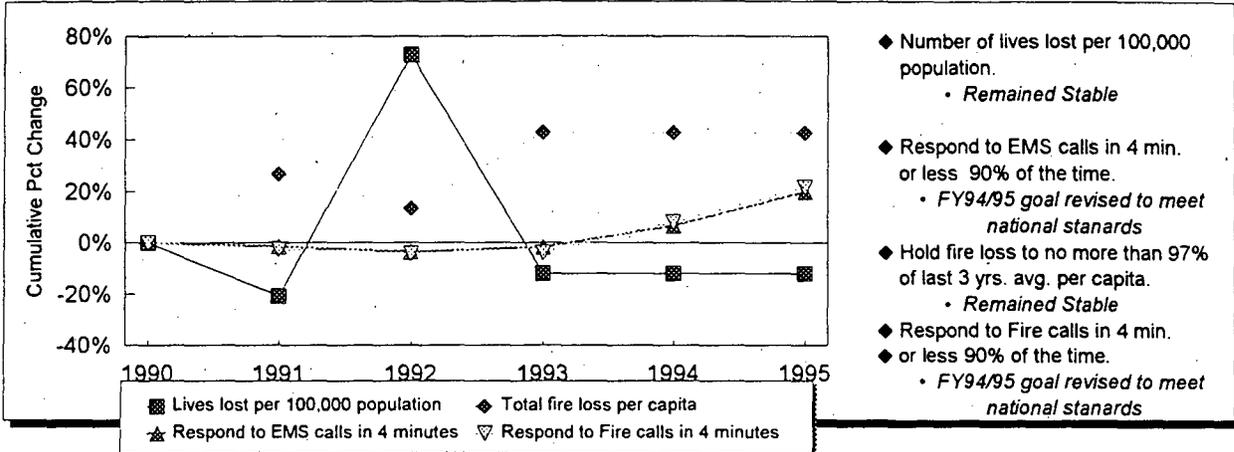
- ◆ The Bureau enters the upcoming two year budget period with a renewed strategic planning process, revised mission and goal statements and the commitment to keep the process alive through the development of specific action plans and on-going accountability.
- ◆ Patient Transport - The March 22nd ballot on the Multnomah County ambulance service area plan was defeated. The County will rewrite the plan and the Bureau will play an active role in developing a new proposal with the Bureau being a participant in Emergency Medical Transport.
- ◆ Community Emergency Services (CES) - This new program is still in the pilot stage. It focuses Bureau decision making and service delivery at the fire station level. Each CES station works closely with neighborhood groups to target resources and services to the specific area needs. Neighborhood Emergency Teams (NET) are also part of this program.
- ◆ Diversity and Hiring Practices - Based on projected retirements, District 10 contract termination, FADs transition and current vacancies, the Bureau plans to hire 4 training academies of 9 each next year. The Bureau will use the 1990 eligibility list, the best representation of protected classes the Bureau has ever been able to achieve. The Bureau will also begin a new firefighter list recruitment in 1995.

# BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES

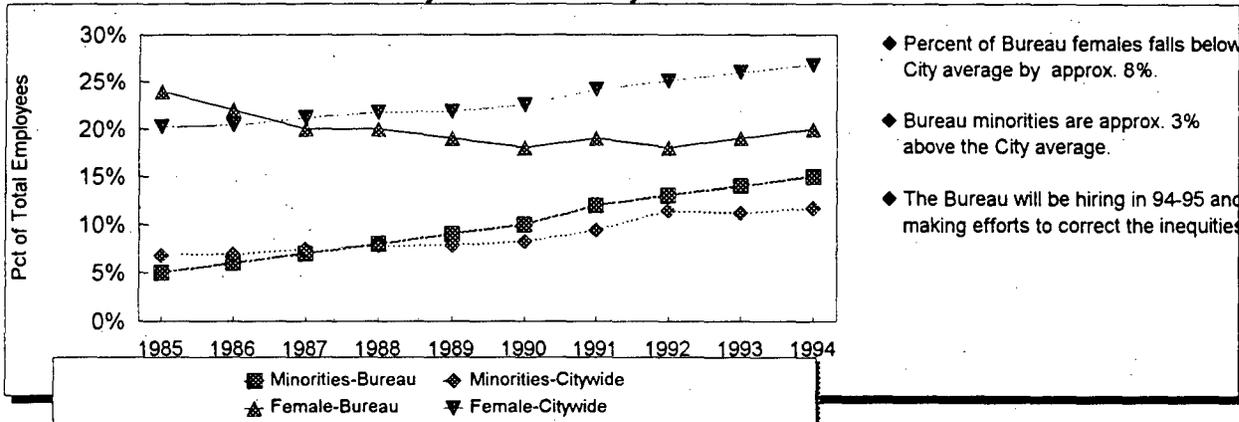
Service Area: PUBLIC SAFETY

Commissioner-in-Charge: CHARLIE HALES

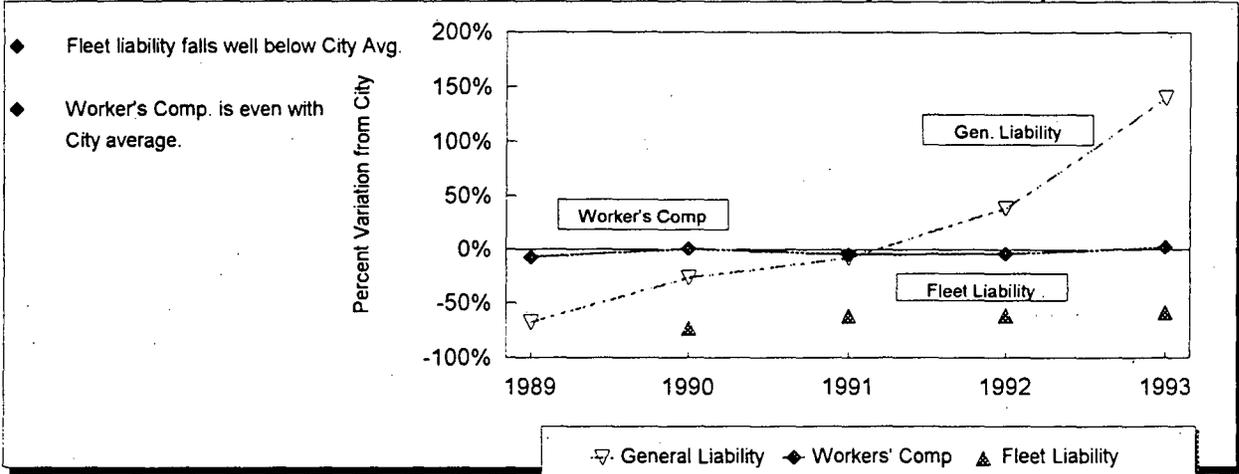
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## **BUREAU OF FIRE, RESCUE & EMERGENCY SERVICES**

Service Area: PUBLIC SAFETY

Commissioner-in-Charge: CHARLIE HALES

### **SIGNIFICANT ISSUES AND CHANGES (Continued)**

- ◆ Fire/Emergency Medical Dispatch - In March, 1994 the Bureau's Dispatch Center moved to the new 9-1-1 facility. Dispatch functions are now civilianized and the Bureau's cut-over process has involved extensive training of 8 BOEC supervisors and 32 civilian dispatchers. The training familiarized staff with fire service dispatching, and with the facility's new technology - Computer Aided Dispatch (CAD), Automatic Vehicle Locators (AVL), Mobil Data Terminals (MDT), an 800 MHZ radio system and a new phone system.

### **CHANGES IN BUDGET**

#### **ADDITIONS**

- ◆ Apparatus Staffing/Station Location Study has been funded as a one-time Special Appropriation. The Bureau plans to conduct an outside study to determine area needs and fire station location options. The Bureau has begun discussions with other agencies to expand to a regional study with shared funding.
- ◆ Capital funding has been included for ongoing apparatus replacement (Including a fire boat), station safety improvements, Training Center, Linnton oil cleanup, and backup generators.

#### **REDUCTIONS/EFFICIENCIES**

- ◆ Multnomah County Fire District 10 contract - The ten year District 10 contract will end on June 30, 1994, as a result of extensive annexations. In 1984 the City took in, as City employees, 222 District 10 personnel. The Bureau will absorb the last 28.5 of these positions in FY1994/95.
- ◆ The Bureau reduced the Urban Service adjustment by \$500,000. These reductions were made through budgeted salary savings.
- ◆ Patient transport appropriations and revenues were eliminated from the Proposed Budget due to the failure at the polls of the County Ambulance Service Area Plan.
- ◆ Fire Bureau positions decrease from 770 in FY1993/94 to 741 in the Proposed Budget due to the transfer of Fire Alarm Dispatch to BOEC. 20 positions were FADs dispatchers and supervisory staff; 9 positions were requested as a CSL Add Package for Dispatch Transition staffing. The Bureau will review the progress of the dispatch transition; contingency may be used if transition staffing is needed beyond June 30, 1994.

### **BUDGET NOTES**

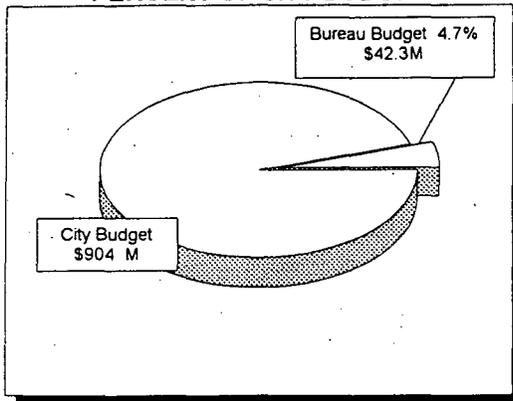
- ◆ Community Emergency Services (CES). The Fire Bureau will continue to implement the CES program using existing staff and resources. Emphasis should be placed on the Neighborhood Emergency Teams and other disaster preparedness activities.
- ◆ Trauma Intervention Program (TIP). The Fire Bureau will pursue the options of running the program internally or coordinating with the Police Chaplain programs rather than contracting for it.
- ◆ Dispatch transitional staffing at the new Emergency Communications Center is not included in the Proposed Budget. The Fire Bureau may bring a proposal to the Council demonstrating the need to continue these positions beyond July 1, 1994.
- ◆ The four positions highlighted for elimination in FY 93-94 budget notes will receive one-time funding in FY94-95. Elimination of 3 Battalion Chief and 1 Deputy Chief positions has been postponed, pending the new Fire Chief's review of the bureau's current structure.

# FIRE AND POLICE DISABILITY AND RETIREMENT

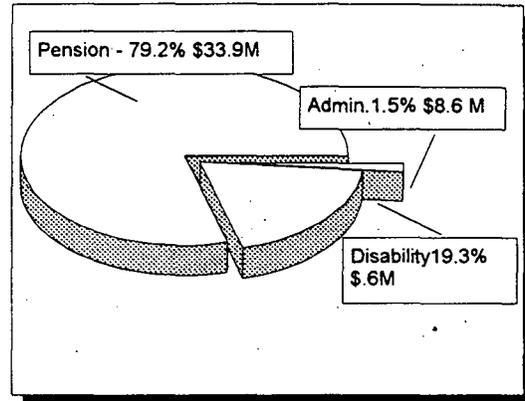
Service Area: NON-DEPARTMENTAL

Commissioner-in-Charge: Barbara Clark

**PERCENT OF CITY BUDGET**



**PROGRAM EXPENSES**



## BUDGET DATA

|                                      | 1994            | 1995            | Change from Prior Year | Per Capita Change |
|--------------------------------------|-----------------|-----------------|------------------------|-------------------|
| Operating                            | \$40.5 M        | \$42.3 M        | \$1.8 M                | -3.7%             |
| Capital                              | \$0             | \$0             |                        | \$0               |
| <b>Total</b>                         | <b>\$40.5 M</b> | <b>\$42.3 M</b> | <b>\$1.8 M</b>         | <b>-3.7%</b>      |
| Allocated City Overhead Costs        | \$143 K         | \$103 K         |                        |                   |
| <b>Total with Overhead Allocated</b> | <b>\$40.7 M</b> | <b>\$42.4 M</b> |                        |                   |
| <b>Full-Time Positions</b>           | <b>0</b>        | <b>0</b>        |                        | <b>+0</b>         |

*Note: This data excludes contingencies, transfers and other fund requirements. The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

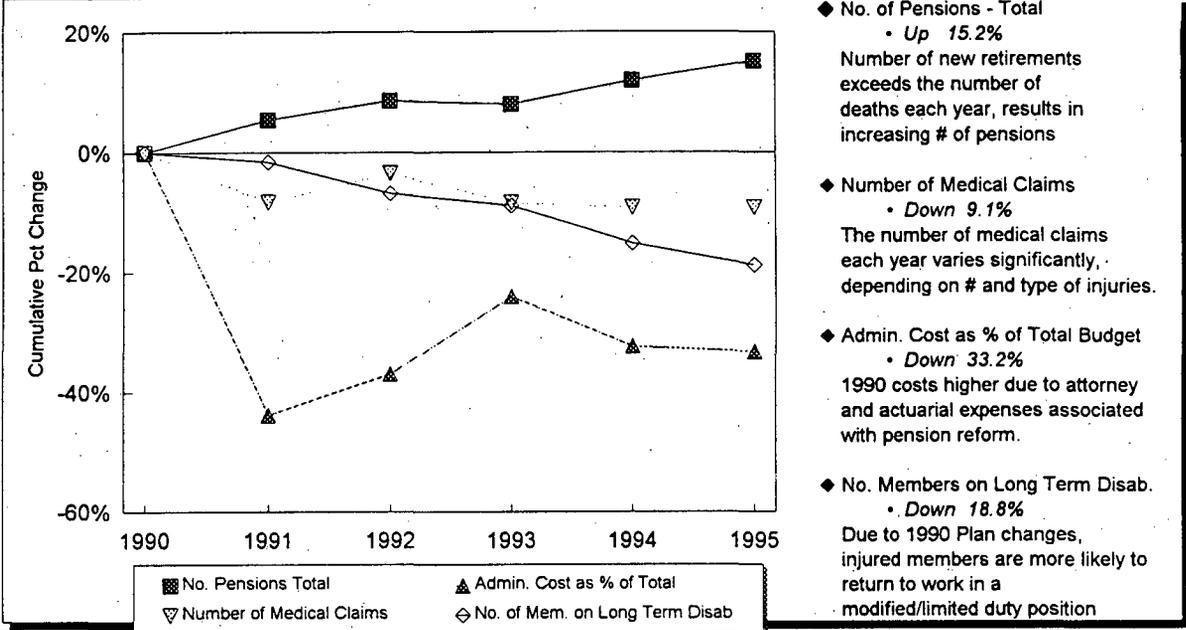
- ◆ A continuing issue for the Fund is the pending resolution via legislation or court cases related to the State's taxation on pensions. Prior to 1991, local and state government pensions were not taxed at the State level. As a result of changing the tax-exempt status, several lawsuits have been filed claiming breach of contract. The Oregon Supreme Court ruled that there was a breach in contract for PERS retirees, and ordered the legislature to develop a remedy. Any legislation will probably result in additional costs to the FPDR Fund. In 1993-94 the Fund set-aside \$2.7 million in contingency for that possibility. As no legislation has been forthcoming to date, it is assumed that the \$2.7 million will be carried over into FY 1994-95. The 1994-95 budget increases the set-aside to \$3.6 million to account for an additional year of liability.
- ◆ The Fund includes a contingency set aside to pay for two new positions, which would work as liaisons between the Fund and the Bureau's of Fire and Police. The primary function of these limited duty officers is to identify positions that can be filled by injured firefighters or police officers and expedite their return to duty in their respective Bureaus.

# FIRE AND POLICE DISABILITY AND RETIREMENT

Service Area: NON-DEPARTMENTAL

Commissioner-in-Charge: Barbara Clark

## PERFORMANCE TRENDS



### Workforce Diversity - Bureau vs. Citywide

Included in Auditor's Office

### Bureau Loss Experience Vs. Citywide Loss Experience

Included in Auditor's Office.

## **FIRE AND POLICE DISABILITY AND RETIREMENT**

**Service Area: NON-DEPARTMENTAL**

**Commissioner-in-Charge: Barbara Clark**

### ***BUDGET OVERVIEW***

The Fire and Police Disability and Retirement (FPDR) Fund was created to provide disability and retirement benefits to the sworn employees of the Fire and Police Bureaus. Chapter 5 of the City Charter establishes the level of benefits, method for administration, and provides for a separate tax levy to support the program. The levy is a rate based levy, not to exceed \$2.80 per \$1,000 assessed value in the City of Portland. For FY 1994-95, the levy rate is estimated to be \$1.78 per \$1,000 before compression, and \$1.66 per \$1,000 after compression.

Personnel costs to administer the fund are budgeted in the City Auditor's Office, which is reimbursed by the Fund. The Fund has a staff of six to support the Board of Trustees, which directs activities of the Fund within the scope established by the Charter.

The bureau is divided into three programs: Retirement Systems, which provides pension benefits to retired members or their surviving spouse. The budget assumes there will be 51 members' retirements during FY 1994-95, and that there will be 40 new beneficiary pensions, bringing the total number of pensions administered to 1,290.

The Disability Program, which accounts for about 19% of the total budget, provides for benefits paid to members as a result of injury or illness incurred in the performance of duty, as well as benefits paid on death. There are approximately 225 new injuries each year, in addition to about 160 existing long-term disabled members under the old plan, who will stay on disability until their 64th birthday. Funding includes time-loss payments as well as medical claims costs.

The Administration Program accounts for about 1.5% of the total budget and includes all expenses that are not a direct benefit payment to the member or beneficiary or medical provider, such as staffing expenses and office expenses.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ Mayor's Proposed budget reflects an \$2,091 increase in the General Fund Overhead Expense, as a result of additions to Overhead bureaus.
- ◆ Contingency is increased by \$900,000 to cover another year of potential liability resulting from legislative action regarding PERS

#### **REDUCTIONS/EFFICIENCIES**

- ◆ None

### ***BUDGET NOTES***

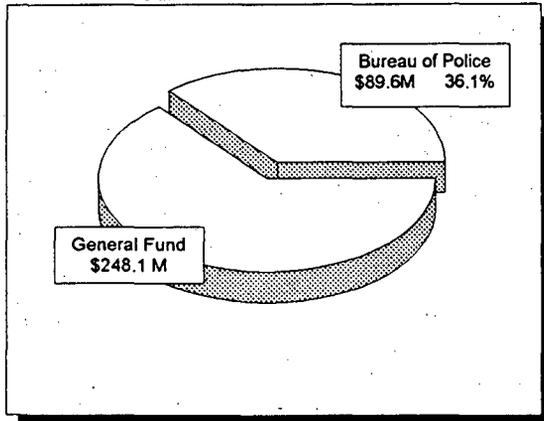
- ◆ None

# BUREAU OF POLICE

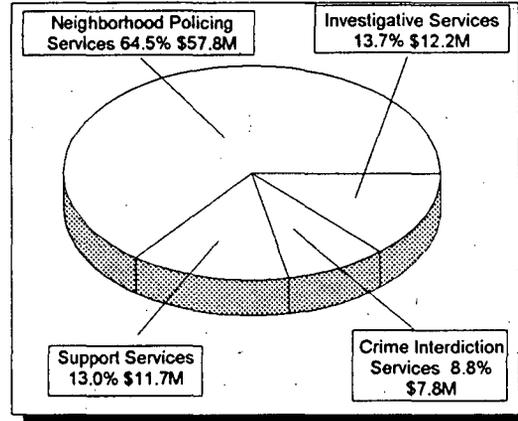
Service Area: Public Safety

Commissioner-in-Charge: MAYOR VERA KATZ

## PERCENT OF GENERAL FUND



## PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994     | 1995     | Change from Prior Year | Per Capita Change |
|-------------------------------|----------|----------|------------------------|-------------------|
| Operating                     | \$80.9 M | \$88.4 M | \$7.5 M                | +0.8%             |
| Capital                       | \$374 K  | \$1.2 M  | \$841 K                | +200.0%           |
| Total                         | \$81.3 M | \$89.6 M | \$8.3 M                | +1.7%             |
| Allocated City Overhead Costs | \$2.6 M  | \$2.8 M  |                        |                   |
| Total with Overhead Allocated | \$83.9 M | \$92.4 M |                        |                   |
| Full-Time Positions           | 1195     | 1252     | +57                    | 0%                |

The "per capita change" column is adjusted for inflation and population growth.

## SIGNIFICANT ISSUES AND CHANGES

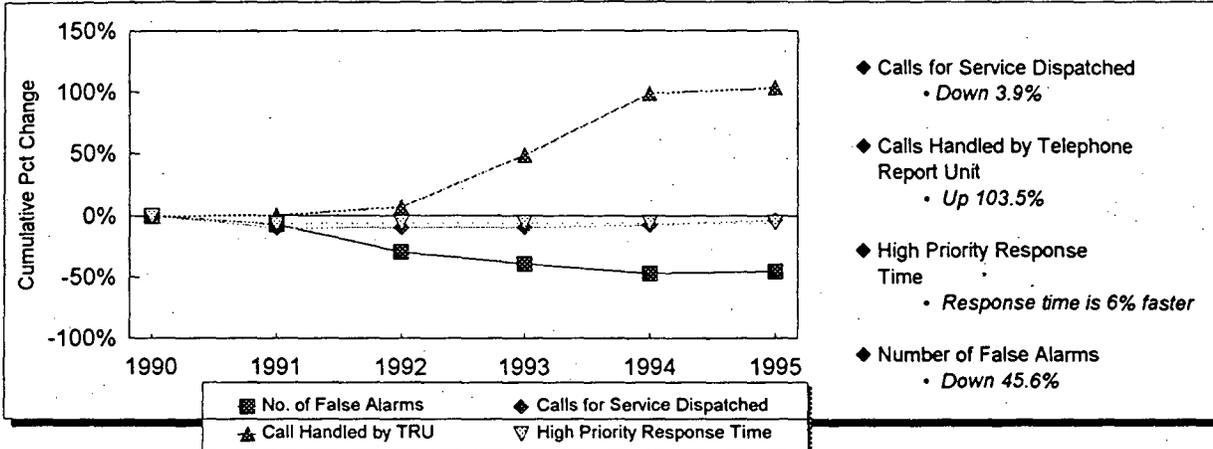
- ◆ The Bureau's Community Policing Strategic Plan has served as the guide in the preparation of the budget, with emphasis on the value of service orientation and the goal of community livability.
- ◆ Total staffing proposed for FY 94-95 is 1,252, an increase of 57 positions. Forty five (45) sworn and 10 non sworn positions are being added to provide Police services to 22,500 newly annexed citizens. This staffing level maintains a staffing ratio of 2 officers per thousand population.
- ◆ A public safety assistant position for Iris Court, formerly grant funded, is being supported 50% by General Fund discretionary dollars and 50% by the Housing Authority of Portland. A part time personnel specialist is being converted to full time within target to focus on hiring issues.
- ◆ The budget provides for the continued use of the St. John's facility as an operating precinct. Identified as the Fifth Precinct, it will allow for enhanced community policing efforts, and a more efficient deployment of police personnel.
- ◆ Funding is provided for the temporary relocation of E. Precinct at the National Guard Armory, and to complete site selection for the inner and outer East Precinct facilities. The current E. Precinct is in need of seismic improvements, while the outer E. facility is needed due to annexation.

# BUREAU OF POLICE

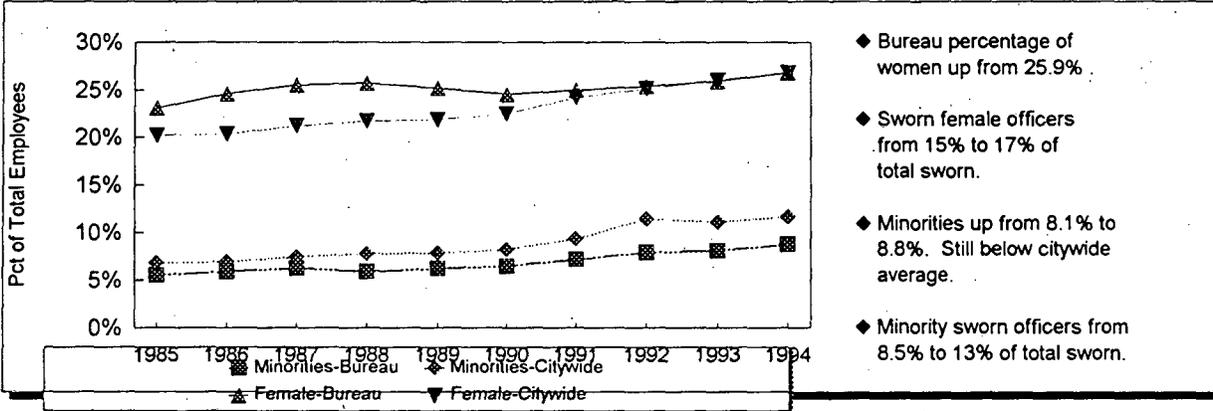
Service Area: Public Safety

Commissioner-in-Charge: MAYOR VERA KATZ

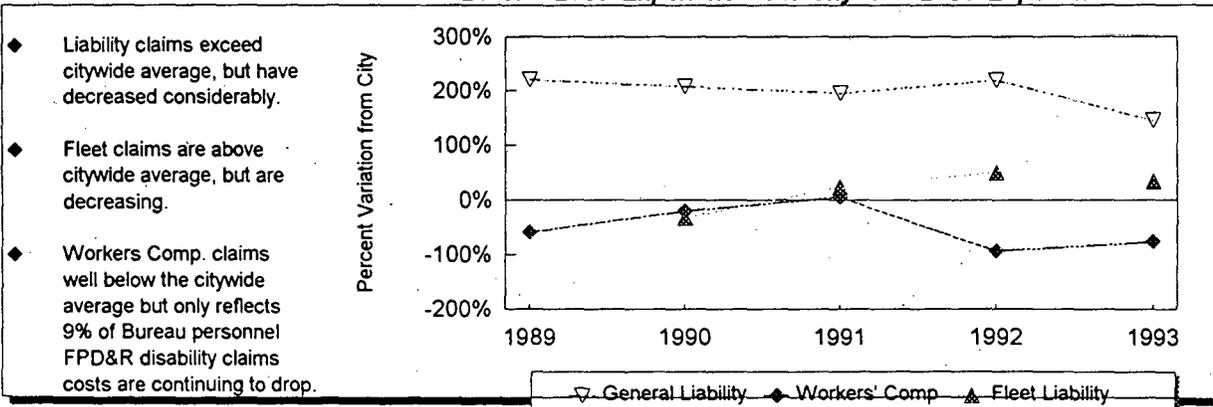
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## **BUREAU OF POLICE**

Service Area: Public Safety

Commissioner-in-Charge: MAYOR VERA KATZ

### **BUDGET OVERVIEW**

The Bureau of Police provides law enforcement, criminal investigation, crime prevention and community education services to the City of Portland. This budget continues the existing services priority and deployment practices which concentrate Police resources in basic neighborhood patrol and emergency calls for service response. Additionally, the budget implements year one of the revised strategic plan which strengthens the institutionalization of community policing within the bureau and community as well, and further integrates community policing into the bureau's long-range plan.

The Proposed Budget reflects a commitment to community policing and neighborhood livability. The decision to continue the operation of a Police precinct in St. John's was in direct response to strong community wishes to have an ongoing Police presence. The annexation package provides sufficient resources to support all Police activities and programs in the newly annexed areas, including neighborhood response teams and neighborhood liaison officers.

### **CHANGES IN BUDGET**

#### **ADDITIONS**

- ◆ An interagency service agreement has been entered into between the Police Bureau and the City Auditor's Office. This agreement helps offset additional cost incurred by the Hearings Office for the Uninsured Motorist Appeal Hearings. Part of the \$15.00 administrative fee charged on uninsured tows is being used to pay for this interagency.
- ◆ Capital funding has been provided for the acquisition of additional Police radios (\$260,000) as well as replacement handguns (\$50,000). Both items will provide for improved officer safety.

#### **REDUCTIONS/EFFICIENCIES**

- ◆ In keeping with recommendations from the Institute for Law and Justice Report, the Police Bureau continues to civilianize sworn positions. In FY 93-94, a total of three positions were civilianized; in FY 94-95, an additional position, the Alarm Ordinance Administrator, will be civilianized.
- ◆ The Police Bureau has taken steps to divert low priority calls away from patrol units through use of the Telephone Report Unit and mail-in reports. This has freed up officer time for more proactive problem solving, as well as contributing to a faster response time for emergency calls.

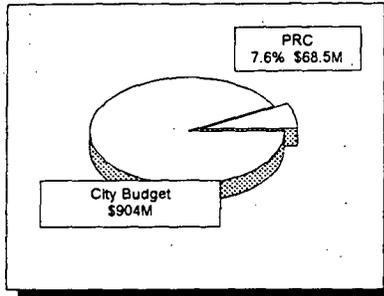
### **BUDGET NOTES**

- ◆ The Police Bureau will assume responsibility for coordinating programs directed toward repairing the damage caused by graffiti, as well as graffiti reduction. As part of this program, a "graffiti hotline" will be established.

# Parks, Recreation and Culture

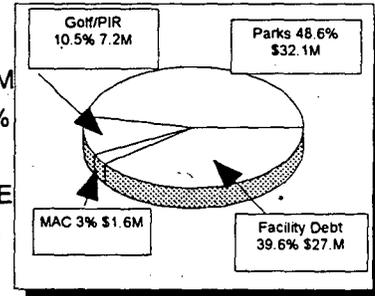
## PROGRAM AREA OVERVIEW

### PERCENT OF BUDGET



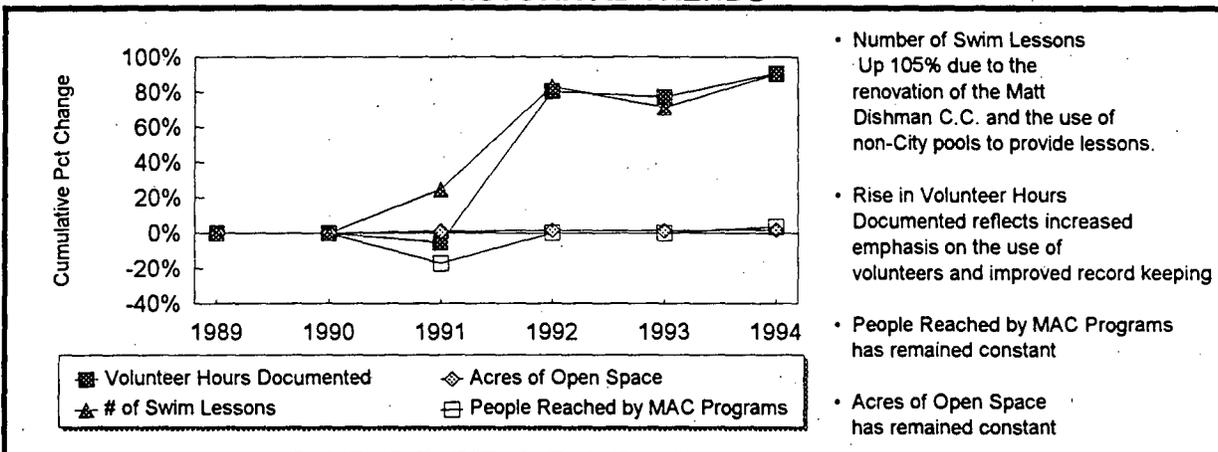
1994-95 Budget \$68.5M  
 Change from 93-94: Down \$3.1M  
 Change per Capita: Down -8.8%  
 1994-95 Positions: 318.50  
 Change from 93-94: Down 3 FTE  
 Change per Thousand: Down 5.6%

### EXPENDITURES



Note: Figures on this page include fund contingencies and reflect the full allocation of costs to direct service areas.

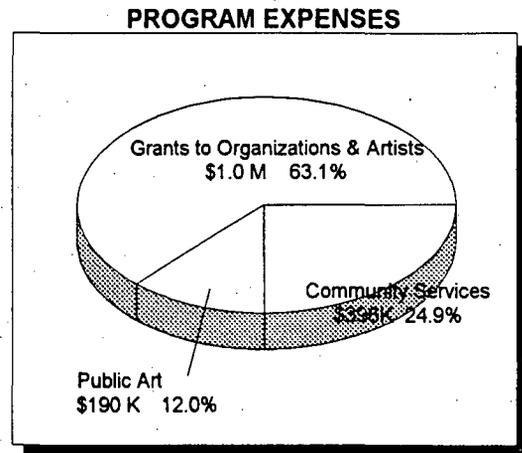
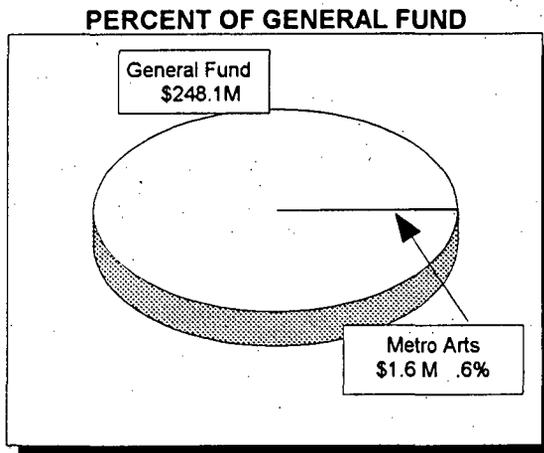
### HISTORICAL TRENDS



### SIGNIFICANT BUDGET ISSUES

- The Parks Bureau will provide a \$1 million City investment in youth activities and recreation programs to offset cuts by the school districts in the Portland area. Of this City contribution, \$234,000 will be funded by discretionary General Fund resources and \$766,000 will be funded by an additional \$1.50-per-nine-hole surcharge at the City's four golf courses.
- The Metropolitan Arts Commission (MAC) is prepared to implement the Arts Plan recommendation to restructure the agency into a non-profit organization that can operate more efficiently, effectively and flexibly within a regional network that is developing. The Commission's essential mission will remain stewardship of public investment in the arts, and the City's contribution is critical. MAC must have long term commitments of stable funding in order to effect this transition to the new structure and to assure still fragile arts groups and programs of stable funding.
- A three year commitment of stable City funding is proposed. In the first year, funding will be an amount equal to Current Services Level (CSL) funding plus \$37,000. Each following year, the funding amount will be increased based on the annual growth in the lodging tax revenues or CPI, whichever is greatest.

**METRO ARTS COMMISSION**  
 Service Area: Parks, Recreation & Culture  
 Commissioner-in-Charge: Mike Lindberg



**BUDGET DATA**

|                                      | 1994           | 1995           | Change from Prior Year | Per Capita Change |
|--------------------------------------|----------------|----------------|------------------------|-------------------|
| Operating                            | \$1.5 M        | \$1.6 M        | \$61 K                 | -4.1%             |
| Capital                              | \$0            | \$0            | \$0                    | 0                 |
| <b>Total</b>                         | <b>\$1.5 M</b> | <b>\$1.6 M</b> | <b>\$61 K</b>          | <b>-4.1%</b>      |
| <i>Allocated City Overhead Costs</i> | <i>\$95 K</i>  | <i>\$81 K</i>  |                        |                   |
| <i>Total with Overhead Allocated</i> | <i>\$1.6 M</i> | <i>\$1.7 M</i> |                        |                   |
| <br>                                 |                |                |                        |                   |
| Full-Time Positions                  | 10             | 10             | +0                     | -4.6%             |

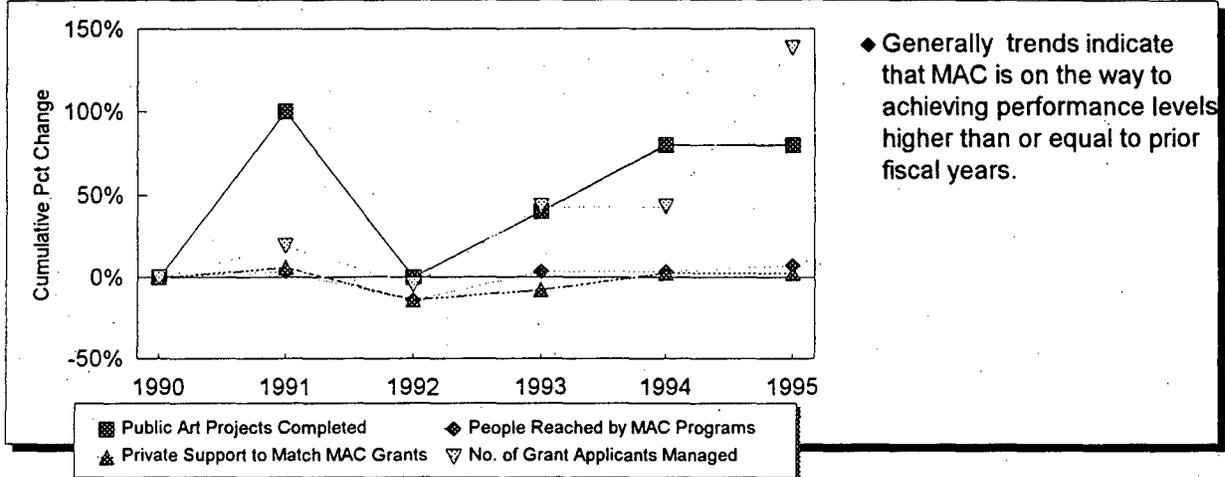
*The "per capita change" column is adjusted for inflation and population growth.*

**SIGNIFICANT ISSUES AND CHANGES**

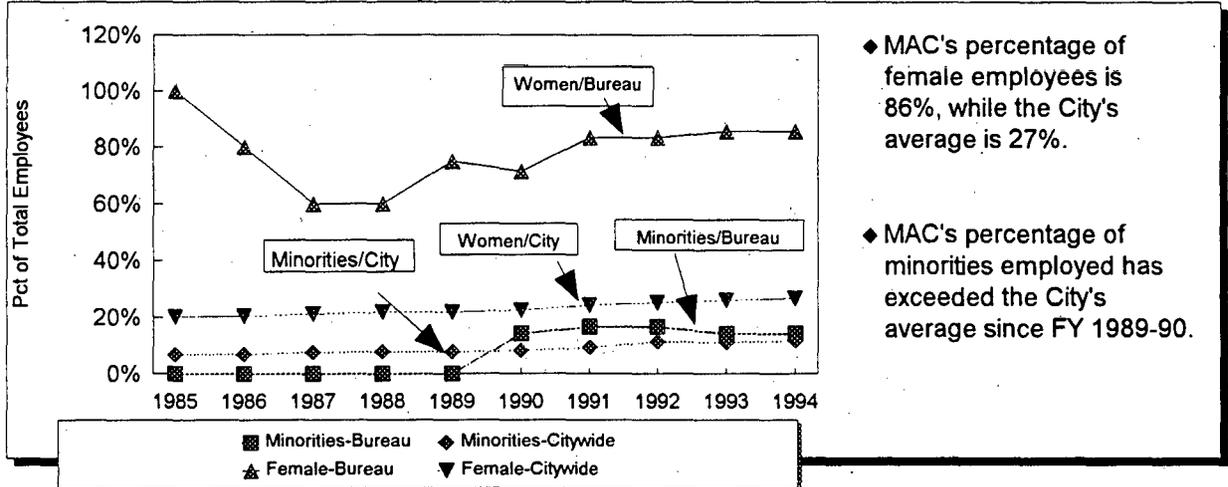
- ◆ The Metropolitan Arts Commission is prepared to implement the Arts Plan recommendation of restructuring the agency into non-profit organization. This will enable MAC to operate more efficiently, effectively and flexibly within a regional network that is presently developing. The Commission's basic mission of stewardship of public investment in the arts will remain. The City's contribution is critical. MAC has proposed long term funding commitments in order to effect this transition to the new structure and to assure still fragile arts groups and programs of stable funding.
- ◆ The Commission is drafting a "Cultural Policy" to bring before City Council that will provide guidance to future decisions about arts funding and policy.
- ◆ The 1995 budget includes \$176,068 in NEA Challenge grant funds for the second year of a three year, \$470,000 grant award.
- ◆ A three year commitment of stable City funding is proposed. In the first year, funding will be an amount equal to Current Services Level (CSL) funding plus \$37,000. Each following year, the funding amount will be increased based on the annual growth in the lodging tax revenues or CPI, whichever is greatest.

**METRO ARTS COMMISSION**  
 Service Area: Parks, Recreation & Culture  
 Commissioner-in-Charge: Mike Lindberg

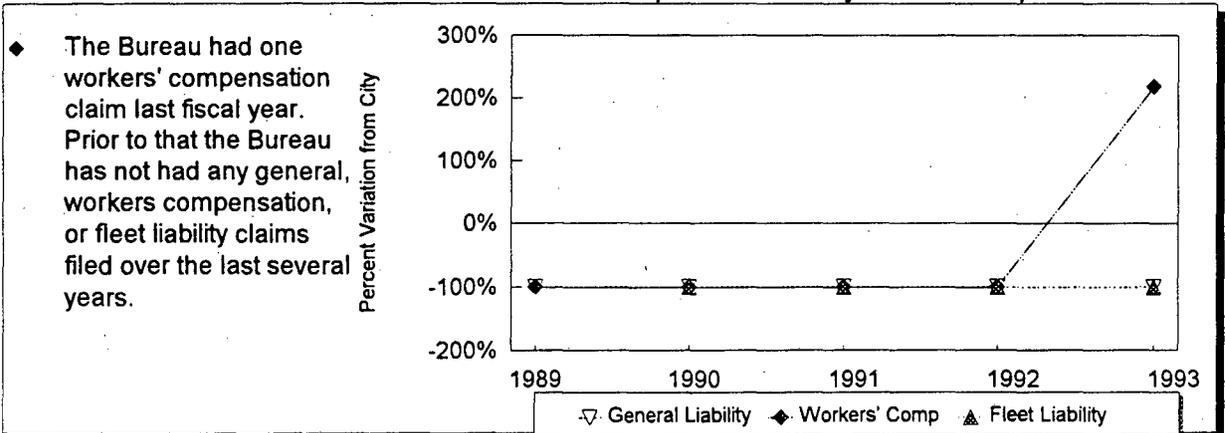
**PERFORMANCE TRENDS**



**Workforce Diversity - Bureau vs. Citywide**



**Bureau Loss Experience Vs. Citywide Loss Experience**



## **METRO ARTS COMMISSION**

**Service Area: Parks, Recreation & Culture**

**Commissioner-in-Charge: Mike Lindberg**

### ***BUDGET OVERVIEW***

The Metropolitan Arts Commission (MAC) was established by the City of Portland and Multnomah County in 1973 and charged with furthering the development of the arts and their availability to the public. Arts Plan 2000+, a citizen driven cultural assessment completed in 1991, provides a strategic, five year action plan for the Commission emphasizing access to the arts, education programs, regional collaborations and public/private partnerships. MAC's intergovernmental agreement has been amended to allow regional appointments to its board. The Commission is in transition to a non-profit structure that will enable it to more effectively fulfill its mission and mandates.

MAC was awarded a 3 year NEA Challenge grant in March of 1993, for Arts Plan Implementation, to be matched by ongoing City of Portland funding, contributions from Clackamas and Washington Counties and private contributions. FY1994/95 NEA funds, already matched, are built into the budget submission.

The Commission operates three programs in order to fulfill its charter and Arts Plan recommendations:

- Public Art - Administration of Percent for Art programs for Portland, Multnomah County, METRO, Tri-Met and the Port of Portland. Develops public arts education programs.
- Re-Grants Program - direct grants to arts organizations and artists.
- Community Services Program - coordination, planning, partnership development and advocacy work of the Arts Commission, including Arts Plan implementation and tracking.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ MAC received \$37,000 in anticipation of approval for a base funding amount above CSL funding.

#### **REDUCTIONS/EFFICIENCIES**

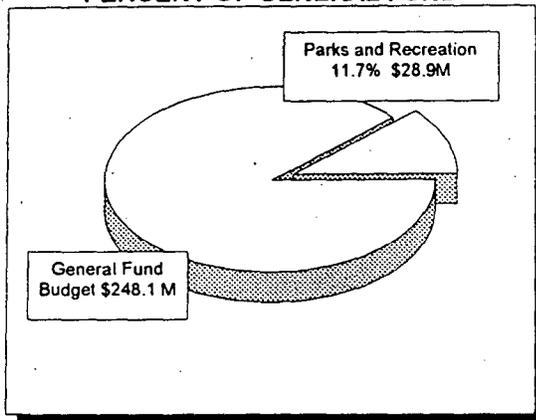
- ◆ An \$85,200 add package for transition to non-profit status is not included in the FY1994/95 budget; the transition costs will be handled in FY 1993-94 from contingency. Adjustments will be made in the current budget and carried over into FY 1994-95 as needed.
- ◆ The Enhanced Services for Youth - "Art Gateways" add package has been included in the Park Bureau's \$1 million Youth Programs proposal.

### ***BUDGET NOTES***

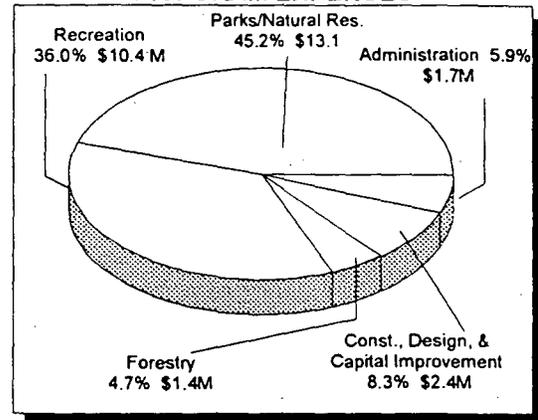
- ◆ The Metropolitan Arts Commission will begin transition to non-profit status in FY 1993/94. Funds will be appropriated in FY1993/94 and if necessary, unspent funds carried over in to FY1994/95 to complete the transition. A full year's operating costs plus \$37,000 for the Arts Commission will be included in the City's FY 1994/95 budget and when the transition is complete the remaining operating budget will be transferred to the nonprofit organization.
- ◆ It is proposed to establish a funding agreement with the Metropolitan Arts Commission for a minimum of three years, once it has become a nonprofit agency. Under the agreement, MAC's first year of funding would be an amount equal to current service level (CSL) funding plus \$37,000. In FY 1994/95 this would be an annual amount of \$1,049,400 or a 7% increase above the FY1993/94 General Fund discretionary funding level. Each year the funding amount would be tied directly to the growth in the room tax revenue or CPI, which ever is greater. Extraordinary financial circumstances would allow the City to reconsider the funding amount.

**BUREAU OF PARKS AND RECREATION**  
 Service Area: PARKS, RECREATION & CULTURE  
 Commissioner-in-Charge: Charlie Hales

**PERCENT OF GENERAL FUND**



**PROGRAM EXPENSES**



**BUDGET DATA**

|                               | 1994     | 1995     | Change from Prior Year | Per Capita Change |
|-------------------------------|----------|----------|------------------------|-------------------|
| Operating                     | \$24.7 M | \$26.5 M | \$1.9 M                | -0.9%             |
| Capital                       | \$3.5 M  | \$2.4 M  | (\$1.1 M)              | -36.5%            |
| Total                         | \$28.1 M | \$28.9 M | \$768 K                | -5.3%             |
| Allocated City Overhead Costs | \$1.1 M  | \$1.6 M  |                        |                   |
| Total with Overhead Allocated | \$29.2 M | \$30.5 M |                        |                   |
| Full-Time Positions           | 282.5    | 279.5    | -3                     | -5.6%             |

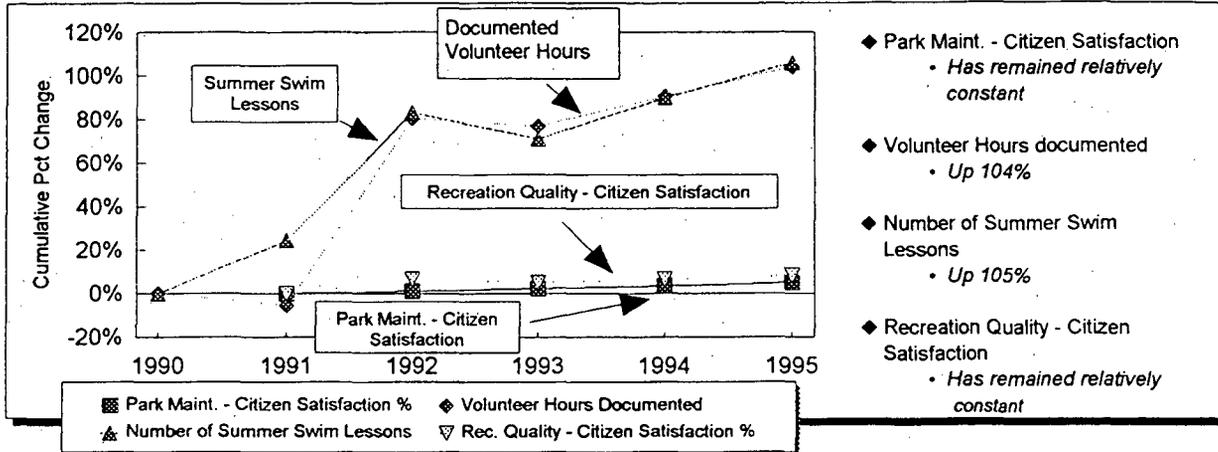
*The "per capita change" column is adjusted for inflation and population growth.*

**SIGNIFICANT ISSUES AND CHANGES**

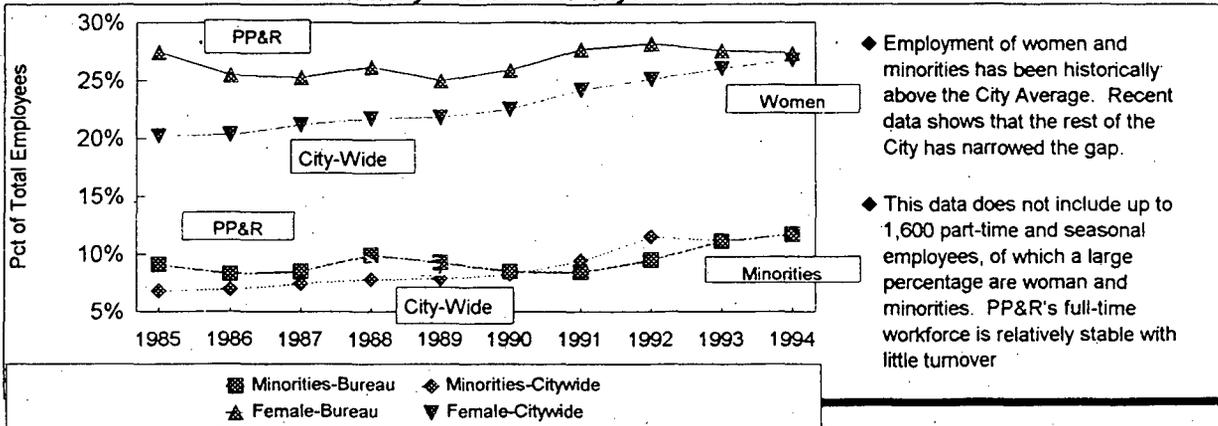
- ◆ The most significant new initiative is a \$1 million City investment in youth activities and recreation programs to offset cuts by the school districts in the Portland area. Of this City contribution, \$234,000 will be funded by discretionary General Fund resources and \$766,000 will be funded by an additional \$1.50-per-nine-hole surcharge at the City's four golf courses.
- ◆ The capital budget for fiscal years 1994-95 and 1995-96 uses \$2.2 million of General Fund dollars to leverage \$2.6 million in intergovernmental grants and local partnerships. Some of these projects include a grant-supported extension of the Springwater Trail along the East bank of the Willamette River, the continued development of Ed Benedict Park with federal HCD block grant participation, and local partnerships to improve the low bridge at the Crystal Springs Rhododendron Garden and the track at Duniway Park. The budget, though, still leaves significant capital needs unmet, particularly for renovation of current facilities, many of which were built before World War II.
- ◆ The 1994-95 budget maintains the current overall level of services for Parks & Recreation, including service to newly annexed areas of East Portland. The budget includes funding for the fixup (\$221,160) and ongoing maintenance (\$222,720) of ten parks in areas recently or soon to be annexed.

**BUREAU OF PARKS AND RECREATION**  
 Service Area: PARKS, RECREATION & CULTURE  
 Commissioner-in-Charge: Charlie Hales

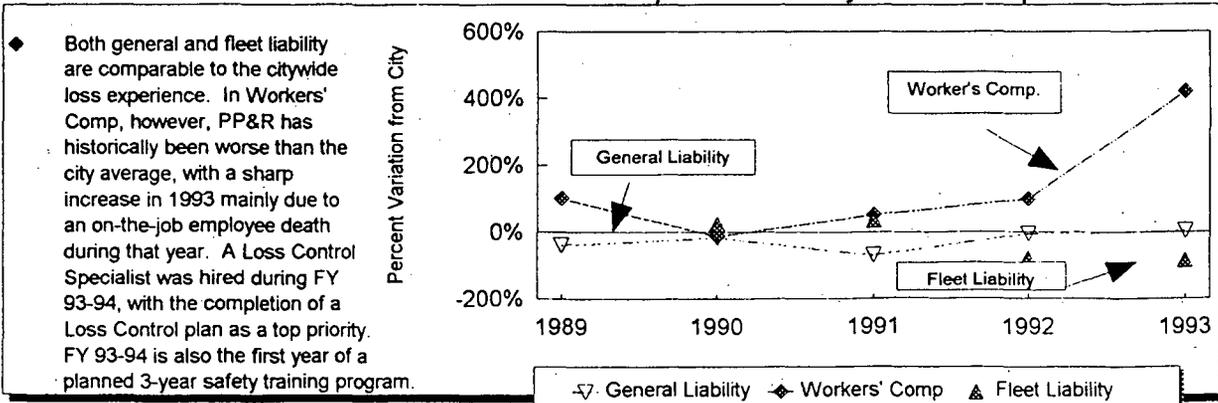
**PERFORMANCE TRENDS**



**Workforce Diversity - Bureau vs. Citywide**



**Bureau Loss Experience Vs. Citywide Loss Experience**



**BUREAU OF PARKS AND RECREATION**  
Service Area: **PARKS, RECREATION & CULTURE**  
Commissioner-in-Charge: **Charlie Hales**

**BUDGET OVERVIEW**

The Portland Parks & Recreation budget for FY 1994-95 continues the high quality services provided in past years, while responding to new challenges and unmet needs, particularly resulting from the fiscal dilemma of Oregon's public schools. PP&R maintains and operates over 200 parks, open spaces, and recreation facilities, including community schools and 11 community centers. Central support and management is also provided for the City's four golf courses and its international motor raceway, which operate as independent enterprises.

The total 1994-95 General Fund budget for PP&R is \$28.9 million, of which \$20.9 million is funded from discretionary resources and the remainder from grants, interagency and external contracts, and program income. The total represents a 2.7% increase from the previous year.

**CHANGES IN BUDGET**

**ADDITIONS**

- ◆ The operating budget is increasing by \$1.8 million, of which \$1.0 million represents the City's investment in additional afterschool activities and recreation programs in response to reductions in the school district budgets. Of this \$1.0 million City contribution, \$766,000 is planned to come from a \$1.50-per-nine-hole surcharge at the City's golf courses, while the remainder comes from discretionary General Fund dollars.
- ◆ Another \$222,720 increase in the operating budget reflects the assumption of responsibility for maintaining ten parks in areas recently or about to be annexed.

**REDUCTIONS/EFFICIENCIES**

- ◆ The capital budget is dropping by \$1.0 million, primarily the result of a large grant for Phase I of the Springwater Trail project that was for 1993-94 only.
- ◆ The number of full-time positions is dropping by three, all three from the completion of capital projects, two of them funded by Golf and one by the General Fund.
- ◆ The Water Bureau will begin operating the stores function at Mt. Tabor Yard. While cost neutral in the short run, this change will draw on the Water Bureau's existing expertise in computer systems and stores management, allowing PP&R to avoid future costs for needed improvements in the stores. It also benefits the Water Bureau by giving it an eastside stores location. This change transfers two positions from Parks to Water, and it allows PP&R to downgrade an existing vacant Stores Supervisor position to an Accounting Assistant position.
- ◆ This budget includes a 2% reduction in PP&R's external materials & services from the target request, or \$74,000.
- ◆ Continued funding of the Matt Dishman Community Center and swimming pool is provided through an increase in a variety of PP&R's fees. About \$175,000 had formerly been supported by the 1989 Parks special levy, but that levy funding is ending. Recent estimates show that about \$55,000 from remaining levy funds will be available for 1994-95 only, while fee increases will generate \$120,000 in 1994-95 and the entire amount in 1995-96 and future years.

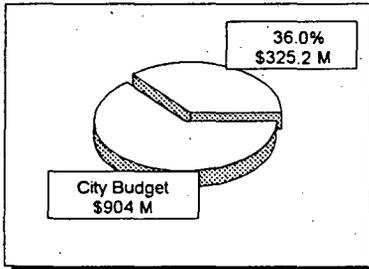
**BUDGET NOTES**

- ◆ No budget notes at this stage of the budget process.

# Public Utilities

## PROGRAM AREA OVERVIEW

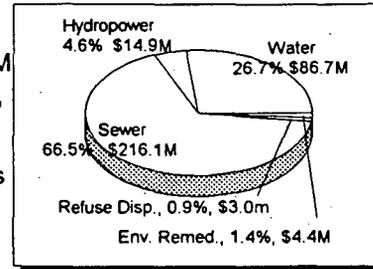
### PERCENT OF BUDGET



### BUDGET DATA

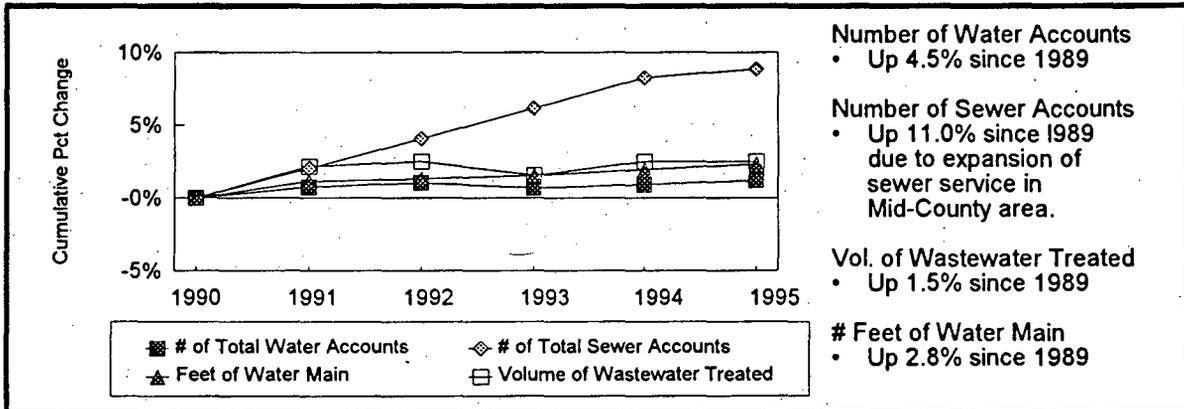
1994-95 Budget \$ 325.2 M  
 Change from 93-94: Down \$51.9 M  
 Change per Capita: Down 17.7%  
 1994-95 Positions: 915  
 Change from 93-94: Down 3 FTEs  
 Change per Thousand Down 4.9%

### EXPENDITURES



Note: Figures on this page include fund contingencies and reflect the full allocation of costs to direct service areas.

### HISTORICAL TRENDS



### SIGNIFICANT BUDGET ISSUES

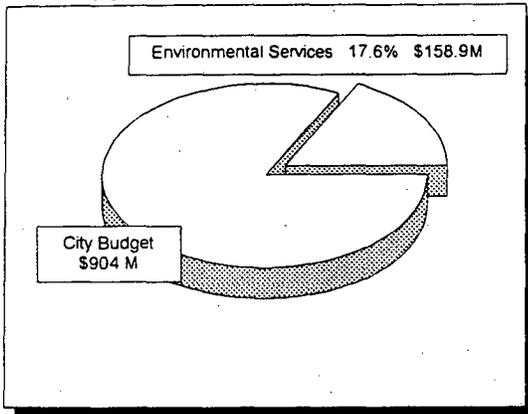
- Proposed water rate increase of 6.0% for retail customers. This change will increase typical monthly residential water bills from \$10.98 to \$11.15, or 1.55%. The rate proposal assumes continued conservation efforts which are expected to reduce demand by appx. 1.0% per year. Seasonal block pricing is planned for the summer of 1994.
- Water Bureau is continuing to identify operating efficiencies through its joint labor-management improvement process.
- The Water Bureau regained use of appx. 40% of the groundwater wellfield for potential use in the summer. Planning for other future supply sources continues in the Regional Water Supply Plan, Phase 2.
- Proposed sewer rate increase of 13% for single-family customers. Sewer rates are anticipated to increase at this same level for each of the next five years.
- Sewer capital budget is growing from \$93.8M to \$113.7M. Included is \$34.0M for Mid-County program, and \$24.0M for the ramping up of the Combined Sewer Overflow(CSO) abatement effort.
- The Refuse Disposal group is targeting multi-family dwellings for increased participation in recycling.

# BUREAU OF ENVIRONMENTAL SERVICES

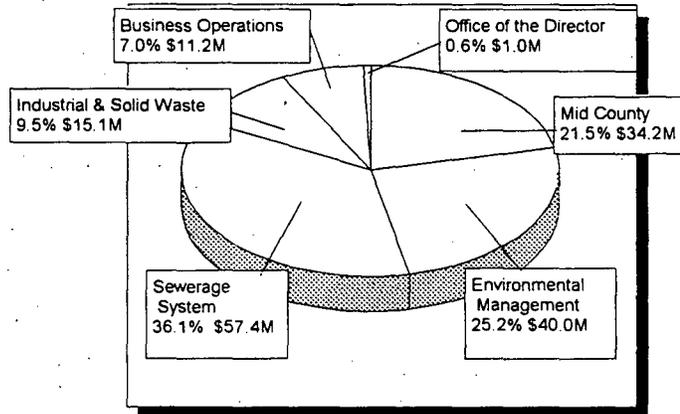
Service Area: Public Utility

Commissioner-in-Charge: Mike Lindberg

## PERCENT OF CITY BUDGET



## PROGRAM EXPENSES



## BUDGET DATA

|                                      | 1994             | 1995             | Change from Prior Year | Per Capita Change |
|--------------------------------------|------------------|------------------|------------------------|-------------------|
| Operating                            | \$46.6 M         | \$45.1 M         | (\$1.5 M)              | -11.2%            |
| Capital                              | \$93.9 M         | \$113.8 M        | \$19.9 M               | +11.1%            |
| <b>Total</b>                         | <b>\$140.5 M</b> | <b>\$158.9 M</b> | <b>\$18.4 M</b>        | <b>+3.7%</b>      |
| <i>Allocated City Overhead Costs</i> | <i>\$2.2 M</i>   | <i>\$2.7 M</i>   |                        |                   |
| <i>Total with Overhead Allocated</i> | <i>\$142.7 M</i> | <i>\$161.6 M</i> |                        |                   |
| <b>Full-Time Positions</b>           | <b>400</b>       | <b>402</b>       | <b>+2</b>              | <b>-4.6%</b>      |

*Note: This data excludes contingencies, transfers and other fund requirements. The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

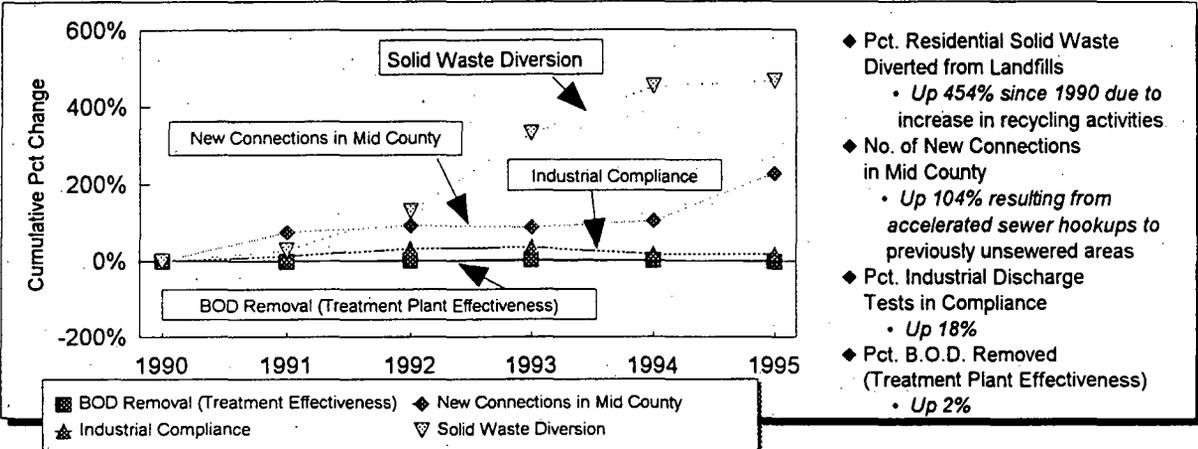
- ◆ The FY 1994-95 Proposed Sewer Operating Fund Budget results in average sewer rate increases of 13% over the next two years. Rate increases are driven primarily by funding requirements for the Bureau's capital improvement program and by the need to set aside funds to smooth rate increases in future years that would otherwise exceed 13% per year.
- ◆ The acceleration of the Mid County sewer project continues as the CSO program begins its upswing with the cornerstone projects underway.
- ◆ The Bureau will undergo a comprehensive review of its mission and operations, to find ways to reduce costs and increase efficiencies in order to keep rates as low as possible during FY 1994-95
- ◆ Construction of the new Pollution Control Laboratory has been deferred one year, pending further analysis of alternative locations and facility size.
- ◆ The FY 1994-95 Proposed Refuse Disposal Fund Budget includes funding to substantially complete a six-year effort to provide recycling systems (and training on their use) at multi-family complexes city-wide.
- ◆ The Solid Waste and Recycling Program, in coordination with the Bureau of Buildings, will place increased emphasis on curbing illegal dumping activities. Program staff will also coordinate more neighborhood outreach and larger neighborhood clean-up programs.

# BUREAU OF ENVIRONMENTAL SERVICES

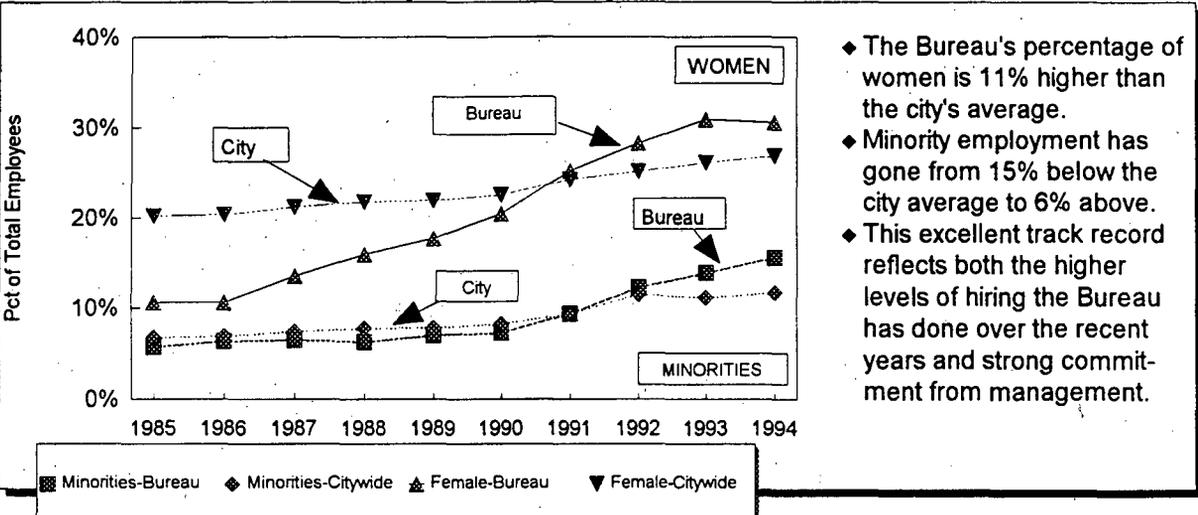
Service Area: Public Utility

Commissioner-in-Charge: Mike Lindberg

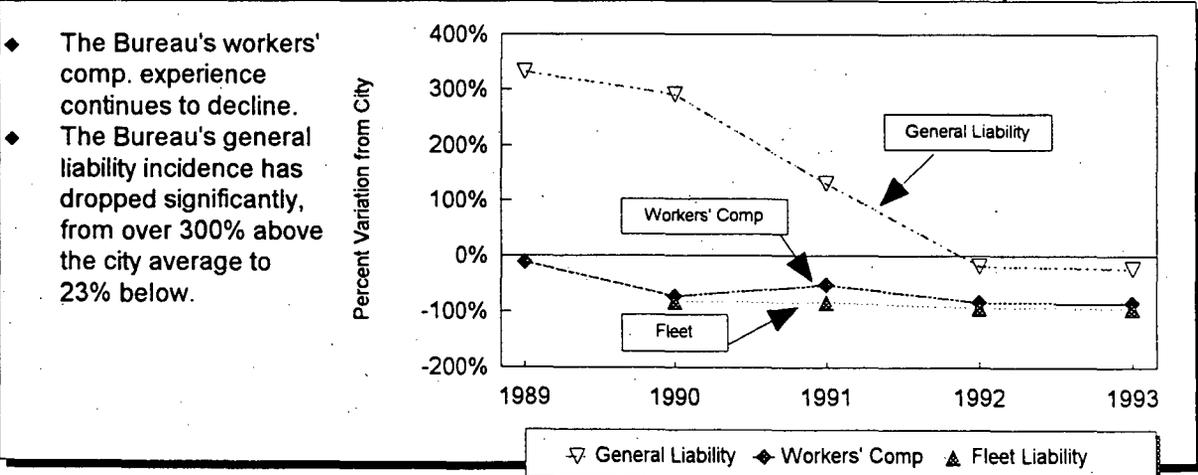
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## **BUREAU OF ENVIRONMENTAL SERVICES**

**Service Area: Public Utility**

**Commissioner-in-Charge: Mike Lindberg**

### ***BUDGET OVERVIEW***

The 1994-95 proposed budget of the Bureau of Environmental Services reflects a reduction in funding for sewer operating programs, and allocates portions of the Mid-County office and CSO planning to the capital improvement program – costs that were previously recognized as operating expenses. The Bureau continues efforts towards implementing CSO cornerstone projects, completing construction of Mid County collector sewers, and making further progress in improving water quality within individual watersheds in Portland, including Johnson Creek, Fanno Creek, Balch Creek, and the Columbia Slough. BES shifts funding among existing programs to provide additional support to pollution prevention services within the industrial waste program.

The 1994-95 proposed budget for the Refuse Disposal Fund provides for the continuation of residential programs such as customer information services, field inspection and franchise enforcement, recycling education, multi-family recycling, and program development to increase waste reduction through curbside recycling and yard debris diversion. The proposed budget also provides for enhanced programs including increased efforts to curb illegal dumping, and the continued development of a strategic plan to increase recycling in the commercial sector.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ \$20,000 was added to contribute to a Low Income Crisis Fund.
- ◆ \$125,421 overall was added to various interagencies to agree to final service levels.
- ◆ Added one Program Specialist to coordinate the Bureau's Youth Employment Program, with funding to be provided by savings within the budget.

#### **REDUCTIONS/EFFICIENCIES**

- ◆ \$55,093 was reduced for a requested position to coordinate the Public Involvement activities of the Bureau.
- ◆ \$30,000 was reduced for Out-of-Town Travel and \$70,000 reduced for Miscellaneous expenses. These reductions lower budget to historic levels.
- ◆ Funding for the Operating portion of the External Materials and Services budget will be discounted by 2% and the Capital Program budget by 5%. The benefits of such an action will be applied to improving the ability of the bureau to cope with pending uncertainties.
- ◆ Deferral of the Pollution Control Lab, in conjunction with a \$200,000 CIP reduction, will result in an \$800,000 reduction in the adopted CIP budget.

### ***BUDGET NOTES***

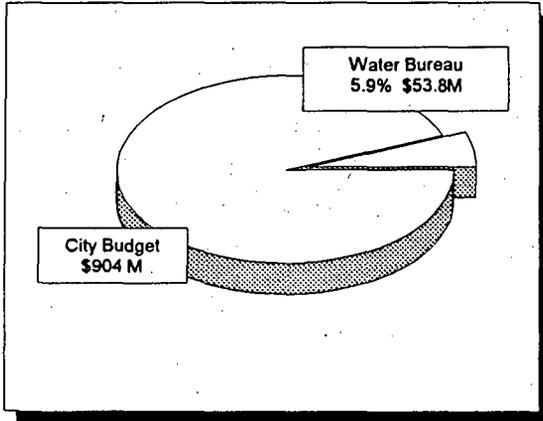
- ◆ In coordination with the Bureau of Financial Planning, the Bureau of Environmental Services will complete a Comprehensive Organization Review and Evaluation for review by City Council in February of 1995.
- ◆ In collaboration with the Bureau of Buildings, a policy will be developed to offset costs associated with illegal dumping. Such costs shall be recovered from City garbage franchise fee revenues.
- ◆ BES will institute several improvements to the CIP selection, project tracking and monitoring processes including technical review, and cost/benefit or least cost planning for projects before projects are included in the CIP budget.
- ◆ In coordination with the Bureau of Water, a study will be completed on the benefits associated with merging public information and outreach services. The report shall be presented to Council in January of 1995.

# BUREAU OF WATER WORKS

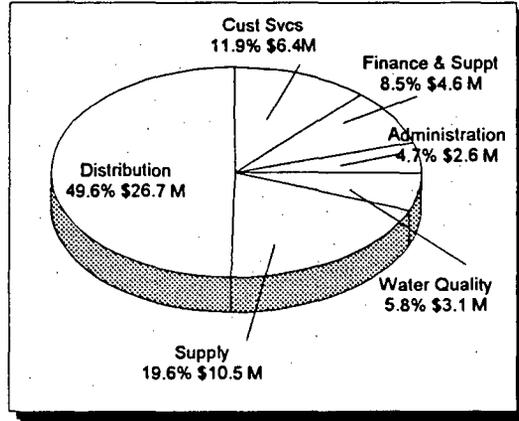
Service Area: Utilities

Commissioner-in-Charge: Mike Lindberg

PERCENT OF CITY BUDGET



PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994     | 1995     | Change from Prior Year | Per Capita Change |
|-------------------------------|----------|----------|------------------------|-------------------|
| Operating                     | \$38.4 M | \$38.9 M | \$529 K                | -6.5%             |
| Capital                       | \$11.6 M | \$14.8 M | \$3.2 M                | +18.0%            |
| Total                         | \$50.0 M | \$53.8 M | \$3.8 M                | -0.9%             |
| Allocated City Overhead Costs | \$1.7 M  | \$1.8 M  |                        |                   |
| Total with Overhead Allocated | \$51.7 M | \$55.6 M |                        |                   |
| Full-Time Positions           | 509      | 500      | -9                     | -6.3%             |

Note: This data excludes contingencies, transfers and other fund requirements. The "per capita change" column is adjusted for inflation and population growth.

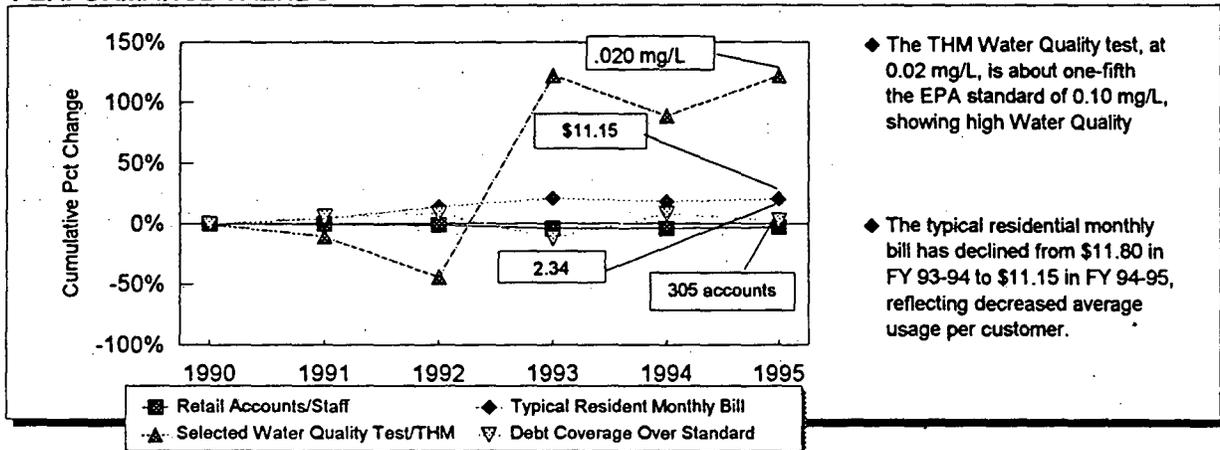
## SIGNIFICANT ISSUES AND CHANGES

- ◆ The proposed 6.0% effective overall water rate increase results from:
 

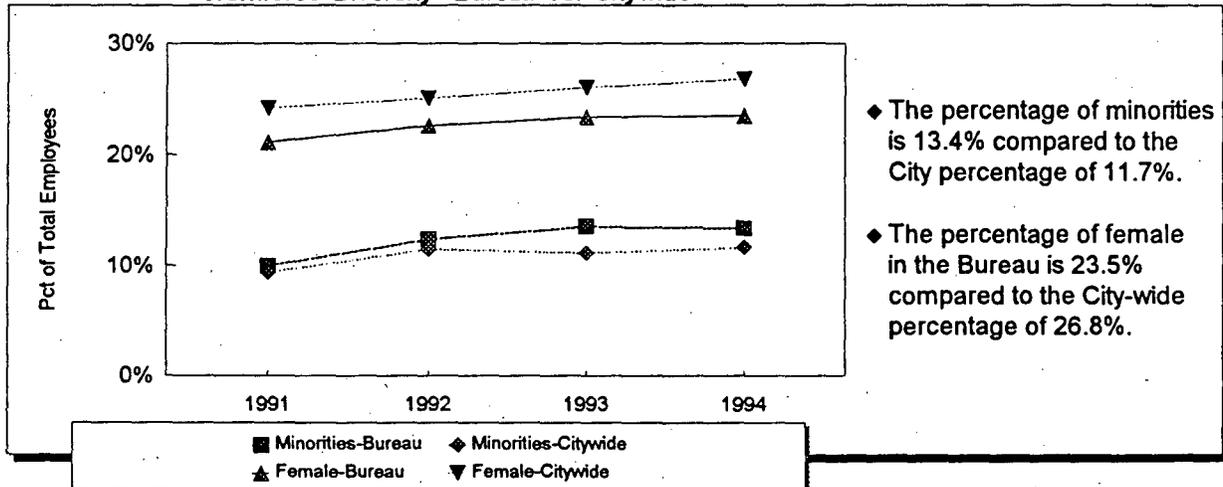
|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>+10.2 retail demand loss</li> <li>- 7.0 change in capital financing</li> <li>+ 1.2 interest earnings reduction</li> <li>+ .9 wholesale rate shift</li> <li>+ .7 O&amp;M costs</li> </ul> | <p>The Bureau originally proposed 9.3% rate increase which included \$1.6 million in decision packages for new programs. After review, only \$420,000 (\$123,785 of which is reimbursable) of decision packages were approved from the request and operating efficiencies were identified to reduce the total rate increased required to 6.0%.</p> |
|---|--|
- ◆ This proposal would increase the typical residential monthly water bill from \$10.98 to \$11.15 (1.55%)
- ◆ The rate proposal assumes continued conservation efforts, which are expected to maintain the reduction in demand already experienced and lead to further decreases over time. Seasonal block pricing is planned for July 1, 1994.
- ◆ The capital budget includes continued funding for the Regional Water Supply Study Phase 2; about 1/3 is paid for by the City, 2/3 paid for by other participants. No capital expansion of the supply system will be budgeted until the results of the study are known.
- ◆ Through its joint labor-management process, the Bureau is continuing to identify functional and operating efficiencies, and is analyzing opportunities for contracting services in and out.

**BUREAU OF WATER WORKS**  
 Service Area: Utilities  
 Commissioner-in-Charge: Mike Lindberg

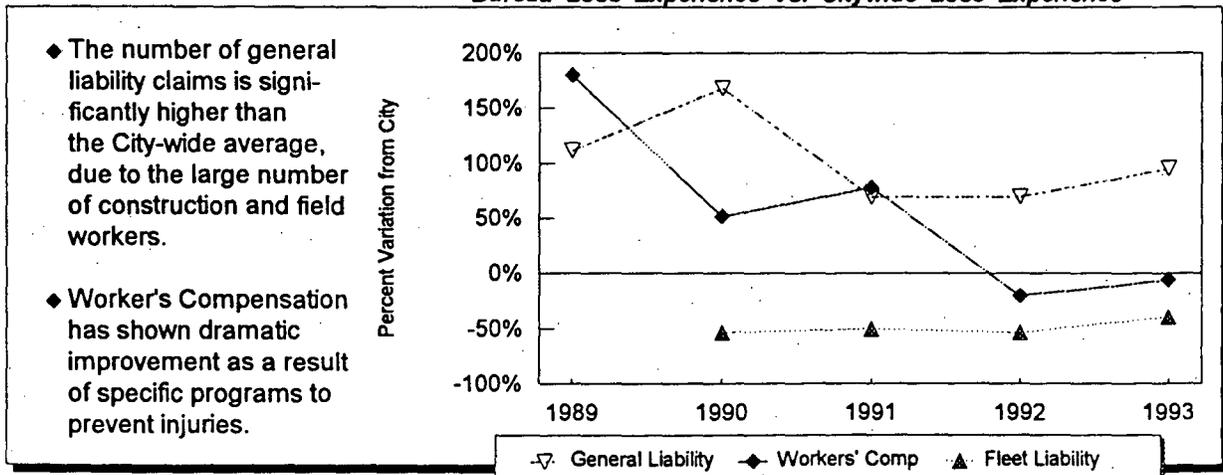
**PERFORMANCE TRENDS**



**Workforce Diversity - Bureau vs. Citywide**



**Bureau Loss Experience Vs. Citywide Loss Experience**



## BUREAU OF WATER WORKS

Service Area: Utilities

Commissioner-in-Charge: Mike Lindberg

### BUDGET OVERVIEW

The Water Bureau's budget was developed in an environment of increasing cost resulting from an expanded customer base (retail customer accounts currently number more than 153,000), expanded requirements for water quality, watershed management, supply planning and conservation programs. At the same time, increased price sensitivity and the success of the conservation program has resulted in declining water sales. To maintain current levels of service in this rising-cost-falling-revenues environment, the Bureau has revised its capital financing program and implemented operational efficiencies such as return-to-work programs, automation and computerization, and organizational development. A joint labor/management process identifies productivity and contracting improvements.

12 positions were abolished due to operational efficiencies, and 3 new positions (Secretarial Clerk I and 2 Storekeepers) were added to create a combined Water/Parks stores operation. Costs will be 98% reimbursed by Parks and Recreation.

The Water Bureau's budget maintains its current service level, with the following service highlights:

- \* On-going Conservation programs
- \* Increased operation of the wellfield from 30 to 40 million gallons per day for 120 days
- \* Continued development of an enhanced Customer Billing and Information System.
- \* Relocation of water facilities for the West Side Light Rail Projects - with all costs reimbursed by Tri-Met
- \* Regional Water Supply Plan, Phase 2. This study is funded jointly by the City and 27 regional suppliers to develop phased strategies for meeting the region's future water supply needs.
- \* Corrosion Control Regulatory Compliance project which includes monitoring and study of improvement alternatives in order to comply with new regulations for copper and lead.

### CHANGES IN BUDGET

#### ADDITIONS

- ◆ \$20,000 was added to create a Low Income Crisis Fund
- ◆ \$16,124 was added to increase the GIS funding to \$300,000 in the Inter-Agency Agreement with Transportation Engineering
- ◆ \$195,007 was added to increase the BGS-Communication Cash Transfer to \$290,956 for the balance of the 800 MHz mobile, portable, and control stations.

#### REDUCTIONS/EFFICIENCIES

- ◆ Rejected decision packages totaling \$1,152,150 (including \$471,800 for additional GIS expenditures and the supporting rate increase which will be reconsidered upon completion of a City-wide analysis. Note that I/A funding for City-wide GIS development has been retained.)
- ◆ \$42,706 was reduced from the Workforce Development Program in the Special Appropriation Fund from the requested budget of \$100,000
- ◆ \$2,500 was reduced for Debt Management from the Inter-Agency Agreement with OFA
- ◆ \$1,000,000 was reduced from the CIP due to BES budgeting the CBIS enhancement expenditures in their CIP instead of entering into an Inter-Agency Agreement with the Water Bureau.

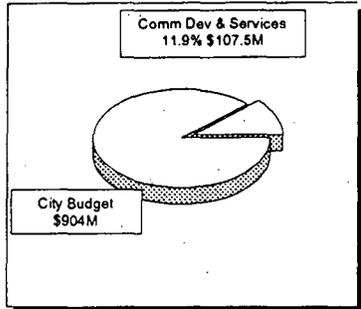
### BUDGET NOTES

- ◆ PUBLIC INVOLVEMENT FUNCTIONAL ANALYSIS. The Bureaus of Water and Environmental Services are directed to assess and analyze, from both an organizational and a customer perspective, their public information and involvement functions and programs.

# Community Development and Services

## PROGRAM AREA OVERVIEW

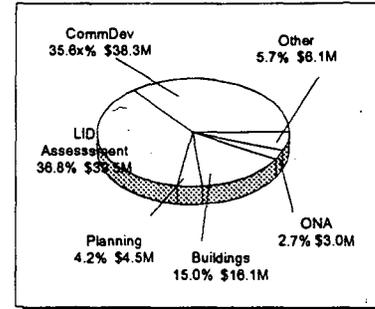
### PERCENT OF BUDGET



### BUDGET DATA

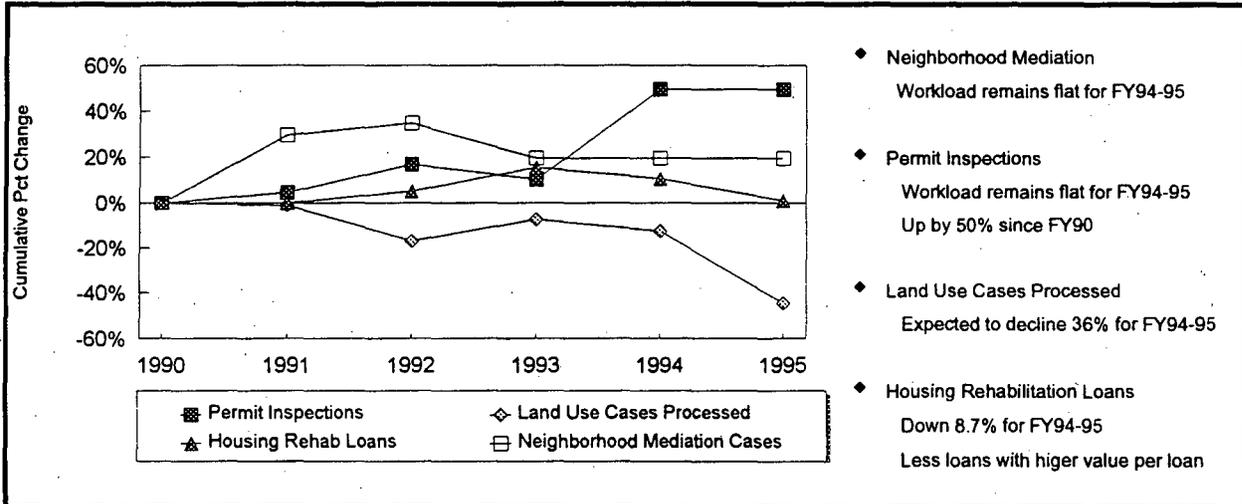
1994-95 Budget: \$107.5 M  
 Change from 93-94: Down \$5.5M  
 Change per Capita: Down 9.2%  
 1994-95 Positions: 279  
 Change from 93-94: Up 7 FTE's  
 Change per Thousand: Down 2.1%

### EXPENDITURES



Note: Figures on this page include fund contingencies and reflect the full allocation of costs to direct service areas.

### HISTORICAL TRENDS



### SIGNIFICANT BUDGET ISSUES

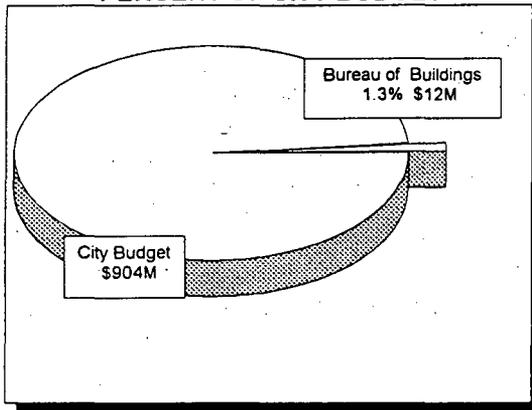
- ◆ Increased funding from the General Fund, by \$179,000, and Block Grants, \$100,000, to support Domestic Violence prevention programs and shelters
- ◆ Continued funding for low-income weatherization services
- ◆ \$86,000 in funding for a program to improve city-wide Information and Referral efforts through the Office of Neighborhood Associations. ONA will also work with other bureaus to develop a policy for citizen outreach.
- ◆ \$330,500 in GF support is set aside for a Livable Cities Program, which will be designed to increase the availability of affordable housing over the next twenty years. Funding is contingent upon Council approval.
- ◆ Sufficient funding for the first year of a two year capital purchase of computer equipment to improve service levels and product quality within the Planning Bureau.
- ◆ Re-engineer the permit approval process to expedite permit issuance and improve customer service.
- ◆ Establishment of a multi-bureau task force to oversee implementation of the Albina Community Plan.

## BUREAU OF BUILDINGS

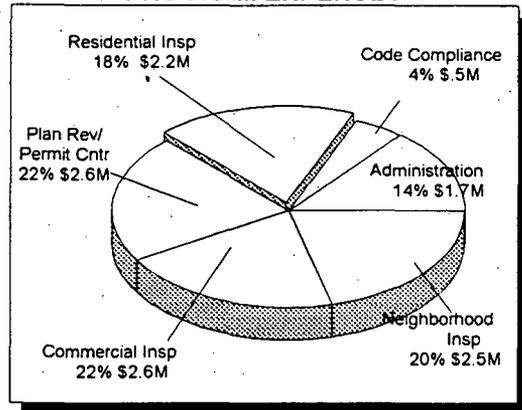
Service Area: Community Development & Services

Commissioner-in-Charge: Gretchen Kafoury

### PERCENT OF CITY BUDGET



### PROGRAM EXPENSES



### BUDGET DATA

|                                      | 1994            | 1995            | Change from Prior Year | Per Capita Change |
|--------------------------------------|-----------------|-----------------|------------------------|-------------------|
| Operating                            | \$11.5 M        | \$12.1 M        | \$612 K                | -2.9%             |
| Capital                              | \$0             | \$0             | \$0                    | 0%                |
| <b>Total</b>                         | <b>\$11.5 M</b> | <b>\$12.1 M</b> | <b>\$612 K</b>         | <b>-2.9%</b>      |
| <i>Allocated City Overhead Costs</i> | <i>\$463 K</i>  | <i>\$529 K</i>  |                        |                   |
| <i>Total with Overhead Allocated</i> | <i>\$11.9 M</i> | <i>\$12.6 M</i> |                        |                   |
| <b>Full-Time Positions</b>           | <b>163</b>      | <b>166</b>      | <b>+3</b>              | <b>-2.8%</b>      |

*Note: This data excludes contingencies, transfers and other fund requirements. The "per capita change" column is adjusted for inflation and population growth.*

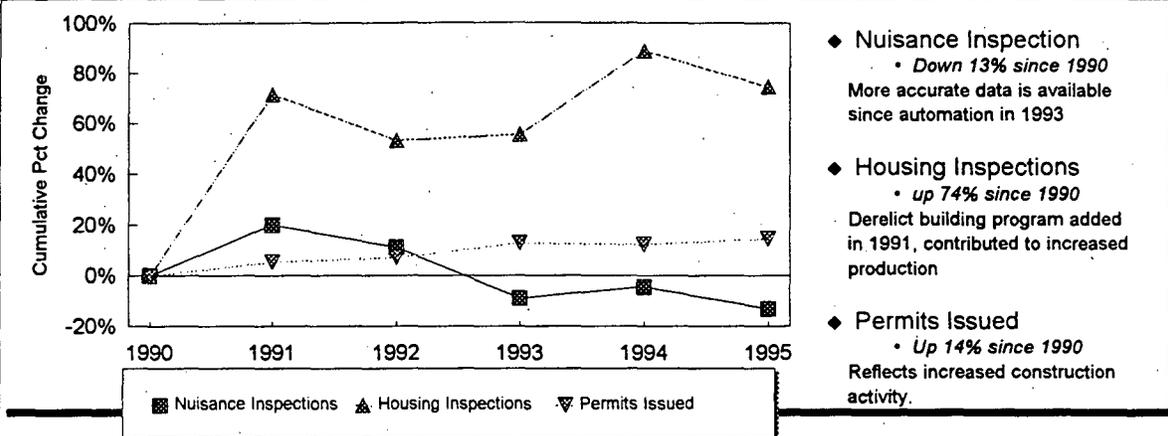
### SIGNIFICANT ISSUES AND CHANGES

- ◆ Expansion of illegal dumping program to include pickup of illegally dumped debris without billing the property owner.
- ◆ Continue Combination Inspection Program to more effectively provide inspections for construction and remodeling of one- and two-family dwellings.
- ◆ Re-engineer permit approval processes to expedite permit issuance and improve customer service.
- ◆ Collaborate with customers to implement a new program to reduce both the number and the length of inspections.
- ◆ Expand the Targeted Housing Inspections program for inspecting housing in specific troubled areas.

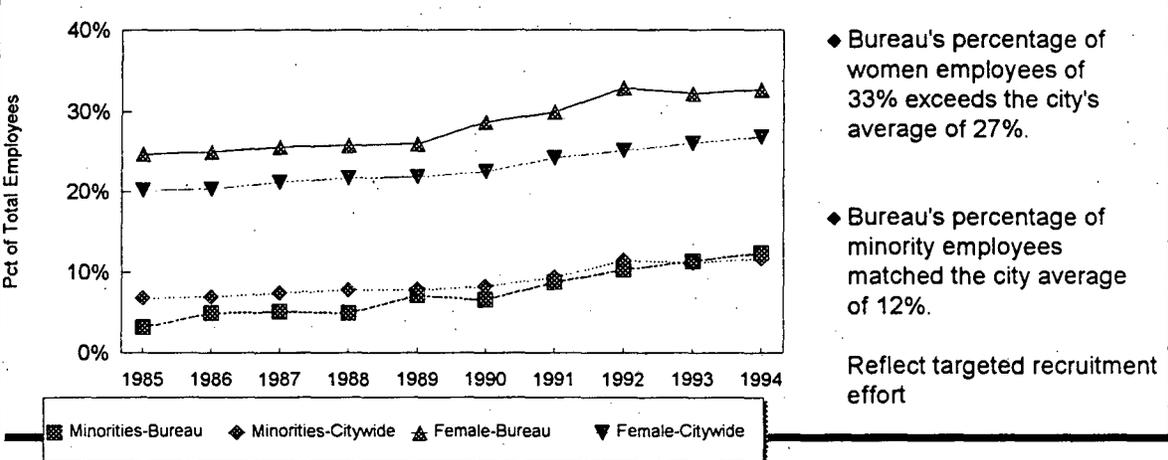
# BUREAU OF BUILDINGS

Service Area: Community Development & Services  
 Commissioner-in-Charge: Gretchen Kafoury

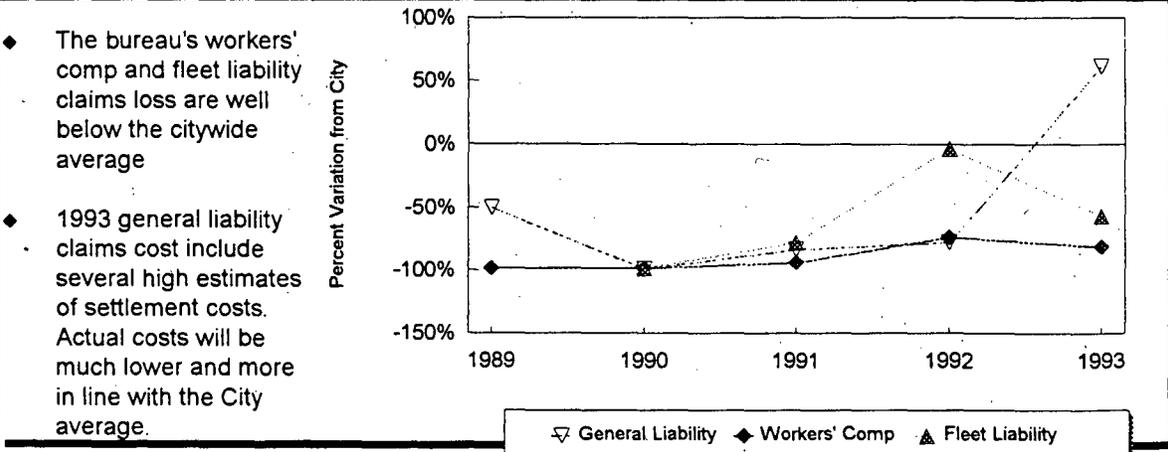
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## **BUREAU OF BUILDINGS**

**Service Area: Community Development & Services**

**Commissioner-in-Charge: Gretchen Kafoury**

### ***BUDGET OVERVIEW***

The Bureau's mission is to ensure the life safety of the public through the enforcement of construction code requirements as well as to assist in the maintenance of neighborhood quality through the enforcement of zoning, housing, maintenance, nuisance, and noise control regulations. This budget will support the completion of 165,000 building inspections and the investigation of 25,000 nuisances. Additionally, an estimated 40,000 permits of various types will be issued during the year.

The Bureau is 100% fee supported, except for the Neighborhood Inspections Program, which receives funding from fees, the General Fund and the Refuse Disposal fund for the Nuisance Abatement function.

Due to a healthy economy, permits and inspections are up, resulting in strong revenues, healthy balances and a fully funded reserve.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ Extension of nuisance abatement programs to newly annexed areas.
- ◆ New project to simplify the permit approval processes, decrease the amount of staff time required, and maintain open communication with all customers.
- ◆ 3 additional fee-supported positions to re-engineer the bureaus permit approval processes, to support the Neighborhood Inspections Program, and to provide clerical support to all programs.

#### **REDUCTIONS/EFFICIENCIES**

- ◆ Re-engineer permit approval process.
- ◆ Implement minor labels and master permit programs in commercial inspections. These are inspection alternatives which were approved by the 1993 Legislature. These programs allow for more efficient methods of inspections and permitting.

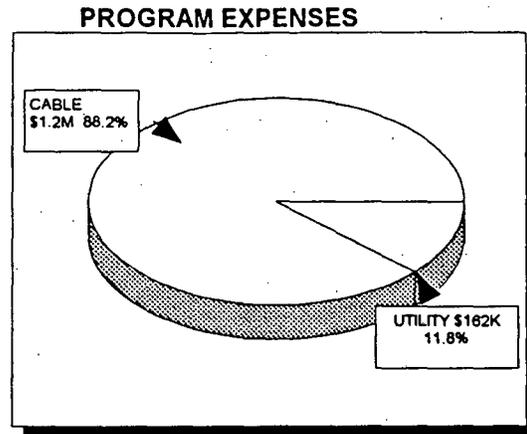
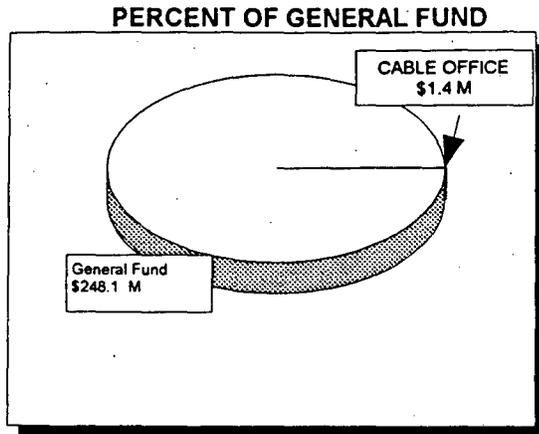
### ***BUDGET NOTES***

- ◆ Prior to FY 1995-96, the Bureau of Buildings will report to Council regarding the siting of a satellite office or offices. Items to be addressed include the assessment of need, rationale for siting Residential versus other programs in these offices, the impact on the permitting function, and its impact on other bureaus, and assurance that any proposed siting is made in conjunction with the Bureau of General Services, in order to maximize the efficient use of space by city bureaus in an east side location.
- ◆ The Bureau shall take the lead in an overhaul of the City's Development Review Process. Items to be addressed shall include (1) Authority and organization; (2) reduction/simplification of regulations or delegation of some functions; (3) the use of long term agreements to moderate the financial impact of some regulations; (4) the setting and monitoring of performance measures; and (5) proactive actions to insure "informed customers."
- ◆ In collaboration with the Bureau of Environmental Services, a policy will be developed to offset costs associated with illegal dumping. Such costs shall be recovered from City garbage franchise fee revenues.

# OFFICE OF CABLE COMMUNICATIONS & FRANCHISE MANAGEMENT

Service Area: Community Development & Services

Commissioner-in-Charge: Earl Blumenauer



## BUDGET DATA

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$1.2 M | \$1.4 M | \$160 K                | +3.8%             |
| Capital                       | \$0     | \$0     | \$0                    | 0                 |
| Total                         | \$1.2 M | \$1.4 M | \$160 K                | +3.8%             |
| Allocated City Overhead Costs | \$106 K | \$111 K |                        |                   |
| Total with Overhead Allocated | \$1.3 M | \$1.5 M |                        |                   |
| Full-Time Positions           | 5       | 5       | +0                     | 0%                |

*The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

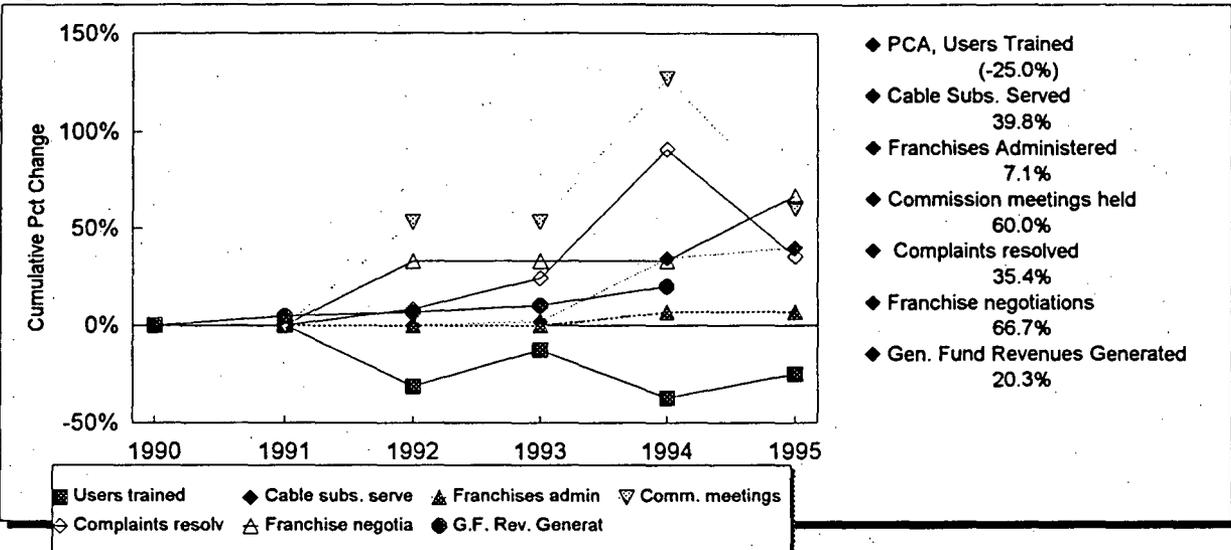
- ◆ The Office of Cable Communications proportion of costs has increased due to the annexation of 4,210 Multnomah County subscribers.
- ◆ Develop franchises with US West, and GTE.
- ◆ Conduct the Paragon Franchise Renewal process. This process will include ascertaining community needs and reviewing the past performance of the cable operator. There will be extensive community, public access and jurisdictional involvement.
- ◆ Develop an outreach plan for the jurisdictions participating in the Consolidated Cable Communications Commission(CCCC).
- ◆ Effective July 1, 1994, change the name of the commission to the Mount. Hood Cable Regulatory Commission.
- ◆ Assist in facilitating the development of a Telecommunications Strategic Plan.
- ◆ Defend City's regulatory/franchising interest in Federal and State legislation
- ◆ Develop a dialogue potentially leading to comprehensive video and telecommunications franchise with US West.

# OFFICE OF CABLE COMMUNICATIONS & FRANCHISE MANAGEMENT

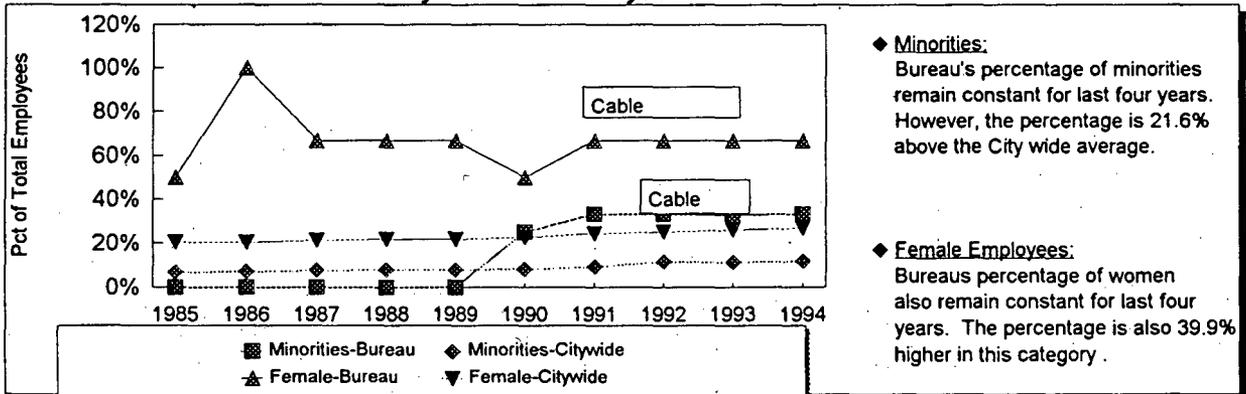
Service Area: Community Development & Services

Commissioner-in-Charge: Earl Blumenauer

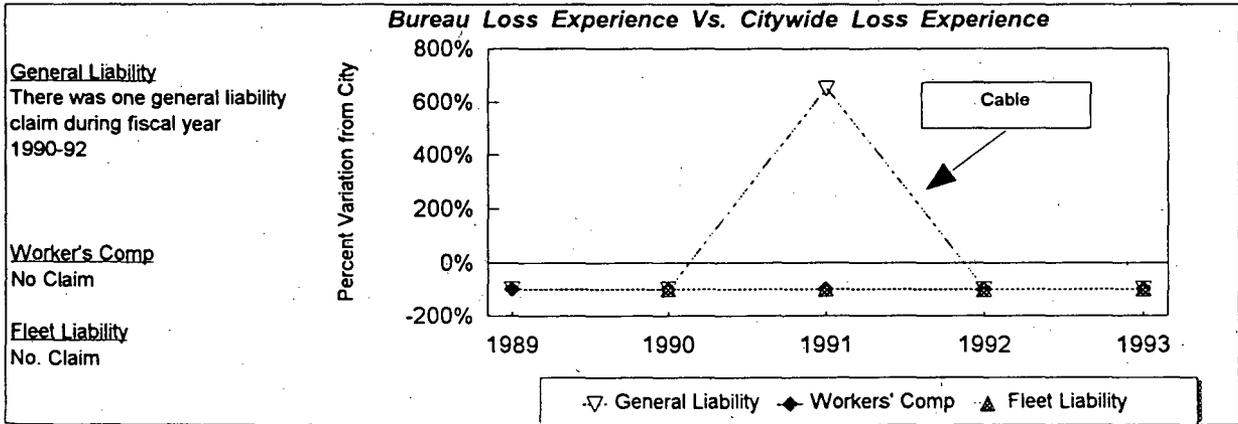
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



**OFFICE OF CABLE COMMUNICATIONS & FRANCHISE MANAGEMENT**

Service Area: Community Development & Services

Commissioner-in-Charge: Earl Blumenauer

**BUDGET OVERVIEW**

The Bureau manages two programs; Cable communications and Utility Franchise Management. Franchise Management serves as a focal point for contact with existing and future franchisees and is responsible for negotiating and administering franchises and franchise fees, overseeing utility audits, and monitoring legislative and Public Utility Commission activities.

This Bureau oversees the collection of City's second largest source of General Fund revenue, utility license and franchise fees, identifies new sources of revenue that could arise from the City's franchising authority and assures that the city of Portland, Gresham, Troutdale, Fairview, Wood Village, and Multnomah County meet their federal, legal responsibilities in cable television regulation including protecting consumers.

In February 1993, the City's Cable Commission merged with the Multnomah Cable Regulatory Commission and formed the Consolidated Cable Communications Commission(CCCC). Staff continues to work with the six jurisdictions to ensure their needs are being met and to build effective and efficient Commission.

**CHANGES IN BUDGET**

**ADDITIONS**

- ◆ The bureau received one add package for administrative costs of annexing 4,120 cable subscribers from Multnomah County.
- ◆ Paragon Franchise Renewal Process: This process will include ascertaining community needs and reviewing the past performance of the cable operator. There will be extensive community, public access and jurisdictional involvement.
- ◆ Develop franchises with US West, MFS Communications and GTE.
- ◆ Assist in facilitating the development of a Telecommunications Strategic Plan.

**REDUCTIONS/EFFICIENCIES**

- ◆ Develop an outreach plan for the jurisdictions participating in the Consolidated Cable Communications Commission.

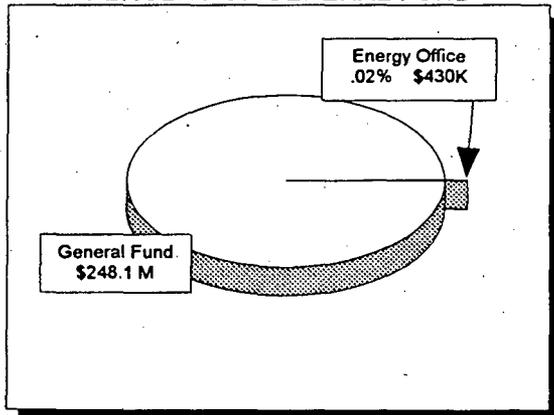
**BUDGET NOTES**

- ◆ None

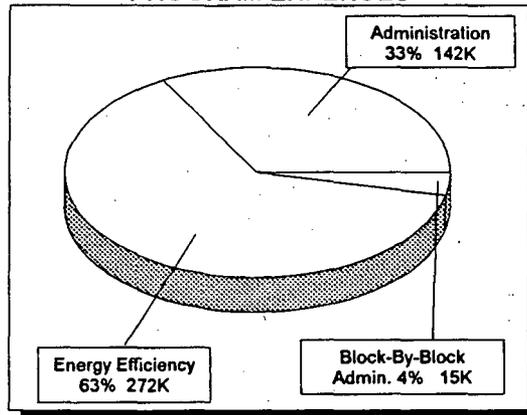
## ENERGY OFFICE

Service Area: Community Development & Services  
 Commissioner-in-Charge: Mike Lindberg

PERCENT OF GENERAL FUND



PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$580 K | \$430 K | (\$150 K)              | -31.7%            |
| Capital                       | \$0     | \$0     | \$0                    | \$0               |
| Total                         | \$580 K | \$430 K | (\$150 K)              | -31.7%            |
| Allocated City Overhead Costs | \$92 K  | \$107 K |                        |                   |
| Total with Overhead Allocated | \$672 K | \$537 K |                        |                   |
| Full-Time Positions           | 7       | 7       | +0                     | -4.6%             |

*The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

- ◆ The 1994 Operating budget is \$150K less than 1994 budget plus inflation. The 31.7% per capita change can be attributed to a temporary reduction in grant proceeds, pending notice of awards for grants and contracts which can not be included in the budget until received.

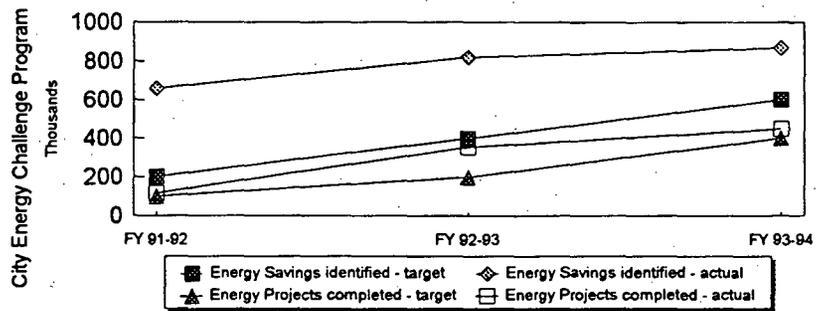
# ENERGY OFFICE

Service Area: Community Development & Services

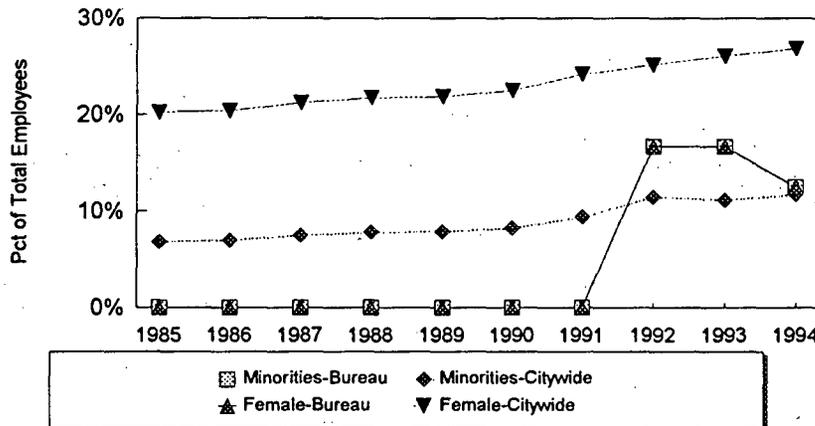
Commissioner-in-Charge: Mike Lindberg

## PERFORMANCE TRENDS

◆ The City Energy Challenge program has a goal of reducing City government's energy bill by \$1 million annually. To date \$800,000 in annual savings have been identified and actual annual savings of \$500,000 will result from projects already completed.



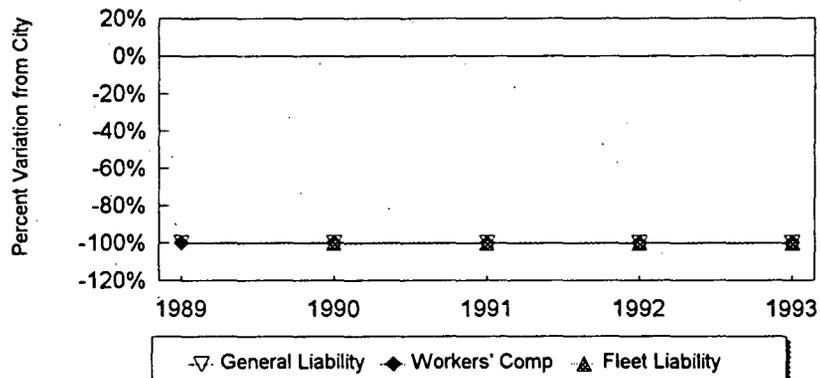
## Workforce Diversity - Bureau vs. Citywide



◆ From FY 1989-90 to FY 1989-1990, the Energy Office was a part of Commissioner Lindberg's office, therefore there is no history for that time period. In general, the Energy Office has exceeded the City's average for female and minority employed. It is anticipated that this trend will continue in years to follow.

## Bureau Loss Experience vs. City vs Citywide Loss Experience

◆ The Energy Office has experienced no general liability, workers' compensation, or fleet liability claims.



## **ENERGY OFFICE**

**Service Area: Community Development & Services**

**Commissioner-in-Charge: Mike Lindberg**

### ***BUDGET OVERVIEW***

The Portland Energy Office helps residents and businesses save money by using energy more efficiently. The City's revised Energy Policy, adopted in April 1990, makes a renewed commitment to sustainable energy resources, a clean environment and a strong economy. The Energy Office offers research, education, and on-site technical and financial services to help achieve the Energy Policy's goals. The Energy Office will continue the City Energy Challenge Program. As a result, City energy bills in FY 1994-95 will be reduced by at least \$500,000.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ None

#### **REDUCTIONS/EFFICIENCIES**

- ◆ The City Energy Challenge program has a goal of reducing City government's energy bill by \$1 million annually. To date \$800,000 in annual savings have been identified and actual savings of \$500,000 annually will result from projects already completed.
- ◆ The only change in the requested budget and the proposed budget is a 2% cut in materials and services out of general fund discretionary.
- ◆ The Energy Office continues to develop contracts and interagency agreements which raise \$4 from outside funds for every \$1 of general fund.

### ***BUDGET NOTES***

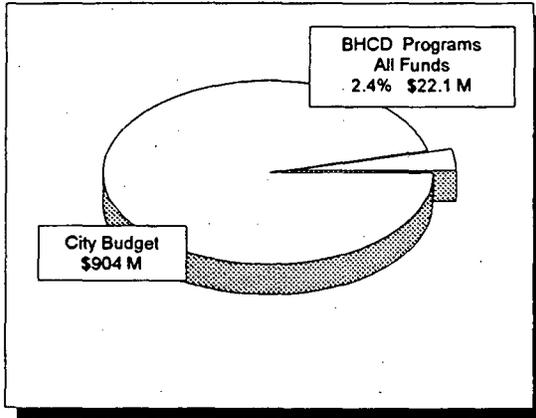
- ◆ None

# BUREAU OF HOUSING & COMMUNITY DEVELOPMENT

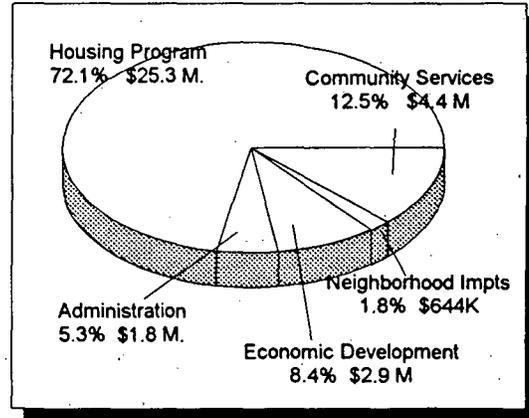
Service Area: Community Development

Commissioner-in-Charge: Commissioner Kafoury

PERCENT OF CITY GENERAL FUND



TOTAL BHCDC PROGRAM EXPENSES



## BUDGET DATA

|   | 1994            | 1995            | Change from Prior Year | Per Capita Change |
|---|-----------------|-----------------|------------------------|-------------------|
| <b>Total Bureau of Housing &amp; Community Development Programs</b> |                 |                 |                        |                   |
| Operating   | \$38.7 M        | \$34.5 M        | (\$4.2 M)              | -18.8%            |
| Capital   | \$590 K         | \$644 K         | \$54 K                 | 0%                |
| <b>Total</b>  | <b>\$39.3 M</b> | <b>\$35.1 M</b> | <b>(\$4.1 M)</b>       | <b>-18.6%</b>     |
| Allocated City Overhead Costs                                       | \$0             | \$0             |                        |                   |
| <b>Total with Overhead Allocated</b>                                | <b>\$39.3 M</b> | <b>\$35.1 M</b> |                        |                   |
| <b>Full-Time Positions</b>  | <b>12</b>       | <b>14</b>       | <b>+2</b>              | <b>+9.9%</b>      |

The "per capita change" column is adjusted for inflation and population growth.

## SIGNIFICANT ISSUES AND CHANGES

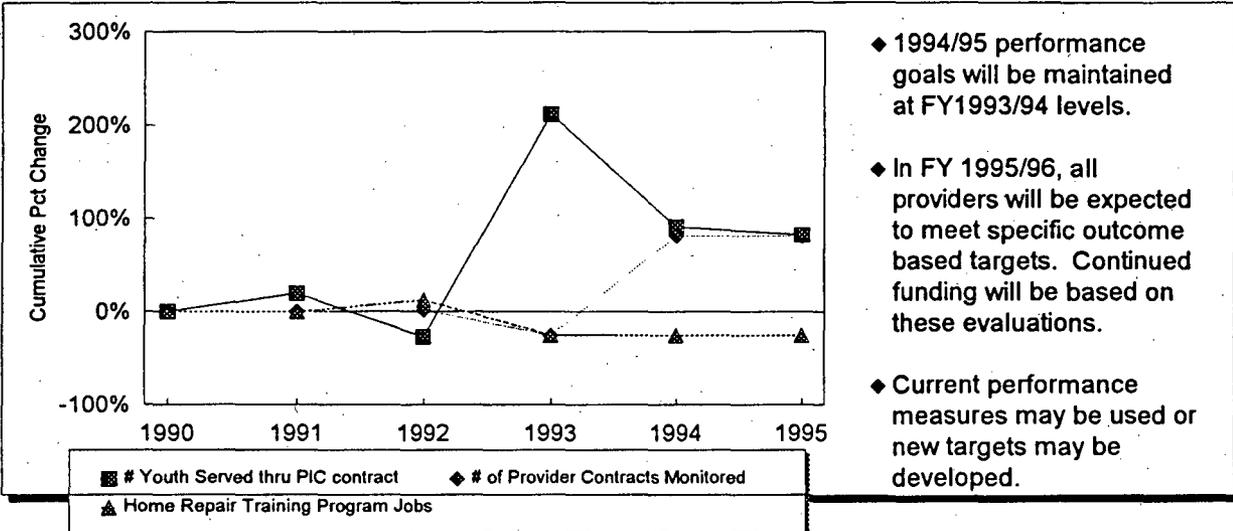
- ◆ The Bureau's recently completed Community Development Plan defines a broad vision for community development in Portland:
  - "As a vital community of healthy, stable neighborhoods in which people of all cultures choose to live and make a personal investment".
  - "Neighborhoods which foster an atmosphere of community, which support residents' abilities to meet their needs and those of their families, and provide for the basic needs of those who are unable to care for themselves fully."
- ◆ For FY1994/95, current Community Development Block Grant (CDBG) programs will continue to receive funding with a 4% cost-of-living adjustment. In FY1995/96, however, the process for allocating CDBG funds will change to an open, competitive application process. Selection to be based on:
  - 1) Implementation of adopted plans
  - 2) Integrated strategies for community development
  - 3) Community-directed development involving neighborhood residents
  - 4) Clearly identify intended outcomes
- ◆ Other initiatives are also underway that could affect FY1995/96 funding levels: Shelter Reconfiguration Strategy, Strategy for Youth Workforce Development, a targeting/investment strategy, capital strategy, and the Comprehensive Housing Affordability Strategy (CHAS).

# BUREAU OF HOUSING & COMMUNITY DEVELOPMENT

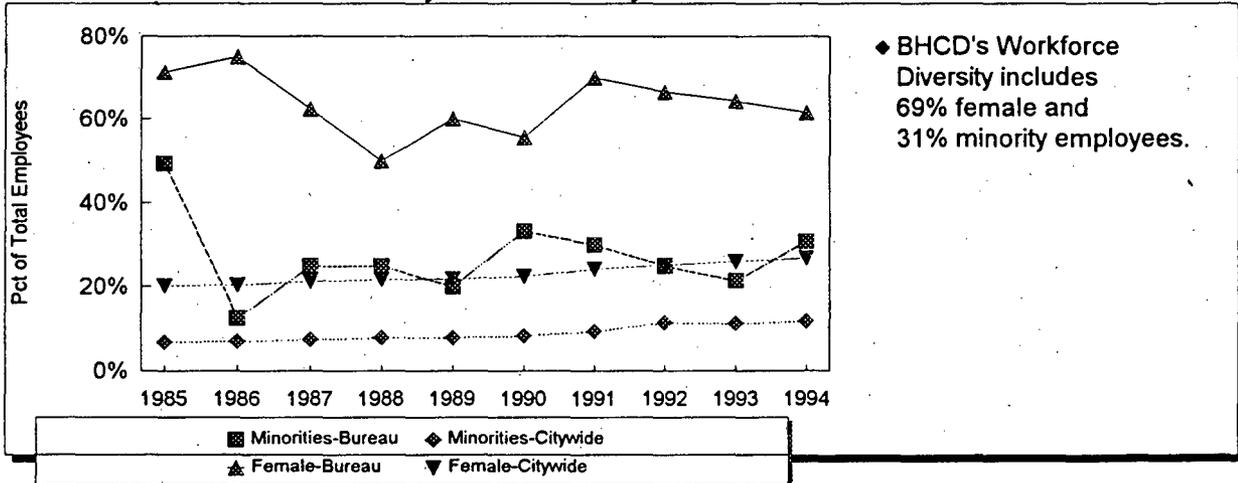
Service Area: Community Development

Commissioner-in-Charge: Commissioner Kafoury

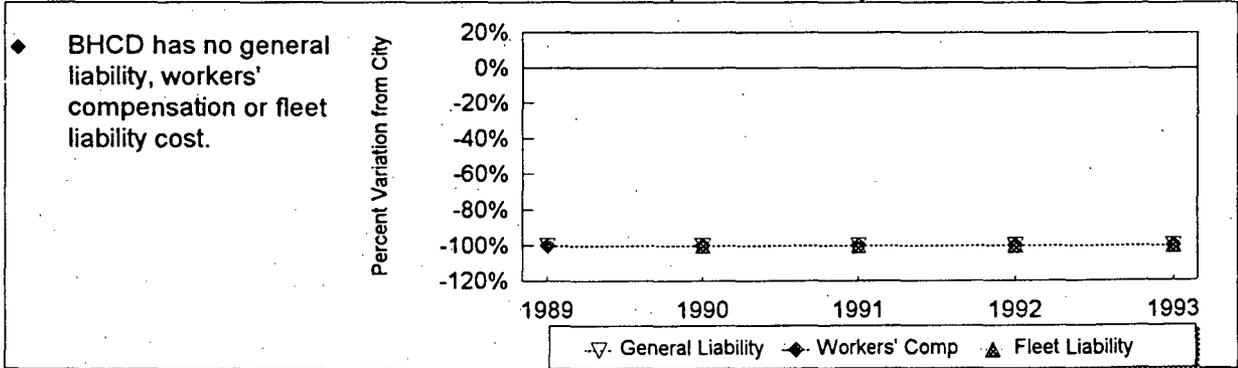
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## BUREAU OF HOUSING & COMMUNITY DEVELOPMENT

Service Area: Community Development

Commissioner-in-Charge: Commissioner Kafoury

### BUDGET OVERVIEW

- ◆ The Bureau of Housing & Community Development administers programs funded by federal Community Development Block Grant (CDBG) funds, HOME program funds and the City General Funds. The Bureau's combined resources for FY1994/95 total \$35.1 million. The Bureau's five program areas are Housing, Neighborhood Improvements, Economic Development, Community Services and Administration.
- ◆ Housing and HOME (\$25.3 million): improvement and preservation of Portland's housing stock. FY1994/95 funding is \$10.5 million in CDBG funds, \$4.0 million in HOME funds and \$10.8 million in private financing resources. Most activities are carried out by PDC and non-profit community development corporations.
- ◆ Neighborhood Improvements (\$643,991): capital improvements, such as streets and parks, in low/moderate-income neighborhoods. For FY 1994/95, CDBG funding is \$643,991, and includes a large street project in the Harney Park area.
- ◆ Economic Development (\$2.9 million): activities such as job creation and business retention funded by CDBG are carried out by the Portland Development Commission. For FY 1994/95, CDBG funding is \$2,938,401.
- ◆ Community Services (\$4.4 million): services to low income residents and neighborhoods, including including youth services and employment programs, neighborhood cleanups and nuisance abatement, homeless shelters, security locks and home repair for elderly residents. FY1994/95 funding is \$2.9 million CDBG and \$1.5 million General Fund.
- ◆ Administration (\$1.8 million): Grant and program administration for the CDBG, HCD program and HOME program, as well as staff support to the Housing and Community Development Commission (HCDC). Also funds county housing information and referral program.

### CHANGES IN BUDGET

#### ADDITIONS

- ◆ Funding for Domestic Violence prevention and shelters was increased in FY 94/95. Proposed budget: \$179,043 General Fund and \$100,000 CDBG. \$70,043 will support shelter operating costs. \$200,000 will be used in a joint City/County project to enhance current Domestic Violence prevention programs (\$100,000 General Fund; \$100,000 CDBG)

#### REDUCTIONS/EFFICIENCIES

- ◆ Currently proposed federal appropriations may result in HOME deductions in FY 95/96.
- ◆ To fund Domestic Violence prevention, a \$50,000 reduction was made in the Multnomah County Sewer Loan program. This leaves a balance of \$273,000 for sewer loans, which is expected to meet demand.

### BUDGET NOTES

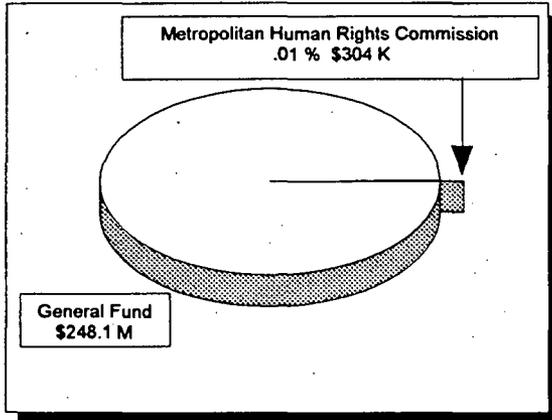
- ◆ STOP Program. This is the last year of a three year grant for STOP, a drug diversion program. The City has provided one-time funding of \$104,000 for FY1994/95 support.
- ◆ For FY1995/96, BHCD plans to establish three-year funding agreements with service providers selected through the new process; continued funding will be based on outcome-based performance evaluations. BHCD will provide Council with a detailed schedule and work plan for the selection process and the process for establishing performance targets and outcomes.

# METROPOLITAN HUMAN RIGHTS COMMISSION

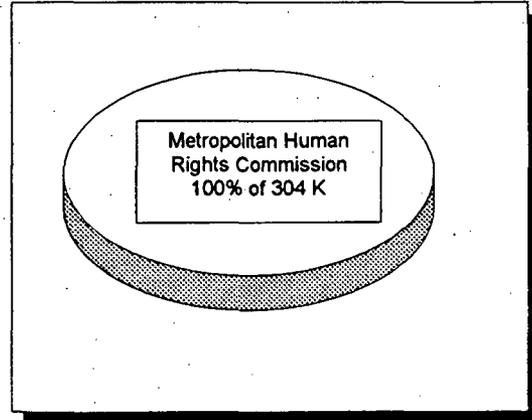
Service Area: Community Development & Services

Commissioner-in-Charge: Gretchen Kafoury

## PERCENT OF GENERAL FUND



## PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$325 K | \$304 K | (\$21 K)               | -13.8%            |
| Capital                       | \$0     | \$0     |                        | \$0               |
| Total                         | \$325 K | \$304 K | (\$21 K)               | -13.8%            |
| Allocated City Overhead Costs | \$95 K  | \$81 K  |                        |                   |
| Total with Overhead Allocated | \$420 K | \$385 K |                        |                   |
| Full-Time Positions           | 5       | 5       | +0                     | -4.6%             |

*The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

The most significant issues facing MHRC in 94-95 based on community dialogue are:

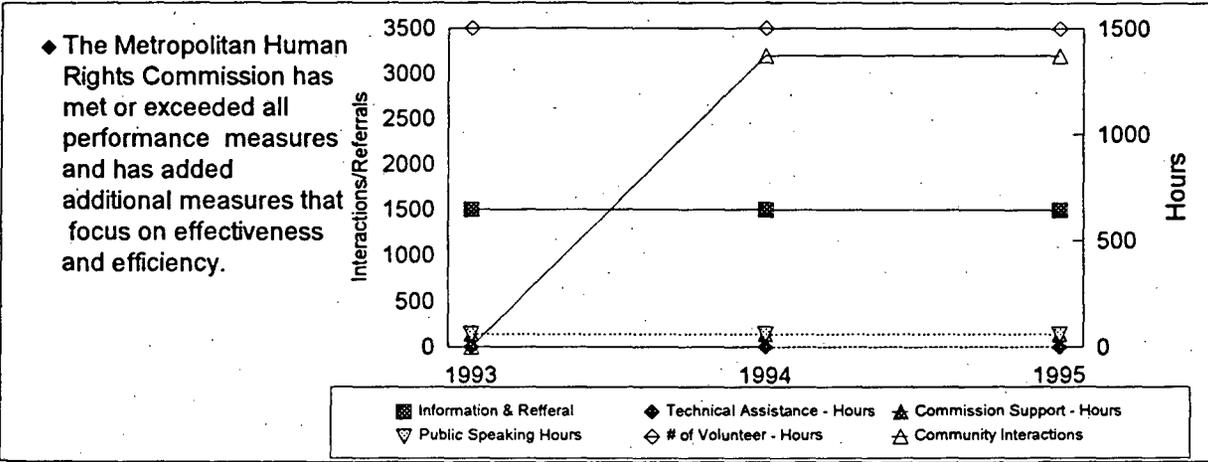
1. The manner in which children of African American, Hispanic and Native American descent are faring in the public schools.
2. The divisiveness and underlying racism present in the community.

MHRC is addressing these issues through two programs: Parent Involvement Workshops, a training program designed to educate parents about their rights and responsibilities with regard to the public schools; "Dynamic Differences", an anti-bigotry training, covering issues of oppression of various groups, which will be offered to the community at no cost. Retaining the second Community Relations Assistant as permanent staff is critical to the success of these programs. In 92-93, funding was allocated for one year only. MHRC has become a credible and dynamic Commission with the capability of carrying out complex projects, building community networks and providing assistance to individual citizens and groups.

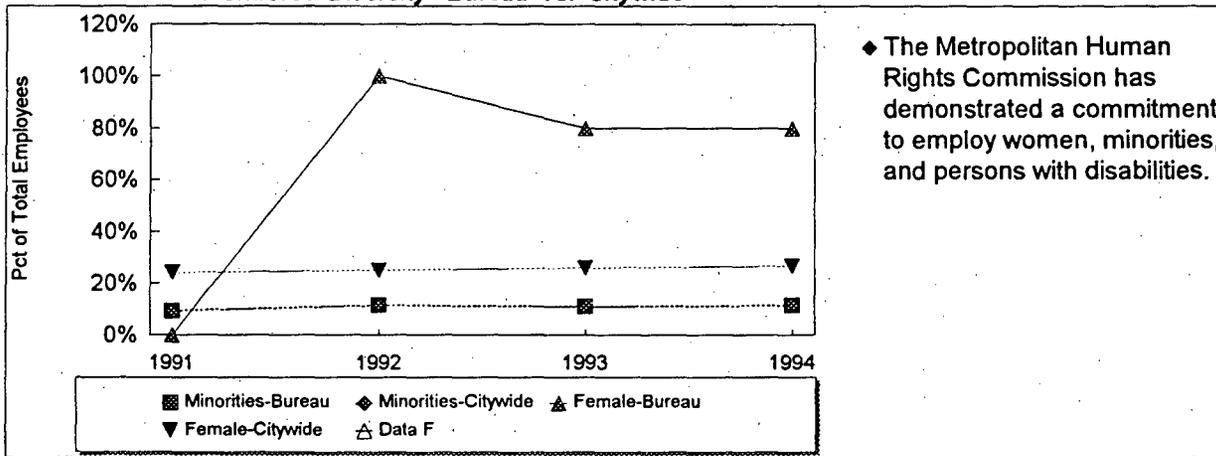
# METROPOLITAN HUMAN RIGHTS COMMISSION

Service Area: Community Development & Services  
 Commissioner-in-Charge: Gretchen Kafoury

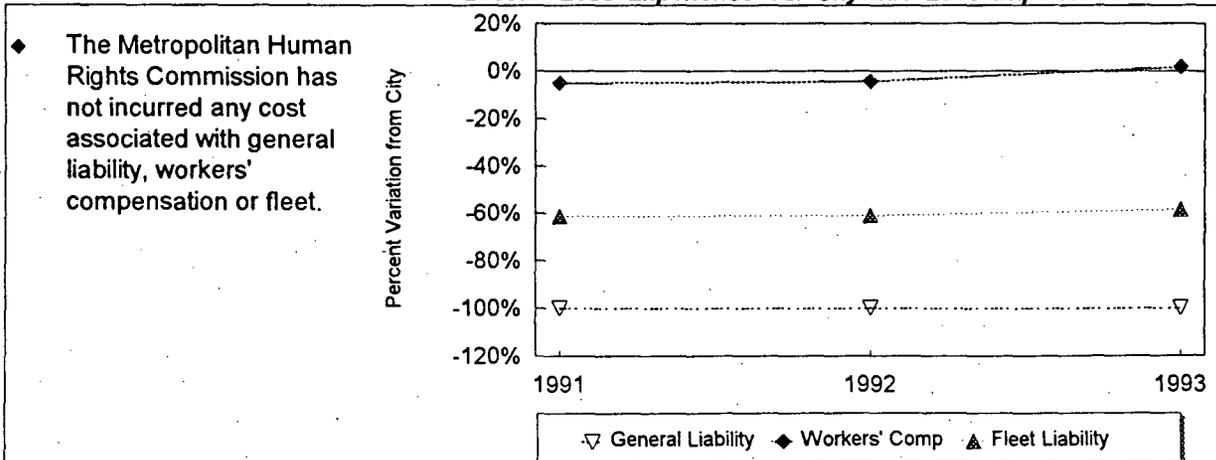
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## **METROPOLITAN HUMAN RIGHTS COMMISSION**

**Service Area: Community Development & Services**

**Commissioner-in-Charge: Gretchen Kafoury**

### ***BUDGET OVERVIEW***

The FY 1994-96 Proposed Budget reflects the continuation of MHRC's current ongoing projects which includes; sponsoring community events; advocacy and technical assistance on issues affecting human rights; provide anti-bigotry training, utilizing volunteers and workshops for parents and guardians on understanding their rights with regards to public schools; networking with government, ethnic organizations, law enforcement, civil rights groups and citizens. A sophisticated data base has been developed which MHRC has shared with government bureaus and agencies seeking to identify ethnic populations for public outreach; The Civil Rights Committee conducts focus groups in ethnic communities assessing the levels of need in protecting and fostering human rights and addressing violations. The Disability Project provides assistance on issues affecting persons with disabilities; monitoring the effectiveness of the Americans with Disabilities Act and implementing projects which make the community more accessible.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ Community Relations Assistant position added to provide needed support for the Civil Rights, Hate Crimes and the Education Committee. In addition this position will be instrumental in the development of "Dynamic Differences", a community and volunteer based training program. This position has been made permanent, restoring the staff level to what it was prior to the implementation of the Class Compensation Plan.

#### **REDUCTIONS/EFFICIENCIES**

- ◆ The only change in the requested and the proposed budget is the 2% cut from materials and services out of general fund discretionary

### ***BUDGET NOTES***

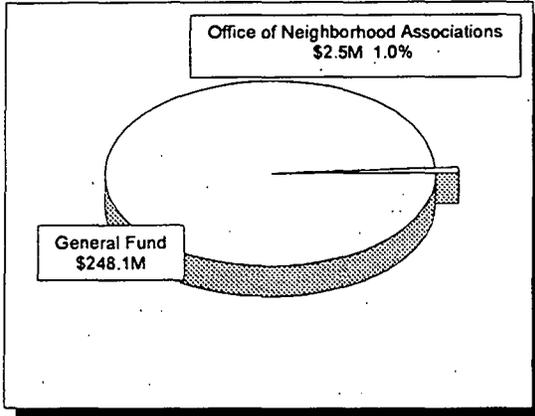
- ◆ None

# BUREAU OF NEIGHBORHOOD ASSOCIATIONS

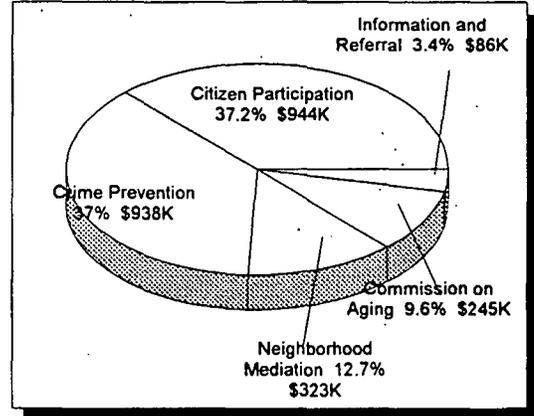
Service Area: Community Development and Services

Commissioner-in-Charge: Charlie Hales

## PERCENT OF GENERAL FUND



## PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$2.4 M | \$2.5 M | \$107 K                | -3.7%             |
| Capital                       | \$0     | \$0     |                        | \$0               |
| Total                         | \$2.4 M | \$2.5 M | \$107 K                | -3.7%             |
| Allocated City Overhead Costs | \$0     | \$0     |                        |                   |
| Total with Overhead Allocated | \$2.4 M | \$2.5 M |                        |                   |
| Full-Time Positions           | 16      | 21      | +5                     | +25.3%            |

*The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

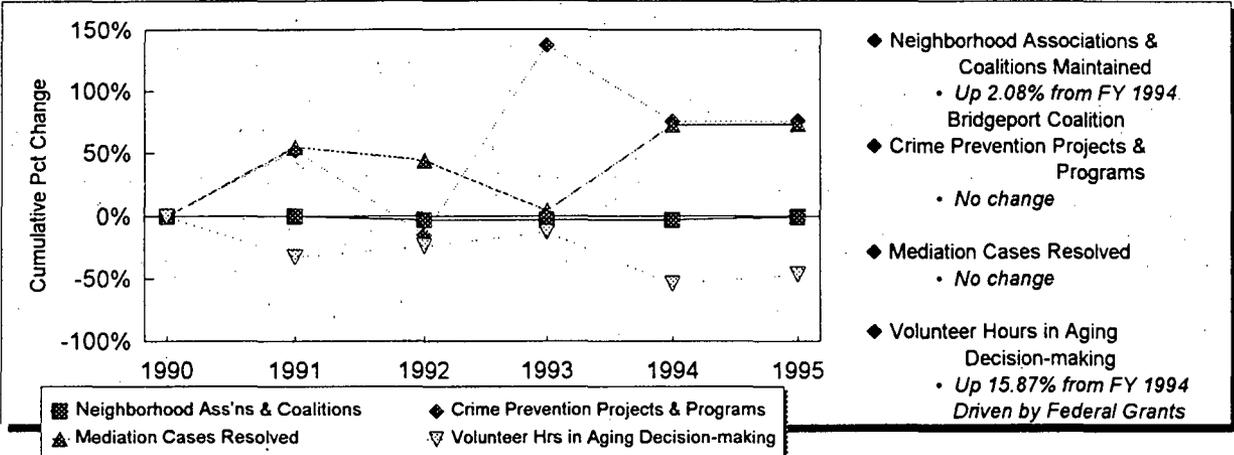
- ◆ The 1994-95 Office of Neighborhood Associations budget maintains the types and levels of services provided during 1993-94 and adds a major program enhancement in the form of a City-wide information and referral component. The information and referral program will add two new staff to ONA who will receive, respond to, and follow-up on calls about City services in general from Portland's citizens.
- ◆ The budget also reflects three staff people as permanent City employees who previously have been employed temporarily. This reclassification allows ONA and the City to continue serving the citizens and neighborhood associations of North Portland on a par with other areas.

# BUREAU OF NEIGHBORHOOD ASSOCIATIONS

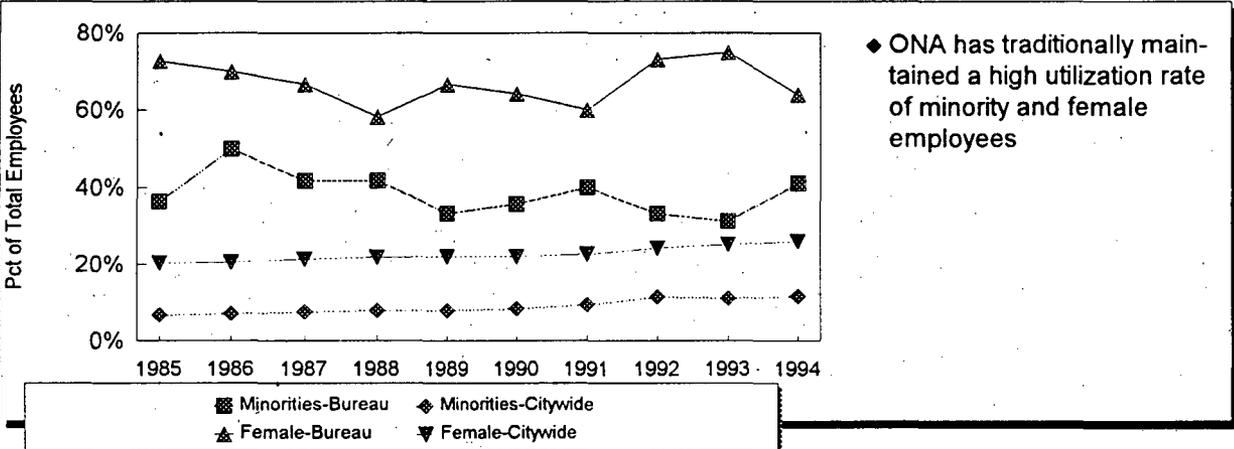
Service Area: Community Development and Services

Commissioner-in-Charge: Charlie Hales

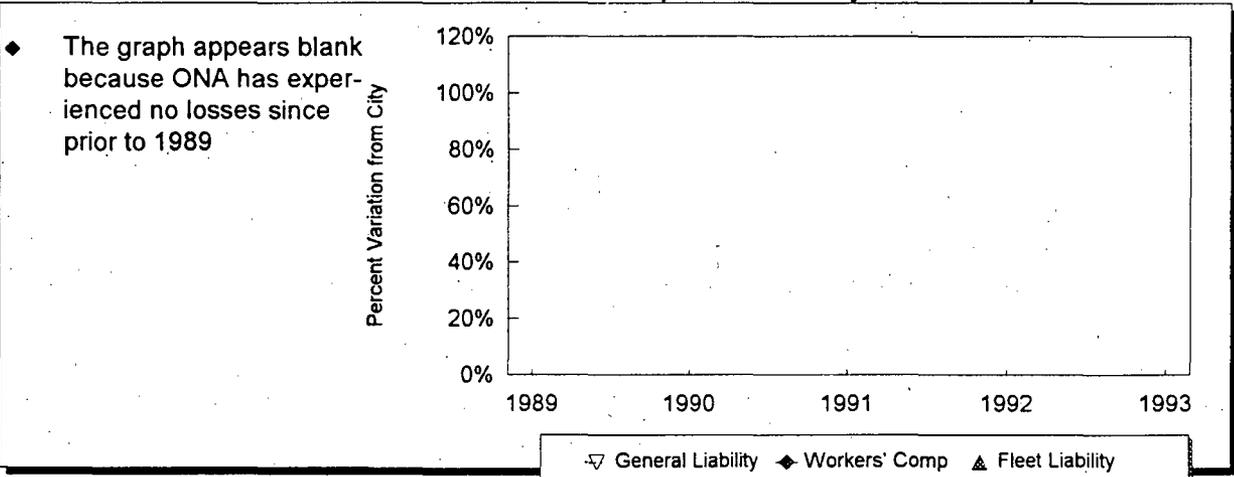
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## **BUREAU OF NEIGHBORHOOD ASSOCIATIONS**

**Service Area: Community Development and Services**

**Commissioner-in-Charge: Charlie Hales**

### ***BUDGET OVERVIEW***

The budget supports the overall mission of the bureau, which is to promote and maintain citizen access to government and to increase the effectiveness of citizen participation in the formulation and implementation of public policy, particularly regarding neighborhood livability. Included is \$1.5M (55%) to support 91 neighborhood associations and 6 District Coalitions providing services to citizens in the areas of land use, traffic management, neighborhood improvement and general livability, community policing projects, and crime prevention programs.

Also included within the budget are funds to support the Neighborhood Mediation Center, the Portland\Multnomah Commission on Aging, and the Bureau Advisory Committee program. The Neighborhood Mediation program seeks to resolve issues at a personal, group, and neighborhood level before they become larger problems which require more major and costly intervention, for example Police involvement. In addition, the Center is developing a substantial volunteer component which not only models mediation as a problem-solving technique, but also extends resources through the method of neighbor helping neighbor.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ The Mayor's proposed budget for ONA includes funding for a city-wide information and referral program totalling \$86,000.

#### **REDUCTIONS/EFFICIENCIES**

- ◆ Reduction of external, discretionary general fund materials and services by 2%.
- ◆ The proposed neighborhood grants program constituting \$150,000 was not funded in ONA. The effort will be combined and coordinated with Bureau of Housing and Community Development
- ◆ The proposed budget transfers \$81,872 earmarked in the requested budget for possible maintenance costs on the former St. Johns City Hall building from ONA to the Police Bureau budget.

### ***BUDGET NOTES***

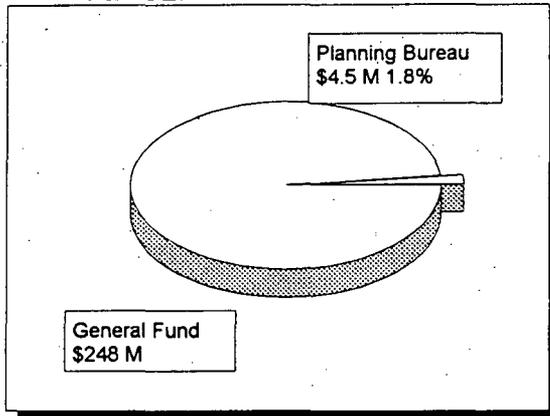
- ◆ ONA will develop minimum performance standards for each District Coalition and program area which shall be reflected in the annual service contracts. The performance standards shall reflect ONA's current system of performance measurement as well as the needs of each individual Coalition and service area.
- ◆ ONA, in collaboration with bureaus will develop a policy for council review to improve the coordination of city outreach efforts. In developing the policy, consideration shall be given to expanding ONA's role coordinating and centrally supervising all outreach efforts including contracts. Consideration shall also be given to expanding the use of City Neighborhood Associations in outreach efforts, including contracting for such services.

## BUREAU OF PLANNING

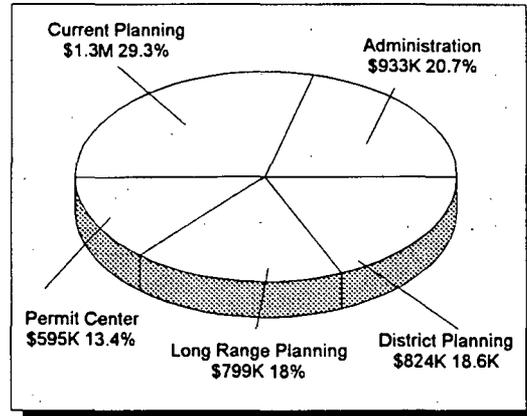
Service Area: Community Development & Services

Commissioner-in-Charge: Charlie Hales

PERCENT OF GENERAL FUND



PROGRAM EXPENSES



### BUDGET DATA

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$4.3 M | \$4.3 M | \$10 K                 | -7.6%             |
| Capital                       | \$0     | \$142 K | \$142 K                | N/A               |
| Total                         | \$4.3 M | \$4.5 M | \$152 K                | -4.5%             |
| Allocated City Overhead Costs | \$589 K | \$0     |                        |                   |
| Total with Overhead Allocated | \$4.9 M | \$4.5 M |                        |                   |
| Full-Time Positions           | 64      | 61.5    | -0                     | -8.3%             |

The "per capita change" column is adjusted for inflation and population growth.

### SIGNIFICANT ISSUES AND CHANGES

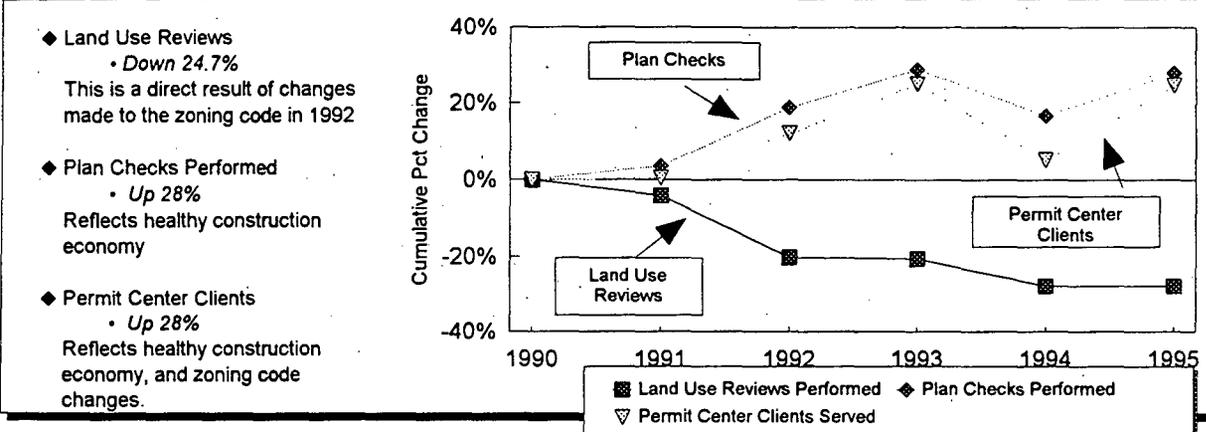
- ◆ Reorganization of Bureau to increase commitment to efficient and competent implementation of the Portland Zoning code and Comprehensive Plan. Specifically, the Bureau will double resources available for Code maintenance such as reviewing new regulations for consistency with existing criteria and fixing "glitches" discovered by staff and applicants.
- ◆ Budget includes the first of a two year capital purchase of computer equipment to improve service to the Bureau's customers.
- ◆ Land Use Review Fees are not being increased other than to reflect normal inflation. The Bureau is currently conducting a cost-of-service study and results are expected in May, 1994.
- ◆ No additional General Fund support for implementation of the Albina Community and Central City Plans. Existing Planning staff will take the lead in establishing a multi-bureau task force to oversee implementation of those plans.

# BUREAU OF PLANNING

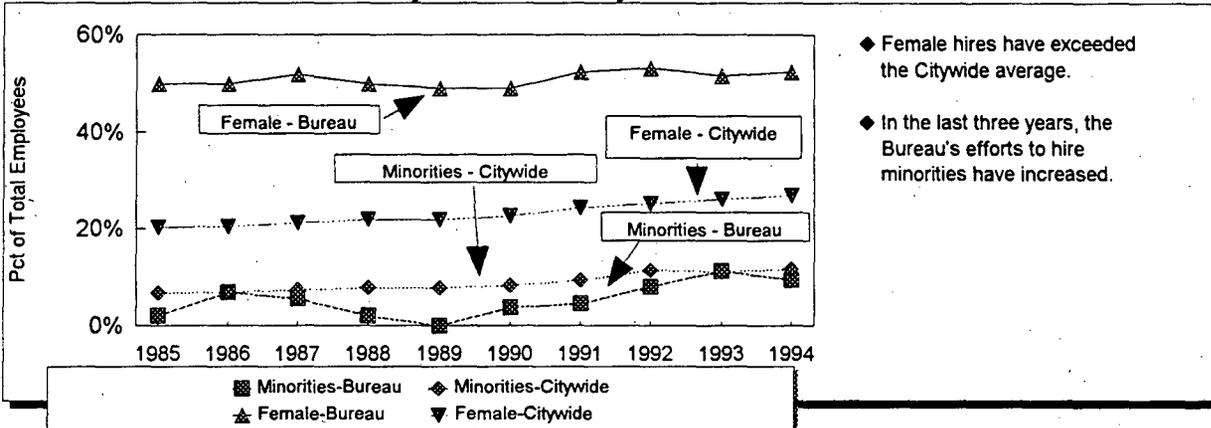
Service Area: Community Development & Services

Commissioner-in-Charge: Charlie Hales

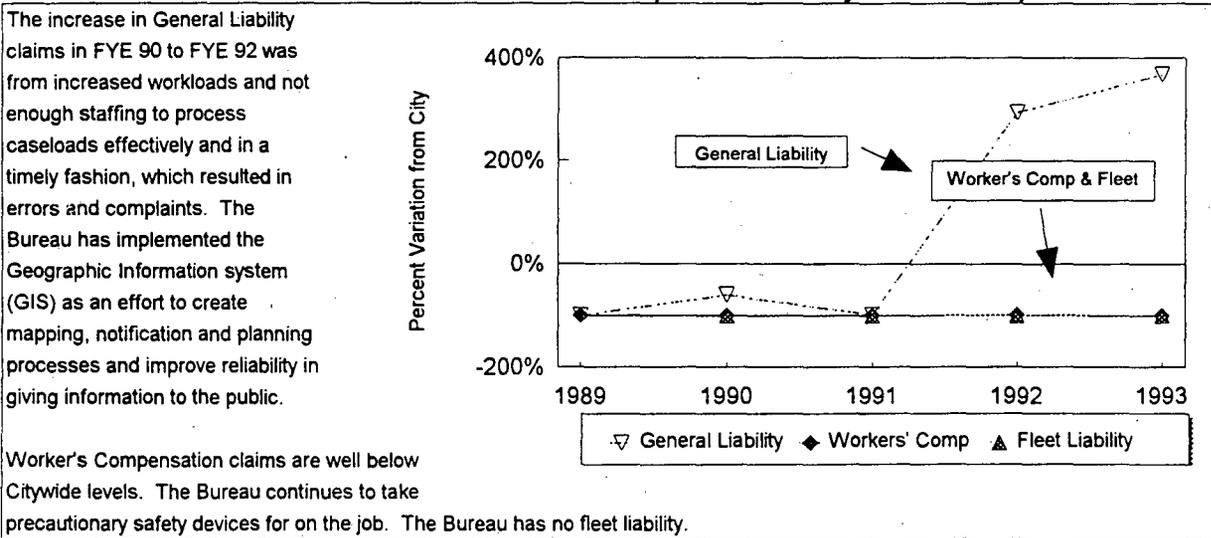
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## **BUREAU OF PLANNING**

**Service Area: Community Development & Services**

**Commissioner-in-Charge: Charlie Hales**

### ***BUDGET OVERVIEW***

The mission of the Bureau of Planning is to develop and implement policies that guide development and protect livability. The FY 1994-95 Budget reflects increased commitment to efficiently and competently implement the Portland Zoning Code and Comprehensive Plan. Specifically, the Bureau will double resources available for Code Maintenance tasks such as reviewing new regulations for consistency with existing criteria and fixing "glitches" discovered by staff. The Budget continues support for neighborhood requests for planning services, the Outer South East Plan, the Metro Plan implementation and completion of the Columbia South Shore Archeological Study. Finally, the Budget also reflects increased General Fund resources to enable the Bureau to: 1) upgrade its computer system and thereby improve service to the Bureau's customers by reducing reliance on time consuming manual systems and improving communication within the Bureau; 2) update of the City's Historic Resources Inventory as it currently does not meet State standards nor does it meet the City's Comprehensive Plan State Goal 5 requirements; and 3) address the development of technical amendments necessary to implement the River District Plan.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ Upgrade of the Bureau's outdated computer system to improve staff efficiencies and customer service by reducing reliance on time consuming manual systems and improving communication ability within the Bureau.
- ◆ Additional clerical support to address workload related to maintaining land use decisions
- ◆ Update of the City's Historic Resources Inventory as it currently does not meet State Standards nor does it meet the City's Comprehensive Goal 5 requirements.
- ◆ Development of technical amendments necessary to implement River District Plan.

#### **REDUCTIONS/EFFICIENCIES**

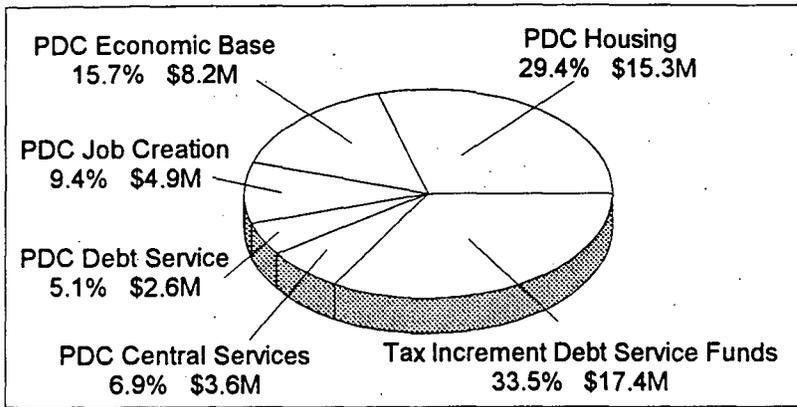
- ◆ Net reduction of 2.5. It should be noted that some of the positions which were cut may be supported by the Livable City Housing Initiative, a proposal to develop a strategy to accommodate 50,000 new housing units in the City over the next 20 years. Pending the creation of a private/public organization to address this issue, the Proposed Budget reflects a total of \$330,500 in a Special Appropriation representing the City's commitment to fund half the costs. This proposal is in its first stage of development and particulars regarding direction and staffing are not yet known.
- ◆ Increased interagency with Computer Services to provide computer system support which will result in increased staff productivity.
- ◆ Adequate training resources to increase customer service and efficient operations.

### ***BUDGET NOTES***

- ◆ **Community Plans.** No Additional resources will be provided for the development and implementation of Community Plans. The timing of Community Plans should be such that as staff complete their work on one plan, they can "roll over" to the next plan. Prior to FY 1995-96, Council will revisit the City's approach to Community Plans. Council will also consider at that time the financial impact of community plans on City bureaus. No additional General Fund resources will be devoted to implementation of the Albina Community and Central City Plans. The Planning Bureau will take the lead in establishing a multi-bureau Task Force to oversee implementation of the plans.
- ◆ **Cost of Service Study.** Costs shall be included to offset expenditures associated with automation as well as to build reserve for annual and future requirements. Discretionary revenues freed as a result of plan implementation shall be first dedicated to continuation of work on historical resources inventory and River District Planning.
- ◆ **Livable Cities.** Appropriation has been placed in a Special Appropriation pending the creation of the private/public organization and further direction on the approach and staffing of the project.

# Portland Development Commission & Tax Increment Debt Service Funds

## PROGRAM AREA OVERVIEW



|   | 1994            | 1995            | Change from Prior Year | Per Capita Change |
|---|-----------------|-----------------|------------------------|-------------------|
| <b>Portland Development Commission</b>  |                 |                 |                        |                   |
| Operating                               | \$11.6 M        | \$13.5 M        | \$1.9 M                | +7.1%             |
| Housing & Ec Dev Loans                  | \$27.3 M        | \$13.5 M        | (\$13.8 M)             | -54.4%            |
| Capital                                 | \$11.1 M        | \$7.6 M         | (\$3.5 M)              | -36.8%            |
| <b>Total</b>                            | <b>\$50.0 M</b> | <b>\$34.6 M</b> | <b>(\$15.4 M)</b>      | <b>-36.2%</b>     |
| Full-Time Positions                     | 115             | 108             | -7                     | -10.4%            |
| <b>Urban Renewal Debt Service Funds</b> |                 |                 |                        |                   |
|   | \$29.1 M        | \$17.4 M        | (\$11.7 M)             | -44.8%            |

*The "per capita change" column is adjusted for inflation and population growth.*

## BUDGET OVERVIEW AND SIGNIFICANT ISSUES

- ◆ PDC has developed a proposed Five-Year Business Operating and Financial Plan. The Business Plan lays out 1) PDC's Housing, Economic Base and Job Creation programs, 2) central services required by programs, and 3) resources from several funding sources to support program costs.
- ◆ In response to a revised mission emerging from City and Commission policy initiatives, the urban renewal funding dilemma and the proposed Five-Year Business Plan, PDC has "re-engineered" their organizational concept. The proposed organization consists of three basic components: An Administration, Resource and Project Team, Program/Target-Area Teams, and a Support Services Team.
  - PDC's Administration, Resource and Project Development Team serves as the nucleus for the overall organization. Its primary function is to provide agency management and oversight, to identify and provide necessary pre-development for priority projects and programs, secure needed funding and to coordinate Target-Area and Program Teams.
  - Program and Target-Area Team personnel and required resources will vary, year-to-year, depending on the amount and/or type of projects and programs in a given year.
  - Support Services expands and contracts in response to the size and scope of programs and projects.

## Portland Development Commission & Tax Increment Debt Service Funds

### **SIGNIFICANT ISSUES AND CHANGES (Continued)**

- ◆ PDC is a semi-autonomous agency operating under City Charter and is budgeted separately from the City. Its mission is to bring together community resources to achieve Portland's vision of a vital economy with healthy neighborhoods and quality jobs for all citizens.
- ◆ Under tax limitation restrictions, the tax increment levy now competes within the \$10 rate limit. In order to avoid severe service reductions particularly in police and fire services, as well as services provided by other jurisdictions, Council has decided to not collect tax increment levy at this time.
  - Without the tax increment levy, PDC has lost its primary funding source. In FY 1994/95, \$7.5 million in tax increment programs will be supported by remaining bond proceeds, program income and the General Fund. This compares with an average annual spending level of over \$20 million since 1987.
  - In FY1994/95, the \$9 million debt service on outstanding tax increment bonds will be paid by remaining PDC debt reserves, tax increment bond proceeds and by the General Fund. In FY1995/96, the General Fund will pay all of the annual debt service costs.
- ◆ PDC Budget Resources show significant reductions in tax increment funds and in special project federal grants such as HOME in FY1994/95. Excluding HOME funds, federal block grant funding has stayed at about the same level since FY1991-92.
- ◆ PDC Goals and total FY1994/95 Proposed Budget (\$34.6 million and 108 FTE):
  - Maintain and expand a full range of housing opportunities (\$15.3 million, 37.9 FTE)
  - Maintain and increase economic base (\$8.2 million, 14.4 FTE)
  - Stimulate job creation and retention, and link jobs to city residents (\$4.9 million, 22.2 FTE)
  - Central Services, program area administration, debt service (\$6.2 million, 33.5 FTE)
- ◆ PDC's Proposed Budget includes General Fund support:
  - \$499,663 to support economic development, business retention and job development programs.
  - \$435,000 to support Downtown Waterfront urban renewal projects, such as Union Station Housing.
  - \$99,261 for the NE Workforce Center contract
  - \$54,000 from the capital set-aside for the Eastbank Park land acquisition
- ◆ Capital Projects Include:
  - Airport Way: \$700,000 for road construction/PDOT; \$135,000 trail improvements and landscaping.
  - Central Eastside: \$510,000 land and building acquisition.
  - South Park Blocks: \$25,000 Hamilton replacement option payments; \$15,000 Gallery Park acquisition and construction.
  - Downtown Waterfront: \$523,000 PGT road, park and site improvements; \$800,000 Union Station project management and berm construction; \$64,200 Trailways/Old Port Office buildings property management.
- ◆ Loan Programs: Housing program loans \$11,020,369; Economic Base loans \$630,000; Business Services program loans \$1,477,000.
- ◆ In FY1994/95, Tax Increment Debt Funds include debt service payment (\$9.3 million) and fund reserves as required by bond covenants(\$8.1 million). FY1994/95 shows a decrease from the prior year because the FY1993/94 budget included the possible issuance of new tax increment bonds for Downtown Waterfront and the Convention Center area.

# Portland Development Commission (PDC) & Tax Increment Debt Funds

## CHANGES IN BUDGET

- ◆ In 1989, PDC financed the construction of the 4th and Yamhill parking garage for the City with tax increment bond proceeds. In return PDC approved an agreement to receive garage net revenues as repayment. With the loss of tax increment financing, the debt service has been transferred from PDC to the City. In FY1994/95, the debt service will be covered by the Parking Facilities Fund. PDC will no longer receive any revenues from the garage.  
  
The agreement between the City and PDC needs to be amended to transfer \$435,000 from the General Fund to PDC to replace this revenue and to support PDC's new Business Plan. These funds will support Downtown Waterfront urban renewal activities such as Union Station housing and River Place projects.
- ◆ PDC has included a contract with the Planning Bureau to assist with the Livable Cities project for about \$150,000. These funds will not be available until the Livable Cities Special Appropriation has been transferred to the Planning Bureau.
- ◆ PDC's proposed budget for 1994/95 is \$34.6 million, which is down from the 1994/95 revised budget of \$55 million. \$34.6 is about the same level as PDC's actual spending in FY1991-92 and FY1992-93.
- ◆ PDC's proposed staff for the upcoming year is 108 positions, down from the currently authorized 115.

|                       | Rev. 93/94 | Prop. 94/95 | Incr/(Decr) |  |
|-----------------------|------------|-------------|-------------|--|
| Development           | 15.00      | 16.00       | 1.00        |  |
| Economic Development  | 19.00      | 20.50       | 1.50        |  |
| Housing               | 39.00      | 29.20       | -9.80       | <i>Less than a full FTE<br/>may reflect several positions<br/>on a flexible less-than-fulltime<br/>schedule.</i> |
| Professional Services | 32.70      | 32.70       | 0.00        |  |
| Executive             | 9.60       | 9.60        | 0.00        |  |
|                       | 115.30     | 108         | -7.3        |  |

The net decrease is just over 7 FTE. The decrease in Housing positions reflect program efficiencies and changes in housing programs and funding. Development and Economic Development are adding FTE.

- ◆ The Economic Development loan program in Airport Way has been deleted from the Proposed Budget. It was originally proposed for \$880,000 in 1994-95.
- ◆ PDC and OF&A continue to work on addressing support service efficiency issues as part of the Mayor's Economic Development Policy Implementation Team review. Areas being reviewed include computer and financial systems, employee benefits and risk management.

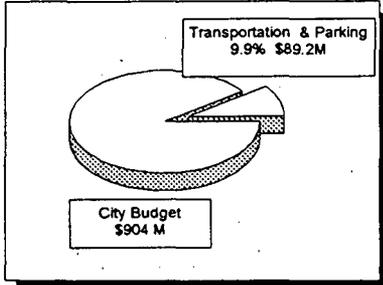
## BUDGET NOTES

- ◆ None

# Transportation and Parking

## PROGRAM AREA OVERVIEW

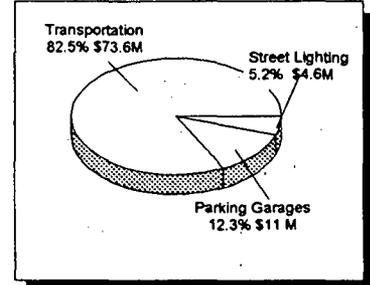
### PERCENT OF BUDGET



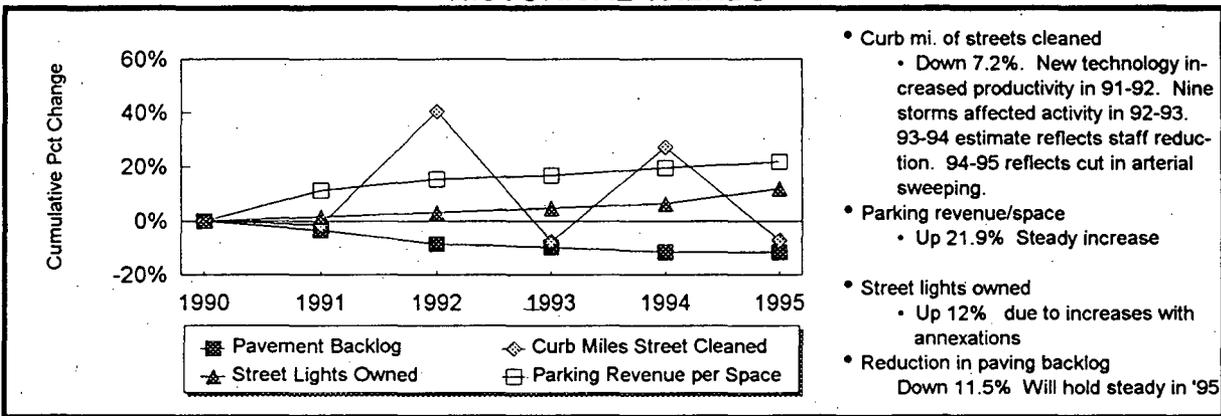
### BUDGET DATA

1994-95 Budget \$89.2M  
 Change from 93-94: Down 6.2%  
 Change per Capita: own 10.5%  
 1994-95 Positions: 718  
 Change from 93-94: No change  
 Change per Thousand: Down 4.6%

### EXPENDITURES



### HISTORICAL TRENDS



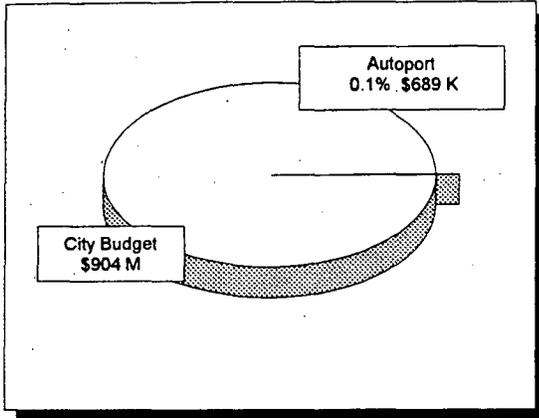
### COUNCIL PRIORITIES & EFFICIENCIES

- Maintain Central Business District and Transit Mall street cleaning at six nights per week at a cost of \$448,505. Include North Transit Mall extension.
- Fully implement Abandoned Automobile program, with enhanced service levels.
- Fund fourth year of \$1 million match for Westside Light Rail project.
- Expanded bicycle and pedestrian capital programs
- Increased emphasis on "multi-modal" forms of transportation; that is forms other than automobiles such as mass transit, bicycle, pedestrian, car pool, etc.
- \$320,000 program to increase pedestrian safety around schools.

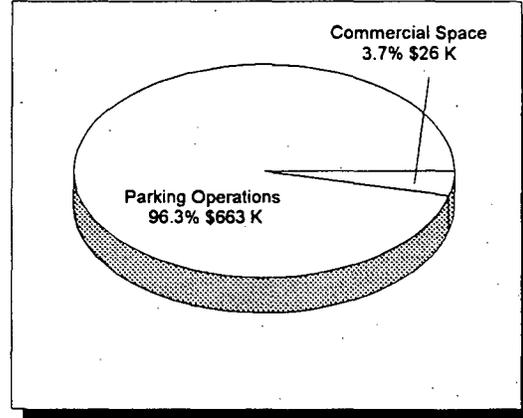
# AUTOPORT

Service Area: Transportation and Parking  
 Commissioner-in-Charge: Gretchen Kafoury

**PERCENT OF CITY BUDGET**



**PROGRAM EXPENSES**



## BUDGET DATA

|                                      | 1994           | 1995           | Change from Prior Year | Per Capita Change |
|--------------------------------------|----------------|----------------|------------------------|-------------------|
| Operating                            | \$661 K        | \$689 K        | \$27 K                 | -4.0%             |
| Capital                              | \$909 K        | \$0            | (\$909 K)              | -100.0%           |
| <b>Total</b>                         | <b>\$1.6 M</b> | <b>\$689 K</b> | <b>(\$881 K)</b>       | <b>-59.6%</b>     |
| <i>Allocated City Overhead Costs</i> | \$14 K         | \$22 K         |                        |                   |
| <i>Total with Overhead Allocated</i> | <i>\$1.6 M</i> | <i>\$710 K</i> |                        |                   |
| <b>Full-Time Positions</b>           | <b>0</b>       | <b>0</b>       |                        | <b>+0</b>         |

*Note: This data excludes contingencies, transfers and other fund requirements.  
 The "per capita change" column is adjusted for inflation and population growth.*

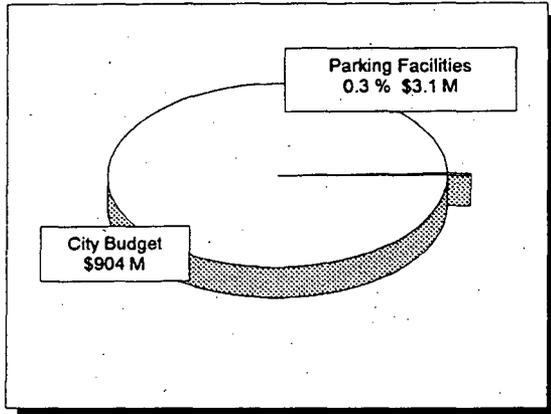
## SIGNIFICANT ISSUES AND CHANGES

- ◆ BGS, in coordination with the Bureau of Financial Planning and Transportation will formalize a policy for the use of Auto Port and Parking Facilities Funds.
- ◆ Revenues from the Autoport fund will support a program to promote alternative transportation modes by downtown City employees.

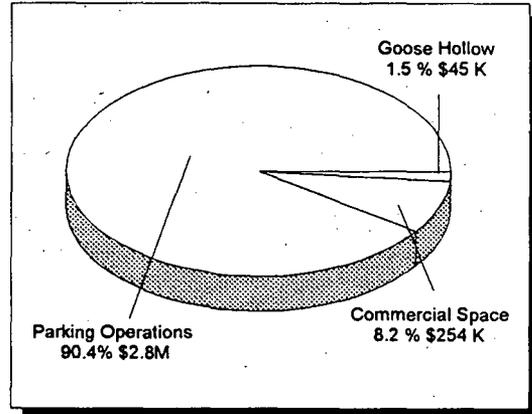
## PARKING FACILITIES

Service Area: Transportation and Parking  
 Commissioner-in-Charge: Gretchen Kafoury

PERCENT OF CITY BUDGET



PROGRAM EXPENSES



### BUDGET DATA

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$2.8 M | \$2.5 M | (\$285 K)              | -17.3%            |
| Capital                       | \$335 K | \$622 K | \$287 K                | +71.3%            |
| Total                         | \$3.1 M | \$3.1 M | \$2 K                  | -7.7%             |
| Allocated City Overhead Costs | \$73 K  | \$94 K  |                        |                   |
| Total with Overhead Allocated | \$3.2 M | \$3.2 M |                        |                   |
| Full-Time Positions           | 0       | 0       |                        | +0                |

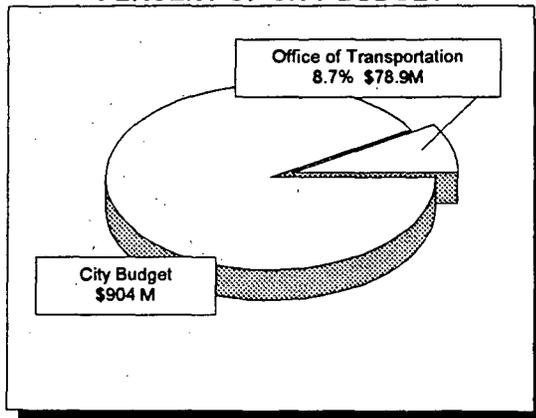
*Note: This data excludes contingencies, transfers and other fund requirements. The "per capita change" column is adjusted for inflation and population growth.*

### SIGNIFICANT ISSUES AND CHANGES

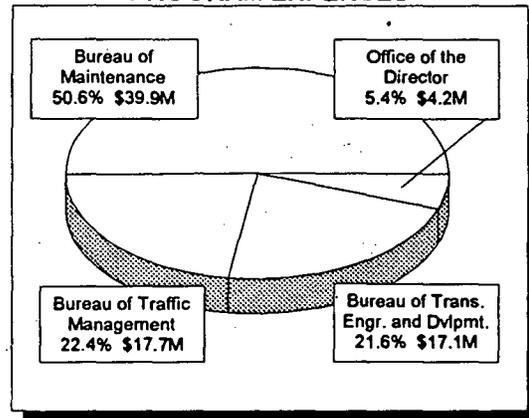
- ◆ BGS, in coordination with the Bureau of Financial Planning and Transportation will formalize a policy for the use of Parking Facilities and Auto Port Funds.
- ◆ The Parking Facilities Fund will transfer net revenues from the fund to PDC to assist in the payment of outstanding debt on the Downtown Waterfront Bonds.
- ◆ Added a new program in FY 94-95 to provide for management of the three new parking lots that will be built in Goose Hollow as part of the West Side Light Rail parking replacement plan. The cost will be entirely covered by an Interagency Agreement with the Bureau of Traffic Management. Their cost will in turn be offset by parking fees from the new lots.

**OFFICE OF TRANSPORTATION**  
 Service Area: Transportation  
 Commissioner-in-Charge: Earl Blumenauer

**PERCENT OF CITY BUDGET**



**PROGRAM EXPENSES**



**BUDGET DATA**

|                               | 1994        | 1995        | Change from Prior Year | Per Capita Change |
|-------------------------------|-------------|-------------|------------------------|-------------------|
| Operating                     | \$62.9 M    | \$62.9 M    | \$40 K                 | -7.7%             |
| Capital                       | \$28.6 M    | \$16.0 M    | (\$12.6 M)             | -48.4%            |
| Total                         | \$91.5 M    | \$78.9 M    | (\$12.6 M)             | -20.4%            |
| Allocated City Overhead Costs | \$2,524,222 | \$2,429,218 |                        |                   |
| Total with Overhead Allocated | \$91.5 M    | \$78.9 M    |                        |                   |
| Full-Time Positions           | 718         | 718         | 0                      | -4.6%             |

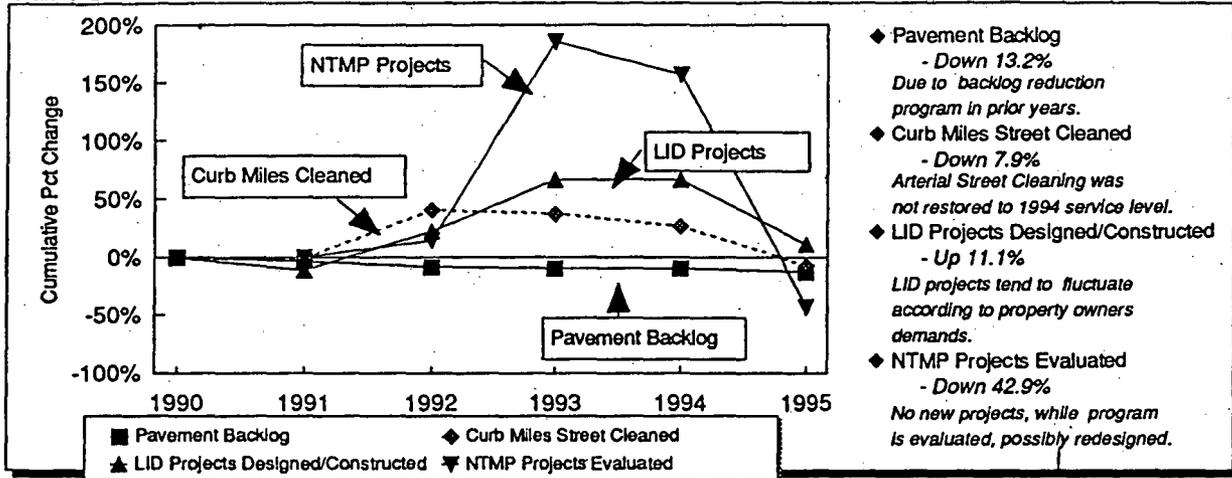
*Note: This data excludes contingencies, transfers and other fund requirements.  
 The "per capita change" column is adjusted for inflation and population growth.*

**SIGNIFICANT ISSUES AND CHANGES**

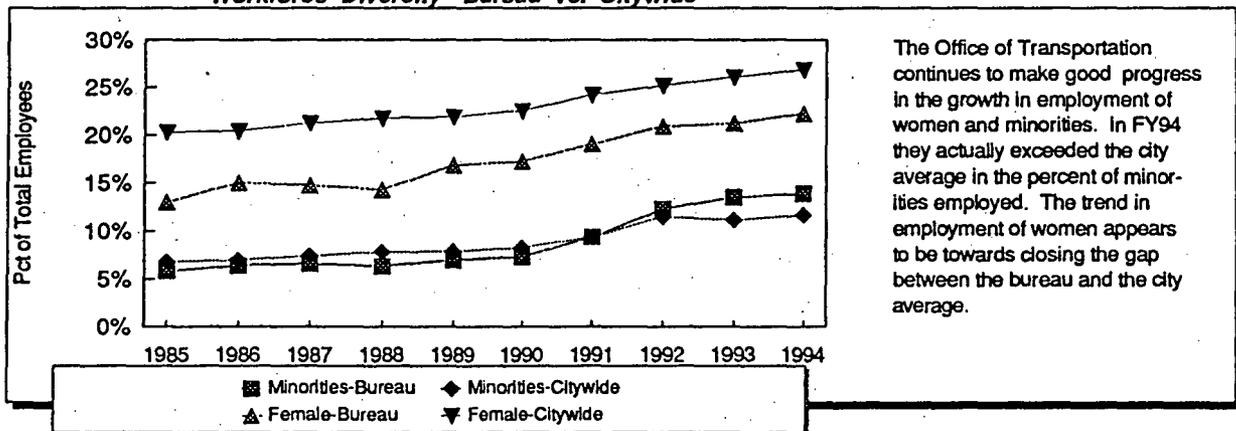
- ◆ Maintain Central Business District and Transit Mall street cleaning at six nights per week at a cost of \$448,505. Include North Transit Mall extension.
- ◆ Maintain the backlog of street paving at current levels, rather than reducing it, given the lack of new gas tax funding.
- ◆ Maintain 50% funding for Rose Festival activities by achieving cost efficiencies in the current fiscal year, carrying forward savings into FY 94-95.
- ◆ Provide \$97,000 in funding for the Special Opportunities Workforce Development Program.
- ◆ Fully implement Abandoned Automobile program, with enhanced service levels.
- ◆ Fund fourth year of \$1 million match for Westside Light Rail project.
- ◆ Reduced drainage maintenance levels, due to reduced funding from the Bureau of Env. Services.
- ◆ Reallocation of Transportation funds to offset \$500,000 of BES cut.
- ◆ Expanded bicycle and pedestrian capital programs
- ◆ Increased emphasis on "multi-modal" forms of transportation.
- ◆ \$320,000 School Safety Program to increase pedestrian safety around schools.
- ◆ Program anticipated Parking Fee revenue increases to support restorations.
- ◆ Funding for Old Town Street Lighting project.

**OFFICE OF TRANSPORTATION**  
 Service Area: Transportation  
 Commissioner-in-Charge: Earl Blumenauer

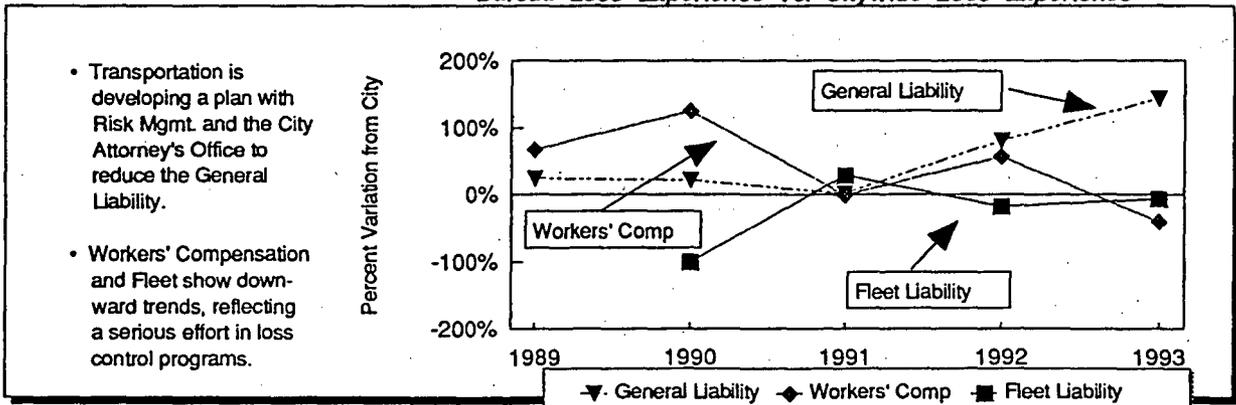
**PERFORMANCE TRENDS**



**Workforce Diversity - Bureau vs. Citywide**



**Bureau Loss Experience Vs. Citywide Loss Experience**



## OFFICE OF TRANSPORTATION

Service Area: Transportation

Commissioner-in-Charge: Earl Blumenauer

### BUDGET OVERVIEW

The Office of Transportation comprises four bureaus: Maintenance, Traffic Management, Transportation Engineering and Development, and the Transportation Director's Office.

This year's budget is largely shaped by three factors; the failure of gas tax revenues to keep pace with inflation, a demand for transportation improvements that exceeds the capacity of PDOT's current budget, and the effort to implement goals for reducing Vehicle Miles Traveled. These factors compel the Bureau to seek support for cost-effective strategies for all modes of transportation. Within this framework, the PDOT budget has been prepared to meet the needs of the public to the greatest extent possible, implement prescribed policy, and advance better business practices.

The FY 94-95 budget includes a \$2.4M reduction in the Bureau of Environmental Services inter-agency service agreement. We have restored \$948,505 of that cut from other transportation funds to avoid major deterioration of the streets.

The FY 94-95 capital budget totals \$15.9 million and includes \$503,000 for the Bicycle Program, \$715,000 for the Pedestrian Program, \$1 million for the Westside LRT City match payment, and \$190,000 for the NE 15th/16th debt payment.

### CHANGES IN BUDGET

#### ADDITIONS

- ◆ Restore downtown sweeping services (Central Business District and Transit Mall street cleaning) - \$448,505.
- ◆ ADA compliance in the Maintenance Bureau - \$350,000.
- ◆ North Mall cleaning in the Maintenance Bureau - \$162,000.
- ◆ Special Opportunities Workforce Development - \$97,000.
- ◆ Increase bicycle capital program by \$292,000
- ◆ Increase pedestrian capital program by \$495,000.
- ◆ Increase General Fund support for the Street Lighting program, per the Street Lighting policy.

#### REDUCTIONS/EFFICIENCIES

- ◆ In order to fund restored street cleaning services:
  - Reduce Operating Contingency by \$300,000
  - Reduce proposed School Safety Program by \$80,000
  - Reduce proposed Speed Bump Program by \$68,505.
- ◆ Paving backlog reduction - \$500,000.
- ◆ Construction Trades Intern Program - \$155,000.
- ◆ Defer stairway and retaining wall maintenance - \$200,000.

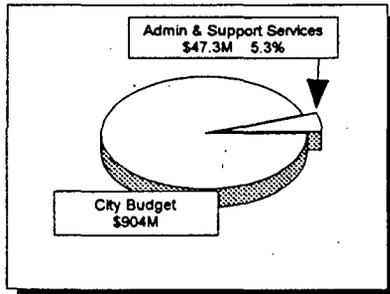
### BUDGET NOTES

- ◆ Southbound Access Funding. A grant is being sought to fund planning costs associated with creating southbound access on the Eastbank of the river adjacent to the Central Eastside business district. In the absence of such a grant, the project should be supported by General Transportation Revenues.

# Legislative/Administrative & Support Services

## PROGRAM AREA OVERVIEW

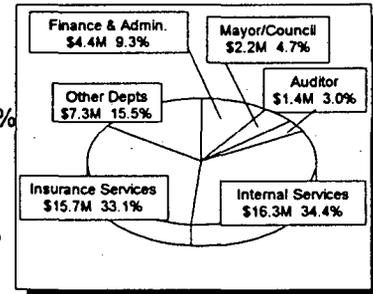
### PERCENT OF BUDGET



### BUDGET DATA

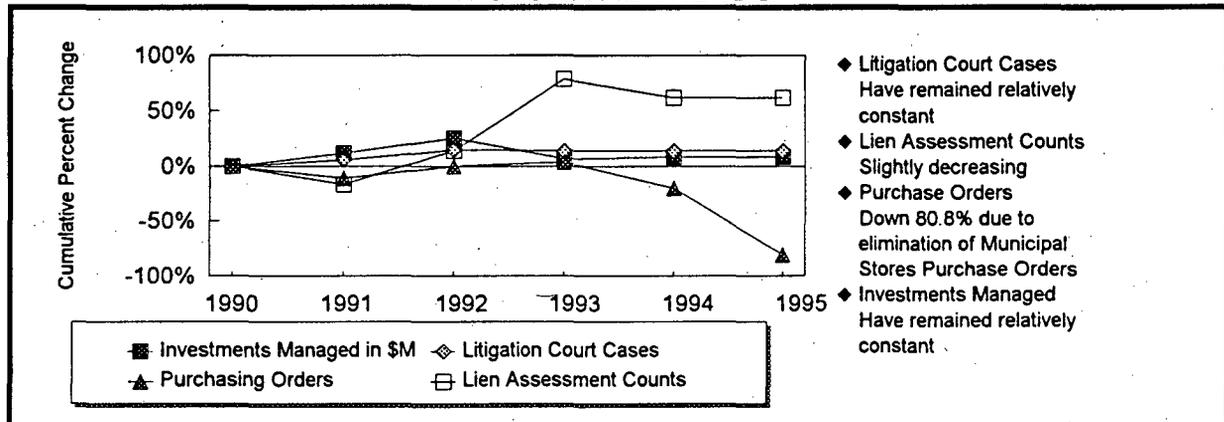
1994-95 Budget: \$47.3M  
 Change from 93-94: Up \$3.3M  
 Change per Capita: Down 21.2%  
 1994-95 Positions: 525  
 Change from 93-94: Up 6 FTE's  
 Change per Thousand: Down 3.5%

### EXPENDITURES



Note: Figures on this page include fund contingencies and reflect the full allocation of costs to direct service areas.

### HISTORICAL TRENDS



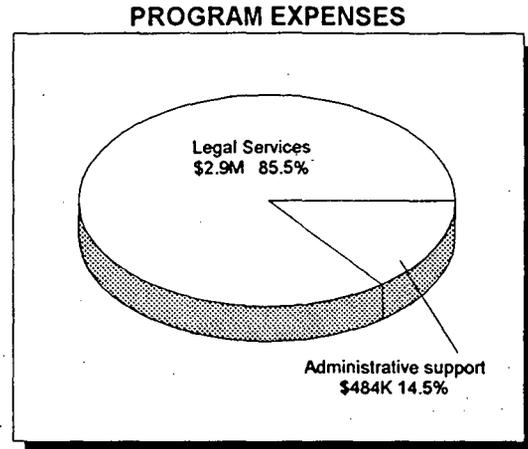
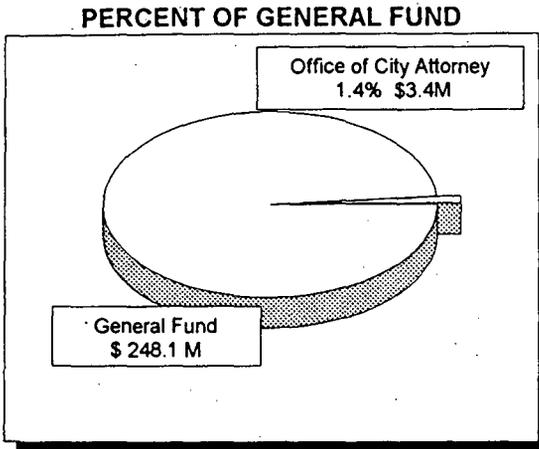
### SIGNIFICANT BUDGET ISSUES

- ◆ The Bureau of Purchases and Stores will review the Surplus Property program with the State of Oregon General Services Surplus Property Program in order to create additional efficiencies and savings.
- ◆ The City Attorney's Office is in the first year of a five year automation improvement plan that will significantly improve services.
- ◆ OF&A's FY 1994-96 budget represents a response to the customer survey results and supports the Quality Improvement Plans currently being completed. Internal funding shifts were made within target to respond to customer needs and expectations. Major program directions include continued implementation of Total Quality Management; process re-engineering of OF&A systems and improved responsiveness to the customer's needs and to reduce costs.
- ◆ Police Internal Investigation Commission (PIIAC) function transferred from Auditor to Mayor's Office.
- ◆ The City and Multnomah County will continue work directed toward consolidation of fleet, facilities, communications and other services.
- ◆ In the Bureau of General Services, operating expenses are rising and capital costs are decreasing as
- ◆ the new 800 megahertz radio system comes online.

## CITY ATTORNEY

Service Area: Legislative/ Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz



### BUDGET DATA

|                                      | 1994    | 1995    | Change from<br>Prior Year | Per Capita<br>Change |
|--------------------------------------|---------|---------|---------------------------|----------------------|
| Operating                            | \$3.0 M | \$3.3 M | \$297 K                   | +1.3%                |
| Capital                              | \$0     | \$47 K  | \$47 K                    |                      |
| Total                                | \$3.0 M | \$3.4 M | \$344 K                   | +2.8%                |
| <i>Allocated City Overhead Costs</i> | \$0     | \$0     |                           |                      |
| <i>Total with Overhead Allocated</i> | \$3.0 M | \$3.4 M |                           |                      |
| Full-Time Positions                  | 36      | 36      | +0                        | -4.6%                |

*The "per capita change" column is adjusted for inflation and population growth.*

### SIGNIFICANT ISSUES AND CHANGES

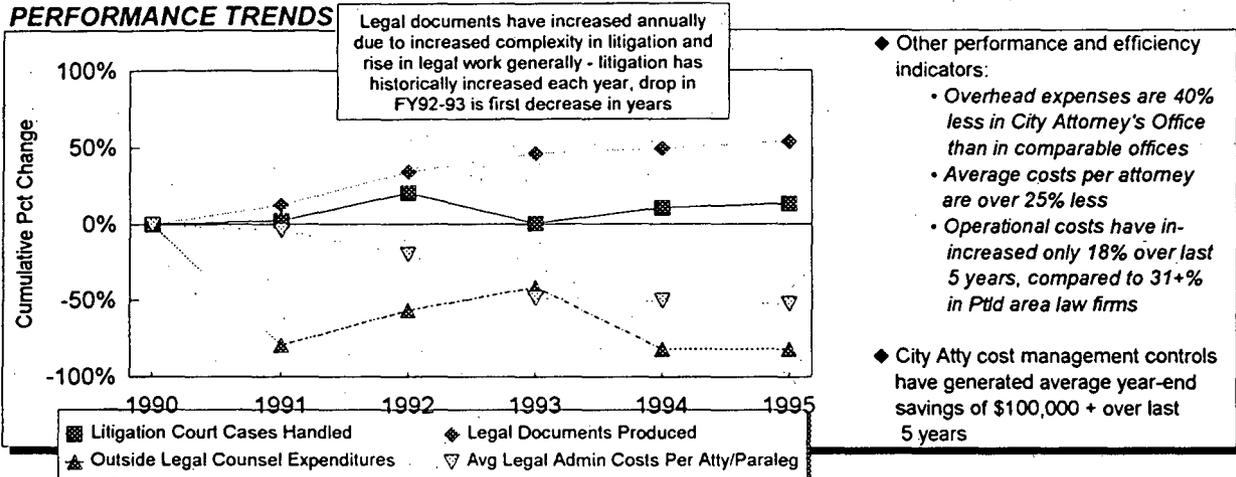
- ◆ City's legal workload continues to increase, reflecting historical and nationwide trends in Portland and other cities. Largest part of office's work is general advice, legal opinions and representation to City elected officials and bureaus
- ◆ Most performance and workload indicators are up: Number of legal documents and court pleadings produced annually increased by 8-10%; litigation court cases handled are both increased and decreased in various areas - overall slightly down in last year. Other efficiency and effectiveness measures are up and being monitored
- ◆ Top priority for office is to expand the Preventive Law Program to assist bureaus and officials avoid legal problems in the future
- ◆ Alternative dispute resolution and proactive analysis and problem solving are approaches being emphasized to assist City employees and program managers
- ◆ City Attorney is pursuing automation and computerization as a key cost management and control measure - also help the City compete with opposing attorneys and law firms
- ◆ City Attorney's Office has conducted a comprehensive Cost of Legal Services and Performance Valuation Study and is following up with further cost management actions
- ◆ Office recently completed a survey of City bureaus and agencies on City Attorney services. Results were reported to City Council. Median rating indicated by bureaus in service areas was 9 on a scale of 1 to 10

# CITY ATTORNEY

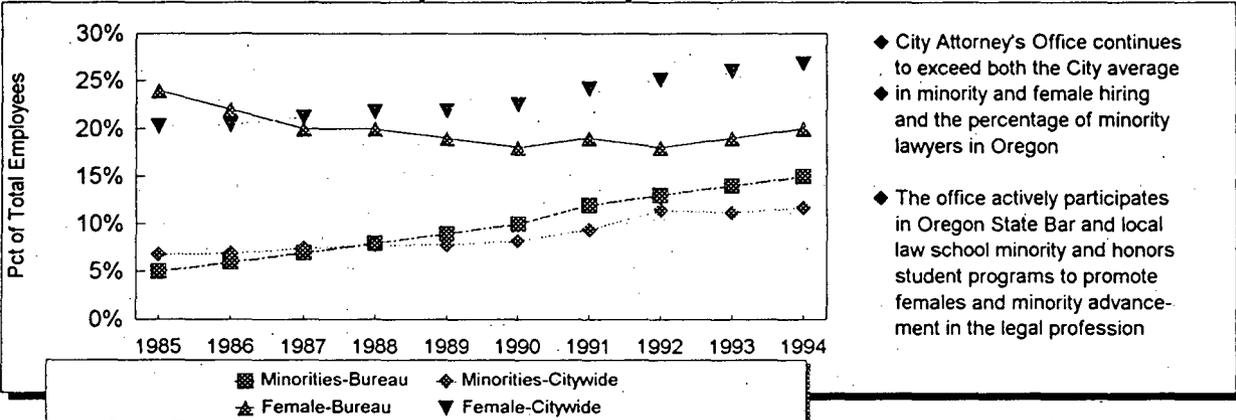
Service Area: Legislative/ Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

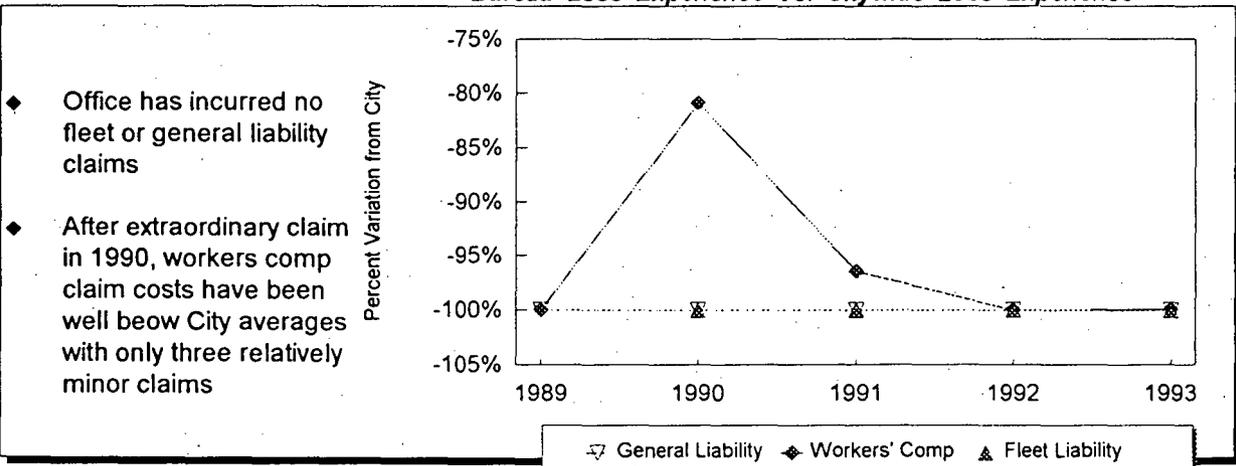
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## CITY ATTORNEY

Service Area: Legislative/ Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

### **BUDGET OVERVIEW**

The City Attorney's Office provides legal services to the City Council, City bureaus, boards, commissions, and to individual employees when required by the Oregon Tort Claims Act. Work includes representing the City of Portland in lawsuits and litigation, advising City officials and issuing legal opinions, analyzing information and data, negotiating and reviewing contracts and legal documents, and conducting investigations. The City Charter and City Code assign special duties and responsibilities to the City Attorney to enforce various statutory, ethical and legal requirements governing the City, its elected officials and operations. The Office provides all legal services required by the City except for those matters where legally prohibited from doing so. Virtually all City programs and operations entail some involvement by legal staff. This budget provides for most of the appropriation required to provide current services, although some reductions have been made in materials & services in order to meet General Fund target-level goals. In FY94-95, the Office continues to implement additional cost management and cost control actions, further extend the Cost of Service and Performance Valuation Study performed in December, 1993, and automate functions and upgrade the computer network to achieve more efficiencies and to stay competitive. The Office continues to emphasize preventive law measures and proactive assistance to help officials and bureaus find legally acceptable ways to achieve goals.

### **CHANGES IN BUDGET**

#### **REDUCTIONS**

- ◆ External Materials & Services cut by 2% in General Fund Discretionary reduction

#### **EFFICIENCIES**

- ◆ The City Attorney's Office can become more efficient and help control costs by increasing automation in legal work and acquiring second-generation technology-Bureau Automation Plan and Capital Computer Upgrade Request was developed with the Bureau of Computer Services - Proposed Budget revises that Plan to spread implementation & costs out over four years
- ◆ Office is continuing analysis and implementation of cost management actions in Dec 1993 Cost of Services and Performance Valuation Study, and is proceeding with Bureau Management Plan due in October, 1994
- ◆ Containing total City legal costs also includes control of outside legal counsel expenditures where possible

#### **ADDITIONS**

- ◆ Proposed Budget includes an interagency agreement with the Police Bureau for a vehicular and property forfeiture paralegal position, and a half-time attorney to provide legal enforcement work to the City's Clearinghouse Program.
- ◆ Increases Materials and Services budget by \$11,000 from an Add request of \$26,031.
- ◆ Includes \$ 59,594 for the first year of a four year technology upgrade effort.

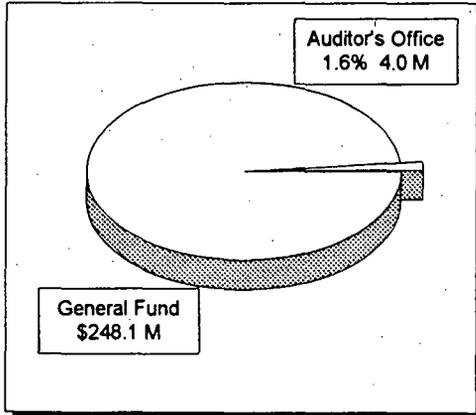
### **BUDGET NOTES**

- ◆ NONE

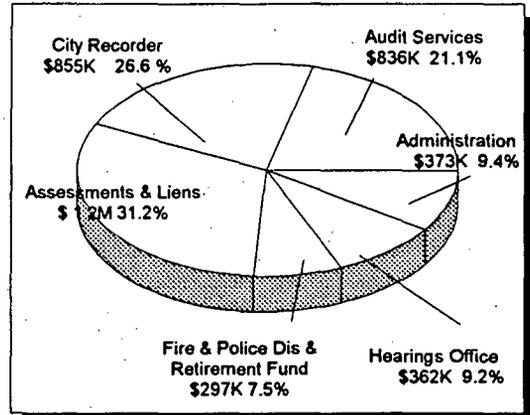
# OFFICE OF THE CITY AUDITOR

Service Area: Legislative/Administrative and Support Services

## PERCENT OF GENERAL FUND



## PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994    | 1995    | Change from Prior Year | Per Capita Change |
|-------------------------------|---------|---------|------------------------|-------------------|
| Operating                     | \$3.6 M | \$4.0 M | \$312 K                | -0.5%             |
| Capital                       | \$63 K  | \$0     | (\$63 K)               | -100.0%           |
| Total                         | \$3.7 M | \$4.0 M | \$249 K                | -2.2%             |
| Allocated City Overhead Costs | \$0     | \$0     |                        |                   |
| Total with Overhead Allocated | \$3.7 M | \$4.0 M |                        |                   |
| Full-Time Positions           | 52      | 53      | +1                     | -3.3%             |

The "per capita change" column is adjusted for inflation and population growth.

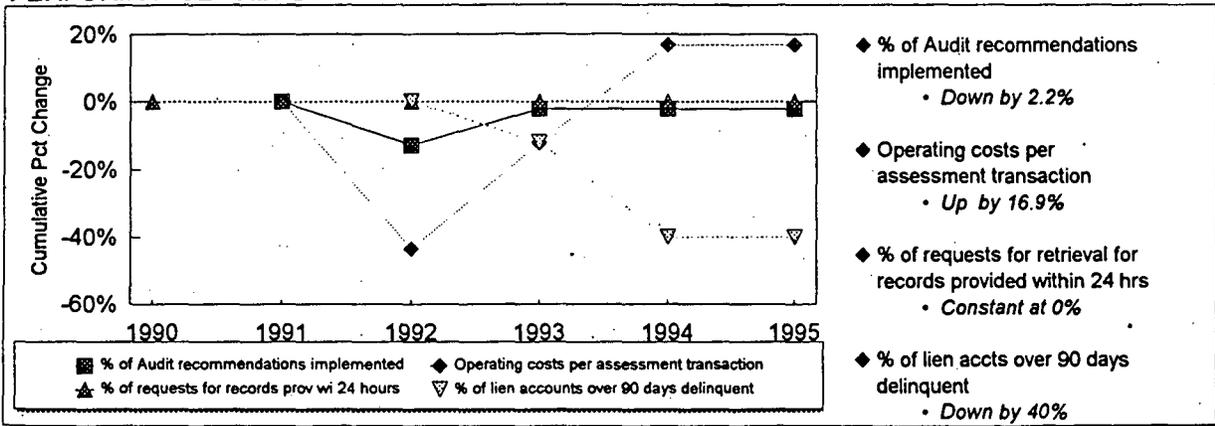
## SIGNIFICANT ISSUES AND CHANGES

- ◆ The Auditor's Office proposed budget continues all ongoing activities and services except for the Police Internal Investigations Audit Committee (PIIAC). This program is transferred to the Mayor's Office effective July 1, 1994.
- ◆ The Auditor's Office budget proposal reflects a 15% reduction in General Fund Discretionary dollars and a 2.9% per capita reduction.
- ◆ The Auditor's Office continues to seek ways to operate more efficiently. This proposal eliminates one fulltime Auditor position. The salary savings generated will be used to contract for professional and expert services. This will allow the Auditor's Office to acquire expert knowledge in specialized topic areas, provide better service to customers and more flexibility to respond to audit requests.
- ◆ This budget proposal includes additional clerical support for the Hearings Officer program. This request is in response to the increased workload of this office, caused by the new rules regarding the towing of uninsured motorists.
- ◆ This proposal includes additional support for the Assessment and Liens Program. This support is needed to handle a three-fold increase in the number of assessment bills mailed and payments processed that the Auditor has experienced during the last three years.

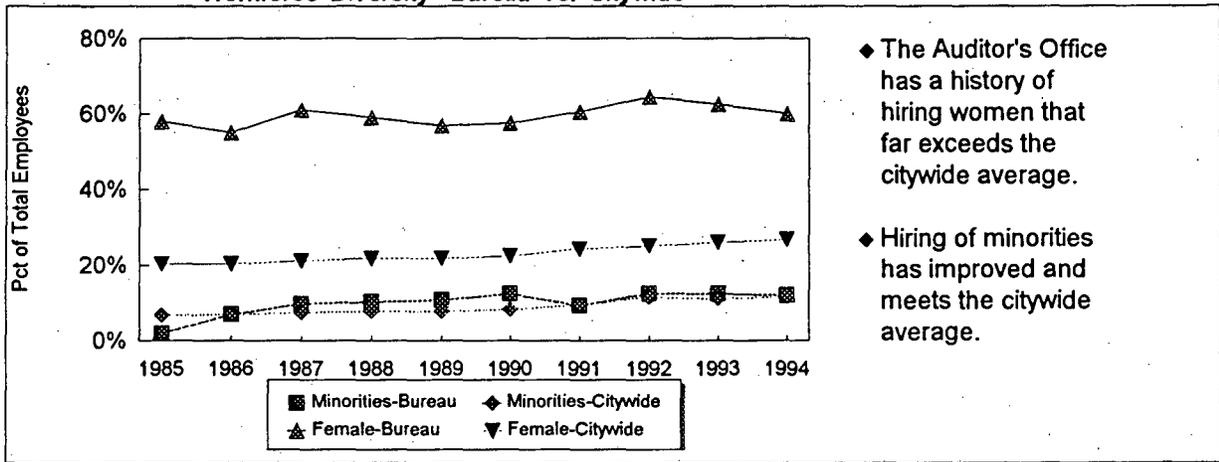
# OFFICE OF THE CITY AUDITOR

Service Area: Legislative/Administrative and Support Services

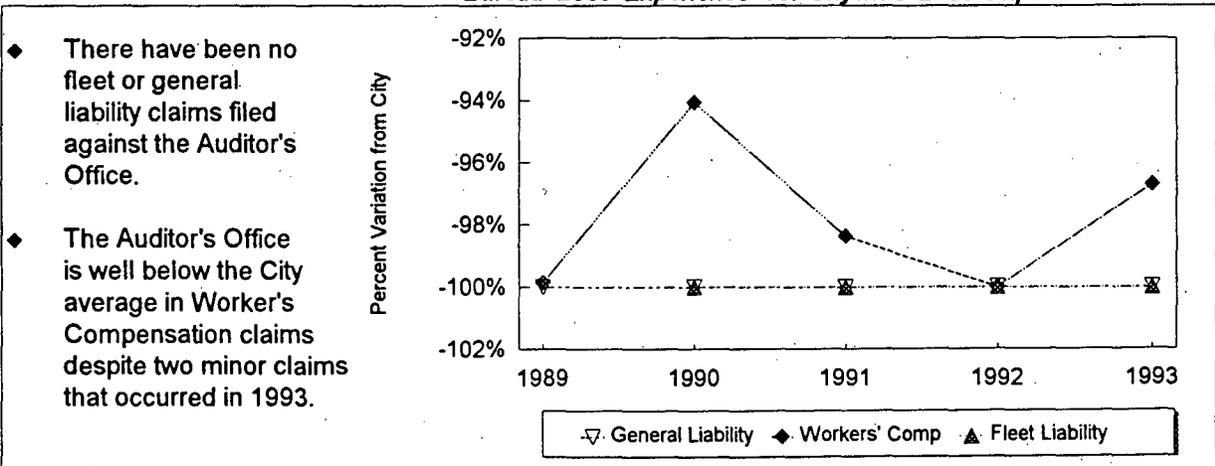
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## OFFICE OF THE CITY AUDITOR

Service Area: Legislative/Administrative and Support Services

City Auditor: Barbara Clark

### **BUDGET OVERVIEW**

The Office of the City Auditor promotes the efficient and accountable use of municipal resources by providing independent and impartial review, information and services for city government and the public. To that end, the Office of the City Auditor performs audits, record-keeping and financial services with integrity, sensitivity and efficiency.

The City Auditor's Office is comprised of six programs: Audit Services, City Recorder, Assessment and Liens, Fire and Police Disability and Retirement Fund, Hearings Office and Administration.

These programs:

- ◆ Improve the efficiency and effectiveness of city services.
- ◆ Provide timely, impartial and accurate information to city bureaus and the public.
- ◆ Assure accurate city payments by monitoring contracts and reviewing disbursements.
- ◆ Administer financing for public infrastructure improvements.
- ◆ Provide public safety employees timely, accurate, & efficient handling of pension and disability benefits.
- ◆ Provide fair and timely hearings on land use, code enforcement, towing, licenses, and other community issues.

### **CHANGES IN BUDGET**

#### **ADDITIONS**

- ◆ Increased clerical support for the Hearings Officer program as a result of the Uninsured Motorist vehicular tow program. This increase is funded through an Interagency Service Agreement with the Police Bureau, who will collect an administrative fee to cover costs associated with the towing of vehicles.
- ◆ Increased support for the Assessments and Liens Division due to a three-fold increase in the number of assessment bills mailed and payments processed in the last three years. Increased support to transfer Assessment and Lien documents to the Optical Imaging System. These increases are funded through an Interagency Service Agreement with the LID Construction Fund.

#### **REDUCTIONS/EFFICIENCIES**

- ◆ The elimination of one Senior Management Auditor position in the Audit Services Division. Salary savings will be used to contract out for specialized services, resulting in improved efficiency and effectiveness of this Division.
- ◆ The Police Internal Investigations Audit Committee (PIIAC) function will transfer to the Mayor's Office. The Auditor's Office has reduced its appropriation by \$30,000 to reflect this transfer of duties.

### **BUDGET NOTES**

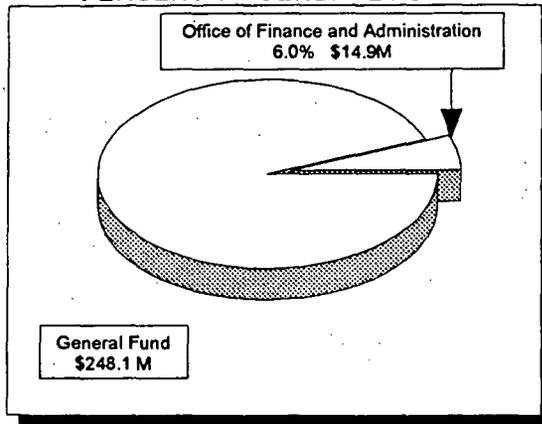
- ◆ None

# OFFICE OF FINANCE AND ADMINISTRATION

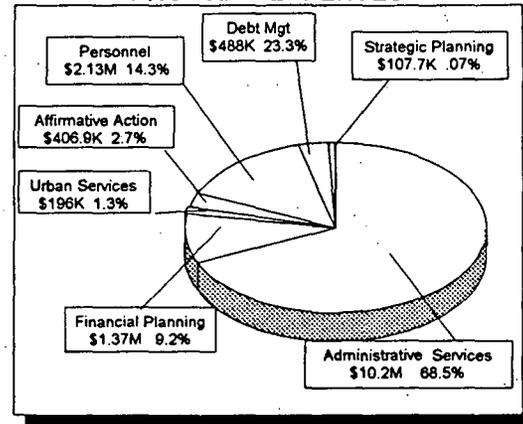
Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

## PERCENT OF GENERAL FUND



## PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994     | 1995     | Change from Prior Year | Per Capita Change |
|-------------------------------|----------|----------|------------------------|-------------------|
| Operating                     | \$14.2 M | \$14.9 M | \$730 K                | -3.0%             |
| Capital                       | \$0      | \$0      |                        | \$0               |
| Total                         | \$14.2 M | \$14.9 M | \$730 K                | -3.0%             |
| Allocated City Overhead Costs | \$0      | \$0      |                        |                   |
| Total with Overhead Allocated | \$14.2 M | \$14.9 M |                        |                   |
| Full-Time Positions           | 167      | 169      | +2                     | -3.4%             |

*The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

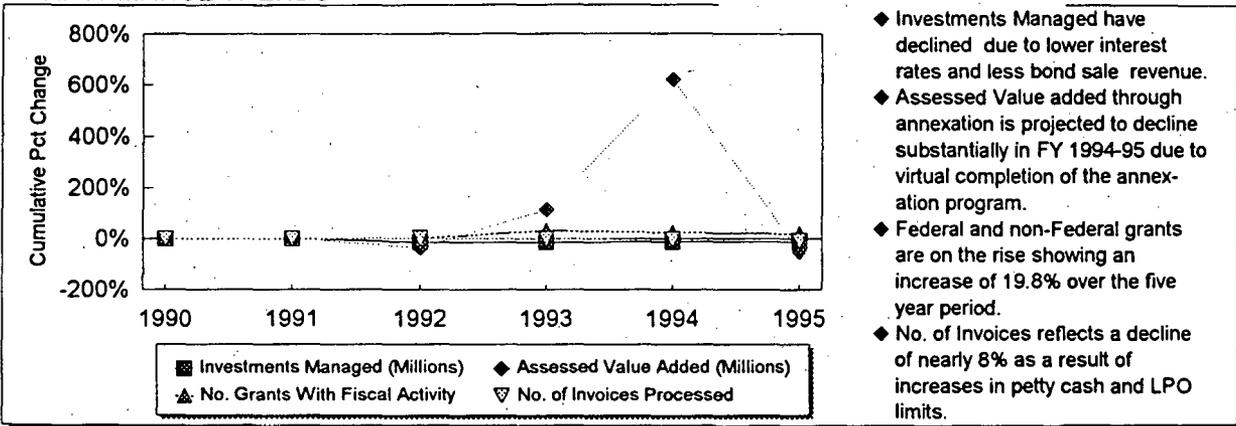
- ◆ The Office of Finance and Administration's FY 1994-96 budget continues the implementation of Total Quality Management and reflects some internal shifts in funding to respond to customer needs and expectations. Quality Improvement plans by each OF&A work team are in the final stage and will be compiled into an OF&A-wide Quality Improvement Plan which will guide the direction and budget of the organization.
- ◆ OF&A's budget additionally reflects a strong commitment to system and process re-engineering efforts in order to provide customers with the most cost-effective, quality and timely service. Re-engineering efforts are also designed to reduce to a minimum the compliance requirements currently imposed on bureaus by OF&A.
- ◆ The FY 1994-96 biennium budget also reflects a strong commitment to customer service related training.

# OFFICE OF FINANCE AND ADMINISTRATION

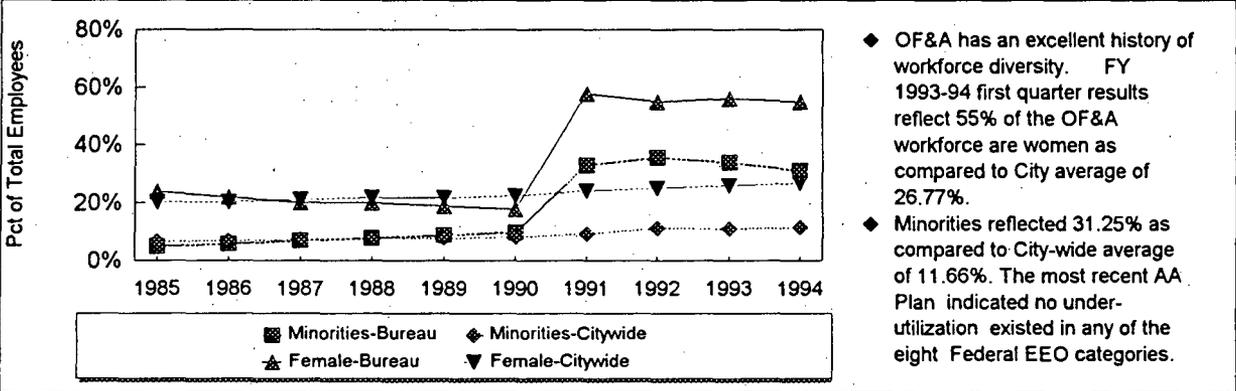
Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

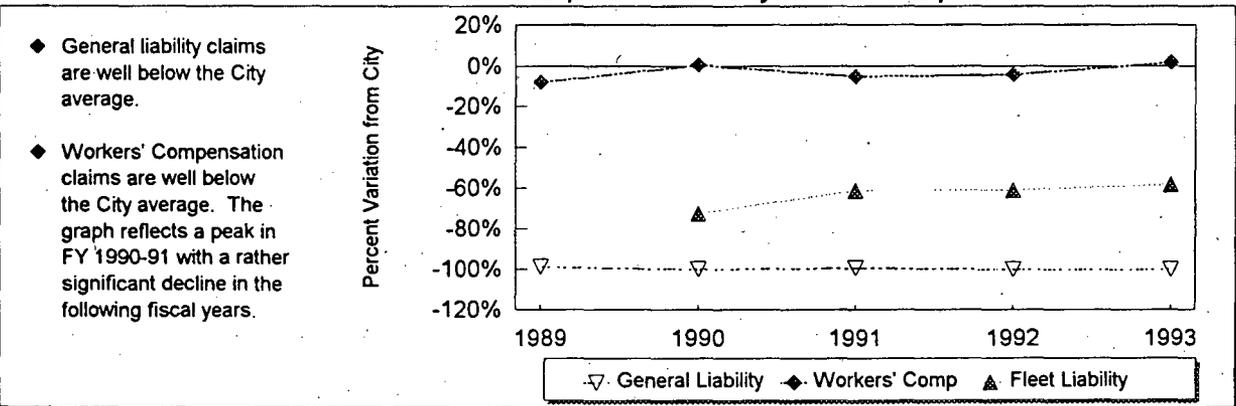
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## OFFICE OF FINANCE AND ADMINISTRATION

Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

### BUDGET OVERVIEW

The FY 1994-96 Proposed Budget reflects the continuation of the Affirmative Action, Debt Management, Urban Services, Financial Planning (Budget, Forecasting and Utility Review), Accounting, Grants Compliance, Information Systems Services (Computer Services), Treasury, Risk Management (Workers' Compensation, Insurance and Claims, Employee Benefits, Health & Fitness, Loss Control), Personnel Services and the Strategic Planning (Portland-Multnomah County Progress Board) programs.

OF&A's FY 1994-96 budget represents a response to the customer survey results and supports the Quality Improvement Plans currently being completed. Internal funding shifts were made within target to respond to customer needs and expectations.

Major program directions for O&FA for the FY 1994-96 budget include continued implementation of Total Quality Management; process re-engineering of OF&A systems and processes to better respond to the customer's needs and to reduce costs; development and implementation of a Comprehensive Human Resources Management Policy; development and implementation of a City-Wide Employee Development Policy; provide grants training and "prospecting" services; implement pay for performance for non-represented employees; fully implement two-year budgeting and begin Comprehensive Organizational Review and Evaluation (CORE) of selected budgets; fully implement capital planning and financing system; implement formalized quarterly loss control reports tracking bureau progress against loss reduction goals; and implement employee suggestion and recognition program.

### CHANGES IN BUDGET

#### ADDITIONS

- ◆ The IBIS Special Appropriation is being closed and the appropriation folded into OF&A to continue funding of the IBIS project manager to assist in system re-engineering efforts in the accounting related modules.
- ◆ Savings from the Administrative Services Director position have been allocated to continuing Total Quality Management implementation.
- ◆ Addition of an Assistant Risk Specialist to provide medical case management and facilitate early return to work activity. Additionally, the position will review medical bills to ensure accuracy and appropriateness of procedures to ensure that charges are in line with State standards. This position is expected to generate annual savings of approximately \$200,000.
- ◆ A one-year addition of a Clerical Specialist in Risk Management split 50-50 between Workers' Compensation and Insurance and Claims to accommodate current workload pending efficiencies to be gained by the installation of a local area network and process and system redesign.
- ◆ Inclusion within target of \$35,000 for process re-engineering of systems and processes that impact customers.
- ◆ A limited-term Accounting Assistant in Accounts Payable to support continued re-engineering of decentralization.

#### REDUCTIONS/EFFICIENCIES

- ◆ Reduction in the Urban Services Program to the level necessary to complete annexations within the Urban Service Boundary during the FY 1994-96 biennium.
- ◆ The Administrative Services Director position is eliminated. A new leadership structure has been put into place as a result of the Total Quality Management effort.
- ◆ A 2% reduction in materials and services general fund discretionary.

### BUDGET NOTES

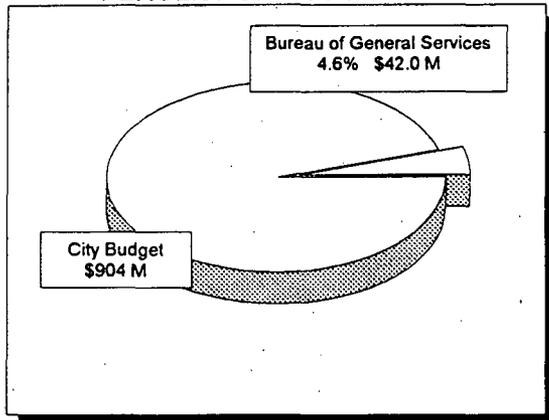
- ◆ NONE

# GENERAL SERVICES

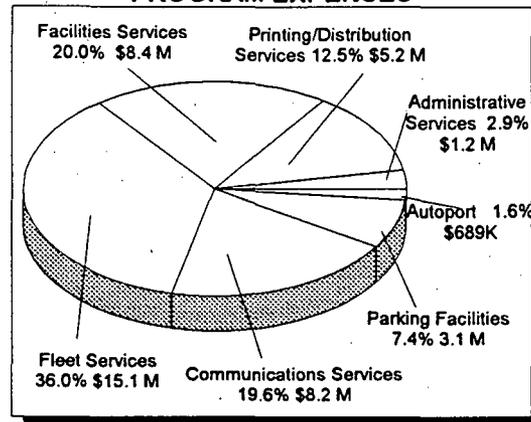
Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Gretchen Kafoury

**PERCENT OF CITY BUDGET**



**PROGRAM EXPENSES**



## BUDGET DATA

|                                      | 1994            | 1995            | Change from Prior Year | Per Capita Change |
|--------------------------------------|-----------------|-----------------|------------------------|-------------------|
| Operating                            | \$41.2 M        | \$38.6 M        | (\$2.6 M)              | -13.7%            |
| Capital                              | \$15.2 M        | \$3.4 M         | (\$11.8 M)             | -79.3%            |
| <b>Total</b>                         | <b>\$56.5 M</b> | <b>\$42.0 M</b> | <b>(\$14.4 M)</b>      | <b>-31.4%</b>     |
| Allocated City Overhead Costs        | \$1.5 M         | \$1.7 M         |                        |                   |
| <b>Total with Overhead Allocated</b> | <b>\$57.9 M</b> | <b>\$43.8 M</b> |                        |                   |
| Full-Time Positions                  | 165             | 165             | 0                      | 0%                |

The "per capita change" column is adjusted for inflation and population growth.

## SIGNIFICANT ISSUES AND CHANGES

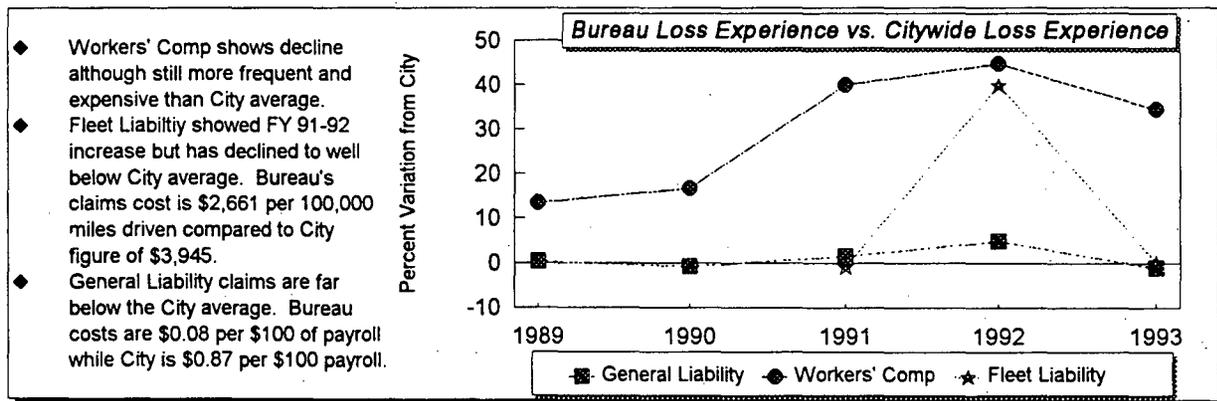
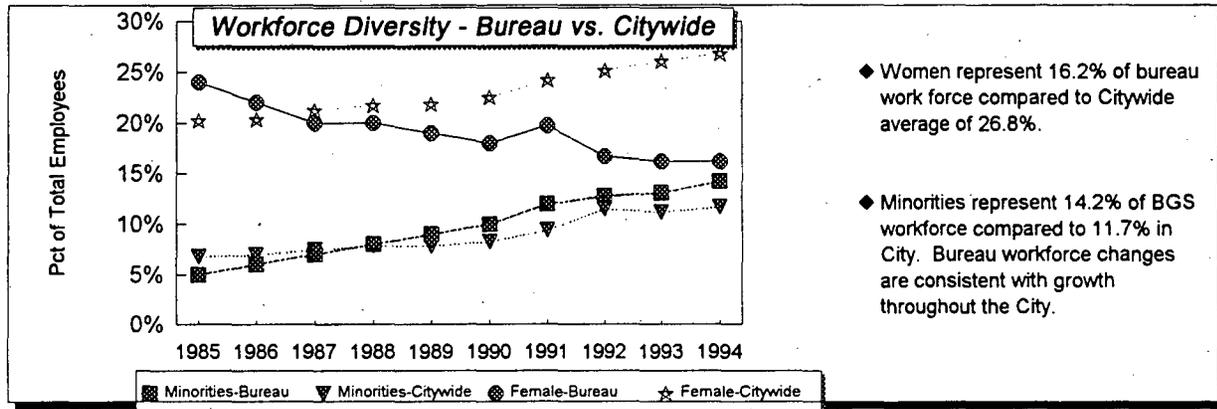
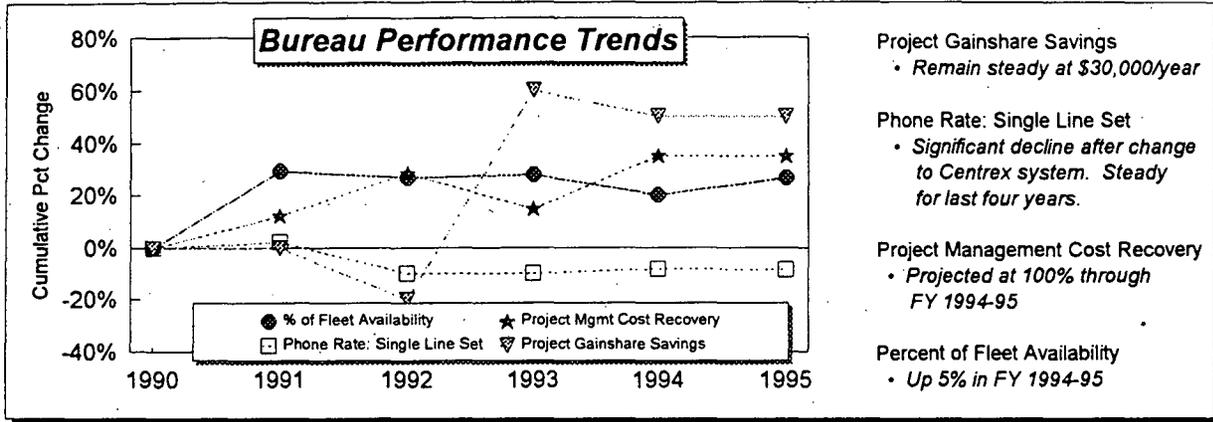
The significant issues for the Bureau of General Services for the Proposed Budget are:

- ◆ Consolidation with Multnomah County: The Bureau has been working with County staff to determine whether and how the support services both offer to our respective City and County customers should be consolidated. There is a potential for major cost savings to the taxpayer.
- ◆ Funding for Capital Improvement Plan projects. The Bureau will work with customers in the coming year on a number of critical construction projects. These include City Hall seismic retrofit & renovation, East Precinct renovation or replacement, new precincts in St. Johns and Outer East, plus several smaller projects.
- ◆ Funding for infrastructure maintenance. The City does not have a reliable means of financing major maintenance of our buildings. A "Major Maintenance" component will be built into future operating budgets.

# GENERAL SERVICES

Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Gretchen Kafoury



## **GENERAL SERVICES**

**Service Area: Legislative/Administrative and Support Services**

**Commissioner-in-Charge: Gretchen Kafoury**

### ***BUDGET OVERVIEW***

The Bureau of General Services is proud of the fact that rates for services have continued to increase at a rate lower than the rate of inflation. In some cases rates have actually decreased. As a customer driven bureau, the significant increases in budgets reflect the increase in service levels requested by customers.

The budget reflects a commitment to technological improvements wherever they benefit customers. Examples include an expansion of the 800MHz system to Clark and Clackamas Counties, expansion of the Fire Bureau cable system to provide a wide area network linking City and County buildings, use of integrated electronic pre-press and digital printing which results in faster and higher quality printing at lower costs, and continued automation and decentralization of fiscal work allowed by the IBIS system.

Funds for construction of new facilities and maintenance of existing facilities is critical. The budget includes resources for routine maintenance, and a note indicating the development of a policy dealing with the need for a major maintenance component in the rental structure of facilities.

### ***CHANGES IN BUDGET***

#### **ADDITIONS**

- ◆ Increase of \$227,529 in Printing and Distribution service requests from customers.
- ◆ Increase of \$692,000 in cash transfers to Fleet for new vehicles.
- ◆ Increase of 277,664 in the transfer from the Autoport Fund to the Transportation Fund to pay for the abandoned auto program and for an alternate transportation allowance.
- ◆ Increase of \$250,000 in transfer from Parking to PDC to pay 4th & Yamhill tax increment debt.

#### **REDUCTIONS**

The bureau addressed various add packages and CIPs within their Requested Budget which were not funded due to revenue constraints identified in the five year financial forecast. Some of these requests are highlighted below.

- ◆ Reduction of \$6,551,588 for CIP's that were eliminated from the budget, including City Hall.
- ◆ Reduction of \$87,700 for architectural service for North, East and Outer East precincts.
- ◆ Reduction of \$700,000 for construction of a new paging system and the Goat Mountain Tower.
- ◆ Reduction of \$125,484 in Fleet service requests from customers
- ◆ Reduction of \$137,644 in Communications service requests from customers

#### **EFFICIENCIES**

- ◆ Cellular phones for Police and Fire budgeted at the FY1993-94 Adopted Budget level.

### ***BUDGET NOTES***

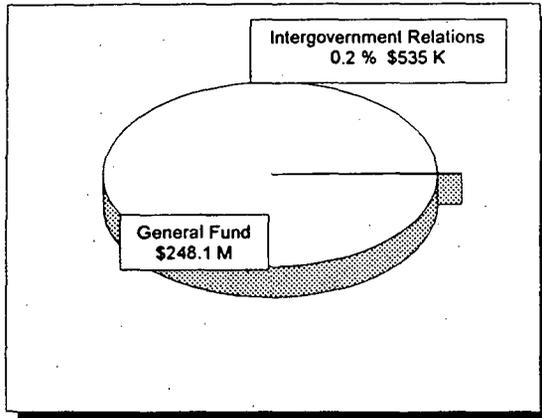
- ◆ BGS will present a detailed proposal to the council addressing a "Major Maintenance" component to be added to facilities rental rates.
- ◆ BGS will develop a policy on the use of Parking Facilities and Auto Port funds, including long-range operational and financial planning.

**OFFICE OF GOVERNMENT RELATIONS**

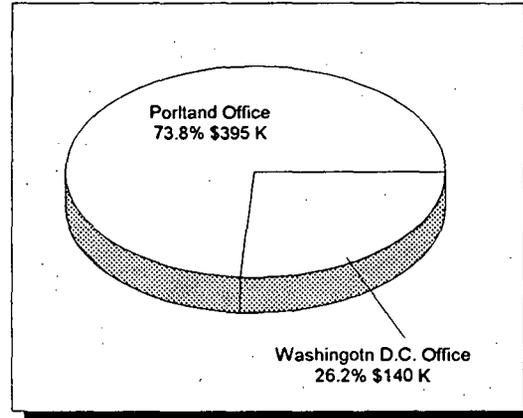
Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

**PERCENT OF GENERAL FUND**



**PROGRAM EXPENSES**



**BUDGET DATA**

|                                      | 1994           | 1995           | Change from Prior Year | Per Capita Change |
|--------------------------------------|----------------|----------------|------------------------|-------------------|
| Operating                            | \$480 K        | \$535 K        | \$55 K                 | +2.7%             |
| Capital                              | \$0            | \$0            |                        | \$0               |
| <b>Total</b>                         | <b>\$480 K</b> | <b>\$535 K</b> | <b>\$55 K</b>          | <b>+2.7%</b>      |
| <i>Allocated City Overhead Costs</i> | \$0            | \$211 K        |                        |                   |
| <i>Total with Overhead Allocated</i> | \$480 K        | \$746 K        |                        |                   |
| <b>Full-Time Positions</b>           | <b>4</b>       | <b>5</b>       | <b>+1</b>              | <b>+19.3%</b>     |

*The "per capita change" column is adjusted for inflation and population growth.*

**SIGNIFICANT ISSUES AND CHANGES**

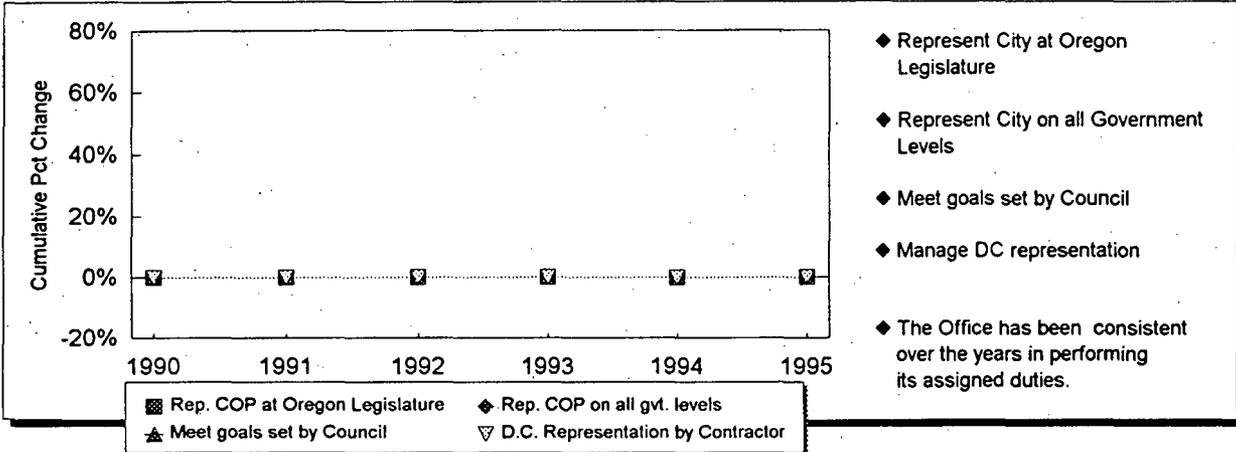
- ◆ Government Relations presented their Oregon legislative session expenses as an add package

# OFFICE OF GOVERNMENT RELATIONS

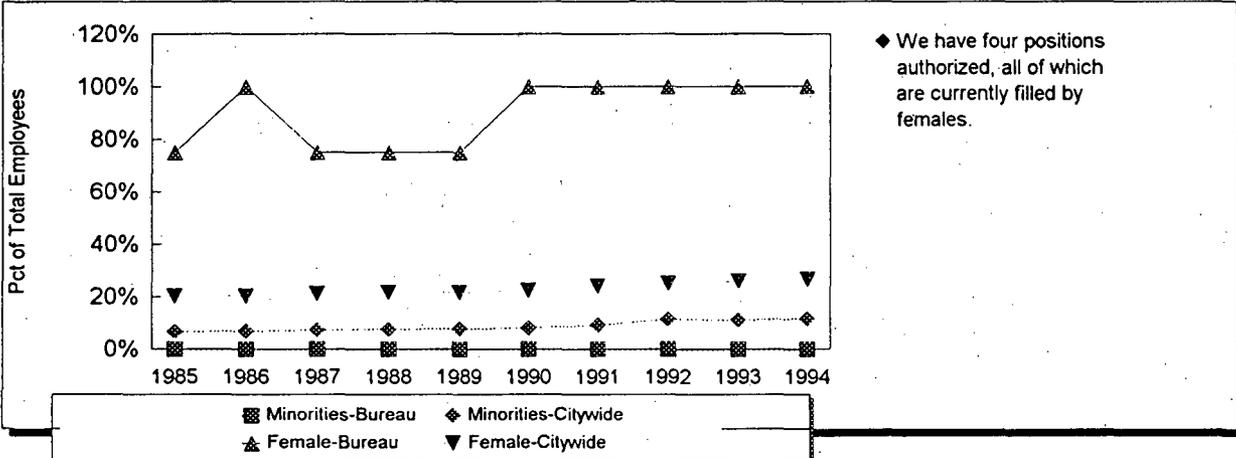
Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

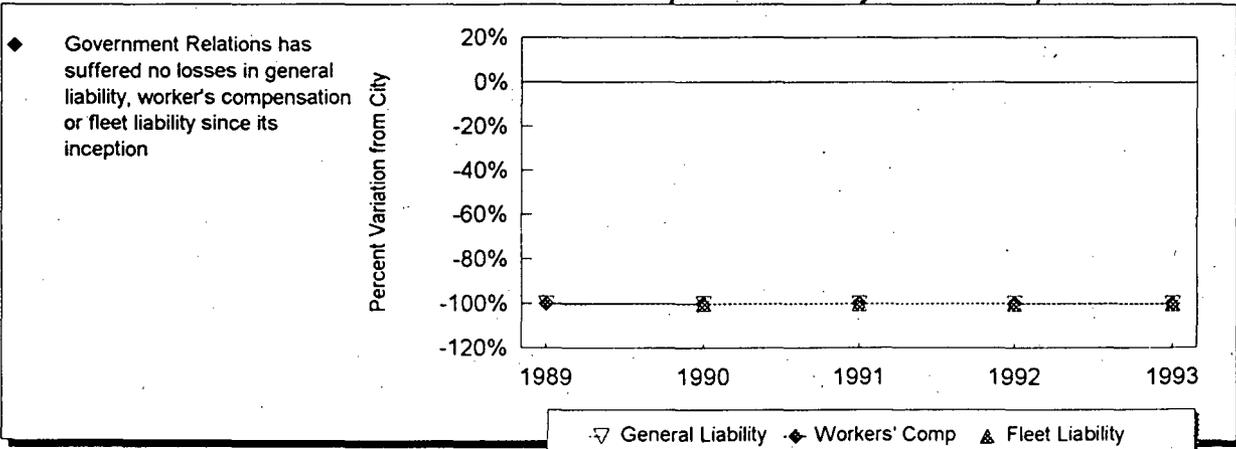
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## OFFICE OF GOVERNMENT RELATIONS

Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Mayor Vera Katz

### BUDGET OVERVIEW

This budget includes the add package of continuing to maintain an office in Salem during the Legislative Session. This is not an additional expense, but has previously been included in an increased CSL for the Office.

The D.C. contract was successfully bid, and the City has one consolidated contract for its representation.

We are working with the bureau to improve efforts to procure grants to the City.

### CHANGES IN BUDGET

#### ADDITIONS

- ◆ The Proposed Budget includes an ADD package for expenses related to the Salem Legislative Session

#### REDUCTIONS/EFFICIENCIES

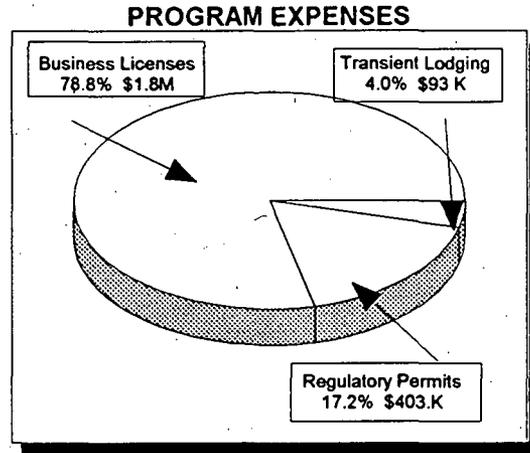
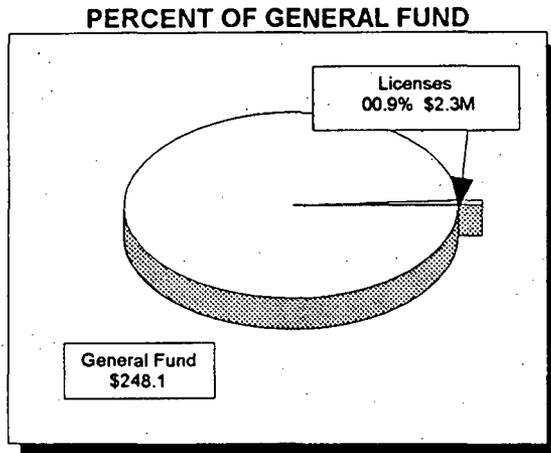
- ◆ 2% reduction in External, General Fund Materials and Services

### BUDGET NOTES

- ◆ IGR, in cooperation with the Mayor's office and other City bureaus will investigate and recommend an approach to grant writing, tracking and control. The effort will identify the best method for grants writing capability, such as internal versus outside contractors and centralized versus decentralized. The effort will also recommend the most effective management and control structure for information, tracking and control.

# BUREAU OF LICENSES

Service Area: Legislative/Administrative and Support Services  
 Commissioner-in-Charge: Gretchen Kafoury



## BUDGET DATA

|                                      | 1994           | 1995           | Change from Prior Year | Per Capita Change |
|--------------------------------------|----------------|----------------|------------------------|-------------------|
| Operating                            | \$2.4 M        | \$2.3 M        | (\$57 K)               | -6.1%             |
| Capital                              | \$0            | \$0            | \$0                    | \$0               |
| <b>Total</b>                         | <b>\$2.4 M</b> | <b>\$2.3 M</b> | <b>(\$57 K)</b>        | <b>-6.1%</b>      |
| <i>Allocated City Overhead Costs</i> | <i>\$261 K</i> | <i>\$269 K</i> |                        |                   |
| <i>Total with Overhead Allocated</i> | <i>\$2.7 M</i> | <i>\$2.6 M</i> |                        |                   |
| <b>Full-Time Positions</b>           | <b>34</b>      | <b>36</b>      | <b>+2</b>              | <b>+5.4%</b>      |

*The "per capita change" column is adjusted for inflation and population growth.*

## SIGNIFICANT ISSUES AND CHANGES

- ◆ The Bureau of Licenses will complete implementation of the new business license information system to support consolidated Business License/Multnomah County Business Income Tax administration and provide a new data base on business activity.
- ◆ The Bureau will assess the impact of consolidated administration on revenues, businesses, and the City's economic development plan.
- ◆ The Bureau will continue to work with PDC and other agencies to support economic development activities.
- ◆ The Bureau will continue support of Community Policing through regulatory programs and partnerships with businesses, police agencies, neighborhoods and other groups.

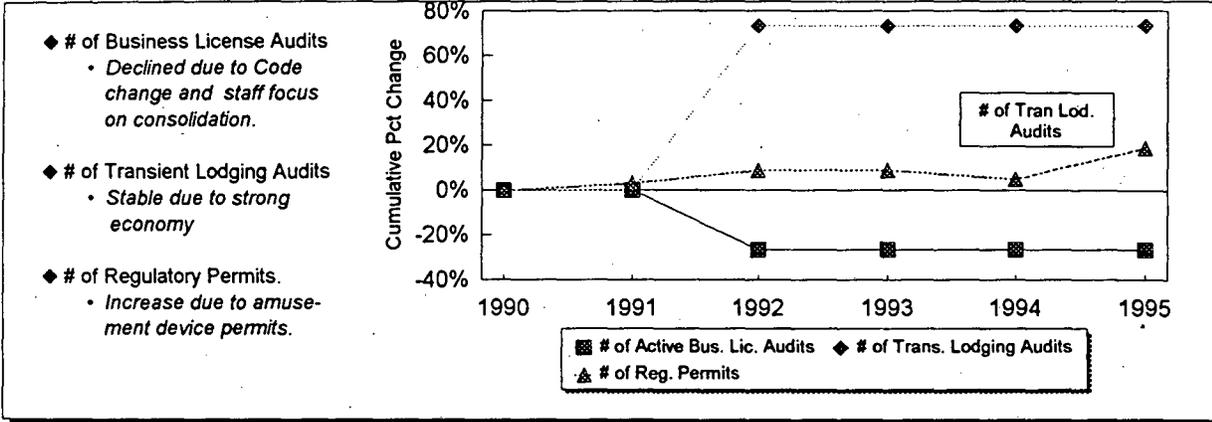
# BUREAU OF LICENSES (316)

Service Area: Legislative/Administrative and Support Services

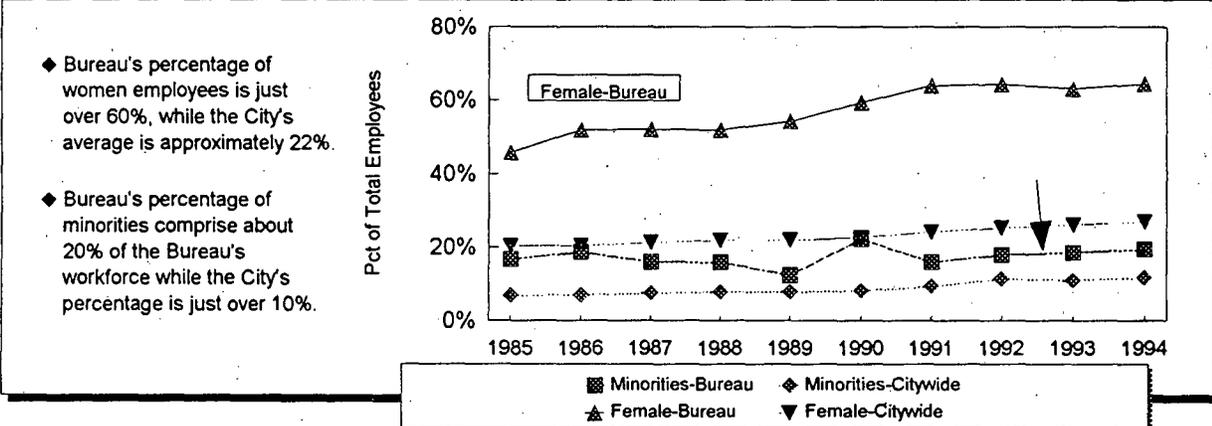
Commissioner-in-Charge: Gretchen Kafoury

## SUMMARY OF BUREAU EXPENSES

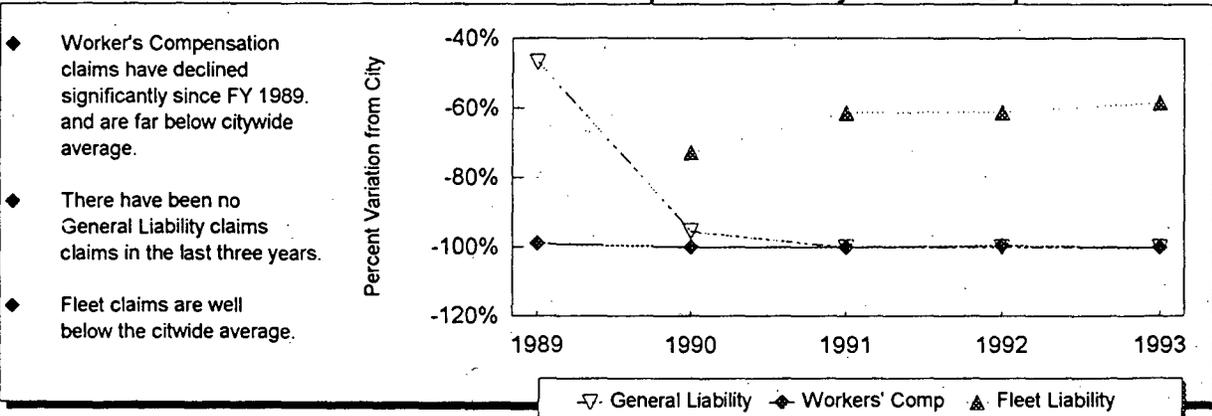
### PERFORMANCE TRENDS



### Workforce Diversity - Bureau vs. Citywide



### Bureau Loss Experience Vs. Citywide Loss Experience



## BUREAU OF LICENSES

Service Area: Legislative/Administrative and Support Services

Commissioner-in-Charge: Gretchen Kafoury

### BUDGET OVERVIEW

The FY 1994-95 Proposed Budget is approximately \$57,000 below the Revised FY 1993-94 Budget. The reduction reflects the dropping off of one-time costs associated with the consolidation of the City and County Business License/Tax programs.

The Business License Program is the third largest source of General Fund Revenue in the city with receipts projected to exceed \$32 million in FY 1994-95. Business License receipts have grown at a rate of over 10% per year for the past nine years. The objective of the Business License Program is to collect the maximum revenue from business license fee while helping maintain a positive business climate in Portland.

The Transient Lodgings Tax Program is the fourth largest source of General Fund Revenue in the City with receipts projected to exceed \$7.4 million in FY 1994-95. Transient Lodgings receipts continue to experience growth due to expanded business, tourism and convention activity.

The Regulatory Program involves investigating, monitoring and issuing various regulatory permits covering secondhand dealers, pay and park lots, social games, amusement devices, taxicabs and towing companies. The Program is also responsible for making recommendations on the issuance of Liquor Licenses in the City. The program is completely self-supporting based on revenues from permit fees.

### CHANGES IN BUDGET

#### ADDITIONS

- ◆ An additional Field Rep II position has been added to play a lead role in Business License projects relating to consolidation, annexation, and specialized revenue generation activities. This position is supported by County contract revenue.
- ◆ An additional Business License Management Auditor to handle increased opportunities for revenue generation through auditing of accounts identified in the consolidation process. This position will generate an additional \$100,000 in audit recovery revenue.

#### REDUCTIONS/EFFICIENCIES

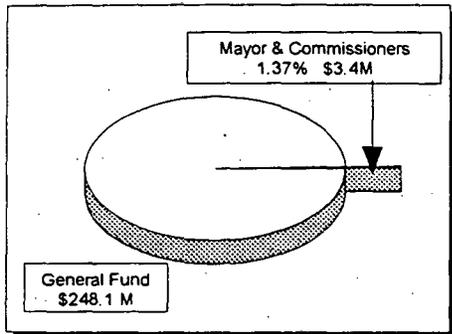
- ◆ The Bureau completed a formal "work process review" as a first step in establishing a "continuous improvement program."
- ◆ Due to the intergovernmental agreement with Multnomah County for consolidated administration, the Bureau has reduced the percentage of General Fund Discretionary dollars in its budget from 79% in FY 1992-93 to 62% in FY 1994-95. It is anticipated that the consolidated program will produce \$100,000 annually in General Fund savings beginning in FY 1995-96.

### BUDGET NOTES

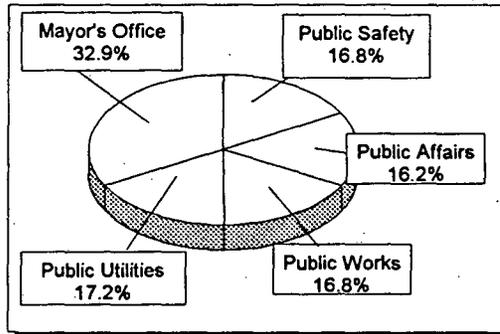
- ◆ None

**OFFICE OF MAYOR AND COMMISSIONERS**  
 Service Area: Legislative/Administrative and Support Services

**PERCENT OF GENERAL FUND**



**PROGRAM EXPENDITURES**



**BUDGET DATA**

|                                  | 1994               | 1995               | Change from Prior Year | Per Capita Change |
|----------------------------------|--------------------|--------------------|------------------------|-------------------|
| Mayor                            | \$994,924          | \$1,117,461        | \$122,537              | 3.0%              |
| Commissioner of Public Affairs   | \$526,829          | \$549,743          | \$22,914               | -4.3%             |
| Commissioner of Public Works     | \$548,900          | \$570,802          | \$21,902               | -4.6%             |
| Commissioner of Public Utilities | \$560,579          | \$584,742          | \$24,163               | -4.3%             |
| Commissioner of Public Safety    | \$546,871          | \$570,511          | \$23,640               | -4.3%             |
| <b>Total</b>                     | <b>\$3,178,103</b> | <b>\$3,393,259</b> | <b>\$215,156</b>       | <b>-2.9%</b>      |
| Full Time Positions              | 44                 | 44                 | 0                      | -5.1%             |

The "Per Capita Change" column is adjusted for inflation and population growth.

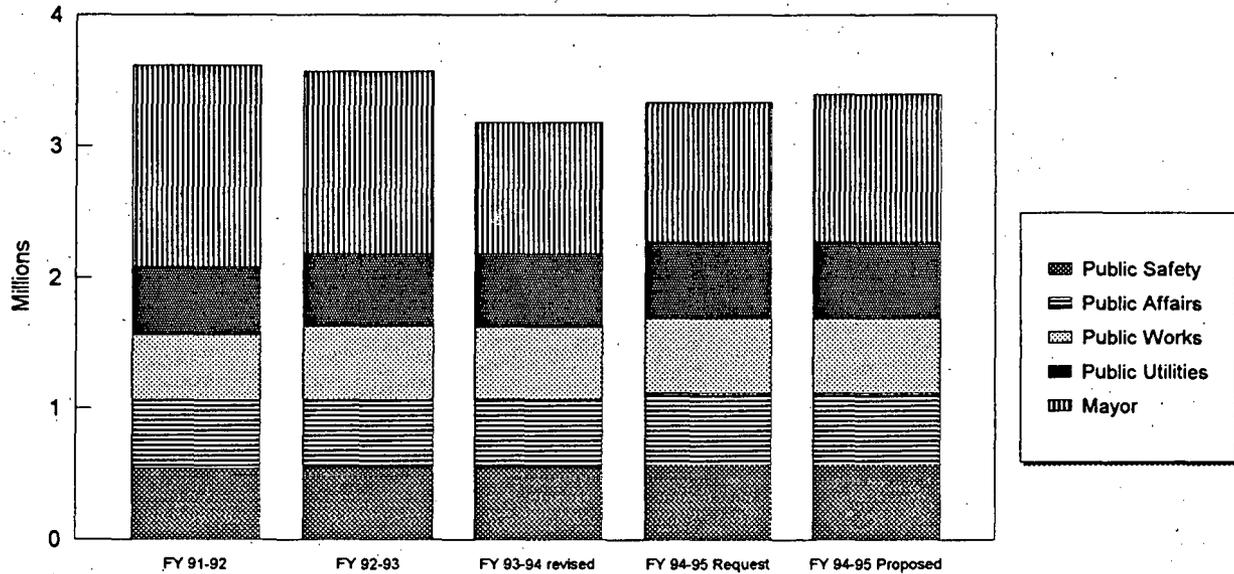
**SIGNIFICANT ISSUES AND CHANGES**

- ◆ The Proposed 1994-95 total budget for the Mayor and Commissioner's reflects a 2.9% per capita decrease from the Revised FY 1993-94 Budget.
- ◆ Net positions for the Mayor and Commissioner's reflect no change from FY 1993-94 to the Proposed FY 1994-95 Budget.

**OFFICE OF MAYOR AND COMMISSIONERS**  
**Service Area: Legislative/Administrative and Support Services**

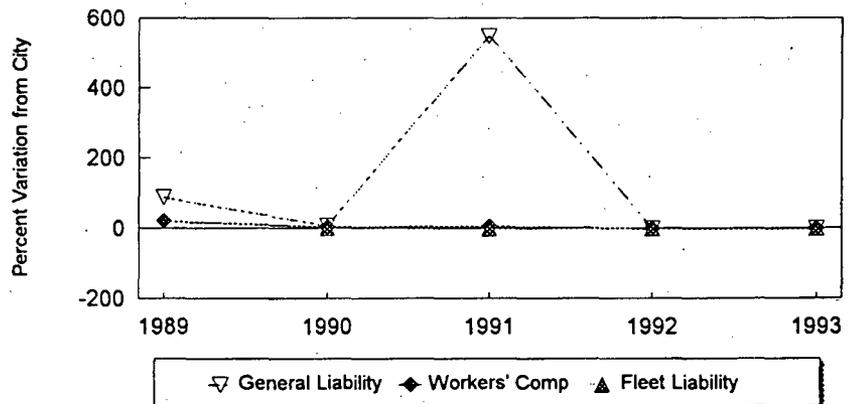
**COUNCIL OFFICES - BUDGET TRENDS**

◆ The Operating budgets of the have remained steady since FY 1990-91. The Proposed FY 1994-95 Budget for the Mayor and Commissioner's is below FY 1990-91 levels.



**Bureau Loss Experience Vs. Citywide Loss Experience**

- ◆ Worker's Compensation claims have been trending downward since FY 1989.
- ◆ There have been no Fleet Liability claims.
- ◆ General Liability claims have trended downward to zero since FY 1991.



**OFFICE OF MAYOR AND COMMISSIONERS**  
**Service Area: Legislative/Administrative and Support Services**

**BUDGET OVERVIEW**

The FY 1994-95 Proposed Budget for the Mayor and Commissioner's maintains all programs within the Offices.

The Office of the Mayor provides leadership and supervision over general affairs of the City; provides information and assistance to the Public; provides staff and support for the Police Internal Investigations Auditing Committee (PIIAC); coordinates programs and promotes contacts between Portland and other cities throughout the world. The Mayor's Office works with other City Council offices to identify, then focus city-wide efforts on strategic policies and programs to address those priorities. For fiscal year, emphasis will be placed on efforts to implement the City's annual policy objectives and those of the Mayor.

The Office of the Commissioner's of Public Affairs, Public Works, Public Utilities, and Public Safety consists of one program, Policy and Administration, which is organized to fulfill the mandates of the City Charter. In addition, the Policy and Administration Program directly supports the legislative and administrative work of the Commissioner's which include bureau liaison responsibilities.

**CHANGES IN BUDGET**

**ADDITIONS**

- ◆ Police Internal Investigations Auditing Committee (PIIAC) duties and function were transferred from the Auditor's Office the Mayor's Office.

Addition of one Commissioner's Assistant I full time position in the Office of the Mayor. A portion of the duties of this position are associated PIIAC function transfer.

**REDUCTIONS/EFFICIENCIES**

- ◆ Reduction from FY 1994-95 Requested to Proposed Budget of 2% from materials and services out of general fund discretionary.

**BUDGET NOTES**

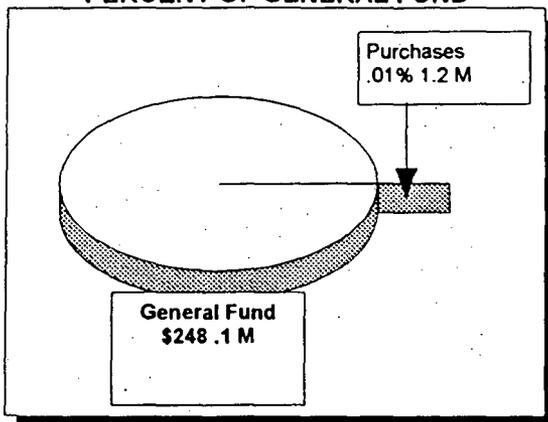
- ◆ None

# BUREAU OF PURCHASES AND STORES

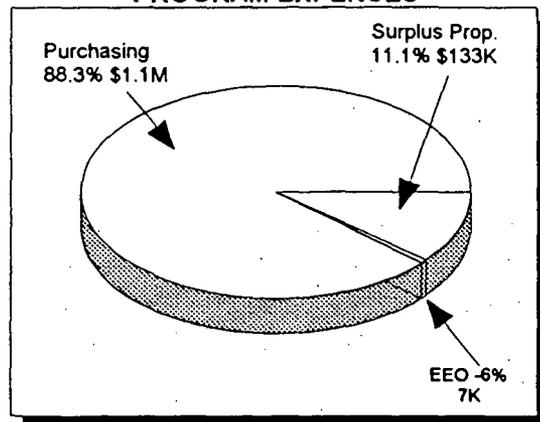
Service Area: Legislative/Administrative & Support Services

Commissioner-in-Charge: EARL BLUMENAUER

## PERCENT OF GENERAL FUND



## PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994    | 1995    | Change from<br>Prior Year | Per Capita<br>Change |
|-------------------------------|---------|---------|---------------------------|----------------------|
| Operating                     | \$1.1 M | \$1.2 M | \$138 K                   | +4.2%                |
| Capital                       | \$0     | \$0     | \$0                       | \$0                  |
| Total                         | \$1.1 M | \$1.2 M | \$138 K                   | +4.2%                |
| Allocated City Overhead Costs | \$0     | \$0     |                           |                      |
| Total with Overhead Allocated | \$1.1 M | \$1.2 M |                           |                      |
| Full-Time Positions           | 17      | 18      | +1                        | +1.1%                |

The "per capita change" column is adjusted for inflation and population growth.

## SIGNIFICANT ISSUES AND CHANGES

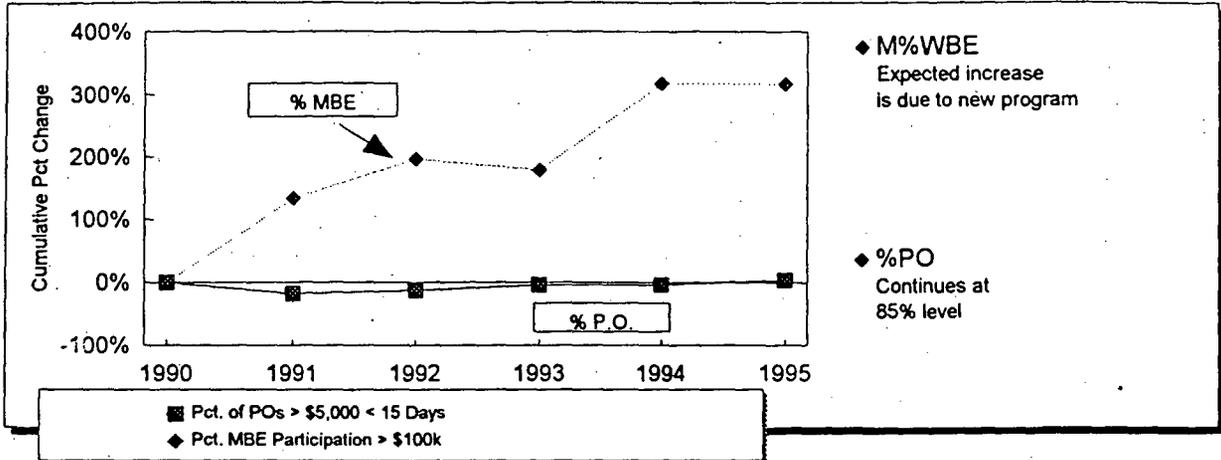
- The FY 1994-95 Proposed budget includes funding for a Data Entry Clerk position and an Program specialist to provide assistance to minority and women owned businesses seeking to do business with the City. \$5,000 is was also included to replace obsolete computer equipment
- The Municipal Stores program was eliminated in FY 92/93. It is intended to consolidate the Surplus Property program with the State of Oregon General Services Surplus Property Program in order to create additional efficiencies and savings. Other efficiency measures are:
- LPO limit raised from \$500 to \$5,000 to create more purchasing authority to the Operating Bureaus
- Code changed to authorize Purchasing Agent to solicit bids for projects without a prior ordinance
- Electronic networking of State M&WBE certified list and City EEO certified list to all City system users
- More requirements contracts created increasing availability & cost savings to Operating Bureaus
- PTE Services Sr. Buyer position established to assist Operating Bureaus with preparation of specifications, advertising requirements, proposal evaluation and award recommendations.
- M&WBE/EEO positions established to assist Bureaus, Contracts, Vendors and the M&WBE community to provide a focal point in the coordination of the M&WBE and EEO programs
- Published updated and shortened version of Purchasing Manual
- Specification submittal process streamlined

# BUREAU OF PURCHASES AND STORES

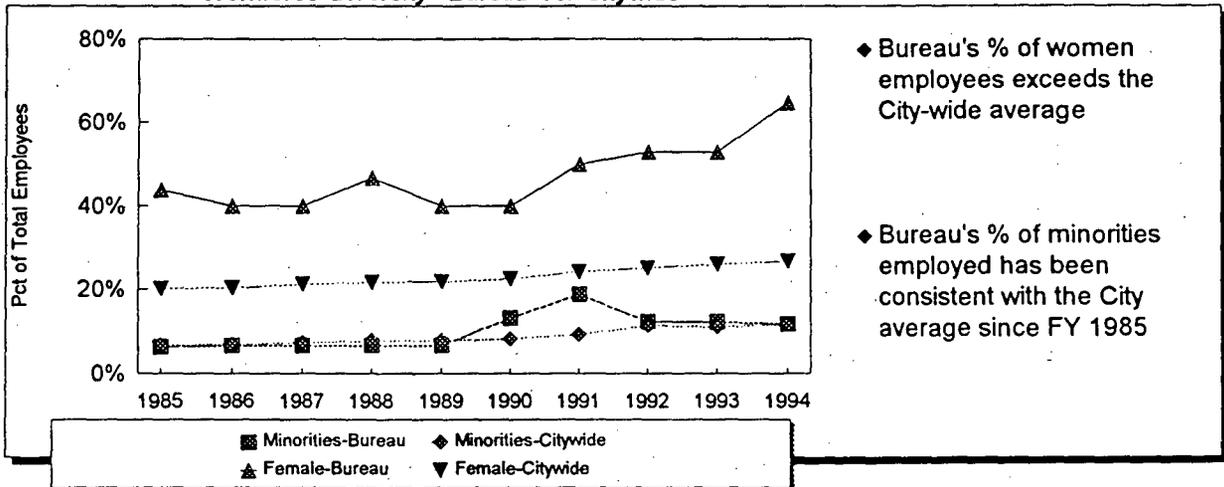
Service Area: Legislative/Administrative & Support Services

Commissioner-in-Charge: EARL BLUMENAUER

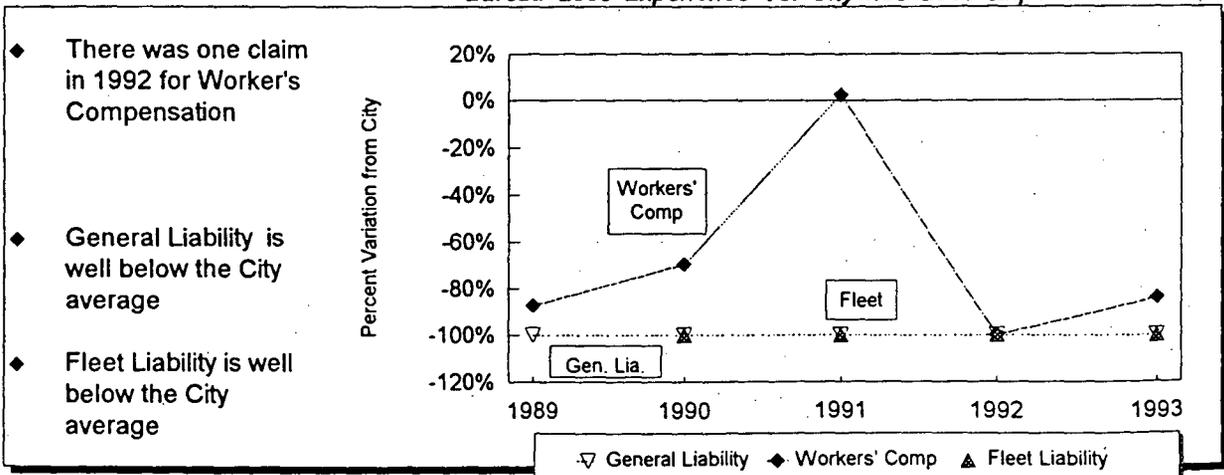
## PERFORMANCE TRENDS



## Workforce Diversity - Bureau vs. Citywide



## Bureau Loss Experience Vs. Citywide Loss Experience



## BUREAU OF PURCHASES AND STORES

Service Area: Legislative/Administrative & Support Services

Commissioner-in-Charge: EARL BLUMENAUER

### BUDGET OVERVIEW

The Bureau of Purchases and Stores administers competitive bidding and contract processes in complying with necessary laws to acquire goods and services for City bureaus. Procurement services impact most bureaus and departments on a daily basis. Processing time for purchases and contracts is cited by all bureaus as critical to their efficient operation.

The Bureau of Purchases & Stores consists of three programs which are mandated by City Charter and City Code: Purchasing, Equal Opportunity Employment (to ensure that contractors and vendors conducting business with the City annually provide certification of non-discrimination in hiring practices) and Surplus Property. The Bureau has budgeted \$147,803 in interagency revenue, the remainder of its operation is supported by overhead and discretionary resources.

The FY 1994-95 Proposed budget includes funding for a Data Entry Clerk position that has previously been funded by an IBIS Special Appropriation. This allows the Bureau to meet processing time goals. A Special Appropriation will fund an additional Program Specialist being requested for Clearing House M&WBE monitoring. Also, a request for \$5,000 is included to replace obsolete computer equipment.

### CHANGES IN BUDGET

#### ADDITIONS

- ◆ Program Specialist to provide assistance to minority and women owned businesses seeking to do business with the City.

#### REDUCTIONS/EFFICIENCIES

- ◆ Currently the Bureau of Purchases and Stores is reviewing the possibility of consolidating the Surplus Property program with the State of Oregon General Services Surplus Property Program which may provide efficiencies to surplus and unclaimed property disposal as well as reduction of two FTE.

### BUDGET NOTES

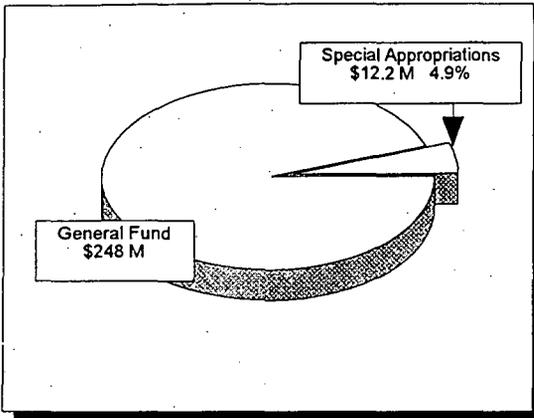
- ◆ None

## SPECIAL APPROPRIATIONS

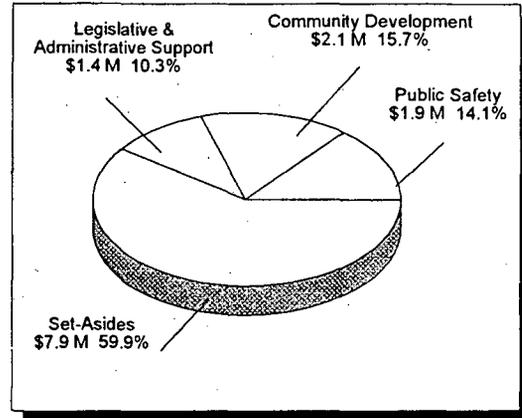
Service Area: Legislative & Administrative Support

Commissioner-in-Charge: Mayor Vera Katz

PERCENT OF GENERAL FUND



PROGRAM EXPENSES



## BUDGET DATA

|                               | 1994     | 1995     | Change from Prior Year | Per Capita Change |
|-------------------------------|----------|----------|------------------------|-------------------|
| Operating                     | \$12.5 M | \$13.2 M | \$711 K                | -2.5%             |
| Capital                       | \$0      | \$0      | \$0                    | 0%                |
| Total                         | \$12.5 M | \$13.2 M | \$711 K                | -2.5%             |
| Allocated City Overhead Costs | \$0      | \$0      |                        |                   |
| Total with Overhead Allocated | \$12.5 M | \$13.2 M |                        |                   |
| Full-Time Positions           | 0        | 0        | 0                      | 0%                |

The "per capita change" column is adjusted for inflation and population growth.

## BUDGET OVERVIEW

Special Appropriations are primarily used for expenditures which are not specific to any particular bureau's operating budget, which provide city-wide benefit. In FY 94/95 Special Appropriations total \$13,194,395. Of this over half are in set-asides for continuing annual expenditures. Notable new appropriations include \$1,500,000 for Portland Public Schools Police, \$489,000 to PDC for economic development, and \$330,500 for the Livable Cities housing development study. Resources for Special Appropriations consist of \$647,498 in offsetting revenues, including a federal grant for \$225,670, \$357,990 in overhead allocations, and \$12,188,907 in discretionary general funds. The following discusses the special appropriations by program area.

### PUBLIC SAFETY

- \$1,500,000 added to fund the Portland Public Schools police force.
- \$100,000 added for a fire station location and coverage study.
- Regional Drug Initiative GF support at \$30,000, and a federal grant at \$225,670.

### COMMUNITY DEVELOPMENT & SERVICES

- \$330,500 added for Livable Cities housing development study.

## SPECIAL APPROPRIATIONS

Service Area: Legislative & Administrative Support

Commissioner-in-Charge: Mayor Vera Katz

### BUDGET OVERVIEW

#### COMMUNITY DEVELOPMENT & SERVICES (continued)

Appropriations for PDC total \$1,087,879.

- \$499,663 for business recruitment and retention, and workforce development.
- \$435,000 for Downtown Waterfront Urban Renewal activities, such as Union Station housing and Riverplace.
- \$54,000 for an eastbank land acquisition.
- \$99,216 to continue the NE Workforce Center.

The Special Opportunities/Workforce Program sees significant changes in program this year. The CTIP and First Source programs are discontinued. Current appropriations support:

- Summer Youth Employment Fund at \$75,000.
- Clearinghouse program for \$86,351.
- City's share of Intergovernmental Disparity Study (Crosan Study), at \$126,500.
- Minority and Women's Business Entrepreneurial program, MBE/WBE, for \$75,000.

#### Continuing Appropriations:

- Block by Block Weatherization for \$157,008.
- Downtown EID assessment at \$31,010.
- Downtown Services, such as enhanced security at Pioneer Square, increased to including an addition of \$47,089, for the North Mall extension.

#### LEGISLATIVE & ADMINISTRATIVE SUPPORT

##### Reserve & Set-Asides:

- \$5,669,283 for adjustments to employee compensation.
- \$2,030,154 for Business License refunds.
- \$200,000 for unemployment insurance.

##### Continuing appropriations:

- \$250,000 in the Innovations Fund, of which \$74,303 is a repayment.
- \$50,000 for Employee Empowerment.
- \$4,800 for Management Council.
- \$100,000 city-wide quality improvement.
- \$100,000 study of city computer systems.
- \$7,000 for Council Emergency Funds.
- \$10,000 for the Leaders Roundtable.
- \$35,000 for Civil Rights Ordinance enforcement.
- \$371,752 for city Memberships and Dues, consisting of:
  - League of Oregon Cities, \$73,00
  - National League of Cities, \$15,296
  - US Conference of Mayors, \$8,553
  - METRO, \$202,670
  - Metropolitan Boundary Commission, \$47,133
  - Public Technology, \$15,000
  - Forum on Cooperative Urban Services, FOCUS, \$10,000

**Office of Finance and Administration**

*Stephen C. Bauer, Director*

**Bureau of Financial Planning**

*Tim Grewe, Director of Financial Planning*

*Bernice Bagnall*

*Drew Barden*

*Mindy Feely*

*Carol Ford*

*Kourosh Ghaemmaghani*

*Mona Goode*

*Larry Nelson*

*Ann Madsen*

*Mark Murray*

*Ruth Roth*

*Randy Webster*

**Production and Graphic Support**

*Sheila Black*

*Denise Miller*

*Phillis Pace*

*Laurie Knytych*

*Office of Finance and Administration*

*1120 SW Fifth, Room 1250*

*Portland, Oregon 97204*

*(503) 823-5288*



**CITY OF PORTLAND**



Printed on recycled paper