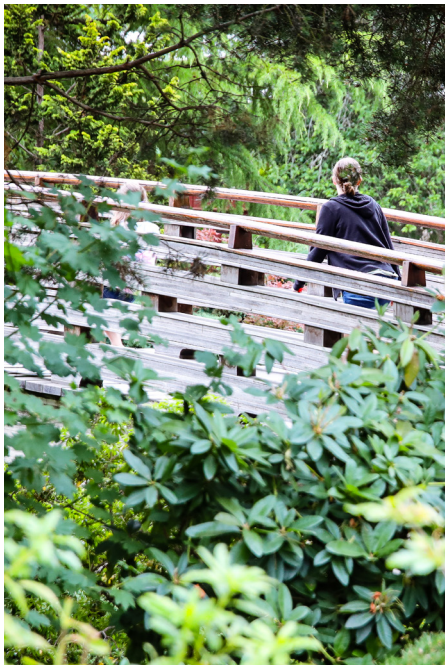
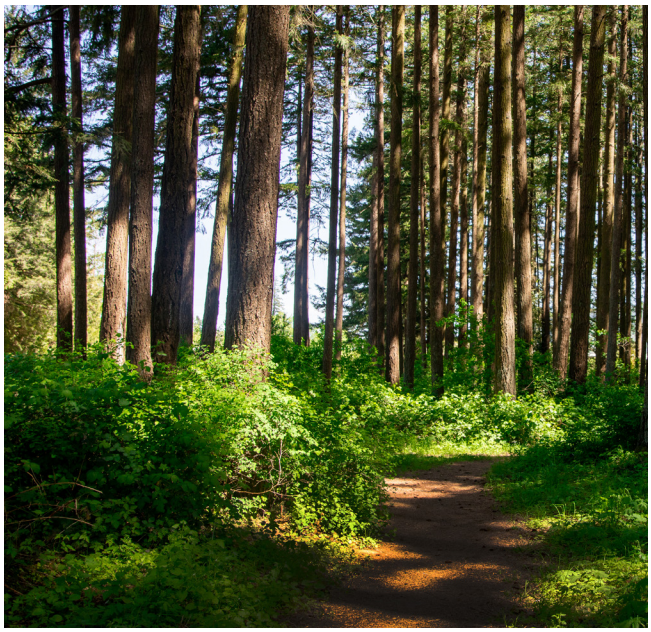


INTERNAL SERVICE CHARGE MANUAL

Fiscal Year 2020/21



CITY OF GRESHAM

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Note: The individual listing of ISCs by fund and department has been discontinued since the information is shown on pages 6 and 7.

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Internal Service Charges

Internal Service Funds account for the services delivered by the City's support departments to operating departments. These services are funded by Internal Service Charges (ISCs), which are collected from operating funds. Internal Service Charges are collected for the following services:

Department	Fund	Internal Service
Office of Governance & Management	Administrative Services Fund	City Administration
Citywide Services	Administrative Services Fund	Citywide Services
		General Support
	Equipment Replacement Fund	Vehicle & Equipment Replacement
		Computer Replacement
Community Livability	Administrative Services Fund	Community Livability
Information Tech Services	Administrative Services Fund	Information Tech Services
Finance & Management Services	Facilities & Fleet Fund	Property Management
		Public Safety Building Roof Debt
		Vehicle Maintenance
		Vehicle Fuels
	Administrative Services Fund	Financial Services
		Utility Billing
City Attorney's Office	Legal Services Fund	Legal Services
	Liability Management Fund	Liability Management
Economic Development	General Fund	Economic Development
Community Development	General Fund	Community Development

NOTE: The City started using a new Chart of Accounts structure in fiscal year (FY) 2019/20. Several funds, departments and divisions were restructured and certain revenue and expense items were recategorized. As a result, comparisons with prior years may be difficult. Please refer to the Budget Message section of the FY 2020/21 Proposed Budget document for further details regarding account structure changes, and to the Revenue Information and Expenditure Information sections for additional details regarding year over year budget comparisons.

Overview

Summary

The intent of this manual is to explain the calculations behind the distribution of ISCs each year. This process requires several steps:

- Evaluate and update the drivers used to allocate the charges. These drivers are designed to approximate actual internal service use when possible.
- Identify other resources to support the internal service departments. These could include grants, interest income, or reimbursements.
- Determine the cost of the internal services delivered.
- Calculate the net amount that must be collected from operating departments to maintain the City's support services (other revenue subtracted from service costs).
- Allocate the remaining service costs across operating departments based on the drivers.

Drivers

Driver data is typically based on service data from a time period: the last completed fiscal year (in this case FY 2018/19), a single point in time (e.g. July 1), or on budgetary information for the current fiscal year (in this case FY 2019/20). For some instances, data may be based on a rolling three-year average in order to smooth out the impact of special projects or unusual circumstances. The Designated Purpose Fund does not pay ISCs; however, where applicable, the driver data for this fund is combined with the General Fund data for collection purposes. Utility Billing will no longer pay ISCs directly; instead drivers will be allocated directly to the utilities. The following drivers were used to determine one or more of the ISCs for FY 2020/21:

- Size of operating budget – based on the FY 2019/20 Adopted Budget. Some items are exempt from this calculation as noted in the description of each internal service charge.
- Size of payroll – based on the FY 2019/20 Adopted Budget
- FTE and LTE (full-time employee and limited-term employee equivalent) – based on the FY 2019/20 Adopted Budget
- Square footage of facilities – square footage occupied by a program area on July 1, 2019
- Number of computers – number of computers assigned to a program area on July 1, 2019
- Number of telephones – number of phone lines assigned to a program area on July 1, 2019
- Number, classification, and maintenance costs (three-year average) of vehicles and equipment – assigned vehicles and equipment as of July 2019
- Fuel usage – average usage from the last three completed fiscal years
- Attorney hours – average number of hours in the last three completed fiscal years
- Property values – insured value of city-owned property as of July 2019
- Equipment replacement – number and type of vehicles and equipment and anticipated replacement costs
- Computer replacement – number and type of computers and anticipated replacement costs

Driver Methodology Changes

The methodology used to calculate drivers typically remains consistent from year to year. After careful review, driver allocations that no longer accurately reflect the proportion of services delivered in the long-term are recalculated.

- Vehicles: Expanded list of vehicles to include trailers and other equipment to better reflect number, classification and maintenance costs of current Fleet workload. The existing list of vehicles and equipment was also reviewed and updated for consistency in vehicle/equipment classification.
- IT: The IT driver was formerly calculated using FTE, computers, and phones. Due to staff transitions and inventory system changes, an accurate count of computers is not currently available. To determine FY 2018/2019 computer counts, telephone line counts were used as a starting point and then adjusted based on known computer numbers. The resulting allocations are similar to previous ISC calculations.

Driver Changes

The drivers are updated each year to reflect the most current data available. Such updates may have an impact on the proportion collected from an individual program area for a specific support function. (Note: Since drivers are based on prior year's data, the information in this section primarily reflects changes between FY 2018/19 and FY 2019/20.)

For FY 2020/21 major changes include:

- Size of operating budget – The Transportation operating budget increased primarily due to additions for mast arm and pavement projects. Rental Inspection, Infrastructure Development, and Community Development all saw greater proportional growth compared to other funds. Parks, Wastewater, and CDBG/HOME Urban Renewal saw decreases in reallocated budget.
- FTE / LTE – The personnel counts of many program areas have shifted, including Community Development and Environmental Services, with Transportation seeing the largest increase of DES divisions due to increased staff to support pavement projects.
- Square footage – No significant change in square footage for any funds.
- IT – Police and Fire saw a slight increase in telephone/IT equipment numbers as a result of updated information from the telecommunications replacement project and MDC replacement project. Numbers for other departments remained mostly constant.
- Number and classification of vehicles – The average maintenance costs for fire apparatus grew more than other vehicle maintenance categories as a result of increased service levels and contracted services costs, resulting in an increase for Fire. Higher equipment counts, classification adjustments, and other driver changes drove an increase for Wastewater, Transportation, and Parks. Police saw a decrease in part due to methodology changes, including the addition of additional equipment (e.g. trailers) to the vehicle list.

- Vehicle insurance – This was a new driver for FY 2019/20 (replacing number of vehicles for Liability Management). Changes from last year were minor, with slight increases for Water and Fire and an increase for Police due to an increase in the number of vehicles insured.
- Fuel usage –Proportions of fuel usage stayed mostly consistent. Police fuel slightly decreased in overall proportional usage and transportation slightly increased.
- Attorney hours – Increased attorney and support hour usage over the rolling three-year average caused an increase for Police and Fire. Decreased usage resulted in a lower three-year average for Wastewater and Urban Planning and Development.
- Property values – Property values stayed mostly consistent with years past. Most areas saw an uptick in values driven by market trends.
- Equipment replacement – There were significant shifts in ISCs for some programs based on additions, changes in anticipated asset life, replacement cost and other adjustments.

Revenues

Specific support functions receive additional revenue from grants, interest income, or reimbursements. Changes in these revenues from year to year may influence the amount of ISCs that are collected.

For FY 2020/21 major changes include:

- Facilities & Fleet Management Fund – In FY 2020/21, budgeted revenue is lower than FY 2019/20. The decrease is primarily due to a land acquisition debt service payment that is now budgeted for in the City Facility Debt Service Fund.
- Legal Services Fund – Beginning balance was increased to match current year contingency.
- Administrative Services Fund – Overall, budgeted revenue in FY 2020/21 is lower than FY 2019/20. Last year included a one-time transfer to close out the Information Tech Services Fund that accounts for much of the difference. Other changes include an increase in transfers from the Department of Environmental Services to support GIS functions based on service levels provided to DES, and lower budgeted revenue for utility billing for FY 2020/21.
- Equipment Replacement Fund – This fund includes anticipated transfers for internal service departments to support their portion of vehicle and equipment costs and does not have any major changes.
- Workers' Compensation and Liability Management Fund: Liability Management – In FY 2020/21 the beginning balance will be budgeted lower than the previous year. Last year this fund included a one-time transfer to close out the Workers' Compensation Fund and create the combined fund; the transfer was budgeted high enough to ensure enough transfer authority to close the fund.

Support Service Budgets

Operating budgets within many support service areas increased in FY 2020/21 due to expected costs to meet the demands of the City's current needs. While more details may be found in the *Central Support Funds* section of the FY 2020/21 Proposed Budget, this section highlights the significant changes.

For FY 2020/21 major changes include:

- Facilities & Fleet Management Fund: Finance and Management Services – This budget reflects an increase in personnel services for a Mechanic II position and associated material increases to address increasing workload in Fleet. The budget also allows for modifications to Front Desk and Facilities staffing to support evolving City needs.
- Legal Services – Reflects the elimination of unfilled positions in the department.
- Administrative Services Fund: Office of Governance & Management – Increase in contracted services to support proposed diversity and equity program.
- Administrative Services Fund: Finance and Management Services – Increase in credit card fees and meter reads.
- Administrative Services Fund: Information Tech Services – Increase in computer/software budget to cover increase in annual contract charges and anticipated hardware needs. This budget also includes changes in personnel services due to the elimination of a vacant position and the transfer of a position formerly in the Information & Innovation division to the Information Tech Services department to better align with workload.
- Administrative Services Fund: Citywide Services – Changes include the elimination of vacant positions in Information & Innovation Division and Communications division.
- Administrative Services Fund: Community Livability – This budget includes a net increase in personnel services due to the transfer of two positions to support community services and youth involvement (these positions continue to be funded by the General Fund via Interfund Transfer) and the reduction of a vacant position.
- Equipment Replacement Fund – This budget includes funds for the citywide replacement of computers (carried over from last year's budget). Overall expenses are lower than last year, which included multiple heavy-duty equipment purchases that are not needed this year.
- Workers' Compensation and Liability Management Fund: Liability Management – Claims paid budget was increased to meet anticipated increased need for this fiscal year. Other budget changes include an expected annual increase in fees. (Please note Workers' Compensation is no longer incorporated with ISCs and is charged directly through payroll as a rate.)

Internal Service Charges by Fund for FY 2020/21

Fund	Property Management	Vehicle Maintenance	Vehicle Fuels	Legal Services	City Administration	Financial Services	Utility Billing
Police	561,788	791,352	262,276	276,789	649,730	620,604	-
Fire & Emergency Services	257,172	657,758	107,016	118,091	456,283	435,829	-
Community Development	19,760	7,933	6,162	72,162	19,958	19,063	-
Economic Development	14,305	-	-	6,207	18,968	18,118	-
Parks	222,973	93,819	41,773	21,640	52,707	50,344	-
General Fund Total	1,075,998	1,550,862	417,227	494,889	1,197,646	1,143,958	-
Urban Design & Planning	111,945	-	-	146,191	82,605	78,902	-
Solid Waste & Recycling	29,418	3,030	615	7,528	18,262	17,444	-
Rental Inspection	20,330	12,120	2,275	11,726	15,405	14,714	-
Infrastructure Development	86,380	29,350	17,454	49,684	54,313	51,878	-
Streetlight	-	-	-	1,341	10,052	9,601	-
Transportation	239,085	238,456	80,013	98,093	173,600	165,817	-
CDBG/HOME	3,800	-	-	20,305	3,662	3,497	-
Building	128,040	50,561	12,422	34,051	78,459	74,942	-
Urban Renewal	23,307	-	-	74,730	20,666	108,500	-
Water	218,132	98,336	47,950	47,123	187,692	179,278	647,307
Stormwater	227,437	86,956	39,983	30,139	116,006	110,805	486,628
Wastewater	236,897	163,194	44,797	126,422	209,900	200,490	1,161,480
Total Charges	**2,400,769**	**2,232,865**	**662,736**	**1,142,222**	**2,168,268**	**2,159,826**	**2,295,415**

Internal Service Charges by Department for FY 2020/21

Department	Property Management	Vehicle Maintenance	Vehicle Fuels	Legal Services	City Administration	Financial Services	Utility Billing
Police	561,788	791,352	262,276	276,789	649,730	620,604	-
Fire & Emergency Services	257,172	657,758	107,016	118,091	456,283	435,829	-
Urban Renewal	23,307	-	-	74,730	20,666	108,500	-
Urban Design & Planning	111,945	-	-	146,191	82,605	78,902	-
General Fund (Comm. Dev.)	19,760	7,933	6,162	72,162	19,958	19,063	-
Rental Inspection	20,330	12,120	2,275	11,726	15,405	14,714	-
CDBG/HOME	3,800	-	-	20,305	3,662	3,497	-
Building	128,040	50,561	12,422	34,051	78,459	74,942	-
Community Development	171,930	70,614	20,859	138,244	117,484	112,216	-
Economic Development	14,305	-	-	6,207	18,968	18,118	-
Parks	222,973	93,819	41,773	21,640	52,707	50,344	-
Solid Waste & Recycling	29,418	3,030	615	7,528	18,262	17,444	-
Infrastructure Development	86,380	29,350	17,454	49,684	54,313	51,878	-
Streetlight	-	-	-	1,341	10,052	9,601	-
Transportation	239,085	238,456	80,013	98,093	173,600	165,817	-
Water	218,132	98,336	47,950	47,123	187,692	179,278	647,307
Stormwater	227,437	86,956	39,983	30,139	116,006	110,805	486,628
Wastewater	236,897	163,194	44,797	126,422	209,900	200,490	1,161,480
Environmental Services	1,037,349	619,322	230,812	360,330	769,825	735,313	2,295,415
Total Charges	**2,400,769**	**2,232,865**	**662,736**	**1,142,222**	**2,168,268**	**2,159,826**	**2,295,415**

Information Technology	Citywide Services	General Support	Community Livability	Liability Management	Community Development	Economic Development	Equipment Replacement	Computer Replacement	Total
2,013,672	824,544	112,727	113,129	460,982	-	-	1,319,387	86,482	**8,093,462**
819,166	579,049	79,164	79,446	321,463	-	-	269,825	40,350	**4,220,612**
44,972	25,328	3,463	3,475	11,439	-	-	699	2,153	**236,567**
33,540	24,072	3,291	3,303	8,914	-	-	-	1,722	**132,440**
131,269	66,888	9,144	9,177	57,149	-	-	152,179	6,225	**915,287**
3,042,619	1,519,881	207,789	208,530	859,947	-	-	1,742,090	136,932	**13,598,368**
217,723	104,831	14,332	62,181	39,806	41,509	32,366	-	14,639	**947,030**
72,759	23,176	3,168	13,747	9,581	9,177	7,155	802	3,966	**219,828**
50,967	19,550	2,673	11,596	10,013	7,741	6,036	8,196	2,829	**196,171**
159,865	68,926	9,423	40,884	33,552	27,292	21,280	50,671	14,147	**715,099**
-	12,757	1,744	7,567	4,580	5,051	3,938	-	-	**56,631**
373,785	220,308	30,119	86,247	115,337	-	-	436,727	31,879	**2,289,466**
9,527	4,647	635	2,756	1,741	1,840	1,435	-	615	**54,460**
288,504	99,569	13,612	59,060	51,835	39,425	30,741	51,226	17,284	**1,029,731**
47,633	108,500	3,586	15,557	10,583	58,500	85,458	-	2,460	**559,480**
301,103	238,192	32,564	141,285	147,202	94,315	73,539	192,776	20,786	**2,667,580**
295,916	147,218	20,127	87,324	76,765	58,293	45,452	210,396	24,467	**2,063,912**
397,769	266,375	36,418	158,003	274,693	105,474	82,240	437,996	33,618	**3,935,766**
5,258,170	**2,833,930**	**376,190**	**894,737**	**1,635,635**	**448,617**	**389,640**	**3,130,880**	**303,622**	**28,333,522**

Information Technology	Citywide Services	General Support	Community Livability	Liability Management	Community Development	Economic Development	Equipment Replacement	Computer Replacement	Total
2,013,672	824,544	112,727	113,129	460,982	-	-	1,319,387	86,482	**8,093,462**
819,166	579,049	79,164	79,446	321,463	-	-	269,825	40,350	**4,220,612**
47,633	108,500	3,586	15,557	10,583	58,500	85,458	-	2,460	**559,480**
217,723	104,831	14,332	62,181	39,806	41,509	32,366	-	14,639	**947,030**
44,972	25,328	3,463	3,475	11,439	-	-	699	2,153	**236,567**
50,967	19,550	2,673	11,596	10,013	7,741	6,036	8,196	2,829	**196,171**
9,527	4,647	635	2,756	1,741	1,840	1,435	-	615	**54,460**
288,504	99,569	13,612	59,060	51,835	39,425	30,741	51,226	17,284	**1,029,731**
393,970	149,094	20,383	76,887	75,028	49,006	38,212	60,121	22,881	**1,516,929**
33,540	24,072	3,291	3,303	8,914	-	-	-	1,722	**132,440**
131,269	66,888	9,144	9,177	57,149	-	-	152,179	6,225	**915,287**
72,759	23,176	3,168	13,747	9,581	9,177	7,155	802	3,966	**219,828**
159,865	68,926	9,423	40,884	33,552	27,292	21,280	50,671	14,147	**715,099**
-	12,757	1,744	7,567	4,580	5,051	3,938	-	-	**56,631**
373,785	220,308	30,119	86,247	115,337	-	-	436,727	31,879	**2,289,466**
301,103	238,192	32,564	141,285	147,202	94,315	73,539	192,776	20,786	**2,667,580**
295,916	147,218	20,127	87,324	76,765	58,293	45,452	210,396	24,467	**2,063,912**
397,769	266,375	36,418	158,003	274,693	105,474	82,240	437,996	33,618	**3,935,766**
1,601,197	976,952	133,563	535,057	661,710	299,602	233,604	1,329,368	128,863	**11,948,282**
5,258,170	**2,833,930**	**376,190**	**894,737**	**1,635,635**	**448,617**	**389,640**	**3,130,880**	**303,622**	**28,333,522**

Facilities & Fleet Management Fund

Service Description

Facilities Management oversees the repair and maintenance of City facilities, keeping them functional and safe while minimizing deterioration. The program area also provides City Hall reception, scheduling of building events, and on-call emergency response support for facilities, janitorial services, grounds maintenance, and building security. This fund also collects for debt service related to City facilities.

Fleet Management provides for repair and maintenance to the City's fleet, including emergency response vehicles for public safety. This fund also consolidates fueling costs of all City vehicles.

Service Outcomes

- Ensure City facilities are well-maintained to provide the public and City staff a safe, clean, and aesthetically pleasing environment for conducting city business.
- Properly service vehicles for a functional and safe fleet to deliver City services.

Drivers

Internal Service Charges based on:

- Square footage & FTE / LTE – Property Management
- Number, classification, and maintenance costs (three-year average) of vehicles – Vehicle Maintenance
- Square footage & FTE / LTE – Public Safety and Schools Building (PSSB) and City Hall – PSSB Roof Debt
- Fuel usage (three-year average) – Fuel

Fund Summary

Resources	
Intergovernmental	93,000
Miscellaneous Income	129,211
Interfund Transfers	193,500
Internal Service Charges	5,296,370
Beginning Balance	649,636
Total Resources	**6,361,717**
Requirements	
Facilities & Fleet Mgmt	5,735,029
Fire & Emergency Services	218,380
Interfund Transfers	110,308
Contingency	298,000
Total Requirements	**6,361,717**

ISC Collections

Property Management		
General Fund		
Police	23.3%	542,479
Fire	10.5%	244,676
Community Development	0.8%	18,638
Economic Development	0.6%	13,442
Parks	9.5%	221,735
Urban Design & Planning	4.6%	107,240
Solid Waste & Recycling	1.2%	28,132
Rental Inspection	0.8%	19,175
Infrastructure Development	3.5%	82,603
Transportation	10.0%	233,295
CDBG/HOME	0.2%	3,584
Building Fund	5.3%	122,467
Urban Renewal	1.0%	22,228
Water	9.2%	213,706
Stormwater	9.6%	222,726
Wastewater	10.0%	231,643
	100.0%	2,327,769

Public Safety Building Roof Debt

General Fund		
Police	26.5%	19,309
Fire	17.1%	12,496
Community Development	1.5%	1,122
Economic Development	1.2%	863
Parks	1.7%	1,238
Urban Design & Planning	6.4%	4,705
Solid Waste & Recycling	1.8%	1,286
Rental Inspection	1.6%	1,155
Infrastructure Development	5.2%	3,777
Transportation	7.9%	5,790
CDBG/HOME	0.3%	216
Building Fund	7.6%	5,573
Urban Renewal	1.5%	1,079
Water	6.1%	4,426
Stormwater	6.5%	4,711
Wastewater	7.2%	5,254
	100.0%	73,000

Vehicle Maintenance

General Fund		
Police	35.4%	791,352
Fire	29.5%	657,758
Community Development	0.4%	7,933
Parks	4.2%	93,819
Solid Waste & Recycling	0.1%	3,030
Rental Inspection	0.5%	12,120
Infrastructure Development	1.3%	29,350
Transportation	10.7%	238,456
Building Fund	2.3%	50,561
Water	4.4%	98,336
Stormwater	3.9%	86,956
Wastewater	7.3%	163,194
	100.0%	2,232,865

Vehicle Fuel

General Fund		
Police	39.6%	262,276
Fire	16.1%	107,016
Community Development	0.9%	6,162
Parks	6.3%	41,773
Solid Waste & Recycling	0.1%	615
Rental Inspection	0.3%	2,275
Infrastructure Development	2.6%	17,454
Transportation	12.1%	80,013
Building Fund	1.9%	12,422
Water	7.2%	47,950
Stormwater	6.0%	39,983
Wastewater	6.8%	44,797
	100.0%	662,736

Legal Services Fund

Service Description

The City Attorney's Office identifies, anticipates, and responds to the legal needs of the City by providing high quality, timely, and cost-effective legal services. Services are provided to the City Council, City commissions, committees, and task forces, the City Manager, as well as all departments. Services include legal advice and opinions; creation, review, and approval of all written contracts and legal documents; preparation of ordinances, resolutions, and other documents requiring Council action; defense and representation of City officers and employees; prosecution of legal actions as directed by Council; citywide legal training; and supervision of outside counsel.

Service Outcomes

- Practice preventative law in the opinions offered and the projects undertaken.
- Pursue creative solutions to meet the changing needs of the organization and the diverse requirements of Council, staff, and residents.

Drivers

Internal Service Charges are based on:

- Attorney hours
- Size of operating budget – Utility license fees, CDBG/HOME projects, and Urban Renewal Grant Program appropriations are exempt from this calculation.

Fund Summary

Resources	
Internal Service Charges	1,142,222
Beginning Balance	192,000
Total Resources	**1,334,222**
Requirements	
City Attorney's Office	1,160,222
Contingency	174,000
Total Requirements	**1,334,222**

ISC Collections

Legal Services		
General Fund		
Police	24.2%	276,789
Fire	10.3%	118,091
Community Development	6.3%	72,162
Economic Development	0.5%	6,207
Parks	1.9%	21,640
Urban Design & Planning	12.8%	146,191
Solid Waste & Recycling	0.7%	7,528
Rental Inspection	1.0%	11,726
Infrastructure Development	4.3%	49,684
Streetlight	0.1%	1,341
Transportation	8.6%	98,093
CDBG/HOME	1.8%	20,305
Building Fund	3.0%	34,051
Urban Renewal	6.5%	74,730
Water	4.1%	47,123
Stormwater	2.6%	30,139
Wastewater	11.1%	126,422
	100.0%	1,142,222

Service Description

Administrative Service functions provide centralized management, technology-based infrastructure, administrative and financial services to all City departments. The staff of Administrative Services guide governance and policy development, ensure internal compliance, address livability issues, and perform public communication services. These services are provided by:

- City Administration – Consists of governance and policy development, including City Council support and City Management functions
- Citywide Services – Includes Human Resources, Emergency Management, Budget & Financial Planning, Communications, Information & Innovation, and Geographic Information Systems
- Community Livability – Consists of the Office of Neighborhoods and Community Engagement, Mediation, and Livability & Code Services
- Financial Services – Provides accounting, payroll, purchasing, accounts payable, and accounts receivable for all City functions as well as utility billing for water, stormwater, and wastewater
- General Support Services – Includes unemployment insurance and general postage
- Information Technology – Provides user support, network services, core business systems, computing security, telecommunications, website development, and applications support

Service Outcomes

- Manage public resources responsibly in order to earn and maintain the public trust and build better communities for the residents and visitors of the City.
- Administer public policy to promote Council and community goals, fiscal sustainability, and a safe environment.
- Recruit, develop, and retain a diverse and well-trained workforce that is responsive to community needs.
- Provide and maintain reliable technology-based infrastructure and projects essential for the daily operations of the City.

Drivers

Internal Service Charges generally based on:

- Size of operating budget – Utility license fees, CDBG/HOME projects, and Urban Renewal Grant Program appropriations are exempt from this calculation.

Internal Service Charges for Information Tech Services / Information & Innovation / Geographic Information Systems based on:

- Number of computers
- FTE / LTE
- Number of telephones

Internal Service Charges for Utility Billing based on agreement with the Department of Environmental Services.

Administrative Services

Fund Summary

Resources	
Intergovernmental	362,540
Charges for Service	118,000
Miscellaneous Income	150,000
Internal Payments	675,000
Interfund Transfers	1,239,800
Internal Service Charges	15,986,536
Beginning Balance	2,000,000
Total Resources	**20,531,876**
Requirements	
Office of Governance & Mgmt	2,581,402
Finance & Mgmt Services	4,221,633
Information Technology	4,273,835
Citywide Services	6,039,690
Community Livability	1,756,492
Interfund Transfers	573,824
Contingency	585,000
Unappropriated	500,000
Total Requirements	**20,531,876**

ISC Collections

City Administration		
General Fund		
Police	30.0%	649,730
Fire	21.0%	456,283
Community Development	0.9%	19,958
Economic Development	0.9%	18,968
Parks	2.4%	52,707
Urban Design & Planning	3.8%	82,605
Solid Waste & Recycling	0.8%	18,262
Rental Inspection	0.7%	15,405
Infrastructure Development	2.5%	54,313
Streetlight	0.5%	10,052
Transportation	8.0%	173,600
CDBG/HOME	0.2%	3,662
Building Fund	3.6%	78,459
Urban Renewal	1.0%	20,666
Water	8.7%	187,692
Stormwater	5.4%	116,006
Wastewater	9.7%	209,900
	100.0%	2,168,268
Financial Services		
General Fund		
Police	28.7%	620,604
Fire	20.2%	435,829
Community Development	0.9%	19,063
Economic Development	0.8%	18,118
Parks	2.3%	50,344
Urban Design & Planning	3.7%	78,902
Solid Waste & Recycling	0.8%	17,444
Rental Inspection	0.7%	14,714
Infrastructure Development	2.4%	51,878
Streetlight	0.4%	9,601
Transportation	7.7%	165,817
CDBG/HOME	0.2%	3,497
Building Fund	3.5%	74,942
Urban Renewal	5.0%	108,500
Water	8.3%	179,278
Stormwater	5.1%	110,805
Wastewater	9.3%	200,490
	100.0%	2,159,826
Utility Billing		
Water	28.2%	647,307
Stormwater	21.2%	486,628
Wastewater	50.6%	1,161,480
	100.0%	2,295,415

Information Technology

General Fund		
Police	38.3%	2,013,672
Fire	15.6%	819,166
Community Development	0.9%	44,972
Economic Development	0.6%	33,540
Parks	2.5%	131,269
Urban Design & Planning	4.1%	217,723
Solid Waste & Recycling	1.4%	72,759
Rental Inspection	1.0%	50,967
Infrastructure Development	3.0%	159,865
Transportation	7.1%	373,785
CDBG/HOME	0.2%	9,527
Building Fund	5.5%	288,504
Urban Renewal	0.9%	47,633
Water	5.7%	301,103
Stormwater	5.6%	295,916
Wastewater	7.6%	397,769
	100.0%	5,258,170

General Support

General Fund		
Police	30.0%	112,727
Fire	21.0%	79,164
Community Development	0.9%	3,463
Economic Development	0.9%	3,291
Parks	2.4%	9,144
Urban Design & Planning	3.8%	14,332
Solid Waste & Recycling	0.8%	3,168
Rental Inspection	0.7%	2,673
Infrastructure Development	2.5%	9,423
Streetlight	0.5%	1,744
Transportation	8.0%	30,119
CDBG/HOME	0.2%	635
Building Fund	3.6%	13,612
Urban Renewal	1.0%	3,586
Water	8.7%	32,564
Stormwater	5.4%	20,127
Wastewater	9.7%	36,418
	100.0%	376,190

Citywide Services

General Fund		
Police	29.1%	824,544
Fire	20.4%	579,049
Community Development	0.9%	25,328
Economic Development	0.8%	24,072
Parks	2.4%	66,888
Urban Design & Planning	3.7%	104,831
Solid Waste & Recycling	0.8%	23,176
Rental Inspection	0.7%	19,550
Infrastructure Development	2.4%	68,926
Streetlight	0.5%	12,757
Transportation	7.8%	220,308
CDBG/HOME	0.2%	4,647
Building Fund	3.5%	99,569
Urban Renewal	3.8%	108,500
Water	8.4%	238,192
Stormwater	5.2%	147,218
Wastewater	9.4%	266,375
	100.0%	2,833,930

Community Livability

General Fund		
Police	12.6%	113,129
Fire	8.9%	79,446
Community Development	0.4%	3,475
Economic Development	0.4%	3,303
Parks	1.0%	9,177
Urban Design & Planning	6.9%	62,181
Solid Waste & Recycling	1.5%	13,747
Rental Inspection	1.3%	11,596
Infrastructure Development	4.6%	40,884
Streetlight	0.8%	7,567
Transportation	9.6%	86,247
CDBG/HOME	0.3%	2,756
Building Fund	6.6%	59,060
Urban Renewal	1.7%	15,557
Water	15.8%	141,285
Stormwater	9.8%	87,324
Wastewater	17.7%	158,003
	100.0%	894,737

Liability Management Fund

Service Description

The Liability Management Fund is responsible for managing liability claims and costs, loss control, safety issues, and supervising outside insurance counsel. The City is insured for most property, casualty, and liability losses, therefore the primary costs associated with the fund relate to insurance premiums. Requirements include staffing to administer the program. Unanticipated, underinsured, and unfunded liabilities are funded as liability reserves.

Service Outcomes

- Purchase insurance coverage to meet property, casualty, and liability losses consistent with industry standards and the parameters approved by the City Council.
- Manage liability claims and costs.
- Provide high quality and cost-effective risk management services to the City, Council, and staff.

Drivers

Internal Service Charges are based on three drivers:

- Size of operating budget – Utility license fees, CDBG/HOME projects, and Urban Renewal Grant Program appropriations are exempt from this calculation.
- Rolling three-year average of vehicle insurance costs
- Property values

Program Summary

Resources	
Miscellaneous Income	35,000
Internal Service Charges	1,635,635
Beginning Balance	1,315,000
Total Resources	**2,985,635**
Requirements	
City Attorney's Office	2,005,935
Contingency	179,700
Unappropriated	800,000
Total Requirements	**2,985,635**

ISC Collections

Liability Management		
General Fund		
Police	28.2%	460,982
Fire	19.7%	321,463
Community Development	0.7%	11,439
Economic Development	0.5%	8,914
Parks	3.5%	57,149
Urban Design & Planning	2.4%	39,806
Solid Waste & Recycling	0.6%	9,581
Rental Inspection	0.6%	10,013
Infrastructure Development	2.1%	33,552
Streetlight	0.3%	4,580
Transportation	7.1%	115,337
CDBG/HOME	0.1%	1,741
Building Fund	3.2%	51,835
Urban Renewal	0.6%	10,583
Water	9.0%	147,202
Stormwater	4.7%	76,765
Wastewater	16.8%	274,693
	100.0%	1,635,635

Community Development

Service Description

As a division within Community Development, the Code Enforcement team investigates complaints involving severe and complex violations of the City's Revised Code and Community Development Code. Additionally, Code Enforcement assists the cross-departmental Neighborhood Enforcement Team (NET). The division maintains enforcement fairness via field investigations, documentation, enforcement process, and final closure with complainants and violators.

Community Development also houses Commercial Business and Development and the Small Business Center. This division helps attract and support new commercial ventures, including small businesses and larger development projects. Providing outreach and assistance to the business community allows more Gresham storefronts to be filled with thriving enterprises.

Service Outcomes

- Ensure a safe environment in the City of Gresham.
- Enhance collaboration with and support of Gresham businesses and attract commercial development.

Economic Development

Service Description

Economic Development provides a coordinated effort for Gresham that will generate community wealth, foster regional links, support quality educational opportunities, and create a balanced and diverse traded sector industry base that provides living wage jobs and a full range of community services. Services include business retention and expansion, business recruitment, business assistance and customer service, development assistance, and grant/incentive management. Economic Development provides direction to manufacturers regarding industry growth and vitality by connecting them with business assistance resources available within the community. This division also arranges meetings for business clients, matching them with key staff to address regulatory issues before construction begins, and finding solutions to help them complete their projects on time and cost-effectively.

Service Outcomes

- Grow the economic base by responding to leads from businesses interested in placing roots in Gresham.
- Promote economic development by forming strategic partnerships with local, state, federal, private, and public partners.

Drivers

Internal Service Charges based on:

- Size of operating budget – Utility license fees, CDBG/HOME projects, and Urban Renewal Grant Program appropriations are exempt for this calculation.

General Fund

Program Summary

Resources	
General Fund Support	1,061,327
Internal Service Charges	838,257
Total Resources	**1,899,584**
Requirements	
Community Development	1,045,441
Economic Development	854,143
Total Requirements	**1,899,584**

ISC Collections

Community Development		
Urban Design & Planning	9.3%	41,509
Solid Waste & Recycling	2.0%	9,177
Rental Inspection	1.7%	7,741
Infrastructure Development	6.1%	27,292
Streetlight	1.1%	5,051
CDBG/HOME	0.4%	1,840
Building Fund	8.8%	39,425
Urban Renewal	13.0%	58,500
Water	21.0%	94,315
Stormwater	13.0%	58,293
Wastewater	23.5%	105,474
	100.0%	448,617
Economic Development		
Urban Design & Planning	8.3%	32,366
Solid Waste & Recycling	1.8%	7,155
Rental Inspection	1.5%	6,036
Infrastructure Development	5.5%	21,280
Streetlight	1.0%	3,938
CDBG/HOME	0.4%	1,435
Building Fund	7.9%	30,741
Urban Renewal	21.9%	85,458
Water	18.9%	73,539
Stormwater	11.7%	45,452
Wastewater	21.1%	82,240
	100.0%	389,640

Equipment Replacement Fund

Service Description

The Equipment Replacement Fund contains funds collected for future replacement of city-owned vehicles and equipment. Purchases that add new equipment to the City's assets are authorized and funded through the annual budget process. After new purchases are acquired, the vehicles and equipment are added to the replacement schedule. Replacement costs are determined and collected over the life of the asset.

Service Outcomes

- Manage public resources responsibly by replacing vehicles and equipment when required to ensure city services are provided safely and effectively.

Drivers

Internal Service Charges based on:

- Equipment Replacement Schedule – Vehicles and equipment
- Computer Replacement Schedule – Computers and servers

Fund Summary

Resources	
Miscellaneous Income	138,909
Interfund Transfers	73,132
Internal Service Charges	3,434,502
Beginning Balance	14,716,337
Total Resources	**18,362,880**
Requirements	
Citywide Services	6,425,058
Interfund Transfers	-
Unappropriated	11,937,822
Total Requirements	**18,362,880**

ISC Collections

Vehicle & Equipment Replacement	
General Fund	
Police	1,319,387
Fire	269,825
Community Development	699
Parks	152,179
Solid Waste & Recycling	802
Rental Inspection	8,196
Infrastructure Development	50,671
Transportation	436,727
Building Fund	51,226
Water	192,776
Stormwater	210,396
Wastewater	437,996
	3,130,880

Computer Replacement

General Fund	
Police	86,482
Fire	40,350
Community Development	2,153
Economic Development	1,722
Parks	6,225
Urban Design & Planning	14,639
Solid Waste & Recycling	3,966
Rental Inspection	2,829
Infrastructure Development	14,147
Transportation	31,879
CDBG/HOME	615
Building Fund	17,284
Urban Renewal	2,460
Water	20,786
Stormwater	24,467
Wastewater	33,618
	303,622