

Adopted Budget | Volume 3
Program Offers
City of Portland, Oregon
Fiscal Year 2024-25

Adopted Budget
City of Portland, Oregon
Fiscal Year 2024-25
Volume Three
Program Offer Budget
Mayor Ted Wheeler
Commissioner Dan Ryan
Commissioner Mingus Mapps
Commissioner Carmen Rubio
Commissioner Rene Gonzalez
Auditor Simone Rede

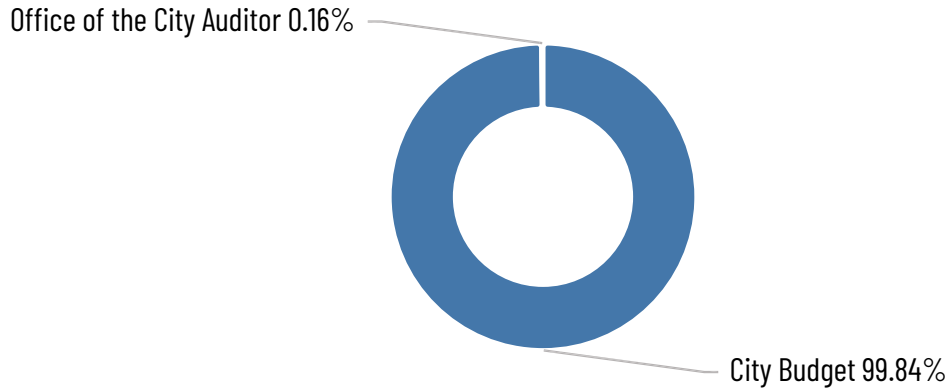
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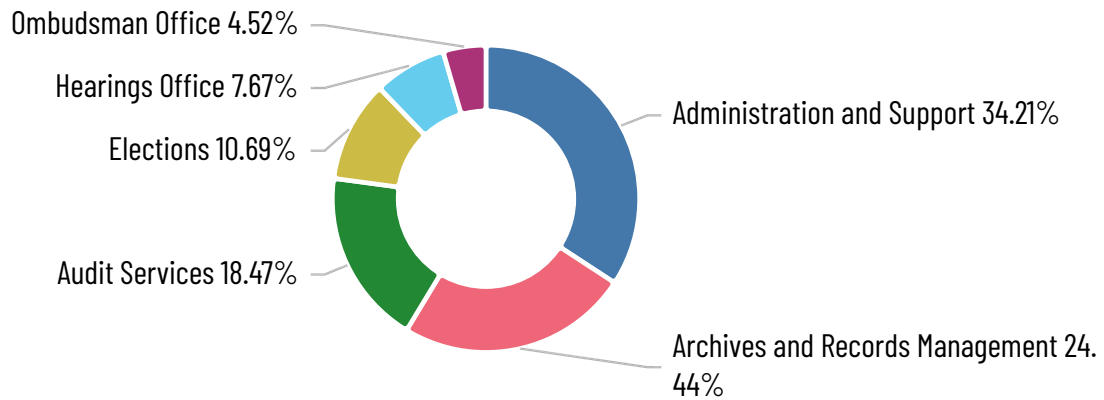
Office of the City Auditor

Office of the City Auditor Service Area
Simone Rede, City Auditor

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$11,838,004	\$13,437,477	\$1,599,473	13.5%
Capital				
Total	\$11,838,004	\$13,437,477	\$1,599,473	13.5%
Authorized Positions	42.00	48.65	6.65	15.83%

Archives & Records Management

Program Description & Goals

Archives & Records Management ensures open and accountable government through records policies, training, managing the Archives & Records Center, providing reference to employees and the public, and administering the City's electronic records management and retention system, known as TRIM. In FY 2022-23, division staff assisted 492 researchers and will have assisted an estimated 507 in FY 2023-24. Use of the public portal Efiles for accessing City business and historical records continues at an active pace and is an indicator of the division's success in providing a centralized repository for City records. In FY 2022-23, Efiles received 100,743 unique visits, 573,092 page views, and 2,732,809 electronic document views. The target for FY 2023-24 is 116,314 unique visits.

Equity Impacts

Community access, engagement, and partnerships are the primary tenets of the Auditor's Office equity plan. Archives & Records Management's contributions to the plan are as follows:

1. Documenting current communities that use services and identifying gaps in service with the goal of improving engagement with underserved communities
1. Determining records that reflect communities of color and other traditionally underserved communities and making them more available through focused digitization and database functionality
1. Developing reciprocal relationships with community organizations

Moving the plan forward, Archives is digitizing and making records of interest to communities of color publicly available through Efiles and continues to create increased access to record sets on Efiles, documenting systemically excluded populations. Division staff worked with a prominent social justice community group to provide archival education to community members in the early months of FY 2023-24, and plans to replicate that workshop for other community groups. The division developed a reparative description policy and will now implement that policy throughout its collections. Archives is developing a suite of archival consulting services to offer to community-based organizations as a public service in an effort to cultivate meaningful relationships with community members.

Changes to Program

Charter transition impacts will increase staffing demands to address training and records management needs associated with additional Council members and Bureau changes. Archives & Records Management expects a large volume of legacy records, both physical and electronic, to be transferred in order to fulfill public records obligations as elected officials leave office and staff moves to new work groups.

Spending for FY 2023-24 has picked up following the years of pandemic restrictions and return to in-person work. External materials and services spending for FY 2024-25 will reflect increased public engagement, community outreach, and additional workload resulting from the Charter transition.

Office of the City Auditor

Office of the City Auditor

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$859,597	\$968,719	\$1,536,952	\$1,311,513	\$1,311,513
External Materials and Services	\$153,313	\$195,792	\$231,953	\$279,155	\$279,155
Internal Materials and Services	\$1,506,015	\$1,549,840	\$1,633,186	\$1,693,348	\$1,693,348
Bureau Expenditures Total	\$2,518,925	\$2,714,351	\$3,402,091	\$3,284,016	\$3,284,016
Requirements Total	\$2,518,925	\$2,714,351	\$3,402,091	\$3,284,016	\$3,284,016
FTE	7.00	8.00	7.00	8.00	8.00

Audit Services

Program Description & Goals

The mission of the Audit Services Division is to promote equitable, efficient, effective, and fully accountable City government. To accomplish this mission, the division analyzes the performance and management of City operations, recommending changes to improve services. It also coordinates the City's external financial audit and operates the Auditor's Fraud Hotline. Its reports enhance accountability of City spending and decision-making. Government Auditing Standards are followed and strict internal quality control procedures are in place to ensure accuracy. The division is currently revising its performance measures related to productivity and effectiveness to better benchmark to its peers.

Equity Impacts

Audit Services takes steps in the audit process to evaluate the effect of City services on all residents and any disparate outcomes for communities of color. First, audit topic ideas are solicited online and directly through outreach to community groups. Audit topics that matter to the community are prioritized when the annual audit schedule is developed, and community focus groups identify interest in suggested topics. During an audit, potential equity impacts are identified to determine whether the program could be adversely affecting vulnerable communities, whether the Bureau tracks and is addressing those disparities, and who in the community should be consulted during fieldwork. In many cases, data is not readily available to identify disparate impacts. In that case, auditors consider whether additional fieldwork is needed to assess potential disparities. Finally, in each audit, the division reaches out to community members impacted by the program to share results.

Changes to Program

A Citywide annual report was piloted in 2021 to describe the implementation status of audit recommendations. Under the direction of the new City Auditor, this annual report will be a permanent publication that will replace the reports previously published for individual audits at their one- and two-year anniversaries.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,591,539	\$1,563,536	\$1,654,586	\$1,817,993	\$1,817,993
External Materials and Services	\$407,541	\$490,698	\$681,710	\$570,560	\$570,560
Internal Materials and Services	\$38,471	\$43,572	\$338,574	\$93,612	\$93,612
Bureau Expenditures Total	\$2,037,552	\$2,097,806	\$2,674,870	\$2,482,165	\$2,482,165
Requirements Total	\$2,037,552	\$2,097,806	\$2,674,870	\$2,482,165	\$2,482,165
FTE	10.00	10.00	10.00	10.00	10.00

Elections Office

Program Description & Goals

Beginning in FY 2024-25, staff fulfilling Charter- and Code-required elections work within the Auditor’s Operations Management division will become a stand-alone Elections division. The newly created Elections division will fulfill a greater mandate required by the City’s new form of government, expanded City Council, and use of ranked-choice voting passed by voters in 2022 (Measure 26-228). The Elections division provides a broad range of regulatory oversight and public services. Primary functions of the division are certification and qualification to the ballot for candidates, measures, and petitions; administration of the lobbyist and political consultant regulations and reports; oversight of the City’s Charter-mandated campaign finance limits and disclaimer laws; and equitable public education and training for voters and candidates. Official results are certified by the division to City Council after each General Election.

Equity Impacts

The Elections division is focused on a number of equity initiatives, guided by its Results-Based Accountability plan, as well as applying an equity lens to its everyday services to the public.

In FY 2024-25 the division will implement a first-in-the-nation fee waiver for low-income candidates, provide accessible candidate learning sessions in each district, and develop a mapping tool to support a data-driven approach to equitable voter education for the City and its partners. The tool will provide precinct-level election data sortable by race, education level, income, and other demographic categories and will help guide efforts by the City and community partners to address inequities in voting rates.

A requested decision package for the Elections division includes funds for staff and community expertise to implement newly required voter education services. Voter education will center hard-to-reach and underrepresented Portlanders. It will include a “train the trainer” series as well as proactive and collaborative outreach across the Portland. In FY 2024-25 the division also expects to launch a pilot internship program to introduce undergraduate students with ties to underrepresented communities to the work of elections, expand outreach and education services with prudent use of public resources, and diversify the pipeline of those interested in local elections careers.

Changes to Program

The Elections division is newly formed in FY 2024-25 and includes 3.0 existing permanent FTE and will add 3.0 additional permanent FTE to support expanded elections administration, regulatory, and voter education responsibilities, per the requested decision package. The division will conduct research and program evaluation, and collect public feedback to inform service delivery.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$885,571	\$885,571
External Materials and Services	\$0	\$0	\$0	\$513,186	\$513,186
Internal Materials and Services	\$0	\$0	\$0	\$37,501	\$37,501
Bureau Expenditures Total	\$0	\$0	\$0	\$1,436,258	\$1,436,258
Requirements Total	\$0	\$0	\$0	\$1,436,258	\$1,436,258
FTE	0.00	0.00	4.00	6.00	6.00

Hearings Office

Program Description & Goals

Pursuant to Title 22, City Council delegates its quasi-judicial authority in the Charter by the establishment of a centralized Hearings Office. This office is charged with providing administrative evidentiary hearings utilizing a quasi-judicial dispute resolution model. Title 22 provides a uniform Citywide process for the public to navigate when attempting to resolve disputes with the City's numerous enforcement divisions. Aside from Title 22, there are sections of City code and agreements with outside governmental agencies that also send their cases to the Hearings Office.

The purpose of the office, as described by Title 22.01.010, is "to provide a fast, fair, and impartial adjudication of alleged City Code violations; and to provide persons adversely effected by administrative determinations and decisions with an effective and impartial appeal and review of the legality and appropriateness of the determination." Establishment of this independent and impartial Hearings Office creates a value for both the public and the City through increased transparency and accountability. A cost-effective venue for disputes to be aired reduces the need for them to be litigated in court or the media, which are alternatives that often reinforce perceptions that government cannot be trusted to treat people fairly. The City Hearings Office improves trust in government by providing an impartial venue in which disputes can be aired and decided by an independent quasi-judicial legal officer.

Equity Impacts

At its most fundamental, decisions the City makes should be grounded in transparency and accountability. The demystification of the decision-making process increases the legitimacy of the City as a government institution. A variety of initiatives also promote equity and accessibility of the Office's services.

The Hearings Office does not charge the public any fees and seeks to remove barriers to meaningful participation wherever possible. These efforts include the remote hearing participation option, so the parties do not have to travel downtown to the Hearings Room, find and pay for parking, arrange time off from work, and arrange dependent care. Likewise, the utilization of a fully electronic case management system allows the parties to request a hearing, upload evidence, and view the file's contents remotely with an internet connection at any time even when the City is closed for business. Other Hearings Office initiatives include using plain language to communicate decisions to participants and offering paid internships through the SummerWorks program.

Changes to Program

Effective July 1, 2020, the City Auditor withdrew consent to continue providing support to the Hearings Office due to inadequate and inappropriate funding. Effective July 1, 2024, the new City Auditor agreed to take back the Hearings Office pending budget approval as part of the City's transition to a new form of government.

The current contract for the online case management system was executed in 2017. The contract, including amendments, expires December 2026. The Hearings Office will prepare a request for proposals or information to update this system in advance of the expiring contract.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$534,679	\$592,670	\$633,197	\$619,642	\$619,642
External Materials and Services	\$77,243	\$45,841	\$104,725	\$174,008	\$174,008
Internal Materials and Services	\$232,360	\$245,897	\$239,719	\$236,710	\$236,710
Bureau Expenditures Total	\$844,282	\$884,407	\$977,641	\$1,030,360	\$1,030,360
Requirements Total	\$844,282	\$884,407	\$977,641	\$1,030,360	\$1,030,360
FTE	4.00	4.00	4.00	4.00	4.00

Ombudsman's Office

Program Description & Goals

The Ombudsman’s Office is an independent advocate for a fair, equitable, and just City government. In response to complaints from the public, businesses, and City employees about City services, the Ombudsman conducts impartial investigations and resolves problems informally. If a complaint is substantiated, the Ombudsman will work with the complainant and the bureau to find a fair and equitable solution and may advocate for improvements to policies or procedures. The Ombudsman also conducts investigations into systemic issues causing hardship or injustice and makes recommendations for change.

A continued goal each year is for bureaus to accept some or all of the Ombudsman’s recommendations at least 85 percent of the time. The actual acceptance rate for Calendar Year 2023 was 100 percent.

Equity Impacts

The Ombudsman does not have the staffing capacity to investigate every complaint received. Cases are investigated based on the priorities of the office, including assessing whether the complaint involves inequitable impacts. The Ombudsman also includes equity as part of the administrative fairness analysis for individual complaint investigations and builds equity into recommendations to bureaus. The Ombudsman tracks voluntary demographic information from complainants, including race/ethnicity, age, gender, and disability, and analyzes this data annually to assess service equity.

The Ombudsman continues its efforts to conduct data-driven systemic reviews that assess the equity-related impacts of specific City programs and practices. The Ombudsman issued three public reports in Calendar Year 2023 that highlighted areas where the City’s actions had harmed vulnerable community members: the Police Bureau’s handling of applications for a visa designed to protect undocumented victims of crime, unlawful tows of vessels from City docks by Portland Parks and Recreation, and the wrongful charging of Portlanders who experienced property crime by the City’s emergency board-up contractor.

Changes to Program

The Ombudsman’s Office had turnover in the position of Deputy Ombudsman in Fall 2023 and Andy Stevens was brought on board as the new Deputy Ombudsman in November.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$424,237	\$523,118	\$505,584	\$527,888	\$527,888
External Materials and Services	\$13,773	\$15,919	\$58,525	\$77,330	\$77,330
Internal Materials and Services	\$11,526	\$12,263	\$105,107	\$2,340	\$2,340
Bureau Expenditures Total	\$449,536	\$551,300	\$669,216	\$607,558	\$607,558
Requirements Total	\$449,536	\$551,300	\$669,216	\$607,558	\$607,558
FTE	3.00	3.00	3.00	3.00	3.00

Operations Management

Program Description & Goals

The City’s FY 2024-25 Adopted Budget includes \$986,400 in ongoing General Fund resources for a City Administrator position, an Administrator Specialist III, and internal and external material services. This amounts to a full year of funding for both positions which was provided in the FY 2024-25 Current Appropriation Level ordinance. A City Administrator is an official appointed as the administrative manager of the City’s new Mayor-Council form of government. The roles and responsibilities of the new City Administrator are defined in section 2-406 of the City’s Charter and include advancing the City’s core values of anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility; advancing the City’s efforts to mitigate the human-made climate crisis and prioritize environmental justice initiatives; the proper and efficient administration of all City affairs; and always keeping the Council fully advised as to the financial condition and needs of the City.

Equity Impacts

The City Administrator Office will be supported by an Equity Officer, a Sustainability Officer, and an Assistant City Administrator. The Office also includes the Office of Equity & Human Rights, Unified Communications, Community & Civic Life, Council Operations, the Office of Government Relations, and Portland Solutions, to provide greater Citywide coordination of policies and programming. Together, the City Administrator’s Office will be responsible for leading and coordinating operations across the City to improve delivery of internal and external services, developing and implementing a shared Citywide vision and priorities, and continuing to grow a shared culture across the organization.

Changes to Program

The City’s FY 2024-25 Adopted Budget includes \$986,400 in ongoing General Fund resources for a City Administrator position, an Administrator Specialist III, and internal and external material services. This amounts to a full year of funding for both positions which was provided in the FY 2024-25 Current Appropriation Level ordinance.

Program Budget

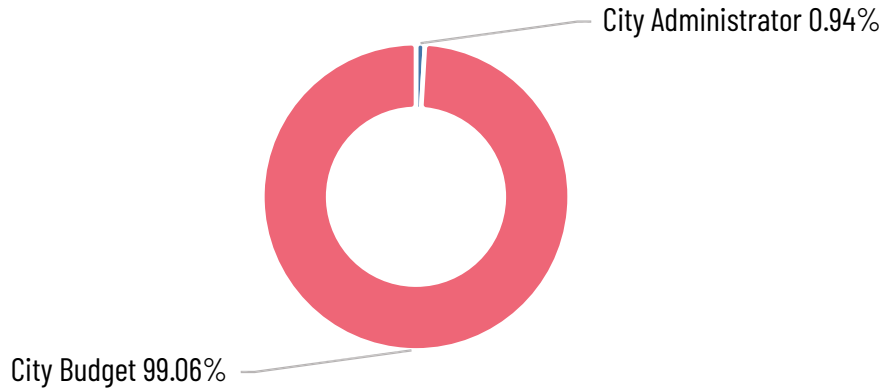
	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,218,204	\$2,418,395	\$3,077,599	\$2,788,927	\$2,940,664
External Materials and Services	\$213,087	\$292,937	\$366,962	\$454,570	\$554,570
Internal Materials and Services	\$1,209,190	\$913,798	\$658,450	\$1,101,886	\$1,101,886
Bureau Expenditures Total	\$3,640,481	\$3,625,130	\$4,103,011	\$4,345,383	\$4,597,120
Requirements Total	\$3,640,481	\$3,625,130	\$4,103,011	\$4,345,383	\$4,597,120
FTE	12.25	17.00	14.00	17.00	17.65



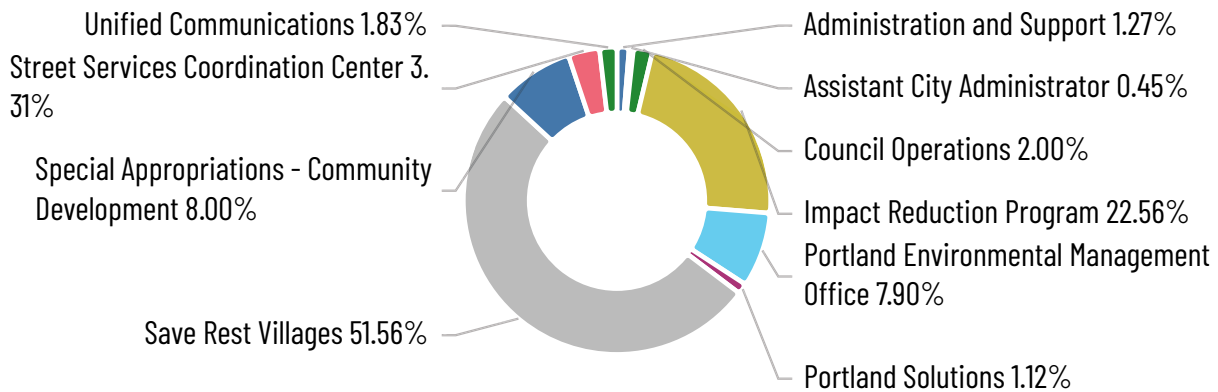
Office of the City Administrator

City Administrator Service Area
Mike Jordan, City Administrator

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$92,369,334	\$77,637,769	\$(14,731,565)	(16.0)%
Capital				
Total	\$92,369,334	\$77,637,769	\$(14,731,565)	(15.9)%
Authorized Positions	38.00	47.00	9.00	23.68%

Office of the City Administrator

Program Description & Goals

The City's FY 2024-25 Adopted Budget includes \$986,400 in ongoing General Fund resources for a City Administrator position, an Administrator Specialist III, and internal and external material services. This amounts to a full year of funding for both positions which was provided in the FY 2024-25 Current Appropriation Level ordinance. A City Administrator is an official appointed as the administrative manager of the City's new Mayor-Council form of government. The roles and responsibilities of the new City Administrator are defined in section 2-406 of the City's Charter and include advancing the City's core values of anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility; advancing the City's efforts to mitigate the human-made climate crisis and prioritize environmental justice initiatives; the proper and efficient administration of all City affairs; and always keeping the Council fully advised as to the financial condition and needs of the City.

Equity Impacts

The City Administrator Office will be supported by an Equity Officer, a Sustainability Officer, and an Assistant City Administrator. The Office also includes the Office of Equity & Human Rights, Unified Communications, Community & Civic Life, Council Operations, the Office of Government Relations, and Portland Solutions, to provide greater Citywide coordination of policies and programming. Together, the City Administrator's Office will be responsible for leading and coordinating operations across the City to improve delivery of internal and external services, developing and implementing a shared Citywide vision and priorities, and continuing to grow a shared culture across the organization.

Changes to Program

The City's FY 2024-25 Adopted Budget includes \$986,400 in ongoing General Fund resources for a City Administrator position, an Administrator Specialist III, and internal and external material services. This amounts to a full year of funding for both positions which was provided in the FY 2024-25 Current Appropriation Level ordinance.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$2,029,816	\$693,177
External Materials and Services	\$0	\$0	\$0	\$153,275	\$59,825
Internal Materials and Services	\$0	\$0	\$0	\$247,733	\$233,398
Bureau Expenditures Total	\$0	\$0	\$0	\$2,430,824	\$986,400
Requirements Total	\$0	\$0	\$0	\$2,430,824	\$986,400
FTE	2.00	0.00	0.00	11.00	2.00

Assistant City Administrator

Program Description & Goals

The FY 2024-25 Adopted Budget includes \$353,026 in ongoing General Fund resources for an Assistant City Administrator. This position will work closely with the City Administrator and oversee Unified Communications, Community and Civic Life, Council Operations, Office of Government Relations, and the Portland Solutions teams. These functions have been placed in proximity to the executive rather than in a service area – they are all largely externally focused functions, many of which are charged with providing responsive services to Portlanders.

Equity Impacts

The Assistant City Administrator, as part of the leadership team will have the explicit charge of working across both the programs and bureaus within their charge, standardizing practices and approaches where appropriate, elevating, and empowering functions and teams for utilization citywide, and otherwise working horizontally across the organization, reducing silos, and working together to address our community’s most pressing problems. This model also enables an elevation of core values, advancing equity and anti-racism and addressing pressing climate challenges across the city.

Changes to Program

The FY 2024-25 Adopted Budget includes \$353,026 in ongoing General Fund resources for an Assistant City Administrator position and internal and external material services. This amounts to a full year of funding.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$0	\$316,692
External Materials and Services	\$0	\$0	\$0	\$0	\$28,334
Internal Materials and Services	\$0	\$0	\$0	\$0	\$8,000
Bureau Expenditures Total	\$0	\$0	\$0	\$0	\$353,026
Requirements Total	\$0	\$0	\$0	\$0	\$353,026
FTE	0.00	0.00	0.00	0.00	1.00

Council Operations

Program Description & Goals

The FY 2024-25 Adopted Budget includes \$1,555,504 in ongoing General Fund resources for 10 FTE to support the new Council Operations team function. Funding for these resources was allocated in the November 2023 Current Appropriation Level ordinance.

The team of 10 shared staff will provide a base level of support to 12 councilors and their staff to administer an effective legislative process and administrative and constituent services. The budget funds a manager to oversee the Council Operations team, administrative specialists to support scheduling and other shared administrative and constituent services at the district level, staff support for policy research, analysis, legislative, and committee work; and positions to support council and committee operations, including coordination with the Auditor's Office.

Equity Impacts

Funding the core components of the new City organizational structure is an important step in implementing the voter-approved charter reforms. Approved in November 2022, Ballot Measure 26-228 includes ranked-choice voting, geographic districts, a bigger city council and new leadership roles.

Changes to Program

The FY 2024-25 Adopted Budget includes \$1,555,504 in ongoing General Fund resources for 10 FTE to support the new Council Operations team function. Funding for these resources was allocated in the November 2023 Current Appropriation Level ordinance.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$0	\$1,490,388
External Materials and Services	\$0	\$0	\$0	\$0	\$65,116
Bureau Expenditures Total	\$0	\$0	\$0	\$0	\$1,555,504
Requirements Total	\$0	\$0	\$0	\$0	\$1,555,504
FTE	0.00	0.00	0.00	0.00	10.00

Portland Solutions: Operations

Program Description & Goals

The City's coordinated response to the City's most pressing issues. There are four main programs of Portland Solutions. These include Shelter Services made up of the Temporary Alternative Shelter Sites (TASS) and Safe Rest Village (SRV) shelter initiatives that support unhoused Portlanders to move from streets to stability; the Street Services Coordination Center (SSCC) that provides expedited, streamlined services to those living outside; the Public Environment Management Office (PEMO) that delivers solutions to livability-related issues in Portland's public spaces by coordinating resources; and the Homelessness and Urban Camping Impact Reduction Program (IRP) that works to minimize the impacts of homelessness through garbage removal, hygiene access, resource referral, job opportunities, and removal of the campsites that pose the highest risk to health and safety. Portland Solutions works closely with the Joint Office of Homeless Services under the City/JOHS intergovernmental agreement(s).

Equity Impacts

Through the SSCC, Portland Solutions delivers non-law enforcement response and outreach to individuals experiencing homelessness, with a focus on connecting chronically homeless individuals to shelter and other services. Through the Shelter Services program, Portland Solutions provides lodging, food, hygiene facilities, and wraparound services to individuals previously living on the streets. Through IRP, Portland Solutions provides resources to workforce development programs that hire individuals with lived experience of homelessness, the criminal justice system, substance use disorders, and behavioral health challenges. Through PEMO, Portland Solutions prioritizes livability projects that provide safety enhancements to areas identified as unsafe by neighborhood contacts and Portland Police.

Portland Solutions uses data to track the demographics and outcomes of those served so as to measure the program's efforts and outcomes against Citywide equity goals.

Changes to Program

The FY 2024-25 Adopted Budget includes \$868,374 in ongoing General Fund discretionary resources for a manager II to oversee the Portland Solutions program, a Manager I to support operational support, an Analyst III to provide research and policy analysis, and internal and external material services. The positions are realigned ongoing resources from vacant positions in the Office of Community and Civic Life.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$774,530	\$774,530
External Materials and Services	\$0	\$0	\$0	\$77,505	\$77,505
Internal Materials and Services	\$0	\$0	\$0	\$10,000	\$16,335
Bureau Expenditures Total	\$0	\$0	\$0	\$862,035	\$868,370
Requirements Total	\$0	\$0	\$0	\$862,035	\$868,370
FTE	0.00	0.00	0.00	4.00	4.00

Shelter Services Program (1 of 2)

Program Description & Goals

The Shelter Services program operates 10 shelter sites with 868 units of shelter to serve approximately 900 guests per night. The program includes Temporary Alternative Shelter Sites (TASS), Safe Rest Villages (SRVs), Safe Park Villages, and the River District Navigation Center. All the shelters are adult-only, low barrier shelters. These programs are operated in close collaboration with Joint Office of Homeless Services (JOHS) and non-profit site operators who are contracted directly by the City of Portland (Urban Alchemy) or by JOHS (All Good Northwest, The Salvation Army, Transition Projects Inc., Cultivate Initiatives). The program engages a much larger list of non-profit and Government service providers to provide wraparound services to participants at the shelter sites in service of helping them to transition to permanent housing. SRVs are funded primarily with American Rescue Plan Act (ARPA) funds through 2024 and require additional funding to continue operating through the second half of FY 2024-25. TASS has benefited from Metro Supportive Housing Services (SHS) and Oregon All In (OAI) funding for development and operations. All funds are one-time resources.

The alternative shelter service model represents nine of the ten shelters within the program. The model has shown a high degree of success in serving chronically homeless individuals and supporting people to move on to permanent housing. Of the 1212 people served by the City of Portland's alternative shelters as of March 31, 2023, 46% were chronically homeless, and 52% of people who exited the shelters went directly to permanent or temporary housing. Most people who exited the shelters stayed for 180 days or less. The program provides improved points of entry for Portlanders to finding stability in permanent housing through 24/7 staffing support, case management, and wraparound behavioral and mental health services, in addition to access to a safe and climate-controlled sleeping environment, hygiene and sanitation services, laundry access, and meal provision. The program includes community engagement and actively works to honor good neighbor commitments and respond to issues and concerns of neighbors.

Equity Impacts

Alternative shelter provides transitional support to people who have been failed by economic, institutional, and social safety nets to stabilize and pursue pathways into housing, healthcare, and the workforce. Black, Indigenous and people of color communities, as well as LGBTQIA+ folks, and people living with a disability are disproportionately impacted by houselessness.

City shelters serve chronically homeless individuals with low barrier access to shelter and wrap-around services to meet various needs, including but not limited to: behavioral health services, physical health services, workforce development, housing navigation, Medicaid benefit navigation, and federal benefit navigation. Some city shelters also are ADA accessible and serve individuals living with disabilities. Shelters also provide meals and snacks and are staffed 24 hours a day, seven days a week. Certain shelters are reserved for culturally specific populations (e.g., BIPOC Village, Queer-Affinity Village). The city measures demographics of individuals served in city shelters (e.g., number of people served by race, number of people served by disability status).

The City contracts with a shelter operator that focuses on hiring individuals with lived experience of homelessness, the criminal justice system, substance use disorders, and behavioral health challenges.

Data from the first full year of City-run alternative shelters demonstrated that shelter services were provided to systematically excluded and institutionally oppressed populations at a rate that is higher than the rate they experience unsheltered homelessness in our region. 33% of participants identified as chronically homeless; 57% identified as having one or more disability; 57% identified as non-White or Multiracial (as compared to 26% of Portlanders identifying this way); and 58% of participants identified as male, 28% as female, 8% as a gender other than male or female, and 6% as transgender.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$1,706,151	\$1,706,151
External Materials and Services	\$0	\$0	\$0	\$28,712,261	\$37,486,375
Internal Materials and Services	\$0	\$0	\$0	\$850,759	\$836,115
Bureau Expenditures Total	\$0	\$0	\$0	\$31,269,171	\$40,028,641
Requirements Total	\$0	\$0	\$0	\$31,269,171	\$40,028,641
FTE	0.00	0.00	10.00	10.00	10.00

Shelter Services Program (2 of 2)

Program Description & Goals

This program offer contains a portion of the budget for the Shelter Services Program which will be consolidated in future budget processes. For narrative description of this program please see Shelter Services Program (1 of 2).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,355,979	\$871,675	\$0	\$0	\$0
External Materials and Services	\$27,908,992	\$35,454,494	\$42,281,355	\$6,213,000	\$6,213,000
Internal Materials and Services	\$167,170	\$104,009	\$150,000	\$(15,530)	\$0
Bureau Expenditures Total	\$29,432,140	\$36,430,178	\$42,431,355	\$6,197,470	\$6,213,000
Fund Expenditures					
Fund Transfers - Expense	\$0	\$0	\$750,000	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$750,000	\$0	\$0
Requirements Total	\$29,432,140	\$36,430,178	\$43,181,355	\$6,197,470	\$6,213,000

Portland Solutions: Street Services Coordination Center

Program Description & Goals

The Street Services Coordination Center is a collaboration between the City of Portland and Multnomah County with the purpose of providing streamlined services to those living outside. Many first responders and outreach workers continue to struggle to receive real-time information on available services and it impacts their ability to coordinate removals with genuine offers of alternative services or places for people to relocate. The Street Services Coordination Center was created under an emergency declaration that Mayor Wheeler issued on March 2, 2022 for the purpose of providing expedited and streamlined services to those living outside. SSCC engages in outreach to unsheltered individuals through a coordinated command structure and coordinates all City bureaus and programs related to homeless services. The SSCC also engages with external stakeholders (e.g., service providers, jurisdictional partners, community members, business owners, etc.) to prioritize responses to homelessness and livability concerns. The SSCC serves as a support organization for the Portland Police Bureau's Neighborhood Response Teams during their interactions with individuals experiencing homelessness to facilitate a service-oriented approach to those interactions.

Equity Impacts

The SSCC ensures broad access to services and connection to opportunities across the metro area for individuals experiencing homelessness. The SSCC's City Outreach team engages with chronically homeless individuals living outside and in shelter—a population that is disproportionately BIPOC and with one or more disabling conditions.

The SSCC oversees a list of chronically homeless individuals receiving outreach and services, facilitated through incoming requests through the 3-1-1 Street Outreach Request program, prioritizing those with disabilities and connecting them to appropriate services.

The SSCC coordinates the City's response and support mechanisms to individuals experiencing homelessness to prioritize resources towards individuals and situations with the most urgent need.

Changes to Program

This program is funded with one-time general fund resources. In order to maintain current service level, the SSCC budget must remain at or exceed (due to inflationary concerns) \$4.5 million.

If funding is not provided at or above current service level, the city outreach team will not be able to make contacts with individuals experiencing homelessness and provide critical outreach services. Since September, the team has made 1,900 contacts with individuals experiencing homelessness. Of those, approximately 60% to 70% of these individuals accepted services such as shelter, housing, and essential documents (identification, social security cards, birth certificates). Further, without additional resources, the coordination of care for medically fragile individuals residing in TASS and SRVs sites would not occur or Office of Mayor Ted Wheeler City of Portland transportation for individuals experiencing homelessness from the unsanctioned camp directly to shelter providers throughout the city

Office of the City Administrator

Office of the City Administrator

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$1,220,316	\$1,220,316
External Materials and Services	\$0	\$0	\$0	\$1,346,831	\$1,346,831
Bureau Expenditures Total	\$0	\$0	\$0	\$2,567,147	\$2,567,147
Requirements Total	\$0	\$0	\$0	\$2,567,147	\$2,567,147
FTE	0.00	0.00	0.00	5.00	5.00

Portland Solutions: Impact Reduction Program

Program Description & Goals

The Impact Reduction Program (IRP) focuses on coordinated campsite cleanups in compliance with the ORS 203.079, the City of Portland's Impact Reduction Program Campsite Removal and Property Storage Policy, and the Intergovernmental Agreement (IGA) with the Oregon Department of Transportation (ODOT). The Impact Reduction Program is responsible for coordinating cleanup and/or removal of unsanctioned encampments on City and ODOT-owned properties and rights-of-way, managing the City's One Point of Contact campsite reporting system, and managing contracted providers.

The multi-tiered approach includes outreach and litter pickup, risk assessment and debris removal, and full campsite removals and property storage. The program works collaboratively with both internal and external stakeholders to make social service referrals as well as facilitate the removal of hazardous debris, biohazards, and trash within the public right-of-way and public spaces. In conjunction with the Street Services Coordination Center, the Impact Reduction Program designs, develops, and implements impact reduction strategies, such as day storage facilities, low barrier employment opportunities, and has successfully increased sanitation access for individuals experiencing homelessness.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total cleanup costs	\$4,398,370	\$10,440,547	\$12,000,000	\$6,650,000	\$4,250,000
Number of campsite cleanups performed	1,087	4,019	4,000	4,000	4,000
Total number of assessments performed	21,347	29,328	27,000	27,000	27,000
Total campsite assessment costs	1,663,707.00	2,083,934.30	2,588,757.00	2,588,757.00	2,588,757.00
Number of campsite reports received and processed	75,731	123,894	NA	NA	NA
Tons of garbage collected	5,318	6,100	5,000	8,000	3,900

Equity Impacts

The Impact Reduction Program's base budget includes resources to sustain a partnerships with workforce development programs that hire individuals with lived experience of homelessness, the criminal justice system, substance use disorders, and behavioral health challenges (e.g., Clean Start PDX, Trash for Peace). In many cases, the Impact Reduction Program's relationships with social service organizations help connect these populations with services and can have a direct impact on improving their quality of life.

Changes to Program

IRP currently operates 24 cleaning crews (in addition to other services) with a budget of \$18.4 million, from a mix of internal and external funding resources. To maintain existing service levels, the Mayor's Proposed budget includes \$2.6 million of ongoing General Fund resources as well as \$2.6 million of one-time General Fund resources. In City Administrator addition, \$2,192,499 of interagency revenues from the Bureau of Environmental Services, Portland Parks & Recreation, and the Portland Water Bureau are replaced by one-time General Fund resources, providing a subsidy to those bureaus only in FY 2024-25.

Office of the City Administrator

Office of the City Administrator

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$914,844	\$914,844
External Materials and Services	\$0	\$0	\$0	\$16,096,407	\$16,096,407
Internal Materials and Services	\$0	\$0	\$0	\$504,098	\$504,098
Bureau Expenditures Total	\$0	\$0	\$0	\$17,515,349	\$17,515,349
Requirements Total	\$0	\$0	\$0	\$17,515,349	\$17,515,349
FTE	0.00	0.00	5.00	5.00	5.00

Portland Solutions: Portland Environmental Management Office

Program Description & Goals

The Public Environment Management Office (PEMO) was established through Mayor Wheeler’s Emergency Declaration in May 2022 to marshal City programs and services into a collaborative team to address cleaning and activating public spaces around Portland. PEMO’s goal is to streamline solutions to public realm issues including trash, graffiti, illegal dumping, abandoned cars, and more in public spaces like sidewalks, streets, parks, right of ways, and others. PEMO also beautifies spaces, partnering with artists and businesses to add street tree lighting, murals, and environmental design in neighborhoods throughout Portland.

Lighting; graffiti removal; geographic-specific revitalization; murals.

Equity Impacts

PEMO coordinates geographically-specific meetings throughout the City every two weeks that are open to all those who live and work in that area. Those present receive information, resources, and often immediate assistance to address the most pressing livability issues facing their community. PEMO is City-wide and operates nimbly to meet the needs of Portland’s neighborhoods and districts facing adverse livability concerns.

Changes to Program

PEMO is a nascent program that is envisioned as the backbone of Portland Solutions’ district model. Starting midway through FY 2024-25, PEMO’s programming and staff capacity will likely expand to accommodate the transition in government and meet district-specific needs throughout the City. PEMO’s staff will serve as main points of contact for residents of each district, businesses in each district, and representatives from each district for all Portland Solutions-related inquiries and requests.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$836,836	\$836,836
External Materials and Services	\$0	\$0	\$0	\$4,881,495	\$5,114,495
Internal Materials and Services	\$0	\$0	\$0	\$181,669	\$181,669
Bureau Expenditures Total	\$0	\$0	\$0	\$5,900,000	\$6,133,000
Requirements Total	\$0	\$0	\$0	\$5,900,000	\$6,133,000
FTE	0.00	0.00	5.00	4.00	4.00

City Administrator: Unified Communications

Program Description & Goals

Under the leadership of a Communications Officer, the Central Communications Team delivers communications strategy, tools and resources for the City of Portland as a whole. The team is responsible for helping community members access services, understand city government and participate in decision-making. Ultimately, the Central Communications Team streamlines communications practices across the city to build community trust in city government.

Key functions include:

- ◆ Lead the development and implementation of the City of Portland’s communications strategy.
- ◆ Lead the development of public-facing messaging about how the City of Portland is addressing important issues such as homelessness, safety and economic stability.
- ◆ Operate official City of Portland social media accounts.
- ◆ Provide crisis communications support during citywide emergencies such as storms, natural disasters, cybersecurity breaches and labor strikes.
- ◆ Develop and maintain templates, tools and resources such as design templates, logos and photography for use by all bureaus.
- ◆ Develop communications systems and templates for the Portland City Council and serve as a liaison to City Council staff who produce communications content.
- ◆ Serve as the convener for communications staff across service areas to develop strategies, respond to community and media needs, share knowledge and build relationships.
- ◆ Operate a communications equipment library that expands access to cameras, recording equipment, interpretation equipment and event supplies, reducing duplicate purchases.
- ◆ In partnership with Technology Services, lead website content strategy for Portland.gov to optimize the delivery of critical information to our community.
- ◆ In partnership with Technology Services, lead the implementation of citywide communications software that improves consistency, accessibility and effectiveness.

Equity Impacts

Both the 2021-2022 charter review process and the 2022 Portland Insights Survey highlighted community members’ challenges finding information from the City of Portland and participating in decision-making – particularly acute among people of color and East Portland residents. In the Insights Survey, participants supported solutions such as making information easier to find and showing how community input leads to change.

The Central Communications Team directly responds to these concerns by making it easier for Portlanders to find essential information and learn how their input is considered by decision-makers. In addition, the team prioritizes equity in a variety of ways:

- ◆ Translation of essential content into Spanish, Chinese, Vietnamese and Russian and other priority languages and support for citywide communications staff utilizing language access resources
- ◆ Coordination with community engagement partners to ensure culturally responsive development and distribution of essential content
- ◆ Representation of diverse communities in photography, videography and other content
- ◆ Contracting with vendors in diverse communities
- ◆ Templates and best practice guides that meet accessibility standards
- ◆ Within the City of Portland, the Central Communications Team improves equitable access to communications tools, templates and support across service areas and bureaus.

Changes to Program

This is a new team during Fiscal Year 2024-2025, building on a three-year pilot project that developed Citywide approaches to communications. A decision package provided ongoing funding for three positions that were dedicated to the pilot program, as well as adding three new positions: the Communications Officer and two staff members. With this additional capacity, the team will take a bigger leadership role in the city’s external-facing communications such as messaging about city priorities. Formally launching the Central Communications Team activates a key element of the organizational chart approved by the Portland City Council in October 2023, in preparation for Portland’s transition to a new form of government.

A scoping project is underway during spring and summer 2024 to define the roles, authorities and candidate profile of the Communications Officer – the City’s first-ever executive leader for communications. All three new positions are expected to be filled during fall 2024.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$888,151	\$1,110,887
External Materials and Services	\$0	\$0	\$0	\$178,111	\$178,111
Internal Materials and Services	\$0	\$0	\$0	\$128,334	\$128,334
Bureau Expenditures Total	\$0	\$0	\$0	\$1,194,596	\$1,417,332
Requirements Total	\$0	\$0	\$0	\$1,194,596	\$1,417,332
FTE	0.00	0.00	0.00	6.00	6.00

Impact Reduction Program & PEMO

Program Offer Transition Information

This program has moved to two separate programs within Portland Solutions in the City Administrator Service Area: “Portland Solutions: Impact Reduction Program” and “Portland Solutions: Portland Environmental Management Office”.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$449,507	\$1,568,943	\$1,934,114	\$0	\$0
External Materials and Services	\$8,382,440	\$16,639,833	\$20,069,239	\$0	\$0
Internal Materials and Services	\$168,589	\$193,110	\$217,074	\$0	\$0
Capital Outlay	\$6,043	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$9,006,580	\$18,401,886	\$22,220,427	\$0	\$0
Fund Expenditures					
Contingency	\$0	\$0	\$115,514	\$0	\$0
Fund Transfers - Expense	\$4,154,307	\$700,000	\$0	\$0	\$0
Fund Expenditures Total	\$4,154,307	\$700,000	\$115,514	\$0	\$0
Requirements Total	\$13,160,886	\$19,101,886	\$22,335,941	\$0	\$0
FTE	3.00	5.00	0.00	0.00	0.00

Public Environment Management Office

Program Description & Goals

The Public Environment Management Office (PEMO) was established through Mayor Wheeler’s Emergency Declaration in May 2022 to marshal City programs and services into a collaborative team to address cleaning and activating public spaces around Portland. PEMO’s goal is to streamline solutions to public realm issues including trash, graffiti, illegal dumping, abandoned cars, and more in public spaces like sidewalks, streets, parks, right of ways, and others. PEMO also beautifies spaces, partnering with artists and businesses to add street tree lighting, murals, and environmental design in neighborhoods throughout Portland.

Lighting; graffiti removal; geographic-specific revitalization; murals.

Equity Impacts

PEMO coordinates geographically-specific meetings throughout the City every two weeks that are open to all those who live and work in that area. Those present receive information, resources, and often immediate assistance to address the most pressing livability issues facing their community. PEMO is City-wide and operates nimbly to meet the needs of Portland’s neighborhoods and districts facing adverse livability concerns.

Changes to Program

PEMO is a nascent program that is envisioned as the backbone of Portland Solutions’ district model. Starting midway through FY 2024-25, PEMO’s programming and staff capacity will likely expand to accommodate the transition in government and meet district-specific needs throughout the City. PEMO’s staff will serve as main points of contact for residents of each district, businesses in each district, and representatives from each district for all Portland Solutions-related inquiries and requests.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$836,836	\$836,836
External Materials and Services	\$0	\$0	\$0	\$4,881,495	\$5,114,495
Internal Materials and Services	\$0	\$0	\$0	\$181,669	\$181,669
Bureau Expenditures Total	\$0	\$0	\$0	\$5,900,000	\$6,133,000
Requirements Total	\$0	\$0	\$0	\$5,900,000	\$6,133,000
FTE	0.00	0.00	5.00	4.00	4.00

CAO - Impact Reduction Program

Program Description & Goals

The Impact Reduction Program (IRP) focuses on coordinated campsite cleanups in compliance with the ORS 203.079, the City of Portland’s-Impact Reduction Program Campsite Removal and Property Storage Policy, and the Intergovernmental Agreement (IGA) with the Oregon Department of Transportation (ODOT). The Impact Reduction Program is responsible for coordinating cleanup and/or removal of unsanctioned encampments on City and ODOT-owned properties and rights-of-way, managing the City’s One Point of Contact campsite reporting system, and managing contracted providers.

The multi-tiered approach includes outreach and litter pickup, risk assessment and debris removal, and full campsite removals and property storage. The program works collaboratively with both internal and external stakeholders to make social service referrals as well as facilitate the removal of hazardous debris, biohazards, and trash within the public right-of-way and public spaces. In conjunction with the Street Services Coordination Center, the Impact Reduction Program designs, develops, and implements impact reduction strategies, such as day storage facilities, low barrier employment opportunities, and has successfully increased sanitation access for individuals experiencing homelessness.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total cleanup costs	\$4,398,370	\$10,440,547	\$12,000,000	\$6,650,000	\$4,250,000
Number of campsite cleanups performed	1,087	4,019	4,000	4,000	4,000
Total number of assessments performed	21,347	29,328	27,000	27,000	27,000
Total campsite assessment costs	1,663,707.00	2,083,934.30	2,588,757.00	2,588,757.00	2,588,757.00
Number of campsite reports received and processed	75,731	123,894	NA	NA	NA
Tons of garbage collected	5,318	6,100	5,000	8,000	3,900

Equity Impacts

The Impact Reduction Program’s base budget includes resources to sustain a partnerships with workforce development programs that hire individuals with lived experience of homelessness, the criminal justice system, substance use disorders, and behavioral health challenges (e.g., Clean Start PDX, Trash for Peace). In many cases, the Impact Reduction Program’s relationships with social service organizations help connect these populations with services and can have a direct impact on improving their quality of life.

Changes to Program

IRP currently operates 24 cleaning crews (in addition to other services) with a budget of \$18.4 million, from a mix of internal and external funding resources. To maintain existing service levels, the Mayor’s Proposed budget includes \$2.6 million of ongoing General Fund resources as well as \$2.6 million of one-time General Fund resources. In City Administrator addition, \$2,192,499 of interagency revenues from the Bureau of Environmental Services, Portland Parks & Recreation, and the Portland Water Bureau are replaced by one-time General Fund resources, providing a subsidy to those bureaus only in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$914,844	\$914,844
External Materials and Services	\$0	\$0	\$0	\$16,096,407	\$16,096,407
Internal Materials and Services	\$0	\$0	\$0	\$504,098	\$504,098
Bureau Expenditures Total	\$0	\$0	\$0	\$17,515,349	\$17,515,349
Requirements Total	\$0	\$0	\$0	\$17,515,349	\$17,515,349
FTE	0.00	0.00	5.00	5.00	5.00

CAO - Office of the Chief Administrative Officer

Program Description & Goals

Portland's City Council approved Resolution 37365 in response to changes in Portland's form of government. Portland voters approved in November 2022. This ordinance established the service area focus for how the City should be organized for governance and delivery of services to the public.

The City Operations service area was established in the new organizational structure for the delivery of centralized service to City bureaus.

The Office of the Deputy Chief Administrator of City Operations includes the City Operations Deputy Chief Administrator and an Executive Assistant. The DCA manages the following programs and bureaus in the service area.

- Bureau Human Resources
- Bureau of Technology Services
- Bureau of Fleet and Facilities
- Bureau of Community Based Police Accountability
- Office of the Deputy City Administrator of Budget & Finance
 - 311 Program
 - Procurement Division
 - Project Management for Citywide Initiatives
 - Independent Police Review

Equity Impacts

The Office of the DCA of City Operations is serviced by one Equity Manager that provides centralized equity services to the Budget & Finance service area and the City Operations service area, as well as managing the provision of equity related and service from each bureau and division within the service area.

Changes to Program

Creation of the DCA of City Operations added one Deputy City Administrator and one Executive Assistant to the office budget.

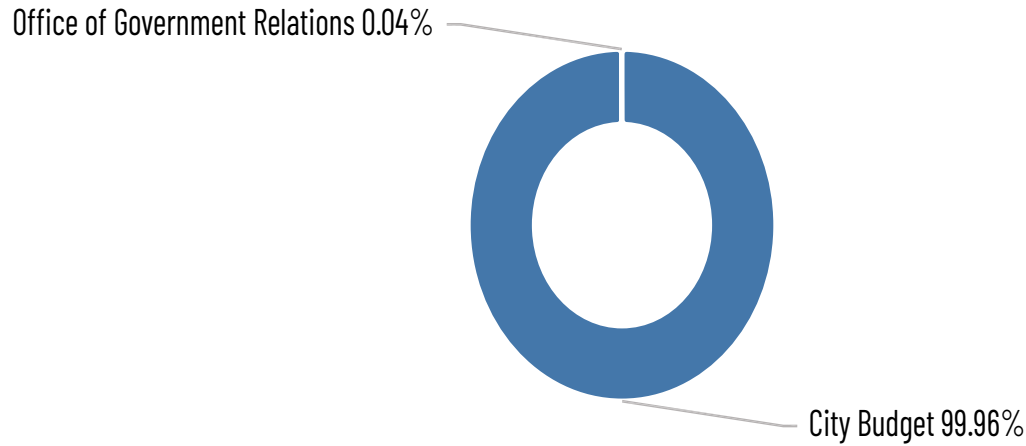
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$872,487	\$858,182	\$829,193	\$0	\$0
External Materials and Services	\$38,873	\$173,939	\$207,290	\$0	\$0
Internal Materials and Services	\$274,265	\$95,044	\$216,046	\$0	\$0
Bureau Expenditures Total	\$1,185,625	\$1,127,166	\$1,252,529	\$0	\$0
Requirements Total	\$1,185,625	\$1,127,166	\$1,252,529	\$0	\$0
FTE	5.00	3.00	2.00	0.00	0.00

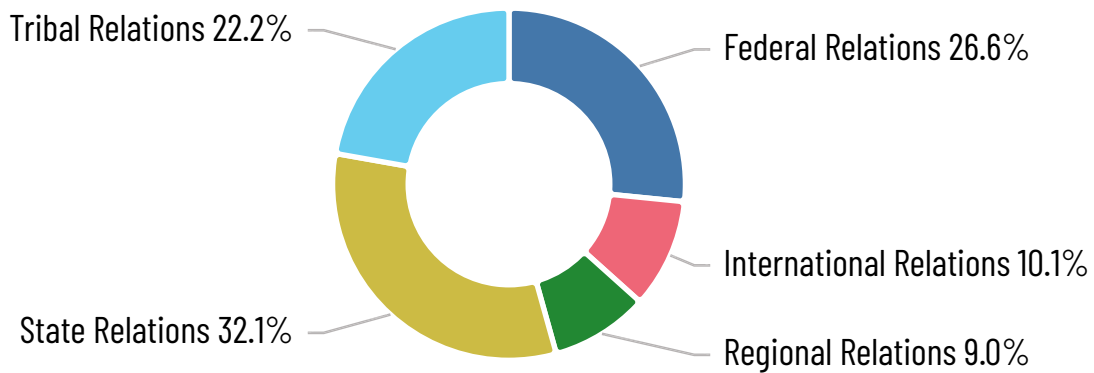
Office of Government Relations

City Administrator Service Area

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$3,428,864	\$3,374,828	\$(54,036)	(1.6)%
Capital				
Total	\$3,428,864	\$3,374,828	\$(54,036)	(1.6)%
Authorized Positions	13.00	13.00	—	—%

Federal Relations

Program Description & Goals

The Federal Relations Program leads the development and advancement of the City's legislative and regulatory priorities with Congress and administrative agencies in Washington, D.C., and is responsible for maintaining positive working relationships with the congressional district offices and national organizations representing the interests of cities. Lobbying efforts include appropriation and grant funding opportunities, affirmative regulatory and statutory policy improvements, and defending against efforts to limit or preempt local authority. In FY 2021-22, OGR received funding through the ARPA-funded Local Fiscal Recovery Program for two limited term positions (2.0 FTE). This newly established Grant Opportunity and Advancement Team is situated within the Federal Relations Program budget and managed by the Deputy Director. The Team provides a new resource for the City by facilitating strategic pursuit of competitive discretionary dollars. The ARPA-funded Grant Opportunities and Advancement Team partners with bureau analysts and grants management staff to identify and track City priorities and key projects which align with those priorities through extensive research, analysis, communication, and coordination Citywide.

The Federal Relations Program works with City Council to establish an annual federal legislative and regulatory agenda that is shared with Congress and federal agencies. The Federal Legislative and Regulatory Agenda is focused on the shared priorities of the Portland City Council and addresses racial justice, climate and environmental justice, infrastructure investment, maintaining local authority and opposing preemption, and advancing the City's interests on other federal issues as they arise. Every year, the Program meets with the six Portland Congressional delegation offices to advocate for the City's interests.

To both protect City priorities and advance a robust policy agenda, the Federal Relations Program works with Council and Bureaus to vet, develop, and approve a comprehensive legislative and regulatory agenda. Recent federal lobbying and grant research activities resulted in the following benefits to the City and Portlanders:

- ◆ Advocated for direct federal funding, resulting in Portland receiving in FY 2022-23: \$1.129 million in Emergency Rental Assistance; \$8.5 million in Community Development Block Grant funds; \$1.6 million from the Housing Opportunities for Persons With AIDS program.
- ◆ Supported the City to successfully apply for competitive discretionary federal grant funding, resulting in Portland receiving in FY 2022-23: \$1.2 million in Economic Development funding to create permanent plazas downtown; \$2.45 million from the Bureau of Justice Assistance to support mental health collaboration, sexual assault, and violence prevention; \$2 million for firefighting operations.
- ◆ Increased funding for housing, homelessness, and addiction services.
- ◆ Positioned the Mayor and Council in a leadership position on homelessness, livability, and substance abuse issues impacting urban communities on a national level.
- ◆ Collaborated with congressional leaders to help further position the City as a national leader on climate and resiliency policy.
- ◆ Maintained Urban Area Security Initiative funding for regional preparedness efforts related to natural disasters and terrorism threats (\$3.8 million in federal FY 2022).

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- ◆ Positioned the City of Portland and the region for the Infrastructure Investment and Jobs Act and the Inflation Reduction Act.
- ◆ Advanced requests for Congressionally Directed Spending, which resulted in the City receiving \$5.352 million for four priority projects: \$2 million for the Fairfield Apartments (Portland Housing Bureau); \$2 million for the Community Safety Pilot (Community Safety Division); \$1 million for NE Halsey Safety & Access to Transit on 82nd Avenue (Portland Bureau of Transportation); \$0.352 million for the Legacy Business Preservation Project (Bureau of Planning and Sustainability).

The Federal Relations Program regularly communicates to client offices and bureaus about federal actions, coordinates with the City’s contract representative in Washington, D.C., and collaborates and builds coalitions with cities around the country and conducts outreach to national advocacy organizations on shared advocacy goals. Performance measures for the Federal Relations Program include feedback from the Office of Government Relations’ annual customer service survey on responsiveness, progress on issues, and overall performance.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Respondents Rating Government Relations either Very Responsive or Responsive	100%	100%	100%	100%	100%
Percentage of Respondents Rating Services as Excellent or Very Good	90%	85%	95%	95%	95%
Percentage of respondents reporting progress made on State, Federal, or Intergovernmental issues	91%	84%	75%	75%	75%

Equity Impacts

The Federal Relations Program works to create equitable outcomes through the application of the City’s Core Values and Citywide Equity Goals and Strategies. Government Relations incorporates explicit direction in the legislative agenda building process for client offices and bureaus to apply an equity analysis when considering and submitting ideas for inclusion in the City’s federal legislative agenda. As part of the federal agenda development and preparation, the Federal Relations Program conducts specific outreach to reflect the needs of underserved communities. Through the newly established Grant Opportunity and Advancement Team, the program is better able to analyze opportunities and work with bureaus to prioritize funding that benefits communities of color and people with disabilities.

The federal legislative and regulatory agenda is framed by the City’s commitment to centering racial and disability equity, ensuring that existing inequities are not exacerbated, and working to repair past harms through the City’s federal advocacy work. The bureau’s Racial Equity Plan specifically directs the office to advance issues impacting underserved communities, and include increasing resources for programs that address affordable housing investment and houselessness services: the HOME Partnerships Investment Program (\$1.35 billion, with \$4 million coming to Portland); the Community Development Block Grant program (\$3.4 billion, with \$8.5 million coming to Portland); the Emergency Solutions Grants (\$290 million, with \$0.728 million coming to Portland); and Housing Opportunities for Persons With AIDS (\$387 million, with \$1.6 million coming to Portland).

The Federal Relations Program coordinates regularly with the Tribal Relations Program to include matters of importance to Tribes and the urban Indian community in the federal agenda, such as: tribal sovereignty and self-governance; Missing and Murdered Indigenous Women; culturally specific support for survivors of domestic violence; and ecosystem and habitat restoration projects.

Changes to Program

Changes Due to External Factors

There has been an increased demand for program services in order to provide regular information to client offices and City bureaus regarding the implementation and notices of funding opportunities for both the Infrastructure Investment and Jobs Act and the Inflation Reduction Act, which were passed in 2021 and 2022, respectively.

Changes to Resources

In FY 2021-22, OGR received funding through the ARPA-funded Local Fiscal Recovery Program for two limited term positions (2.0 FTE) that are situated in the Federal Relations Program. Federal Relations Program offer resources for FY 2023-24 are on par with FY 2022-23 and reflect refined allocation of programmatic and administrative resources which include resources related to national travel.

Changes to Organizational Structure

Government Relations received funding through the ARPA-funded Local Fiscal Recovery Program for two limited term positions (2.0 FTE) that are situated within the Federal Relations Program budget and managed by the Deputy Director.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$350,205	\$547,718	\$692,872	\$510,071	\$510,071
External Materials and Services	\$199,562	\$345,075	\$276,126	\$220,829	\$220,829
Internal Materials and Services	\$44,843	\$52,895	\$59,680	\$62,256	\$62,256
Bureau Expenditures Total	\$594,609	\$945,688	\$1,028,678	\$793,156	\$793,156
Requirements Total	\$594,609	\$945,688	\$1,028,678	\$793,156	\$793,156
FTE	3.68	3.77	3.68	3.68	3.68

International Relations

Program Description & Goals

The International Relations Program builds strategic intergovernmental relationships to identify and promote international partnerships and exchanges that advance the City of Portland's policy goals and objectives, develops and ensures adherence to international and diplomatic protocols by interfacing with Portland's local international network and diplomatic community, and manages the City's relationships with Portland's nine Sister Cities, including direct engagement with foreign governments and the local presidents of the non-profit sister and friendship city associations.

The International Relations Program ensures the City maintains the ability to seize opportunities that share and scale Portland's progressive policies with cities and communities around the world. The program helps field, vet, and accommodate the hundreds of requests received annually from across the globe, and continuously engages with key partners and stakeholders to elevate Portland's international stature. The program works closely with Portland's nine Sister City associations, acts as the official city conduit for national and international city-focused associations, and supports efforts led by key partners such as WorldOregon, Oregon Consular Corps, the U.S. Commercial Service Office in Portland, Travel Portland, and Port of Portland.

Recent examples of significant International Relations Program work include providing input on the City of Portland's response to Russia's invasion of Ukraine, establishing a Friendship City between Lviv, Ukraine, and coordinating Ukraine support efforts; facilitating an exchange between Portland and Dusseldorf city staff during Engagement Global's Urban Diplomacy Exchange Conference in Washington D.C., supported by the German Federal Office of Foreign Affairs; coordinating Commissioner Rubio's attendance at the USA-China Sister Cities Virtual Conference, to highlight Portland's climate change and green development efforts; engaging the Mayor's Office at the Portland's Japanese Garden's Japan Institute Forum and providing a Mayoral letter to Japan Consul General Shiga, in response to Anti-Asian hate crime and Japan's former Prime Minister Abe's assassination; coordinating the Mayor's attendance at The Federated States of Micronesia's Consulate new office official opening and ribbon cutting ceremony with His Excellency, President Panuelo; facilitating meetings between Toyama Prefecture, Governor Nitta delegation, Commissioner Hardesty, and the Portland Bureau of Transportation; supporting the Mayor's office and representing the City of Portland during the 2022 C40 World Mayors Summit in Buenos Aires, Argentina; serving as the City's representative for the Oregon Consular Corps Business and Trade Awards Committee; and coordinating Mayor of Kobe, Japan visit to Portland, in collaboration with Prosper Portland, and renewal of Memorandum of Understanding Agreement signing ceremony between Portland and Kobe Mayors.

Performance measures for the International Relations Program include the number of international delegations welcomed. The program has pivoted and is working to identify an alternative performance measure that better communicates the program's impact as part of the Office of Government Relations' strategic planning process. Additionally, the program uses feedback from the Office's annual customer service survey on responsiveness, overall performance, and progress on issues that align with the City's policy priorities and support Portland's sister city relationships. Within the Office of Government Relations, the International Relations Program has identified cross-program collaboration opportunities with the Tribal Relations program to facilitate discussions between Tribal governments on global topics as well as sister city relationships. Additionally, the International Relations Program works closely with the City Auditor's office to ensure compliance with protocols and appropriate preservation of international gifts.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Respondents Rating Government Relations either Very Responsive or Responsive	100%	100%	100%	100%	100%
Percentage of Respondents Rating Services as Excellent or Very Good	90%	85%	95%	95%	95%
Percentage of respondents reporting progress made on State, Federal, or Intergovernmental issues	91%	84%	75%	75%	75%
International Delegations Received	12	15	70	70	70

Equity Impacts

The International Relations Program facilitates meetings between bureaus and visiting international delegations to share best practices around policy areas, guided by the City’s Core Values and Citywide Equity Goals and Strategies. To promote the City’s efforts around community engagement, as well as learn from other cities, the International Relations Program collaborates with the New Portlanders Program and the Office of Equity & Human Rights, among others, to share insights and community engagement implementation efforts with other governments.

Portland’s Sister City Associations are all volunteer-run non-profit organizations with limited resources. The International Relations Program works with the associations to identify solutions and opportunities that advance their efforts and promote exposure. While disrupted by the pandemic, the annual Sister City Reception hosted by the Mayor is an occasion that brings together Portland’s Sister City Associations, City representatives, local international partners, and official delegations from sister cities to highlight their work and important milestones. The International Relations Program also assesses the City’s Sister City policy as stated under Ordinance No. 176047 passed by Council on November 7, 2001, to ensure criteria is inclusive.

The International Relations Program also looks to actively build the pipeline for future international policymakers who have been historically excluded in local government and international relations through outreach, informational interviews, and job shadows. The Office of Government Relations has used translation services as necessary. Unfortunately, due to the loss of the International Relations Associate in FY 2018-19, the ability of the program to field the same volume of requests has been diminished. This puts a strain on the program’s capacity to engage at the same level and potentially has negative impacts on the sister city associations and international community-based organizations that submit requests.

Changes to Program

Changes Due to External Factors

Demand for program services is rising as travel restrictions have steadily lifted which has led to an uptick in international travel and in person events.

Changes to Resources

International Relations Program offer resources for FY 2023-24 remain on par with FY 2022-23 and reflect refined allocation of programmatic and administrative resources. The ability to address increased demand is directly tied to staff resources which, after budget cuts in FY 2018-19, is currently 1.67 FTE (including administrative functions).

Changes to Organizational Structure

As of January 2023, the International Relations Director reports directly to and is supervised by the Deputy Director of the Office of Government Relations.

Office of Government Relations

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$271,148	\$263,400	\$328,574	\$328,345	\$328,345
External Materials and Services	\$10,465	\$17,780	\$58,125	\$23,829	\$23,829
Internal Materials and Services	\$44,793	\$53,727	\$54,733	\$62,256	\$62,256
Bureau Expenditures Total	\$326,406	\$334,906	\$441,432	\$414,430	\$414,430
Requirements Total	\$326,406	\$334,906	\$441,432	\$414,430	\$414,430
FTE	1.68	1.77	1.68	1.68	1.68

Office of Government Relations

Regional Relations Program

Program Description & Goals

The Regional Relations Program leads strategic regional intergovernmental relations for the City and conducts high-level outreach to regional governments surrounding the City of Portland, to partner and advance the City’s strategic position and policy goals. The program works closely with other programs in the Office of Government Relations on multijurisdictional projects, in addition to working with the Mayor, Commissioners, Auditor, bureaus, and other governmental officials.

The Regional Relations Program allows the City to work with regional partners to compete for and collaborate on resources and policies that benefit the City and impact the region. The role of the Regional Program is to approach regional engagement in a centralized manner through consistent communication between bureaus and elected officials on the myriad of City projects and priorities. The program strategically deepens relationships with regional partners and coordinates key conversations with bureaus and elected officials. In collaboration with Council Offices, City bureaus, and other government relations entities, the Regional Relations Program works to enhance coordination with other jurisdictions through direct relationships and through organizations such as the Metropolitan Mayors Consortium. During the response to the COVID-19 pandemic response, the program worked to convene multijurisdictional policy coordination regarding out of state remote workers and to facilitate joint City-County federal and state vaccine policy advocacy.

Recent program activities and regional jurisdictional outreach resulted in the following benefits to the City and Portlanders: improve local air quality; support improvements to behavioral health and homeless services capacity; advance public safety reform; advocate equitable and multimodal transportation investments as regional requests for federal transportation funding; and facilitate coordination with regional jurisdictions regarding implementation of updates to the National Flood Insurance Program and flood modeling information.

The Regional Relations program was established in 2019. During its first three years, the Regional Relations Program consulted with a broad range of client bureau and office staff and met with government officials and attended governance meetings throughout the region. Performance measures for the Regional Relations Program include feedback from the Office of Government Relations’ annual customer service survey on responsiveness, progress on issues, and overall performance. Forthcoming updates to the bureau’s Strategic Plan and Racial Equity Plan will include development of specific measurable goals for equity outcomes and other performance measures related to the program.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Respondents Rating Government Relations either Very Responsive or Responsive	100%	100%	100%	100%	100%
Percentage of Respondents Rating Services as Excellent or Very Good	90%	85%	95%	95%	95%
Percentage of respondents reporting progress made on State, Federal, or Intergovernmental issues	91%	84%	75%	75%	75%

Equity Impacts

The Regional Relations Program advocates for issues impacting underserved communities and works to create equitable outcomes through application of the City’s Core Values and Citywide Equity Goals and Strategies. The bureau’s Racial Equity Plan specifically directs the Regional Program to advance issues impacting underserved communities and the program conducts outreach to key partners representing underserved communities to identify areas of collaboration for lobbying and policy setting. Recent examples include publishing COVID-19 public health data disaggregated by race and ethnicity; opposition to subpoenas by Immigration and Customs Enforcement (ICE); limiting third-party food delivery charges; funding for local parks, supportive housing services, and transportation investments; transit-oriented development policy; and statements by elected leaders denouncing racism, hate, and election-related violence.

Changes to Program

Changes Due to External Factors

There has been increased demand for program services to provide regular information to client offices and City bureaus regarding the impact of regional policy issues and strategic approaches to notices of funding opportunities.

Changes to Resources

The Regional Relations Program’s offer resources for FY 2023-24 are on par with FY 2022-23, and reflect refined allocation of programmatic and administrative resources.

Changes to Organizational Structure

In 2022, the work of the Regional Relations Program was part of the portfolio under the Interim Director, which was filled by the Deputy Director. In 2023, the Regional Relations Program will return to being part of the Deputy Director’s portfolio.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$208,871	\$109,601	\$197,943	\$295,154	\$295,154
External Materials and Services	\$5,957	\$9,292	\$35,876	\$12,328	\$12,328
Internal Materials and Services	\$44,794	\$52,891	\$55,230	\$62,470	\$62,470
Bureau Expenditures Total	\$259,622	\$171,784	\$289,049	\$369,952	\$369,952
Requirements Total	\$259,622	\$171,784	\$289,049	\$369,952	\$369,952
FTE	1.28	0.93	1.27	1.27	1.27

State Relations Program

Program Description & Goals

The Office of Government Relations' State Relations Program leads the development and implementation of an annual legislative agenda that reflects the priorities of the Mayor, City Council, Auditor, and bureaus. State Relations is responsible for centrally coordinating and executing the City of Portland's lobbying efforts at the Oregon Capitol, including advancing the City's agenda, pursuing positive funding and policy opportunities, and defending against efforts to limit or preempt local authority.

Each year, the State Relations Program works with bureaus and City Council to establish a state legislative agenda, and the Office of Government Relations provides strategic advice and advocacy to advance these and other City interests. The State Relations Program operates on a two-year cycle. The Oregon Legislature meets annually but convenes for a "long" session (160 days) during odd-numbered years and "short" session (35 days) during even-numbered years. When the Legislature convenes, whether in session or for other purposes (e.g., Legislative Days, Revenue Forecasts, Special Sessions, Emergency Board, etc.), State Relations is present in Salem or participating remotely when public health protocols prevent in-person activities. During a typical legislative session, this means 60+ hour weeks and approximately 90-mile daily commutes.

The State Relations Program participates in and monitors workgroups, taskforces, state agency rulemaking, special legislative sessions, and Emergency Board meetings, which may occur during the interim period between legislative sessions. Following each annual legislative session, the State Relations Program produces an end-of-session report to provide a comprehensive summary of the legislation of interest to the City of Portland and advocacy work done during session. Additionally, the State Relations Program addresses ad hoc political issues as they arise for City bureaus and legislative offices. In the last three years, the State Relations Program has engaged in five special legislative sessions and 15 Emergency Board meetings of consequence to City priorities.

No major preemptions on City authority were enacted in the 2021 or 2022 legislative sessions and recent lobbying activities resulted in the following benefits to the City and Portlanders:

- ◆ In the 2022 legislative session: Allocation of \$15 million Lottery Bond for a new North Portland Aquatic Center; allocation of \$10 million for shelter services; and passage of legislation to increase enforcement capacity by allowing duly authorized traffic enforcement agents to issue traffic-camera citations, in addition to police officers.

- ◆ In the 2021 legislative session: Passage of legislation that allows for consistent standards for police officer accountability and the disciplinary actions assigned by the Chief of Police; lowering speed limits on residential roads, expanding local speed setting authority of Portland streets, and authorizing the continued use of automated traffic enforcement through fixed photo radar; allocation of \$80 million for safety improvements and jurisdictional transfer of to 82nd Avenue to the City of Portland; banning the display of a noose; removing barriers to successfully implement the voter-approved Community Police Oversight Board and its ability to independently investigate police misconduct; authorizing federal background checks for Revenue Division employees to achieve compliance with IRS guidelines and ensure efficient revenue collection; and expanding flexibility in the Homebuyer Opportunity Limited Tax Exemption program to extend construction period eligibility by up to an additional two years.

Important performance measures for the State Relations Program include legislative outreach and feedback from the office’s annual customer service survey on responsiveness, progress on issues, and overall performance. Frequent reporting on the City’s agenda, key legislation tracked, and final disposition of legislative efforts are important resources to the public, city offices, and bureaus.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Respondents Rating Government Relations either Very Responsive or Responsive	100%	100%	100%	100%	100%
Percentage of Respondents Rating Services as Excellent or Very Good	90%	85%	95%	95%	95%
Percentage of respondents reporting progress made on State, Federal, or Intergovernmental issues	91%	84%	75%	75%	75%
Percentage of targeted legislators contacted	54%	100%	90%	90%	90%

Equity Impacts

The State Relations Program works to create equitable outcomes through the application of the City’s Core Values and Citywide Equity Goals and Strategies. The State Legislative Agenda is framed by the City’s commitment to centering racial and disability equity, ensuring that existing inequities are not exacerbated, and working to repair past harms through the City’s state advocacy work. The bureau’s Racial Equity Plan specifically directs the State Relations Program to advance issues impacting underserved communities.

Government Relations incorporates explicit direction in the legislative agenda-building process for client offices and bureaus to apply an equity analysis when considering and submitting ideas for inclusion in the City’s state legislative agenda. As part of the legislative agenda development process and preparation for session, the State Relations Program conducts outreach to key partners representing underserved communities and identifies areas of collaboration for lobbying. Additionally, in the 2023 agenda development cycle, the State Relations Program implemented an equity scoring rubric to identify whether issue proposals meet desired equity outcomes and provide the basis for a longitudinal data tool to measure equity impacts of annual legislative agendas over time.

Office of Government Relations

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Recent examples of such work include, but are not limited to banning the display of a noose; addressing racial disparities in homeownership, providing grants and technical assistance to organizations increasing homeownership access to persons of color; increasing funding for affordable housing and houselessness; defending the authority for the Portland Clean Energy Fund from state preemption; promoting safe, stable and affordable homes, and creating a pilot program to construct accessory dwelling units; codifying authority for the Cleaner Air Oregon program to reduce industrial air pollution; and updating the Sanctuary Promise Act to protect immigrant and refugee communities and prioritize public safety, keeping local law enforcement and federal immigration authorities separate.

Changes to Program

Changes Due to External Factors

There is increased demand for program services and the State Relations Program consumes more resources leading up to and during long legislative sessions due to increased use of vehicles, contract lobbying, purchasing legislative materials, etc.

Changes to Resources

A decision package was approved in the FY 2022-23 Adopted Budget for \$375,000 in one-time general fund resources for a two-year limited term position (1.0 FTE) State Lobbyist to expand the capacity to increase service delivery in a time of multiple, co-occurring crises that require greater advocacy for state resources and statutory changes. These resources were carried over from the FY 2022-23 budget during the Spring BMP process.

Changes to Organizational Structure

Staffing and resource allocations to the State Relations Program have changed in FY 2022-23 to address additional demand on the program following a sudden and acute staffing shortage. Starting FY 2022-23 for the 2023 legislative session, the State Relations Program consists of State Relations Manager, State Relations Associate, and a limited term State Lobbyist. The team is supplemented by a contract lobbying firm.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$470,252	\$526,198	\$706,454	\$714,821	\$714,821
External Materials and Services	\$8,093	\$106,226	\$220,526	\$286,104	\$286,104
Internal Materials and Services	\$59,089	\$95,532	\$96,296	\$90,675	\$90,675
Bureau Expenditures Total	\$537,433	\$727,956	\$1,023,276	\$1,091,600	\$1,091,600
Requirements Total	\$537,433	\$727,956	\$1,023,276	\$1,091,600	\$1,091,600
FTE	3.68	3.77	3.68	3.68	3.68

Tribal Relations

Program Description & Goals

The Tribal Relations Program promotes culturally grounded, long-term, positive relationships and decision-making processes through government-to-government engagement with Tribal governments. This work allows the City to develop focused and long-term strategies to work with tribes through well-established relationships with Tribal Nations, the American Indian/Alaska Native community, and the urban Indian community in the Portland area. The program aids Tribal and Native community members seeking redress for grievances related to the City of Portland, advocating for changes in City policies, and voicing concerns. Program staff represents the City regularly at community engagement events through attendance and public speaking, provides updates to community and regional organizations, and is recognized as the face of the City within the urban Indian community. The Program affirms and strengthens the City of Portland's commitment to American Indian/Alaska Native people and coordinates policymaking to ensure that there is access to opportunities for a high quality of life and continuation of cultural lifeways now and for future generations. The Program also produces an annual Tribal Nations Summit, employee training, and quarterly policy meetings with Tribal government leaders.

The Tribal Relations Program focuses on three primary areas: To develop and deepen authentic government-to-government relationships with sovereign Tribal governments; to provide technical assistance and support to City of Portland employees in the areas of treaty responsibility, appropriate engagement and inclusion, and to support Tribal-related work throughout the City; and to engage, interface and respond to urban Indian community affairs to improve City actions, policies, programs and services, and increase the visibility and inclusion of American Indian/Alaska Native people in Portland.

The Tribal Relations Program advises Council Offices and bureaus on a more individualized basis regarding outreach, engagement, and consultation with Tribes. This includes regular convenings of Tribal Relations liaisons from each of the elected offices and bureaus, assisting bureaus to set annual Tribal Relations workplans with measurable outcomes, and writing the bureau-informed Tribal Relations Annual Report to help track progress and meet program goals. The Program provides internal and external training opportunities, is partnering with the Office of Equity and Human Rights to develop standardized trainings on Tribal relations for City employees, and provides robust training connected to the annual Tribal Nations Summit as another way to deepen City employees' understanding of Tribal governments and sovereignty and catalyze better coordination and engagement with Tribes and Native community members.

The Tribal Relations Program regularly collaborates with the OGR's Federal, State, Regional, and International Programs. This includes analyzing the impact that policies will have on the urban Native American community and relevant Tribal Nations in the area, reviewing legislation for impacts to Tribal governments and Native community members, and helping develop a state legislative agenda that reflects shared interests of both the City of Portland and regional Tribal governments.

Performance measures for the Tribal Relations Program include feedback from OGR's annual customer service survey on responsiveness, progress on issues, and overall performance. Updates to OGR's Strategic Plan and Racial Equity Plan are currently underway and will include development of specific measurable goals for equity outcomes and other performance measures related to the Program.

Office of Government Relations

Office of the City Administrator

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Respondents Rating Government Relations either Very Responsive or Responsive	100%	100%	100%	100%	100%
Percentage of Respondents Rating Services as Excellent or Very Good	90%	85%	95%	95%	95%
Percentage of respondents reporting progress made on State, Federal, or Intergovernmental issues	91%	84%	75%	75%	75%

Equity Impacts

The Tribal Relations Program works to create equitable outcomes through the application of the City’s Core Values and Citywide Equity Goals and Strategies. The Program produces significant equity impacts as it works to facilitate connections to Tribal governments and serve the American Indian/Alaska Native community. The Program increases access to the City, its resources, and its leadership for Native community members as a whole; as a direct result of this access and engagement, structural barriers in City policies have been identified and addressed.

Within the City, there have been numerous trainings to raise the awareness about Tribal sovereignty, the history of Tribes and Native people in the Northwest, the legacy of government policies aimed at erasure, and how those policies resulted in disproportionate impacts on Native people. By training employees on history, status, and the importance of Tribal governments and Native people, the Program develops more opportunities for culturally competent consultation and engagement. Recent trainings include the Tribal Nations Summit Employee Training; Missing and Murdered Indigenous Women (MMIW) speaker panels and community awareness events; Indigenous People’s Day presentation and proclamation; Individualized trainings to meet specific bureau needs.

The Tribal Relations Program has also served as a conduit for Tribal and Native community members to seek assistance, redress, and help navigating City government. This engagement has often resulted in the direct benefit of changing City policies and practices to be more inclusive. Recent examples of direct assistance to the urban Indian community include: Support navigating City policies such as park fee waivers for ceremonies and cultural events; facilitating vending opportunities for Native-owned small businesses; connecting City community outreach programs (such as Bureau of Emergency Management and Water Bureau workshops and training) to improve inclusion of the broader Native American community beyond nonprofit organizations; and connecting community members with resources and using local network to help find missing relatives.

Changes to Program

Changes Due to External Factors

Demand for the Program’s resources, analysis, and strategic advice has continued to increase internally and externally (via bureaus and offices, as well as constituents). During the Covid-19 pandemic, events were held virtually and travel was limited, but the Program has begun to experience a return to in person events and travel.

Changes to Resources

The FY 2020-21 Adopted Budget included a decision package for \$0.15 million in ongoing General Fund resources and \$0.075 million in ongoing interagency resources to enhance the Tribal Relations Program through the addition of a Tribal Relations Associate position (1.0 FTE) and programmatic travel, events, and materials. The FY 2020-21 Fall BMP included \$0.13 million in ongoing General Fund resources to add a Community Liaison position (1.0 FTE) in the Tribal Relations Program. Other Tribal Relations Program offer resources for FY 2023-24 remain on par with FY 2022-23 and reflect refined allocation resources of programmatic and administrative resources.

Changes to Organizational Structure

As described above, staffing and resource allocations to the Tribal Relations Program increased in previous years to add two program positions. The Office of Government Relations filled the two positions within the Tribal Relations Program in the latter part of FY 2020-21 and completed the reclassification of the Tribal Relations Director position into a supervisory classification.

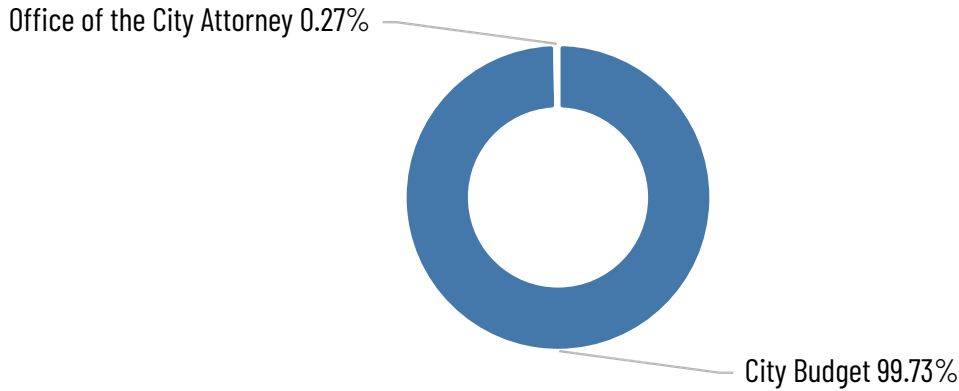
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$525,466	\$586,402	\$419,739	\$520,522	\$520,522
External Materials and Services	\$22,949	\$54,307	\$162,024	\$117,104	\$117,104
Internal Materials and Services	\$61,631	\$70,979	\$64,666	\$68,064	\$68,064
Bureau Expenditures Total	\$610,046	\$711,688	\$646,429	\$705,690	\$705,690
Requirements Total	\$610,046	\$711,688	\$646,429	\$705,690	\$705,690
FTE	3.68	3.77	2.68	2.68	2.68

Office of the City Attorney

City Administrator Service Area
 Mike Jordan, City Administrator
 Robert Taylor, City Attorney

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$20,840,135	\$21,966,968	\$1,126,833	5.4%
Capital				
Total	\$20,840,135	\$21,966,968	\$1,126,833	5.4%
Authorized Positions	82.50	83.50	1.00	1.21%

Legal Services

Program Description & Goals

The City Attorney's Office performs all legal work for the City, with a few exceptions. The office represents the City and its elected officials, employees, bureaus, offices, boards, and commissions in court, administrative matters, and other proceedings. The program provides legal advice and training to help the City identify risks and create equitable laws and policies.

Effective legal advice helps avoid risk, including litigation, but there is no way to measure the lawsuits the City avoided. However, the success of the program is shown by the low cost of service, \$210 versus \$403 per hour for outside counsel, and a 95% success rate in litigation.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Annual costs of outside counsel	\$879,068	\$1,377,571	\$1,500,000	\$2,700,000	\$1,000,000
Cost of service per attorney hour	\$171	\$192	\$196	\$210	\$210
Percentage of cases favorably resolved	95%	93%	92%	95%	90%
Number of contracts reviewed and approved	6,440	6,118	6,500	5,000	5,000
Number of litigation cases	1,078	1,231	1,100	1,175	1,175
Number of training hours City Attorney staff provide to City staff	310	432	400	300	400

Equity Impacts

Advancing equity is an explicit goal of the City Attorney's Office. Office attorneys provide legal advice to all City bureaus to help advance the City's policy objective of achieving equity in all of its programs, services, and activities. Internally, the Office encourages employees to devote up to two hours per month of work time to equity matters. In addition, employees are permitted to attend equity trainings and conferences on a case-by-case basis where those events advance the work of the City. This helps attorneys and staff use an informed equity lens when conducting the City's legal work. In addition, the office runs an Honors Attorney Program aimed at training new lawyers interested in public service. The program actively recruits attorneys from historically underserved communities. Due to budget constraints this year, the program will be reduced from two positions to one. The Office also supports a robust Inclusivity, Diversity, Equity, and Awareness (IDEA) Committee that integrates with internal management and establishes quarterly trainings, seminars, or discussions.

Changes to Program

The Adopted Budget includes the elimination of one Assistant Deputy (Honors) Attorney position and one Legal Assistant position for a \$332,531 reduction in ongoing General Fund resources. It also includes restored funding for a Deputy City Attorney position for \$223,066 in ongoing General Fund resources. Finally, \$350,000 in one-time General Fund resources will be carried over from the FY 2023-24 budget for legal software upgrades.

Office of the City Attorney

Office of the City Administrator

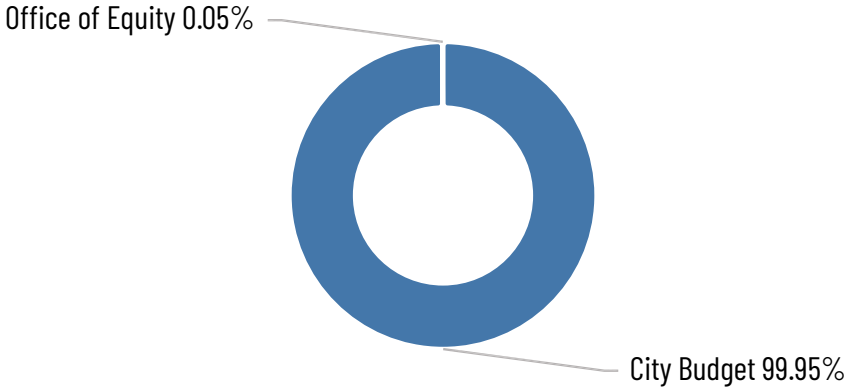
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$14,293,162	\$16,302,687	\$17,750,284	\$18,458,239	\$18,458,239
External Materials and Services	\$699,740	\$857,387	\$1,166,117	\$1,505,073	\$1,505,073
Internal Materials and Services	\$1,581,725	\$1,738,962	\$1,923,734	\$2,003,656	\$2,003,656
Bureau Expenditures Total	\$16,574,628	\$18,899,036	\$20,840,135	\$21,966,968	\$21,966,968
Requirements Total	\$16,574,628	\$18,899,036	\$20,840,135	\$21,966,968	\$21,966,968
FTE	77.30	82.80	82.50	83.50	83.50

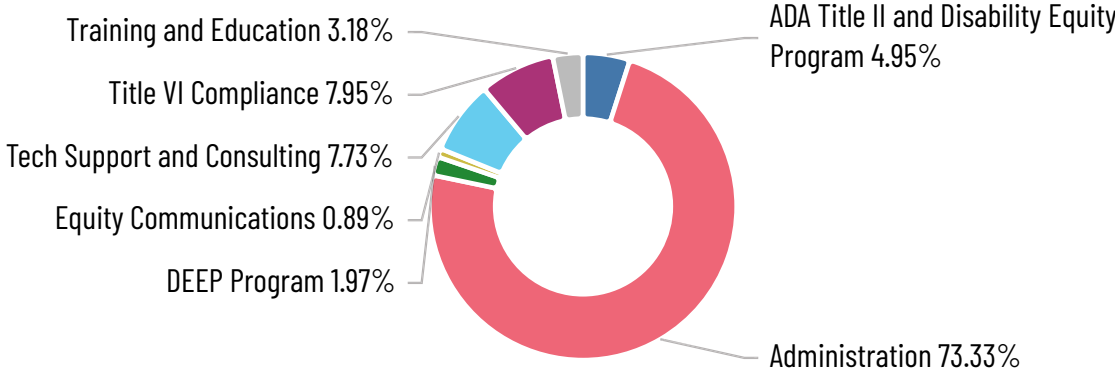
Office of Equity & Human Rights

City Administrator Service Area
 Jeff Selby, Interim Director
 Mike Jordan, City Administrator

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$4,683,631	\$3,757,220	\$(926,411)	(19.8)%
Capital				
Total	\$4,683,631	\$3,757,220	\$(926,411)	(19.8)%
Authorized Positions	23.00	19.00	(4.00)	(17.39)%

ADA Title II and Disability Equity Program

Program Description & Goals

The ADA Title II and Disability Equity program of the Office of Equity and Human Rights exists to ensure the City is compliant with ADA Title II and to move beyond compliance by eliminating institutional, physical, and social barriers facing people with disabilities in the City of Portland. The goal is to establish and evaluate ADA Title II compliance of City events, budget allocations, plans, policies, programs, and services. Educating and moving bureaus to higher awareness and knowledge about disability equity issues and concerns is also a priority.

Explanation of Services

People with disabilities comprise roughly 21% of Portland’s population. Since 1991, federal law has obligated the City to provide equitable access to programs, services, and activities to people with disabilities. The City has been sued several times for not meeting its legal obligation to people with disabilities. In 2016 an audit report found the Office of Equity’s ADA Title II work lacking in resources and content. Over the past few years, the Office of Equity’s disability work has shifted to rework and reestablish ADA Title II policy and Admin Rule that clearly defines the City’s legal obligation to create an inclusive institution.

The primary service of this division is to create and establish a strong foundation of ADA Title II compliance at the City. This is achieved through developing policy, providing training and consultation to bureaus, and evaluating progress through audits, most notably The ADA Title II Transition Plan and The ADA Title II Self Evaluation. The program also seeks to move beyond a compliance foundation, once established, to work in partnership with the disability community to eliminate institutional ableism and social stigmatization, through opportunities to represent disability needs and issues to City planners and decision makers.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	0%	0%	0%	NA	NA
Number of bureau consultations regarding Title II	0	404	0	300	500

Equity Impacts

People with disabilities represent 21% of the Portland population, yet represent only 3% of the employees of the City of Portland. This means many people who work on City programs, events, services, and policies do not represent the disability community and often are not aware of how government impacts people with disabilities. The lack of representation leads to disability priorities and concerns being an afterthought or disregarded completely. People with disabilities experience many barriers when interacting with government, from physical access to discrimination based on stigmas and discriminatory beliefs held by the dominant culture.

Changes to Program

In FY 2023-24, the ADA Title II Disability Equity Program attempted to hire a limited term investigator for training and complaint management support of both ADA Title II and Civil Rights Title VI complaints. After a failed hiring process in February in which no applicants met even the most basic requirements of the position, the search resumed with heavy recruitment in areas that were more specific to complaint investigation rather than the skills of the broadest definition of an Analyst II.

Due to expiring one-time funding in FY 2024-25, the Investigator position no longer exists.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$146,299	\$125,204	\$680,366	\$159,610	\$159,610
External Materials and Services	\$1,551	\$4,314	\$358,000	\$10,953	\$10,953
Internal Materials and Services	\$38,246	\$67,330	\$64,334	\$15,235	\$15,235
Bureau Expenditures Total	\$186,096	\$196,848	\$1,102,700	\$185,798	\$185,798
Requirements Total	\$186,096	\$196,848	\$1,102,700	\$185,798	\$185,798
FTE	2.85	3.90	0.80	0.80	0.80

Administration and Support

Program Description & Goals

This program provides strategic support and direction for Bureau staff, executive-level assistance to the Director and executive team, support to the senior policy team and program area staff, and administration of general bureau business operations.

The Administration and Support program supports the Citywide goal of effective and efficient management and governance of City resources, including personnel management, budget, and non-financial resources.

LGBTQIA2S+ Program

The City of Portland's Office of Equity and Human Rights' LGBTQIA2S+ Policy Program provides education and policy support to City staff and elected officials, as well as representing the interests of the LGBTQIA2S+ community within the City of Portland's policy making and budgeting processes. The Program is creating and leading complex, new initiatives and policies within the City that both improve LGBTQIA2S+ employees' ability to thrive at the workplace and better serve the larger LGBTQIA2S+ Portland community.

The City of Portland's LGBTQIA2S+ Program has led the effort to better integrate LGBTQIA2S+ equity into every aspect of the City's work. The Program is charged with the following three directives:

- ◆ Providing education and technical support to City staff and elected officials to better serve the LGBTQIA2S+ community and City staff
- ◆ Identifying and removing systemic barriers to fair and just distribution of resources, access, and opportunity for the LGBTQIA2S+ community
- ◆ Serving as the LGBTQIA2S+ community liaison in a city that serves the second highest percentage of LGBTQIA2S+ residents of any metropolitan area in the nation

Explanation of Services

The Administration and Support Program is a necessity to ensure the Director and staff receive assistance to perform their duties. It provides administration and operations services to all programs in the Office of Equity & Human Rights. The Administration and Support program supports the Citywide goal of effective and efficient management and governance of City resources including personnel management, budget, financial transactions, and non-financial resources. This program supports community engagement by collaborating with the City's Advisory Boards and Commissions, and communities at large.

LGBTQIA2S+ Program

The LGBTQIA2S+ Program manages a one-time programmatic budget of \$180,000 to support the City's work in collecting better data about the LGBTQIA2S+ community and design LGBTQIA2S+ specific educational opportunities for City staff. This initial one-time programmatic allocation has been used to fund initiatives to meet two initial key priorities: identifying gaps in data about the LGBTQIA2s+ community in Portland; and supporting training initiatives for City of Portland staff.

The LGBTQIA2S+ Program's work goes beyond the inner workings of the City of Portland as the program interfaces with staff from Multnomah County, the Oregon Department of Education and Portland Public Schools about issues affecting the community. Additionally, the LGBTQIA2S+ Policy Analyst has been asked to speak on behalf of the City of Portland at the Human Rights Campaign's 2022 National Connecting Communities LGBTQ+ Liaisons Summit and the 2022 United States Department of State International Visitor Leadership Program. The Program Analyst also was invited to participate in a national stakeholder meeting with the United States Social Security Administration.

Equity Impacts

While the office does not have direct control over service delivery or experience, the Bureau has been consulted on the use and need for disaggregated impact analysis. Through such analysis, City officials will be more knowledgeable of the disproportionate impact of their policies and programs based on demographics. The office is currently developing tools and accountability measures to guide such data collection and analysis efforts. The Office of Equity and Human Rights is working with the Open Data Team to integrate equity into this process, enabling stronger equitable analysis. There has also recently been an Equity Data Analyst position added to the office structure to increase the gathering, analyzing, and dissemination of data. City officials will be more skilled at collecting and using data to inform policies, resource allocations, programs, and processes.

The program also provides resources and logistics support to ensure employees and communities have access to City services.

LGBTQIA2S+ Program

As provided by the City of Portland's 2023 Workplace Census, of the 4,175 employees who participated in the Workforce Census supplemental survey, 16% of the City's workforce identify as gay, lesbian, bisexual, or pansexual. 4% of City employees identify as transgender, nonbinary, genderqueer, or gender fluid. As a result, LGBTQIA2S+ policies impact a large proportion of the City's workforce.

The LGBTQIA2S+ Program approaches LGBTQIA2S+ equity work with an intersectional lens, ensuring strong focus on the most marginalized demographics within the community. The program also represents the City of Portland within the community and serves as a liaison to the City of Portland's LGBTQIA2S+ community members and organizations.

Changes to Program

The vacant Financial Analyst II position will not be filled. Savings will help meet the CAL Target reduction. Some of the funding will be transferred to the City Budget Office which will provide necessary business operations and budget support.

LGBTQIA2S+ Program

The LGBTQIA2S+ Program doubled its staffing in 2023 with the addition of an LGBTQIA2S+ Policy Analyst I position. The limited term position has been extended to July 2025 after receiving \$150,836 in General Fund resources in the FY 2024-25 Approved Phase.

Office of Equity & Human Rights

Office of the City Administrator

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,362,133	\$1,421,297	\$450,837	\$2,216,758	\$2,367,594
External Materials and Services	\$198,981	\$276,856	\$368,831	\$33,653	\$33,653
Internal Materials and Services	\$54,503	\$54,923	\$86,228	\$353,860	\$353,860
Bureau Expenditures Total	\$1,615,617	\$1,753,076	\$905,896	\$2,604,271	\$2,755,107
Fund Expenditures					
Fund Transfers - Expense	\$7,500	\$0	\$0	\$0	\$0
Fund Expenditures Total	\$7,500	\$0	\$0	\$0	\$0
Requirements Total	\$1,623,117	\$1,753,076	\$905,896	\$2,604,271	\$2,755,107
FTE	2.50	6.49	17.00	13.00	14.00

Black Male Achievement Program

Program Description & Goals

The Black Male Achievement (BMA) Program addresses disparities for Black men and boys in education, employment, criminal justice, and community and family stability. The BMA initiative in Portland was initially established as a program of the National League of Cities and coordinated by the Mayor's Office, then established as a program area in Equity & Human Rights in December 2014. The program leads a collective of community members and organizations to create access and opportunity to career pathways, self-determination, mental and physical health, and policy change.

The BMA Program will continue to act as a convener, facilitator, policy guide, and collective voice to obtain data, push for policy change, increase program scale, and exert influence to create awareness and change for the betterment of Black men and boys.

Explanation of Services

The Black Male Achievement Program is needed because young Black men and boys experience some of the worst outcomes of any demographic across education, employment, the justice system, and family stability. The City of Portland maintains many institutions and systems that have direct control or influence over those domains. As such, the City works through the collective impact framework of BMA to convene, facilitate, guide policy, gather and track collective voice, and exert influence for the purpose of improving life outcomes for young Black men and boys. BMA consists of primarily programmatic and policy efforts guided by a Steering Committee and carried out through four subcommittees for justice system, family stability, education, and employment.

The subcommittee for Justice System focuses on prevention, harm mitigation, fine/fee forgiveness, and expungement. Many inroads to change in policy and programs have been made through this focus, including the removal of the Gang Designation Directive (a Portland Police Bureau program), Word is Bond Access, and Law Enforcement Assisted Diversion (LEAD).

The subcommittee for Family Stability focuses on literacy, Black Father's Voice, and Trauma Informed Family. BMA's involvement and focus on this domain has led to the Black Men and Boys Healing Summit, which was presented in October 2018, and the Child Support Policy Paper, a policy brief that gathers the collective voice of Black fathers.

The subcommittee for Education focuses on reading above grade level, zero classroom exclusion, and resources for community-based organizations. This committee has allocated approximately up to \$4,000 per year in grants to community-based organizations with a focus on improving education outcomes for Black boys. This subcommittee continues to be active in policy work related to the school to prison pipeline.

The BMA Program also manages the Summer Youth Experience, a summer internship for young Black men and boys, ages 16–24, that aims to increase successful completion of internships, build long-term mentorship relationships that will increase their career success, and provide access to spaces of power and skills to advocate for their community in those spaces.

Additionally, BMA aims to build and maintain strong pipelines into the trades by supporting Portland Opportunities for Industrialization Center's creation of a pre-apprenticeship program and other emerging programs with promising initial outcomes.

Office of Equity & Human Rights

Office of the City Administrator

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of participants who engaged in BMA sponsored/hosted activities or programs	0	0	100	NA	NA

Equity Impacts

Participation is the primary metric BMA is currently tracking for BMA outputs and outcomes. The BMA Steering Committee is working to identify broader metrics to track that will provide in-depth analysis of improvements in education, employment, the justice system, and family stability for Black men and boys.

Changes to Program

Due to cut requirements in the FY 2024-25 budget guidance, the Black Male Achievement program has been discontinued until a funding source can be identified.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$45,698	\$0	\$101,265	\$0	\$0
External Materials and Services	\$0	\$0	\$70,000	\$0	\$0
Internal Materials and Services	\$9,649	\$12,268	\$12,372	\$0	\$0
Bureau Expenditures Total	\$55,347	\$12,268	\$183,637	\$0	\$0
Requirements Total	\$55,347	\$12,268	\$183,637	\$0	\$0
FTE	0.75	0.75	0.75	0.00	0.00

Civil Rights Title VI and Equity

Program Description & Goals

The Citywide Civil Rights Title VI and Equity Program in the Office of Equity & Human Rights works to ensure the City complies with Civil Rights Title VI; removes barriers and provides equitable services, resources, and benefits; engages and supports underserved communities; and advances equitable and just outcomes.

In compliance with Title VI of the Civil Rights Act of 1964, it is the policy of the City to ensure that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, or national origin. As a federal recipient, and through City code and policies, the City is committed to and responsible for taking steps to meet the objectives, obligations, and provisions of Civil Rights Title VI, Environmental and Social Justice (EO 12898), Advance Equity through Government (EO 13985), and other related statutes, regulations, and intersecting initiatives in addition to City equity goals and values. Affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole government. The Citywide Civil Rights Title VI and Equity Program uses a justice and anti-discrimination approach that works through the legal framework of Civil Rights Title VI and related regulations and uses a comprehensive equity analysis and framework to provide targeted strategies in policy development, planning, program and process design and evaluation, and community engagement to assess, mitigate, and address inequities and barriers, and improve outcomes for all.

The program is responsible for centrally managing all functional areas of Citywide Civil Rights Title VI compliance and providing Citywide strategic innovations on equity tools and support necessary to achieve the City's adopted racial equity goals, civil rights policies, and bureau Racial Equity and Title VI Plans. The primary service of this division is to create and establish a strong foundation of Civil Rights Title VI compliance and equitable decision-making/service delivery in the City. This is achieved through developing policy, guiding plans (most notably Civil Rights Title VI Plans and Racial Equity Plans), providing training and technical support to bureaus, developing performance management systems, coordinating reporting and sharing related data, and evaluating progress. In collaboration across the Office and with City partners, the program provides strategic direction and uses data-driven and collaborative approaches to create and implement strategies and tools to facilitate and advance racial and social equity, affirmatively further Title VI compliance, build accountability and transparency in City processes, and implement plans and complimentary Citywide efforts.

The program develops and provides City staff with enterprisewide and adaptable Civil Rights Title VI and equity policies, standard operating procedures, tools, resources, analysis, and guidance based on national and federal standards and best practices for implementation at the City bureau level. As City bureaus work to operationalize equity and Title VI into Bureau public programs, services, activities, planning, decision-making, resource allocation, and policymaking, the Citywide program provides technical assistance in the form of strategies, analysis, guidance, and recommendations, including providing staff training and education to support the institutionalization of equity and compliance Citywide. Consulting and technical assistance is provided at the leadership level, including City attorneys, Council offices, bureau leadership, program managers, and equity and Title VI Leads.

Office of Equity & Human Rights

Office of the City Administrator

The program has many strategic goals in its work: provide strategic direction; create and implement a proactive, centrally coordinated strategy and framework; support implementation and performance; provide processes, analysis, and deliverables to facilitate informed decision-making; meet federal requirements and be transparent to Portland communities; help bureaus and Council make progress towards Title VI objectives and equity outcomes; build enterprisewide scalable, replicable processes, support services, tools, and structures. Through transparent, streamlined, and effective processes and deliverables, the program seeks to support and maximize the impact of investments and services, improve operations, and further city goals to deliver effective, accountable, nondiscriminatory, and just municipal services and impacts.

The program's work is dynamic and collaborative. Efforts and initiatives include, for example, the development of an anti-racist RBA approach for Equity Plans; updated Bureau Racial Equity Plans development, acceptance, and performance management coordination; Citywide Community Equity Outcomes and Indicators/Metrics Data Tool development; Anti-Displacement Action Plan and Equitable Communities Framework collaboration; Racial Equity Toolkit development; Equity Toolkit for COVID-19 Relief and Recovery development; coordination with Citywide Performance Management and Citywide Data Governance; demographic data standards development; implementation of the Recommitment to Civil Rights Title VI and ADA Title II resolution (ADM-18.32) as adopted by Council; Title VI complaint management system design in support of the implementation of ADM-18.02; Civil Rights Title VI Plan preparation; ongoing Bureau technical assistance; and collaborating and consulting on Citywide initiatives. This includes comprehensive equity strategies implementation, data support, and performance management approaches for projects supported by the City's \$208 million in American Rescue Plan Act funds. A cross-bureau team supports civil rights compliance, equity analysis, data collection, management, integration, analysis, and sharing. Based on this work, Equity & Human Rights are partnering with CBO Performance Management and Planning & Sustainability Smart City PDX to scale and implement an equity and civil rights-centered, outcomes-based, unified performance, accountability, and data approach.

The program provides Citywide services which have a high-level and multi-bureau impact. The program brings a Citywide perspective to projects that touch multiple bureaus, implement Citywide initiatives, provide ongoing support and technical assistance, and provide analysis and recommendations on policy and operational decisions. Performance and success can be measured through the program's successful alignment of regulations, activities, and outcomes with the City's core values, goals, policies, and plans. Program success also can be measured through enhanced citywide service delivery, improved bureau coordination, thoughtful investment of resources, and improved program outcomes—via a blend of workload, effectiveness, performance, and progress measures. Broadly, the program goals are to provide services in support of the Office mission that facilitate, support, and enable ongoing City and bureau implementation of a comprehensive equity strategy that uses the agency's policy, budgetary, programmatic, service-delivery, procurement, data-collection processes, grantmaking, public engagement, research and evaluation, and regulatory functions to enable the City and bureaus' mission and service delivery to yield equitable outcomes for all, including underserved communities.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of bureau consultations regarding Title VI	0	172	0	131	225
Number of bureau consultations regarding the Language Access Program	158	129	155	95	95

Equity Impacts

The program seeks to increase equitable access for community members who experience institutional barriers and entrenched disparities; remove barriers; engage and support underserved and systemically oppressed communities; deliver resources, services, and benefits equitably; engage support and benefits; ensure the City provides resources and services equitably; and advance equitable and just outcomes. Comprehensive and enterprise Equity and Title VI standards and strategies, and robust technical assistance will support transforming the City into an anti-racist organization, delivering resources, services, and benefits equitably and meeting the needs of underserved communities—benefiting communities of color. Tools, information, research, and analysis can influence organizational change, help inform decision-making, and support bureaus in identifying program strategies that promote equity. This program will design the City evaluation metrics and monitor progress on the impacts of the Racial Equity Plan activities, Title VI Plan activities, and program/service performance data, allowing the bureaus and City to measure progress towards racial equity and civil rights goals and outcomes. For example, continued American Rescue Plan Act (ARP) data and equity strategy support (along with Bureau of Planning & Sustainability and Office of Management & Finance partners) will improve how frontline communities, nonprofits, and businesses interact with public data and have access to data and community-informed analysis to assess the COVID-19 response and recovery work. Reporting data on outputs, outcomes, and partners for all Rescue Plan projects are nested under ten Citywide equity outcomes to understand impacts on communities across the program.

City Council and bureaus are more knowledgeable, skilled, and equipped to take action to meet Civil Rights Title IV federal and state requirements and City equity goals. City Council, bureaus, and employees progressively apply data-driven and collaborative approaches, align efforts with community, and use racial equity tools to plan, design, and evaluate City public policies, programs, services, and projects toward closing disparities, providing equitable benefits, and supporting diverse Portland communities, including people with disabilities, older people, racial and ethnic communities, immigrants, refugees, people who are LGBTQIA+ or two-spirit, while also working toward longer-term solutions.

Changes to Program

Over the past fiscal year, the program has filled two vacant positions: the Civil Rights Title VI Analyst I and the Equity and Diversity Data Analyst II. The program continued to support equity, data, and performance management of the American Rescue Plan as part of the delivery team, providing support to project teams and facilitating reporting and sharing of reporting and performance data. The first versions of the updated Racial Equity Plans were presented and accepted by the City Council. The team will continue collaborating with bureau partners and teams to grow plans and build a data management and reporting strategy for plans. The Equity Strategies Analyst supporting Equity Plans is a limited-term position that is ARP-funded only through December 2024. The program is dedicated to ensuring Equity Plans and related growth and implementation are appropriately resourced. Many projects are multi-year, and progress will continue to build on the prior fiscal year's progress by continuing to develop the Citywide Equity Outcomes, the related Equity Data Tool (outcome indicators with conditional data providing a state of equity), updating the Equity Toolkit (a suite of tools and guidance to help identify and develop strategies to address inequities and promote just outcomes), preparing for Citywide Title VI planning, and re-establishing the bureau coordinators. The partnership with Planning & Sustainability Smart City PDX/Data Services and CBO Performance Team to support and implement equity-centered outcomes-based accountability and performance management approaches and strategies will continue.

Office of Equity & Human Rights

Office of the City Administrator

The Office had received funding for a one-year limited-term ADA Title II and Civil Rights Title VI Investigator (to be supervised by the ADA Title II program). After challenges with multiple hiring attempts over the past fiscal year, and identifying other areas that require centrally coordinated, ongoing compliance, the position was not filled. Due to expiring one-time funding in FY 2024-25, the position no longer exists.

Ongoing funding is needed for a position with this level of expertise and responsibilities that do not sunset. The Office will continue to advocate for ongoing funding to support 1.0 FTE Investigator (see ADA Title II Program Offer).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$239,483	\$234,125	\$484,915	\$263,064	\$263,064
External Materials and Services	\$46	\$0	\$8,500	\$10,041	\$10,041
Internal Materials and Services	\$26,819	\$54,799	\$55,261	\$25,709	\$25,709
Bureau Expenditures Total	\$266,348	\$288,924	\$548,676	\$298,814	\$298,814
Requirements Total	\$266,348	\$288,924	\$548,676	\$298,814	\$298,814
FTE	2.15	3.35	1.35	1.35	1.35

Diverse Empowered Employees of Portland (DEEP)

Program Description & Goals

The Diverse and Empowered Employees of Portland (DEEP) is a volunteer committee dedicated to serving all City employees by creating opportunities for networking, professional development, and partnering with employees to create inclusive and supportive cohorts. The goal of DEEP is to be a resource to City employees and work with Office of Equity and Human Rights and City bureaus to create a welcoming workplace where cultural connections are celebrated, and employees are supported. DEEP also assists with diversity and cultural events, serves as interview panel resources, works with Bureau of Human Resources on updating policies, and works with employees and the City on retention and recruitment strategies. The Office of Equity and Human Rights guides DEEP with equity, budget guidance, and financial management.

Explanation of Services

DEEP and the Employee Resource Groups (ERGs) work together to provide cultural connection, diversity, and understanding, and explore professional development opportunities for underrepresented employee groups. They are a diverse group of City employees who have come together around the protected classes and other historical barriers. They equitably support all folks from different races, backgrounds, ages, sexual orientations, genders, length of time employed at the City, religions, and abilities. They are committed to creating an inclusive environment that leads with equity and diversity in sponsored events and initiatives for both the community and City employees. For events and initiatives, they consider how to provide accessible service, such as translation, ADA requirements, or procuring services from minority vendors or historically underserved neighborhood businesses and organizations.

DEEP oversees 13 ERGs: 1) City African American Network, 2) City Disability Network (CDN) 3) Filipino American City Employees (FACE), 4) Hapa, Asian, & Pacific Islander (HAPI), 5) Indigenous PDX, 6) Jewish City Employees (JCE), 7) Latinx PDX, 8) Multicultural Community & Friends (MCF), 9) PDX City Parents, 10) Queer Alliance, (11) Slavic Empowerment Team (SET), 12) Veterans Empowerment Team (VET), and 13) Women's Empowerment (WE).

ERGs serve as a networking resource, help employees to resolve work challenges, provide opportunities for growth and professional development, and assist the City with creating a welcoming environment that assists recruitment and retention. They organize events, trainings, speakers' panels, and specific cultural events during the year, as well as during specific designated cultural months (e.g., Black History Month, Women's History Month, and Asian American History Month). Most events are open to the public, which creates a connection to the City of Portland as a community partner and an employer of choice.

DEEP, the ERG Leaders, and key City stakeholders, such as Bureau of Human Resources, work together to provide support to employees, as well as providing recommended resources such as the Employee Assistance Program (EAP) and training opportunities that supervisors may not deem job-related but increase morale and professional development.

DEEP plans and implements events throughout the year that educate employees and the public on various topics related to diversity, inclusion, and equity. This includes hiring specific speakers to speak about bystander intervention, racism, LGBTQ+ issues, disability awareness, gender equality, and developing leadership opportunities.

Office of Equity & Human Rights

Office of the City Administrator

Equity Impacts

DEEP's programs benefit City employees and the community. DEEP programs extend to a wide range of diverse ways in which employees personally identify. DEEP benefits employees and communities of color, veterans and families of veterans, working parents, women, LGBTQIA2S+ people, immigrants, and refugees.

DEEP enhances the work of the Office of Equity & Human Rights by adding additional peer support and opportunities for employees to engage in multiple Affinity Groups. Employees in the affinity groups feel acknowledged, empowered, connected, and a sense of belonging in the City government.

Changes to Program

There is a one-time carryover in the Fall or Spring Bump that is in the internal materials and services budget due to a Bureau of Technology Services accidental overcharge to DEEP in FY 2022-23 in the amount of \$14,760. DEEP will be utilizing these funds to go towards leadership development through the City's Path to Leadership Program.

Another change to DEEP is that a resolution was passed in December 2023 by council that officially renamed DEEP's Affinity Groups to Employee Resource Groups (ERGs), as well as increasing time allowed by leaders and ERG members to bill their time to their bureau overhead. Time increased from one to two hours per month for members, up to four hours per month for those who participate in two or more ERGs, and from two to four hours per month for leaders.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$18,150	\$23,343	\$11,580	\$6,059	\$6,059
External Materials and Services	\$45,585	\$36,912	\$246,277	\$67,000	\$67,000
Internal Materials and Services	\$1,285	\$17,320	\$990	\$952	\$952
Bureau Expenditures Total	\$65,019	\$77,575	\$258,847	\$74,011	\$74,011
Requirements Total	\$65,019	\$77,575	\$258,847	\$74,011	\$74,011
FTE	0.10	0.06	0.10	0.10	0.10

Equity Communications

Program Description & Goals

The Equity Communications component of the Office of Equity and Human Rights promotes the equity work of the Office and City to the community and internally within City government; acts as Public Information Officer (bureau spokesperson); supports bureaus and elected officials with communications strategy development; processes public records and media requests; organizes public participation events; produces informational resources and reports, videos, and other materials about the Office of Equity; and co-develops and facilitates Citywide equity training.

Equity Communications creates Office of Equity reports to Council and multi-media material for the Office's work, coordinates community events, and engages community with public events and social media.

Explanation of Services

In the 2018 Office of Equity & Human Rights Strategic Planning Stakeholder Engagement Report, stakeholders stated a need for improved community connection and stronger coordination between the Office and bureaus. Participants also stated a need for Equity & Human Rights to better communicate and implement its priorities.

The Deputy Director serves as the Equity Communications Manager and allows the bureau and the City to gather equity-centered input from Portlanders and strategically share a credible, consistent stream of equity messaging and updates to City staff and community. Effective outreach and public participation measures will result in a greater understanding of equity among external and internal audiences and help inform and support Citywide equity policies.

A successful equity program in the City can be measured by how communities of color and people with disabilities experience improvement in workforce diversity, services, and contracting opportunities. Gathering input from historically and currently oppressed communities and sharing information with external and internal audiences will help the City institutionalize the concept of equity.

Equity Impacts

Communities of color, people with disabilities, and other systemically excluded and institutionally oppressed communities have not had a prominent voice in City government. The creation of a clear communication plan through the Office of Equity & Human Rights with consistent interaction with communities can change the public perception or opinion about the City's equity initiatives and performances. Credible and consistent equity communications to City leaders and staff play a vital role in the Office's equity training and education efforts, leading to a more equitable City culture.

Changes to Program

Personnel costs decrease due to personnel reallocations that better match the budget with workload. The largest change reallocates a vacant Analyst II (formerly Analyst I) to the Equity Policy and Practice program offer (approximately \$120,000). Various other reallocations and reclassifications result in the remaining decrease. Internal materials and service costs decrease proportionate to personnel cost decreases.

Office of Equity & Human Rights

Office of the City Administrator

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$80,497	\$81,367	\$135,922	\$29,704	\$29,704
External Materials and Services	\$0	\$255	\$1,500	\$913	\$913
Internal Materials and Services	\$89,812	\$12,268	\$12,372	\$2,857	\$2,857
Bureau Expenditures Total	\$170,309	\$93,890	\$149,794	\$33,474	\$33,474
Requirements Total	\$170,309	\$93,890	\$149,794	\$33,474	\$33,474
FTE	1.85	0.75	0.85	0.85	0.85

Equity Policy and Practice Consulting

Program Description & Goals

The Office of Equity & Human Rights (Equity & Human Rights) provides consulting, technical assistance, and equity tools to assist bureaus with meeting the City's racial equity and disability goals and strategies as well as bureau-specific Racial Equity Plan goals. This program provides high-level policy and program assistance, working closely with equity managers, senior leadership, and elected officials.

Explanation of Services

The Office of Equity & Human Rights is charged with addressing institutional barriers to equitable access to and benefits of City government for communities of color and people living with disabilities.

In support of the Office's mission, the Equity Policy and Practice Consulting Program provides comprehensive services to bureaus, consulting on developing and implementing equity strategies, tools, and best practices. In addition, applying a racial and disability equity framework, Results Based Accountability (RBA) practices, and communication and conflict resolution skills advances bureaus toward achieving their goals to assure equitable City government practices. The Equity Policy and Practice Consulting Program provides support ranging from policy guidance to facilitation support and technical assistance to numerous Citywide strategic initiatives.

Some examples of groups to which the program has provided this technical support include the Community Opportunities and Enhancements Program (COEP), the Portland Committee on Community Engaged Policing (PCCEP), and the Smart Cities Initiative on the City's privacy and information protection principles. The technical support also consists of guiding new Citywide initiatives and visioning such as the Budget Equity Assessment Tool, Citywide Performance Management, the SuccessFactors Employee Performance Review system, Risk Prevention Policy Review, Citywide Long-Range Facilities Planning, Citywide Leadership Development Training for Managers and Supervisors, Workplace Equity Strategies Development, and the application of the Results-Based Accountability tool to the racial equity plans. This program also supports the liaison to GARE, the national professional government jurisdiction organization, and supports the liaison to external partners such as Metro, Port of Portland, Multnomah County, and national jurisdictions.

Since the COVID-19 pandemic hit the United States, the Equity Policy and Practice Consulting Program has provided support and technical assistance by playing the role of Equity Officer to the City of Portland's Emergency Coordination Center (ECC). The Equity Officer role included reviewing and providing guidance on the ECC Action Plans and Objectives; integrating a new SMARTER framework to assess goals and objectives (SMARTER goals are specific, measurable, achievable, relevant, time bound, equitable, and rewarding); helping recruit equity managers and practitioners for the various sections of the ECC; leading the development of an Equity Toolkit for COVID-19 Community Relief and Recovery; recommending adoption of the Toolkit by City Council; and providing training to ECC leaders on the racial equity-centered RBA. The program helped integrate key principles to the ECC Action Plans and Objectives.

Other Program Offer narratives may include descriptions of the same services or actions because staff across multiple program areas contribute to this work.

Office of Equity & Human Rights

Office of the City Administrator

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of City management that are employees of color	26%	25%	26%	NA	NA
Percentage of City workforce that are employees of color	25%	26%	28%	NA	NA

Equity Impacts

A robust technical support and consulting program strategy will benefit communities of color, people with disabilities, LGBTQIA2S+ communities, and other institutionally oppressed and systemically excluded communities. City employees are more skilled at using available tools and accessing assistance when needed for making decisions that impact those in systemically excluded communities, giving them a more prominent presence in City government. Credible and consistent equity support to City leaders and staff plays a vital role in the Office of Equity & Human Rights' mission and goals, leading to a more equitable City culture. Additionally, a robust technical support and equity consulting program ensures that City leaders, staff, and emergency management staff eliminate or minimize disparities in services, resources, or access in their work to support diverse Portland communities, including people with disabilities, older people, racial and ethnic communities, immigrants, refugees, people who are LGBTQIA2S+, and veterans during emergencies, while also working toward longer term solutions.

Changes to Program

Personnel in the program decreased by approximately \$17,000 due to reallocations that align budget with workload. External materials and services increased by \$48,000 due to a \$63,000 increase and \$15,000 decrease in one-time funding. Internal materials and service costs decrease proportionate to personnel cost decreases in the requested budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$387,741	\$233,414	\$1,003,395	\$258,371	\$258,371
External Materials and Services	\$0	\$3,000	\$98,145	\$9,128	\$9,128
Internal Materials and Services	\$23,662	\$79,079	\$61,859	\$22,852	\$22,852
Bureau Expenditures Total	\$411,403	\$315,493	\$1,163,399	\$290,351	\$290,351
Requirements Total	\$411,403	\$315,493	\$1,163,399	\$290,351	\$290,351
FTE	7.45	3.75	1.55	1.30	1.30

Equity Training and Education

Program Description & Goals

The Equity Training and Education program designs and delivers training to City staff on equity concepts and implementation methodologies, centering on race and disability. Participants cultivate equity mindsets by learning to recognize the impact of systemic oppression and institutional barriers on just distribution of resources while developing strategies to remove barriers to equity in City policies, programs, and practices.

Explanation of Services

The Office of Equity & Human Rights provides education, guidance, and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access, and opportunity, starting with issues of race and disability. This program focuses on the following trainings:

1. **Racial Equity 101:** The Training and Education Program facilitates a 3.5-hour mandatory training for City staff and elected officials. This training focuses on understanding the principles of racial equity, systemic racism, and implicit bias. The purpose is to provide City staff with the skills and tools necessary to implement a racial equity analysis on policies, practices, programs, and services. Upon request and trainers’ availability, Equity & Human Rights staff also offers Racial Equity 101 to community organizations.
2. **Tribal Governance, Sovereignty and Relations:** The Office of Equity & Human Rights is developing a 2-hour training for City staff and elected officials on tribal nations’ history, governance, and relations. The purpose of this training is to amplify native voices, their contributions, and needs. City employees will learn skills to implement an indigenous analysis in policies, programs, and practices. Equity & Human Rights is engaging and partnering with tribal nation leaders and community to complete this training. This includes collaboration and planning with the City of Portland’s Tribal Relations Director, Portland State University Institute for Tribal Government, and the Oregon Department of Education.
3. **The Office of Equity Disability Program and Training and Education Program** are partnering to co-develop a Citywide Disability 101 training. It will address the concepts of intersectionality, ableism, and anti-Black racism. It also will provide tools and guidance on conducting disability equity analysis in programs, policies, and services.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
# of Equity 101 training sessions offered annually	39	19	40	NA	NA
Number of City employees who received equity trainings annually	1,049	539	600	600	600

Office of Equity & Human Rights

Office of the City Administrator

Equity Impacts

A robust equity training and education program strategy benefits communities of color, people with disabilities, and other systemically excluded and institutionally oppressed communities. City employees will be equipped with equity tools and frameworks while making decisions that impact those in oppressed communities, giving them a more prominent presence in City government.

Credible and consistent equity training and education to City leaders and staff plays a vital role in the Office of Equity & Human Rights' mission and goals, leading to a more equitable City culture.

Changes to Program

The program capacity is reduced in FY 2024-25 due to expired one-time funding for an Analyst II position. The program is now staffed by one Analyst III position, with other staff participating as facilitators and curriculum designers.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$179,600	\$101,898	\$318,211	\$103,569	\$103,569
External Materials and Services	\$1,788	\$1,665	\$20,304	\$6,574	\$6,574
Internal Materials and Services	\$32,432	\$31,898	\$32,167	\$9,522	\$9,522
Bureau Expenditures Total	\$213,820	\$135,460	\$370,682	\$119,665	\$119,665
Requirements Total	\$213,820	\$135,460	\$370,682	\$119,665	\$119,665
FTE	3.35	1.95	0.60	0.60	0.60

Human Rights Commission

Program Description & Goals

The Human Rights Commission (HRC) works to eliminate discrimination and bigotry to strengthen intergroup relationships and to foster greater understanding, inclusion, and justice for those who live, work, study, worship, travel, and play in the City of Portland. In doing so, the Commission is guided by the principles embodied in the United Nations’ Universal Declaration of Human Rights.

The Human Rights Commission is an all-volunteer advisory body comprising Human Rights Commissioners appointed by City Council. The Human Rights Commission advises City Council and City bureaus on applying a human rights framework to policy and advises on promoting and protecting human rights in the City of Portland.

Explanation of Services

The Human Rights Commission (HRC) lends its expertise to City policy processes by using a human rights framework analysis on existing policy and on policy development in City government. The HRC human rights framework policy analysis is conducted through collaboration with City leadership and City Council policy advisors. Community stakeholders also play a significant role in informing the Commission’s analysis and recommendations. The HRC commissioners additionally conduct their own research to inform their recommendations, with additional research and resources provided by staff. The HRC uses its purview to advise city leadership on human rights issues that impact Portland’s community members.

The HRC engages with internal and external stakeholders to promote, educate on, and advocate for human rights in the City of Portland. Through proactive engagement with stakeholders, the HRC can connect community voice to City government. The outcomes of said engagement with internal and external stakeholders are important to increase awareness of human rights issues affecting Portlanders, affect policy change through the application of a human rights framework, and continue to serve as a City advisory body the public can rely on to voice their human rights concerns.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	NA	0	0	NA	NA

Equity Impacts

The Human Rights Commission centers its policy recommendations on achieving equitable outcomes for Portland’s most historically and currently oppressed community members. Through the HRC’s engagement with City government, City Council members and bureau leadership and management are increasing in awareness and knowledge about universal human rights principles. Additionally, City officials are progressively applying a human rights framework to policies, programs, and processes to assess the benefits and burdens policy outcomes may have on systemically oppressed populations. Improving access to City government for Portland’s most historically and currently oppressed communities is an important outcome of the Commission’s advisory role to City Council and City bureaus. Through the HRC’s policy analysis, the potential impacts of the originating policy are assessed, and recommendations are given based on improving the living conditions for oppressed communities as well as for dominant groups in Portland.

Office of Equity & Human Rights

Office of the City Administrator

Changes to Program

Staff time and funding was reallocated from this program in FY 2021-22 to address other critical work. In the process of restructuring the program and staffing, the role the Office of Equity & Human Rights plays in collaboration with the Human Rights Commission will be re-examined. This reallocation will continue in FY 2023-24.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$157	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$157	\$0	\$0	\$0	\$0
Requirements Total	\$157	\$0	\$0	\$0	\$0

Portland Commission on Disability

Program Description & Goals

The program was moved in FY 2020-21 under the broader ADA Title II program.

The mission of Portland Commission on Disability (PCOD) is to guide the City in ensuring that it is a more universally accessible city. The commission seeks accessibility in the built environment, employment, livability, and health and outreach.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	NA	0	0	NA	NA

Equity Impacts

The program tracked all accommodations for the Portland Commission on Disability in compliance with ADA Title II. The PCOD previously provided advice and recommendations on Citywide disability policy and programs and will function as a new taskforce. The taskforce will be charged with providing support and recommendations for disability equity in Citywide policy, practice, and procedure.

Changes to Program

The Commission has been moved to the ADA Title II program.

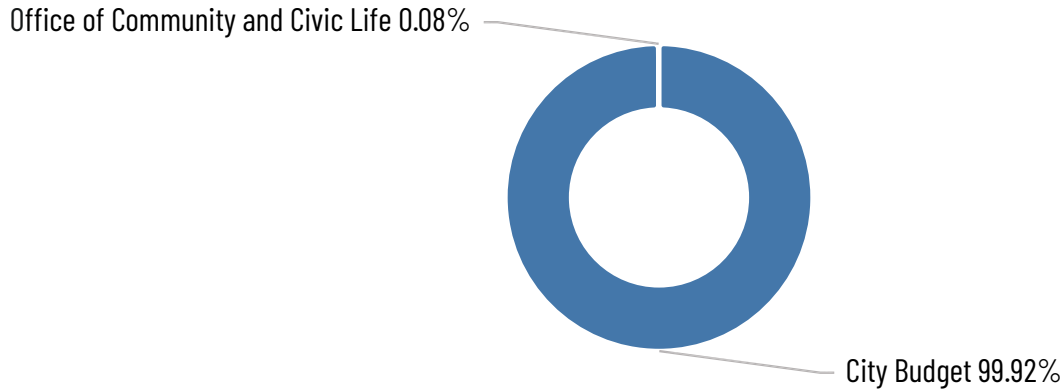
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$157	\$0	\$0	\$0	\$0
Internal Materials and Services	\$413	\$501	\$0	\$0	\$0
Bureau Expenditures Total	\$570	\$501	\$0	\$0	\$0
Requirements Total	\$570	\$501	\$0	\$0	\$0

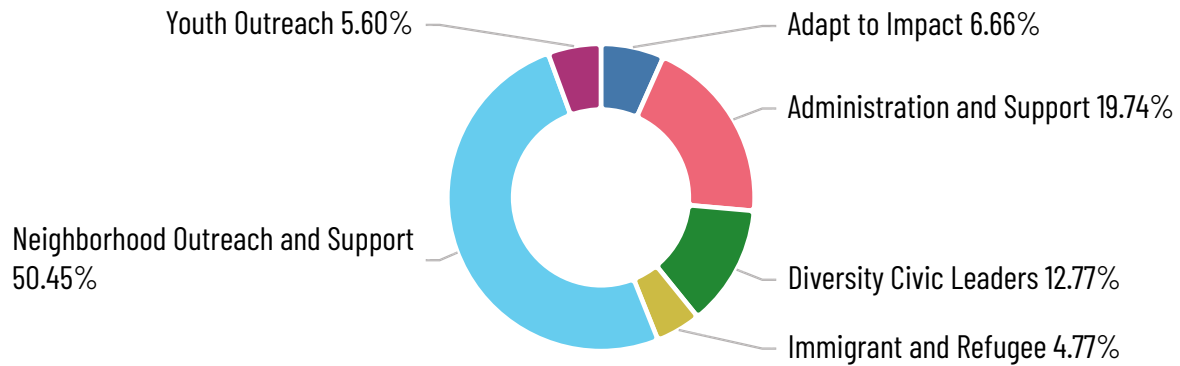
Office of Community and Civic Life

City Administrator Service Area
 Mike Jordan, City Administrator
 Mourad Ratbi, Interim Director

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$7,282,157	\$6,320,088	\$(962,069)	(13.2)%
Capital				
Total	\$7,282,157	\$6,320,088	\$(962,069)	(13.2)%
Authorized Positions	25.90	14.90	(11.00)	(42.47)%

311 Program

Adapt to Impact

Program Description & Goals

Adapt to Impact’s (A2I) primary purpose is to collaborate with other bureaus on the practices and policies of community partnership. The interdisciplinary team consists of two overhead funded programs—Advisory Bodies, and Equity & Civic Engagement Best Practices. The goal of these programs is to strategically transform institutional structures, policies, and practices to authentically engage with underrepresented and underserved communities. This is achieved in two primary ways:

- ◆ Through education, practice, and policy development in each content area
- ◆ Through partnership efforts across all service areas

Equity Impacts

The ability of the City to serve and positively impact underserved communities cannot be accomplished through program services alone. It requires institutional change and challenging assumptions and practices of community partnership.

Changes to Program

In FY 2024-25, the Mental Health program transferred to Bureau of Human Resources to align services and resources with their Occupational Health & Well-being program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$425,816	\$345,661	\$464,640	\$307,876	\$307,876
External Materials and Services	\$46,074	\$1,176	\$7,848	\$23,306	\$23,306
Internal Materials and Services	\$85,978	\$97,544	\$105,795	\$89,829	\$89,829
Bureau Expenditures Total	\$557,868	\$444,382	\$578,283	\$421,011	\$421,011
Requirements Total	\$557,868	\$444,382	\$578,283	\$421,011	\$421,011
FTE	4.57	4.52	3.40	2.15	2.15

Administration

Program Description & Goals

The Office of Community & Civic Life Administration (Administration) team provides communications support, internal strategic direction, policy, budget and financial management, human resources, contracts and grants management, organizational development, and administrative and technology support to all bureau programs.

The Administration team builds and maintains a high functioning, multicultural work environment. The team accomplishes this by developing clear and equitable practices in hiring and retention methods, procedures and policies, responsible stewardship of fiscal resources, championing of data and metrics, and innovative application of technology.

In order to better serve the community, the Administration team is committed to partnering with Citywide stakeholders to create engagement opportunities, improve communication channels and business processes, and provide clarity on roles and responsibilities in the areas of procurement, budget, accounting and finance, and contracts and grants management. This helps ensure that funding to uplift community engagement, anti-racism, and inclusion efforts is not negatively impacted by lengthy and burdensome administrative processes.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of programs in which Civic Life staff speak one or more priority languages	88%	83%	80%	80%	80%

Equity Impacts

Administration oversees the creation and implementation of the Bureau’s Affirmative Action Plan & Racial Equity Plan, supports the leadership team in Bureau policy development with an equity analysis, and participates in Citywide Racial Equity efforts. Its staff supports equitable impacts by providing focused support to all program contract and grant managers to ensure that they and the community partners understand the City’s grant making and contracting requirements, and by focusing on the accurate and timely disbursement of funds. The office seeks to build community engagement and inclusivity by maintaining a robust communications network with internal and external partners and the communities, and ensuring contract and grant opportunities are known and obtainable by COBID certified organizations.

Changes to Program

The Administration team is a shared resource within the Bureau, working closely with the Communications team to professionalize the Bureau and increase transparency and presence in the community.

Office of Community and Civic Life

Office of the City Administrator

In FY 2024-25, three members of the Administration team transferred to Budget & Finance and City Operations service areas as part of Citywide charter reform efforts, furthering the team’s commitments to building an enterprise organizational structure and the realignment of operational functions and resources. Within Civic Life, the Communication program merged into Administration to streamline business processes, and increase efficiency and productivity between the remaining team members.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$758,669	\$742,885	\$862,053	\$869,068	\$869,068
External Materials and Services	\$5,988	\$6,435	\$28,477	\$82,243	\$82,243
Internal Materials and Services	\$100,071	\$105,154	\$286,169	\$296,078	\$296,078
Bureau Expenditures Total	\$864,727	\$854,474	\$1,176,699	\$1,247,389	\$1,247,389
Requirements Total	\$864,727	\$854,474	\$1,176,699	\$1,247,389	\$1,247,389
FTE	4.83	6.10	10.00	5.00	5.00

Community-Led Budgeting

Program Offer Transition Information

Per Resolution 37609, Community-Led Budget program transferred from Civic Life to Prosper Portland in FY 2023-24. Please visit Prosper Portland for additional information.

Cannabis

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,080,606	\$1,177,975	\$0	\$0	\$0
External Materials and Services	\$1,495,902	\$1,540,816	\$0	\$0	\$0
Internal Materials and Services	\$396,012	\$236,921	\$0	\$0	\$0
Bureau Expenditures Total	\$2,972,520	\$2,955,712	\$0	\$0	\$0
Fund Expenditures					
Fund Transfers - Expense	\$0	\$159,862	\$0	\$0	\$0
Fund Expenditures Total	\$0	\$159,862	\$0	\$0	\$0
Requirements Total	\$2,972,520	\$3,115,574	\$0	\$0	\$0
FTE	0.00	11.55	0.00	0.00	0.00

Community Safety

Constructing Civic Dialogues

Program Offer Transition Information

Constructing Civic Dialogues (CCD) program was eliminated, and key functions were incorporated into the Neighborhood Outreach & Support Program per Citywide mandated budget reduction and internal alignment of resources throughout Service Areas. See Neighborhood Outreach & Support Program offer for details.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$15,513	\$0	\$0
External Materials and Services	\$221,766	\$248,410	\$249,975	\$0	\$0
Bureau Expenditures Total	\$221,766	\$248,410	\$265,488	\$0	\$0
Requirements Total	\$221,766	\$248,410	\$265,488	\$0	\$0

Diversity & Civic Leadership

Program Description & Goals

The city has a long and rich history of Portlanders engaging in government. Yet its Black, Indigenous, and People of Color (BIPOC) communities often face disproportionate barriers to civic engagement. These include language access, social and economic factors, connection to and understanding of government systems, and a civic home—a place of belonging and ownership. The nonpartisan Integrated Voter Engagement framework offers an effective way to increase civic engagement among Portland’s BIPOC communities, offering proven strategies to building long-term community power. These strategies include integrating year-round nonpartisan voter engagement with community organizing activities, developing strong leaders, organizing and mobilizing communities, getting out the vote, registering voters, engaging and educating the electorate, and achieving policy impact.

This framework supports development on the Diversity & Civic Leadership (DCL) Program. The DCL Program offers grants to BIPOC-led, community-based organizations to design and implement culturally competent leadership development, civic engagement, and community organizing programs. Since FY 2022-23, DCL partnered with Immigrant & Refugee Community Organization, Latino Network, Native American Youth & Family Center, Unite Oregon, and Urban League.

Now in its thirteenth year, DCL is positioned to offer enhanced responses to changing community needs. The DCL cohort will continue to engage the community and provide leadership and educational opportunities for community members. The program will hold more trainings and community events in the new year, focusing on issues such as housing, jobs, community development, education, criminal justice, voting protections, systemic racism, behavioral and public health, and environmental justice.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of new partnerships with community groups	10	5	6	6	6

Equity Impacts

DCL leaders, alumni, and partnering organizations continue to shape more equitable, just, and healthy outcomes for all Portlanders. The DCL Program’s equity impact includes the following:

- ◆ Community-led civic engagement infrastructure for BIPOC, immigrant, and refugee communities
- ◆ Culturally specific, in-language training that develops leadership skills and advances awareness of social and racial justice issues, government processes, and organizing and advocacy strategies
- ◆ Increased engagement by BIPOC, immigrant, and refugee communities in City, County, State, and federal issues, setting policy priorities and working with government to advance them
- ◆ Ongoing restructuring of this program to create more partnerships and stronger representation among underrepresented communities
- ◆ Continued community support through DCL’s community health, housing assistance, senior services, workforce development, youth and education, and advocacy and engagement programs—with the approval of additional rental housing assistance, DCL will continue to work with people to ensure that they remain in their homes
- ◆ Education and engagement of communities on the City Charter and legislative processes and facilitation of civic engagement

Changes to Program

While long-term investments in an effective set of community partners are crucial, after 13 years of successful programming, the DCL program needs to be assessed. As such, DCL plans to reimagine, redesign, and reach out to a broader set of partners to envision and implement a program that meets the civic engagement needs in this changing environment. This change has been initiated by the reduction of the program’s on-going funding in previous years and further supported by City Council through their decision to eliminate 1.0 FTE designated to the DCL program in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$11,781	\$61,950	\$523	\$0	\$0
External Materials and Services	\$674,191	\$641,850	\$737,040	\$773,284	\$773,284
Internal Materials and Services	\$9,903	\$11,318	\$12,420	\$33,860	\$33,860
Bureau Expenditures Total	\$695,874	\$715,118	\$749,983	\$807,144	\$807,144
Requirements Total	\$695,874	\$715,118	\$749,983	\$807,144	\$807,144
FTE	0.50	0.50	1.00	0.00	0.00

Graffiti

Immigrant & Refugee

Program Description & Goals

The City of Portland has affirmed its values regarding immigrants and refugees through the passage of its inclusive and welcoming Sanctuary City Resolution. Currently, 13.5% of Portland’s population are immigrants, and one in ten Oregonians are immigrants or refugees. Due to important shifts in immigration policy at both the national and state level, Oregon’s immigrant and refugee population will increase exponentially over the next few years. Additionally, two new resettlement agencies and a State Office of Immigrant and Refugee Advancement will increase the State’s capacity to relocate and welcome new arrivals, highlighting the urgency in responding to the needs of this growing community.

At the same time, immigrants and refugees in Portland continue to face incredible barriers to participating in decisions that impact their daily lives. These communities lack access to key conversations around issues such as housing, public safety, education, mental health, and civic engagement. The Immigrant & Refugee Program offers a multi-pronged, community-centered, and collaborative approach to ensuring that Portland fully lives up to its status as an inclusive and welcoming Sanctuary City.

Program goals include the following:

- ◆ Building pathways for immigrant and refugee Portlanders to engage in City decision-making
- ◆ Collaborating with communities, elected officials, and bureaus to advocate for policies that advance immigrant and refugee rights and support immigrant integration
- ◆ Serving as a resource for City Council and other bureaus in their pursuits to meet the needs of Portland’s immigrant and refugee communities through programs, policies, and services
- ◆ Working with the Office of Government Relations to help build legislative priorities in collaboration with communities impacted by immigration policy at both local and federal levels

To be counted toward the “new partnerships” metric below, community groups will not have had an agreement with the bureau within the past five years.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of new partnerships with community groups	10	5	6	6	6

Equity Impacts

The Immigrant & Refugee Program emerged out of equity concerns expressed in these communities about how they would like to engage with the City. Growing research confirms the deep disparities that impact immigrant and refugee communities, including a lack of representation and collective voice at the City level. The program will continue to develop the tools to address equity needs of these communities by:

- ◆ Development of infrastructure for a tailored, population-specific approach to leadership development that addresses the unique needs of immigrants and refugees from a wide variety of backgrounds
- ◆ Increase and broadening in recruitment for the New Portlander Policy Commission, specifically focusing on more inclusive representation from underrepresented immigrant communities
- ◆ Development of a policy agenda that voices the needs and aspirations of policy stakeholders that otherwise may be unacknowledged
- ◆ Civic education and practice vital to advancing a robust and healthy democracy

Changes to Program

Since 2021, the program launched Portland’s first Welcoming Week, a national celebration led by the nonprofit Welcoming America. The purpose of this celebrations is to bring people together to create more inclusive and welcoming communities and to bring visibility to the issues these communities face. Welcoming Week has grown and expanded to include community-led events with boarder interbureau participation and community partners.

The Immigrant & Refugee Program recognized the critical need to address barriers and inequitable access to essential services faced by Portland’s immigrant and refugee communities and has for the first time partnered with Portland Community College Legal & Education Access & Referral Clinic to provide comprehensive support, focusing on Deferred Action for Childhood Arrivals (DACA) renewals with work permit application, immigration legal screenings, and advance parole for DACA recipients. These services are strategically focused toward removing barriers to recipients’ success, well-being, and becoming informed and engaged community members.

In addition, this program is finalizing a first-of-its-kind partnership with the Department of Justice to address issues related to bias reporting and hate speech within the City of Portland. This partnership includes data sharing, bias report mechanism training, and participation on programmatic events and related advisory body committee meetings. This partnership will take effect in the first quarter of FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$199,748	\$112,982	\$149,153	\$117,075	\$117,075
External Materials and Services	\$14,911	\$29,324	\$240,404	\$138,042	\$138,042

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$29,792	\$31,140	\$35,593	\$46,640	\$46,640
Bureau Expenditures Total	\$244,452	\$173,446	\$425,150	\$301,757	\$301,757
Requirements Total	\$244,452	\$173,446	\$425,150	\$301,757	\$301,757
FTE	1.50	1.48	1.20	0.95	0.95

Information & Referral

Program Offer Transition Information

The City of Portland and Multnomah County’s Information and Referral (I&R) program was a longstanding central resource for information and referral to all City and County bureaus, programs, and services as well as to many local community and social services. The program’s purpose was to facilitate community access to local government and the services it provides. The City of Portland began a phased rollout of a Citywide 3-1-1 Program in FY 2019-20 to provide many similar services to Portlanders, and the 3-1-1 Program has incorporated I&R as of FY 2020-21.

For more information on the 3-1-1 Program, see the 3-1-1 program offer in the Office of Management & Finance’s budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Internal Materials and Services	\$ (0)	\$ 0	\$ 0	\$ 0	\$ 0
Bureau Expenditures Total	\$ (0)	\$ 0	\$ 0	\$ 0	\$ 0
Requirements Total	\$ (0)	\$ 0	\$ 0	\$ 0	\$ 0

Liquor Licensing

Program Offer Transition Information

Per Resolution 37609, Liquor Licensing program transferred from Civic Life to Bureau of Development Services in FY 2023-24. Please see Development Services' program offers for additional information.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$321,898	\$330,063	\$0	\$0	\$0
External Materials and Services	\$194,348	\$18,951	\$0	\$0	\$0
Internal Materials and Services	\$87,712	\$111,659	\$12,187	\$0	\$0
Bureau Expenditures Total	\$603,957	\$460,673	\$12,187	\$0	\$0
Requirements Total	\$603,957	\$460,673	\$12,187	\$0	\$0
FTE	2.52	2.40	0.00	0.00	0.00

Neighborhood Outreach & Support

Program Description & Goals

The Neighborhood Program (short for Neighborhood Outreach & Support Program) aims to support formally recognized neighborhood associations and to cultivate community networks that broaden channels of communication between the public and City officials, increase community participation in public decision-making, and support community-driven projects. The program funds four nonprofit-run district coalitions that are geographically aligned with City of Portland’s Council Districts. These district coalitions serve 94 neighborhood associations and communities of identity and interest. This program started in 1974, when the City issued no-bid grants with the same nonprofits over the past 50-year period.

Now starting its sixth decade, the Neighborhood Program is evolving and adapting to better meet the needs of the neighborhoods and Portlanders in an effective, efficient, equitable, and financially responsible manner, and in a way that is aligned with the City’s values.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of new partnerships with community groups	10	5	6	6	6

Equity Impacts

Recognizing historical inequities and the City’s role in creating and amplifying those inequities through its public involvement investments, Civic Life seeks to transform the neighborhood system to better serve under-resourced and/or marginalized communities through district coalitions while continuing to support neighborhood associations. Civic Life will continue to identify service gaps and redirect funding aimed at increasing the engagement of and partnerships with communities of identity and interest, prioritizing BIPOC communities. With this change in mind, these are the equity impacts of this program:

- ◆ District coalitions with board, staff, and volunteers that reflect the neighborhoods they serve and that actively promote leadership of BIPOC, youth, immigrant and refugee, renters, disabled, and LGBTQ+ communities
- ◆ Neighborhood infrastructure that carries out education, training and activities to understand and undo white supremacy culture using lessons from the social justice, racial justice, and LGBTQ+ movements as the foundation, and utilizes programmatic practices that confront bullying behaviors, internalized oppression, racism, sexism, homophobia, and other oppressions
- ◆ Neighborhood infrastructure that uplifts the voices of all residents, develops the leadership of community members, and fosters a culture of collaboration with volunteer groups, community-based organizations, and City bureaus around shared goals and the City’s core values

Changes to Program

In FY 2024-25, Neighborhood Program adopted four new nonprofit district coalitions from a combination of seven City-run and nonprofit-run agencies to align with the City of Portland's new Council Districts as a result of the voter approved Charter Reform, which includes changes to the election system and form of government. This program will continue to provide demographically proportional operations, small grant programs, and voter education funding to each district to support their newly designed scope of work.

Civic Life, district coalitions, and other community partners will continue to evaluate the impact of this program, including considering ways to support the development of emerging communities beyond neighborhood associations while still valuing current partners in preparation to develop the program's first request for proposal (RFP) to seek future partnerships.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,011,173	\$1,117,502	\$825,038	\$910,578	\$760,578
External Materials and Services	\$1,751,469	\$2,448,689	\$2,089,292	\$2,053,096	\$2,203,096
Internal Materials and Services	\$113,705	\$186,814	\$249,448	\$225,025	\$225,025
Bureau Expenditures Total	\$2,876,347	\$3,753,006	\$3,163,778	\$3,188,699	\$3,188,699
Requirements Total	\$2,876,347	\$3,753,006	\$3,163,778	\$3,188,699	\$3,188,699
FTE	8.46	10.20	8.00	5.00	5.00

Noise

Program Offer Transition Information

Per Resolution 37609, Noise program transferred from Civic Life to Bureau of Development Services in FY 2023-24. Please see Development Services' program offers for additional information.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$457,419	\$386,438	\$0	\$0	\$0
External Materials and Services	\$8,462	\$15,165	\$0	\$0	\$0
Internal Materials and Services	\$144,298	\$169,682	\$25,242	\$0	\$0
Bureau Expenditures Total	\$610,178	\$571,285	\$25,242	\$0	\$0
Requirements Total	\$610,178	\$571,285	\$25,242	\$0	\$0
FTE	4.65	4.60	0.00	0.00	0.00

Youth

Program Description & Goals

The Youth Program oversees Multnomah Youth Commission (MYC), the official youth policy body for the City of Portland and Multnomah County. To date, the City of Portland’s Youth program has revolved around developing an official channel to amplify youth perspectives on critical City policy. Founded in 1996, the MYC is a joint program of the City of Portland and Multnomah County per an intergovernmental agreement adopted in 2008. The MYC is a group of up to 42 majority Black, Indigenous, and People of Color (BIPOC) people, ages 13–21, who bring youth voices to government to change policy and shift negative community perceptions about youth.

The MYC is a diverse group of youth organizers and leaders dedicated to equity and justice, representing youth who live, work, or attend school in Portland and Multnomah County. The MYC has made an intentional and sustained effort to ensure that a majority of youth commissioners are BIPOC.

MYC work is guided by our Bill of Rights: Children + Youth, the Nation’s first bill of rights written by and for youth. The MYC developed a community-engagement model that holds youth participatory action research, policy creation and advocacy, and youth-adult partnership as its foundational underpinnings.

MYC’s current major policy focus areas were selected and led by youth. Past focuses areas include:

- ◆ Youth Against Violence Committee: Eliminating police, gang, and sexual and dating violence, and advocating for change in the juvenile justice system
- ◆ Transit and Environmental Equity Advocacy Committee: Transit justice issues and expanding Trimet’s YouthPass program regionwide
- ◆ Education/Youth Voice Committee: Organizing nonpartisan civic engagement around issues, hosting candidate forums and other elections engagement for youth, and working to combat chronic absenteeism by pushing back high school start times to 8:45 a.m. or later

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of new partnerships with community groups	10	5	6	6	6

Equity Impacts

The Youth Program has developed a robust, proactive approach to equity, with impacts including the following:

- ◆ Education and training to understand and undo white supremacy culture using social justice, racial justice, and LGBTQ+ movement lessons as the foundation
- ◆ Utilizing programmatic practices that confront bullying behaviors, internalized oppression, racism, sexism, homophobia, and other oppressions
- ◆ Collective and collaborative decision making, with a focus on youth decision-making power
- ◆ Engaging youth as an underrepresented community in the current power structure, and who also hold intersections with nearly all other historically underrepresented communities
- ◆ Using wrap-around youth support strategies including leadership skills, personal identity development, and adolescent development to prepare youth to be at decision-making tables
- ◆ Having members from communities impacted by injustice through intentional efforts to recruit BIPOC youth and build collaborative partnerships with BIPOC- and youth-led organizations
- ◆ Advocating for City, County, and State policies and budgets that reflect the priorities of youth—supporting youth decision-making and engagement opportunities will enhance the impact of ongoing advocacy and organizing by youth leaders and youth-led groups

Changes to Program

The Youth Program provides an exceptionally clear model for the importance of developing civic engagement structures for specific Portland populations in the cultivation of institutions that serve all. The Youth Program is a collaboration and long-term partnership between City of Portland and Multnomah County. This program will actively work to scale up MYC successes and the program’s ability to respond to changing needs to support a broader segment of the youth population by having a larger policy impact while prioritizing youth support during ongoing health and racial justice crises.

Youth Program was transferred to report to Operations as part of the Charter Reform. This change does not impact the program’s mission or programming.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$128,113	\$179,208	\$236,940	\$237,645	\$237,645
External Materials and Services	\$3,202	\$18,191	\$34,939	\$28,639	\$28,639

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$38,023	\$40,802	\$45,600	\$87,804	\$87,804
Bureau Expenditures Total	\$169,338	\$238,202	\$317,479	\$354,088	\$354,088
Requirements Total	\$169,338	\$238,202	\$317,479	\$354,088	\$354,088
FTE	1.90	1.90	2.30	1.80	1.80



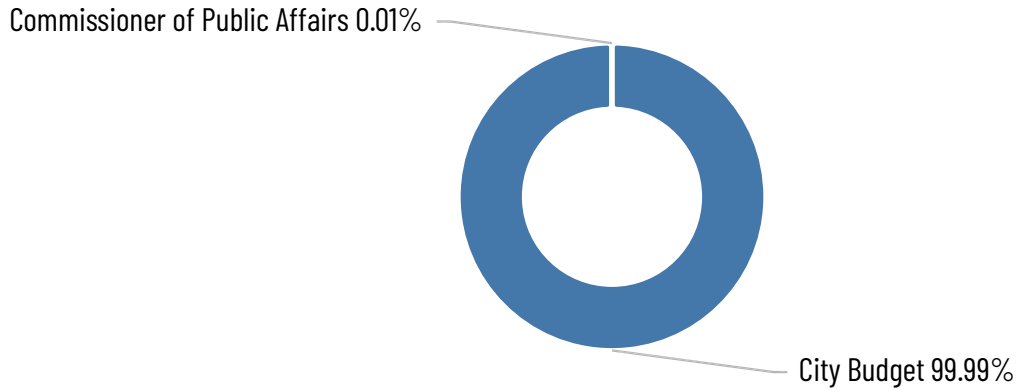
Commissioner of Public Affairs

Portland City Council Service Area

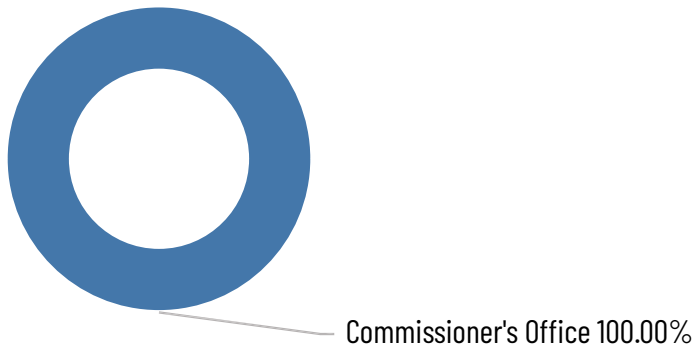
Commissioner of Public Affairs

City Council Service Area
Rene Gonzalez, Commissioner

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,761,720	\$837,464	\$(924,256)	(52.5)%
Capital				
Total	\$1,761,720	\$837,464	\$(924,256)	(52.5)%
Authorized Positions	8.00	8.00	—	—%

Commissioner of Public Affairs

Program Description & Goals

The Commissioner of Public Affairs (Commissioner Gonzalez's Office) is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members. As a whole, the City Council promotes a livable and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

The Commissioner of Public Affairs does not have any performance measures; however, the bureaus they manage have numerous performance measures which are one component of measuring success. Elected officials serve four-year terms and ultimately the voters decide at the ballot whether the Commissioner should serve another term if they seek reelection.

Equity Impacts

The Office of Equity and Human Rights presented Racial Equity Goals and Strategies to City Council on July 8, 2015. The City Council unanimously adopted the goals and strategies as binding City policy, providing a guidepost for City employees and leadership to follow to achieve the racial equity goals. Below are the Citywide Racial Equity Goals and Strategies along with examples of how the Commissioner of Public Affairs meets these goals:

- ◆ Use a racial equity framework: The Commissioner's Office uses a racial equity framework to inform all its policy analysis and development work.
- ◆ Build organizational capacity: The Commissioner's Office seeks to help community-based organizations build leadership skills and secure resources.
- ◆ Implement a racial equity lens: The Commissioner's Office utilizes a racial equity lens to inform all its policy analysis and development work.
- ◆ Be data driven: The Commissioner's Office utilizes data to inform all its policy analysis and development work.
- ◆ Partner with other institutions and communities: The Commissioner's Office partners with dozens of community institutions and groups.
- ◆ Operate with urgency and accountability: The Commissioner's Office is reminded daily that it is directly accountable to Portlanders.

Changes to Program

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

Commissioner of Public Affairs

Portland City Council Service Area

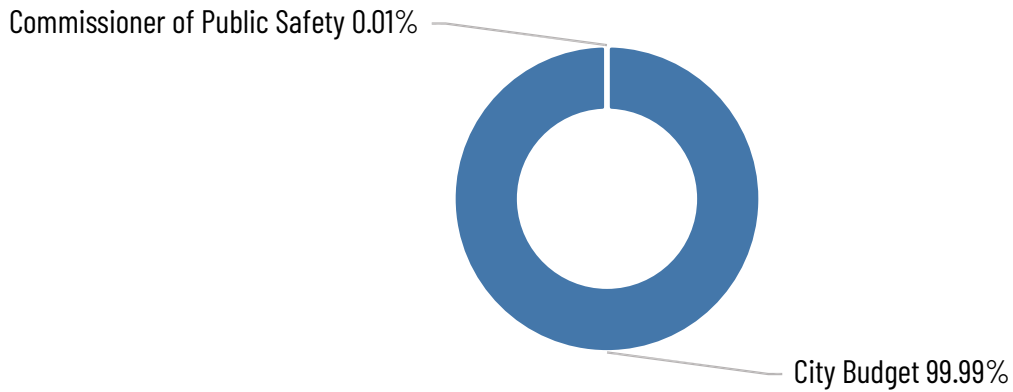
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,064,475	\$929,452	\$1,318,906	\$642,774	\$642,774
External Materials and Services	\$20,546	\$71,650	\$97,486	\$20,620	\$20,620
Internal Materials and Services	\$274,949	\$310,833	\$345,328	\$174,070	\$174,070
Bureau Expenditures Total	\$1,359,969	\$1,311,935	\$1,761,720	\$837,464	\$837,464
Requirements Total	\$1,359,969	\$1,311,935	\$1,761,720	\$837,464	\$837,464
FTE	8.00	8.00	8.00	8.00	8.00

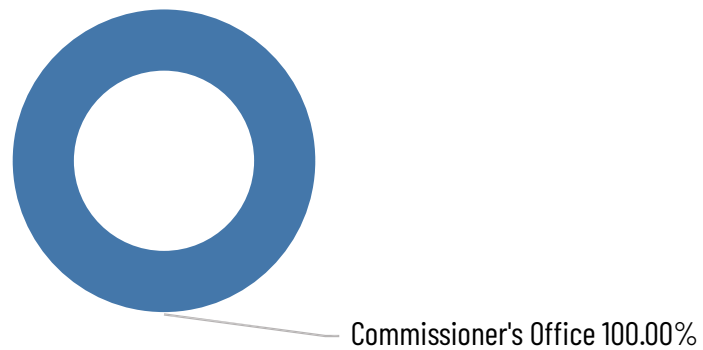
Commissioner of Public Safety

City Council Service Area
Mingus Mapps, Commissioner

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,669,864	\$837,464	\$(832,400)	(49.9)%
Capital				
Total	\$1,669,864	\$837,464	\$(832,400)	(49.8)%
Authorized Positions	8.00	8.00	—	—%

Commissioner of Public Safety

Program Description & Goals

The Commissioner of Public Safety (Commissioner Mapp's Office) is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members. As a whole, the City Council promotes a livable and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

The Commissioner's Office does not have any performance measures; however, the bureaus they manage have numerous performance measures which are one component of measuring success. Elected officials serve four-year terms and ultimately the voters decide at the ballot whether the Commissioner should serve another term if they seek reelection.

Equity Impacts

The Office of Equity & Human Rights presented Racial Equity Goals and Strategies to City Council on July 8, 2015. The City Council unanimously adopted the goals and strategies as binding City policy, providing a guidepost for City employees and leadership to follow to achieve the racial equity goals. Below are the Citywide Racial Equity Goals and Strategies along with examples of how the Commissioner of Public Safety meets these goals:

- ◆ Use a racial equity framework: The Commissioner's Office uses a racial equity framework to inform all its policy analysis and development work.
- ◆ Build organizational capacity: The Commissioner's Office seeks to help community-based organizations build leadership skills and secure resources.
- ◆ Implement a racial equity lens: The Commissioner's Office utilizes a racial equity lens to inform all its policy analysis and development work.
- ◆ Be data driven: The Commissioner's Office utilizes data to inform all its policy analysis and development work.
- ◆ Partner with other institutions and communities: The Commissioner's Office partners with dozens of community institutions and groups.
- ◆ Operate with urgency and accountability: The Commissioner's Office is reminded daily that it is directly accountable to Portlanders.

Changes to Program

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,002,024	\$1,098,171	\$1,308,606	\$647,176	\$647,176
External Materials and Services	\$13,874	\$32,466	\$44,582	\$22,691	\$22,691
Internal Materials and Services	\$262,450	\$283,138	\$316,676	\$167,597	\$167,597
Bureau Expenditures Total	\$1,278,348	\$1,413,774	\$1,669,864	\$837,464	\$837,464
Requirements Total	\$1,278,348	\$1,413,774	\$1,669,864	\$837,464	\$837,464
FTE	8.00	8.00	8.00	8.00	8.00

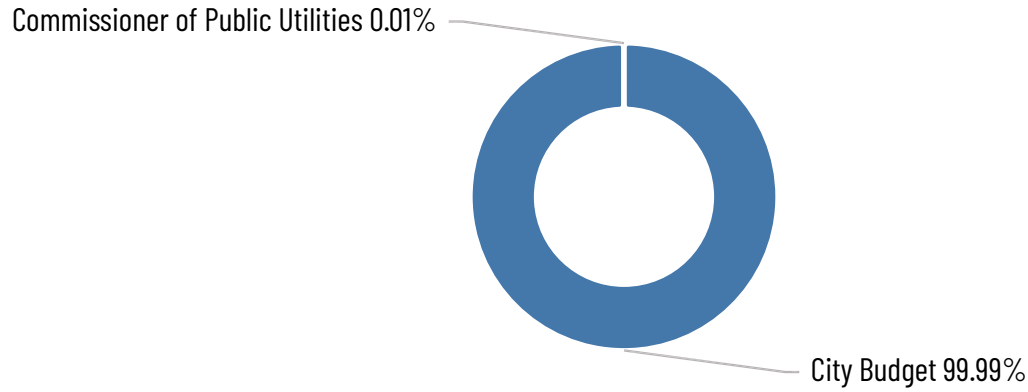
Commissioner of Public Utilities

Portland City Council Service Area

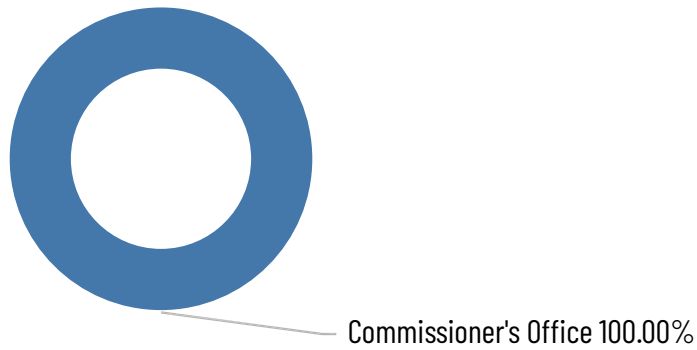
Commissioner of Public Utilities

City Council Service Area
Carmen Rubio, Commissioner

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,762,066	\$837,464	\$(924,602)	(52.5)%
Capital				
Total	\$1,762,066	\$837,464	\$(924,602)	(52.5)%
Authorized Positions	8.00	8.00	—	—%

Commissioner of Public Utilities

Program Description & Goals

The Commissioner of Public Utilities (Commissioner Rubio's Office) is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members. As a whole, the City Council promotes a livable and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

The Commissioner of Public Utilities does not have any performance measures; however, the bureaus she manages have multiple performance measures which are one component of measuring success. Elected officials serve four-year terms and ultimately the voters decide at the ballot whether the Commissioner should serve another term if they seek reelection.

Equity Impacts

The Office of Equity & Human Rights presented Racial Equity Goals and Strategies to City Council on July 8, 2015. The City Council unanimously adopted the goals and strategies as binding City policy, providing a guidepost for City employees and leadership to follow to achieve the racial equity goals. Below are the Citywide Racial Equity Goals and Strategies along with examples of how the Commissioner of Public Utilities meets these goals:

- ◆ Use a racial equity framework: The Commissioner's Office uses a racial equity framework to inform all its policy analysis and development work.
- ◆ Build organizational capacity: The Commissioner's Office seeks to help community-based organizations build leadership skills and secure resources.
- ◆ Implement a racial equity lens: The Commissioner's Office utilizes a racial equity lens to inform all its policy analysis and development work.
- ◆ Be data driven: The Commissioner's Office utilizes data to inform all its policy analysis and development work.
- ◆ Partner with other institutions and communities: The Commissioner's Office partners with dozens of community institutions and groups.
- ◆ Operate with urgency and accountability: The Commissioner's Office is reminded daily that it is directly accountable to Portlanders.

Changes to Program

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

Commissioner of Public Utilities

Portland City Council Service Area

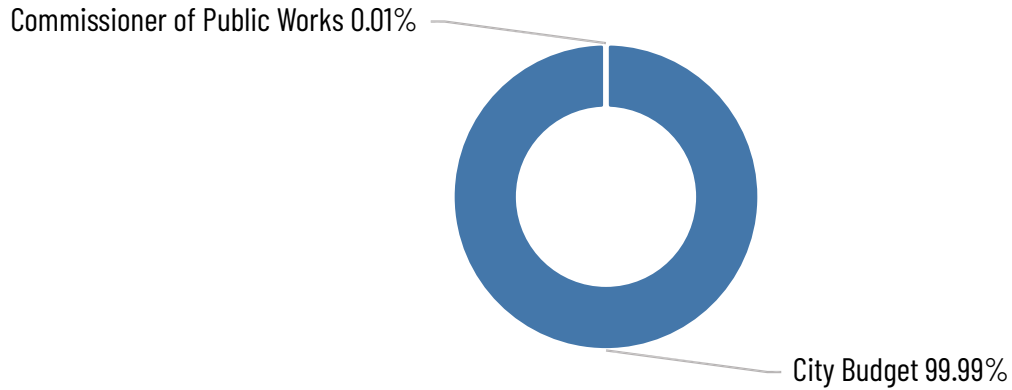
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,030,959	\$987,204	\$1,291,899	\$641,402	\$641,402
External Materials and Services	\$33,430	\$20,536	\$127,687	\$16,139	\$16,139
Internal Materials and Services	\$283,821	\$308,119	\$342,480	\$179,923	\$179,923
Bureau Expenditures Total	\$1,348,211	\$1,315,859	\$1,762,066	\$837,464	\$837,464
Requirements Total	\$1,348,211	\$1,315,859	\$1,762,066	\$837,464	\$837,464
FTE	8.00	8.00	8.00	8.00	8.00

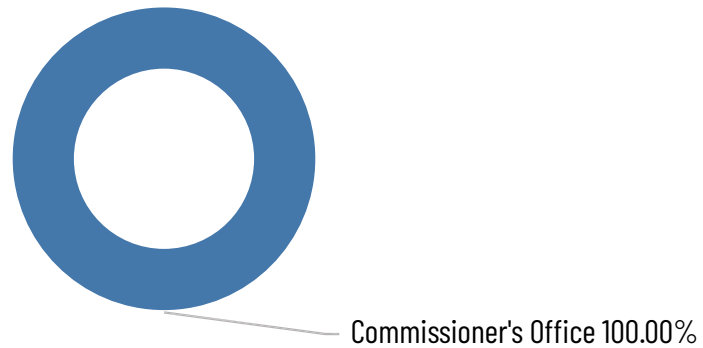
Commissioner of Public Works

City Council Service Area
Dan Ryan, Commissioner

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,623,977	\$837,464	\$(786,513)	(48.4)%
Capital				
Total	\$1,623,977	\$837,464	\$(786,513)	(48.4)%
Authorized Positions	8.00	8.00	—	—%

Commissioner of Public Works

Program Description & Goals

The Commissioner of Public Works (Commissioner Ryan's Office) is charged with legislative, administrative, and quasi-judicial responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members. As a whole, the City Council promotes a livable, equitable, and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. Beginning in 2025, the City of Portland will move to a system of twelve Council members.

Council Offices do not have performance measures. The bureaus they manage have numerous performance measures, which are one component of measuring the Office's success.

Equity Impacts

The Office of Equity & Human Rights presented Racial Equity Goals and Strategies to City Council on July 8, 2015. The City Council unanimously adopted the goals and strategies as binding City policy, providing a guidepost for City employees and leadership to follow to achieve the racial equity goals. Below are the Citywide Racial Equity Goals and Strategies along with examples of how the Commissioner of Public Works meets these goals:

- ◆ Use a racial equity framework: The Commissioner's Office uses a racial equity framework to inform all its policy analysis and development work.
- ◆ Build organizational capacity: The Commissioner's Office seeks to help community-based organizations build leadership skills and secure resources.
- ◆ Implement a racial equity lens: The Commissioner's Office utilizes a racial equity lens to inform all its policy analysis and development work.
- ◆ Be data driven: The Commissioner's Office utilizes data to inform all its policy analysis and development work.
- ◆ Partner with other institutions and communities: The Commissioner's Office partners with dozens of community institutions and groups.
- ◆ Operate with urgency and accountability: The Commissioner's Office is reminded daily that it is directly accountable to Portlanders.

Changes to Program

The FY 2024-25 Adopted Budget for the Commissioner's Office is a six-month budget. Beginning in 2025, the Council will expand to twelve members, each with their own budget for the remainder of the fiscal year.

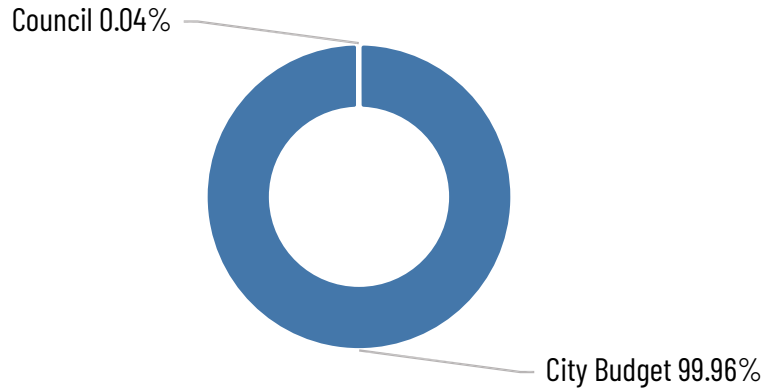
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,039,362	\$980,306	\$1,164,402	\$631,349	\$631,349
External Materials and Services	\$24,984	\$54,753	\$109,150	\$32,743	\$32,743
Internal Materials and Services	\$261,252	\$328,751	\$350,425	\$173,372	\$173,372
Bureau Expenditures Total	\$1,325,599	\$1,363,809	\$1,623,977	\$837,464	\$837,464
Requirements Total	\$1,325,599	\$1,363,809	\$1,623,977	\$837,464	\$837,464
FTE	8.00	8.00	8.00	8.00	8.00

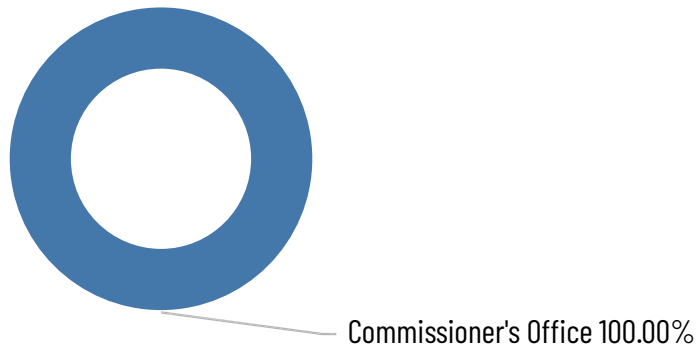
Office of City Council

City Council Service Area
City Council, City Council

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$0	\$3,681,576	\$3,681,576	0.0%
Capital				
Total	\$0	\$3,681,576	\$3,681,576	0.0%
Authorized Positions	—	24.00	24.00	—%

Portland City Council

Program Description & Goals

The Office of the City Council includes the 12 newly established Council Offices to oversee the City of Portland with the new Mayor's Office residing within the Office of the Mayor. For FY 2024-25, each of the 12 Offices have a six-month budget that spans from January 1, 2025 through June 30, 2025. Each of the 12 Office budgets have the same total budget, comprised of the following components:

- ◆ Personnel Services-2.0 FTE-Elected official and Senior Council Aide (Please note our current budget system classifies these as Commissioner and Senior Staff Representative. When the positions are hired, they will reflect the Elected official and Senior Council Aide classifications).
- ◆ External Materials and Services-Funding to cover external costs to the City, such as office supplies, contracts, travel and training.
- ◆ Internal Materials and Services-Funding to cover internal City charges such as technology services, space rent, insurance costs, security, administrative and financial support.

Equity Impacts

The Office of Equity & Human Rights presented Racial Equity Goals and Strategies to City Council on July 8, 2015. The City Council unanimously adopted the goals and strategies as binding City policy, providing a guidepost for City employees and leadership to follow to achieve the racial equity goals. Below are the Citywide Racial Equity Goals and Strategies along with examples of how the Commissioner of Public Safety meets these goals:

- ◆ Use a racial equity framework: The Commissioner's Office uses a racial equity framework to inform all its policy analysis and development work.
- ◆ Build organizational capacity: The Commissioner's Office seeks to help community-based organizations build leadership skills and secure resources.
- ◆ Implement a racial equity lens: The Commissioner's Office utilizes a racial equity lens to inform all its policy analysis and development work.
- ◆ Be data driven: The Commissioner's Office utilizes data to inform all its policy analysis and development work.
- ◆ Partner with other institutions and communities: The Commissioner's Office partners with dozens of community institutions and groups.
- ◆ Operate with urgency and accountability: The Commissioner's Office is reminded daily that it is directly accountable to Portlanders.

Changes to Program

The Adopted Budget includes a decision package in the amount of \$24,000 per office to provide sufficient ongoing funding to cover anticipated expenditures. The projected shortfall of \$12,000 in FY 2024-25 was doubled to ensure ongoing funding in a full fiscal year would be sufficient for the two staff plus external and internal materials model.

Office of City Council

Portland City Council Service Area

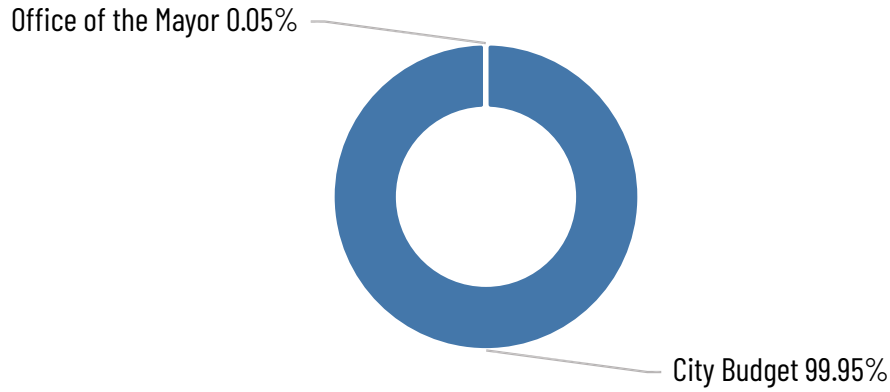
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$2,551,754	\$2,551,754
External Materials and Services	\$0	\$0	\$0	\$195,000	\$195,000
Internal Materials and Services	\$0	\$0	\$0	\$934,822	\$934,822
Bureau Expenditures Total	\$0	\$0	\$0	\$3,681,576	\$3,681,576
Requirements Total	\$0	\$0	\$0	\$3,681,576	\$3,681,576
FTE	0.00	0.00	0.00	24.00	24.00

Office of the Mayor

Office of the Mayor Service Area
Ted Wheeler, Mayor

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$4,648,518	\$3,899,697	\$(748,821)	(16.1)%
Capital				
Total	\$4,648,518	\$3,899,697	\$(748,821)	(16.1)%
Authorized Positions	21.00	27.00	6.00	28.57%

Mayor's Office

Program Description & Goals

The Mayor's Office is the central hub for all City business and affairs. The FY 2024-25 Adopted Budget for the Mayor's Office reflects this by dedicating staff resources to fulfilling the responsibilities of the Mayor's Office for policy development, bureau direction, presiding over Council meetings, community outreach, communications, and constituent services.

Mayor Wheeler assigned his Office the task of overseeing all Service Areas as the City prepares to enact the voter-approved Charter Amendments.

The Mayor's Office does not have any performance measures; however, the bureaus they manage have numerous performance measures which are one component of measuring success. Elected officials serve four-year terms and ultimately the voters decide at the ballot whether the Mayor should serve another term if they seek reelection.

Equity Impacts

The Office of Equity and Human Rights (OEHR) presented Racial Equity Goals and Strategies to City Council on July 8, 2015. The City Council unanimously adopted the goals and strategies as binding City policy, providing a guidepost for City employees and leadership to follow to achieve the racial equity goals.

The Mayor's Office implements these racial equity goals and strategies in a variety of ways, promoting equity and inclusion both within the Mayor's Office and through the Mayor's policy agenda. The Mayor's Office has a diverse staff, and the Office relies upon that diversity in lived experiences to best serve Portland. The Mayor's Office applies an equity lens to all its efforts and decisions. The Office also heavily relies on data from its bureaus to make policy decisions and ensure that the City makes progress on its equity goals.

Additionally, the Mayor's Office reaches out into the community and works with other institutions and community groups to collaborate and receive input.

Changes to Program

The FY 2024-25 Adopted Budget for the Mayor's Office features six months of the current activities and personnel and six months of the new structure which has 6 FTE and associated material and service costs.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,399,863	\$2,854,188	\$3,102,705	\$2,247,154	\$2,247,154
External Materials and Services	\$393,868	\$300,419	\$213,982	\$200,000	\$200,000

Office of the Mayor

Office of the Mayor

Program Budget

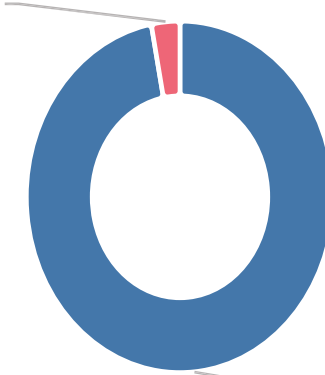
	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$759,612	\$1,145,370	\$1,331,831	\$1,452,543	\$1,452,543
Bureau Expenditures Total	\$3,553,343	\$4,299,977	\$4,648,518	\$3,899,697	\$3,899,697
Requirements Total	\$3,553,343	\$4,299,977	\$4,648,518	\$3,899,697	\$3,899,697
FTE	18.50	21.00	21.00	27.00	27.00

Office of Management and Finance

Budget & Finance Service Area
 B. Jonas Biery, DCA - Budget & Finance

Percent of City Budget Graph

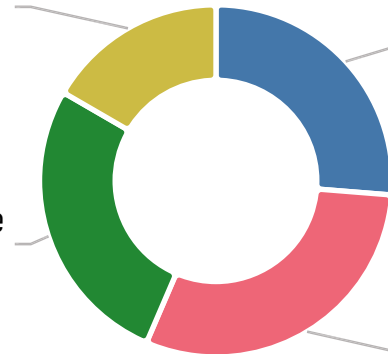
Office of the Deputy City Administrator
 of Budget & Finance 3.00%



City Budget 97.00%

Bureau Programs

Technology Services 16.6%



Bureau of Revenue and Financial
 Services 26.3%

Office of the Chief Administrative
 Officer 26.9%

Human Resources 30.2%

Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$266,030,109	\$246,598,634	\$(19,431,475)	(7.3)%
Capital	\$380,000	\$2,262,465	\$1,882,465	495.4%
Total	\$266,410,109	\$248,861,099	\$(17,549,010)	(6.6)%
Authorized Positions	242.50	254.50	12.00	4.95%

Office of the DCA of Budget & Finance

Program Description & Goals

Portland's City Council approved Resolution 37365 in response to changes in Portland's form of government. Portland voters approved in November 2022. This ordinance established the service area focus for how the City should be organized for governance and delivery of services to the public.

The Budget & Finance service area was established in the new organizational structure for the delivery of support services to City bureaus (alongside the City Operations service area).

The Office of the Deputy Chief Administrator of Budget & Finance includes the Budget & Finance Deputy Chief Administrator and an Executive Assistant. The DCA manages the following programs and bureaus in the service area:

- ◆ City Budget Office
 - ◆ Fire and Police Disability and Retirement
 - ◆ Office of the Deputy City Administrator of Budget & Finance
- Accounting Division
 - Revenue Division
 - Treasury Division
 - Debt Management
 - Grants Management
 - Small Donor Elections
 - Risk Management
 - Business Operations
 - Special Appropriations

Equity Impacts

The Office of the DCA of Budget & Finance includes one Equity Manager that provides centralized service to the Budget & Finance service area and the City Operations service area.

Changes to Program

Creation of the Office of the Deputy City Administrator of Budget & Finance added one Deputy City Administrator, one Executive Assistant and realigned one Equity Manager from the Office of Management & Finance.

Office of Management and Finance

Budget & Finance Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$801,636	\$801,636
External Materials and Services	\$0	\$0	\$0	\$17,799	\$17,799
Internal Materials and Services	\$0	\$0	\$0	\$57,201	\$57,201
Bureau Expenditures Total	\$0	\$0	\$0	\$876,636	\$876,636
Requirements Total	\$0	\$0	\$0	\$876,636	\$876,636
FTE	0.00	0.00	1.00	3.00	3.00

Accounting Division

Program Description & Goals

The Accounting Division provides centralized accounting operations and financial reporting services; manages the City's accounting policies, systems, and processes; and oversees grants management for the City. By maintaining the financial health and sustainability of the City, the Accounting Division supports the City's goal to deliver efficient, effective, and accountable municipal services, and supports the Office of Management & Finance strategies of developing an inclusive, talented workforce, leading Citywide initiatives, and adopting 21st century business solutions. One of the Accounting Division's performance measures highlights the number of Annual Comprehensive Financial Report (ACFR) review audit deficiency comments from external auditors. Over the past several years, the ACFR has received a clean audit opinion from the City's independent financial auditors, with zero deficiencies. Zero audit deficiencies is the goal, as it indicates that the City's systems and processes meet best practices. Another performance measure highlights the number of days the ACFR is completed after fiscal year end. The FY 2021-22 ACFR report was submitted to the State of Oregon Audits Division and the Government Finance Officers Association (GFOA) on October 28, 2022, far in advance of the December 31 deadline. This 120 days to completion goal was set in 2015. Steady progress was made over several years to achieve the goal, and it will continue to be the goal for ACFR production going forward. This accomplishment establishes the City of Portland as a leader in timely financial reporting, compared to other local governments across the country.

The Accounting Division provides accounting services and financial support to the City by ensuring transparency in the City's financial transactions and compliance with City policies, while also providing centralized support to all City bureaus. Program activities include the following:

- ◆ Preparing financial reports, including the ACFR that complies with current accounting principles and regulatory requirements, and a monthly report to provide financial information to City management
- ◆ Processing vendor payments, employee reimbursements, accounting journal entries, and general ledger adjustments
- ◆ Ensuring City accounting operations result in accurate, complete, and timely information
- ◆ Establishing and maintaining Citywide accounting standards, policies, and associated administrative rules
- ◆ Assessing processes and internal controls to help improve efficiency and security
- ◆ Testing for compliance with City policies
- ◆ Participating in upgrades and enhancements to the City's financial systems

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of ACFR review audit deficiency comments from external auditors	0	0	0	0	0
Number of days ACFR is completed after fiscal year end	120	120	120	0	0

Equity Impacts

The Grants Management team is a part of the Accounting Division and they perform significant work throughout the community through the various grant programs, as described in more detail in the Grants Management Program Offer—Equity Impacts section.

The Accounting Operations section provides back-office services to every bureau and is involved in ensuring that the City's bills are paid. These services support everything the City does and ensures that the bureaus provide direct services to the community.

The Accounting Reporting section publishes the City's financial statements and helps to ensure that the City maintains its AAA credit rating, which helps to facilitate the City's ability to sell debt and keep interest expenditures low. This helps to support capital programs throughout the City.

Changes to Program

Government accounting standards continually evolve and require ongoing analysis and application as appropriate. As a result, accounting systems and processes are constantly changing. Changes range from small ones that can be handled by one person in a couple of months, to large Citywide projects requiring the purchase of new software and years of staff time to implement.

Ongoing cybersecurity threats and financial fraud schemes require vigilant review of the City's financial systems. In conjunction with Technology Services and the bureaus, the Accounting Operations section is constantly monitoring threats and evolving procedures to help mitigate the risk of loss to cybercriminals.

The City is embarking on the replacement of its procure to pay system. This project will enhance cyber security, bring more standardization to procurements, help mitigate increase costs in the materials and services area, and provide tools that will make it easier for small, women owned, and BIPOC owned businesses to sell to the City.

Once the new procure to pay project is complete, the City will then undertake a significant upgrade to its ERP system.

To continue the SAP Implementation Support project, the Adopted Budget includes \$426,424 in one-time General Fund resources carried over from FY 2022-23. The Accounting program was allocated \$462,780 in General Fund one-time resources during the FY 2022-23 Fall Supplemental budget for the effort, funding one (1.0) limited term position over three years to assist the Bureau of Revenues and Financial Services with re-visioning the City's accounting and procurement processes to support the community to do business with the City, improve cyber security, and serve City bureaus, with two software systems identified as the solutions.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,026,695	\$2,296,180	\$3,349,258	\$3,151,869	\$3,151,869
External Materials and Services	\$111,016	\$128,225	\$119,128	\$106,412	\$106,412
Internal Materials and Services	\$430,386	\$457,785	\$499,789	\$464,587	\$464,587
Bureau Expenditures Total	\$2,568,096	\$2,882,190	\$3,968,175	\$3,722,868	\$3,722,868
Fund Expenditures					
Debt Service	\$30,000,000	\$40,000,000	\$0	\$0	\$0
Fund Expenditures Total	\$30,000,000	\$40,000,000	\$0	\$0	\$0
Requirements Total	\$32,568,096	\$42,882,190	\$3,968,175	\$3,722,868	\$3,722,868
FTE	18.14	19.14	20.00	19.00	19.00

Business Operations

Program Description & Goals

Business Operations is the centralized provider of financial management, administrative, and business services providing lead service or all service provision to the following customer organizations:

- Four Commissioners and the new twelve-member Council
- Mayor
- City Administrator
- Budget and Finance Service Area
- City Operations Service Area

Major functions include financial oversight of budget development, budget monitoring, and daily financial transactions and personnel related business services, including timekeeping, medical claims, and personnel actions. The Communications Team responds to public records requests and media inquiries and provides bureau-specific communications support services in Budget & Finance and City Operations.

Business Operations offers dedicated subject matter experts that serve as strategic partners to customer bureaus. The Business Operations team provides assistance with identifying and implementing process improvements, building organizational capacity, delivering administrative and personnel support, forecasting and modeling financial impacts of business decisions, and providing communications support to bureau programs, policies, and initiatives. Business Operations workload performance measures include the percentage of accounts payable processed within 30 days, the number of employees served by the Business Services Team and the total budget served by financial management teams. Business Operations efficiency measures include the percentage of customer bureau staff served per FTE on the Business Services Team, and the percentage of Business Operations budget relative to budget served.

Business Operations provides service to 20 bureaus, 19 Funds, \$1 billion in total appropriations and just over 700 staff through three key centralized services functions:

- budget development, monitoring, reporting and accounting.
- employee services and purchasing including timekeeping, medical claims, personnel actions, purchasing and invoice payment.
- communications and strategic planning

The Business Operations Division Manager coordinates centralized financial support for five major organizations within the City including the elected Council, Mayor, City Administrator, Budget & Finance Service Area and City Operations Service area.

The Communications Team provides strategic direction, messaging and content, change management support, media relations strategy, public records response, website support and graphic design for programs and projects spanning the City Operations and Budget & Finance service areas. This team works closely with the Central Communications Team in the City Administrator’s Office, ensuring alignment with citywide communications strategies and systems.

Financial management services include the management of finance systems and processes, budget development, monitoring, reporting, financial analysis services, accounting functions, accounts payable services, and other financial services.

Employee services include timekeeping and payroll, personnel actions and organizational maintenance, purchasing and invoice payment, and other support services.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Ratio of CAO Admin Team FTE to customer FTE directly served (i.e. 1:10 entered as 10)	68	71	60	50	50
Business Operations budget as a percentage of OMF bureau operational budget served.	1%	1%	1%	1%	1%
Percent of Accounts Payable within 30 days	69%	65%	90%	0%	0%
FTE served by the OMF Business Operations Administrative Team	341	425	350	450	450
Business Operations operational budget served	\$681,642,074	\$599,272,523	\$700,000,000	\$1,000,000,000	\$1,000,000,000
				0	0

Equity Impacts

Business Operations strives to connect equity work with the broader vision of the City, incorporating principles and practices of racial equity into bureau services wherever possible. Business Operations is the managing partner for budget development, incorporating the budget Equity Assessment Tool into processes and budget submissions. As a buyer of service contracts and having a role in assisting customer bureaus procure services, Business Operations advances social equity in contracting goals and promoting the maximization of awards to MWESB firms. As a service provider for personnel actions and onboarding for customer bureaus, Business Operations encourages racial equity goals in hiring practices, training goals and monitoring, and provision of onboarding resources and materials for resources such as racial equity committees.

Office of Management and Finance

Budget & Finance Service Area

Changes to Program

The Business Operations Division has grown to incorporate service provision to a new City Administrator organization and two new Service Areas, leveraging technical and policy support to the implementation of the Charter Transition project through FY 2023-24 budget development and FY 2024-25 budget development. Business Operations will continue to hire, train and staff support for the new organizations in FY 2024-25 to implement standard centralized processes for financial management, budget development, monitoring, reporting and employee services provided by the Employee Service Team.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,254,024	\$5,218,180	\$5,740,074	\$6,544,834	\$6,544,834
External Materials and Services	\$615,800	\$249,922	\$521,587	\$165,000	\$165,000
Internal Materials and Services	\$784,224	\$879,729	\$886,044	\$1,209,434	\$1,209,434
Bureau Expenditures Total	\$5,654,048	\$6,347,831	\$7,147,705	\$7,919,268	\$7,919,268
Requirements Total	\$5,654,048	\$6,347,831	\$7,147,705	\$7,919,268	\$7,919,268
FTE	30.00	33.00	31.00	37.50	37.50

Debt Management

Program Description & Goals

The City of Portland issues a variety of debt instruments to raise capital for public infrastructure projects, acquire equipment and facilities, and refinance existing debt. Within the Bureau of Revenue and Financial Services (BRFS), the Debt Management Division directs the City's debt financing activities to ensure access to both public and private capital markets in a timely manner that addresses bureau needs. The City's debt consists of publicly issued long-term bond issues, private placements of debt obligations, and credit facilities.

The goal of the Debt Management Division is to administer the City's debt program in a manner that achieves the lowest borrowing cost and the least financial risk. A primary driver of the City's borrowing cost is its credit rating(s), a measurement of risk by investors. The City's public bond issues are assigned a credit rating by one or more national rating agencies, including Moody's Investors Service and S&P Global Ratings. Credit ratings are based on an independent analysis by financial market professionals and indicate the credit-worthiness of the City's debt obligations. For more than 40 years, the City's unlimited tax general obligation debt has been rated AAA, the highest possible rating by Moody's Investors Service. In February 2017, Moody's upgraded the rating on the City's limited tax revenue bonds to AAA.

The underlying ratings of the City's water system revenue bonds and sewer system revenue bonds range from AA1 to AA2 by Moody's Investors Service and AA+ to AA by S&P Global Ratings. The City's revenue bonds secured solely by urban renewal area tax increment are rated Aa1 to A1 by Moody's.

Debt Management's daily activities are critical to the achievement of the City's financial, capital investment, and infrastructure maintenance goals. Through informed financing decisions, Debt Management supports the City by delivering efficient, effective, and accountable municipal services with these practices:

- ◆ Conservatively managing the issuance of new borrowings in accordance with the City's debt policies.
- ◆ Acquiring up-to-date information on financial markets to capitalize on opportunities on both new and existing borrowings; providing financial expertise and innovative solutions to analyze bureau projects and meet bureau business needs; maintaining communications with the City's credit rating agencies, investors, and creditors.
- ◆ Complying with State of Oregon and federal laws regarding debt, including IRS arbitrage rebate and other tax-exempt regulatory requirements.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
City's unlimited tax General Obligation bond rating (1=Aaa)	1	1	1	0	0

Office of Management and Finance

Budget & Finance Service Area

Equity Impacts

Equity is impacted by providing the necessary capital to cost-effectively fund numerous social-based investments and infrastructure across the City. For instance, the Debt Management Division assists the Portland Housing Bureau in ongoing project planning related issuance of general obligation bonds for affordable housing as well as economic development and housing programs funded through the City's active urban renewal areas. Additionally, the Debt Management Division continues to work closely with the Portland Bureau of Transportation on strategic infrastructure improvements through programs like Build Portland, which includes numerous ADA-compliant sidewalk improvement projects throughout the City.

Changes to Program

Debt Management is undertaking a staffing transition of the Analyst III position (Principal Debt Analyst) with a planned retirement. The Analyst III position was originally scheduled to be double-filled during FY 2020-21, however, due to COVID-19, the staffing transition was delayed. Debt Management's double-fill of the Analyst III position has been completed half-way through FY 2022-23 and the position will be double-filled through a portion of FY 2023-24 to ensure continuity of the division's operations.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$707,918	\$738,342	\$1,004,088	\$939,778	\$939,778
External Materials and Services	\$74,372	\$94,217	\$257,118	\$334,966	\$334,966
Internal Materials and Services	\$98,568	\$103,075	\$112,602	\$124,597	\$124,597
Bureau Expenditures Total	\$880,859	\$935,634	\$1,373,808	\$1,399,341	\$1,399,341
Requirements Total	\$880,859	\$935,634	\$1,373,808	\$1,399,341	\$1,399,341
FTE	3.64	3.64	3.50	3.50	3.50

Grants Management

Program Description & Goals

Grants Management is responsible for the management and oversight of all awarded federal, state, and private grants, and Special Appropriations. One of the Grants Management Division's performance measures highlights the number of Schedule of Federal Expenditures (SEFA) findings from external auditors. Over the past several years, the SEFA has received a clean audit opinion from the City's independent financial auditors. Zero audit deficiencies indicate the City's systems for grant management meets best practices and keeps the city identified as a low-risk grantee. Remaining as a low-risk grant recipient improves the City's ability to receive federal funds.

Explanation of Services

The Grants Management Division services include the following:

- ◆ Providing oversight of all federal, state, and private grants received by the City
- ◆ Maintaining Citywide compliance of federal regulations
- ◆ Providing financial support services to bureau staff for incoming grants and internal Special Appropriations Programs
- ◆ Providing project management for outgoing grants funded by Special Appropriations
- ◆ Overseeing federal funds awarded for COVID-19 and supporting organizations that receive COVID-19 pass through funding
- ◆ Acting as the Grant Management System Administrator
- ◆ Developing Citywide incoming and outgoing grant policies
- ◆ Completing the City of Portland Schedule of Federal Expenditures

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of grant audit findings	0	NA	0	0	0

Equity Impacts

With the continued implementation of the Grants Management System and the distribution of COVID-19 response funds, the Grants Management Division supports citywide goals of increasing economic opportunities and financial support to under-represented communities and culturally specific organizations.

Changes to Program

In FY 2021-22 the ARP Project Manager role transitioned from the Chief Finance Office to the Grants Management Division and was reclassified to a Financial Analyst II. This position is a limited term position through December 31, 2024. The Grants Management Division is working with the Office of Government Relations to develop a coordinated grant seeking program.

Office of Management and Finance

Budget & Finance Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,742,326	\$2,049,150	\$2,298,536	\$2,846,908	\$2,846,908
External Materials and Services	\$36,437	\$46,806	\$56,511	\$43,961	\$43,961
Internal Materials and Services	\$137,405	\$157,593	\$180,020	\$197,980	\$197,980
Bureau Expenditures Total	\$1,916,168	\$2,253,549	\$2,535,067	\$3,088,849	\$3,088,849
Requirements Total	\$1,916,168	\$2,253,549	\$2,535,067	\$3,088,849	\$3,088,849
FTE	10.14	13.14	10.00	13.00	13.00

Revenue Collection

Program Description & Goals

The Revenue Division provides centralized revenue collection and administrative support for the City, County, and Metro business income tax; City, County, and Metro personal income tax (including the Arts Tax); City and County transient lodgings tax; tourism improvement and enhanced service districts; special assessment liens; central accounts receivable; Clean Energy Surcharge; Downtown Business Incentive Credit and other programs. In FY 2020-21, the Revenue Division retired numerous legacy tax administration platforms and launched a single new Integrated Tax System (ITS). ITS also provided the division with a new taxpayer portal, referred to as Portland Revenue Online (PRO). In FY 2022-23, the business income and transient lodging taxes collected approximately 30% of all General Fund revenues.

The Revenue Collection program is tasked with maximizing City and partner agency revenue sources with a policy of fair and firm enforcement of tax and fee codes. Primary functions include tax return processing, non-filer and under-filer identification, and debt collection using a range of tools up to and including collection agencies and litigation. The program tracks cost per dollar collected, as well as the estimated business tax gap (the difference between estimated taxes owed and taxes paid) to ensure that collection efforts remain focused on maximizing revenue yield.

The Revenue Collection program collected approximately \$1.6 billion for the City and its partner agencies/ programs in FY 2022-23. This is a significant increase from the approximately \$750 million that was collected in FY 2020-21. The Revenue Division currently manages approximately 800,000 active accounts.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Business License Tax Gap estimated difference between business taxes paid/ owed (in millions)	NA	\$9.70	\$9.70	\$9.50	\$4.50

Equity Impacts

The Revenue Collection program provides Arts Tax forms and instructions in 11 different languages. PRO, the e-services taxpayer portal, is available in both English and Spanish. Revenue collected by the Revenue Collection program helps to fund equity efforts in all General Fund bureaus. An example of this is the General Fund budget for the Office of Equity and Human Rights, which was \$4.5 million in FY 2023-24.

Changes to Program

The Integrated Tax System (ITS) launched in September 2020. It has enabled division employees to provide more efficient and effective services to Portland Metro area customers. In 2024, ITS is undergoing its first scheduled upgrade, known as Core21. The Revenue Division is continuing to add functionality to ITS for City programs, and programs administered on behalf of other agencies, such as the Metro Supportive Housing Services and the Multnomah County Preschool for All taxes that went into effect in January 2021. The Revenue Division is also working to implement a check remittance and document imaging solution that will increase automation and timeliness of deposits and other transactions. The implementation of ITS enabled electronic tax return filing (e-filing) in the same way federal and Oregon tax returns are filed

Office of Management and Finance

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electronically. For the first tax year of ITS, one pilot tax software vendor was put in place to file electronically. Since that time, several more vendors and their products have been added and more are in the process of implementing e-filing for Revenue Division programs. For the period from 1/1/2023 to 4/30/2024, 188,000 e-filed tax returns were received by the Revenue Division. The number of paper tax returns that would have been processed by our mailroom and data entry staff was effectively cut in half.

In FY 2024-25 the Mayor’s budget guidance included general fund current appropriation level reductions for many bureaus, including the Revenue Division. The FY 2024-25 Adopted budget includes a one-time add back of 2.0 FTE and \$233,937 of general fund revenue.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$14,939,319	\$18,085,045	\$23,162,947	\$24,047,518	\$24,047,518
External Materials and Services	\$50,741,520	\$47,834,729	\$61,626,816	\$55,126,317	\$55,126,317
Internal Materials and Services	\$7,410,056	\$7,971,717	\$20,384,248	\$17,787,298	\$17,787,298
Bureau Expenditures Total	\$73,090,895	\$73,891,491	\$105,174,011	\$96,961,133	\$96,961,133
Fund Expenditures					
Debt Service	\$111,342	\$115,796	\$890,426	\$125,246	\$17,161
Contingency	\$0	\$0	\$12,350,540	\$15,350,159	\$15,458,246
Fund Transfers - Expense	\$1,043,917	\$1,839,575	\$(1,630,280)	\$2,150,711	\$2,150,709
Fund Expenditures Total	\$1,155,259	\$1,955,371	\$11,610,686	\$17,626,116	\$17,626,116
Requirements Total	\$74,246,154	\$75,846,862	\$116,784,697	\$114,587,249	\$114,587,249
FTE	158.14	148.14	147.00	149.00	149.00

Risk - Insurance and Claims

Program Description & Goals

Risk Management is the City's centralized operational risk management function, responsible for risk financing, claims administration, related statutory compliance, and advising on loss prevention and employee safety.

The City is insured through a combination of self-insured retentions and excess insurance, except in areas where the purchase of commercial insurance protects the City's financial interest. Risk Management influences risk-adjusted business decisions through its expert advice and consultation and loss-related data and analysis.

The City retains almost all cost for general liability, auto liability, law enforcement, and employment practice losses. The claims are centrally administered in Risk Management. Retained claims tend to be frequent, low-cost occurrences. Active claims management and expert adjusting help keep claim costs low. Over the past five years, claims with incurred costs under \$5,000 (Risk's statutory authority under Charter and City Code) comprise 88% of all general liability claims and 86% of all auto liability claims.

The primary goal of Risk Management's programs is to minimize and reduce the financial risk to the City, which is accomplished through proper and effective claims management with bureaus and legal counsel, focused quarterly claims reviews, and application of loss prevention and risk management activities to lessen loss impacts and avoid future losses.

Risk Management measures the cost of general liability claims over the prior four-year average per industry standard, and the change in cost of fleet liability claims over the prior four-year average. General liability claims are slightly increasing in average cost per claim, while fleet liability costs have consistently decreased each year. Success is assessed by reductions in tort liability claims and costs, as well as reductions in overall claim counts. Risk Management's portfolio of clients includes City employees, community members, bureau leadership, and City Council. Risk Management serves a diverse population in Portland and treats all clients with the utmost respect and courtesy through prompt return of calls, training, proactive claims management, and reporting.

Under City Code 3.12.020 G, Risk Management is responsible for administering, coordinating, and controlling all activities related to commercial and self-insurance including, but not limited to, property and casualty insurance, workers' compensation insurance, liability insurance, and the City's right to subrogation on these insurance programs. Risk Management is responsible for protecting the City, its officers, agents, and employees against liability imposed on municipalities of the State of Oregon. Risk Management monitors and coordinates a Citywide loss control and prevention program to minimize potential property, liability, fidelity, and personnel losses; maintain records relating to commercial and self-insurance losses or claims filed against the City; and execute any claim or proof of loss for damage to City property.

Risk Management has self-administered its tort liability claims since 1978 when the City became self-insured. Self-administration of claims reduces the City's total cost of risk and allows the City to be in control of how the claims are administered without the reliance on a contracted third-party administrator. Risk Management has cultivated long-term relationships with bureau clients and holds strong institutional knowledge—allowing Risk to accurately set reserves and reach proper settlements. Savings are returned to the services Risk Management offers its clients, as is the potential of a reduction of excess insurance premium costs.

Office of Management and Finance

Budget & Finance Service Area

Purchase of commercial insurance allows the City to transfer certain risks to an insurance company. These risks are much easier to quantify. The transfer of risk puts less of a financial burden on the City. This transaction also offers the City extensive risk management and prevention resources from the commercial insurance carriers.

Services provided are outlined in City Code. Program outcomes are intended to reduce the City’s liability and place less of a burden on the City’s financial interests, which include its capital assets, human capital, reputation, and its financial, strategic, and operational programs.

Prompt and fair claims administration, coordination with bureaus in the claims management process, client training, guidance, and consultation all lead to reduction in the City’s liability exposure and ensure regulatory compliance. Ensuring regulatory compliance as a self-insured employer reduces potential fines and penalties.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Change in the cost of fleet liability claims over the prior four years	-48%	-43%	4%	4%	4%
Change in the cost of general liability claims over the prior four-year average	-66%	-56%	8%	8%	8%

Equity Impacts

Risk Management does not track disaggregated quantitative data or collect qualitative information about how communities of color and people with disabilities access and experience services.

Risk Management uses relay services for claimants with hearing or speech impairments and has access to the City’s language bank to aid with translation needs. City employees are required to attend City sponsored equity and diversity trainings.

Risk Management’s clients are internal and external. Risk services affect clients of all backgrounds and abilities either directly or indirectly.

Changes to Program

A cybersecurity commercial insurance policy has been added to the City’s insurance program to transfer this significant and increasing organizational risk to an external carrier. Risk also is expanding core activities to include provision of risk assessments and risk registers, injection of collaborative loss prevention activities, and increased risk identification materials and data output from the Risk Management Information System.

Significant changes are resulting to the insurance program in the commercial policy areas of Cybersecurity and Liability lines. Significant and ongoing cyber-attacks globally have resulted in a strong increase of expensive claims, creating scenarios of carriers increasing premiums, dropping coverage options, and doubling of deductibles. The Liability market has seen the same situation, with ongoing concern over possible liability claims stemming from COVID-19, political unrest, and environmental concerns. The Liability market has shrunk, staying in a “hard market” situation, with premium increases of over 30%, rising deductibles, and loss of coverage for many clients. Risk Management continues to work closely with its Insurance Broker to secure and procure the coverages necessary for City operations at the most reasonable price point.

The City has faced significant exposure to, and increase of, protest-related claims and litigation, causing stress upon mainly the Law Enforcement Liability policy, with carryover into the main General Liability lines. Carriers and their underwriters have signaled these exposures and claim increases will affect the City's overall premiums and coverage limits.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,579,363	\$1,741,335	\$2,572,073	\$2,414,253	\$2,414,253
External Materials and Services	\$9,269,991	\$9,784,716	\$15,509,116	\$15,035,305	\$15,037,538
Internal Materials and Services	\$3,172,258	\$2,084,492	\$4,963,061	\$5,083,974	\$5,083,974
Bureau Expenditures Total	\$14,021,612	\$13,610,543	\$23,044,250	\$22,533,532	\$22,535,765
Fund Expenditures					
Debt Service	\$116,720	\$121,389	\$126,243	\$131,295	\$131,295
Contingency	\$0	\$0	\$22,867,330	\$20,428,976	\$20,428,976
Fund Transfers - Expense	\$210,714	\$289,005	\$387,006	\$464,269	\$462,036
Fund Expenditures Total	\$327,434	\$410,394	\$23,380,579	\$21,024,540	\$21,022,307
Requirements Total	\$14,349,046	\$14,020,937	\$46,424,829	\$43,558,072	\$43,558,072
FTE	10.57	14.58	12.50	13.50	13.50

Risk - Workers' Compensation

Program Description & Goals

Risk Management is the City's centralized, operational risk management function, responsible for risk financing, claims administration, related statutory compliance, and advising on loss prevention and employee safety. Risk Management oversees the City's Workers' Compensation program. The City is insured through a combination of self-insured retentions and excess insurance, except in areas where the purchase of commercial insurance protects the City's financial interest. Risk Management influences risk-adjusted business decisions through its expert advice and consultation and loss-related data and analysis.

The City retains almost all costs for workers' compensation claims. The claims are centrally administered in Risk Management. Retained claims tend to be frequent, low-cost occurrences. Risk Management investigates every claim. Active management and expert adjusting help keep claim costs low. Over the past five years, claims with incurred costs under \$5,000 (Risk's statutory authority under Charter and City Code) comprise 81% of all claims, and just under 84% of all claims are finalized with incurred costs less than \$10,000.

The primary goal of Risk Management's programs is to minimize and reduce the financial risk to the City, which is accomplished through coordinated claims management with bureaus, legal counsel, job analysis completions, the Employer-at-Injury Program (EAIP), focused quarterly claims reviews, and annual workers' compensation audits completed by the State of Oregon.

Workers' compensation claims counts have remained relatively flat for the past ten years, with a slight reduction in claims during the COVID years (2020-21), while both indemnity and medical benefits cost have consistently witnessed increases due to inflation.

The policy of the Risk Workers' Compensation (WC) Team is to ensure that employees injured on the job are provided benefits in accordance with Oregon Workers' Compensation Statute under ORS Chapter 656 and the City's HR Administrative Rules. The Risk Management Information System (RMIS) software tracks all claims, including financial components. The goal of the Workers' Compensation program is maintaining compliance with state timelines and accuracy requirements. The State of Oregon's annual audit has continued to produce optimal results.

Risk Management's portfolio of clients includes City employees, community members, bureau leadership, and City Council. Risk Management serves a diverse population in Portland and treats all clients with the utmost respect and courtesy through prompt customer service, training, proactive claims management, and reporting.

Under City Code 3.12.020 G, Risk Management is responsible for administering, coordinating, and controlling all activities related to commercial and self-insurance including, but not limited to, property and casualty insurance, workers' compensation insurance, liability insurance, and the City's right to subrogation on these insurance programs. Risk Management is responsible for protecting the City, its officers, agents, and employees against liability imposed on municipalities of the State of Oregon. Risk Management monitors and coordinates a Citywide loss prevention and control program to minimize potential property, liability, fidelity, and personnel losses; maintain records relating to commercial and self-insurance losses or claims filed against the City; and execute any claim or proof of loss for damage to City property.

Risk Management has self-administered its tort liability claims since 1978 when the City became self-insured. Self-administration of claims reduces the City’s total cost of risk and allows the City to be in control of how the claims are administered without the reliance on a contracted third-party administrator. Risk Management has cultivated long-term relationships with bureau clients and holds strong institutional knowledge—allowing Risk to accurately set reserves. Savings are returned to the services Risk Management offers its clients, as is the potential reduction of excess insurance premium costs.

Service provisions are outlined in City Code. Program outcomes are intended to reduce the City’s liability and place less burden on the City’s financial interests, which include its capital assets, human capital, reputation, and its financial, strategic, and operational programs.

Reduction in the City’s liability exposure and regulatory compliance are aided by prompt and fair claims administration, coordination with bureaus throughout the claim management process, client training, guidance, and consultation. Ensuring regulatory compliance as a self-insured employer reduces potential fines and penalties.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Change in the cost of workers compensation claims over the prior four years	30%	52%	3%	4%	4%

Equity Impacts

Risk Management does not track disaggregated quantitative data or collect qualitative information about how communities of color and people with disabilities access and experience services.

Risk Management uses relay services for claimants with hearing or speech impairments and has access to assistance with translation needs. City employees are required to attend City sponsored equity and diversity training. Risk Management’s clients are internal and external. Service provisions impact clients of all backgrounds and abilities either directly or indirectly.

Changes to Program

Legislative actions which may affect and amend Oregon Workers’ Compensation rules and statutes may necessitate modification of the Risk Workers’ Compensation program. Risk staff perform ongoing review and strategic planning activities to monitor possible legislative actions, while planning for required compliance needs which could require implementation. Other external factors which could require program changes include health care cost increases (e.g., inclusion of experimental treatments and diagnostic methods), unforeseen shortages in available health care providers, and catastrophic disaster incidents.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,479,670	\$1,448,347	\$1,954,769	\$1,893,296	\$1,893,296
External Materials and Services	\$3,929,892	\$3,296,919	\$6,782,644	\$4,532,982	\$4,533,668

Office of Management and Finance

Budget & Finance Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$612,803	\$485,613	\$904,843	\$825,569	\$825,569
Bureau Expenditures Total	\$6,022,365	\$5,230,879	\$9,642,256	\$7,251,847	\$7,252,533
Fund Expenditures					
Debt Service	\$109,178	\$113,544	\$118,084	\$122,810	\$122,810
Contingency	\$0	\$0	\$8,287,122	\$9,944,382	\$9,944,382
Fund Transfers - Expense	\$101,475	\$116,347	\$157,965	\$155,647	\$154,961
Fund Expenditures Total	\$210,653	\$229,891	\$8,563,171	\$10,222,839	\$10,222,153
Requirements Total	\$6,233,018	\$5,460,770	\$18,205,427	\$17,474,686	\$17,474,686
FTE	9.57	10.58	10.50	10.50	10.50

Treasury

Program Description & Goals

The Treasury Division provides centralized banking, merchant card acceptance, and investment services to all City bureaus. The division's functions include managing the City's daily cash position, maintaining custody of all City funds, and ensuring excess funds are conservatively invested to earn a market return.

Treasury's daily activities are critical to achievement of the City's corporate financial strategies, compliance with City policies, industry best practices, and legal and regulatory requirements on the state and federal level, including Payment Card Industry data security standards. Treasury is a net revenue producing operation, distributing investment portfolio earnings (net of an administrative fee) to all City funds with balances—including the General Fund. Treasury is also the administrator of the City's foreclosure sale process as mandated under City Code.

The primary objectives for the Treasury Division are to preserve principal, to ensure that adequate liquidity is available to meet its operating needs, and to earn a market return on the City's balances.

Treasury's performance is evaluated against a market benchmark known as the Bank of America Merrill Lynch 0–3 Year U.S. Treasury Index (BofAML 0–3). Fiscal year to date October 31, 2022, the City's investment portfolio's gross yield is 1.20% against a benchmark of 1.64%. NOTE: The City's actual portfolio yield normally lags changes to the benchmark. As securities in the City's portfolio mature, proceeds are re-invested in higher or lower yielding securities, and the portfolio yield will adjust over time. Due to this normal lag, the portfolio may periodically underperform or overperform its stated benchmark.

In FY 2020-21, Treasury began utilizing the services of an Investment Consulting firm, FHN Financial Main Street Advisors LLC. This consultant provides independent insight into financial markets and performs a limited range of reporting functions, including an annual review of the City's Investment Portfolio Benchmark and Investment Policies.

The Treasury Division provides centralized banking services for all City bureaus and to Prosper Portland (via intergovernmental agreement). The program develops and executes the City's investment program, coordinates and reconciles all City cash deposits and disbursements, and provides cash and investment accounting. Treasury is responsible for negotiating and managing all banking, trust, and merchant (credit/debit card) service contracts and managing the interface between the City's financial institutions and all City bureaus. Treasury's daily activities are critical to executing the City's investment policy and strategies, and for compliance with applicable Internal Revenue Service arbitrage rebate requirements. Treasury supports Citywide cash management operations and serves as the primary resource for reconciliation of cash for central accounting, outside audit, and investment purposes.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Investment portfolio yield - % of benchmark	144%	78%	100%	0%	0%

Office of Management and Finance

Budget & Finance Service Area

Equity Impacts

When implementing or reviewing programs for bureaus, the Treasury Division employs an equity lens to ensure a broad array of payment methods (including cash) are available to provide equitable access to services for all constituents.

Changes to Program

In response to the COVID-19 pandemic, the Treasury Division transitioned to function in a remote teleworking environment in March of 2020. As the City of Portland moved into the Workplace Reentry phase of the pandemic response, Treasury migrated to a hybrid work environment in early 2022.

Financial market indicators are signaling that the Federal Reserve will continue to increase rates a couple more times during this fiscal year, climbing to a new targeted terminal federal funds rate in the 4.50% to 5.0% range and remain there throughout FY 2023-24. Treasury has adjusted our interest rate forecast upward by .40% to 1.35% for the remainder of FY 2022-23 and 2.50% for FY 2023-24.

During FY 2021-22, City Council approved revisions to the City's Investment Policy which will allow the Treasury Division to further diversify the portfolio and earn additional yield. These revisions included an expansion in the parameters for allowable Municipal and Corporate Securities. The new policy also allows Treasury to extend the Weighted Average Maturity (WAM) of the portfolio from 2 years to 3 years to better match the City's cash needs.

Program Budget

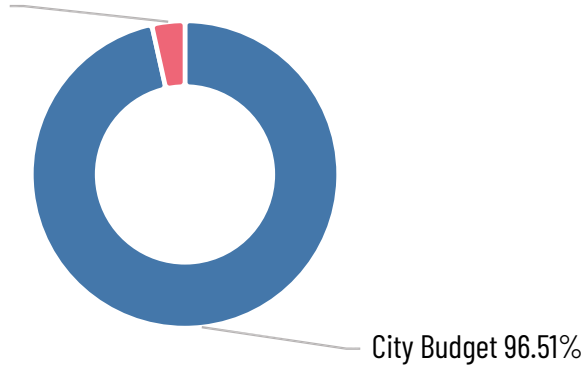
	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,011,386	\$1,077,416	\$1,272,062	\$1,512,316	\$1,512,316
External Materials and Services	\$247,139	\$218,346	\$385,066	\$324,934	\$324,934
Internal Materials and Services	\$231,413	\$253,806	\$274,592	\$277,140	\$277,140
Bureau Expenditures Total	\$1,489,937	\$1,549,568	\$1,931,720	\$2,114,390	\$2,114,390
Requirements Total	\$1,489,937	\$1,549,568	\$1,931,720	\$2,114,390	\$2,114,390
FTE	5.64	5.64	5.50	5.50	5.50

Bureau of Fire & Police Disability & Retirement

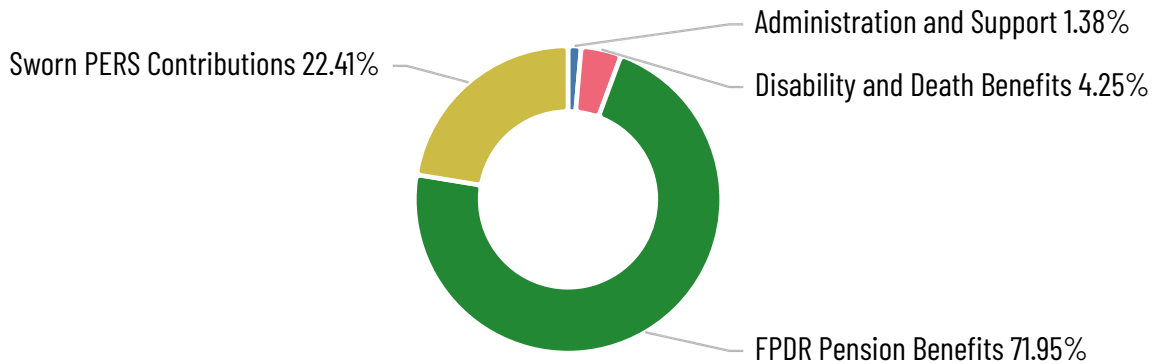
Budget & Finance Service Area
 B. Jonas Biery, DCA - Budget & Finance
 Samuel Hutchison, Director

Percent of City Budget Graph

Fire & Police Disability & Retirement 3.49%



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$260,511,850	\$288,873,466	\$28,361,616	10.9%
Capital	\$75,093	\$60,000	\$(15,093)	(20.1)%
Total	\$260,586,943	\$288,933,466	\$28,346,523	10.9%
Authorized Positions	18.00	18.00	—	—%

Administration & Support

Program Description & Goals

This program provides the general administrative and support services that the bureau requires to fulfill its mission. Services are provided by 8.0 FTE and include executive-level guidance, financial analysis and planning, human resources and payroll services, information technology support, legal services, basic member service, and office management for the bureau as a whole. The purpose of the program is to maximize efficiencies and outcomes for the bureau’s pension and disability benefit programs. FPDR strives to keep administrative costs low. Administration and Support spending has hovered between 1% and 2% of bureau expenditures in recent years, a trend expected to continue for the foreseeable future. Administrative spending is projected to hold steady at 1.3% of overall spending for FY 2024-25. The personnel budget for FY 2024-25 includes a 3.3% wage cost-of-living adjustment (COLA) for all staff; a 2.0% general wage increase for staff represented by the American Federation of State, County and Municipal Employees (AFSCME); merit pay of up to 2.0% for employees not already at the top of their wage scale and represented by the City of Portland Professional Workers Association or nonrepresented, and an additional 5.2% step pay increase for one AFSCME represented employee. (The other three AFSCME employees are already at the top of their pay scales.) The budget also includes sufficient funds for 5.0% growth in health benefit costs for all employees, although the Bureau of Human Resources has indicated costs will likely increase more than that. FPDR will draw on \$31,900 in contingency funds included in the personnel budget to cover any additional spending. The FPDR Fund’s \$14.2 million general operating contingency is also available if necessary. Spending on administrative materials and services appears to be growing substantially, but this is simply because managed care organization costs associated with disability claims have been shifted from the Disability and Death Benefits program to the Administration and Support program. Capital spending is limited to programming and other improvements to FPDR’s custom database, and is less than 2.0% of the administrative operating budget. The FY 2024-25 capital budget is \$60,000, less than the FY 2023-24 Revised Budget of \$75,093. In the prior year, programming improvements to medical payment processing were completed.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Administrative spending per participant	\$758	\$855	\$938	\$826	\$845
Percent of pension recipients who are paperless	39%	42%	50%	50%	75%
Administrative cost as a percentage of bureau budget	1.43%	1.54%	1.34%	1.34%	1.50%
FPDR tax levy rate (per \$1,000 of Real Market Value)	\$1.26	\$1.11	\$1.18	\$1.36	\$1.67

Equity Impacts

The Administration & Support program provides administrative and support services for the pension and disability programs. Those programs in turn serve only sworn employees and retirees and their family members, whose composition is not controlled by FPDR. As a result, the equity impacts of this program are largely internal and therefore limited.

Changes to Program

No changes are planned for the Administration and Support program in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,290,863	\$1,352,820	\$1,759,812	\$1,415,913	\$1,415,913
External Materials and Services	\$463,279	\$465,922	\$516,339	\$665,303	\$665,303
Internal Materials and Services	\$821,812	\$1,031,259	\$902,100	\$978,955	\$978,955
Capital Outlay	\$39,780	\$59,020	\$75,093	\$60,000	\$60,000
Bureau Expenditures Total	\$2,615,735	\$2,909,021	\$3,253,344	\$3,120,171	\$3,120,171
Fund Expenditures					
Debt Service	\$38,689,771	\$28,418,299	\$38,978,478	\$46,766,562	\$46,766,562
Contingency	\$0	\$0	\$11,784,405	\$14,194,030	\$14,172,482
Fund Transfers - Expense	\$136,693	\$171,249	\$1,651,673	\$1,657,847	\$1,679,395
Fund Expenditures Total	\$38,826,464	\$28,589,548	\$52,414,556	\$62,618,439	\$62,618,439
Requirements Total	\$41,442,199	\$31,498,569	\$55,667,900	\$65,738,610	\$65,738,610
FTE	8.00	9.00	8.00	8.00	8.00

Disability and Death Benefits

Program Description & Goals

The purpose of this program is to provide service disability benefits, in lieu of workers' compensation benefits, for sworn City employees, as well as nonservice disability benefits for those with at least five years of service. The program provides disability benefits for all three tiers of FPDR members, as well as funeral benefits and benefits for surviving spouses and minor children when a member dies before retirement. The 9.0 FTE assigned to this program adjudicate disability claims, administer and pay medical and vocational rehabilitation benefits, and approve wage replacement payments to members who cannot work and wage subsidy payments to the Police and Fire Bureaus while members are on disability-related modified duty. The program also approves benefit payments to survivors when sworn employees die before retirement and provides funeral benefit payments to members families or estates upon their death. The goals of the Disability and Death Benefits program are to make disability claim decisions quickly and in compliance with the City Charter, to help sworn employees return to work when possible, to manage claims for the benefit of disabled members while demonstrating stewardship of public funds, and to make disability payments accurately and on time.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of disability claims decisions in 60 days	90%	78%	89%	89%	90%
Number of disability claims filed	583	320	400	320	400
Number of long-term disability recipients	25	25	23	25	32
Number of medical bills	2,833	2,429	2,500	2,986	2,800
Number of members on short-term disability	407	284	300	300	300
Percentage of workforce on disability at June 30	4%	3%	3%	3%	3%

Equity Impacts

The Disability and Death Benefits program serves only sworn employees and retirees, whose composition is based on the hiring of the Fire and Police Bureaus. As this is an internal program that serves only City employees, public facing equity impacts are minimal.

Changes to Program

No changes are planned for the Disability & Death Benefits program in FY 2024-25. In FY 2023-24 a new managed care organization was contracted by the program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,166,534	\$1,245,858	\$1,231,137	\$1,468,569	\$1,468,569
External Materials and Services	\$6,431,696	\$6,692,681	\$7,307,616	\$7,690,400	\$7,690,400
Internal Materials and Services	\$278,809	\$153,961	\$494,800	\$420,700	\$420,700
Bureau Expenditures Total	\$7,877,040	\$8,092,500	\$9,033,553	\$9,579,669	\$9,579,669
Requirements Total	\$7,877,040	\$8,092,500	\$9,033,553	\$9,579,669	\$9,579,669
FTE	8.00	8.00	9.00	9.00	9.00

Pension Benefits

Program Description & Goals

This program administers the FPDR pension program for sworn retirees hired before January 1, 2007 (FPDR One and FPDR Two members). The purpose of this program is to pay retirement benefits to sworn Police and Fire employees and their survivors, an important component of overall compensation, and to provide FPDR retirement information and guidance during employees’ working careers. The program provides monthly pension payroll services for approximately 2,100 members, surviving spouses, minor children, and alternate payees (former spouses). This includes calculation of pension benefits at retirement, federal and Oregon income tax withholding and reporting, insurance premium and child support withholding and payment, calculation of annual cost-of-living adjustments (COLAs), eligibility screening for and calculation of an additional pension benefits to offset Oregon tax liability for some members, and monitoring to ensure payments stop upon beneficiary death. Finally, this program provides pre-retirement education and services, including quarterly retirement workshops, retirement education videos and written materials, and pension estimate calculations for hundreds of active employees each year. Just 1.0 FTE is fully dedicated to the Pension Benefits program, although employees in the Administration & Support program provide executive, financial, legal, and information technology support for pension services. In addition to paying all beneficiaries accurately, on time, and in compliance with the City Charter and state and federal laws, this program strives to provide active duty members with useful retirement counseling and accurate pension estimates.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Median days to prepare a pension estimate	6	6	6	10	5
Percentage of members whose final pay was 99% or more of last estimate	100%	100%	97%	100%	100%
Percentage of FPDR 2 members now or soon-to-be retirement eligible who received a pension estimate in the last two years	80%	89%	80%	80%	80%
Number of FPDR 1 and 2 pension recipients	2,124	2,148	2,227	2,180	2,334
Number of FPDR 2 retirements from active service	23	53	73	65	53
Number of pension estimates	336	248	365	180	200
Number of pre-retirement workshop participants	52	82	175	175	175

Equity Impacts

The FPDR pension program serves only sworn employees and retirees, whose composition is based on the hiring of the Fire and Police Bureaus, and their surviving family members. As a result, equity impacts are limited.

Changes to Program

Although there are no planned changes to the Pension Benefits program in FY 2024-25, FPDR will continue to offer in-person retirement workshops as well as virtual and in-person retirement appointments. This is a continued expansion of services from solely in-person before the COVID-19 pandemic and solely virtual during the pandemic.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$150,180	\$172,899	\$164,051	\$373,019	\$373,019
External Materials and Services	\$141,785,601	\$147,805,940	\$153,737,000	\$161,925,000	\$161,925,000
Internal Materials and Services	\$0	\$1,912	\$4,439	\$7,168	\$7,168
Bureau Expenditures Total	\$141,935,782	\$147,980,751	\$153,905,490	\$162,305,187	\$162,305,187
Requirements Total	\$141,935,782	\$147,980,751	\$153,905,490	\$162,305,187	\$162,305,187
FTE	1.00	1.00	1.00	1.00	1.00

Bureau of Fire & Police Disability & Retirement

Budget & Finance Service Area

Sworn PERS Contributions

Program Description & Goals

This program reimburses the Police and Fire Bureaus for the contributions they make to the Oregon Public Employees Retirement System (PERS) on behalf of sworn employees hired after 2006 (FPDR Three members), who are enrolled in PERS for their pension benefits. No FTE are dedicated entirely to this program. The financial analysts assigned to the Administration & Support program verify FPDR Three employee and PERS contribution expenses, and send reimbursement to the Police and Fire Bureaus through the City's accounting system. Expenses are determined by the number of active FPDR Three employees, their pay, and PERS contribution rates. The number of employees for whom FPDR makes contributions is expected to increase to roughly 945 by the end of FY 2024-25. The FPDR Three population will continue to grow until the mid-2030s, when it is estimated the entire sworn workforce will be comprised of those hired in 2007 or later. The program's primary goal is to verify all contributions, so reimbursements are accurate, and to remit payment to the Police and Fire Bureaus in a timely manner.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of active employees in FPDR 3	724	798	972	945	1,279
Percent of workforce who are FPDR 3	51%	56%	63%	65%	83%

Equity Impacts

This program does not have equity impacts as it functions internally to reimburse the Police and Fire Bureaus for PERS costs.

Changes to Program

There have been no changes to program operations and none are planned for the future. However, this is FPDR's fastest growing program in terms of expense. Sworn PERS contributions increase as more PERS covered employees are hired, advance through the police officer and fire fighter pay steps, and are promoted or assigned specialty pays as they gain seniority at the Police and Fire Bureaus. In addition, PERS contribution rates typically increase every other year, and sworn employees generally receive wage cost-of-living adjustments (COLAs) each year. For FY 2024-25, the contribution rate for the PERS tier in which most FPDR Three members participate will continue at 33.91%. All Police employees will receive a 3.3% wage COLA, while Fire employees will receive wage COLAs between 3.3% - 4.26% depending on representation and job class (in addition to any step, promotional, or premium pay increases).

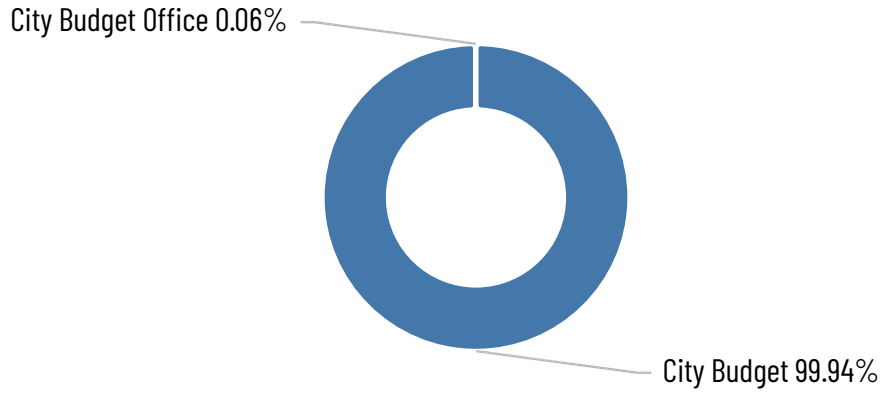
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Internal Materials and Services	\$26,812,489	\$30,895,571	\$41,230,000	\$50,560,000	\$50,560,000
Bureau Expenditures Total	\$26,812,489	\$30,895,571	\$41,230,000	\$50,560,000	\$50,560,000
Requirements Total	\$26,812,489	\$30,895,571	\$41,230,000	\$50,560,000	\$50,560,000

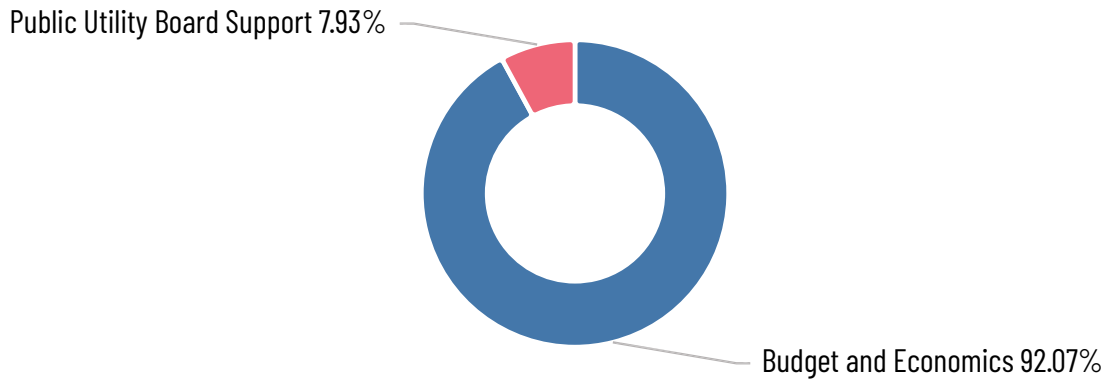
City Budget Office

Budget & Finance Service Area
B. Jonas Biery, DCA - Budget & Finance
Ruth Levine, Interim Budget Director

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$4,465,201	\$5,210,045	\$744,844	16.7%
Capital				
Total	\$4,465,201	\$5,210,045	\$744,844	16.7%
Authorized Positions	21.00	21.00	—	—%

Budget & Economics

Program Description & Goals

Budget and Economics is CBO’s primary program and constitutes the bureau’s core work. The program coordinates the development of the City’s annual and supplemental budgets, provides independent and objective financial and programmatic analysis, provides economic analysis and forecasting, and leads Citywide performance management efforts. The program’s strategic goals include providing processes, analysis, and deliverables to facilitate informed Council decision-making and promote public awareness of and involvement with Citywide budgetary and performance information. Through transparent, streamlined, and effective processes and deliverables, the program seeks to maximize the value and impact of constrained resources in achieving City goals. CBO is committed to furthering racial and disability equity and seeks to integrate those values into every aspect of bureau work, including reviews, analysis and recommendations to Council. The program provides Citywide services which have a high-level and multi-bureau impact. As such, success is measured via a blend of bureau-specific workload and effectiveness measures, and progress towards Citywide outcomes. The FY 2024-25 Adopted Budget represents a consistent level of service as the FY 2023-24 budget would support.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
CBO budget process work products website views	13,516	52,661	45,000	45,000	45,000
Number of bureau decision packages analyzed in budget & monitoring processes	1,583	1,158	750	NA	NA

Equity Impacts

The Budget and Economics program ensures multi-lingual noticing, accessibility, and interpretation services are available at all budget outreach events. The Budget & Economics program offer includes ongoing General Fund resources to connect communities to budgeting by collecting qualitative and quantitative information with an emphasis on hearing from underrepresented communities through a position focused on providing enhanced communications, resources, and connection to individuals and groups interested in better understanding and engaging with budget processes and decisions. The Insights Survey is ready to be shared over the summer of 2023. This survey represents the quantitative results, and future Community Budget Labs will aim to reach out to learn more about community member interests, experiences, and feedback. The City Budget Office performance team partnered with multi-lingual and culturally specific agencies in effort to reach a more representative demographic of Black, Indigenous, People of Color who live, work, and play in the City of Portland.

Changes to Program

There are no significant programmatic changes from FY 2023-24 to FY 2024-25. The only decision package supports carryover funds for the Budget Software (BFM) support contract.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,984,746	\$2,657,936	\$3,082,318	\$3,360,330	\$3,360,330
External Materials and Services	\$256,371	\$535,492	\$497,634	\$996,775	\$996,775
Internal Materials and Services	\$614,382	\$662,885	\$507,926	\$439,834	\$439,834
Bureau Expenditures Total	\$2,855,499	\$3,856,312	\$4,087,878	\$4,796,939	\$4,796,939
Requirements Total	\$2,855,499	\$3,856,312	\$4,087,878	\$4,796,939	\$4,796,939
FTE	15.00	20.00	19.00	19.00	19.00

Portland Utility Board Support

Program Description & Goals

The Portland Utility Board (PUB) is a community-based advisory board created by the Portland City Council to provide budgetary and policy oversight of the public utility bureaus—the Portland Water Bureau (PWB) and the Bureau of Environmental Services (BES). Support of the PUB is housed in CBO to ensure independence from the management of the utility bureaus PUB is responsible to oversee and advise. CBO provides organizational, logistical, analytic, administrative, and strategic support to ensure that the board is equipped to advance its general mission, goals, and workplan priorities, which include providing timely, relevant, and effective input to inform Council and management decisions impacting bureau investments, policies, practices, and procedures. The achievement of these duties requires PUB staff to work closely with the board, receiving direction from the members and working behind the scenes to ensure seamless and effective board meetings and deliverables.

As noted in prior program offer submissions, it was expected to take several years to gather enough information to do initial analysis of where the Board’s work is most effective, where it’s not, and other trends. Although difficult to evaluate and describe the impact of advisory work, particularly with limited quantitative data, the Board’s annual reports capture the more qualitative accomplishments and impacts of their work. It was also expected that this would be useful information for a general evaluation of the contributions advisory and or consulting work makes to the city. Although there have been valuable learnings during the pandemic, it may take several years of data post-pandemic to conduct a general assessment.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of PUB members who have received equity training	100%	100%	100%	100%	100%
Annual number of Portland Utility Board meetings held	31	24	12	12	12

Equity Impacts

The PUB program has both internal- and external-facing equity impacts. Supporting the development and maintenance of inclusive Board processes, expanding outreach through diverse channels for Board recruitment, and ensuring Board members have an understanding and commitment to equity, particularly racial equity, all contribute to internal facing equity. Supports offered to Board members, e.g., interpretation, translation, technology related equipment supports, and, once in-person meetings resume, food, covering transportation costs, etc., also contribute to diversity, equity, and inclusion. In FY 2021-22, the Board and support staff effectively advocated for and implemented stipends to recognize the contributions of Board members and further address barriers to recruiting for a diversity of lived experience. The Board has developed and adopted PUB’s Beliefs, Values and Anti-Racist Principles to guide its interactions both externally and internally and further refined them last year to address an identified gap. These continue to be foundational to the Board’s work but continue to require review and the hard work of holding each other accountable to the principles..

External-facing equity impacts are largely determined by whether the Board has effectively applied an equity lens to their decision-making and development of recommendations. CBO staff work to ensure the Board has the additional training, tools, skills, opportunities, and space to apply an equity lens to their work effectively. Racial equity is identified in the Board’s current workplan as a core focus for all Board discussions and recommendations, including the need to analyze current distribution of burdens and benefits as well as consideration of reparative actions to address harm done by past inequities. The Board thus serves as an effective and efficient avenue for the Bureaus and Commissioners-in-charge to get diverse community input, grounded in equity, on budget and policy matters. This also aligns with CBO’s prioritization of basic racial equity training as a part of the onboarding process for new members. With a committed Board and CBO’s recent addition of an equity manager and plans to develop a new Racial Equity Plan for CBO, there is opportunity to review, re-align, and update the equity goals for PUB. Finally, the Board proactively offers in every communication with the public, both email and web based, translation, interpretation, modifications, alternative formats, and accommodations for public participation.

Changes to Program

The Board and support staff are working proactively to anticipate and prepare for changes in response to governance transition, particularly in preparation for Board member recruitment as well as advocating for the Board’s early engagement regarding potential changes to the programs and bureaus it oversees. There are no significant changes in the FY 2024-25 Adopted Budget as compared to the FY 2023-24 Revised Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$197,438	\$199,581	\$288,857	\$291,809	\$291,809
External Materials and Services	\$2,154	\$7,922	\$19,739	\$39,480	\$39,480
Internal Materials and Services	\$182	\$509	\$68,727	\$81,817	\$81,817
Bureau Expenditures Total	\$199,774	\$208,011	\$377,323	\$413,106	\$413,106
Requirements Total	\$199,774	\$208,011	\$377,323	\$413,106	\$413,106
FTE	2.00	2.00	2.00	2.00	2.00

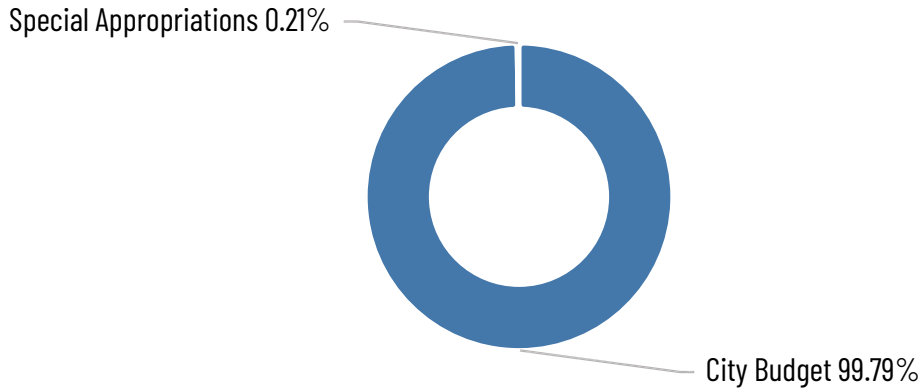
Special Appropriations

Budget & Finance Service Area

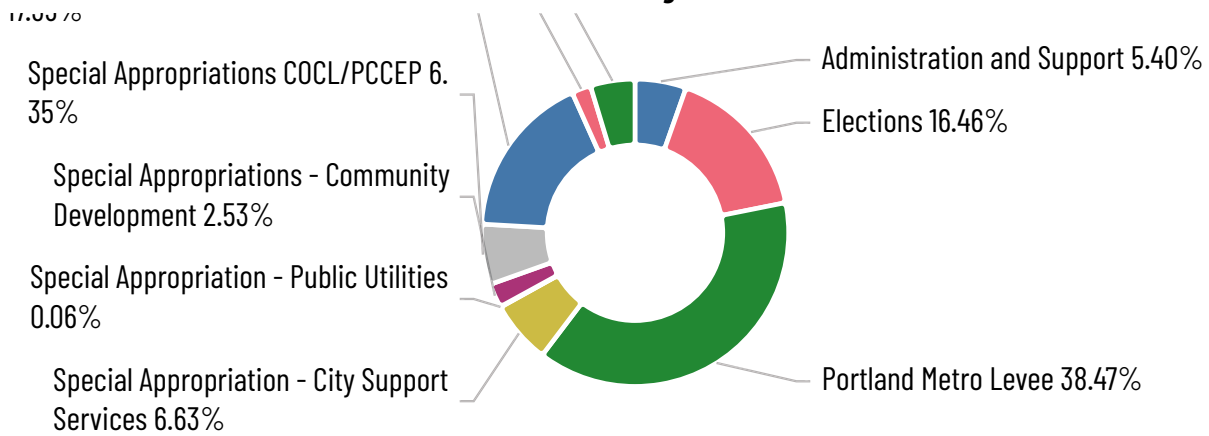
Special Appropriations

Budget & Finance Service Area
B. Jonas Biery, DCA - Budget & Finance

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$27,622,727	\$17,721,077	\$(9,901,650)	(35.9)%
Capital				
Total	\$27,622,727	\$17,721,077	\$(9,901,650)	(35.8)%
Authorized Positions	3.00	5.00	2.00	66.67%

Citizen Utility Board Bill Insert

Program Description & Goals

In January 2014, the City engaged the Citizens Utility Board (CUB) of Oregon to act as an outside, independent advocate on behalf of the City’s residential ratepayers. In recognition of CUB’s independent status, CUB receives no direct support from the City for this work. Twice a year, the City sends a bill insert to all Water Bureau account holders, describing its partnership with CUB and encouraging Portlanders to learn more about the organization’s work.

Equity Impacts

Mailing to all ratepayers provides the information to a broad range of City residents.

Changes to Program

No changes for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$0	\$11,590	\$11,292	\$11,292
Bureau Expenditures Total	\$0	\$0	\$11,590	\$11,292	\$11,292
Requirements Total	\$0	\$0	\$11,590	\$11,292	\$11,292

East Portland Action Plan

Program Description & Goals

The East Portland Action Plan (EPAP) is charged with providing leadership and guidance to public agencies on how to strategically address community-identified issues and allocate resources to improve livability for neighborhoods in East Portland. The EPAP is an extension and outgrowth of the East Portland Action Plan Committee, which engages the community to advocate for resources to further the goals, values, and strategies described in the Action Plan.

EPAP is a community-led effort working together to advocate for all areas of livability. The work is carried out by Committees and Subcommittees which include: Economic Development Subcommittee, Housing Subcommittee, Civic Engagement Subcommittee, Grants Committee, Technical Advisory Committee, Operations Committee, the East Portland Land Use & Transportation Committee, and the East Portland Parks Coalition. A general meeting is held once a month for all groups and members to participate in a consensus-driven process for decision making.

EPAP members and the Advocate coordinate with City of Portland, Multnomah County, and Metro department and bureau staff to help advise on all major projects happening in the East Portland Community Office District Coalition Area. They also engage elected officials and community advisory bodies to advocate for action items identified in the Action Plan. EPAP also has a competitive grant program, allocating half of the program's annual budget to organizations and groups working in East Portland to assist with accomplishing EPAP action items.

Equity Impacts

All gatherings and efforts by EPAP are open to the public and government staff. The program makes every effort possible to make all actions accessible by providing translation services, food, childcare, following ADA requirements, and whatever is necessary for community participation. Meeting notifications are posted on the website and sent out via email.

The Civic Engagement Subcommittee's purpose is to organize cultural and language-specific civic engagement workshops, share curriculum, advocate for ongoing funding, and advise on East Portland cultural and language-specific issues and projects. The subcommittee exists to help uplift concerns held by BIPOC, immigrant and refugee communities, and historically marginalized communities.

The program's consensus decision making process ensures all voices are heard and that the minority voice is not ignored. This process empowers all communities to participate in the process.

Changes to Program

No changes for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$175,154	\$173,557	\$173,557
External Materials and Services	\$143,052	\$139,406	\$236,322	\$162,289	\$162,289
Internal Materials and Services	\$679	\$23,617	\$21,194	\$22,568	\$22,568
Bureau Expenditures Total	\$143,731	\$163,022	\$432,670	\$358,414	\$358,414
Requirements Total	\$143,731	\$163,022	\$432,670	\$358,414	\$358,414
FTE	0.00	1.00	1.00	1.00	1.00

Special Appropriations

Budget & Finance Service Area

Office of Violence Prevention (OVP)

Program Offer Transition Information

The Office of Violence Prevention has moved to be housed within the Office of the Public Safety DCA beginning in Fiscal Year 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$140,000	\$(15,597)	\$47,600	\$0	\$0
Bureau Expenditures Total	\$140,000	\$(15,597)	\$47,600	\$0	\$0
Requirements Total	\$140,000	\$(15,597)	\$47,600	\$0	\$0

Small Donor Elections

Program Description & Goals

Small Donor Elections is the City's public campaign financing system. The goal of the program is to prevent corruption and the appearance of corruption caused by the real or imagined influence of large campaign contributions on candidates' positions and on their actions if elected to office. The voluntary program matches small donations collected from Portland residents and requires that participating candidates agree to certain campaign finance rules.

The vast majority of program funding is spent on matching funds for participating campaigns, not administration of the program. Program administration cost is generally flat year to year, though an increase in the number of elected officials from five to fourteen may result in a higher need for staff and compensation to process the campaign contributions for a larger number of candidates. The amount the program needs in matching funds changes each election cycle depending on whether it is a Mayoral cycle or Auditor cycle, changes to campaign finance law that affect program participation, and changes to election law. The program generally asks for the same level of funding each budget cycle and carries excess forward in some cycles to cover the higher cost of other cycles, in order to maintain a relatively flat annual budget, which is less disruptive to City budgeting processes.

Equity Impacts

Equity is baked into the program's purpose and implementation. The Small Donor Elections program's purpose is to prevent corruption and the appearance of corruption caused by the real or imagined influence of large financial contributions on candidates' positions and their actions if elected to office. To achieve this, the program enables candidates for office to center their campaign fundraising around small donors from all across Portland, instead of a small number of large contributions. Shifting fundraising accordingly will increase the public's confidence that the City's elected leaders are accountable to all Portlanders, not just those who make large campaign contributions.

Making the government accountable to everyone is strongly aligned with the City's equity goals – along race, disability, gender, income, neighborhood, citizenship/immigration status, sexual orientation, gender identity and expression, and other important measures of equity. The interests of all members of each demographic category is rarely served when candidates and elected officials focus on the interests of large campaign contributors. Elections data – such as campaign finance information – is not collected about various demographics groups. Treatment of all campaigns is the same, to ensure our democracy is politically neutral. The program distributes only matching funds, which are determined by Code and the same for all campaigns.

Changes to Program

For the one-of-a-kind 2024 election cycle, which started officially on December 23, 2022, the program requested significantly more funds than it has in the past and will for future election cycles. The changes to elections that voters passed on November 8, 2022 affect the cost of the program for 2024 alone and for future election cycles:

increasing the number of Council members from four to twelve will increase the amount the program owes in matching funds in perpetuity;

Special Appropriations

Budget & Finance Service Area

Changing Council races from citywide to district-based will decrease the amount the program owes in matching funds in perpetuity;

Changing from a primary election and a general election to one election that uses ranked voting will decrease the amount of matching funds the program owes in perpetuity; and

Holding elections for all fourteen elected offices in 2024 instead of just half of elected offices will dramatically increase the cost of the program, but only for FY 2023-24 and FY 2024-25.

The two long term decreases in the cost of the program may wholly or partially the one long term increase in cost. We will know which it is only after the 2024 election cycle is complete. Electing fourteen people in 2024 – rather than the usual three or the seven that future election cycles will elect – will generate more candidates than usual and the program requested more matching funds and additional FTE authority to handle program administration that is twice as large for one cycle than usual. A reevaluation of program FTE needs will be made after the 2024 cycle is complete and more data is available.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$145,729	\$590,293	\$603,882	\$603,882
External Materials and Services	\$597,105	\$409,585	\$2,769,806	\$724,553	\$2,257,553
Internal Materials and Services	\$6,517	\$45,830	\$60,687	\$55,298	\$55,298
Bureau Expenditures Total	\$603,622	\$601,144	\$3,420,786	\$1,383,733	\$2,916,733
Requirements Total	\$603,622	\$601,144	\$3,420,786	\$1,383,733	\$2,916,733
FTE	0.00	0.00	0.00	4.00	4.00

Compliance Officer Community Liaison (COCL)/Independent Monitor

Program Description & Goals

The Settlement Agreement (Agreement) between the U.S. Department of Justice (DOJ) and the City of Portland includes a number of provisions designed to protect the constitutional rights of all members of the community, improve public safety, and increase public confidence in the Portland Police Bureau. The Agreement requires the City to contract with an independent consultant called the “Compliance Officer Community Liaison” (COCL) who assesses the City’s compliance with each of those provisions; synthesizes data related to Police Bureau’s use of force; reports to the City Council, DOJ, and the public; and gathers input from the public related to Police Bureau’s compliance with the Settlement Agreement. The consultant must have expertise in police practices, community engagement, and crisis intervention methods. The Agreement requires the COCL to carry out these responsibilities. The City is transitioning the COCL to an Independent Monitor during FY 2024-25. Funding for this year will support the completion of the COCL’s work and transition to a new independent monitor.

Equity Impacts

COCL’s compliance reviews, outcome assessments, technical assistance, and community liaison work are designed to support the Agreement’s goal of ensuring constitutional policing, free of bias and excessive force, for all members of the community, and particularly those persons in mental health crisis. The COCL program increases public accountability and community engagement, with an emphasis on improving service to, and interactions between, Police Bureau and those communities in developing policing policies and programs.

Changes to Program

The Portland Committee on Community Engaged Policing has moved to the Office of Public Safety beginning in FY 2024-25. The remainder of this budget is for the COCL/Independent Monitor.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$449,129	\$521,545	\$1,126,152	\$1,126,152
Bureau Expenditures Total	\$0	\$449,129	\$521,545	\$1,126,152	\$1,126,152
Requirements Total	\$0	\$449,129	\$521,545	\$1,126,152	\$1,126,152

Portland'5 Centers for the Arts Special Appropriation

Program Description & Goals

This program offer covers the City's ongoing Special Appropriation paid to Metro for support of the Portland'5 Centers for the Arts (P'5), formerly known as Portland Center for the Performing Arts (PCPA). P'5 facilities are City owned and operated by Metro under the direction of the Metro Exposition and Recreation Commission (MERC). The City's obligation to this support is found in Section 5 of the Agreement Regarding Consolidation of Regional Convention, Trade, Spectator and Performing Arts Facilities Owned and Operated by the City of Portland and Metro, which was established in 1990 and amended in 1992, 2000, and 2013.

The funds are used to support the operations and capital needs at the City owned venues and to enable them to continue to provide performing arts venues to a wide range of users. The amount of the City's obligation under the Agreement escalates annually based on the Consumer Price Index (CPI). This Special Appropriation represents less than 5% of a typical P'5 annual budget, but in times of reduced revenues, it is a larger portion.

P'5 consists of three separate City owned theater buildings: the Keller Auditorium; the Arlene Schnitzer Concert Hall; and the Antoinette Hatfield Hall, which houses Newmark Theatre, Dolores Winningstad Theatre, and Brunish Theatre. The Portland'5's services are essential to the cultural vitality of the City and contribute significantly to the Mayor's key priority areas of livability and the region's economic recovery.

The facilities serve as the home performance venues for five resident companies (Portland Opera, Oregon Ballet Theater, Oregon Symphony, Oregon Children's Theater, and Portland Youth Philharmonic) and host five presenting arts organizations (White Bird Dance, Stumptown Stages, Portland Arts and Lectures (Literary Arts), Metropolitan Youth Symphony, and Broadway in Portland). In addition, P'5 presents events independently, which allows the venues to diversify income streams, expand business opportunities, welcome new and emerging performers, and engage new audiences. The P'5 free event series brings local, national, and international performers to the theaters and streets of Portland, entertaining thousands and includes Music on Main Street, Summer Arts on Main, Noontime Showcase, and Poets on Broadway.

In a normal year, the venues host over 1,000 music, theater, dance, and lecture performances each year, draw nearly one million patrons to downtown Portland's Cultural District and generate over \$80 million in regional spending while supporting an estimated 790 full-time equivalent jobs.

Equity Impacts

The P'5 Education Program seeks to remove barriers and provide access to a diverse selection of world-class lectures and performing arts by offering free performances in the venues and in the community, career shadow opportunities, summer internships, and curriculum support. The Education Program intentionally seeks and supports teachers and students in Title I schools to enhance the education and arts experience by providing curricular materials that connect what students see on the stage with what they experience in the classroom. The education program typically serves around 16,000 Title I students in the greater metropolitan region annually.

P'5 offers a range of accommodations for people with disabilities who are attending events and is actively working with City staff to identify and remove ADA barriers in the City's ADA Transition Plan.

P'5 supports the City's efforts to combat climate change by investing in the aging City owned performing arts venues to improve their efficiency, as well as extend their useful life. In addition, due to the venues' central locations, patrons may take advantage of a wide variety of transportation options to arrive at events.

Changes to Program

FY 2024-25 should see continued recovery as patrons continue to return to live shows in greater numbers.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$255,852	\$362,888	\$(96,565)	\$0	\$0
External Materials and Services	\$1,201,069	\$2,302,080	\$1,353,706	\$1,174,332	\$1,174,332
Internal Materials and Services	\$9,544	\$45,135	\$0	\$0	\$0
Bureau Expenditures Total	\$1,466,464	\$2,710,102	\$1,257,141	\$1,174,332	\$1,174,332
Requirements Total	\$1,466,464	\$2,710,102	\$1,257,141	\$1,174,332	\$1,174,332

Special Appropriations

Budget & Finance Service Area

Special Appropriations External Facing Programs

Program Offer Transition Information

In order to provide better transparency for Special Appropriation allocations, external facing programs have been broken into Ongoing and One-Time Program Offers for FY 23-24. The prior year historical expenses will still appear in this legacy program offer for the next two years.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$292,011	\$283,416	\$1,007,000	\$35,000	\$35,000
External Materials and Services	\$8,414,858	\$6,007,946	\$13,058,170	\$414,000	\$414,000
Internal Materials and Services	\$68,301	\$417,350	\$0	\$0	\$0
Bureau Expenditures Total	\$8,775,170	\$6,708,713	\$14,065,170	\$449,000	\$449,000
Requirements Total	\$8,775,170	\$6,708,713	\$14,065,170	\$449,000	\$449,000
FTE	1.00	0.00	0.00	0.00	0.00

Special Appropriations Internal Programs

Program Description & Goals

Special Appropriations receives ongoing and one-time General Fund resources to fund the internal ongoing programs noted below.

- ◆ City Membership and Dues: This special appropriation covers the cost of membership in various organizations to which the City subscribes as a municipality.
- ◆ Discretionary Fund: This special appropriation provides a very small annual amount for the Mayor’s Office as specified in the City Charter.
- ◆ Emergency Fund: This special appropriation provides a very small annual amount for the Mayor and Commissioners as specified in the City Charter.
- ◆ PROTEC17 Training: This special appropriation provides funding set aside for Professional Development in accordance with the labor agreement with the PROTEC17.
- ◆ DCTU Training: This special appropriation provides funding for Professional Development in accordance with the labor agreement with the City of Portland District Council of Trade Unions (DCTU).
- ◆ This program also includes grant resources from the State of Oregon’s Opioid Settlement that is passed through to the City of Portland. The revenues will be allocated to eligible program costs in a City bureau at a future time.

Equity Impacts

These are discretionary and union contract related funds.

Changes to Program

No notable changes for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$305,808	\$310,722	\$90,000	\$0	\$0
External Materials and Services	\$435,164	\$417,843	\$1,214,834	\$866,650	\$866,650

Special Appropriations

Budget & Finance Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$42,206	\$8,276	\$9,107	\$90,000	\$90,000
Bureau Expenditures Total	\$783,178	\$736,841	\$1,313,941	\$956,650	\$956,650
Requirements Total	\$783,178	\$736,841	\$1,313,941	\$956,650	\$956,650
FTE	2.00	0.00	0.00	0.00	0.00

Special Appropriations Youth Programs

Program Description & Goals

Special Appropriations allocates funding annually for education programs for youth. There are two youth programs that receive ongoing funding from the City: All Hands Raised and Future Connect. All Hands Raised funding supports the Cradle to Career Partnership. Future Connect funding is for scholarship program implementation at Portland Community College (PCC).

Equity Impacts

All Hands Raised

As a collective impact backbone organization, AHR convenes community partners to collectively mitigate systemic racism with a goal of system transformation. Having a racial equity lens in every element of its work is at the core of the AHR Partnership to advance student success. AHR recently completed a Strategic Roadmap that calls to elevate the racial educational equity focus by building a coalition of anti-racist leaders. This will ensure that the experiences of BIPOC students, families, and educators are centered in discussions and decision making. A sharper equity lens will provide the AHR Partnership with the opportunity to more resolutely frame problems of practice from the BIPOC communities' points of view.

Future Connect

Portland Community College is dedicated to civil rights, diversity, equity, and inclusion. Future Connect plays an important part in supporting this mission in closing the opportunity gap for the students it serves. For the most recent fall cohort, Future Connect served 81% students of color. The retention rates for students of color are more than double than what would be expected for these students without the impact of the program. Similarly, the program serves a large number of students with disabilities, including those coming from their high schools having been served by 504 plans, IEPs, and modified diplomas. Coaches and students work directly with staff at the Office of Disability Services to ensure that students have needed accommodations in place for their academic success. Additionally, the Future Connect program has worked with Disability Services to create accessible versions of our texts for college success courses offered in the program.

Changes to Program

No notable changes for FY 2024-25.

Special Appropriations

Budget & Finance Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$811,291	\$831,365	\$809,972	\$809,972
Internal Materials and Services	\$0	\$16,557	\$21,318	\$20,769	\$20,769
Bureau Expenditures Total	\$0	\$827,848	\$852,683	\$830,741	\$830,741
Requirements Total	\$0	\$827,848	\$852,683	\$830,741	\$830,741

Special Appropriations External Facing Programs - Ongoing

Program Description & Goals

Special Appropriations allocates ongoing funding annually to external facing organizations and programs.

Clean and Safe

This program supports security and street cleaning in Downtown Portland.

External Competitive Grants

The program is intended to invest \$950,000 in the community in FY 2024-25 through a series of competitive grants based upon Council priorities.

Gateway Center

The Gateway Center for Domestic Violence provides culturally specific services to survivors of domestic or sexual violence. Previously housed at the City of Portland, the program was moved to Multnomah County in 2018. The Gateway Center is located at 10305 East Burnside St, Portland, OR 97216. The City of Portland continues to provide a portion of funding, and the Portland Housing Bureau owns a portion of the Center's parking area.

Last Thursday

Thursdays on Alberta are an open streets event series that brings the community together to support local artists, food vendors, and community organizations. The event creates an art walk along NE Alberta Street from 15th to 30th Avenues. It runs from 6:00–9:00 PM. On an evening with pleasant summer weather, attendance is between 8,000 and 10,000 people.

MFS CASH Oregon

MFS CASH Oregon provides free tax preparation targeted to Portland individuals and families earning less than \$50,000 annually at its Stark St dedicated site and other locations within the City of Portland. The program conducts outreach regarding the importance of the Earned Income, Child Tax Credit, and other Tax Credits, and the availability of free tax preparation; recruits and trains volunteer tax preparers; and otherwise supports local service agencies that provide free tax preparation.

Mt. Hood Cable Regulatory Commission

For three decades, the Mt. Hood Cable Regulatory Commission (MHCRC) has ensured that the communities in Multnomah County and the cities of Fairview, Gresham, Portland, Troutdale, and Wood Village are fairly compensated for use of the public right of way by cable companies. The MHCRC negotiates and enforces provisions in cable services franchise agreements, which include consumer protections, community benefit resources, and funding to the cities and County. The cable franchises generate about \$6 million annually for Portland.

Special Appropriations

Budget & Finance Service Area

Rose Festival

The Portland Rose Festival Foundation will produce the large scale events of Portland's Official Festival in late Spring 2024, including three parades and waterfront activities such as CityFair and Fleet Week.

Title 13 (Select Animals)

This program administers the City's Title 13 regulations for keeping bees and livestock in the City of Portland. People keep bees and livestock for a variety of reasons (e.g., pets, food, textiles, hobbies), but this can create conflicts in the urban setting where houses are close together and activities on one property can negatively affect neighbors. To address this, Title 13 provides criteria and procedures that allow residents to have bees and livestock while protecting the health, safety, and livability for both people and animals.

Village Market

The program exists to address food and economic inequities that disproportionately affect low-income communities of color in North Portland. The Market serves New Columbia, Tamarack Apartments, Trenton Terrace, and the surrounding Portsmouth neighborhood.

VOZ Workers' Rights Education Project

Voz's programs serve immigrant, Spanish-speaking, houseless, Latinx, and Black day laborers and domestic workers in Multnomah County. Day laborers are low-income and immigrant workers who are hired on a day-to-day basis for manual labor jobs. VOZ operates the only worker center in the state of Oregon.

Restorative Justice

This program exists to move schools toward safe and inclusive communities at Resolutions Northwest.

Equity Impacts

The special appropriations ongoing external services have many equity impacts.

Clean & Safe

The program impacts downtown security and cleaning.

External Competitive Grants

The program helps the City achieve its equity goals by investing in the community through a series of competitive grants based upon Council priorities.

Gateway Center

The program serves some of the most vulnerable people in our community. The Gateway Center provides a variety of services in numerous languages such as emergency services, safety planning, legal and financial support, and counseling.

City Support Services Service Area.

Last Thursday

Equity and inclusion are big parts of Last Thursday's mission. In August, 2016, PBOT conducted an intercept survey of attendees during the event. The survey collected 185 responses. Key takeaways were as follows: BIPOC communities enjoy the event—while the City as a whole includes approximately 6% of people who identify as Black, attendees were 13% Black, and Native Americans were also overrepresented compared to the general population; from observation, it appeared that 30–40% of all vendors were BIPOC; attendees have a wide range of ages.

MFS CASH Oregon

The program is centered on and available for households that need it most. Key demographics from last tax season's survey include 29% reporting as Latino/Hispanic, 21% reporting as White/ Caucasian, 16% reporting as Unknown, 12% reporting as Black/African, and 10% reporting as Asian. One in four report Spanish being their primary language spoken at home. Average AGI for clients' households is \$24,600.

**Mount Hood Cable
Regulatory
Commission**

The Community Technology Grants program is grounding in equity best practices and principles. The program prioritizes funding for project that serve under-served communities and integrate diversity, equity, and inclusion (DEI) measures in the design and implementation of the project. The program tracks the geographic distribution of funds through Multnomah County, the demographics of communities served, and impact area (workforce development, education, civic engagement, etc.). The program uses the data to prioritize outreach and education about the grant opportunity to BIPOC-led and BIPOC-serving community-based organizations.

Rose Festival

Rose Festival events and programs have highlighted participation that reflects the diverse makeup of the community, and will continue to do so, providing a platform for cultures and communities to shine in parades and other events, and to educate their neighbors and visitors alike. The Festival will also continue to provide and improve accessible experiences to those of all types of abilities.

**Title 13 Specified
Animals**

The regulations of Title 13 are citywide; all residents are required to comply if they choose to have bees or livestock. This program strives to make informational materials and enforcement procedures accessible to communities of color and persons with limited proficiency in English.

Special Appropriations

Budget & Finance Service Area

Violation letters are readily available in Spanish and Vietnamese and can be translated into other languages as needed.

Use of the Language Line for phone conversations that require an interpreter.

Use of graphics when possible (e.g., rooster with “x” over it to represent that roosters are not allowed).

Village Market

By virtue of its geographic location in New Columbia, Village Market programs have long organized alongside communities of color and refugee/immigrant communities who are impacted by economic and food inequity. Program work is centered on expanding food access, community ownership, and demand for neighborhood grown produce alongside families and residents in Oregon’s largest affordable housing neighborhood. Of the people surveyed at the garden and Market, 36% identify as African American, 26% White, 18% Latino, 12% Multiracial, 4% as Native American or Asian, and 4% did not provide race information. 84% identify English as their primary language, 15% identify Spanish, and 10% identify another language.

Voz Workers’ Rights Education Project

Voz’s programs serve immigrant, Spanish-speaking, houseless, Latinx, and Black day laborers and domestic workers in Multnomah County. Worker members are temporary workers who face multiple barriers to stable, secure, and long-term employment. There also is a significant presence of workers who are elderly, possess chronic illnesses, women, and LGBTQ individuals, and a diversity of indigenous members of Latin America, such as Mayan, Zapotec, Triqui, Lenca, and Tojolabal, among others. About 90% of program participants are Latinx and underemployed or unemployed immigrant adults. This project will engage these excluded communities in assessing challenges and proposed solutions on access to housing and behavioral health services.

Restorative Justice

This program exists to move schools toward safe and inclusive communities at Resolutions Northwest.

Changes to Program

There are no notable budgetary changes to the ongoing programs for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$0	\$4,131,100	\$3,047,727	\$3,047,727
Internal Materials and Services	\$0	\$0	\$31,738	\$33,335	\$33,335
Bureau Expenditures Total	\$0	\$0	\$4,162,838	\$3,081,062	\$3,081,062
Requirements Total	\$0	\$0	\$4,162,838	\$3,081,062	\$3,081,062

Special Appropriations External Facing Programs - One-Time

Portland Metropolitan Levee System

Program Description & Goals

For over one hundred years, the Portland Metropolitan Levee System (PMLS) has been managed by four drainage districts that are today collectively known as the Columbia Corridor Drainage Districts (CCDDs). Three of those districts—Peninsula Drainage District No. 1 (PEN-1), Peninsula Drainage District No. 2 (PEN-2), and Multnomah County Drainage District No. 1 (MCDD)—are entirely or significantly located within the City of Portland. To address the critical infrastructure needs of the levee system (as identified by the U.S. Army Corps of Engineer’s), the City (Bureau of Environmental Services as project lead), the four drainage districts responsible for managing the levees in the Columbia Corridor, and regional partners successfully pursued a legislative solution creating a new special district with a sustainable funding structure and expanded mission, named the Urban Flood Safety and Water Quality District (UFSWQD). The work of standing up this new district is underway and will continue for several years.

Recognizing its strong interests in the solvency of the CCDDs and the need for the PMLS to be improved to meet current federal levee standards, the City has committed over 18 million dollars since 2016 to support the operation of the CCDDs, Levee Ready Columbia (a partnership of over twenty public, private, nonprofit, and community-based organizations committed to reducing the risk of flooding associated with the PMLS), and the formation of a new UFSWQD to replace the CCDDs. This support has been in the form of direct payments, loans, and loan guarantees.

Equity Impacts

There are many examples that show that flood loss disproportionately affects lower income populations, especially lower-income BIPOC communities. The most vulnerable residents are the least equipped to deal with emergency situations and have the hardest time recovering. For that reason, the Corps prioritized reducing the potential for life loss and improved evacuation times in their evaluation and recommendations for the PMLS Project, and they have included non-structural elements to augment flood risk education and improved awareness of evacuation routes in the managed floodplain.

Property owners—residential, industrial, and commercial—behind accredited levees have access to low-cost flood insurance through FEMA’s National Flood Insurance Program. Behind accredited levees, flood insurance is generally voluntary. Without accreditation many property owners would be required to purchase flood insurance on the private market, often at prohibitively high rates, affecting lower-income residents the most.

Changes to ProgramThe City will be assessed a new Flood Safety Benefit fee by the Urban Flood Safety and Water Quality District (UFSWQD) starting in FY 2024-25. The Adopted Budget contains \$5.1 million bridge funding to make the payment to UFSWQD while the City determines which of several options will be used to cover this payment on an ongoing basis. The final operating support payments to the PEN 1 district will be made in FY 2024-25.

Program Budget

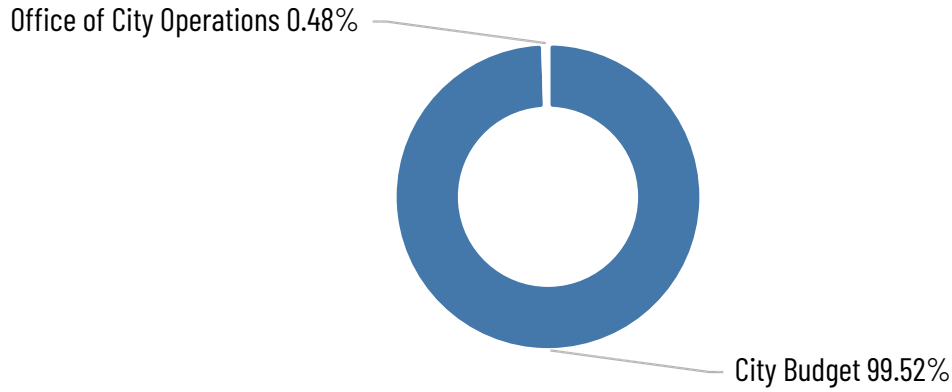
	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$13,404	\$0	\$0	\$0
External Materials and Services	\$0	\$353,085	\$1,536,763	\$6,816,701	\$6,816,701
Internal Materials and Services	\$0	\$84,945	\$0	\$0	\$0
Bureau Expenditures Total	\$0	\$451,434	\$1,536,763	\$6,816,701	\$6,816,701
Requirements Total	\$0	\$451,434	\$1,536,763	\$6,816,701	\$6,816,701



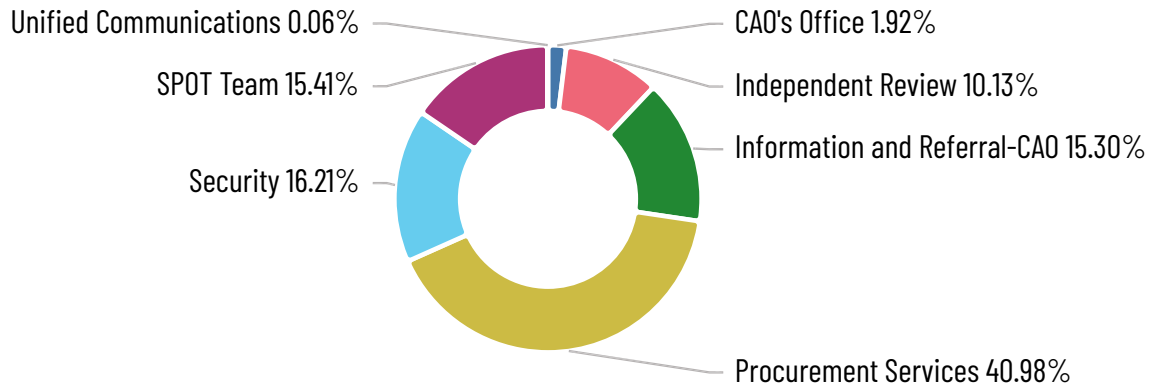
Office of the DCA for City Operations

City Operations Service Area
Sara Morrissey, DCA - City Operations

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$55,878,911	\$39,869,568	\$(16,009,343)	(28.7)%
Capital	\$1,128,613	\$96,387	\$(1,032,226)	(91.5)%
Total	\$57,007,524	\$39,965,955	\$(17,041,569)	(29.9)%
Authorized Positions	124.00	119.00	(5.00)	(4.03)%

Information and Referral

Program Offer Transition Information

The City of Portland and Multnomah County's Information and Referral (I&R) program was a longstanding central resource for information and referral to all City and County bureaus, programs, and services as well as to many local community and social services. The program's purpose was to facilitate community access to local government and the services it provides. The City of Portland began a phased rollout of a Citywide 3-1-1 Program in FY 2019-20 to provide many similar services to Portlanders, and the 3-1-1 Program has incorporated I&R as of FY 2020-21.

For more information on the 3-1-1 Program, see the 3-1-1 program offer in the Office of Management & Finance's budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$665,344	\$659,131	\$0	\$0	\$0
Bureau Expenditures Total	\$665,344	\$659,131	\$0	\$0	\$0
Requirements Total	\$665,344	\$659,131	\$0	\$0	\$0
FTE	0.00	0.00	6.00	6.00	6.00

311 Program

Program Description & Goals

The 311 Program, Portland & Multnomah County's 311 program, was created to provide equitable, high-quality information and customer service to community members, businesses, and visitors. The program's performance goals are intended to ensure a level of service that supports effective community participation in local government. The 311 program meets its goal of answering 90% of incoming calls in 25 seconds or less, and now handles an average of over 14,000 contacts per month. The program has also met its goal of increasing its one contact resolution rate, a measure of the proportion of calls that can be resolved without referring the caller elsewhere, to 50% by FY 2023-24.

Portland City Government's current dispersed customer service model can make it difficult for community members to access City information, programs, and services, which can result in disproportionate experiences and outcomes. Created in FY 2019-20, the 311 Program provides a single point of contact for community members to access local government, building on the longstanding City/County Information & Referral Program. The program's mission, structure, and phased implementation was heavily influenced by a representative community survey and complementary language-specific surveys conducted in 2018.

The 311 Program staff help community members find information, report issues, and request City services online, over the phone, and within City buildings. The program is actively partnering with multiple City bureaus to provide information, referral, and customer service to community members—and is building capacity to intake and resolve additional service requests. In particular, the program is working with public safety and infrastructure bureaus to migrate appropriate non-emergency calls away from Bureau of Emergency Communications/911 and to 311. The program is also a source of vital and time-sensitive information during emergencies.

Along with providing direct customer service assistance to community members, the 311 Program also is playing a critical role in driving citywide customer service innovation. Staff members are working in close collaboration with Technology Services and service bureaus to modernize online customer service through curated content on Portland.gov, new webforms, centralized customer service management software (Zendesk), and automatic triaging and routing of community reports and requests. Much of this work centers on streamlining business processes to improve community and employee experience and enhance the capacity of partner bureaus to fulfill their service missions. As of June 2024, community members had submitted over 350,000 requests through 311 and these new customer service tools.

In addition, the 311 Program is expanding and improving its data collection, management, analysis, and reporting to support service delivery by partners and to measure progress toward equitable service delivery models. Finally, the program also is continuing efforts to increase public awareness and use of 311 for nonemergency, local government needs through community outreach and communications.

This Program Offer reflects resources necessary in FY 2024-25 to continue providing customer service for a growing number of City and County services while leading multi-faceted efforts to improve service delivery.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of calls answered in less than 25 seconds	85.05%	86.00%	90.00%	90.00%	90.00%
One contact resolution rate	24.00%	66.00%	50.00%	60.00%	60.00%
Number of phone calls and emails handled by 311; not all contacts require a response	130,393	150,949	190,000	200,000	250,000

Equity Impacts

The 311 Program’s vision is that “Portlanders can easily and effectively access City information and services, regardless of language, ability, or resources. They are empowered to contact their government. They get accurate answers quickly and easily, and they feel confident that their needs and voices are being heard and considered.” However, community members experience greater barriers to City engagement if they have a disability, do not speak English well, or have limited internet access. By providing customer-focused access in a timely and efficient manner, community members are more likely to engage with local government, facilitating more inclusive and equitable participation.

Given the diverse nature of the Portland community, the Citywide 311 Program must create a welcoming and inclusive customer service experience that increases equitable access and services. The 311 Program is actively working to achieve these goals, in part by the following:

- ◆ Developing equity-based metrics for success
- ◆ Providing multiple ways to contact the City
- ◆ Integrating language services, including translation and interpretation
- ◆ Using 311 to help streamline and improve City processes that may pose barriers to equitable access (For example, the program is working to centralize ADA and Language Access requests and complaints to reduce barriers to accessing City services and programs.)
- ◆ Hiring diverse staff who reflect Portland’s community and provide an inclusive and welcoming 311 experience
- ◆ Working to ensure reports and requests taken by 311 Program staff are used to inform, but not determine, service delivery (Relying solely on community reports or requests may skew service delivery away from those communities that are less engaged, face more barriers, and/or are less comfortable contacting the City.)

Changes to Program

The 311 Program was created as a new program within the Office of Management & Finance by City Council via Resolution 37456, adopted on November 13, 2019. Through this Resolution, Council directed the program’s initial staffing and funding structure. The 311 program incorporated the Office of Community & Civic Life’s City/County Information & Referral Program, including personnel and resources, as of FY 2020-21. The program’s base budget and personnel authority were increased annually in FY 2020-21, 2021-22, and 2022-23 in accordance with the CAL escalation defined in the adopted resolution. During the FY 2022-23 budget process, additional General Fund resources provided for 10.0 permanent FTE positions to support expanded operating hours.

Office of the DCA for City Operations

City Operations Service Area

For FY 2024-25, the 311 Program will incorporate the PBOT Maintenance Operations Service Dispatch team allowing 311 to provide both a centralized point of contact and response coordination for urgent issues in the right-of-way, jointly funded by 311 and PBOT. In response to budget constraints, the 311 Program cut 2.0 FTE Customer Service Representatives and assumes 2% ongoing vacancy savings (equivalent to 1 FTE) which will reduce the program’s capacity by about 37,000 contacts per year. However, the 311 Program is seeing growth of about 35,000 contacts (25%) annually and is anticipating significant increases to support constituent services for the new Council format. Due to constraints, the Program also eliminated the 311 Community Education & Outreach Campaign’s paid advertising budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$724,806	\$1,803,253	\$3,714,892	\$4,191,617	\$4,191,617
External Materials and Services	\$137,847	\$102,319	\$300,316	\$163,500	\$163,500
Internal Materials and Services	\$321,824	\$665,272	\$745,132	\$614,341	\$614,341
Bureau Expenditures Total	\$1,184,477	\$2,570,843	\$4,760,340	\$4,969,458	\$4,969,458
Fund Expenditures					
Fund Transfers - Expense	\$0	\$0	\$249,792	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$249,792	\$0	\$0
Requirements Total	\$1,184,477	\$2,570,843	\$5,010,132	\$4,969,458	\$4,969,458
FTE	18.00	43.00	30.00	29.00	29.00

Office of the DCA for City Operations

Program Description & Goals

Portland's City Council approved Resolution 37365 in response to changes in Portland's form of government. Portland voters approved in November 2022. This ordinance established the service area focus for how the City should be organized for governance and delivery of services to the public.

The City Operations service area was established in the new organizational structure for the delivery of centralized service to City bureaus.

The Office of the Deputy Chief Administrator of City Operations includes the City Operations Deputy Chief Administrator and an Executive Assistant. The DCA manages the following programs and bureaus in the service area.

- Bureau Human Resources
- Bureau of Technology Services
- Bureau of Fleet and Facilities
- Bureau of Community-based Police Accountability
- Office of the Deputy City Administrator of City Operations
 - 311 Program
 - Procurement Division
 - Project Management for Citywide Initiatives
 - Independent Police Review

Equity Impacts

The Office of the DCA of City Operations is serviced by one Equity Manager that provides centralized equity services to the Budget & Finance service area and the City Operations service area.

Changes to Program

Creation of the DCA of City Operations added one Deputy City Administrator and one Executive Assistant to the office budget.

Office of the DCA for City Operations

City Operations Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$583,679	\$583,679
External Materials and Services	\$703	\$0	\$0	\$10,000	\$10,000
Internal Materials and Services	\$0	\$0	\$0	\$30,000	\$30,000
Bureau Expenditures Total	\$703	\$0	\$0	\$623,679	\$623,679
Requirements Total	\$703	\$0	\$0	\$623,679	\$623,679
FTE	0.00	0.00	0.00	2.00	2.00

Procurement Services

Program Description & Goals

Procurement Services strategically supports City bureaus through the acquisition of high-quality, outsourced supplies, materials, equipment and services in a timely, efficient, and effective manner to advance the City's social, environmental, and economic goals. The Division is guided by a Five-Year Strategic Plan that was created through intensive outreach and dialogue with community partners and customer bureaus. The overarching vision is to become an anti-racist organization that achieves equitable contracting results and employs procurement best practices throughout its operations. To achieve this vision, the division has established nine goals: (1) maximize payments & contracts to BIPOC businesses; (2) maximize the value added by core data systems; (3) implement the Diverse Workforce and Safe from Hate mandate; (4) build capacity & influence of sustainable procurement program; (5) achieve high customer bureau satisfaction; (6) establish clarity in roles & responsibilities; (7) eliminate barriers to contracting; (8) ensure staff is resourced & equipped to succeed; and (9) establish effective social equity programs & stronger policy.

Procurement Services is comprised of the following major teams and programs: Design & Construction Services; Goods & Services; Compliance Services; Inclusive Contracting; Strategic Sourcing Program; Sustainable Procurement Program; Procurement Card Program; the Training Program; and the Business Excellence Program.

The Design & Construction Services Team is dedicated to facilitating the procurement process for bureaus that contract out for construction services as well as architectural, engineering and other related design services.

The Goods & Services Team supports bureaus in the acquisition of outsourced goods and services that are not construction-related. The team works collaboratively to maintain inventories and provides centralized procurement support.

The Compliance Services Team supports the City's Social Equity in Contracting policies by monitoring contractor compliance with City requirements established under programs such as the Contractor Equity Program, Workforce Training and Hiring Program, the Community Benefits Agreement, the Construction Diversity and Inclusion Policy, and the Regional Workforce Equity Agreement. These programs ensure subcontracting opportunities are made available to disadvantaged, minority-owned, woman-owned, veteran-owned, and emerging small businesses when subcontracting portions of a project, and that contractors make efforts to hire and train a diverse workforce, including apprentices.

The Inclusive Contracting Team works with customer bureaus and the contracting community to ensure that social equity in contracting strategies are applied throughout the procurement process to provide access and opportunities for a diverse range of businesses and entrepreneurs. The Inclusive Contracting Manager is leading the consolidation of Procurement's social equity in contracting programs, including the Prime Contractor Development Program; pursuit of support and funding for a revitalized Communities Opportunities and Enhancement Program that includes bonding and technical assistance; and, developing a new inclusive contracting training curriculum to provide education in direct response to needs expressed by the local contracting community— all of which are intended to expand opportunities for BIPOC businesses to see an equitable share of the benefits of City contracting opportunities.

Office of the DCA for City Operations

City Operations Service Area

The Sustainable Procurement Program provides the framework for City employees to integrate sustainability principles (balancing environmental, social, and economic factors) into procurement decisions. This program includes a regionally-funded effort to implement State-required clean air construction requirements.

The Procurement Card Program allows City employees to acquire goods and services up to \$10,000 (pending rule increase to \$25,000) through usage of a City purchasing card. The program creates significant costs savings through the efficiencies achieved by avoiding traditional procurement methods.

The Training Program provides training for staff and internal and external stakeholders, on federal, state, and local procurement regulations, rules, policies and programs, and on how to effectively navigate the various public procurement processes.

The Business Excellence Program leads and facilitates efforts to improve and implement best practices in the City's procurement process. These efforts focus on creating clarity in roles, responsibilities and processes; maximizing the value added by procurement data systems; ensuring staff has the tools and resources necessary to be successful; and advocating for staffing levels sufficient to meet bureau customer demand.

Equity Impacts

The division leads and supports numerous programs and initiatives to advance the City's equity in contracting goals and the City Council core values of equity and anti-racism. These efforts are shaped through the division's renewed engagement and partnership with community-based organizations and other community stakeholders. This engagement takes place most prominently at the City's Fair Contracting Forum.

The Contractor Equity Program, Workforce Training & Hiring Program, Construction Diversity and Inclusion Policy / Regional Workforce Equity Agreement, and the Community Opportunities & Enhancements Program apply to City-funded construction projects. The Council-adopted objectives of these programs are twofold. The first is to diversify the regional construction workforce by attracting more women and people of color into the construction trades. The second is to increase the City's utilization of disadvantaged, minority-owned, woman-owned, veteran-owned, and emerging small businesses.

The Inclusive Contracting Manager maintains three (3) contracts that help firms navigate the COBID application process and provide business development services to help firms respond to City contract opportunities.

The Inclusive Contracting Team works with customer bureaus and the contracting community to ensure that awareness is created around City projects early, providing access to pertinent information about potential opportunities to help firms prepare for contract opportunities. Inclusive Contracting Team staff regularly communicate with local community partner agencies to highlight City opportunities and provide targeted outreach. Staff attend monthly community meetings, trade shows, and special events to provide representation for Procurement Services, answer questions, and offer resources. Each of these efforts is intended to expand opportunities for Black, Indigenous, and people of color (BIPOC) businesses to see an equitable share of the benefits of City contracting opportunities.

The City's Sustainable Procurement Manager has led a regional effort to create a clean air construction standard that all local government agencies will adopt and implement. The standard sets emissions requirements for non-road construction equipment, which will affect smaller firms that typically own and operate older equipment. Procurement Services is exploring ways to mitigate the impact on disadvantaged, minority-owned, woman-owned, veteran-owned, and emerging small businesses while the State Department of Environmental Quality goes through a rulemaking process to grant out the Volkswagen settlement funds that the legislature appropriated for that purpose.

Changes to Program

Procurement Services has undergone a number of programmatic and organizational changes. Some of these changes have been the result of FY 2024/25 budget reductions.

1. Strategic Sourcing Program Reduction in Service – The Strategic Sourcing coordinator executes and manages over one hundred contracts that provide multiple City bureaus with a vehicle to purchase necessary goods & services. The ongoing, permanent position has been eliminated, with one-time funding added back to fund the position in FY 2024-25. The division is working to determine how it can continue this service to bureaus, either at a reduced level or by identifying additional revenues to support.
2. Equity Compliance Monitoring & Enforcement Reduction in Service – One position, a Supervisor II, has been eliminated. The compliance services that were supported by this position have been reassigned and will be performed by the Compliance Manager and other remaining staff. An Analyst I position has been added back, which will help provide monitoring and enforcement of contractor compliance with programs (e.g., Subcontractor Equity Program; Workforce Training & Hiring Program; the Community Benefits Agreement; the Construction Diversity & Inclusion Policy; Regional Workforce Equity Agreement) that Council created to advance racially equitable outcomes in City contracting. However, increased workloads and loss of the Supervisor II position is likely to result in a reduction to the level of service provided or programmatic changes.
3. Communications Lead Elimination – The division's communications lead has been eliminated. This will reduce the quality of communications deployed to support division initiatives (e.g., supplier diversity & outreach; Ariba procurement technology modernization) which will undercut the potential for success of such initiatives.
4. Administrative Support Reduction – The division's only administrative support position has been eliminated. The support activities for which this position was responsible have been reassigned and will be performed by other management and line staff resources within the division as well as potentially the Budget & Finance Service Area Business Operations Employee Services team.

Other changes were made in alignment with the division's strategic plan, which was informed by intensive outreach and dialogue with community partners and customer bureaus.

Office of the DCA for City Operations

City Operations Service Area

1. Existing staffing resources have been redeployed to resource strategic priority areas. The Inclusive Contracting Manager was created to expand opportunities for BIPOC businesses to see an equitable share of the benefits of City contracting opportunities in areas where the City has failed to see progress. The Social Equity Performance Manager was created to establish a standard equity data platform that allows the City to establish bureau goals, benchmark progress and ultimately dismantle barriers to continued success for BIPOC communities. The Business Excellence Program Manager position was created to improve the City's core procurement processes through collaboration, communication and deployment of procurement best practices and technology.

2. In response to growing workload flowing from customer bureaus, the Goods and Services team has made a number of changes intended to meet the growing bureau demand for procurement services. The team was reorganized in mid-2022 to align available resources with the need. The team's management deployed workload and workflow management procedures to support quicker throughput and cycle times. The division has also reallocated available resources and requested additional resources from Council to help meet growing bureau demand for procurement services. And last, the bureau has piloted delegation of additional procurement authority to several bureaus where existing bureau staff has sufficient resource and expertise and where centralization of certain roles within Procurement do not add substantial value.

3. The City adopted the Regional Workforce Equity Agreement and Construction Diversity and Inclusion Policy that applies to all non-federally funded alternative public improvement projects over \$5 million. This program pairs a comprehensive strategy for supporting the recruitment of BIPOC and women workers with strong protections for BIPOC and women-owned firms. It holistically integrates the City's core values of anti-racism, equity, transparency, communication, collaboration, and fiscal responsibility in construction contracting, supporting project delivery that is on time, within budget and without labor disruptions; increases collaboration across numerous stakeholders; and provides significant advances for racial and gender equity.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,961,126	\$6,736,543	\$7,675,129	\$8,245,825	\$8,245,825
External Materials and Services	\$1,453,944	\$1,823,237	\$16,355,109	\$4,054,651	\$4,054,651
Internal Materials and Services	\$921,663	\$1,192,145	\$1,367,572	\$1,011,601	\$1,011,601
Bureau Expenditures Total	\$8,336,733	\$9,751,925	\$25,397,810	\$13,312,077	\$13,312,077
Fund Expenditures					
Contingency	\$0	\$0	\$2,145	\$4,618,352	\$4,618,352
Fund Transfers - Expense	\$607,432	\$1,214,390	\$13,905,509	\$2,660,012	\$2,660,012
Fund Expenditures Total	\$607,432	\$1,214,390	\$13,907,654	\$7,278,364	\$7,278,364
Requirements Total	\$8,944,165	\$10,966,315	\$39,305,464	\$20,590,441	\$20,590,441
FTE	47.14	52.00	54.00	49.00	49.00

Strategic Projects and Opportunities Team

Program Description & Goals

The City of Portland's Strategic Projects and Opportunities Team (SPOT) manages complex multi-bureau, citywide, and intergovernmental initiatives and change management projects. Like many programs and bureaus, SPOT is transitioning to meet the changing needs of Portland's new form of government. What remains constant is SPOT's leadership at citywide tables, multi-disciplinary project management, change management, and collaborative and multi-bureau approach to problem-solving. The team's projects improve service delivery and internal operations or processes and align strategic planning with the City's core values. SPOT provides a centralized approach to project management and strategic planning, taking on initiatives that have a citywide impact or do not have a single sponsor within the City's structure. Implementing election reforms and the new form of government and government structure will continue to be the team's primary project for the next several fiscal years.

The focus of calendar year 2024 is readying the organization to operate in the executive Mayor/legislative council form of government with a City Administrator who assists the Mayor in running day-to-day operations, and ensuring Portland's first-ranked choice election is effectively administered so all Portland voters can express their preference on their ballot.

Active workstreams include:

- ◆ Charter Transition Implementation Project Governance: Preparing and implementing the onboarding of the new elected officials and new leadership roles, ensuring the effective operations of the new council meetings, creating the architecture for council committees, aligning the service areas with the new City Administrator/Assistant City Administrator/Deputy City Administrator leadership model, supporting the development of the new executive leadership as a city-wide management team, supporting the strategic and organizational planning of the City and service areas, planning for and supporting the recruitment of the first City Administrator, supporting leadership and employees through change and transition and contributing to leadership pathway training, engaging the community about key policy and transition topics, managing communications to employees and Portlanders about the changes at the City.
- ◆ Voter Education and Elections: Preparing voters for the 2024 election by implementing the City's voter education plan and managing the charter commissions' referrals to the 2024 ballot. SPOT will help transition voter education to the elections office after the 2024 election, ensuring that this year's voter education experience informs future efforts.
- ◆ Support leadership as the City's project management and innovation office: Create a culture of adaptation and improvement, lead through the multifaceted changes facing the City, and spark creative solutions to the most pressing problems that face the City of Portland and our residents

Office of the DCA for City Operations

City Operations Service Area

SPOT projects are complicated and frequently take multiple years to realize results. Performance is measured through the program's successful alignment of processes, regulations, activities, and outcomes with the City's core values, goals, policies, and plans. Program success can also be measured through enhanced City-wide service delivery, strategic alignment, improved bureau coordination, thoughtful investment of resources, and improved programmatic and equitable outcomes.

If funding is reduced or this program is not funded, implementation of the transition will be at risk and priority projects will be delayed, reduced in scope, or not completed. Many projects assigned to SPOT are intractable problems that have been passed around for years, or ideas that have not been explored or implemented due to a lack of authority or capacity within the impacted bureaus. Resourcing SPOT to prioritize and centrally manage these projects means they can be addressed and resolved. As the City implements a major organization transition and prepares for increased internal collaboration and alignment, the need for SPOT will only grow. Investing in the capacity of this team is an investment in the City's ability to manage the effective and efficient transition to the Mayor/Council form of government and the City Administrator's leadership of the organization, as well as our ability to be nimble and responsive to changes in how we do business. It is especially critical to align our organization within the new organizational structure, support the City's economic recovery initiatives and create a more just local government.

SPOT brings a City-wide perspective to projects that touch multiple bureaus, implement City-wide initiatives, and to provide analysis and recommendations on policy and business decisions. City Council and bureau directors rely on SPOT to provide project management leadership for multidisciplinary projects of City-wide, and occasionally regional, significance. SPOT projects can impact substantial portions of City operations, staff, or service delivery. These projects often present significant policy, financial, and community implications and consequences. Project lengths can span from a few months to a few years depending on the complexity of the work.

Equity Impacts

The Strategic Projects and Opportunities Team advances the City's broader equity vision by helping improve community and organizational outcomes. SPOT work requires staff to collaborate with employees and leadership throughout City government, with elected officials, and with community stakeholders to develop and implement equitable and effective policies, projects, and programs. The City's six core values are central to our project management philosophy.

The team's 2024-2025 workplan includes supporting the City-wide effort to develop a true City-wide equity discipline and developing the scope of work for the new equity, sustainability, communications and engagement officers – setting a foundation for City-wide progress. The new organizational structure developed by SPOT was designed to increase coordination, resources, and leadership in this space.

SPOT member's commitment to equitable and anti-racist outcomes is central to the implementation of the charter amendments, including efforts to engage the community, recruitment, appointment, work-plan development, and commitment to ensuring all voters have access and comprehensive community engagement strategies. For example, the Government Transition Advisory Committee and other advisory bodies have appointed and reached a wide range of Portlanders, including those historically left out of government decision making.

Changes to Program

The program is currently fully committed to implementing the transition and is staffed with four full-time ongoing positions (1.0 Manager 2 and 3.0 Analyst 3) and eleven limited-term positions (2.0 Public Information Officer, 2.0 Human Resource Analyst 3, 2.0 Analyst 3, 2.0 Coordinator 3, and 3.0 Coordinator 2).

SPOT is transitioning to a project management and innovation office approach to project selection and prioritization. Working with the future City Administrator, Leadership Team, and especially the Deputy City Administrator for Operations and Assistant City Administrator, the SPOT Manager supports the creation of a central, City-wide project development and management process guided by the future leadership team.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$569,343	\$2,350,003	\$3,791,265	\$3,791,265
External Materials and Services	\$0	\$272,785	\$899,943	\$1,140,336	\$1,140,336
Internal Materials and Services	\$0	\$54,629	\$594,721	\$75,118	\$75,118
Bureau Expenditures Total	\$0	\$896,758	\$3,844,667	\$5,006,719	\$5,006,719
Requirements Total	\$0	\$896,758	\$3,844,667	\$5,006,719	\$5,006,719
FTE	0.00	0.00	15.00	15.00	15.00

Integrated Security

Program Description & Goals

Integrated Security is a 24-hour, 365-day service-oriented program with the mission of providing a safe and secure experience for employees, vendors, contractors, and visiting community members at City facilities and worksites. The Integrated Security Program provides strategic direction for the implementation of organizational, operational, physical, and technical security systems across City worksites to ensure that critical City functions continue following a security incident. Specific objectives of the program are to create a centralized organizational structure and system that has integrated and well-conceived plans, policies, and procedures based on industry best practices.

The Security Manager is tasked with the following:

- ◆ Conducting threat, vulnerability, and risk assessments
- ◆ Managing the security services contract
- ◆ Overseeing the integrated security platform (Genetec) and determining appropriate access controls and other physical security measures aligned with the risk profile of City facilities and worksites
- ◆ Incident management and response for employee and workplace safety and security and developing employee safety plans as needed
- ◆ Maintaining a robust portfolio of emergency response plans and conducting training and exercises on these plans
- ◆ Collaborating with the Security Stakeholder Steering Committee (SSSC) to develop Citywide policies, procedures, and workplace safety and security protocols

The program is staffed by a team of contracted professional, state certified security officers that patrol City owned facilities on foot and by vehicle and coordinate incident response to building emergencies with the Security Operations Center (SOC), which is staffed 24 hours per day. Security Officers respond to calls for service dispatched by the Security Operations Center, investigate reported incidents, provide employee escorts, and work closely with law enforcement to investigate incidents at City owned facilities.

Currently, the Security Manager is spearheading the implementation of a new enterprise access control software system that will replace the current and outdated security system. This will be coupled with the development of citywide security practices, policies and protocols informed by the SSSC.

Equity Impacts

The Integrated Security Program advances equity by ensuring diverse and inclusive representation on the SSSC. Engaging the Citywide SSSC shapes equitable Citywide security policies, practices, and strategies. This includes the implementation of physical security measures to ensure compatibility with ADA and other reasonable accommodations. The Integrated Security Program additionally supports those most vulnerable during severe weather by providing staff support at warming and cooling centers hosted at City facilities.

Changes to Program

The program continues to see an increase in the frequency and magnitude of threats, harassment, and assault of City employees as well as theft and vandalism of City owned equipment, vehicles, and buildings.

The program received additional funding for additional security protection services for the new Councilors starting in January 2025.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$318,941	\$470,521	\$536,372	\$601,384	\$601,384
External Materials and Services	\$1,159,130	\$2,687,354	\$3,533,076	\$3,899,788	\$3,899,788
Internal Materials and Services	\$(545,060)	\$(325,562)	\$801,965	\$763,487	\$763,487
Bureau Expenditures Total	\$933,011	\$2,832,313	\$4,871,413	\$5,264,659	\$5,264,659
Fund Expenditures					
Contingency	\$0	\$0	\$0	\$10,767	\$201,237
Fund Expenditures Total	\$0	\$0	\$0	\$10,767	\$201,237
Requirements Total	\$933,011	\$2,832,313	\$4,871,413	\$5,275,426	\$5,465,896
FTE	1.50	3.00	3.00	3.00	3.00

Independent Police Review

Program Description & Goals

Independent Police Review (IPR) is an independent civilian oversight agency tasked by Portland City Council to investigate and monitor allegations of misconduct by sworn members of the Portland Police Bureau (Police Bureau). IPR serves as Portland’s intake point for community complaints and commendations about Police Bureau officers. The FY 2022-23 Adopted Budget established the IPR as an entity separate from any other bureau at the City.

IPR is currently the sole City agency authorized to accept complaints about sworn members of the Portland Police Bureau (PPB). The City has established the funding for the Office of Community-Based Police Accountability within the City Operations service area. The City acknowledges that the Office of Community-Based Police Accountability and the related Community Board for Police Accountability will become the City’s sole program authorized to accepted complaints about PPB. A U.S. Department of Justice investigation found in 2012 that Portland Police Bureau used excessive force against individuals experiencing mental illness. In 2014, the City negotiated a settlement with the Department of Justice that calls for the City to have the ability to conduct independent investigations of alleged officer misconduct. Additionally, Oregon revamped its anti-police profiling statute (HB 2002 passed in 2015). Both federal and state requirements led the City to expand its investigative resources to include allegations involving high-ranking Police Bureau officers, allegations of bias, and street protests. IPR helps fulfill the City’s obligation under the Settlement Agreement with the U.S. Department of Justice.

Equity Impacts

Portlanders count on IPR employees to listen to, gather evidence for, and evaluate their allegations of misconduct during interactions with police officers. They count on having an entity outside of the Police Bureau with which to communicate. This is especially important because communities of color, individuals experiencing houselessness, and members of other vulnerable groups may experience police tactics differently and may be disproportionately affected by interactions with Police Bureau members.

Changes to Program

The constraint amount of \$164,530 was restored to allow IPR to fill an allocated FTE.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$1,875,495	\$2,398,273	\$2,625,187	\$2,625,187
External Materials and Services	\$0	\$57,043	\$208,066	\$125,000	\$125,000
Internal Materials and Services	\$0	\$523,954	\$560,193	\$540,462	\$540,462
Bureau Expenditures Total	\$0	\$2,456,492	\$3,166,532	\$3,290,649	\$3,290,649
Requirements Total	\$0	\$2,456,492	\$3,166,532	\$3,290,649	\$3,290,649
FTE	0.00	14.00	14.00	14.00	14.00

Division of Asset Management

Program Description & Goals

This program ended in FY 2023-24. In FY 2024-25 the Division of Asset Management Manager and an Analyst position were moved from the program and divided between the Facilities Administration program and the Fleet Garage Operations program, 50% each. This reflects the change to create the Bureau of Fleet and Facilities and the creation of a Citywide asset management program with a new purpose. This program offer is for showing historical information only.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$822,302	\$438,947	\$637,046	\$0	\$0
External Materials and Services	\$38,577	\$74,300	\$70,386	\$0	\$0
Internal Materials and Services	\$120,474	\$114,887	\$101,884	\$0	\$0
Bureau Expenditures Total	\$981,353	\$628,134	\$809,316	\$0	\$0
Requirements Total	\$981,353	\$628,134	\$809,316	\$0	\$0
FTE	7.00	2.00	0.00	0.00	0.00

Office of Community-based Police Accountability

Office of Community-based Police Accountability

Program Description & Goals

The mission of the City of Portland Community Board for Police Accountability and the Office of Community-Based Police Accountability (the Oversight System) is to independently investigate Portland Police Bureau sworn employees and supervisors thereof promptly, fairly, and impartially, to impose discipline as determined appropriate by the Oversight System, and to make recommendations regarding police practices, policies and directives to the Portland Police Bureau and with a primary focus on community concerns.

Funding for the Oversight System is proportional to no less than five percent of the Police Bureau’s Annual Operating Budget, which is \$14.75M in this Adopted Budget. The funding in this budget, combined with the budget of Independent Police Review and the Police Oversight System Subfund of the City-wide Obligations Reserve Fund, make up the \$14.75M allocation for FY 2024-25.

Equity Impacts

The Office of Equity and Human Rights presented Racial Equity Goals and Strategies to City Council on July 8, 2015. The City Council unanimously adopted the goals and strategies as binding City policy, providing a guidepost for City employees and leadership to follow to achieve the racial equity goals. Below are the Citywide Racial Equity Goals and Strategies:

- ◆ Use a racial equity framework
- ◆ Build organizational capacity
- ◆ Implement a racial equity lens
- ◆ Be data driven
- ◆ Partner with other institutions and communities
- ◆ Operate with urgency and accountability

Changes to Program

The Adopted Budget includes 7.0 FTE (1.0 FTE Director and 6.0 FTE Coordinator 2’s, two of which are one-year, limited-term positions) along with the associated material and service costs for the Bureau.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$1,325,482	\$1,325,482

Office of Community-based Police Accountability

City Operations Service Area

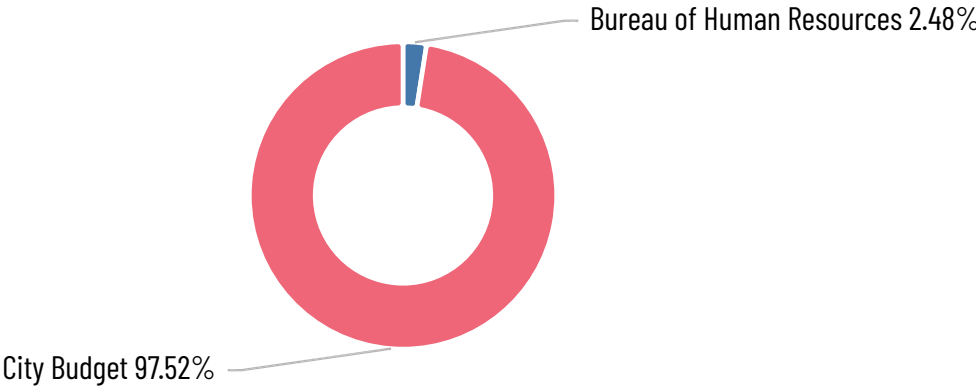
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
External Materials and Services	\$0	\$0	\$0	\$620,000	\$620,000
Bureau Expenditures Total	\$0	\$0	\$0	\$1,945,482	\$1,945,482
Requirements Total	\$0	\$0	\$0	\$1,945,482	\$1,945,482
FTE	0.00	0.00	0.00	7.00	7.00

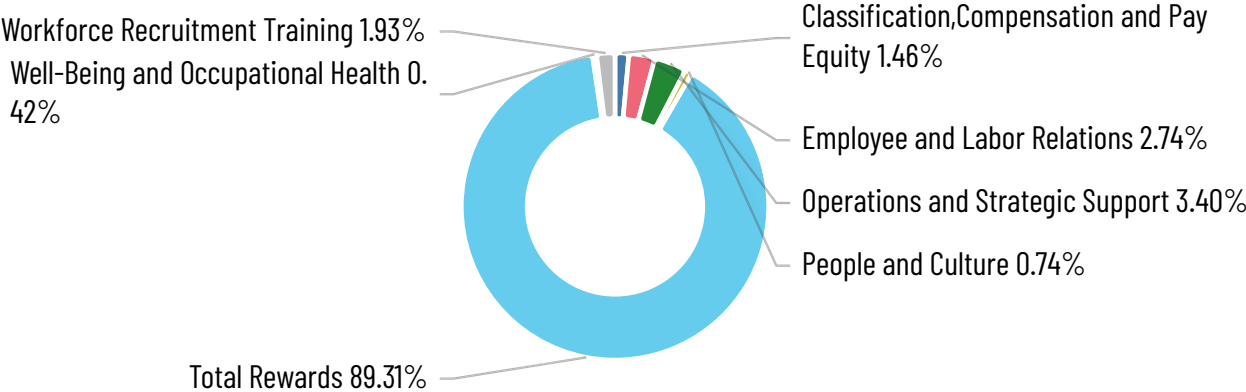
Bureau of Human Resources

City Operations Service Area
 Sara Morrissey, DCA - City Operations
 Tracy Warren, Interim Director

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$202,118,016	\$205,020,256	\$2,902,240	1.4%
Capital				
Total	\$202,118,016	\$205,020,256	\$2,902,240	1.4%
Authorized Positions	106.50	107.50	1.00	0.94%

BHR - Employee and Labor Relations

Program Description & Goals

Employee Relations provides people-centered consultation to aid in equitable and inclusive decision making to achieve excellence in employee experiences and organizational effectiveness citywide. Employee Relations assists bureaus in reviewing processes, practices, procedures, and policies for legal compliance and through a lens that promotes well-being and trauma-informed outcomes for all City employees. Labor Relations strategically prepares for negotiations, responds to grievances, and is a collaborative partner to 14 employee bargaining units. Labor Relations helps bureaus comply with the City’s labor agreements through management training and guidance on contract provisions.

Employee and Labor Relations guides City Council’s goal to deliver municipal services with the City’s core values as the compass. Support is demonstrated by planning thoughtful labor negotiation strategies, providing targeted management and elected official training, fiscal responsibility, and increasing workforce productivity through performance management efforts.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of days per human resource investigation	53	79	55	57	57
Total number of human resource investigations	174	160	100	103	103
HR Business Partner customer satisfaction	4.50	4.35	4.00	4.00	4.00
Percentage of merit eligible employees with a completed performance review each fiscal year.	99%	99%	80%	85%	80%

Equity Impacts

The efforts and strategies within Employee and Labor Relations focus on diversity, equity, and inclusion, removing barriers and marginalization of communities of color and persons with disabilities by working to provide access to employment, resources, and opportunity, while mitigating disproportionate complaints, investigations, and discipline. The team also identifies and facilitates accommodations for City employees in accordance with ADA Title I.

This program area is responsible for providing guidance to hiring managers on all aspects of the selection process to achieve equitable outcomes, and anti-harassment training for every City employee, as well as serving as the City’s decision-making authority for all workplace accommodations. In addition, HR Business Partners are tasked with investigating all claims of discrimination, harassment, and retaliation that are brought forward ensuring that all City staff work in a safe, supportive, equitable and inclusive environment.

Changes to Program

The COVID-19 pandemic had a substantial effect on the work of the Employee and Labor Relations team throughout 2020, 2021, and 2022. The Employee Relations team assumed several new responsibilities such as illness in workplace coordination, contact tracing, Safety Net program administration, Workplace Safety Guidance change management, and the administration of the City’s Vaccine Mandate and resulting exception process.

In response to the nation’s reckoning with racial injustice and the adoption of the City’s core values, the Employee Relations team has worked to incorporate these values across a number of work processes including but not limited to offer letters, performance objectives, 2.02 investigation procedures and rule modifications, and data analysis. The Labor Relations team crafted a long-range strategic plan that puts priorities in place for both union relationships and contract amendments that support these values.

Finally, the Labor Relations team has seen a dramatic rise in interim bargaining with its labor unions, resulting in near perpetual bargaining year-round, in addition, the Labor Relations team has seen an increase in “micro units” across the City, adding three new contracts in recent years. Labor organizations have also grown their membership by organizing several new formerly non-represented City staff into their units.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,616,171	\$3,958,879	\$4,372,587	\$4,929,185	\$4,929,185
External Materials and Services	\$2,981	\$60,306	\$24,500	\$42,000	\$42,000
Internal Materials and Services	\$13,004	\$14,275	\$14,919	\$10,081	\$10,081
Bureau Expenditures Total	\$3,632,156	\$4,033,461	\$4,412,006	\$4,981,266	\$4,981,266
Requirements Total	\$3,632,156	\$4,033,461	\$4,412,006	\$4,981,266	\$4,981,266
FTE	23.00	23.00	26.00	26.00	26.00

BHR - CityStrong Well Being and Occupational Health

Program Description & Goals

CityStrong Well-being (CityStrong) provides evidence-based expertise and person-centered workplace wellness opportunities, resources, and support to all City of Portland employees. The Occupational Health program, led by a nurse practitioner, offers safety programs, incident response, OSHA compliance services, preventative health services, education, advocacy, and consultation to all employees. The main goals of these programs are to increase employee engagement with their health and well-being, resulting in a safer, healthier, happier, and more productive workforce. Additional objectives include promoting proactive use of healthcare services, including Employee Assistance Programs (EAP), and encouraging the utilization of on-site wellness opportunities to ensure positive workplace wellness experiences for employees.

Destigmatizing mental health challenges and equipping staff with the skills to recognize and respond to affected individuals with appropriate support and resources remain the primary focus of our programs. CityStrong also endeavors to help the City adopt a trauma-informed and person-centered approach to designing work, engaging with staff, and developing inclusive policies and procedures.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of employees who report feeling that work supports their health and well-being	NA	88%	80%	80%	80%
Number of employee engagement connections through workplace well-being opportunities	1,769	1,977	1,500	1,500	1,500

Equity Impacts

By centralizing and standardizing workplace well-being and health opportunities, we can create equity by addressing current disparities based on bureau, job classification, and a manager’s level of awareness and commitment to supporting those with mental or physical health challenges. CityStrong ensures that all workers across the City have access to opportunities and awareness, even if they don’t have easy access to a gym or onsite events. They provide virtual ways to participate tailored to what is available and possible for all workers. Occupational health offers equitable, accessible, and convenient services that can be delivered onsite in any bureau, through virtual consultations, or through visits to the Portland Building treatment room.

Changes to Program

Recognizing the impact that managers have on their employees’ workplace well-being and health, CityStrong aims to train and support managers in Mental Health First Aid (MHFA) to prevent, recognize, and proactively address mental health challenges among their staff. CityStrong is also creating internship opportunities to facilitate virtual and in-person events that offer hands-on experience in gyms, fitness, yoga, and stretching classes. The FY 2024-25 budget continues to allocate funding for one limited term FTE to support ongoing and expanded occupational health and well-being work. This includes OSHA-mandated training and vaccines for Police Bureau recruits, hazard/exposure management, pre-hire screening coordination, and CityStrong health engagement events. Additionally, the budget includes American Rescue Plan funding for Occupational Health Software.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$342,511	\$373,641	\$399,606	\$610,322	\$459,016
External Materials and Services	\$(259,860)	\$76,042	\$196,646	\$274,066	\$271,516
Internal Materials and Services	\$413	\$25,569	\$30,249	\$41,375	\$37,795
Bureau Expenditures Total	\$83,063	\$475,253	\$626,501	\$925,763	\$768,327
Fund Expenditures					
Fund Transfers - Expense	\$0	\$18,400	\$40,991	\$26,190	\$26,190
Fund Expenditures Total	\$0	\$18,400	\$40,991	\$26,190	\$26,190
Requirements Total	\$83,063	\$493,653	\$667,492	\$951,953	\$794,517
FTE	0.00	2.00	2.50	3.50	2.50

BHR - Health & Financial Benefits

Program Description & Goals

The City of Portland’s Health and Financial Benefits program encompasses three groups that improve employee recruitment, engagement, satisfaction, and retention: Benefits Administration, Deferred Compensation, and Leave Program Administration. A key goal of the Health and Financial Benefits program is to solidify the City of Portland as a choice employer by creating meaningful frameworks to support employee satisfaction, engagement, career development, and attract new talent to enhance the City’s commitment to the core values.

Benefits Administration includes healthcare, flexible spending accounts, life and disability coverage, and management of the City’s Health Insurance Funds. The Health Insurance Funds collect revenue and pay expenses incurred for all medical, dental, vision, and prescription drug claims; claims administration; chronic disease management; and stop-loss insurance for the self-funded plans as well as premium payments to insured vendors. Administration also includes determining and managing eligibility for all employees and their eligible dependents.

The Deferred Compensation Plan offers a voluntary retirement savings plan, allowing employees the ability to save money from each paycheck toward retirement. The Plan can help bridge the gap between pension and/or Social Security benefits, and how much savings an employee may need in retirement. The Plan offers both traditional pre-tax and Roth 457(b) accounts to provide employees with retirement savings choices.

The Leave Program Administration consists of Family Medical Leave Act, Oregon Family Leave Act, City paid parental leave, catastrophic leave, COVID leave sharing, and long-term disability programs.

The Health and Financial Benefits will focus on these major initiatives:

Policy and Plan Design—Fortifying the City of Portland with policies around Health and Financial Benefit programs that will offer transparency and clarity while complying with federal, state, and City laws. The Health and Financial Benefits team is committed to working with our labor partners to develop a long-term solution to offer sustainable, solvent, and competitive benefits in the face of rising national healthcare cost trends.

System Efficiency—Maximizing use of current and new systems, allowing Human Resources to collect and analyze data to better support decision-making processes within benefit and deferred compensation plan design.

Vendor Contracts—The upcoming year will focus on the competitive process for establishing a new benefits consulting services contract and, separately, a new employee assistance program, ensuring new, fiscally responsible agreements are in place to protect the long-term stability of our benefit offerings.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of employees enrolled in health coaching programs	360	339	375	400	316

Equity Impacts

As part of the Employer Branding Initiative, the Health and Financial Benefit Program works to benefit all employees, specifically those within communities of color and persons living with disabilities. Healthcare vendor partners are encouraged to establish comprehensive information on network providers, ensuring employees can find healthcare providers by gender, race, and other identifiers (e.g., LGBTQ, language). Human Resources vendors work to recruit and contract with a diverse provider network to improve access.

Changes to Program

Benefits, Deferred Compensation, and Leave Program Administration reside within the Health and Financial Benefit program. State and federal laws such as Washington and Oregon Paid Family Leave Laws, Affordable Care Act, etc. directly affect current and future services needed by bureaus and employees.

The City of Portland, like many employers, is struggling with balancing continued health plan offerings that support employee well-being while also addressing the increasing health insurance rates. The program has expanded collaboration with the Labor Management Benefits Committee and Portland Police Association to recommend plan design changes to City Council in support of the long-term sustainability of our healthcare offerings to employees and their dependents.

The Benefits team continues to manage the City’s Paid Leave Oregon benefits, including updating existing leave policies, employee notification and development of training. As the protected leaves available to employees grow in complexity, it is important we continue to work towards centralization of FMLA/OFLA leaves which brings all protected leave administration within HR with goals of improving the overall employee experience.

Additionally, the team is working to expand mental health coverage and education, and fertility and family planning support to address inequitable hurdles employees face while navigating parenthood.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,602,331	\$2,788,526	\$3,026,885	\$3,525,389	\$3,525,389
External Materials and Services	\$131,140,640	\$146,940,921	\$160,205,307	\$156,596,098	\$158,405,818
Internal Materials and Services	\$680,003	\$721,603	\$698,096	\$621,591	\$621,591
Bureau Expenditures Total	\$134,422,974	\$150,451,050	\$163,930,288	\$160,743,078	\$162,552,798
Fund Expenditures					
Debt Service	\$49,391	\$51,366	\$53,419	\$55,558	\$55,558
Contingency	\$0	\$0	\$18,894,215	\$22,500,943	\$22,500,943

Bureau of Human Resources

City Operations Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Transfers - Expense	\$0	\$299,142	\$654,331	\$421,276	\$419,056
Fund Expenditures Total	\$49,391	\$350,508	\$19,601,965	\$22,977,777	\$22,975,557
Requirements Total	\$134,472,365	\$150,801,558	\$183,532,253	\$183,720,855	\$185,528,355
FTE	25.40	18.10	19.80	19.80	19.80

BHR - Operations and Strategic Support

Program Description & Goals

Operations and Strategic Support contains two functional areas: the Human Resources and Payroll Services group, and the Human Resources Strategic Support group. The Operations and Strategic Support program supports the City’s goals of delivering efficient, effective, and accountable municipal and human resources services to support the development and retention of a diverse, inclusive, and talented workforce; leading Citywide initiatives; and adopting 21st century business solutions, all while remaining in compliance with internal as well as external mandates.

Human Resources and Payroll Services manages, administers, and coordinates the City’s human resources and payroll systems. Program tasks include oversight of position management (the process by which bureaus determine how jobs are defined, how many positions are needed, and what the organizational structure should look like), personnel administration, the Citywide biweekly payroll, time administration programs, the contract for the child development center (CityKids), and payments to payroll third party fund recipients.

Human Resources and Payroll Services comply with federal, state, and local wage and hour laws, labor contracts, administrative rules, and business requirements. Emerging case law, collective bargaining agreements, and legislative, regulatory and tax changes are incorporated into the City HR/Payroll system as needed.

Human Resources Strategic Support provides bureau oversight and direction, maintains systematic compliance of the City’s administrative rules and policies, provides consultation to bureau directors and City Council, manages the bureau’s budget, administers pre-employment medical programs, coordinates internal bureau functions, and assists with new employee onboarding.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of payroll checks direct deposited	97%	97%	99%	98%	98%

Equity Impacts

Human Resources incorporates an equity lens in all facets of business through programs that reach communities of color and persons living with disabilities. Human Resources serves as the central hub for collecting and reporting all Equal Opportunity Employer data. Operations and Strategic Support aligns with all other human resources program specific areas to ensure equitable outcomes.

Changes to Program

Over the past several years, declining resources have resulted in streamlined processes. The number of staff has remained static in the Human Resources and Payroll Services program while the total number of City employees (regular and casual) requiring services from the program has continued to grow. In addition, there is an ongoing need to make more information and processes functional and accessible to our customers on a variety of devices. BHR is working with BTS to migrate the SAP Human Capital

Bureau of Human Resources

City Operations Service Area

Management on premises system into SAP Success Factors Employee Central. This migration is expected to assist in streamlining process as well as improve end user experience. Council supported the addition of 2 limited term HR Systems Analyst positions in support of the first phase of implementation in FY 2023-24 and FY 24-25. Furthermore, the second phase to implement SAP Employee Central Time and Citywide Payroll applications for a period of up to 18 months will require additional one-time resources in future budget years. Without these resources the project will require and indefinite pause.

The HR Systems and Payroll team is responsible for implementing ongoing legal changes that affect pay and employment. Examples include labor contract changes, letters of agreement, and federal or state laws that affect employee rates of pay, how pay is calculated, quotas, or benefits. The team is also responsible for administering and maintaining organization changes in SAP that affect reporting structures, employee self-service portals, and system security and application of roles, for example the Charter transition organizational changes.

Operations and Strategic Support routinely reassesses and streamlines processes to maintain an efficient and effective Human Resources system. In the past year, Human Resources and Payroll Services have continued revising Human Resources systems to support remote working and has developed and implemented leave and other employee support programs needed to sustain the City’s workforce in response to COVID-19. The team has also supported the development of remote work location and future of the workforce policies for consideration by City Council.

Operations and Strategic Support administers the City’s unemployment, employment verification, and employee preemployment/post offer physical capabilities testing program.

In FY 24-25, Human Resources received two ongoing FTE (Human Resources Analyst II) to support the City’s implementation, administration, compliance, and customer service needs with Washington and Oregon’s Paid Family Medical Leave Act (PFMLA) that had been previously funded with one-time resources. These resources are to support the implementation, management, and ongoing administration of these new laws by the Health and Financial Benefits and Operations and Strategic Support teams.

Nearly all the City’s workforce, including casual employees with \$1,000 or more in earnings, are expected to be covered under the Oregon State Paid Family Medical Leave Act. One additional ongoing FTE was realigned to Human Resources from Civic Life in the FY 24-25 budget for an Analyst III position.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,661,774	\$3,217,687	\$4,485,545	\$4,228,579	\$4,228,579
External Materials and Services	\$171,896	\$311,220	\$510,742	\$243,311	\$243,311
Internal Materials and Services	\$1,235,869	\$1,390,618	\$1,600,464	\$1,718,863	\$1,718,863
Bureau Expenditures Total	\$4,069,539	\$4,919,525	\$6,596,751	\$6,190,753	\$6,190,753
Requirements Total	\$4,069,539	\$4,919,525	\$6,596,751	\$6,190,753	\$6,190,753
FTE	19.63	21.90	23.20	23.20	23.20

BHR - People & Culture

Program Description & Goals

The mission of the People & Culture division within the Bureau of Human Resources is to ensure the Citywide core values of anti-racism, equity, communication, collaboration, transparency, and fiscal responsibility are centered and operationalized throughout Human Resources programs, policies, procedures, and practices. The People & Culture division is responsible for reinforcing a consistent Citywide culture and values through communications, deploying and leveraging data to inform decisions, policy development, strategic planning, advocating on behalf of the Chief Human Resources Officer and the mission of the bureau, and collaborating with equity managers and the Office of Equity & Human Rights. As a newer program, the Culture division will set baseline targets to improve the overall employee experience, centering on historically marginalized and underrepresented members of the City's workforce, specifically Black, Indigenous, and people of color, and people with disabilities. Essential data necessary to inform targets and goals will be garnered through centralized exit surveys, employee engagement surveys, and existing bureau analytics.

Programs:

Focused Outreach Program (FOP) - Collaboration with culturally specific organizations, community-based organizations, youth providers, education institutions, workforce development organizations, bureaus and employee referrals to recruit Black, Indigenous, People of Color for internships, career opportunities and promotional opportunities within the City of Portland. The Bureau of Human Resources has had one Focused Recruiter for 20+ years to perform intentional diversity focused recruiting, provide job coaching/mentoring, partner to deliver "How to Apply" trainings and identify, coordinate and attend career fairs. FOP was piloted in FY 2021-22 as program increasing the level of service and with the additional limited recruitment position.

High School Outreach Program (HOP) - Provides students with the opportunity to make informed career decisions, connect them with professionals in the career field they are interested in, and provide an opportunity to students to gain hands-on, real-world experiences. Guest speakers, panels, job shadowing, cover letter/resume preparation, and mock interview workshops are offered as part of this program. Additionally, designated Career Days include activities, presentations, and hands-on project-based learning where students work on real case studies provided by City bureaus. Events vary throughout each quarter of the school year.

Summerworks Program - Engages youth ages 16–24 in high-growth, high-demand career opportunities while enhancing academic and marketable skills. Delivered through Worksystems' network of Youth Provider Agencies, participants receive work-readiness training and targeted academic skill-building followed by 160-hours of paid work experience at work sites across the region. Participants learn valuable job skills and experience potential career choices while reinforcing the importance of obtaining education and training beyond high school.

Bureau of Human Resources

City Operations Service Area

Together As One - Centers the Core Values to redefine the organizational culture, infuse diverse perspectives, empower critical thinking around centering our people. This work is led by the Race + Ethnicity and LGBTQ2SIA+ Human Resources Analysts and designed to review policies, procedures, processes, and functions of administration that impact employees with intersectional identities of race/ethnicity, LGBTQ2SIA+, and disabilities. This program will seek to complement the City of Portland as a value-based employer, where the culture of the organization supports the safety and well-being of all employees within the work environment.

We Are Better Together (WABT) - Collaboration of City of Portland Bureaus and Prosper Portland that as a collective support Trade Shows, Event Sponsorships and Publication Advertisements with a focus on contracting with Disadvantage, Minority, Women, Emerging Small Businesses and Service-Disabled Veteran-Owned Businesses, engaging culturally specific organizations and non-profits that support youth organizations, workforce development and encouraging public involvement in city processes.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of partnerships and sponsorship support for culturally specific organizations	36	36	35	50	30
Percentage of focused outreach program participants on an eligible list who are hired	38%	46%	42%	50%	50%
Percentage of the SummerWorks internship placements within City bureaus	11%	22%	45%	45%	50%

Equity Impacts

The People & Culture division will create accountability mechanisms for each function of Human Resources; however, the senior managers overseeing the various programs will be responsible for meeting culture, equity, and belonging related goals and objectives. The goals of all programming included within People & Culture is to ensure intentional operationalization of the City’s core values to create a culture that is equitable, provides access to opportunities, and enhances the work experience and uplifts the voices of Black, Indigenous, people of color, and people with disabilities.

In Fiscal Year 2022-23, 46 percent of the Focused Outreach Program participants were hired, which was an 8 percent increase from the prior year and 23 percent increase since FY 2020-21, adding more Black, Indigenous, People of Color employees to the city. The WABT team also increased from 61 to 66 employees representing bureaus collaborating to sponsor and attend 60 community events with a total spend of \$255,000 in spite of the challenges with pandemic and racial injustice, thus instrumental in supporting organizations that provide wrap-around services to communities of color, technical assistance to businesses, and support education.

Changes to Program

As part of the constraint requirement in FY 24-25, one ongoing FTE (Human Resources Analyst II) was abolished. This position was added in FY 23-24 as a regular ongoing position after being a limited term position in FY 2021-22 and FY 2022-23. Due to the smaller and less diverse applicant pools, this additional FTE position continues to be integral to the following: ensuring more diversity in applicant pools for Citywide recruitments; increase internship opportunities through High School outreach program and SummerWorks program; focus to increase the number of Black, Indigenous, People of Color volunteers in the Minority Evaluator Program and to expand new partnerships and increase support to culturally specific organizations within the “We Are Better Together” program. This position was added back with one-time resources for FY 24-25 only.

An additional ongoing \$316K in external contracting expenses in support of the SummerWorks program was also cut as part of the constraint requirement in FY 24-25. This was also added back with one-time resources for FY 24-25 only.

Lastly, one additional ongoing FTE is being realigned to Human Resources from Civic Life in the FY 24-25 budget (Coordinator II).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$350,507	\$604,328	\$515,227	\$361,852	\$675,158
External Materials and Services	\$616,511	\$578,275	\$743,016	\$669,719	\$672,269
Internal Materials and Services	\$1,587	\$1,974	\$1,263	\$1,839	\$5,419
Bureau Expenditures Total	\$968,604	\$1,184,576	\$1,259,506	\$1,033,410	\$1,352,846
Requirements Total	\$968,604	\$1,184,576	\$1,259,506	\$1,033,410	\$1,352,846
FTE	0.00	4.00	3.00	2.00	4.00

BHR - Workforce Recruitment and Training

Program Description & Goals

Workforce Recruitment and Training (WRT) provides a holistic portfolio of services to attract, develop, and retain a diverse and talented workforce. The WRT program administers recruitments; facilitates monthly Citywide New Employee Orientation; oversees CityLearner (the Citywide Learning Management System), SuccessFactors Onboarding, and manager/supervisor training; conducts qualitative research internally and externally regarding recruitment, selection, engagement, and training; and develops and publishes Citywide HR analytics on a monthly basis. WRT partners with the People & Culture Strategist and Deputy Director of Human Resources to administer the Affirmative Action Plan and progress reports along with the Disability Employment program.

Key performance indicators for WRT include the following (figures below do not include Police Bureau recruitments due to complexity with recruitment process):

Time to Fill: This is calculated based on the period from which the position was posted to the point a verbal offer is made to a candidate. The goal with this metric is to average a time to fill of 85 days. In FY 2021-22, the average time to fill for non-casual recruitments was 90 days. With the addition of ongoing recruiter positions received in FY 2023-24 increasing the staffing levels, the average time to fill has improved. The average time to fill for non-casual recruitments for the current fiscal year through May 2024 is 69 days.

Time to Post: This is the period when a requisition is received within Human Resources to the time it is posted to the City's website. The goal with this metric is to average a time to post of 5 business days. For FY 21-22, the average time to post for recruitments was 8 business days. With the addition of ongoing recruiter positions received in FY 2023-24 increasing the staffing levels, the average time to post improved to 6 business days compared to FY 21-22.

Closing to List: This is the period between when a recruitment closes, and an eligible list is established. The average with this metric is to average a closing to list of 5 business days. For FY 2021-22, the average closing to list for recruitments was 9 business days. With the additional ongoing recruiter positions received in FY 2023-24 increasing the staffing levels, the average time to closing to list resumed at 9 business days.

Required training completion: Training coordinates the completion of required courses through CityLearner, including any related reports and data. The training team has been involved with the development and coordination of eLearning including required trainings and bureau specific trainings.

The launch of a Citywide electronic onboarding system through SuccessFactors has resulted in reduced use of paper and increased engagement for new hires. In the current fiscal year, FY 23-24, 1,252 new employees completed the electronic onboarding system through SuccessFactors.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average time to complete recruitment	90	88	85	85	85
Percentage of diverse (protected class) applicants per fiscal year - female	46%	46%	43%	45%	41%
Percentage of diverse (protected class) applicants per fiscal year - minority	36%	38%	34%	35%	34%
Percentage of employees who self identify as veterans	5.30%	5.70%	5.00%	6.00%	5.00%
Percentage of employees who self-identify as having a disability.	4.70%	7.80%	5.00%	6.00%	5.00%
Completion rate of leadership training.	49%	53%	75%	75%	75%

Equity Impacts

WRT tracks the number of qualified applicants and hires who self-identify as being members of protected classes. As part of the central accommodation process, employee accommodation requests and fulfillment are tracked and reported in the HR dashboard. It is the mission of WRT to ensure equal opportunity employment with a significant focus on employees with disabilities and employees who are Black, Indigenous, or people of color. All efforts and strategies in WRT focus on equity, belonging, access, inclusion, and diversity.

Over the last five fiscal years, on average citywide there have been over 1,805 new hires per year. This includes a citywide average per year of 49% new hires self-identified as female, 50% as male, and .88% as X (only 4 years of data available); 35% new hires self-identified as people of color; 6% new hires self-identified as having a disability; and 4% new hires self-identified as being a veteran.

Changes to Program

WRT successfully continued the Citywide manager/supervisor training through the Leadership Engagement and Development (LEAD) collaboration program. Seven LEAD courses were implemented through the end of FY 2021-22: Employee Lifecycle, Emotional Intelligence, building a Culture of Belonging, Centering Wellbeing, Conflict Resolution, Understanding the Neurology of Equity & Inclusion, and Value(s)-Centric Leadership. Since FY 2021-22 20 new LEAD classes have been implemented with a total of 27 LEAD classes made available. Employees completing at least 10 LEAD classes earn a certificate. 118 employees have earned a LEAD certificate since the program launched. In FY 22-23, 28 LEAD certificates were issued, and in FY 23-24, 90 LEAD certificates were issued. The demand for LEAD courses is strong and empowering leaders with modern tools to be effective in their roles.

WRT continues to have a successful Path to Leadership program. This emerging leadership program ensures an equitable approach to employee applications and a consistent approach to selection citywide, which again yielded a highly diverse cohort. Of the 50 participants in the FY 2023 cohort, 60% were employees of color and 56% were female. Of the 53 participants in the FY 2024 cohort, 49% were employees of color and 51% were female. Additionally, the diversity represented in this group includes employees from various positions in the City providing different perspectives, culture and lived experiences. The Path to Leadership course and content development are aligned with the City’s core values.

WRT implemented the Citywide Mentorship Program in October 2022. The 6-month program includes a focus on the City’s core values. The FY 23-24 program included 104 employees participating as either a mentor or mentee, representing 23 bureaus. The FY 23-24 cohort included 75% mentees identified as employees of color and 53% as female. Demand from our workforce for a formal mentorship program continues to increase year after year.

Bureau of Human Resources

City Operations Service Area

The EBS training function was significantly reduced in FY 2016. In order to continue supporting the SAP training needs, an interagency agreement was established between Technology Services and Human Resources, which funded Human Resources training positions in exchange for limited support to the Enterprise Business Solutions (EBS) training needs. The interagency agreement has been reduced to zero in FY 2024-25 as the result of decreased SAP training needs. The IA has been reduced over time from \$235,000 in FY 2020-21 to \$0, with cost being absorbed within current appropriation levels; however, this subsidy is not sustainable. Work in support of Citywide mandated trainings, bias awareness, equity, and inclusion support has continued to increase. These funds are needed to maintain the baseline Citywide training staff, specifically one HRA 2, needed to support Citywide training needs.

As part of the constraint requirement in FY24-25, Workforce Recruitment and Training abolished 1 ongoing FTE (Administrative Specialist II). This position was added back with one-time resources for FY 24-25. In FY24-25 the team received additional one-time resources for 2 limited term positions to support expedited hiring for the PCEF program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,531,340	\$2,725,954	\$3,473,922	\$2,992,875	\$3,471,381
External Materials and Services	\$66,967	\$(52,010)	\$183,524	\$33,000	\$33,000
Internal Materials and Services	\$22,529	\$22,918	\$24,190	\$17,118	\$17,118
Bureau Expenditures Total	\$2,620,836	\$2,696,861	\$3,681,636	\$3,042,993	\$3,521,499
Requirements Total	\$2,620,836	\$2,696,861	\$3,681,636	\$3,042,993	\$3,521,499
FTE	16.30	23.00	20.00	18.00	21.00

BHR - Classification, Compensation & Pay Equity

Program Description & Goals

Classification, Compensation & Pay Equity develops and maintains the City’s classification and compensation structure. The classification framework provides a consistent standardized description of work and minimum qualifications. The compensation system seeks to achieve market competitiveness and internal equity. The Pay Equity program manages compliance with the Oregon Equal Pay Act by analyzing and adjusting pay using quantifiable factors.

Administrative oversight for two programs continues to be part of the work of the team. On December 16, 2020, Portland City Council unanimously passed Resolution No. 37525 to authorize a Language Pay Differential policy to compensate qualifying multilingual City employees who use their language skill to assist the community. The Classification, Compensation & Pay Equity team has the responsibility of processing employee and supervisor requests for the \$1 an hour pay differential, including intake, data verification, scheduling qualifying examinations, communicating with employees and supervisors, reporting, and organizing data for review by management.

The second program is oversight of the Salary Commission. The Salary Commission supports transparency in government actions by working through an objective process to determine pay for the City’s elected officials under Section 2-207 of the Portland City Charter. The Classification, Compensation and Pay Equity Manager is responsible to lead the establishment of the board, including recruitment, and facilitation of the board’s activities which culminate in setting the wages for the Mayor, Auditor, and City Commissioners.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of days to complete classification reviews	22	23	15	15	15
Number of days to complete pay equity reviews	1	2	2	2	2

Equity Impacts

The Classification, Compensation & Pay Equity team supports equity by analyzing city jobs objectively, setting pay using consistent quantifiable factors, and managing compensation structures and policies to comply with the Oregon Equal Pay Act. The classification system provides an equitable employment system by setting unbiased selection standards with minimum barriers to employment.

Changes to Program

The Classification, Compensation & Pay Equity team continues to work to build a sustainable pay structure and system for the City’s current non-represented employees to address critical structural challenges. These changes will require additional ongoing resources to ensure an equitable classification and compensation system for the City, and to ensure shared responsibility for outcomes between bureaus and the Classification, Compensation program.

Bureau of Human Resources

City Operations Service Area

As part of the constraint requirement in FY 24-25, ongoing support for external contracting services in Classification, Compensation & Pay Equity cut an ongoing \$66K. In FY 24-25, the Classification, Compensation & Pay Equity team received one-time resources to support increased workload (1 LTE), PCEF expedited hiring (1 LTE), and carryover resources to continue work on the Protech Class Comp Study (1 LTE and \$142K for external contracting services).

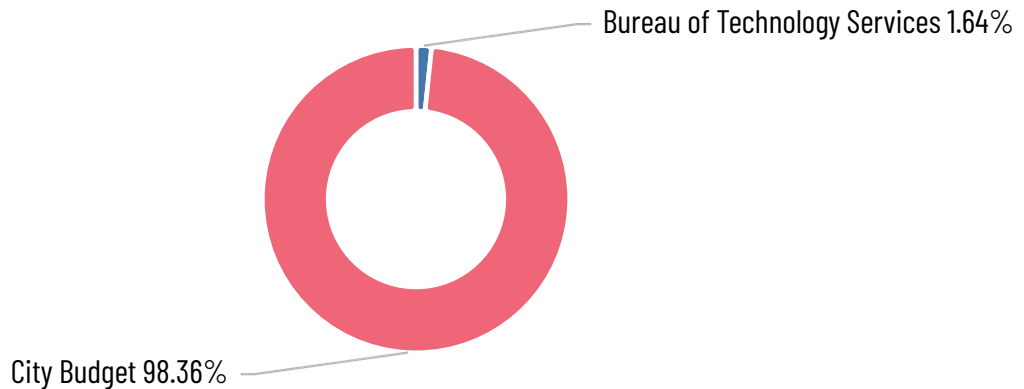
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$750,904	\$1,130,687	\$1,610,164	\$2,224,241	\$2,402,241
External Materials and Services	\$20,145	\$92,888	\$353,146	\$247,671	\$247,671
Internal Materials and Services	\$0	\$4,522	\$5,062	\$1,108	\$1,108
Bureau Expenditures Total	\$771,049	\$1,228,096	\$1,968,372	\$2,473,020	\$2,651,020
Requirements Total	\$771,049	\$1,228,096	\$1,968,372	\$2,473,020	\$2,651,020
FTE	0.00	11.00	12.00	10.00	11.00

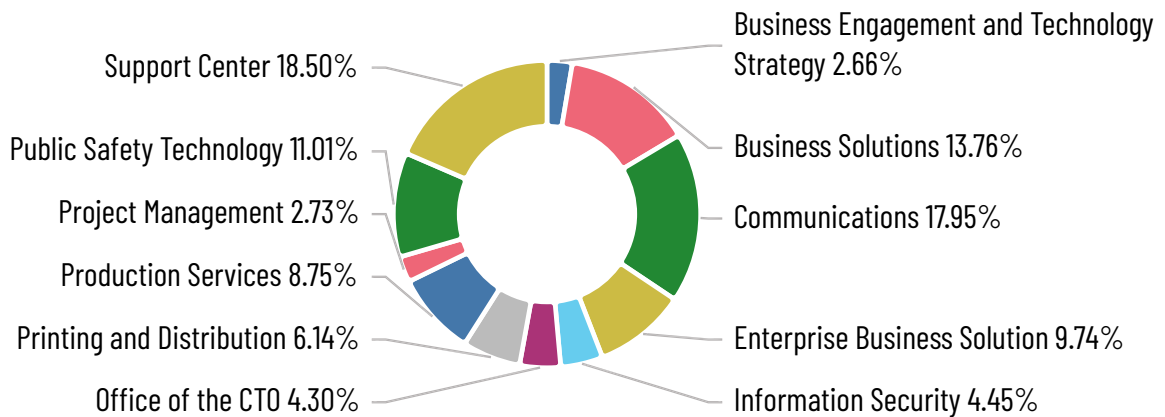
Bureau of Technology Services

City Operations Service Area
 not assigned Service Area
 Jeff Baer, Director
 Sara Morrissey, DCA - City Operations

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$127,845,616	\$129,675,670	\$1,830,054	1.4%
Capital	\$8,848,914	\$5,823,941	\$(3,024,973)	(34.2)%
Total	\$136,694,530	\$135,499,611	\$(1,194,919)	(0.9)%
Authorized Positions	275.00	278.00	3.00	1.09%

BTS - Office of the CTO

Program Description & Goals

Under the guidance of the City's Chief Technology Officer, Technology Services' Office of the Chief Technology Officer (CTO) program is charged with providing strategic information technology leadership and direction to the City bureaus and offices. This program also houses Technology Services' Administration and Support Service team, which provides core operational support service to 268+ bureau employees. The Office of the CTO supports the City's goal to deliver efficient, effective, and accountable municipal administrative services to Technology Services employees and its bureau customers.

The division is responsible for providing enterprise technology leadership by working closely with the City's Technology Oversight Committee (TOC) and Technology Executive Steering Committee (TESC). Administration and Performance services within the Office of the CTO executes streamlined processes to deliver timely and efficient technology product orders and deliver consistent and effective administrative services including bureau policy development, timekeeping, payroll, and personnel administration. The team also works closely with the Budget and Finance service area's Business Operations division to develop and monitor Technology Services' annual budget.

In FY 2024-25, the Office of the Chief Technology Officer will continue measuring the efficiency of its bureau operations support team with a performance measure of number of employees supported per administrative staff member.

Equity Impacts

The Office of the CTO is committed to the City of Portland's Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive the bureau's and the City's equity goals.

The Office of the CTO will rely on guidance from the Budget and Finance and City Operations Equity Manager, the Technology Services Equity Committee, and the bureau's Five-Year Racial Equity Plan to guide all staffing and resourcing decisions with a focus on using an equity lens in all program planning, budgeting, recruitment, hiring, and onboarding activities.

Office of the CTO program activities support the bureau's long-term goal of ending disparities in City government hiring and promotion practices. The Office of the CTO has worked to ensure performance appraisals and evaluations for managers, supervisors, and staff include progress on racial equity and cultural responsiveness goals. Subject Matter Expert resume reviewers are consulted to eliminate institutional and unconscious racial bias in the resume review process.

The Office of the CTO promotes a culture of trust through a variety of trainings and programs including providing Unconscious Bias training and supporting quarterly equity work sessions led by the Technology Services Equity Committee. The Office of the CTO strives to ensure that all bureau staff have opportunities to develop racial equity competencies and have equitable and meaningful opportunities for professional growth.

Additionally, the Office of the CTO helps ensure that the City's prioritized technology projects are managed and implemented using an equity lens throughout the project.

Changes to Program

The Office of the Chief Technology Officer (CTO) leads Technology Services’ efforts to balance the budget by aligning resources with the changing service needs of City bureaus and with external cost pressures. In FY 2024-25, Technology Services will be conducting a comprehensive technology assessment to ensure service provisions and delivery are aligned with industry standards and best practices. The bureau has not performed a technology assessment since 2016. With the City’s transformation to service areas, it is the ideal time for BTS to identify opportunities to provide more responsive and efficient service delivery and revised cost recovery models to its partners across the City. It is expected that findings from the assessment will yield organizational efficiencies across the bureau.

Additionally, the Office of the CTO is leading the BTS effort to ensure technical implementation and operational readiness of Charter reform, including support and service delivery for the new form of government – taking effect in FY 2024-25. This organizational change requires alignment and involvement across all BTS divisions and is the bureau’s number one priority for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,339,624	\$2,372,384	\$1,816,740	\$1,397,171	\$1,397,171
External Materials and Services	\$374,010	\$539,360	\$989,800	\$432,886	\$432,886
Internal Materials and Services	\$6,720,504	\$6,046,900	\$2,198,845	\$2,072,718	\$2,072,718
Bureau Expenditures Total	\$9,434,138	\$8,958,645	\$5,005,385	\$3,902,775	\$3,902,775
Fund Expenditures					
Debt Service	\$742,901	\$772,617	\$803,510	\$835,669	\$835,669
Contingency	\$0	\$0	\$7,187,102	\$11,144,436	\$10,650,399
Fund Transfers - Expense	\$2,313,503	\$2,900,234	\$3,464,907	\$4,202,513	\$4,181,947
Fund Expenditures Total	\$3,056,404	\$3,672,851	\$11,455,519	\$16,182,618	\$15,668,015
Requirements Total	\$12,490,542	\$12,631,496	\$16,460,904	\$20,085,393	\$19,570,790
FTE	14.00	6.00	6.00	7.00	7.00

BTS - Support Center

Program Description & Goals

The Technology Services Support Center's mission is to provide secure, efficient, and reliable technology customer support and solutions to City of Portland bureaus, enabling bureaus to meet business goals.

Support Center provides first point of contact for bureau technology support needs—fielding more than 3,000 customer contacts per month. The division provides on-site support for more than 10,500 City-owned technology devices. The division provides productivity software support to City bureaus, procures technology for all City bureaus, and oversees asset management for all endpoint systems and scheduled life cycle replacement of computers, monitors and mobile devices. Support Center provides account support for City login, email, file permissions, and passwords for all City employees and provides security patching for Citywide end-point systems and software.

The Key Performance Measure for the Support Center is the Service Desk satisfaction rating. Support Center performance is also measured by the percentage of Service Desk calls answered within 20 seconds and the percentage of problems resolved by Service Desk without escalation to field staff. The Support Center also measures the percentage of computers distributed directly to City staff from the manufacturer. The metric assesses the bureau's desire to increase efficiency of procuring and delivering equipment for employees.

The Support Center will continue efforts to exceed targets through a combination of staff training and the expansion of customer self-service options. The Service Desk tracks the monthly average of unique users who access the bureau's technology portal to receive service from a Technology Services representative or access self-service solutions.

The Support Center has many customer-facing services, including the following:

- ◆ First point of contact for the majority of bureau technology support needs, fielding over 3,000 customer contacts per month
- ◆ Providing on-site and telephone support services for City endpoint devices (Support Center oversight includes over 7,000 desktops/laptops/tablets, 3,500 mobile devices, and printers.)
- ◆ Supporting and maintaining core productivity software such as Windows, Office 365 (Outlook, Word, Excel, etc.), Adobe, Virtual Desktop, Multi-Factor Authentication, and Enterprise Mobility Management
- ◆ Providing security patching and compliance, including managing anti-virus and anti-malware administration and remediation, for Citywide end-point systems and software
- ◆ Technology hardware and software procurement for all City bureaus
- ◆ Asset management of all end-point systems and scheduled life cycle replacement of computers, monitors, and mobile devices for City bureaus
- ◆ Administering all City login accounts, email accounts, file permissions, and passwords

The Support Center works closely with Free Geek to recycle or reuse thousands of pounds of technology equipment throughout the Portland community – offering Portland residents less expensive access to lightly used technology, as opposed to sending equipment to a landfill.

Equity Impacts

The Support Center is committed to the City of Portland’s Core Values— Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility— through a variety of program initiatives that drive Technology Services’ and the City’s equity goals.

The Support Center is implementing a system that tracks and prioritizes technology-related ADA requests made by City employees. This system is designed to expedite requests to Human Resources and fulfill accommodations quickly.

Technology Services has experienced success with its internship program, which is used across the bureau but is especially prevalent in the Support Center. This program has resulted in training opportunities and, in many cases, permanent employment for a diverse group of employees from under- represented communities.

Changes to Program

The Support Center continues to experience a high demand for core technology support services – including service desk, desktop support, and technology procurement – while staffing has remained stagnant for several years, despite prior requests for additional staff and resources.

The Support Center continues to review strategies to mitigate increased service demands without increased resources – including implementing tools to automate and standardize the way the bureau supports technology remotely. Examples include direct shipping of new laptops to City staff and utilizing more automation and improvement of capabilities within ServiceNow and our endpoint management solution (Workspace One).

In FY 2024-25, it is expected that demand for support center services will continue to increase due to charter activities including creation of service areas, City Administrator, Deputy City Administrators, and expanded Council Offices. Support Center will assess efficiencies that that address the anticipated increase in demand for these services. Support Center will lean on findings from the BTS organizational assessment to help achieve efficiencies in the delivery of IT support services.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,215,074	\$5,537,627	\$7,659,461	\$7,365,425	\$7,365,425
External Materials and Services	\$5,380,870	\$10,030,700	\$9,060,800	\$8,814,590	\$8,814,590
Internal Materials and Services	\$576,628	\$446,375	\$582,921	\$597,800	\$597,800
Bureau Expenditures Total	\$11,172,571	\$16,014,702	\$17,303,182	\$16,777,815	\$16,777,815

Bureau of Technology Services

City Operations Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Expenditures					
Contingency	\$0	\$0	\$12,085,518	\$12,041,829	\$12,041,829
Fund Transfers - Expense	\$0	\$0	\$950,000	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$13,035,518	\$12,041,829	\$12,041,829
Requirements Total	\$11,172,571	\$16,014,702	\$30,338,700	\$28,819,644	\$28,819,644
FTE	38.00	48.00	46.00	46.00	46.00

BTS - Public Safety Technology

Program Description & Goals

The Public Safety Technology (PST) division delivers dependable services and innovative solutions that support critical public safety response functions. PST responsibilities include technology support services for critical systems used by emergency responders. PST maintains critical radio and emergency dispatch systems, develops and maintains applications, supports technology infrastructure, and provides rapid response and resolution services to all field and support requests for public safety.

Performance results for the division are measured by the availability of the Mobile Reporting Entry (MRE) for use by police officers and the Police Records Division. PST also measures the availability of the 800 MHz Public Safety Radio system used by police officers, firefighters, 9-1-1 dispatchers and other local and regional emergency responders.

Equity Impacts

The PST division is committed to the City of Portland's Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive Technology Services' and the City's equity goals.

The Portland Police Bureau, working in conjunction with the PST application development team, received a federal grant to develop the nationally recognized Sexual Assault Management System (SAMS) which tracks information regarding sexual assaults. Public Safety Technology created an online portal which allows victims to follow the progress of their sexual assault kits through the chain of custody from when samples are collected at an area hospital, to law enforcement, to lab results, and finally back to law enforcement. SAMS is now a fully implemented program throughout the state of Oregon. Public Safety Technology and Police Bureau are working to implement this system in jurisdictions across the country including Hawaii, Tennessee, and Colorado – with more than 10 jurisdictions benefiting from the system. PST received a third federal grant to continue SAMS rollout and transition into a production support model. PST is working on a transition plan which will be complete by September 2025

Public Safety Technology works with the public safety bureaus to prioritize technology-related ADA requests, notify Human Resources, and fulfill the requests with the appropriate technology tools.

Changes to Program

Public Safety Technology (PST) has several strategic initiatives currently underway. The Body Worn Camera project is required as part of a settlement with the United States Department of Justice. Additionally, PST has been asked to migrate several critical systems to the Cloud to reduce support costs while improving availability and scalability of systems.

Bureau of Technology Services

City Operations Service Area

The Body Worn Cameras (BWC) pilot was successfully completed and approval for funding and full implementation was approved by City Council. The BWC project is on track and will be completed by the end of 2024. PST will be supporting the new program which is a hosted solution providing video upload, storage, viewing, and retrieval. The Police Bureau’s Records Division will be responsible for managing internal and public records requests in coordination with the City Attorney’s Office and the Department of Justice. In addition to storing and managing the new BWC video in the Cloud, PPB has authorized a project to move all digital evidence to the Axon Evidince.com solution. This will allow PPB to reduce dependency on the data center located in the Justice Data Center which is not up to seismic standards.

Versaterm Records Management System (RMS) Migration to the Cloud Project: PST will move the Police Records Management System to a cloud-based implementation during FY 2024-25. Solution design is complete and data conversion is underway by the Vendor which includes redundant connectivity to the Hosting providers environments in the Amazon Services Cloud. The RMS will also be upgraded to the latest version as part of this move.

The City’s computer aided dispatch (vCAD) 911 systems will undergo a Database server operating system upgrade in preparation for migration to the cloud. Decision on migration date to the cloud will be determined in 2024, with migration occurring in 2025.

Fire has completed the implementation of the ImageTrend electronic patient care record (ePCR) system as part of the Fire Information System (FIS) replacement project. Fire will also assist the Port of Portland with the implementation of ImageTrend and integration with their computer aided dispatch system. Fire will also be implementing a new secure email solution in cooperation with BTS in order to share sensitive medical information with other partners such as EMS and medical providers. This new solution will be the standard for all secure City email.

Public Safety Communications supports the Public Safety radio system used by Police, Fire, 911, emergency medical services and other regional partners. To ensure continuous operation and security, Public Safety communications is scheduled for a major upgrade resulting in a more robust and cost-effective infrastructure. Public Safety Communications continues to plan and budget Capital Improvements for major maintenance of the City-owned towers and communication assets. Over the next year, Public Safety Communications will be renewing its primary vendor System Upgrade Assurance plan which ensures all components are supported and compatible with the latest features including voice encryption.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,223,848	\$6,342,228	\$7,339,575	\$7,626,491	\$7,626,491
External Materials and Services	\$1,667,622	\$1,825,961	\$1,747,035	\$1,514,923	\$1,514,923
Internal Materials and Services	\$(555,656)	\$(1,232,407)	\$956,656	\$839,350	\$839,350
Capital Outlay	\$70,646	\$55,000	\$0	\$0	\$0
Bureau Expenditures Total	\$7,406,459	\$6,990,782	\$10,043,266	\$9,980,764	\$9,980,764
Requirements Total	\$7,406,459	\$6,990,782	\$10,043,266	\$9,980,764	\$9,980,764
FTE	35.00	37.00	39.00	39.00	39.00

BTS - Project Management Office

Program Description & Goals

The Project Management Office (PMO) delivers technology project management services modeled after industry standards and best practices. PMO responsibilities include providing support to Technology Services and supporting partner bureau projects and technology moves. The PMO also provides staff support to the Technology Oversight Committee and is responsible for contracted management services.

PMO leverages the expertise of project managers and business systems analysts to produce a positive return on investment for each project undertaken. Program performance measures are gathered through direct customer survey feedback at the completion of projects. Project management measures of success include scope, timeline, budget, and customer satisfaction metrics. The goal is for at least 75% of surveyed customers rate PMO services as “Excellent.”

Equity Impacts

The PMO is committed to the City of Portland’s Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive Technology Services and the City’s equity goals. The PMO’s equity goals are in alignment with the City’s core values and the bureau’s goals for racial equity and inclusion. The PMO works regularly with other Technology Services teams and City employees, which creates opportunities to demonstrate intentional partnership and action in dismantling racism. One PMO member leads the BTS Equity Committee and other members regularly attend events and training. The team strives to ensure participatory and inclusive representation when managing city technology projects by working directly with stakeholders to identify historically underrepresented demographics and ensuring their representation in the process. This provides a transparent system by which PMO can advance diversity, equity, and inclusion as well as improve accessibility in project prioritization and implementation.

The PMO also builds these values into hiring processes and practices and communicates equity goals to all PMO staff members and project teams. PMO pursues equitable outcomes in hiring opportunities, strengthens outreach and public engagement among communities of color and immigrant and refugee communities, creates equitable opportunities in City government contracting, and provides equitable City services to all residents.

PMO understands the value of a diverse and inclusive workplace for its employees and augmented vendor staff. When PMO needs to augment City staff with temporary contract personnel, the PMO provides specific instructions to vendors regarding the need for workforce diversity. The PMO further uses equity and diversity questions in the interview and selection process for both contract/professional services positions and internal City positions.

Changes to Program

The Project Management Office (PMO) remains dedicated to collaborating closely with bureau partners, actively engaging in the planning and execution of essential technological projects including changes to facilitate the Charter Transition for the City. The PMO’s involvement in this effort is evident, with several project managers currently overseeing key aspects of the Charter Transition Program within BTS. Simultaneously, all three Business Systems Analysts are contributing their expertise to bolster the success of this initiative.

Bureau of Technology Services

City Operations Service Area

This year, the team successfully completed the pilot of a 100% Billable Project Manager service for bureau partners. This service, initially piloted last year, will continue to be offered in the coming year. Both bureau partners involved in the pilot have chosen to continue with the service, confirming its added value.

The confirmed advantages highlight the value for bureaus in hiring Project Managers for internal projects directly from the BTS PMO. This offers an alternative to traditional Staff Augmentation or Flexible Services contracts.

The PMO also continues to provide crucial Technology Moves, Adds, Changes, and Decommissions (TMACD) services. Demand for TMACD services is rising and experienced substantial growth in FY 2024-25. This increase in demand is expected to continue in the next fiscal year. The demand is driven by the imperative needs of the Charter Transition and bureau relocations, including those within the Portland Building and other City locations.

In response to the evolving landscape, the PMO began exploring alternative service delivery models in FY 2023-24, and made incremental improvements in FY 2024-25. Improvements are expected to continue in FY 2025-26. These enhancements are designed to enhance organizational agility, particularly in the context of project execution. The team is committed to providing visibility into BTS projects through the Bureau of Technology Services Project Dashboards and envisions offering even more detailed insights over time, ensuring transparency and informed decision-making.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,213,133	\$1,332,395	\$1,845,142	\$2,205,895	\$2,205,895
External Materials and Services	\$398,323	\$86,536	\$111,900	\$93,322	\$93,322
Internal Materials and Services	\$194,127	\$122,629	\$132,047	\$171,794	\$171,794
Bureau Expenditures Total	\$1,805,583	\$1,541,560	\$2,089,089	\$2,471,011	\$2,471,011
Requirements Total	\$1,805,583	\$1,541,560	\$2,089,089	\$2,471,011	\$2,471,011
FTE	10.00	10.00	10.00	12.00	12.00

BTS - Production Services

Program Description & Goals

Bureau of Technology Services Production Services delivers reliable, secure, and cost-effective computing infrastructure that supports City functions and services by maintaining a premier enterprise technology environment. Production Services maintains and supports the City's data center facilities, storage systems, servers, and databases where most of the City's data resides. In addition, Production Services manages key enterprise applications such as email, public safety paging, and data backup systems.

Performance measures for the Production Services program focus on the high reliability of the City's mission-critical production systems (SAP, public safety systems, water billing, and email) with availability comparable to public and private industry best practices. The division provides support in conjunction with other bureau programs for the City's technology systems including payroll, financial, human resources, water and sewer billing, work order and asset management, 9-1-1 dispatch, police records management, and permitting systems. This service enables resilient data centers to protect data and computing resources to deliver services to Portland residents. Ongoing progress continues to deliver cost efficiencies in infrastructure technology deployments.

Equity Impacts

The Production Services division is committed to the City of Portland's Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive Technology Services' and the City's equity goals.

Production Services operates using a cost reduction methodology that is applied to all services provided as a part of its acquisition, maintenance, and lifecycle replacement tasks. As an internal service provider, Production Services is sensitive to the needs of bureaus to control costs on behalf of the community members they serve and is aware of the disproportionate effect higher costs have on disadvantaged and underserved community members.

By providing more secure and capable technology systems, Production Services enables City bureaus to use technology to improve service delivery to disadvantaged and underserved communities to achieve more equitable outcomes while controlling costs.

Changes to Program

Production Services teams continue to focus on the resilience, security, regulatory compliance, and cost-effective performance of data center, compute, storage, and database resources. The teams continue with vendor negotiations and technology implementations to reduce costs and support overhead. The teams also have significant responsibilities in supporting changes to technology and infrastructure systems in preparation for the City's charter reform.

The Server Team continues working to deliver improved email capabilities and enhanced security through the implementation of an Email Encryption Service. This will enable the use of modern email encryption technologies for our bureau partners.

Bureau of Technology Services

City Operations Service Area

The Server Team will also be working to implement a new service to deliver cloud infrastructure resources. This service will be developed in coordination with BTS and our bureau partners to align with best practices and City policies, while providing customers with modern cloud infrastructure capabilities.

The Database Support Team is helping to prepare bureau partners for a significant vendor-mandated architecture change for Oracle databases and the migration to the new architecture before the May 2026 extended support date. Not meeting that deadline will result in additional vendor support costs to bureau partners.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,322,837	\$3,586,905	\$4,660,534	\$4,436,939	\$4,436,939
External Materials and Services	\$4,062,457	\$5,636,639	\$4,105,260	\$3,158,234	\$3,158,234
Internal Materials and Services	\$964,464	\$338,038	\$316,985	\$337,146	\$337,146
Capital Outlay	\$74,941	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$8,424,698	\$9,561,582	\$9,082,779	\$7,932,319	\$7,932,319
Requirements Total	\$8,424,698	\$9,561,582	\$9,082,779	\$7,932,319	\$7,932,319
FTE	23.00	23.00	23.00	23.00	23.00

BTS - Information Security

Program Description & Goals

Information Security designs, deploys, and audits technology safeguards required to properly protect the City's information assets. Information Security supports the delivery of efficient, effective, and accountable municipal services by developing security measures and attaining compliance with information policies and procedures to minimize technology and information governance risk. Responsibilities are completed through the creation of effective technical, administrative, and physical security controls. Security measures include Multi-Factor Authentication (MFA) to protect user accounts and support remote working initiatives, and annual Citywide mandatory information security awareness education.

Program performance is measured by the effectiveness of the Information Security program in protecting the City's technology environment from security threats and in meeting or exceeding applicable regulatory and compliance standards, including the ability to accept security patches in 99% of all City computers.

Equity Impacts

The Information Security division is committed to the City of Portland's Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive Technology Services' and the City's equity goals.

Information Security's security posture has been strengthened through a variety of initiatives that improve the City's ability to prevent and deter malware, identity theft, and ransomware. This increased security posture protects City data and community member data, ensuring secure access to City of Portland services.

Changes to Program

Information Security continues to lead efforts to enhance the City's cybersecurity posture. Information Security's budget requirements for FY 2024-25 continue to incur high ongoing support expenses necessary to maintain—and where cost-effective, enhance—the City's cyber posture against malware, identity theft, and ransomware. Information Security will continue to provide compliance mandated core services that support data integrity and security requirements necessary to support City essential services and a hybrid workforce.

Acknowledging Citywide constraints, Information Security initiatives will focus on 'must have' enhancements and technology changes while striving to streamline and reduce the number of cybersecurity technologies. In FY 2023-24, Information Security expanded endpoint detection and response (EDR) capabilities to provide necessary protections for City computing devices, while consolidating two security tools into one. In FY 2024-25, the EDR capability will expand further to provide comprehensive protections to address increased cyber threats and vulnerabilities.

Bureau of Technology Services

City Operations Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,112,065	\$1,042,254	\$1,568,164	\$1,579,257	\$1,579,257
External Materials and Services	\$1,668,001	\$1,603,081	\$2,162,165	\$2,282,795	\$2,282,795
Internal Materials and Services	\$84,080	\$108,948	\$113,194	\$177,234	\$177,234
Capital Outlay	\$0	\$166,463	\$0	\$0	\$0
Bureau Expenditures Total	\$2,864,146	\$2,920,746	\$3,843,523	\$4,039,286	\$4,039,286
Requirements Total	\$2,864,146	\$2,920,746	\$3,843,523	\$4,039,286	\$4,039,286
FTE	5.00	6.00	8.00	8.00	8.00

BTS - Enterprise Business Solution

Program Description & Goals

Enterprise Business Solution (EBS) manages SAP, the City's enterprise-wide financial and human capital management software platform. The mission and goal of the program is to drive the efficient use of the SAP platform to promote Citywide best business processes to improve City service delivery. EBS seeks to expand the use of SAP to maximize the City's investment by creating a more efficient, integrated, and enterprise solution. This will happen by eliminating stand-alone systems and reducing costs to leverage the use of SAP to increase access to real-time data, helping the City make faster and better business decisions. The EBS program comprises highly skilled functional and technical resources that provide the level of service needed for an enterprise application. EBS is responsible for the maintenance of the system, ensuring that the system is upgraded to the latest versions that include government compliance upgrades, incident management, service requests, and adding new modules and functionality. The SAP application is configured to support the City's business processes in Finance and Human Resources (HR) through hosting vast amounts of data including master data and day-to-day transactional operations.

EBS's performance is measured by customer service satisfaction ratings from customer feedback forms and the average length of time a Service Desk ticket is open.

Equity Impacts

The EBS division is committed to the City of Portland's Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive Bureau of Technology Services' and the City's equity goals.

All new SAP functionality is scrutinized for user accessibility to ensure system users, especially people with disabilities, have access to use the SAP technology and information products. EBS partners with SAP to address current gaps and future accessibility needs for their strategic planning and compliance.

The division's successful migration to a new hardware platform continues benefiting all users of the SAP system with a significant overall performance improvement and providing the foundation to allow further expansion of system capabilities. This includes real time reporting with the ability to combine information from other systems to provide more robust reporting sources to help identify and drive improved and timely decisions to achieve more equitable outcomes. The EBS strategic roadmap will continue to move system capabilities forward with a strong lens on equity and access through robust cloud services.

Changes to Program

Enterprise Business Solution (EBS) is working on several key strategic initiatives partnering with multiple bureaus on those efforts. The Ariba project is a joint effort between EBS, Procurement and Finance to implement three modules to support a more streamlined, centralized procurement business model. EBS is a key partner in the technical implementation of the City of Portland Transition – COPT. In partnership with the Bureau of Human Resources, EBS is implementing Employee Central Core – which is part of the strategic direction for the City's SAP product and provides improved capabilities for HR services. EBS provides citywide training for SAP including SuccessFactors, SAP core functionality, and will be adding training for the new modules being implemented.

Bureau of Technology Services

City Operations Service Area

EBS continues refining and streamlining its organizational processes and efficiencies. The focus of EBS is to make efficiency gains in daily work to free up resources for project work. EBS is working to streamline support processes, further standardize the annual patch project, develop new processes/support models for interface projects plus develop key metrics to measure program success.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,067,682	\$4,766,643	\$5,439,057	\$5,488,626	\$5,488,626
External Materials and Services	\$2,957,299	\$2,408,021	\$3,349,589	\$2,983,200	\$2,983,200
Internal Materials and Services	\$381,422	\$328,730	\$373,195	\$357,904	\$357,904
Bureau Expenditures Total	\$7,406,404	\$7,503,394	\$9,161,841	\$8,829,730	\$8,829,730
Fund Expenditures					
Fund Transfers - Expense	\$0	\$0	\$275,000	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$275,000	\$0	\$0
Requirements Total	\$7,406,404	\$7,503,394	\$9,436,841	\$8,829,730	\$8,829,730
FTE	25.00	25.00	25.00	25.00	25.00

BTS - Communications

Program Description & Goals

The Communications program supports the City’s goal to deliver efficient, effective, and accountable municipal services by supporting City and regional mission-critical data and voice communications and fiber infrastructure needs. The division engineers, implements, and maintains the City’s telecommunications system, conference room audio/visual services, security video services, and communications network. Responsibilities also include service support for our bureau partners, and providing data network services via the Integrated Regional Network Enterprise (IRNE) for local government agencies through franchise agreements.

Communications is primarily focused on the reliability, security, and availability of critical network and communication system infrastructure with availability comparable to public and private industry best practices and standards, while being as cost effective as possible.

The Key Performance Measure in Communications—the percent of network availability—supports the 2035 Comprehensive Plan which addresses access to universal, affordable, and reliable state-of-the-art communication and technology services. Maintaining high network availability assures a reliable system for bureau customers and stakeholders as well as our regional partners. The Bureau of Technology Services continues to invest in a sound, reliable, and secure network infrastructure that exceeds the network availability target.

Equity Impacts

The Communications division is committed to the City of Portland’s Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive the Bureau of Technology Services and the City’s equity goals.

As a part of Communications’ community outreach, the division participates in job fairs held in Portland Public Schools with the intention of bringing area youth into technical apprenticeships and ongoing employment opportunities and increasing diversity.

Metro regional partners, public safety agencies, and City bureaus all benefit from the continued focus on fiber expansion efforts. Recent fiber expansion projects such as the Division Transit Project with TriMet have directly benefited community members by leveraging cost sharing opportunities to help limit rate-based customer increases. Fiber projects originating from regional partners and other City bureaus provide opportunities to extend the regional fiber network via a cost sharing strategy, resulting in increased route diversity and resilience and higher connectivity speeds.

Changes to Program

The Network Teams are continuing work to expand the City’s fiber optic network to meet the needs for more network bandwidth, establishing connections to additional City sites and delivering expanded capabilities for services like security cameras and 5G networking. This includes a focus on improving network resilience and lowering costs by working with regional partners on network construction opportunities and helping to eliminate expensive and bandwidth-limited legacy circuits. Bureau partner experience is also improved by pursuing a wireless-first approach in future network expansion within office buildings.

Bureau of Technology Services

City Operations Service Area

In order to ensure full collection of revenue on services provided, the rate methodology for Telecommunications Services and IRNE backbone operations and maintenance moved from using a proxy for service where the program’s cost pool is allocated via a number of phones to a cost-of-service methodology where the cost pool is allocated via a percentage allocation using headcount as the metric.

The Telecommunications Team continues to focus on cost-optimization measures by maximizing existing licenses, consolidating licenses, and migrating off expensive legacy technologies. With the implementation of the new CAIRS telecom billing system, additional focus is being applied to vendor bill accuracy, detecting and challenging vendor billing errors, and improving internal billing processes.

The Audio/Video (AV) Support Team is focused on supporting weekly City Council meetings and work sessions, charter reform needs, and the reconfiguration of City Hall Council Chambers and City Hall offices to meet the requirements of Portland’s expanding government. Efforts also include projects to further improve hybrid meeting technologies across all bureaus, offering additional support options to conference room configurations for special events and media coverage. The team is also responsible for design and installation of security camera hardware, and the maintenance of 700+ security cameras across the City in support of the City’s security operations.

The ongoing funding for a more robust AV team, approved in the Technology Services FY 2023-24 budget, has allowed for significant improvements in response times in AV support and the capacity to handle the increased slate of public meetings and staff-centric requests for AV support. Office space decisions are being carefully explored given the challenges associated with bureaus moving into and out of locations, which could result in the transfer of ongoing AV technical debt.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,439,777	\$5,242,802	\$7,127,868	\$7,033,847	\$7,033,847
External Materials and Services	\$13,142,892	\$14,234,339	\$10,447,098	\$8,605,609	\$8,605,609
Internal Materials and Services	\$(2,547,134)	\$(1,411,785)	\$803,201	\$632,978	\$632,978
Capital Outlay	\$6,138	\$7,195	\$250,000	\$0	\$0
Bureau Expenditures Total	\$15,041,673	\$18,072,551	\$18,628,167	\$16,272,434	\$16,272,434
Fund Expenditures					
Contingency	\$0	\$0	\$11,752,985	\$14,592,439	\$14,592,439
Fund Expenditures Total	\$0	\$0	\$11,752,985	\$14,592,439	\$14,592,439
Requirements Total	\$15,041,673	\$18,072,551	\$30,381,152	\$30,864,873	\$30,864,873
FTE	34.00	37.00	39.00	39.00	39.00

BTS - Business Engagement and Technology Strategy (BETS)

Program Description & Goals

The Business Engagement & Technology Strategy (BETS) program serves as a bridge between bureau business operations and technology services by developing and maintaining a strategic understanding of current and future business partner needs and technology maturity roadmaps to deliver business value. BETS provides transparent and timely communications, builds strong relationships between the bureau and its city partners, and provides creative problem solving for complex or unique technology-related customer business needs. BETS is responsible for the communication and relationships between Technology Services and the City of Portland's bureaus and offices. Working in collaboration with Service Areas and their bureaus and offices, BETS evaluates current and anticipated technology systems and requisite requirements, manages the Technology Services project intake process, and assists with determining the bureau's overall technology strategy.

The program organizes and facilitates the interactions between the Bureau of Technology Services and its customers, for example the Technology Partner Group, which includes representatives from every City office and bureau. This group helps the bureau understand customer needs, partners on bureau projects, helps establish service levels, and is a key communication conduit between the bureau and its technology partners. BETS also is responsible for monitoring customer satisfaction including the Bureau Customer Survey, through which customer feedback is solicited and measured about Technology Services as both a strategic partner and as a service provider. This survey includes the Key Performance Indicator for the bureau's effectiveness in providing Citywide technology service delivery and leadership.

Equity Impacts

The BETS division is committed to the City of Portland's Core Values — Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility — through a variety of program initiatives that drive the Bureau of Technology Services and the City's equity goals.

As the voice of the customer in Technology Services, BETS works to help the bureau understand and prioritize customer needs, including equity and accessibility-related needs and recognizes the key supportive role that technology and data have in many city diversity, equity, inclusion, and anti-racism programs and initiatives. The BETS team was key to the initial design, implementation, expansion and collaboration of the ARPA-grant-funded Data-Informed Decision-Making (DIDM) environment established to support these efforts within bureaus, providing a way to publish equity dashboards and toolkits as well as other types of data.

BETS includes accessibility tools as part of the City's standard suite of technology and an accessibility review is a consistent element in the review of new technology requests. This helps to ensure that accessibility tools will work with the City's technology environment and that tools and hosted solutions are compatible with screen readers whenever possible, reducing the time needed to purchase and deploy these tools, and making the accommodation process more efficient.

Changes to Program

The Business Engagement and Technology Strategy (BETS) program continues to support partner bureaus by understanding their business needs to drive organizational success through business-technology alignment.

The IT Business Relationship Manager (BRM) program facilitates effective communication and collaboration between bureau partners and technology experts. This work will continue with adjustments to BRM portfolios and engagement models to better support the Service Area framework resulting from the changes to City charter. This will facilitate strategic planning and development of technology roadmaps to support the long-term goals of the organization. Each Division within BTS will also have a dedicated BRM who will work to provide two-way communication and clarity on BTS programs and services, and bureau partner requirements and concerns. The BRMs will focus on improving BTS transparency to bureau partners and will continue to advocate for improving the customer experience in support of bureau goals and City core values. The BRMs and the BETS Manager will also work closely with the Technology Finance team to build out improved service descriptions aligned with rates, update existing service agreements, and collaborate with other teams to improve content on the BTS website and in the BTS Report Information Center. The BTS Newsletter is another source of communication managed by the BRM team designed to help BTS' bureau partners within the Service Areas have better access and information regarding technology services, projects, and resources.

The Enterprise Architecture (EA) program emphasizes the strategic alignment of technology initiatives with the overall business strategy, ensuring that technology investments contribute directly to achieving business goals. They will continue to focus on improving key processes that are frustrating to BTS' business partners and internal stakeholders with a goal of rapid delivery of business value. For example, the Technology Standards and Exceptions process was flagged by bureau customers as a key source of frustration and delay, so the EA team worked with stakeholders, others involved in the review process, and BRMS to define an improved process. They were able to pivot the program with the intent to enable strategic technology usage while continuing to balance that need against technology risk. Past initial demonstrations and currently in pilot rollout, the change has received positive stakeholder input. Ongoing changes will be made based on feedback under a continuous improvement model to regularly deliver improved service delivery and business value.

As part of the focus on driving and supporting business value, EA will evolve their techniques and strategies to shift from reactive bureaucratic processes to a proactive culture of innovation and technology opportunity so they can enhance their value to the organization. The program will continue to be a key driver in digital transformation through projects such as the Data-Informed Decision-Making project, which provides the technology design and implementation necessary to establish a framework for citywide data visualization, analysis, and data-sharing along with a robust user framework to enable platform functionality.

The BETS team also includes Program Management for BTS responsibility on the City's Charter Transition program. The dedicated Program Manager works closely with the BTS Project Management Office and oversees collaboration and communication to support that effort and facilitate proactive solutions to reduce the technology impact of the change to bureau partners.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,831,721	\$1,990,556	\$2,378,970	\$2,236,511	\$2,236,511
External Materials and Services	\$38,164	\$197,026	\$150,150	\$40,570	\$40,570
Internal Materials and Services	\$580,759	\$116,544	\$140,479	\$138,982	\$138,982
Bureau Expenditures Total	\$2,450,644	\$2,304,127	\$2,669,599	\$2,416,063	\$2,416,063
Requirements Total	\$2,450,644	\$2,304,127	\$2,669,599	\$2,416,063	\$2,416,063
FTE	10.00	10.00	10.00	10.00	10.00

BTS - Business Solutions

Program Description & Goals

The Bureau of Technology Services Business Solutions program develops and supports Citywide and bureau-specific business applications and services, including providing essential and innovative digital services that allow the City and the community to interact in meaningful ways. Business Solutions supports bureaus by providing technology support for a variety of functions including management and permitting, transportation operations, utility billing, revenue collection, and mobile workforce management. This program is responsible for the technology development and support of nationally recognized digital services such as Portland.gov and PortlandMaps.com, as well as the City's online payment processing portal that annually processes over \$200 million in City revenue. These services enable the City and the community to share and deliver valuable information 24/7 through millions of transactions, searches, and requests for services per year. These services provide an essential connection for the community to receive value from the City and the services it provides.

Performance of this program is measured by the availability of Portland.gov and PortlandMaps.com with the strategic target of 99.9% availability. Performance is also assessed by the number of the bureau's Technology Portal tickets triaged to the e-government (e-Gov) team.

Equity Impacts

The Business Solutions division is committed to the City of Portland's Core Values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—through a variety of program initiatives that drive the bureau's and the City's equity goals.

The Business Solutions team develops and manages technology to facilitate greater availability and accessibility to the community. Digital services such as Portland.gov and the AMANDA permitting platform enable the community to obtain information and process transactions with the City 24/7. The Portland Oregon Website Replacement (POWR) project is nearly complete with accessibility standards in mind, including language translation, and is designed to enhance user functionality from mobile devices. GIS provides accessible Citywide data to ensure City services are being delivered equitably and to help service-providers identify areas of inequity.

Business Solutions developed an innovative technology solution for the City's Homelessness and Urban Camping Impact Reduction Program. The campsite report platform creates continuity in tracking the identification, risk assessment, posting, and cleanup of reported campsites by community members.

Changes to Program

Business Solutions Business Solutions will spend the FY 2024-25 evolving work methodologies towards a more agile and lean way of developing user-centered products that produce outcomes. The year will be spent reviewing current practices, implementing new processes and training team members in new ways to work. The goal is to have a strong strategic plan to guide the division into the future.

The eGov team will focus primarily on sunseting the portlandoregon.gov website. Additionally, the team

will continue to support the organization changes due to charter and ensuring that the website is prepared for the new hierarchies and groups. As these crucial projects are completed, the eGov team will transition into a program, Digital Services. Digital Services will include the websites (intranet and community), workflows (Zendesk) as well as the ability to engage with other citywide needs around digital solutions to business problems.

DIDM (Data Informed Decision Making), will continue to mature as the focus shifts toward utilizing the platform and data to support charter changes. The program is currently supported by American Rescue Plan Act funding which ends in December 2024. Supporting the City’s need to use data to make better service decisions requires ongoing resources, the bureau intends to seek resources for this program in the future. BTS continues to work across the organization to align funding sources for the DIDM program.

The ServiceNow Team will continue to refine and expand the capabilities of the ServiceNow platform to improve service management and customer self-service capabilities. Pilots will continue with bureau involvement to deliver ServiceNow capabilities for improving workload management, automated workflow, and internal customer engagement.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$8,391,138	\$8,863,911	\$10,744,840	\$9,809,266	\$9,809,266
External Materials and Services	\$1,762,720	\$648,085	\$2,322,297	\$1,889,570	\$1,889,570
Internal Materials and Services	\$(961,734)	\$589,341	\$734,206	\$780,229	\$780,229
Bureau Expenditures Total	\$9,192,123	\$10,101,337	\$13,801,343	\$12,479,065	\$12,479,065
Requirements Total	\$9,192,123	\$10,101,337	\$13,801,343	\$12,479,065	\$12,479,065
FTE	52.90	52.00	55.00	55.00	55.00

BTS - Printing & Distribution

Program Description & Goals

Printing and Distribution (P&D) provides production professional print service management and mail delivery services for City of Portland bureaus and several partner agencies.

The program is comprised of three distinct services that include Duplicating Services, Distribution services, and Copy Services.

Duplicating Services Serves as the City’s production print shop, which provides high quality professional customer service, pre-press services, production quality digital and offset printing, bindery, digital scanning, and bulk paper purchasing (to supply both the production services and the copier (MFD) fleet; all with a recognized and personalized customer service approach to assure customer satisfaction for every service provided. A Key Performance Measure (KPM) for Printing & Distribution’s Duplicating services is the annual number of service requests per FTE.

Distribution Services Maintains collection, sorting, and delivery services on behalf of bureaus, interagency and to community members living in Portland by processing of all the City’s US mail, managing and maintaining City of Portland US Post Office Boxes, interoffice mail delivery, and mail pick-up, Print Shop order delivery, Technology pickup and delivery, and e-recycling collection. P&D also delivers to external customers including Multnomah County, Metro, and several community outreach locations. Distribution staff assess performance and workload by the number of US mail pieces handled per team member.

Copy Services Provides and maintains more than 250 Multi-Function Devices (MFDs) used by City employees for individual office printing and small copy work. These devices have consistently met the internal goal of 95% or better up-time operations – with no more than four-hour response time for the 5% of down-time. A Key Performance Measure (KPM) for Copy Services is the percent of black and white output over total output. The measurement is in accordance with P&D’s effort to divert larger print work to duplicating services which lowers waste and costs to customers.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
P&D-Pieces of US mail processed per distribution employee	1,104,591	1,200,000	1,100,000	1,100,000	986,000
P&D-Service Requests per FTE	1,950	1,700	2,000	2,000	2,700
P&D-Basic Copy Center rate per sheet	\$0.0450	\$0.0650	\$0.0480	\$0.0450	\$0.0375
P&D-Percentage of black and white impressions of total program volume	70%	72%	70%	70%	70%
P&D-Percentage of Service Requests shipped on time	99.99%	99.00%	99.00%	99.00%	100.00%

Equity Impacts

P&D is committed to the City of Portland’s Core Values— Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility— through a variety of program initiatives that drive BTS and the City’s equity goals. P&D works to ensure that services are accessible to all customers.

Changes to Program

In FY 2023-24, P&D added two new high-capacity digital presses – which replaced three older devices. The new devices increase quality and output, but also are more economical and environmentally conscious. The division also acquired two new postage metering machines. The acquisition improved metering production within the division, reduced down-time, and maintains division compliance with US Postal Code regulations.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$ (8)	\$ 0	\$ 0	\$ 1,640,177	\$ 1,640,177
External Materials and Services	\$ 0	\$ 0	\$ 125,000	\$ 2,726,447	\$ 2,727,838
Internal Materials and Services	\$ 0	\$ 0	\$ 0	\$ 1,019,394	\$ 1,019,394
Capital Outlay	\$ 0	\$ 0	\$ 200,000	\$ 184,000	\$ 184,000
Bureau Expenditures Total	\$ (8)	\$ 0	\$ 325,000	\$ 5,570,018	\$ 5,571,409
Fund Expenditures					
Debt Service	\$ 0	\$ 0	\$ 0	\$ 238,272	\$ 238,272
Contingency	\$ 0	\$ 0	\$ 2,192,710	\$ 1,979,561	\$ 1,979,561
Fund Transfers - Expense	\$ 0	\$ 0	\$ 0	\$ 312,505	\$ 311,114
Fund Expenditures Total	\$ 0	\$ 0	\$ 2,192,710	\$ 2,530,338	\$ 2,528,947
Requirements Total	\$ (8)	\$ 0	\$ 2,517,710	\$ 8,100,356	\$ 8,100,356
FTE	0.00	0.00	14.00	14.00	14.00

Bureau of Technology Services

City Operations Service Area

BTS - P&D - Duplicating

Program Description & Goals

The three Printing & Distribution program offers are being consolidated into the single Printing and Distribution program offer. Please refer to that program offer's narrative. This program offer provides historical actuals.

Equity Impacts

N/A

Changes to Program

N/A

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$988,675	\$986,095	\$922,102	\$0	\$0
External Materials and Services	\$1,080,915	\$1,173,337	\$885,572	\$(2,340)	\$(2,340)
Internal Materials and Services	\$85,925	\$155,281	\$840,762	\$0	\$0
Capital Outlay	\$0	\$0	\$60,000	\$0	\$0
Bureau Expenditures Total	\$2,155,515	\$2,314,713	\$2,708,436	\$(2,340)	\$(2,340)
Fund Expenditures					
Debt Service	\$211,821	\$220,294	\$130,914	\$0	\$0
Contingency	\$0	\$0	\$1,353	\$0	\$0
Fund Transfers - Expense	\$236,823	\$258,435	\$266,467	\$0	\$0
Fund Expenditures Total	\$448,644	\$478,729	\$398,734	\$0	\$0
Requirements Total	\$2,604,159	\$2,793,442	\$3,107,170	\$(2,340)	\$(2,340)
FTE	13.00	8.00	0.00	0.00	0.00

BTS - P&D - Copy Services

Program Description & Goals

The three Printing & Distribution program offers are being consolidated into the single Printing and Distribution program offer. Please refer to that program offer’s narrative. This program offer provides historical actuals.

Equity Impacts

N/A

Changes to Program

N/A

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$69,414	\$91,605	\$115,742	\$0	\$0
External Materials and Services	\$62,910	\$179,111	\$111,700	\$(390)	\$(390)
Internal Materials and Services	\$(21,779)	\$(11,099)	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$202,500	\$0	\$0
Bureau Expenditures Total	\$110,545	\$259,617	\$429,942	\$(390)	\$(390)
Fund Expenditures					
Debt Service	\$0	\$0	\$16,365	\$0	\$0
Fund Transfers - Expense	\$2,413	\$2,217	\$2,724	\$0	\$0
Fund Expenditures Total	\$2,413	\$2,217	\$19,089	\$0	\$0
Requirements Total	\$112,958	\$261,834	\$449,031	\$(390)	\$(390)
FTE	1.00	1.00	0.00	0.00	0.00

Bureau of Technology Services

City Operations Service Area

BTS - P&D - Distribution

Program Description & Goals

The three Printing & Distribution program offers are being consolidated into the single Printing and Distribution program offer. Please refer to that program offer's narrative. This program offer provides historical actuals.

Equity Impacts

N/A

Changes to Program

N/A

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$363,759	\$359,108	\$548,207	\$0	\$0
External Materials and Services	\$1,538,571	\$1,722,356	\$1,543,064	\$(1,560)	\$(1,560)
Internal Materials and Services	\$(9,374)	\$113,697	\$247,708	\$0	\$0
Capital Outlay	\$0	\$0	\$39,000	\$0	\$0
Bureau Expenditures Total	\$1,892,955	\$2,195,160	\$2,377,979	\$(1,560)	\$(1,560)
Fund Expenditures					
Debt Service	\$0	\$0	\$81,823	\$0	\$0
Fund Transfers - Expense	\$9,723	\$12,289	\$13,621	\$0	\$0
Fund Expenditures Total	\$9,723	\$12,289	\$95,444	\$0	\$0
Requirements Total	\$1,902,678	\$2,207,449	\$2,473,423	\$(1,560)	\$(1,560)
FTE	5.00	5.00	0.00	0.00	0.00

Bureau of Fleet & Facilities

CityFleet Business Operations

Program Description & Goals

CityFleet’s Business Operations group is responsible for the strategic leadership of CityFleet business operations and providing analytical, technical, and administrative support to the organization. Business Operations also provides acquisitions, parts management, fueling, and vendor management services for the City’s fleet of over 3,600 vehicles and pieces of specialized equipment, and analytical and technical support to bureau partners and the City at large for green fleet/decarbonization conversion activities.

CityFleet Business Operations is assessed by metrics that depict the program’s value delivery to the public and the City.

The CityFleet Business Operations program exists to provide the following services to the CityFleet organization, partner bureaus, and City of Portland residents:

- ◆ Ensuring CityFleet’s alignment with civic goals, such as emissions reductions and fiscal responsibility. For example, CityFleet’s Business Operations team led the conversion of much of the City’s sedan asset class to battery electric and plug in hybrids and is now actively leading the effort to “green” the rest of the City’s fleet.
- ◆ Setting goals, enabling performance, and monitoring the progress of all CityFleet operations. Internal bureau partners have vehicle and equipment needs that must be met in a timely and affordable fashion to achieve their own public service delivery goals. Business Operations leads CityFleet in developing organizational and employee performance metrics, service agreements with partners, and analyses that help bureau partners manage their fleet operations.
- ◆ Managing the City’s vehicle and equipment replacement fund in a fiscally responsible manner. Business Operations identifies the ideal time for equipment and vehicle replacement, assures that vehicle/equipment replacement programs are followed by the bureaus to minimize risks to the City, and manages all fleet procurement, resale, and salvage activities.
- ◆ Managing the cost-effective provisions of parts and fuel to CityFleet users. Business Operations distributes and monitors inventory for all CityFleet vehicles and equipment, and supplies fuel for City vehicles and equipment.
- ◆ Managing vendors to ensure timely and cost-effective service delivery. CityFleet contracts work that is not in Fleet’s primary areas of expertise. The Business Operations team develops bids and contracts for fleet services, manages vendor relationships, and ensures vendor quality control.

Equity Impacts

CityFleet has a long-term goal of addressing racial equity and inclusion. This is executed in part via focused outreach to minorities and women for position recruitments. CityFleet is also striving to contribute to the City’s social equity in contracting initiatives via a new vendor coordinator position, which will help CityFleet identify and develop minority and women contractors who can do work with CityFleet.

Changes to Program

The program received a \$28 million award from the PCEF to support the replacement of internal combustion engine vehicles with electric vehicles and to construct the infrastructure to support charging the vehicles. The program will take five years to complete.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,039,713	\$938,742	\$1,611,024	\$2,880,851	\$2,880,851
External Materials and Services	\$5,141,530	\$3,218,411	\$15,402,390	\$14,390,460	\$14,390,460
Internal Materials and Services	\$(111,143)	\$(216,884)	\$2,188,811	\$1,314,718	\$1,314,718
Capital Outlay	\$2,395,811	\$2,764,772	\$38,570,011	\$53,219,003	\$57,162,074
Bureau Expenditures Total	\$8,465,912	\$6,705,040	\$57,772,236	\$71,805,032	\$75,748,103
Fund Expenditures					
Debt Service	\$0	\$560,642	\$382,171	\$718,440	\$718,440
Contingency	\$0	\$0	\$6,670,438	\$23,199,834	\$22,199,834
Fund Transfers - Expense	\$0	\$486,853	\$72,988	\$16,385	\$16,385
Fund Expenditures Total	\$0	\$1,047,495	\$7,125,597	\$23,934,659	\$22,934,659
Requirements Total	\$8,465,912	\$7,752,535	\$64,897,833	\$95,739,691	\$98,682,762
FTE	12.10	12.75	15.88	17.88	17.88

CityFleet Garage Operations

Program Description & Goals

CityFleet Garage Operations provides maintenance and repair services for over 3,600 City-owned vehicles and pieces of specialized equipment. These services are provided at six maintenance facilities throughout the City, and via emergency roadside response.

Garage Operations has internal performance metrics that help it monitor its contribution to CityFleet's overarching performance measures. While achieving these measures is a combined effort on the part of all of CityFleet's programs, Garage Operations contributes most strongly to the following:

- ◆ Core Service Responsibilities (Average Fleet Availability)
- ◆ Cost Management (Average Fleet Cost per Mile)

Garage Operations provides quality and timely preventive maintenance and repair services to all of the City's bureaus and multiple local municipal agencies, which ensures that customers can deliver critical fleet-based services to the public. Key services include the following:

- ◆ Administration and execution of a comprehensive preventive maintenance program
- ◆ Diagnosis and repair of all vehicle systems, including vehicle technology and computer systems
- ◆ DEQ emission inspections

CityFleet maintains 147 different classes of vehicles and specialized equipment, from sedans to heavy equipment to industrial mowers. For many of these units, there are few market redundancies that would enable Garage Operations' core work to be outsourced at the scale required to fully support the bureaus' fleet needs. Additionally, retaining core work in-house better enables the City to manage asset risks, asset lifecycles, seasonal cycles and related fleet service needs, and CityFleet's performance on civic goals related to climate, resilience, and equity.

Equity Impacts

CityFleet is an internal-facing program in which City bureaus are the direct consumer. Thus, the area in which Garage Operations has the most equity impact is through focused outreach to minorities and women for position recruitments.

Changes to Program

In FY 2024-25 the Division of Asset Management Manager and an Analyst position were moved from the Asset Management program and divided between the Facilities Administration program and the Fleet Garage Operations program, 50% each. This reflects the change to create the Bureau of Fleet and Facilities and the creation of a Citywide asset management program with a new purpose.

The program received approval for a project to relocate the Kerby Garage to a leased facility. The program is contracting with BFF-Facilities to manage the lease negotiations, construction of improvements, and move of Fleet operations and administrative staff over the next 2-3 years.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,836,813	\$7,859,726	\$10,012,127	\$9,862,806	\$9,862,806
External Materials and Services	\$9,197,199	\$13,743,358	\$7,839,424	\$11,371,668	\$11,371,668
Internal Materials and Services	\$2,424,713	\$2,329,615	\$1,587,078	\$2,516,227	\$2,516,227
Capital Outlay	\$32,371	\$316,474	\$230,000	\$36,677,887	\$36,677,887
Bureau Expenditures Total	\$19,491,097	\$24,249,173	\$19,668,629	\$60,428,588	\$60,428,588
Fund Expenditures					
Debt Service	\$625,064	\$650,066	\$895,510	\$4,612,791	\$4,612,791
Contingency	\$0	\$0	\$15,626,670	\$10,558,086	\$10,348,178
Fund Transfers - Expense	\$1,064,419	\$1,268,944	\$1,498,744	\$1,526,623	\$1,736,531
Fund Expenditures Total	\$1,689,483	\$1,919,010	\$18,020,924	\$16,697,500	\$16,697,500
Requirements Total	\$21,180,580	\$26,168,183	\$37,689,553	\$77,126,088	\$77,126,088
FTE	67.45	67.99	68.76	68.76	68.76

CityFleet Transportation Pool

Program Description & Goals

CityFleet operates a fleet transportation (motor) pool available to all City employees, consisting of electric and plug-in hybrid sedans, minivans, compact pickups, and e-bicycles. Fleet Pool contributes to the percentage of sedans that are electric or plug-in hybrid.

Explanation of Services

CityFleet is responsible for providing safe, reliable, cost-effective, and compliant transportation services that support City functions requiring vehicles and equipment. The vehicle/bicycle pool exists to provide transportation options to bureaus and individuals that require occasional use.

The Fleet Pool supports several goals articulated in the City’s Climate Action Plan and the Bureau of Planning and Sustainability’s 2018 City of Portland Electric Vehicle Strategy, both of which encouraged a reduction in carbon emissions from City operations. Fleet Pool supports these climate efforts by discouraging employees from driving their own vehicles to work if they require ad hoc transportation support during a workday, and by facilitating “green” transportation options.

Equity Impacts

None

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$22,873	\$55,764	\$55,764
External Materials and Services	\$0	\$0	\$129,690	\$50,199	\$50,199
Internal Materials and Services	\$84,083	\$72,514	\$3,803	\$4,651	\$4,651
Bureau Expenditures Total	\$84,083	\$72,514	\$156,366	\$110,614	\$110,614
Fund Expenditures					
Debt Service	\$0	\$0	\$353	\$1,398	\$1,398
Contingency	\$0	\$0	\$880	\$1,244	\$1,244
Fund Transfers - Expense	\$0	\$0	\$59	\$233	\$233
Fund Expenditures Total	\$0	\$0	\$1,292	\$2,875	\$2,875
Requirements Total	\$84,083	\$72,514	\$157,658	\$113,489	\$113,489
FTE	0.45	0.26	0.36	0.36	0.36

Facilities - Administration

Program Description & Goals

Facilities Administration is responsible for the strategic leadership of the Bureau of Fleet and Facilities (BFF) Facilities Services' core functions, including Planning & Portfolio Management, Capital Projects, and Operations & Maintenance.

The following measures track Facilities Services' performance on Council's strategic priorities, BFF's organizational goals, and key customer/employee requirements.

Core Service Responsibilities

- ◆ Average Operations & Maintenance (O&M) Cost per Square Foot (\$)
- ◆ Capital Projects Performance (% of capital projects completed on time)
- ◆ Operations & Maintenance (O&M) Performance (average demand work order turnaround time, PM compliance (%))

Cost Management

- ◆ Percentage of Capital Projects Completed Under Budget (%)
- ◆ Average O&M Cost per Square Foot (\$)
- ◆ Average Property Occupancy Rate (%)

Value Delivery to the Public and the City

- ◆ Change in Average Energy Use Intensity over the Prior Year Average (%)

Services Provided by Facilities Administration

- ◆ Ensuring organizational alignment with civic goals related to climate, resilience, and equity. Facilities Administration has supported Facilities' participation in the City's Strategic Energy Management program, Continuity of Operations Planning, and Community Opportunities and Enhancement Program.
- ◆ Setting goals, enabling performance, and monitoring the progress of Facilities Services teams. In FY 2019-20, DAM (the predecessor to BFF) developed new performance management goals for Facilities Services. Facilities Administration guides and monitors the initiatives that support these goals.

Bureau of Fleet & Facilities

City Operations Service Area

Equity Impacts

Facilities demonstrates its commitment to equity through the following activities:

- ◆ Compliance with all applicable laws and City policies governing contracting with minority-owned businesses and community benefit agreements on large capital projects and active participation in the City’s Prime Contractor Development Program (PCDP).
- ◆ Administration of the Facilities Maintenance Technician Apprenticeship program, which is intended to increase the representation of historically under-represented communities in the Facilities workforce.
- ◆ Funding of the City’s Community Opportunities and Enhancement Program.
- ◆ Implementation of the City’s ADA Transition Plan for bureau-owned facilities.

Changes to Program

In FY 2024-25 the Division of Asset Management Manager and an Analyst position were moved from the Asset Management program and divided between the Facilities Administration program and the Fleet Garage Operations program, 50% each. This reflects the change to create the Bureau of Fleet and Facilities and the creation of a Citywide asset management program with a new purpose.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,565	\$381,308	\$724,034	\$958,024	\$958,024
External Materials and Services	\$751,238	\$1,033,798	\$2,716,191	\$365,410	\$365,410
Internal Materials and Services	\$3,555,809	\$3,002,088	\$3,604,815	\$3,826,820	\$3,826,820
Bureau Expenditures Total	\$4,311,612	\$4,417,194	\$7,045,040	\$5,150,254	\$5,150,254
Fund Expenditures					
Debt Service	\$265,993	\$276,633	\$287,694	\$299,209	\$299,209
Contingency	\$0	\$0	\$49,006,829	\$48,541,240	\$40,803,255
Fund Transfers - Expense	\$2,212,742	\$2,376,677	\$1,966,863	\$3,016,712	\$3,006,088
Fund Expenditures Total	\$2,478,735	\$2,653,310	\$51,261,386	\$51,857,161	\$44,108,552
Requirements Total	\$6,790,347	\$7,070,504	\$58,306,426	\$57,007,415	\$49,258,806
FTE	2.50	4.00	5.00	5.50	5.50

Facilities - Capital Projects

Program Description & Goals

Facilities Capital Projects manages all types of capital projects for the Bureau of Fleet and Facilities real estate portfolio including new construction, renovations, major maintenance, and component replacements. Additionally, the team manages bureau moves and tenant improvements in BFF owned buildings. Capital Projects has internal performance metrics that help it monitor its contribution to Facilities Services' overarching performance measures, as articulated in the Facilities Administration program offer. While achieving these measures is a combined effort on the part of all of Facilities Services' programs, Capital Projects contributes most strongly to the following:

- ◆ Core service responsibilities (Facilities Capital Projects performance: Projects completed on time)
- ◆ Cost management (Facilities Capital Projects performance: Projects completed under budget)
- ◆ Value delivery to the public and the City (Change in average facilities energy use intensity)

Capital Projects manages the following types of projects for Office of Management & Finance and non-bureau-owned facilities:

- ◆ Major maintenance and component part replacement for primary building systems including mechanical, electrical, plumbing, fire and life safety systems, elevators, security systems, and emergency backup power systems
- ◆ New construction and building renovation projects including tenant improvements, accessibility upgrades, and architectural projects such as interior finishes and exterior envelopes
- ◆ Major maintenance planning and program management
- ◆ Short to medium-term space planning

This group also provides subject matter expertise to support Facilities' Strategic Energy Management efforts by providing energy evaluations and system improvement recommendations for core building systems.

Equity Impacts

Capital Projects demonstrates its commitment to equity through the following activities:

- ◆ compliance with all applicable laws and City policies governing contracting with minority-owned businesses and community benefit agreements on large capital projects
- ◆ participation in the City's Prime Contractor Development Program (PCDP)
- ◆ funding for the Community Opportunities and Enhancement Program
- ◆ focused minority outreach for position recruitments
- ◆ implementation of the City's ADA Transition Plan for bureau-owned facilities

Bureau of Fleet & Facilities

City Operations Service Area

Changes to Program

The Capital Projects program has created two separate work teams to focus on specialty areas. The Moves, Additions, and Changes (MAC) team is responsible for moves, construction, and tenant improvement projects, as well as short-term space planning. The Capital Asset Management (CAM) team is responsible for major maintenance projects and asset health.

Beginning in FY 2024-25 the Capital Projects program is no longer providing construction project management services for other bureaus' capital projects on a time and materials basis. This will allow the program to focus its resources on buildings BFF owns.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,504,499	\$1,416,332	\$1,628,806	\$2,542,051	\$2,542,051
External Materials and Services	\$6,995,743	\$4,246,097	\$15,809,543	\$0	\$0
Internal Materials and Services	\$27,432	\$(94,147)	\$1,096,267	\$324,048	\$468,178
Capital Outlay	\$37,329	\$(22,926)	\$10,086,464	\$11,255,961	\$18,481,151
Bureau Expenditures Total	\$8,565,004	\$5,545,356	\$28,621,080	\$14,122,060	\$21,491,380
Fund Expenditures					
Contingency	\$0	\$0	\$0	\$60,437	\$60,437
Fund Transfers - Expense	\$529,229	\$1,193,639	\$110,179	\$0	\$0
Fund Expenditures Total	\$529,229	\$1,193,639	\$110,179	\$60,437	\$60,437
Requirements Total	\$9,094,233	\$6,738,995	\$28,731,259	\$14,182,497	\$21,551,817
FTE	10.00	9.00	11.00	13.00	13.00

Facilities - Operations & Maintenance

Program Description & Goals

Facilities Operations & Maintenance is responsible for the maintenance and repair of BFF-owned facilities and the design and administration of facility programs including janitorial, landscaping, and pest services.

Operations & Maintenance fully services BFF-owned facilities, meaning bureau tenants receive all common building services in exchange for rent payment. The facilities operated under this model include City Hall, the Portland Building, the 1900 Building, the Vanport Memorial Building, the Portland Communications Center, the Emergency Coordination Center, the Justice Center, the Archives & Records Center, the Kelly Building, the St. John's Building, the Police Training Center, the North Precinct and Walnut Park Retail, the East Precinct, and Rivergate Vehicle Storage.

Operations & Maintenance has internal performance metrics that help it monitor its contribution to Facilities Services' overarching performance measures, as articulated in the Facilities Administration program offer. While achieving these measures is a combined effort on the part of all of Facilities Services' programs, Operations & Maintenance contributes most strongly to the following:

- ◆ Core service responsibilities (Facilities Operations & Maintenance PM compliance)
- ◆ Cost management (average Facilities Operations & Maintenance costs per square foot)
- ◆ Value delivery to the public and the City (change in average facilities energy use intensity)

Services provided by Operations & Maintenance fall into five primary areas:

- ◆ Administration of all facility safety and soundness programs including maintenance and testing of fire and life-safety systems, elevators, and emergency backup power systems, and service design and coordination for janitorial, pest control, and landscaping programs
- ◆ Routine management and administration of Facilities' Strategic Energy Management and Continuity of Operations Planning programs
- ◆ Performance of preventive and corrective maintenance on all Management & Finance building systems including mechanical, electrical, plumbing, interior finishes, and exterior envelopes
- ◆ Tenant support in the form of furniture and wall hanging adjustments, appliance troubleshooting, and moving furnishings, equipment, and heavy objects

Bureau of Fleet & Facilities

City Operations Service Area

Equity Impacts

Operations & Maintenance demonstrates its commitment to equity via focused minority outreach for position recruitments and administration of the Facilities Maintenance Technicians (FMT) Apprenticeship program. Operations & Maintenance also provides routine accessibility services by proactively identifying and pushing forward accessibility improvements in public spaces and by responding to occupant requests for reasonable modifications to buildings, fixtures, and furniture.

Changes to Program

Beginning in FY 2024-25 the Operations & Maintenance program is no longer maintaining facilities for other bureaus on a time and materials basis. This will allow the program to focus its resources on buildings BFF owns.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,386,434	\$3,331,706	\$5,252,571	\$5,131,932	\$5,131,932
External Materials and Services	\$12,144,926	\$11,765,753	\$11,136,272	\$7,121,981	\$7,121,981
Internal Materials and Services	\$1,617,822	\$1,770,610	\$1,602,676	\$1,736,791	\$1,887,142
Bureau Expenditures Total	\$17,149,181	\$16,868,069	\$17,991,519	\$13,990,704	\$14,141,055
Fund Expenditures					
Debt Service	\$123,375	\$0	\$11,100,850	\$11,113,600	\$11,113,600
Contingency	\$0	\$0	\$0	\$116,125	\$116,125
Fund Expenditures Total	\$123,375	\$0	\$11,100,850	\$11,229,725	\$11,229,725
Requirements Total	\$17,272,556	\$16,868,069	\$29,092,369	\$25,220,429	\$25,370,780
FTE	32.00	33.00	35.00	35.00	35.00

Facilities - Planning and Portfolio Management

Program Description & Goals

Planning & Portfolio Management provides the organization with long-range planning and real estate portfolio management.

Performance metrics still need to be defined for this organization, likely inclusive of a portfolio metric that quantifies the value of capital and services spending in the Facilities organization, a facility condition index that measures the baseline health of the assets in BFF Facilities' portfolio, facility risk metrics, and space utilization rates. These metrics will be established as the department is stood up, processes are defined, and Facilities' asset management system moves into implementation. For now, however, only the program's property management functions are measured, via the following longstanding metric: Cost Management (Average Facilities Property Occupancy Rate).

Planning & Portfolio Management provides the following services to bureau customers:

Long-range planning for the facilities asset base, including the development and maintenance of a capital improvement plan and real estate strategy. This plan will include standard real estate CIP elements, such as recommendations on facility disposition, acquisition, recapitalization, and major maintenance investments, but will also identify where real estate strategies could come into play to help offset capital needs (e.g., public-private partnerships, cross-municipal partnerships, cross-bureau partnerships, and long-term leases). This plan will be informed by data derived from facility condition assessments (see below), and bureau space plans (see below). The long-range planning function will also support cross-bureau discussions about facilities asset management and spearhead the identification and acquisition of dedicated capital funding for facility needs as it relates to the BFF delegated portfolio.

Development and ownership of the quantitative methods required to ensure prudent facilities capital and services spending. This includes a portfolio management framework that identifies the values (or "return") the City wishes to support via its facilities investments, and that will ground all business case analyses carried out by the Planning & Portfolio Management group. The group will also be responsible for ensuring its analytical methods align with the City's asset management policy, for example, ensuring that the organization develops a risk assessment methodology that aligns with infrastructure asset management best practices.

Real property management services, including consultations with bureaus to understand their real property needs; management of approximately 150 City as tenant leases; management of external brokerage and appraisal services to support real property management requirements; execution of in-house and contracted property searches; research on real estate markets and real estate service providers (e.g., brokers); establishment and management of property agreements (e.g., lease negotiation and agreement, rent collection, responding to tenant and landlord requests or concerns, utility bill collection and payment, etc.); and the internal leadership of real property sales and purchases.

Bureau of Fleet & Facilities

City Operations Service Area

Equity Impacts

Planning & Portfolio Management assists the City in achieving its equity goals by providing preference to minorities, women, and emerging small businesses (MWESBs) for tenanting in Management & Finance properties. By providing BFF Facilities with a consistent methodology to assess the value of proposed capital and services spending—and reject concepts and proposals that do not deliver high value—the group also helps support the City’s intergenerational equity goals.

Changes to Program

The short-term space planning function that was in this program in prior years has been moved to the Moves, Additions, and Changes Team in the Capital Project program to be better coordinated with the actual projects and addressing immediate space needs. The long-range space planning function continues to be located in this program.

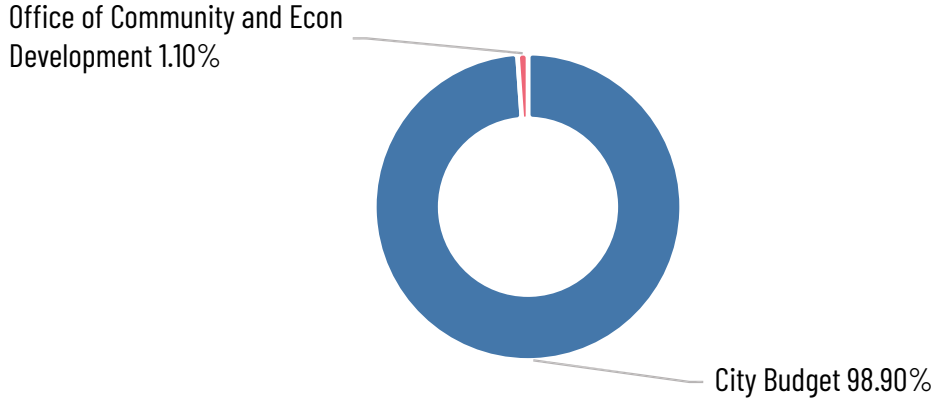
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$426,313	\$693,551	\$1,377,897	\$930,854	\$930,854
External Materials and Services	\$3,962,251	\$3,394,501	\$3,151,291	\$5,789,976	\$5,789,976
Internal Materials and Services	\$386,576	\$358,386	\$807,464	\$15,469	\$53,937
Bureau Expenditures Total	\$4,775,140	\$4,446,437	\$5,336,652	\$6,736,299	\$6,774,767
Fund Expenditures					
Contingency	\$0	\$0	\$0	\$22,237	\$22,237
Fund Expenditures Total	\$0	\$0	\$0	\$22,237	\$22,237
Requirements Total	\$4,775,140	\$4,446,437	\$5,336,652	\$6,758,536	\$6,797,004
FTE	3.00	7.00	6.00	5.00	5.00

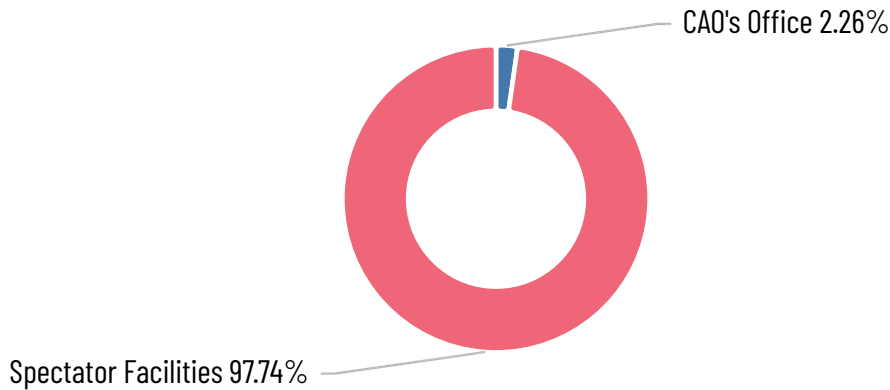
Office of the Community and Economic Development DCA

Community & Economic Development Service Area
 Donnie Oliveira, DCA - Community & Economic Development

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$84,104,064	\$91,267,027	\$7,162,963	8.5%
Capital				
Total	\$84,104,064	\$91,267,027	\$7,162,963	8.5%
Authorized Positions	4.00	6.00	2.00	50.00%

Spectator Venues & Visitor Activities Program

Program Description & Goals

The Spectator Venues and Visitor Activities Program oversees City-owned spectator and performing arts venues including the Veterans Memorial Coliseum (VMC), Providence Park, the Portland’5 Centers for the Performing Arts (P’5), and the Rose Quarter Plaza and Parking Garages. Program staff are also the primary liaisons to travel, tourism, sports and visitor development efforts. The program oversees the Spectator Venues & Visitor Activities Fund (SVVAF), which is a self-sustaining enterprise fund that accounts for resources and requirements for program activities. The SVVAF is responsible for City-obligated expenses at the facilities and debt service payments on certain obligations.

The program is responsible for managing a City-owned portfolio of venues valued at over \$500 million, while also cultivating effective and mutually beneficial professional relationships with the venue operators. Overseeing the contractual agreements with the operators is a key function of the program. Key program activities encompass facility operations, maintenance, repair, and capital improvements, as well as financial planning, contract administration, and coordination of special projects. The program also serves as a liaison among City bureaus, other governmental agencies, and private parties including a broad range of organizations engaged in travel, tourism, and visitor development activities.

Historically, the program has relied on the Rose Quarter venues (including the privately-owned Moda Center, on land leased from the City) for much of the revenues required for expenditures. The program maintains a minimum operating reserve—enough to meet annual expense obligations in the event of an event that would result in an unforeseen closure of the facilities for 12 months. During the prolonged COVID-19 related closure, the program relied on these reserves. Strong financial performance at the Rose Quarter in the years prior to the pandemic increased reserves and allowed strategic investments to be made in several capital projects at the venues to better serve the community and improve their long-term viability. As a result of strong financial outcomes in both FY 2021-22 and FY 2022-23, the operating reserves were replenished beyond pre-pandemic levels.

The program’s goals encompass four key objectives: 1) supporting the successful operations of the venues, 2) meeting all program expense obligations while safeguarding the General Fund, 3) providing resources for activities and investments that enhance the condition and viability of the venues, 4) supporting the growth of the sports, travel, and tourism industry in Portland.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of minimum Spectator Venue & Visitor Activities Fund operating reserved maintained	100.00%	100.00%	100.00%	100.00%	100.00%
Percentage of professional services consultant contracts awarded to Oregon certified COBID firms	62.00%	67.00%	40.00%	40.00%	30.00%

Equity Impacts

By hosting an array of events such as professional and amateur sports, concerts of all sizes, performing arts for amateurs, professionals, and youth, ballet, opera, symphonies, traveling Broadway theater, conferences, exhibitions, meetings, religious gatherings, reunions, and non-profit community events, the venues cater to a wide and diverse audience of Portland residents and visitors. The venues also play a crucial role in the city's economy, creating hundreds of direct jobs and supporting numerous additional jobs through the direct and indirect spending associated with event production and attendance.

The program is responsible for implementation of the City's ADA Title II Transition Plan at the venues. The program maintains a database of the 2,739 potential barriers identified at the facilities and is working with the operators on implementation of the Council approved 20-year mitigation workplans for each building. As of fall 2023, 486, or 17.7% of the inventoried barriers, have been addressed. COVID-19 resulted in implementation delays of some potential barrier removals at the venues.

Changes to Program

Major program projects include a significant renovation project at the VMC, funding capital projects at the venues including critical mechanical equipment replacements at the VMC, and ongoing actions to address a problematic groundwater infiltration issue at the Stadium. The program also continues to support inter-bureau coordination around City projects at the Rose Quarter and anything related to venues, travel, and tourism. Throughout FY 2023-24, advancements were made in the negotiations of a 5-year Rose Quarter lease extension, with an expected finalized agreement during FY 2024-25. After the 5-year extension is executed, attention will shift to seeking additional partners for a longer term agreement.

Effective July 1, 2024, the bulk of the program will be integrated into the Community and Economic Development service area under the new City organization structure, marking a departure from its current placement within the External Partnerships and Programs Work Group at the Office of the Chief Administrative Officer (CAO). Oversight of the Portland's 5 Centers for the Arts facilities and the relationship with the Metropolitan Exposition and Recreation Commission will be transferred to the City's new Office of Arts and Culture in the Vibrant Communities Service Area. The updated arrangement continues the sharing of resources of the Financial Analyst and Program manager to the Enhanced Service District (ESD) Coordination, while discontinuing this practice with the City Arts Program. For FY 2024-25, the Enhanced Service District Coordinator position will be housed within the program, bringing the current staff level to 4.0 FTE. The coordinator will continue servicing the City's ESDs, but will apply all related expenses to the Community & Economic Development- Deputy City Administrator's Office budget. Additionally, two staff members will work and allocate a portion of their time to other programs.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$410,931	\$415,200	\$558,982	\$634,287	\$634,287
External Materials and Services	\$2,242,711	\$2,871,710	\$5,703,100	\$32,133,100	\$32,133,100
Internal Materials and Services	\$568,159	\$572,654	\$601,418	\$664,200	\$664,200
Capital Outlay	\$595,052	\$985,685	\$2,505,000	\$3,598,112	\$3,598,112
Bureau Expenditures Total	\$3,816,853	\$4,845,249	\$9,368,500	\$37,029,699	\$37,029,699
Fund Expenditures					
Debt Service	\$202,744	\$2,679,493	\$3,915,488	\$7,985,941	\$7,985,941
Contingency	\$0	\$0	\$70,573,118	\$45,149,736	\$45,150,815
Fund Transfers - Expense	\$146,150	\$171,544	\$246,958	\$245,265	\$244,186
Fund Expenditures Total	\$348,894	\$2,851,037	\$74,735,564	\$53,380,942	\$53,380,942
Requirements Total	\$4,165,747	\$7,696,286	\$84,104,064	\$90,410,641	\$90,410,641
FTE	2.15	3.00	4.00	4.00	4.00

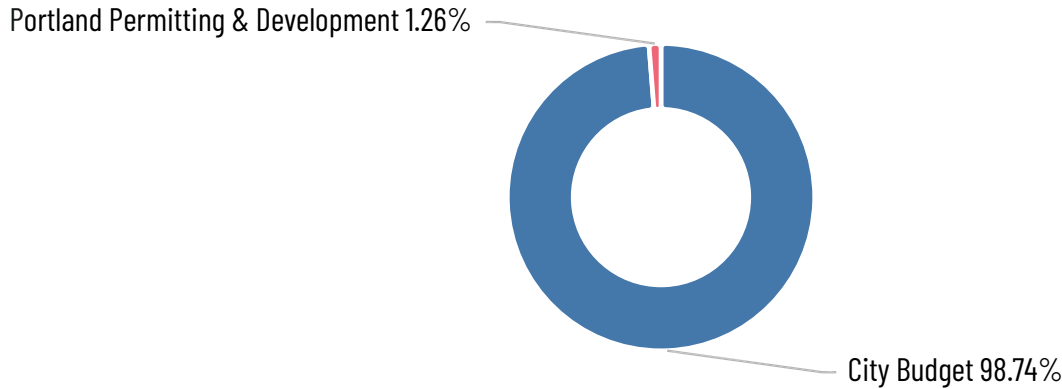
Portland Permitting and Development

Community & Economic Development Service Area

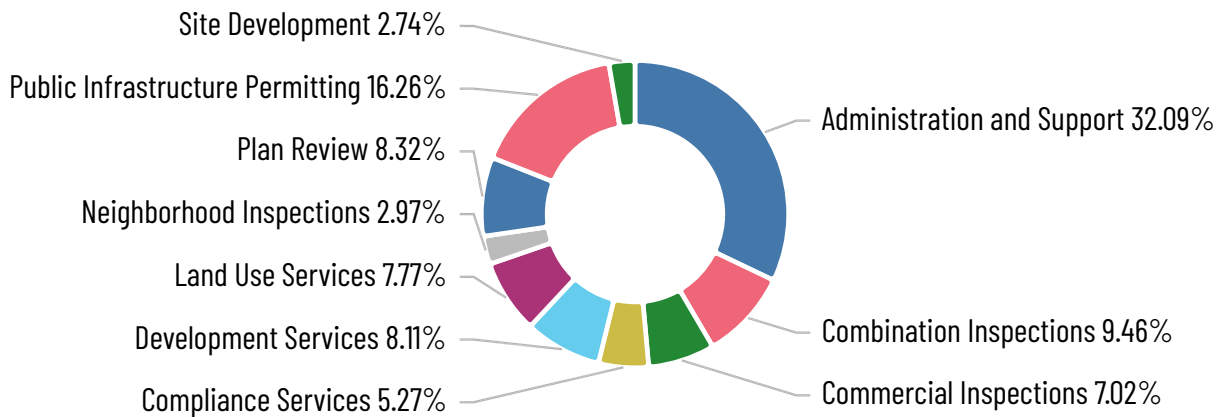
Portland Permitting and Development

Community & Economic Development Service Area
 not assigned Service Area
 David Kuhnhausen, Interim Director
 Donnie Oliveira, DCA - Community & Economic Development

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$117,754,584	\$104,021,927	\$(13,732,657)	(11.7)%
Capital				
Total	\$117,754,584	\$104,021,927	\$(13,732,657)	(11.7)%
Authorized Positions	291.90	351.90	60.00	20.55%

Administration & Support

Program Description & Goals

The Administration & Support Program provides overall direction to the bureau to meet program objectives. The program supports the Citywide goal to protect and enhance the natural and built environment by delivering services that support the work of other Bureau programs.

The Office of the Director helps Permitting & Development achieve its overall mission and goals by setting the Bureau's strategic direction, driving implementation of its Racial Equity Plan, and providing effective communication tools and strategies.

Business Operations and Finance Services provides administrative and infrastructure services to the rest of the Bureau, supporting Permitting & Development's operational programs as they administer State building codes and local City Code, providing direct services to customers and the community.

The Technology, Training & Continuous Improvement Division is responsible for the training, improvement, maintenance, and refinement of the Bureau's technology infrastructure which includes multiple technology programs that ensure Permitting & Development, and partner bureaus, can perform their core functions in an increasingly online business environment.

These offices are included within this program's budget:

- ◆ The Office of the Director, including Building Code Appeals, Customer Success, and Special Projects
- ◆ The Business Operations and Finance Services Division, which includes Budget and Finance, Bureauwide Projects, Code and Policy Development, Communications & Outreach, Facilities & Safety, Human Resources, and Public Records Coordination
- ◆ The Equity and Policy Development Section, which also includes Recruitment & Hiring
- ◆ The Technology, Training, and Continuous Improvement Division, which includes AMANDA Support & Development, Development HUB PDX, Digital Business Services, Electronic Plan Review, GIS, Inspection Solutions, Performance Analytics & Continuous Improvement, Technology Success, and Training and Workforce Development

Equity Impacts

Through the Equity and Policy Development section, the Administration & Support Program bears responsibility for leading the implementation of Permitting & Development's five-year Racial Equity Plan (launched in December 2016) and making progress toward racial equity in Bureau programs and services. Equity and Policy Development staff works with staff from other Bureau programs to identify strategies and apply an equity lens to all Bureau services.

Portland Permitting and Development

Community & Economic Development Service Area

Permitting & Development is tasked with administering State building codes and City regulations related to development, and primarily responds to requests for service and information from customers and community members. The Bureau has taken specific steps to promote equity in its recruitment and hiring decisions, contracting, and community outreach and education. Permitting & Development also is working to put metrics in place to better track progress and determine the success of these efforts.

Through equity training of Permitting & Development administration and support staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the Permitting & Development administration and support culture is becoming more equipped to address the needs of customers who are Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. The Bureau implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$9,602,548	\$8,997,696	\$11,255,589	\$9,426,406	\$9,276,406
External Materials and Services	\$2,297,160	\$3,304,303	\$6,212,389	\$3,734,235	\$3,734,235
Internal Materials and Services	\$13,309,922	\$13,874,527	\$15,484,712	\$16,237,045	\$16,237,045
Bureau Expenditures Total	\$25,209,630	\$26,176,526	\$32,952,690	\$29,397,686	\$29,247,686
Fund Expenditures					
Debt Service	\$1,561,006	\$1,623,446	\$1,688,360	\$1,217,508	\$1,755,935
Contingency	\$0	\$0	\$13,099,953	\$5,401,127	\$5,401,127
Fund Transfers - Expense	\$2,815,816	\$3,423,434	\$3,828,673	\$4,348,670	\$4,328,072
Fund Expenditures Total	\$4,376,822	\$5,046,880	\$18,616,986	\$10,967,305	\$11,485,134
Requirements Total	\$29,586,452	\$31,223,406	\$51,569,676	\$40,364,991	\$40,732,820
FTE	82.05	65.05	44.40	47.40	47.40

Combination Inspections

Program Description & Goals

The Combination Inspections Program (referred to as “Residential Inspections” on the Permitting & Development organizational chart) ensures that new and remodeled one- and two-family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors and homeowners time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland’s training program and are using it as a model.

The Combination Inspections Program includes the Field Issuance Remodel subprogram. This subprogram is administered by Senior Structural Combination Inspectors that perform permit intake and plan review, as well as inspection services for participating general contractors and architects. Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment and to protect the life and safety of Portland residents.

The Combination Inspections Program is one of several Permitting & Development programs that helps fulfill the Bureau’s obligation to administer the State building code program. The services provided under Combination Inspections ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City Code titles. This program promotes community health and safety by helping to ensure that residential structures and other installations meet all applicable code standards.

Combination Inspections’ Key Performance Measure is the number of inspections completed per day per inspector. Permitting & Development also tracks the number of inspection trips reduced using inspectors who are certified in multiple disciplines; a single inspector may be able to inspect in up to four disciplines. Progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs. Finally, the Bureau tracks the overall number of residential inspections performed.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of inspection trips reduced due to multi-certified inspectors	12,793	14,404	13,000	13,900	13,500
Number of residential inspections per day, per inspector	20.40	23.04	21.00	23.49	24.00
Number of Residential Inspections	86,030	94,493	83,400	93,710	93,710

Equity Impacts

Combination Inspections is tasked with administering State building codes and City regulations related to commercial development. These services are generally provided citywide as requested by customers. Permitting & Development has been providing equity training and customer service training to the staff in the Combination Inspections Program, as well as recruiting, promoting, and hiring a more diverse workforce to better reflect the demographics of the community. Through equity training of Permitting & Development inspections staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the Permitting & Development inspections culture is becoming more equipped to address the needs of Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Portland Permitting and Development

Community & Economic Development Service Area

Combination Inspections also is partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for the previously mentioned communities. More information on the Empowered Communities Program is included in the Development Services Program.

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. The Bureau has implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,630,234	\$8,237,757	\$10,364,785	\$7,556,355	\$7,466,654
External Materials and Services	\$347,304	\$402,241	\$466,800	\$372,360	\$372,360
Internal Materials and Services	\$304,324	\$367,964	\$625,456	\$782,059	\$782,059
Bureau Expenditures Total	\$8,281,862	\$9,007,962	\$11,457,041	\$8,710,774	\$8,621,073
Requirements Total	\$8,281,862	\$9,007,962	\$11,457,041	\$8,710,774	\$8,621,073
FTE	55.80	63.22	43.27	43.27	43.27

Commercial Inspections

Program Description & Goals

The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The Program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program (FPP).

Commercial Inspections supports the Citywide goal to protect and enhance the natural and built environment. The Program also works together with both Portland Fire & Rescue and the Multnomah County Health Division to provide safe and healthy work and living environments for Portland residents.

The Commercial Inspections Program is one of several Permitting & Development programs that helps fulfill the Bureau’s obligation to administer the State building code program. The services provided under Commercial Inspections ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as the City’s Sign, Zoning, and Site Development codes. This Program promotes community health and safety by helping to ensure that commercial buildings, multi-family residential structures, and other commercial installations meet all applicable code standards.

Commercial Inspections’ Key Performance Measure is the number of inspections completed per inspector per day. Another important performance measure is the percentage of inspections made within 24 hours of request. Progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs. Finally, the Bureau tracks the overall number of commercial inspections performed.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of commercial inspections made within 24 hours of request	96%	96%	96%	96%	96%
Number of commercial inspections per day, per inspector	11.00	12.50	11.50	13.00	14.00
Number of Commercial Inspections	38,114	46,289	41,600	46,246	46,246

Equity Impacts

Commercial Inspections is tasked with administering State building codes and City regulations related to commercial development. These services are generally provided citywide as requested by customers. Through equity training of Permitting & Development inspections staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the Permitting & Development inspections culture is becoming more equipped to address the needs of Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Commercial Inspections also is partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for the previously mentioned communities. More information on the Empowered Communities Program is included in the Development Services Program.

Portland Permitting and Development

Community & Economic Development Service Area

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. Permitting & Development has implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,069,728	\$6,602,014	\$8,501,955	\$5,706,720	\$5,656,720
External Materials and Services	\$524,828	\$479,539	\$724,922	\$510,242	\$510,242
Internal Materials and Services	\$355,003	\$402,431	\$277,950	\$230,601	\$230,601
Capital Outlay	\$0	\$(7)	\$0	\$0	\$0
Bureau Expenditures Total	\$6,949,559	\$7,483,978	\$9,504,827	\$6,447,563	\$6,397,563
Requirements Total	\$6,949,559	\$7,483,978	\$9,504,827	\$6,447,563	\$6,397,563
FTE	50.60	51.59	33.05	33.05	33.05

Compliance Services

Program Description & Goals

The Property Compliance Division comprises both the Bureau’s Compliance Services and Neighborhood Inspections programs. The combined division includes Zoning Compliance, Landlord Education, Work without Permit Violations, Dangerous Buildings, Signs & A-Boards, Nuisance, Noise Code Enforcement, Liquor Licensing, Cannabis Licensing, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13-Systematic Inspections (Chapter 13 buildings are apartment buildings that were built prior to the 1972 building code, and thus don’t comply with modern safety requirements, necessitating recurring inspections to ensure measures are in place to ensure tenant safety). However, for budgeting purposes, Compliance Services is shown as a separate program.

The Compliance Services Program is composed of the Zoning and Construction Code compliance workgroups whose work supports the Citywide goal to protect and enhance the natural and built environment. These workgroups respond to complaints, investigate potential violations and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

Each year, Compliance Services responds to approximately 8,000 inquiries regarding zoning, construction, and other code violations. Compliance Services’ work is vital in ensuring safe, healthy structures and places for Portlanders to live, work, and play.

Permitting & Development tracks these workload measures for Compliance Services: the number of properties assessed code enforcement fees, and the total number of zoning code activities (violation cases, inspections, and letters).

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of construction code violation cases	83	78	85	95	85
Number of enforcement cases prepared and presented to Code Hearings Officer (All case types: Zoning, EDPEP, Housing, Nuisance)	5	4	4	4	4
Number of home occupation permits issued	312	320	95	75	75
Number of properties assessed code enforcement fees	169	181	180	195	195
Number of zoning code violation statistics (cases, inspections, and letters)	2,983	4,093	2,845	3,000	3,000

Equity Impacts

Compliance Services is tasked with administering City regulations regarding zoning, nuisance, and code violations, and responding to requests for information. These services are provided as requested by community members. Compliance services staff are on the front lines in dealing with issues related to inequity and how underserved communities and communities of color are impacted by longstanding institutionalized racism, oppression, and inequity.

Portland Permitting and Development

Community & Economic Development Service Area

The Compliance Services Program is reliant on fees and charges for service to cover operating cost. Often, this can have negative impacts for owner-occupied property owners, especially the elderly, disabled, and people of color who most often have code violations and are experiencing barriers to achieve compliance due to poverty and other limitations. Compliance Services staff continues to review older cases to mitigate negative impacts and remove barriers.

In addition, over the past year Compliance Services amended the Lien Reduction Administrative Rule, and SOP, and revised enforcement waivers available for property owners. The focus of this body of work was to find equitable ways, through policy changes, to reduce liens and provide additional time for property owners working to bring their properties into compliance.

Finally, Compliance Services continues to partner with the Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. The Bureau has implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

In FY 2023-24, the Noise, Liquor Licensing, and Cannabis Licensing programs were transferred from Civic Life to Permitting & Development. These programs reside in the Compliance Services program.

Over the past year, Compliance Services has faced increased demands for service, yet continues to seek equitable ways, through policy changes or internal processes, to be able to support property owners working to bring their properties into compliance.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,134,597	\$2,367,864	\$4,496,308	\$3,853,288	\$3,853,288
External Materials and Services	\$45,721	\$203,579	\$276,618	\$222,785	\$234,239
Internal Materials and Services	\$47,086	\$76,274	\$184,345	\$715,389	\$715,389
Bureau Expenditures Total	\$2,227,403	\$2,647,718	\$4,957,271	\$4,791,462	\$4,802,916
Fund Expenditures					
Contingency	\$0	\$0	\$2,205,107	\$1,322,538	\$1,311,522

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Transfers - Expense	\$0	\$0	\$69,062	\$86,700	\$86,262
Fund Expenditures Total	\$0	\$0	\$2,274,169	\$1,409,238	\$1,397,784
Requirements Total	\$2,227,403	\$2,647,718	\$7,231,440	\$6,200,700	\$6,200,700
FTE	17.55	19.58	26.07	26.07	26.07

Development Services

Program Description & Goals

The Development Services Program (referred to as “Permitting Services” on the Permitting & Development organizational chart) manages the flow of the public permitting process, from early assistance to permit issuance to maintaining the records for completed projects. Front Desk staff answer the main Permitting & Development phone line, answer customer questions, and route calls throughout the Bureau. Trade Permit staff review and issue plumbing, electrical, mechanical, and sign permits. Permitting Services staff perform intakes of building permit applications, and assign reviewers, track reviews, and issue permits. Process Managers guide customers with large, complex, and/or politically sensitive projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.

The Development Services Program is one of several Permitting & Development programs that helps fulfill the Bureau’s obligation to administer the Oregon State Building Code programs. The services provided under Development Services ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City codes. This program promotes community health and safety by helping to ensure that structures and other installations meet all applicable code standards.

Development Services’ Key Performance Measure is the percentage of pre-issuance checks completed within two working days of the last review approval. The Bureau also tracks the total number of building permits issued (commercial and residential).

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of building permits issued on same day as completed application	24%	21%	25%	30%	30%
Percentage of pre-issuance checks completed within two working days of last review approval	43%	51%	45%	70%	75%
Number of electrical permits	15,459	15,502	14,300	14,664	14,664
Number of issued commercial building permits	2,113	2,130	1,870	1,844	1,844
Number of issued residential building permits	5,024	5,126	4,730	5,028	1,844
Number of mechanical permits	11,852	11,546	10,650	10,526	10,526
Number of plumbing permits	8,892	8,503	7,750	7,742	7,742
Number of sign permits	458	363	454	411	411
Total number of issued commercial and residential building permits	7,137	7,256	6,600	6,872	6,872

Equity Impacts

Development Services is tasked with administering State building codes and City regulations related to development. In addition, the Development Services staff manages the flow of projects through the system, from permit intake and set up, to addressing, to charging the appropriate fees for service and issuing permits after all reviews have been approved. These services are provided citywide as requested by customers. Through the Bureau’s equity focused initiatives including customer service training, Development Services staff are gaining increased awareness of the challenges faced by those in underserved communities.

Additionally, Development Services contains the Empowered Communities Program which focuses on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. The Empowered Communities Program includes the following programs:

- ◆ The Small Business Empowerment Program assists historically marginalized business owners including Black, Indigenous, people of color, and those with disabilities recognized by the ADA who have experienced disproportionate barriers in the development review process.
- ◆ The Empowering Neighborhoods Program supports clients of color and those with ADA disabilities who have received an enforcement letter from the City about work that needs to be completed on their residential or commercial property to bring their property into compliance with building and zoning codes.
- ◆ The Arts Empowerment Program helps artists and arts organization access information they need to ensure all required permits related to development are obtained to construct a new building, open a new arts space, or hold temporary arts events in existing buildings. This program prioritizes assistance to Black, Indigenous, people of color, and persons with disabilities recognized by the ADA who have faced disproportionate barriers to permitting.

Unfortunately, with the current financial situation, Permitting & Development laid off two of the four (50%) members of the Empowered Communities Program in January 2024. The Small Business Empowerment Program and the Arts Empowerment Program were affected while the Empowering Neighborhood's Program is maintaining its current staffing levels. The Bureau will determine how this work will move forward with the limited resources. A modified version of the program will be put in place, with diminished resources for engagement and will be more challenged to meet the cultural needs of the client base.

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. The Bureau has implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

The Development Services Center continues to be open for in-person services and is limited to customers who may have barriers in proceeding with the permitting process via electronic systems. Those barriers may include limited access to regular internet, language translation needs, lack of access to computer, or other varying factors. This system is appointment based and provides time-certain meetings for customers to speak with staff and allows staff to spend more time with our customers to ensure clarity on the requirements associated with their permit submittals.

Portland Permitting and Development

Community & Economic Development Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,236,773	\$6,865,290	\$8,680,413	\$6,166,969	\$6,103,542
External Materials and Services	\$21,073	\$102,774	\$641,940	\$71,030	\$71,030
Internal Materials and Services	\$576,795	\$1,273,445	\$1,326,025	\$1,218,537	\$1,218,537
Bureau Expenditures Total	\$5,834,641	\$8,241,510	\$10,648,378	\$7,456,536	\$7,393,109
Requirements Total	\$5,834,641	\$8,241,510	\$10,648,378	\$7,456,536	\$7,393,109
FTE	47.95	65.70	40.52	40.52	40.52

Land Use Services

Program Description & Goals

The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City’s Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code), which includes the City’s Land Division Code, Metro’s Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. Additionally, LUS administers Title 4 Original Art Murals, Title 11 Trees, and several Administrative Rules. LUS also reviews development proposals for compliance with the Zoning Code (as part of the building permit process) and other codes and rules, provides public information regarding zoning regulations, performs discretionary reviews of development proposals (the land use review process), and supports legally mandated record-keeping and public notices. LUS supports the Citywide goal to protect and enhance the natural and built environment.

LUS’s primary responsibility is to administer the requirements of the Portland Zoning Code (Title 33), which guides and limits development in Portland to meet the goals of the City’s Comprehensive Plan. Additionally, LUS administers Title 4 Original Art Murals, Title 11 Trees, and several Administrative Rules.

LUS staff guides applicants, community members, and other governmental agencies through all phases of the development review process as they relate to zoning regulations. Zoning regulations are land use regulations and policies that implement community goals and protect community resources while guiding development. Zoning regulations affect all new construction, most alterations, commercial occupancy changes, property line changes and most site development activity, including some tree cutting and landscaping. The community can obtain information from LUS through the zoning hotline, a free 15-minute appointment, or by applying for early assistance meetings.

LUS has two Key Performance Measures: the percentage of commercial new construction reviews completed within 20 days of application intake, and the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews. Permitting & Development also tracks the number of land use review and final plat applications. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	50%	47%	60%	60%	95%
Percentage of Type II Land Use Reviews - Application Completeness Review done within 14 days of application intake	33%	43%	50%	40%	80%
Number of Land Use Review and Final Plat Applications	504	404	410	406	410

Equity Impacts

LUS is tasked with administering City regulations related to zoning. These services are generally provided citywide as requested by customers. However, the neighbors of proposed development also feel the impacts of the development changes in their neighborhood and often participate in the land use review process by responding to notices mailed to their homes and businesses.

Portland Permitting and Development

Community & Economic Development Service Area

Additionally, LUS is partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

Changes to Program

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,864,512	\$7,595,673	\$9,372,545	\$6,725,070	\$6,635,369
External Materials and Services	\$241,257	\$262,234	\$374,750	\$232,150	\$232,150
Internal Materials and Services	\$294,496	\$331,005	\$293,379	\$210,233	\$210,233
Bureau Expenditures Total	\$7,400,264	\$8,188,912	\$10,040,674	\$7,167,453	\$7,077,752
Requirements Total	\$7,400,264	\$8,188,912	\$10,040,674	\$7,167,453	\$7,077,752
FTE	54.80	56.80	38.90	38.90	38.90

Neighborhood Inspections

Program Description & Goals

The Property Compliance Division comprises both the Bureau’s Compliance Services and Neighborhood Inspections programs. The combined division includes Zoning Compliance, Landlord Education, Work without Permit Violations, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13-Systematic Inspections (Chapter 13 buildings are apartment buildings that were built prior to the 1972 building code, and thus don’t comply with modern safety requirements, necessitating recurring inspections to ensure measures are in place to ensure tenant safety). However, for budgeting purposes, Neighborhood Inspections is shown as a separate program.

The Neighborhood Inspections Program supports the Citywide goal to protect and enhance the natural and built environment and to maintain and improve neighborhood livability. By enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, including outdoor areas for nuisance conditions and adjacent rights-of-way, the Neighborhood Inspections Program prevents the deterioration of existing housing, and supports neighborhood livability and protects the health, safety, and welfare of Portland residents.

The Neighborhood Inspections Program enforces the City’s Property Maintenance Regulations, which cover the maintenance of residential dwellings, accessory structures, and the land they occupy. Beyond formal enforcement, Program staff provides education and referrals to assist property owners toward the goal of better housing, and ensures tenants have access to safe and healthy housing. It is important to note that while primary efforts are toward public health and safety, the protection and repair of properties contributes to neighborhood livability.

Neighborhood Inspections’ Key Performance Measure, the number of housing units brought up to code (including Enhanced Rental Inspection Pilot Program), fluctuates from year to year. The Bureau also tracks the number of nuisance properties cleaned up.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of code enforcement lien reduction requests	236	265	300	300	300
Number of housing intakes	1,098	1,561	1,150	1,190	1,150
Number of nuisance intakes	2,144	2,764	2,500	2,755	2,800
Number of code enforcement lien reductions granted	150	199	240	240	240
Number of housing and derelict buildings inspections	2,804	2,228	2,012	2,185	2,300
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in FY 2010-11)	609	691	572	543	572
Number of housing units inspected (includes enhanced inspection pilot beginning in FY 2010-11)	1,968	1,818	1,878	2,000	1,865
Number of nuisance inspections	4,057	4,859	4,300	4,465	4,700
Number of properties cleaned up	1,314	2,536	1,668	1,585	1,668

Equity Impacts

Neighborhood Inspections is tasked with administering the City's Property Maintenance Regulations and responding to requests for information. These services are provided as requested for the benefit of all Portland residents. Neighborhood Inspections implements two programs which often benefit lower-income and/or underrepresented populations:

- ◆ The Extremely Distressed Properties Enforcement Program (EDPEP) targets properties with chronic nuisance and extreme housing conditions. These properties often pose public health and safety hazards and encourage criminal activity such as trespass, vandalism, graffiti, drug activity, and prostitution. EDPEP uses the abatement, vacation, and demolition of properties as an effective tool for compliance, and proactively monitors these properties and pursues additional abatements to resolve any recurring conditions. The EDPEP program helps to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.
- ◆ The Enhanced Rental Inspection Program (ERIP) identifies additional rental units to be inspected when an initial rental unit inspection finds substantial violations of the City's Property Maintenance Regulations. The ability to inspect additional units in the same complex motivates landlords to provide and maintain safe and healthy rental housing. ERIP also provides protection for vulnerable tenants who might fear retaliation or even eviction for reporting substandard housing conditions. This program helps ensure and preserve safe and healthy housing options for moderate and low-income renters throughout this community.

While the Neighborhood Inspections program receives a small amount of General Fund support, it is still reliant on fees and charges for service to cover cost. This can have negative impacts for owner-occupied property owners, especially the elderly, disabled, and people of color who most often have code violations and are experiencing barriers to achieve compliance due to poverty and other limitations. Neighborhood Inspections staff continues to review older cases to mitigate negative impacts and remove barriers and help property owners achieve compliance.

In addition, over the past year the Neighborhood Inspections program amended its Lien Reduction Administrative Rule and SOP, revised the enforcement waivers available for property owners, created an internal new process to reduce enforcement triggers specific to owner-occupied properties, and guided a new proposed policy through to approval for older work without permit violations. The focus of this body of work was to find equitable ways, through policy changes, to reduce liens and provide additional time for property owners working to bring their properties into compliance.

Also, Neighborhood Inspections partners with the Empowering Neighborhoods Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowering Neighborhoods Program is included in the Development Services Program.

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. The Bureau implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Over the past year the Neighborhood Inspections program has faced increased demands for service, yet continues to seek equitable ways, through policy changes or internal processes, to be able to support property owners working to bring their properties into compliance.

Permitting & Development continues to assess ongoing funding needs for the Neighborhood Inspections Program, as well as the tradeoffs and programmatic impacts of not providing additional discretionary resources to subsidize program operations. Despite receiving some General Fund support, the program is projected to operate below cost recovery, and will require supplementary funding through higher fees or additional ongoing General Fund support to achieve financial and operational stability.

The Neighborhood Inspections Program will continue to realign their resources by prioritizing the needs of owner-occupied housing with critical violations, as well as expanding enforcement efforts toward rental housing violations. This will allow the program to better respond to the needs of tenants and landlords, ensuring tenants have access to healthy and safe housing, and that affordable housing units are not lost through neglect.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,540,672	\$2,555,014	\$3,117,728	\$2,162,782	\$2,162,782
External Materials and Services	\$257,083	\$306,456	\$474,711	\$328,805	\$328,805
Internal Materials and Services	\$158,046	\$211,226	\$146,321	\$211,841	\$211,841
Bureau Expenditures Total	\$2,955,801	\$3,072,696	\$3,738,760	\$2,703,428	\$2,703,428
Requirements Total	\$2,955,801	\$3,072,696	\$3,738,760	\$2,703,428	\$2,703,428
FTE	21.95	21.81	14.34	14.34	14.34

Plan Review

Program Description & Goals

The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. Staff helps permit applicants understand building codes and the review process to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for most projects that have engineering components.

Organizationally, Permitting & Development’s Plan Review Services Division is composed of three Plan Review sections, Site Development, and Engineering Plan Review. The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment.

The Plan Review Program is one of several Permitting & Development programs that helps fulfill the Bureau’s obligation to administer the State building code program. The services provided under Plan Review ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City codes. This program promotes community health and safety by helping to ensure that structures and other installations meet all applicable code standards.

Plan Review has two Key Performance Measures related to building plan review, which is performed by staff from Permitting & Development and as many as six other City bureaus. The measures are the percentage of commercial plans reviewed by all bureaus within scheduled end dates, and the percentage of residential plans reviewed by all bureaus within scheduled end dates. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing cost.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	42%	51%	60%	61%	75%
Percentage of residential plans reviewed by all bureaus within scheduled end dates	46%	51%	60%	66%	85%

Equity Impacts

Plan Review is tasked with administering State building codes and City regulations related to development. These services are generally provided citywide as requested by customers. The work of the division helps ensure permits approved for construction satisfy important health, safety, and community livability standards.

Plan Review is partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. The Bureau implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Most Plan Review Services personnel are working hybrid schedules. An initiative to streamline the plan review and permitting of residential rooftop solar permits was successfully implemented in collaboration with industry stakeholders and has significantly reduced the time to obtain a solar permit. The two plan review sections have been reorganized into three sections to improve supervisory span of control, improve performance management, and put more focus on residential plan reviews.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,604,185	\$8,818,616	\$10,253,466	\$7,335,028	\$7,260,028
External Materials and Services	\$272,600	\$367,420	\$464,915	\$264,370	\$264,370
Internal Materials and Services	\$92,267	\$131,217	\$83,381	\$58,010	\$58,010
Capital Outlay	\$0	\$7	\$0	\$0	\$0
Bureau Expenditures Total	\$7,969,052	\$9,317,260	\$10,801,762	\$7,657,408	\$7,582,408
Requirements Total	\$7,969,052	\$9,317,260	\$10,801,762	\$7,657,408	\$7,582,408
FTE	52.00	57.25	38.57	38.57	38.57

Public Infrastructure Permitting

Program Description & Goals

The Public Infrastructure Review Program is new to Portland Permitting & Development in FY 2024-25. Teams at the Water Bureau, Parks Bureau’s Urban Forestry division, Bureau of Transportation, and Environmental Services performed this work prior to FY 2024-25, but the work is now being consolidated under one bureau. Once the full extent of the program and its goals are fully defined under the new reporting structure, future budget documents will be updated with a full description of program activity and goals.

Equity Impacts

The Public Infrastructure Permitting program is new to Permitting & Development. Equity impacts will be evaluated in the coming months and included in the FY 2025-26 program budget.

Changes to Program

This program represents work that was previously completed within the Water Bureau, Parks Bureau’s Urban Forestry division, Bureau of Transportation, and Environmental Services. FY 2024-25 is the first year where the functions exist under Portland Permitting & Development.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$10,172,049	\$10,172,049
External Materials and Services	\$0	\$0	\$0	\$297,958	\$297,958
Internal Materials and Services	\$0	\$0	\$0	\$4,346,923	\$4,346,923
Bureau Expenditures Total	\$0	\$0	\$0	\$14,816,930	\$14,816,930
Requirements Total	\$0	\$0	\$0	\$14,816,930	\$14,816,930
FTE	0.00	0.00	0.00	57.00	57.00

Site Development

Program Description & Goals

The Site Development Program includes plan review for geotechnical, flood plain, grading, private street, and site preparation issues, as well as erosion control and demolition requirements on private property to reduce environmental hazards. Staff reviews applicable land use cases, identifying any land suitability issues and conditions. Field staff performs related inspections, including those required by the Trees and Landscaping requirements in Titles 10, 24.55, and 33 of the City of Portland Code and required erosion control measures. Organizationally, Site Development is part of Permitting & Development’s Plan Review Services Division, including three Plan Review sections and Engineering Plan Review, along with five Site Inspections staff in the Property Compliance Division.

The Environmental Soils subprogram works with property owners who need on-site wastewater (septic) systems. The program performs plan review and inspection of new septic systems, repair or replacement of existing septic systems, and decommissioning of abandoned septic systems as the City provides access to public sanitary sewer systems. Site Development supports the Citywide goal to protect and enhance the natural and built environment.

The Site Development Program helps fulfill PP&D’s obligation to administer various City Code titles related to development sites and on-site wastewater (septic) systems. The services provided under Residential and Commercial Inspections ensure compliance with these codes to protect community health and safety.

A primary performance measure for Site Development is the number of working days from site development plan submittal to the first review. Also tracked are the number of site development plan reviews, and the number of Site Development permit inspections.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of site development plan reviews	5,199	5,186	5,320	4,142	4,142
Average number of working days to first review	11.00	9.93	9.45	10.00	10.00
Number of sanitation permits and evaluations issued	314	294	315	278	278
Number of site development land use case reviews	639	432	505	530	530
Number of site development permit inspections	306	531	321	540	540

Equity Impacts

The Site Development Program is tasked with administering City regulations regarding site-related issues. These services are provided citywide as required by code and requested by customer. Through equity training of Permitting & Development Site Development staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the Permitting & Development Site Development culture is becoming more equipped to address the needs of customers who are Black, Indigenous, people of color, or persons with disabilities.

Portland Permitting and Development

Community & Economic Development Service Area

Site Development is partnering with the Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

Changes to Program

All Permitting & Development programs have been impacted by the effect on the construction industry of high interest rates and falling market values for large scale buildings. Bureau revenues and demand for services have fallen drastically in FY 2023-24 and the Bureau is expecting low project activity to continue in FY 2024-25. Permitting & Development will continue utilizing reserves to fund ongoing operations during a downturn that is expected to last 18–24 months. The Bureau has implemented layoffs in Winter of FY 2023-24 to slow the draw on reserves and will be monitoring revenues and expenditures closely in the coming months to determine if additional cost savings measures will be required.

Most Site Development plan review personnel are working hybrid schedules. The program partnered with other City bureaus to adopt the initial phase of the Floodplain Resilience Project and the associated regulatory changes to floodplain development standards required to maintain compliance with the National Flood Insurance Program.

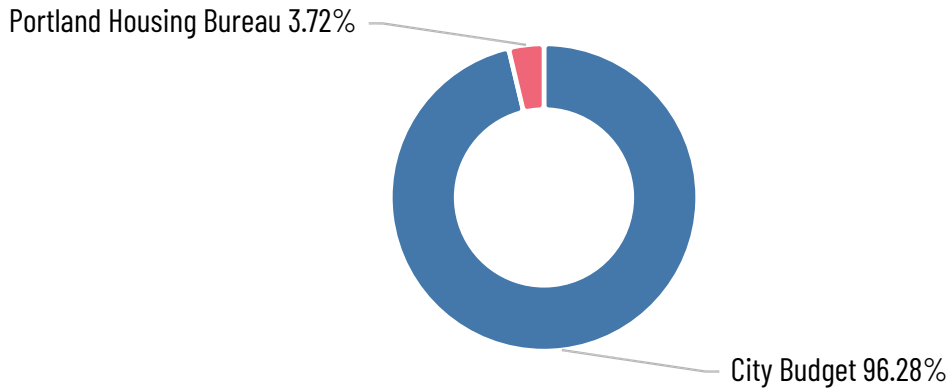
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,302,111	\$2,363,117	\$2,633,415	\$2,394,962	\$2,394,962
External Materials and Services	\$60,343	\$79,231	\$97,970	\$73,650	\$73,650
Internal Materials and Services	\$34,596	\$55,091	\$30,641	\$27,532	\$27,532
Bureau Expenditures Total	\$2,397,050	\$2,497,438	\$2,762,026	\$2,496,144	\$2,496,144
Requirements Total	\$2,397,050	\$2,497,438	\$2,762,026	\$2,496,144	\$2,496,144
FTE	15.10	14.80	12.78	12.78	12.78

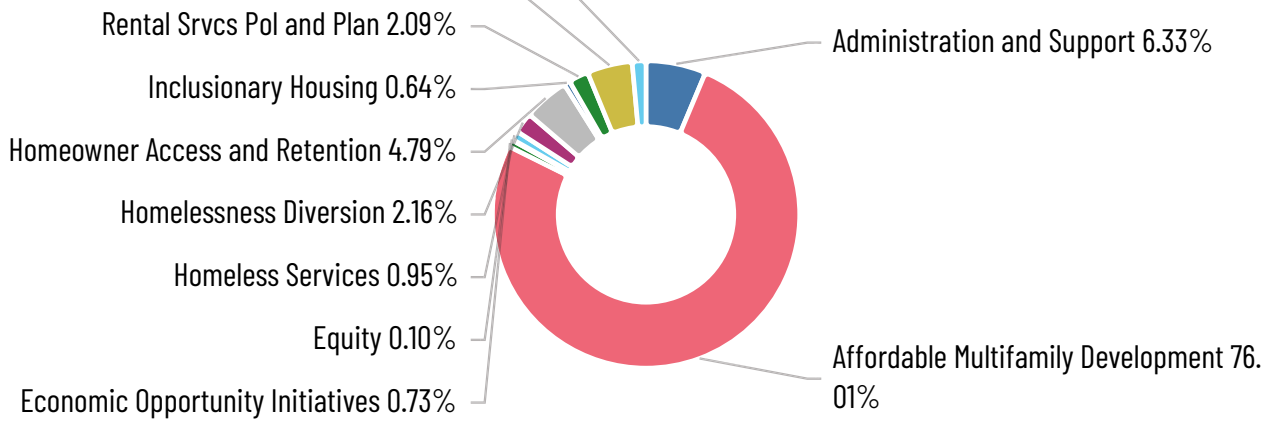
Portland Housing Bureau

Community & Economic Development Service Area
 Donnie Oliveira, DCA - Community & Economic Development
 Helmi Hisserich, Director

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$311,126,462	\$307,964,874	\$(3,161,588)	(1.0)%
Capital	\$0	\$0	\$0	0.0%
Total	\$311,126,462	\$307,964,874	\$(3,161,588)	(1.0)%
Authorized Positions	86.00	87.00	1.00	1.16%

Administration and Support

Program Description & Goals

Within the Portland Housing Bureau, a network of vital administration and support functions plays a central role in ensuring the effectiveness, transparency, and equity of housing initiatives.

- ◆ Director’s Office oversees the Bureau’s strategic initiatives, ensures community engagement and equity, fosters partnerships, promotes efficiency, and manages communication and community engagement, aiming for transparency and accountability.
- ◆ Business Operations encompasses Administrative Services, Finance & Accounting, Risk Analysis & Compliance, Human Resources, and Contract Support, aiming to provide efficient support for service delivery programs. Its goals include consistency in administrative functions, robust finance and compliance, equity promotion, quality human resources, and committee support. Performance objectives target customer service enhancement and administrative cost management, with year-to-year cost fluctuations primarily linked to limited predictability of affordable housing project development cycles.
- ◆ Data Analytics and Systems is pivotal in advancing affordable housing initiatives in Portland. Its objective is to drive operational improvements through research, data analysis, and data-driven insights. The team focuses on affordable housing production, homeownership, renter support, and homelessness prevention in partnership with the City/County Joint Office of Homeless Services. The team ensures data collection aligns with policy goals, evaluating projects for their potential impact and relevance to policymakers and the public.
- ◆ Housing Bureau Policy and Planning manages policy and planning activities for the Bureau, driven by the Director, Commissioner-in-Charge, and City Council. Their tasks encompass community and City plan implementation, policy frameworks, research, City code development, MOU/IGA execution, and advisory body support. While there are no specific performance measures, their goals include securing more resources for affordable housing, adopting national best practices, adapting programs for low-income households, aligning with City Council directives, and administering code and rules as directed by the City Council.
- ◆ Property Management manages nine real properties, falling into categories that include land leases for affordable housing developments, Bureau-owned properties, those under development, and those planned for future development. Three land parcels are leased for up to 99 years for affordable housing projects. The Bureau owns three rental properties, managed by an agreement with Home Forward. Two properties are actively under development, which include Carey Boulevard and the Strong Property, with expected completion dates in 2024. The Bureau also owns two properties slated for future affordable housing development, including Mt. Tabor Annex and East Burnside.



Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Administrative costs as a percentage of bureau level budget	4%	4%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	3%	5%	5%	5%
Number of people housed in newly opened affordable rental units	1,760	856	1,000	1,000	1,000

Equity Impacts

The Director’s Office is pivotal in ensuring the Housing Bureau’s mission of promoting quality, affordable housing and addressing the needs of low-income Portlanders. It oversees program implementation, performance, and equity alignment. The office has made significant strides in diversity and inclusivity, with a substantial increase in staff diversity and women’s representation. The recruitment strategies put in place at Housing Bureau over the past decade have created a workforce that is 53% diverse, while the city overall is 29% diverse. The leadership team is equally divided between diverse and white employees, with 83% of the team comprising women.

Within the Business Operations team, equity is a fundamental principle governing service delivery. The Bureau actively engages MWESB (Minority, Women, Emerging Small Business) firms for various services, ensuring equity across sub-recipient contracts. The Human Resources team is committed to equitable recruitment and hiring practices, with notable improvements in staff diversity and women’s representation.

The Data Analytics and Systems team leverages data-driven insights to advance the Housing Bureau’s mission. The team prioritizes transparency and inclusivity in its procedures and analytical practices, aiming to drive operational change and promote equity through information and research.

The Policy and Planning team supports the Housing Bureau’s mission by assessing the housing market’s impact on various communities and implementing policies that address diverse housing needs, focusing on rectifying historical housing injustices. Success in this program would lead to reduced housing disparities between communities.

The Property Management team aims to enhance racial equity by expanding housing options for low-income renters in the City. It directs Bureau funding and policies to support housing access for underserved communities, particularly focusing on increasing affordable homes for low-income households, Black, Indigenous, and people of color households, as well as vulnerable populations like those with disabilities and unhoused individuals. Success is measured by the growth in available affordable housing. The property and asset management of City-owned real estate aligns with Housing Bureau policies, implementing screening criteria, marketing plans, and ongoing programming to promote housing access for vulnerable populations. The selection criteria prioritize culturally specific services and outreach during lease-up, involving culturally specific agencies, homeless service providers, and neighborhood-based organizations. Development partners and service providers are expected to demonstrate effectiveness in establishing culturally specific partnerships to benefit vulnerable communities.

Portland Housing Bureau

Community & Economic Development Service Area

Changes to Program

In November 2022, Portlanders voted to replace the form of government with a City Council that focuses on setting policy and a mayor elected citywide to run the City’s day-to-day operations in partnership with a professional City Administrator to be effective on January 1st, 2025. The organizational structure groups bureaus in service areas with a common focus and establishes Deputy City Administrators to lead them. This increases accessibility and transparency, as well as responsiveness to the community’s needs.

The Portland Housing Bureau is under the Community and Economic Development service area along with the Bureau of Planning & Sustainability, the Bureau of Development Services, and Prosper Portland. As part of this, the Portland Housing Bureau has reorganized the Program Offers, combining them by functional area.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$8,497,646	\$8,502,558
External Materials and Services	\$0	\$0	\$0	\$6,543,388	\$6,946,006
Internal Materials and Services	\$0	\$0	\$0	\$3,576,952	\$3,576,952
Bureau Expenditures Total	\$0	\$0	\$0	\$18,617,986	\$19,025,516
Fund Expenditures					
Debt Service	\$0	\$0	\$0	\$696,236	\$696,236
Fund Transfers - Expense	\$0	\$0	\$0	\$1,570,375	\$1,562,845
Fund Expenditures Total	\$0	\$0	\$0	\$2,266,611	\$2,259,081
Requirements Total	\$0	\$0	\$0	\$20,884,597	\$21,284,597
FTE	0.00	0.00	40.80	41.80	41.80

Affordable Multifamily Development

Program Description & Goals

The Program reflects all Housing Bureau's investments in multifamily affordable housing projects, managed by the Housing Investment and Portfolio Preservation (HIPP) team, Housing Development and Construction Services (HDCS) team, and the bond coordinator.

Investments, typically subordinated loans or grants, fund new construction of regulated affordable housing and the preservation/rehabilitation of existing buildings. The multifamily production team also secures additional funding from federal, state, regional, and local agencies. Sources include the following:

- ◆ Portland Housing Bonds (Measure 26-179, passed in 2016)
- ◆ Metro Housing Bond (Measure 26-199, passed in November 2018)
- ◆ Tax Increment Financing (TIF) from various Urban Renewal Areas (URAs)
- ◆ Federal funds (CDBG, HOME, HOME ARP, ARP)
- ◆ Portland Clean Energy Funds (PCEF) through interagency agreements with Planning & Sustainability
- ◆ Other interagency agreements with entities like Multnomah County and Metro
- ◆ Other Housing Bureau-controlled funds, such as the Construction Excise Tax (CET)

The multifamily production team aims to meet programmatic goals while ensuring due diligence and fiduciary responsibility. Each funding source has unique policies, requirements, and targets that may be audited by funders like HUD. Over the past three years, activities under this program have comprised \$200–230 million, about 67% of Housing Bureau's annual budget.

The Multi-Family Rental Housing Development and Financing program manages substantial investments in the city's affordable housing portfolio, ensuring units are brought online effectively. This team collaborates with Housing Bureau partners and leverages City resources to develop high-quality, long-term rent-regulated housing (up to 99 years). They also handle the restructuring and rehabilitation of prior investments. The portfolio includes around 450 properties with over 16,500 units citywide. Maintaining existing affordable housing is as vital as creating new units. The team uses city, state, and federal resources to redevelop projects, enhancing quality and extending regulatory terms.

The Multifamily Home Ownership Development and Financing program addresses homeownership affordability trends. The shortage of affordable homeownership inventory is notable in gentrifying neighborhoods like the Interstate Corridor Urban Renewal Area (ICURA). Housing Bureau focuses resources on subsidizing multifamily condo development for mixed-income projects. The N/NE Housing Strategy aims to create 110 new homeowners; as of November 27, 2023, 114 families have become first-time homeowners through the N/NE Preference Policy. Demand remains strong for affordable homeownership, especially for smaller townhome developments.

Portland Housing Bureau

Community & Economic Development Service Area

Housing Development Support includes services and funding to ensure the long-term success of multifamily affordable housing with Housing Bureau partners. Managed by the multifamily production team, components include the following:

- ◆ Community Housing Development Organization (CHDO) operating assistance funded by federal HOME funds
- ◆ The HOME Consortium, partnering with Gresham and Multnomah County, allows local governments to access HOME funds
- ◆ HUD Section 108 loan repayment, lending future federal funds under certain conditions
- ◆ The Risk Mitigation Pool (RMP) to support Permanent Supportive Housing (PSH), managed by the Housing Development Center (HDC)
- ◆

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average investment per rental housing unit	\$124,263	\$136,000	\$150,000	\$150,000	\$150,000
Number of people housed in newly opened affordable rental units	1,760	856	1,000	1,000	1,000
Percentage of housing units opened or preserved in high opportunity areas	63%	66%	50%	50%	50%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	19%	14%	10%	10%	10%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	30%	32%	30%	30%	30%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Affordable housing units preserved	209	317	150	150	150
Housing units opened that are newly affordable	852	514	500	500	500
Rolling three-year average of total units opened and preserved	847	849	788	622	622

Equity Impacts

The Multifamily Affordable Housing Production team supports the Housing Bureau mission of addressing the housing needs of the people of Portland through building and preserving quality, affordable housing; supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; bringing together partners to address the city’s housing needs, applying Housing Bureau policies related to Equity in Contracting and Green Building, and identifying and supporting the funding of these housing units; and reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

Success means that the sustainable, high quality housing units, targeting low and very low-income clients, in high opportunity areas are being produced in a fiscally sound manner and being leased in an inclusive and equitable manner with measurable outcomes.

For this program, Housing Bureau development partners are required to report on their efforts to provide contracting opportunities to disadvantaged, minority, women, and emerging small business-service disabled veterans (DMWESB-SDV) and must comply with federal and local low-income workforce utilization goals.

Housing Bureau has a well-documented history of supporting equity and inclusion in contracting. Since its inception, the Bureau has met or exceeded the City of Portland’s goal of 20% DMWESB-SDV for construction contracts. In July of 2016, the Bureau committed to a goal of 30% DMWESB-SDV participation by the year 2021 by implementing annual 2% target increases for all multi-family funded projects. Through a concerted outreach effort, the Bureau also has supported workforce training and hiring goals.

Changes to Program

Additional Funding Sources:

- ◆ Potential Congressional funding of \$2 million each for the Barbur Apt and Williams and Russell projects
- ◆ A second PCEF interagency agreement to provide up to \$8 million per year for energy efficiency improvements in regulated multifamily affordable rental housing
- ◆ Additional federal funds from sources like HUD and the EPA, with plans to apply for funding opportunities under the Inflation Reduction Act for housing and climate resiliency
- ◆ Up to \$2.0 million of the Inclusionary Housing revenue earmarked for Multifamily development projects in FY2024-25

Staffing Adjustment:

With over 200 PSH units coming online in 2023 and 350 units expected in 2024, the team is coordinating with the Joint Office of Homeless Services (JOHS) and Home Forward to streamline lease-up and ensure timely conversion to permanent financing. The Housing Services Manager (Analyst II) now reports to the HIPP Manager and manages the Risk Mitigation Pool with HDC.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$3,472,294	\$3,790,551
External Materials and Services	\$0	\$0	\$0	\$218,814,706	\$224,776,689
Internal Materials and Services	\$0	\$0	\$0	\$10,079	\$10,079
Bureau Expenditures Total	\$0	\$0	\$0	\$222,297,079	\$228,577,319
Fund Expenditures					
Debt Service	\$0	\$0	\$0	\$801,724	\$801,724
Contingency	\$0	\$0	\$0	\$800,000	\$800,000

Portland Housing Bureau

Community & Economic Development Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Transfers - Expense	\$0	\$0	\$0	\$885,685	\$885,685
Fund Expenditures Total	\$0	\$0	\$0	\$2,487,409	\$2,487,409
Requirements Total	\$0	\$0	\$0	\$224,784,488	\$231,064,728
FTE	0.00	0.00	21.25	21.25	21.25

Development Incentives

Program Description & Goals

The Development Incentives team administers incentive and exemption programs related to the production of affordable housing.

The program’s primary goals are to promote the inclusion of affordable housing in otherwise market-rate developments, assist affordable housing developed and operated by nonprofit partners through financial incentives, and support the creation of more affordable homeownership opportunities for low- to moderate-income households.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of family sized Inclusionary Housing (IH) units permitted	26%	22%	15%	15%	15%
Percentage of housing units opened or preserved in high opportunity areas	63%	66%	50%	50%	50%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	67%	50%	50%	50%	50%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	12%	10%	10%	10%	10%
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	65	121	140	140	140

Equity Impacts

The Development Incentives team supports the Housing Bureau’s mission of addressing the housing needs of the people of Portland through both encouraging and requiring the development of affordable housing and increasing access for homeownership.

The Development Incentives programming advances equity by increasing the number of housing options available to low- to moderate-income renters and homebuyers across the City through otherwise market-rate development, without competing with other bureau funding directed towards the most vulnerable residents, and by supporting publicly funded projects through exemption programs.

Success in this program would result in an increase in the number of affordable homes available to low- to moderate-income families and an increase in the number of BIPOC households accessing affordable housing opportunities through the Housing Bureau.

Changes to Program

There are no changes to the program.

Portland Housing Bureau

Community & Economic Development Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$849,458	\$906,379	\$1,130,898	\$1,172,664	\$1,172,664
External Materials and Services	\$135,313	\$202,494	\$1,294,714	\$729,384	\$731,129
Internal Materials and Services	\$11,780	\$11,115	\$11,185	\$14,869	\$14,869
Bureau Expenditures Total	\$996,550	\$1,119,988	\$2,436,797	\$1,916,917	\$1,918,662
Fund Expenditures					
Fund Transfers - Expense	\$44,997	\$136,845	\$242,115	\$348,487	\$346,742
Fund Expenditures Total	\$44,997	\$136,845	\$242,115	\$348,487	\$346,742
Requirements Total	\$1,041,547	\$1,256,833	\$2,678,912	\$2,265,404	\$2,265,404
FTE	6.00	6.00	7.00	7.00	7.00

Economic Opportunity Initiative

Program Description & Goals

Housing Bureau funds the Economic Opportunity Initiative (EOI), a citywide program focused on increasing income and economic self-sufficiency for very low-income residents through workforce and microenterprise development. Prosper Portland administers the microenterprise component of the program and contracts with community-based organizations to provide services. WorkSystems administers the adult and youth workforce components and contracts with community-based organizations to provide employment services. This program is part of two larger Prosper Portland initiatives explained in the Prosper Portland Program Offers “Inclusive Business Resource Network” and “Adult and Youth Workforce Development.”

The performance measures for this program are reported in the Prosper Portland budget.

Equity Impacts

The EOI program supports the Housing Bureau’s mission of addressing the housing needs of the people of Portland by reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

EOI partners include culturally specific and culturally responsive agencies who prioritize reaching participants from communities of color, immigrants and refugees, and low-income participants. Additionally, the workforce program prioritizes support to those with high barriers to employment. Success in this program would result in participants’ businesses and employment becoming stable and sustainable, providing benefits and services to the greater community.

Changes to Program

There are no changes to the program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$2,683,428	\$2,387,906	\$2,262,907	\$2,165,820	\$2,181,347
Bureau Expenditures Total	\$2,683,428	\$2,387,906	\$2,262,907	\$2,165,820	\$2,181,347
Requirements Total	\$2,683,428	\$2,387,906	\$2,262,907	\$2,165,820	\$2,181,347

Equity & Engagement

Program Description & Goals

The Housing Bureau’s Equity Council exists to strengthen equity, promote collaboration and partnership, and advance progress towards equitable outcomes in Housing Bureau’s policies, internal operations, organizational culture, and external programming.

The Equity Council aims to build capacity of all Housing Bureau staff to dismantle institutional racism and other forms of oppression, enact equity, and ensure accessibility in Bureau policies, programs, and practices.

The Equity Council works with Housing Bureau’s Equity & Inclusion Manager to advance equity in the Bureau. The Equity Council advises the Bureau Director, supports the Executive Leadership and Program Managers’ coordination of equity work, and advances equitable access and outcomes citywide. The Equity Council is made up of staff representing each of the Housing Bureau’s programs with the purpose of identifying and contracting training needs and resources, and supporting staff so that the Bureau can develop, implement, and deliver equitable services and programs to Portland residents.

Equity Impacts

The Housing Bureau Equity Council seeks a formal budget in order to deliver its stated outcome of advancing equity through supporting Bureau staff and leadership in their equity needs and understanding.

With this program offer, Housing Bureau advances equity in institutionalizing the work and value of its Equity Council.

Changes to Program

There are no changes to the program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$143,066	\$232,919	\$232,919
External Materials and Services	\$0	\$0	\$60,000	\$60,000	\$60,000
Bureau Expenditures Total	\$0	\$0	\$203,066	\$292,919	\$292,919
Requirements Total	\$0	\$0	\$203,066	\$292,919	\$292,919
FTE	0.00	1.00	1.00	1.00	1.00

Homeowner Access and Retention

Program Description & Goals

The Portland Housing Bureau’s Homeowner Access and Stabilization Program was established for the purpose of providing services and assistance to promote homeownership and housing retention for low-to-moderate income Portlanders. Services are administered by the Bureau’s Neighborhood Housing Program (NHP) staff of 9.0 FTE, along with partnerships with nonprofit community service providers.

The goals of the Homeowner Access and Stabilization Program include, but are not limited to, increasing the number of new homebuyers, addressing racial homeownership disparities, and providing generational wealth creation opportunities by prioritizing households and families that are displaced or at risk of displacement, and improving financial stability for residents. Housing Bureau invests in services to increase access to homeownership opportunities to support for low income, first-time homebuyers include pre-purchase education and counseling as well as down payment assistance programs.

Homeowner stabilization programs are City investments available to assist families to retain housing. This program serves to prevent displacement of long-time community residents by helping current homeowners retain their homes through home repair programs, foreclosure prevention counseling, and retention services. Funding for home repair grants and loans helps current low-income, vulnerable homeowners and renters maintain their homes safely and age-in-place. Grant and loan programs are meant to improve the condition of existing housing and address the impact that unsafe housing conditions can have on health and safety. Lead paint remediation and healthy homes programs include administration of federal funds to reduce lead-based paint and environmental health hazards in homes.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of households receiving home repairs and retaining their homes 12 months after services	85%	85%	80%	80%	80%
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	10%	16%	10%	10%	10%
Percentage of households receiving homebuyer subsidies from Communities of Color	95%	70%	60%	60%	60%
Count of households receiving homebuyer education or counselling	1,787	1,277	975	975	975
Number of households receiving home repairs	545	502	500	500	500

Equity Impacts

The Housing Bureau Homeowner Access & Stabilization Program supports the bureau’s mission of addressing the unmet housing needs of Portlanders by partnering with local nonprofit organizations to provide pre- and post- homeownership counseling and education, provide services such as foreclosure prevention counseling, retention case management, and by investing resources to support low-income, first-time homebuyers with down payment assistance. Home repair programs such as the home repair grant, home repair loan, and lead hazard control program, preserve quality housing and support homeowner housing stabilities.

Portland Housing Bureau

Community & Economic Development Service Area

Housing Bureau Programs seek to advance equity by targeting vulnerable populations, low-income, elderly, and communities of color to ensure their participation in the economic opportunities that quality housing investments create and provide the means acquire and/or retain their homes and age-in-place safely and affordably.

Success in this program would increase homeowners' quality of life, support neighborhood stabilization and generational wealth, and improve health outcomes for these vulnerable populations.

NHP has sub-recipient contracts with eight service providers to assist with our homeownership access and stabilization programs; four of which are culturally specific organizations.

Changes to Program

NHP has a few changes this coming year:

- ◆ NHP will increase the DPAL amount to as much as \$150,000 for N/NE and \$100,000 for the Lents area to assist with the current high home prices and higher interest rate.
- ◆ Lead remediation program will sunset July 15, 2024. The Bureau will apply for the next round which is scheduled to open in 2024.
- ◆

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$1,704,025	\$1,704,025
External Materials and Services	\$0	\$0	\$0	\$12,104,915	\$12,704,915
Bureau Expenditures Total	\$0	\$0	\$0	\$13,808,940	\$14,408,940
Requirements Total	\$0	\$0	\$0	\$13,808,940	\$14,408,940
FTE	0.00	0.00	8.90	8.90	8.90

Rental Services Policy and Planning

Program Description & Goals

The Rental Services Office (RSO) is responsible for data analysis, policy development and implementation, and regulation related to fair housing and Landlord-Tenant law. This work includes research, data analysis, and policy development as directed by the Housing Bureau Director, Commissioner-in-Charge, and City Council. RSO staff leads the coordination, planning, and implementation of the RSO's workplan and projects, along with policy and planning associated with contract management, rental unit registration, rental unit application and screening process rules, and rental unit security deposit rules. Other responsibilities include community outreach, contract management, mandatory relocation technical assistance, staffing the City's Rental Services Commission and Fair Housing Advocacy Committee, rental unit registration technical assistance and administrative processing. Staff are also responsible for data analysis, and pilot program development and evaluation.

Over 46% of households in Portland are renters, and renter households are disproportionately low income and/ or from communities of color. When compared with similar jurisdictions across the nation, the rental housing market in Portland is largely missing a modern regulatory framework to maintain a fair and healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to the rising cost of rent, stagnant incomes, and comparatively loose tenant protections. This displacement has created a need for the City to address and modernize its services and regulations.

Education services supported by the RSO include hotlines for Landlord-Tenant and fair housing law, community trainings and technical assistance provided by culturally specific organizations, community workshops provided by legal assistance organizations, fair housing and Portland City Code trainings, and other activities. Education is offered in a variety of formats including self-advocacy coaching, letter writing clinics, and other interventions from legal and non-legal professionals on behalf of renters seeking assistance.

Legal services supported by the RSO include case management and referral services provided by culturally specific organizations and renters' rights organizations, legal assistance and representation provided by Landlord-Tenant legal assistance agencies and fair housing organizations, fair housing testing and enforcement provided by legal assistance and fair housing organizations, tenant-landlord mediation services, eviction legal defense and support for tenants, and criminal and eviction record expungements.

The results of the program include increased knowledge and understanding of rights and responsibilities for landlords and renters under Landlord-Tenant and fair housing law, resolutions to disputes between landlords and tenants, stabilized housing and the prevention of displacement, administrative processing of mandatory relocation assistance exemptions and payments, a complete registration of rental units, tenant-landlord services contracts, and successful development of policies and regulations as directed by City Council.

Portland Housing Bureau

Community & Economic Development Service Area

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of dwelling units registered with rental registration	112,674	81,346	115,000	115,000	115,000
Number of households provided in-depth housing stabilization services by community partners	618	1,075	385	385	385
Number of households provided legal services for housing access or stabilization	817	1,441	1,215	1,215	1,215
Number of individuals provided landlord/tenant education, informational or referral services	11,564	7,088	3,180	3,180	3,180
Percent of households provided legal services that self-identify as BIPOC	72%	58%	60%	60%	60%
Percent of surveyed individuals provided landlord/tenant education that self-report increased understanding of local policy and regulations	95%	95%	80%	80%	80%

Equity Impacts

The RSO supports Housing Bureau’s mission of addressing the housing needs of the people of Portland by designing and implementing policies and programs that help low-income Portlanders find, access, rent, and retain safe housing; bringing together partners and leading them to assess the city’s housing needs with an emphasis on serving renter households; and assisting in identifying sustainable solutions to efficiently meet those needs.

The RSO advances equity by assessing Landlord-Tenant and fair housing laws and their impacts on different communities in Portland and by designing and implementing policy and program interventions that meet the diverse needs of different communities. The approach is grounded in remedying historically racist housing policies and practices while also mitigating ongoing harms in the rental market, which are disproportionately borne by low-income communities and/or communities of color. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to fair housing violations, accessing and retaining rental housing units, and reducing forced entry and detainer evictions, no cause rental agreement terminations, and other involuntary displacements.

Changes to Program

- ◆ This program offer combines the Rental Services Policy and Planning and the Tenant and Landlord Programs that were presented as two separate program offers in FY 2023-24.
- ◆ The Bureau is allocating an indirect cost the RSO fund to cover Bureauwide admin expenses related to running the program. This indirect cost in FY 2024-25 is estimated to be \$350,000 based on the Bureau’s indirect rate.
- ◆

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$1,037,462	\$1,037,462
External Materials and Services	\$0	\$0	\$0	\$4,828,067	\$4,828,067
Internal Materials and Services	\$0	\$0	\$0	\$405,776	\$405,776
Bureau Expenditures Total	\$0	\$0	\$0	\$6,271,305	\$6,271,305
Fund Expenditures					
Contingency	\$0	\$0	\$0	\$1,914,343	\$1,914,343
Fund Expenditures Total	\$0	\$0	\$0	\$1,914,343	\$1,914,343
Requirements Total	\$0	\$0	\$0	\$8,185,648	\$8,185,648
FTE	0.00	0.00	7.05	7.05	7.05

JOHS - Safety Off the Streets - Adult Emergency Shelter

Program Description & Goals

Every year, thousands of people in Portland and Multnomah County fall into or transition out of unsheltered homelessness. The most recent Point-in-Time (PIT) count identified 3,947 people who were unsheltered in Multnomah County on one night in January 2023. But that is just a one-night count, and we know the number can change on any given day as people move into shelters or housing programs, and as previously housed people enter homelessness. Overall, last fiscal year nearly 6,000 people newly entered a shelter program, underscoring the more nuanced and more fluid realities of homelessness.

National best practices indicate that permanent housing is necessary to end anyone’s homelessness. However, emergency programs such as shelters are necessary and provide safety as well as opportunities to access the critical services someone needs to transition out of homelessness.

This Program Offer allocates ongoing City of Portland General Fund to the operation of a range of adult shelter programs, geographically dispersed and designed to address the diverse needs of people in need of emergency shelter. Shelter types include congregate, motel, and alternative village and safe park shelter. Some adult shelters funded through this Program Offer are focused on those seeking a clean and sober environment, while others are low-barrier and support people in their recovery but do not require sobriety. This Program Offer also includes funding for expanded severe weather shelter capacity, funding for transgender-specific shelter programming, and resources in the Joint Office necessary to contract with nonprofit shelter operators, monitor shelter operations, and track and report on shelter utilization.

The large majority of the funding in this Program Offer continues existing shelter programs; a limited amount is reallocated from other program areas to expand alternative shelter in the coming fiscal year. It’s also worth noting this Program Offer funds only a portion of the total adult shelter managed through the Joint Office; other City, American Rescue Plan Act (ARP), and County dollars fund adult shelter, while County and State funds support family, youth, and domestic violence shelters.

The outputs from this Program Offer are quantified in terms of numbers of shelter units, people served and whether BIPOC people are served in shelter at a rate as high or higher than the percentage of BIPOC people experiencing HUD homelessness. These measures are aligned with Joint Office measures for the Adult Sheltering County Program Offer. These measures are tied to the fact that appropriate shelter provides immediate safety off the streets.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average length of time (days) spent in homeless shelter (all populations)	87	75	75	75	75
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	6,440	5,900	5,900	5,900	5,900
Percentage of households moved from homelessness into housing that subsequently return to homelessness	15%	25%	25%	25%	25%

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Retention rate of households placed in permanent housing at 12 months	72%	75%	75%	75%	75%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	87%	80%	80%	80%	80%
Number of individuals prevented from becoming homeless	35,550	10,000	10,000	10,000	10,000
Total number of homeless individuals enrolled in housing program	5,190	4,920	4,920	4,920	4,920
Total number of homeless individuals placed in permanent housing based on move-in date	4,560	800	800	800	800

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally specific and responsive. The Joint Office applies a racial equity lens to all aspects of its program development and evaluation, including its investments in adult emergency shelter.

The Joint Office is committed to eliminating racial disparities in rates of homelessness, as it works to end homelessness for everyone living unhoused in the community. To do this, the Joint Office tracks the need for shelter services, who accesses services, and the outcomes for those in emergency shelter disaggregated by race and ethnicity. The Joint Office uses a more inclusive list of identities than the federal standard. Rather than the “multiple” identities category used by the federal government, the Joint Office allows respondents to choose all applicable racial and ethnic identities. This leads to a more accurate representation of the community of people experiencing homelessness and accessing services.

Disaggregating by race and ethnicity allows the Joint Office to track at the system and provider level whether each community of color is accessing emergency shelter at rates equal to or greater than their percentage of the unsheltered population. In response to the data and regular feedback from the community, the Joint Office has worked with providers to ensure culturally responsive services, and supported new culturally specific shelter programming.

The Joint Office can make similar comparisons for other key demographic factors, including disability, gender identity, and age. Several years ago, for example, data showed that people experiencing serious disabling conditions and long-term homelessness were not accessing emergency shelter at rates proportionate to their level of need. This led to an increased focus on creating low-barrier shelter programs and a commitment to offering a wider range of shelter types that could better accommodate the needs of people with disabilities.

In FY 2023-24, 5,860 unique individuals newly entered into shelter, alongside an additional 1045 people who were already receiving shelter services when the fiscal year began. Of those newly served, 49.1% identified as BIPOC, compared to 35.8% of the HUD homeless population in the 2023 PIT count.

Portland Housing Bureau

Community & Economic Development Service Area

Changes to Program

Unsheltered homelessness was a crisis prior to the COVID-19 pandemic, and is an even bigger challenge today, as more people continue to enter homelessness, even as Joint Office’s services have helped house and shelter thousands of others. There is a greater need than ever among adults for access to appropriate emergency shelter options. The Joint Office has made access to shelter a priority, both through the expansion and diversification of shelters and an increase in successful transitions out of emergency shelter into housing.

The program for FY 2024-25 has undergone significant changes. There has been a substantial reduction in both ongoing and serial one-time City funding, and the Emergency Solutions Grant (ESG). The reduction in ongoing funding is due to a 3% constraint by the City and an increase in expenses. This year, the Joint Office is not eligible to receive the serial one-time-only funding it has previously received for this program offer due to the City’s current focus on funding charter reform and the City’s organizational structure changes with one-time dollars. Lastly, the Portland Housing Bureau has determined that it intends to retain the ESG grant this year, which is a significantly different approach from past years.

The ongoing City General Fund reflected here is also not the total City investment in adult shelter. The Joint Office receives City American Rescue Plan funds to support hundreds of additional beds of existing adult emergency shelter capacity.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$11,930,771	\$13,314,486	\$30,658,511	\$14,334,933	\$14,334,933
Bureau Expenditures Total	\$11,930,771	\$13,314,486	\$30,658,511	\$14,334,933	\$14,334,933
Requirements Total	\$11,930,771	\$13,314,486	\$30,658,511	\$14,334,933	\$14,334,933

JOHS - Safety On the Streets - Outreach and Engagement

Program Description & Goals

According to the 2023 Point in Time Count, almost 4,000 people are unsheltered in Multnomah County on any given night. Unsheltered neighbors are living in doorways, green spaces, on sidewalks, and along right-of-ways in cars and RVs. Those who are unsheltered have needs related to their immediate safety, as well as the need to be connected to services that can help them access shelter and permanent housing as rapidly as possible. Because knowing where to turn for support can be difficult for people living unsheltered, the Joint Office funds an array of outreach and engagement programs, some of which are included in this Program Offer (PO).

This Program Offer, while newly titled, continues existing Safety on the Streets programming, previously contained in other Joint Office program offers. This PO is intended to better align with the City of Portland's program priorities, and to create greater transparency about the service capacity and outcomes generated by the City's ongoing General Fund (GF) investments in the Joint Office. The Program Offer continues using City General Fund to fund Safety on the Streets services, including outreach and day space services for thousands of people a year who are living unsheltered.

These programs offer critical survival support to people who are unsheltered and help those individuals navigate to overnight shelter and a range of other services. The primary day space included here is the Bud Clark Commons Day Center, which provides seven-day-a-week access to basic hygiene (laundry, showers, restrooms), as well as connections to shelter, housing, behavioral health, peer support and other services.

The outreach programs included in this offer similarly provide access to basic survival services and assistance navigating to shelter, housing, health care, and other programs. In several instances, the outreach workers funded through this PO partner directly with the City's public space management and public safety agencies to help address the impacts of unsheltered homelessness on public spaces in the community. These include Navigation Outreach Teams as well as an Intensive Street Engagement Team that specializes in providing behavioral health outreach services. There also is a specialized medical outreach team that relies on volunteer doctors and nurses to deliver care and connect unsheltered people to needed health care.

Nonprofit providers are contracted by the Joint Office and staff their programs with outreach workers with lived experience of homelessness, specialized training in mental health and addiction services, and who have experience and expertise navigating the range of social service programs available to people who are unhoused.

The performance measures in this offer are newly developed to demonstrate the impact of the engagement services funded with ongoing City GF. The current Joint Office budget includes significant additional outreach capacity funded by Multnomah County General Fund and the Metro Supportive Housing Services Measure.

Portland Housing Bureau

Community & Economic Development Service Area

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average length of time (days) spent in homeless shelter (all populations)	87	75	75	75	75
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	6,440	5,900	5,900	5,900	5,900
Percentage of households moved from homelessness into housing that subsequently return to homelessness	15%	25%	25%	25%	25%
Retention rate of households placed in permanent housing at 12 months	72%	75%	75%	75%	75%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	87%	80%	80%	80%	80%
Number of individuals prevented from becoming homeless	35,550	10,000	10,000	10,000	10,000
Total number of homeless individuals enrolled in housing program	5,190	4,920	4,920	4,920	4,920
Total number of homeless individuals placed in permanent housing based on move-in date	4,560	800	800	800	800

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services and that services are culturally responsive. All Joint Office investments are evaluated using an equity lens.

Day centers and outreach are critical service pathways for people who might not otherwise learn about or seek the services that they need. Encouraging contractors to prioritize hiring workers who share experiences with those they are helping is one critical strategy to ensure cultural responsiveness. In addition to peer-led support, having outreach workers with specialized skills further supports equitable access to services.

In the coming year, the Joint Office will implement a more coordinated approach to tracking engagements and successful referrals to services using an equity lens. Broadly, this is part of the Joint Office’s work with Built for Zero, as tracking inflow and outflow within the system while disaggregating data helps to center equity. Both the Joint Office and Built for Zero recognize the importance of prioritizing the elimination of racial disparities in homelessness within the larger effort to end homelessness.

The Joint Office also is committed to tracking how outreach efforts that are coordinated with public space management and public safety affect the racial demographics of who is receiving outreach, shelter, and other system services.

Because of the high frequency of disabling conditions among people who are unsheltered, the Joint Office prioritizes contracting for outreach programs that include both peer support specialists and people with clinical expertise in the areas of mental health, substance use disorders, and the provision of physical health services. These workers are more effectively able to assist people in navigating the often complex process of accessing the health care, housing, and financial supports designed to serve people with various disabling conditions.

Changes to Program

Unsheltered homelessness was a crisis prior to the COVID-19 pandemic, and is an even bigger challenge today, as more people continue to enter homelessness, even as Joint Office services have helped house and shelter thousands of others. There is a greater need than ever among unsheltered adults to be engaged on the streets and connected to shelter, housing, and support services. The Joint Office has prioritized the expansion of various types of outreach and engagement in its overall budget and, in this offer, is allocating ongoing City General Fund to these vital services.

This is a newly developed Program Offer that funds existing day center and outreach programs budgeted to receive City ongoing general funds. These programs were previously funded in the Joint Office’s Housing Placement and Retention, and System Support and Services program offers. The Joint Office’s intention in reallocating and consolidating City funding into a smaller number of program offers and programs—and creating a specific Program Offer related to outreach and engagement—is to help align City funding with City priorities. Additionally, the goal is to make the capacity and outcomes attributable to City funds easier to document and analyze.

No programs are proposed to have their overall funding reduced as a result of this reallocation. The Joint Office’s County budget will propose that any program no longer receiving City ongoing general fund be funded with other sources, including County General Fund, Metro Supportive Housing Services Measure funding, and State funds. Several programs in this Program Offer leverage other sources of funding directly, but they do not receive other types of funding from the Joint Office.

This helps highlight the impact and importance of the City’s investments. There are no impacts to the Joint Office’s organizational structure from the realignment of funds.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$1,237,549	\$1,221,608	\$6,445,455	\$6,505,925	\$6,505,925
Bureau Expenditures Total	\$1,237,549	\$1,221,608	\$6,445,455	\$6,505,925	\$6,505,925
Requirements Total	\$1,237,549	\$1,221,608	\$6,445,455	\$6,505,925	\$6,505,925

JOHS - Specialized Transitional and Permanent Housing

Program Description & Goals

In late January 2023, people who were living unsheltered were surveyed about their disability status as part of the Point-in-Time (PIT) Count. Of those who responded to the survey, approximately 75% (n = 2,995) reported having at least one disabling condition. Chronic health conditions, substance use disorders, mental health conditions, and physical disabilities were common among people experiencing homelessness.

The Joint Office prioritizes offering transitional and permanent housing options that provide a range of support services designed to help people with disabling conditions acquire and succeed in permanent housing. This Program Offer (PO) funds a portion of the Joint Office's portfolio of these transitional and permanent housing options and the associated services.

This PO comprises existing specialized transitional and permanent housing programs. These programs are funded with ongoing City of Portland General Fund (GF), and City of Portland Recreational Cannabis Tax funds.

The PO includes specialized transitional and permanent housing resources predominantly for adult-only households, including the following:

- ◆ Transitional housing for people with a substance use disorder who are engaged in recovery programs;
- ◆ Recovery housing resources for individuals living with substance use disorders who have frequent contact with the criminal justice system;
- ◆ Permanent housing for people with serious mental health conditions; and
- ◆ Permanent housing placement and retention services connected to one of the community's recovery-focused emergency shelter programs.

This PO also supports staffing capacity in the Joint Office to report on associated transitional and permanent housing programs.

The outputs and outcomes of the transitional and permanent housing programs in this PO are measured through the following terms:

- ◆ People newly placed and continuing to be served in transitional housing programs;
- ◆ People newly placed and continuing to be served in a permanent housing program;
- ◆ The percentage of people retaining their permanent housing a year after exiting their permanent housing program; and
- ◆ The percentage of people from communities of color who access the transitional and permanent housing programs.

The performance measure in this Program Offer that disaggregates access to programs by race is part of the Joint Office’s larger commitment to centering equity in programming, reporting, and analysis, including reporting data for individual communities of color within multiple output and outcome measures.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average length of time (days) spent in homeless shelter (all populations)	87	75	75	75	75
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	6,440	5,900	5,900	5,900	5,900
Percentage of households moved from homelessness into housing that subsequently return to homelessness	15%	25%	25%	25%	25%
Retention rate of households placed in permanent housing at 12 months	72%	75%	75%	75%	75%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	87%	80%	80%	80%	80%
Number of individuals prevented from becoming homeless	35,550	10,000	10,000	10,000	10,000
Total number of homeless individuals enrolled in housing program	5,190	4,920	4,920	4,920	4,920
Total number of homeless individuals placed in permanent housing based on move-in date	4,560	800	800	800	800

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally specific and/or culturally responsive. All Joint Office programs are developed and evaluated using an equity lens.

The Joint Office monitors the programs in this PO to ensure each community of color—in particular those communities overrepresented in the population of people experiencing homelessness—has equitable access to the programs. The above performance measure related to BIPOC access is the highest-level equity measure tracked by the Joint Office; program access and outcome data is disaggregated for each community of color, each program, and for each outcome measure. By comparing the racial and ethnic makeup of the population experiencing homelessness to data on access and outcomes, the Joint Office can identify where programs are helping to reduce racial disparities, and where they may be exacerbating them.

In order to continue to reduce the disproportionately high rates of homelessness for many communities of color, there are numerous investments in culturally specific housing and housing support services across the full spectrum of housing programs.

The Joint Office also targets investments to help remove barriers to housing that disproportionately impact people of color in the community.

The housing programs funded in this PO also specifically focus on addressing the dramatic overrepresentation of people with disabilities in the unhoused population. Each of the transitional and permanent housing programs serves people who are unhoused, or at imminent risk of homelessness, and who have disabling conditions that could impact their opportunity to obtain and maintain permanent housing.

Portland Housing Bureau

Community & Economic Development Service Area

In FY 2022-23, Joint Office-funded programs (those included here and those funded with other fund sources in the Joint Office budget), moved 4,266 people into permanent housing. Of those, 61% identified as BIPOC; this compares to the 35.8% of the people counted in the most recent PIT Count who identified as BIPOC. Of those newly placed, over 58% identified as having one or more disabling conditions, including 34% who had a mental health disability, 24% who had a substance use disorder, 6% who had both substance use and a mental health disorder, and 2% who reported living with HIV or AIDS.

Changes to Program

This is a new PO that funds existing transitional and permanent housing programs budgeted to receive City of Portland ongoing GF and Recreational Cannabis Tax funds. The PO replaces the Housing Placement and Retention and Supportive Housing program offers submitted in prior years, which were larger and allocated funds to a wider range of programs.

The Joint Office’s intention in reallocating and consolidating City funding into a smaller number of Program Offers and programs is to help align City funding with City priorities and to make the capacity and outcomes attributable to City funds easier to document and analyze. Other housing placement and supportive housing programs that previously received City funds are not proposed to have their funding reduced; the Joint Office will propose in its County budget to fully fund those programs with other sources, including the County General Funds, Metro Supportive Housing Services Measure funding, and State funds.

Several programs in this PO leverage other sources of funding directly, but they do not receive other types of funding from the Joint Office. This helps highlight the impact and importance of the City’s investments. There are no impacts to the Joint Office’s organizational structure from the realignment of funds. Furthermore, in FY 2024-25, the Joint Office will no longer receive the Housing Opportunities for Persons with AIDS (HOPWA) grant. The management of the grant will be transitioned to the Portland Housing Bureau.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$13,505,585	\$10,993,426	\$6,678,884	\$4,346,065	\$4,346,065
Bureau Expenditures Total	\$13,505,585	\$10,993,426	\$6,678,884	\$4,346,065	\$4,346,065
Requirements Total	\$13,505,585	\$10,993,426	\$6,678,884	\$4,346,065	\$4,346,065

Affordable Ownership Project Financing

Program Description & Goals

This program offer is consolidated under the Affordable Multifamily Development program offer starting in FY 2024-25.

Changes to Program

This program offer is consolidated under the Affordable Multifamily Development program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$32,748	\$31,763	\$59,910	\$0	\$0
External Materials and Services	\$0	\$13	\$0	\$0	\$0
Bureau Expenditures Total	\$32,748	\$31,776	\$59,910	\$0	\$0
Requirements Total	\$32,748	\$31,776	\$59,910	\$0	\$0
FTE	0.37	0.37	0.00	0.00	0.00

Portland Housing Bureau

Community & Economic Development Service Area

Business Operations

Program Description & Goals

This program offer is consolidated under the Administration and Support program offer starting in FY 2024-25.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Administrative costs as a percentage of bureau level budget	4%	4%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	3%	5%	5%	5%

Changes to Program

This program offer is consolidated under the Administration and Support program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,696,317	\$2,803,884	\$3,643,235	\$0	\$0
External Materials and Services	\$860,186	\$502,423	\$964,352	\$0	\$0
Internal Materials and Services	\$1,623,790	\$2,259,113	\$3,090,281	\$0	\$0
Bureau Expenditures Total	\$5,180,293	\$5,565,420	\$7,697,868	\$0	\$0
Fund Expenditures					
Fund Transfers - Expense	\$3,981,045	\$980,362	\$1,042,447	\$0	\$0
Fund Expenditures Total	\$3,981,045	\$980,362	\$1,042,447	\$0	\$0
Requirements Total	\$9,161,338	\$6,545,782	\$8,740,315	\$0	\$0
FTE	21.88	21.88	0.00	0.00	0.00

Data Analytics and Systems

Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$872,948	\$797,846	\$985,849	\$0	\$0
External Materials and Services	\$231,784	\$224,518	\$190,538	\$0	\$0
Bureau Expenditures Total	\$1,104,732	\$1,022,364	\$1,176,387	\$0	\$0
Requirements Total	\$1,104,732	\$1,022,364	\$1,176,387	\$0	\$0
FTE	6.85	5.93	0.00	0.00	0.00

Portland Housing Bureau

Community & Economic Development Service Area

Director's Office

Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$798,108	\$956,032	\$1,063,261	\$0	\$0
External Materials and Services	\$41,224	\$51,601	\$60,325	\$0	\$0
Internal Materials and Services	\$(1,466)	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$837,866	\$1,007,633	\$1,123,586	\$0	\$0
Requirements Total	\$837,866	\$1,007,633	\$1,123,586	\$0	\$0
FTE	5.07	4.79	0.00	0.00	0.00

Homeowner Access Programs

Program Description & Goals

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	10%	16%	10%	10%	10%
Percentage of households receiving homebuyer subsidies from Communities of Color	95%	70%	60%	60%	60%
Count of households receiving homebuyer education or counselling	1,787	1,277	975	975	975

Changes to Program

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$285,182	\$310,695	\$330,054	\$0	\$0
External Materials and Services	\$2,599,682	\$2,974,674	\$6,872,424	\$0	\$0
Bureau Expenditures Total	\$2,884,863	\$3,285,369	\$7,202,478	\$0	\$0
Requirements Total	\$2,884,863	\$3,285,369	\$7,202,478	\$0	\$0
FTE	2.22	2.12	0.00	0.00	0.00

Homeowner Retention Programs

Program Description & Goals

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of households receiving home repairs and retaining their homes 12 months after services	85%	85%	80%	80%	80%
Number of households receiving home repairs	545	502	500	500	500

Changes to Program

This program offer is presented under the Homeowner Access and Retention program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$648,851	\$581,216	\$615,507	\$0	\$0
External Materials and Services	\$4,400,196	\$4,443,720	\$6,551,528	\$0	\$0
Bureau Expenditures Total	\$5,049,047	\$5,024,936	\$7,167,035	\$0	\$0
Requirements Total	\$5,049,047	\$5,024,936	\$7,167,035	\$0	\$0
FTE	7.68	4.05	0.00	0.00	0.00

Housing Development Support

Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Equity Impacts

The Housing Development Support program supports Housing Bureau’s mission of addressing the housing needs of the people of Portland through building and preserving quality, affordable housing; supporting programs that help low income Portlanders find, rent, and retain their homes; and reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

Housing Bureau is advancing City Council’s goal to create 2,000 new PSH units, and the RMP is an integral component to achieving this goal. The RMP is targeted for buildings that house residents who have been chronically homeless. It helps mitigate the financial risks of affordable housing developers and owners in owning and managing a building with residents having special needs. A significant portion of the local homeless population also suffers from chronic mental health issues, substance abuse, and addiction. Locally, the area has a disproportionately high number of people of color amongst the homeless population, specifically African Americans.

The Housing Development Support program seeks to advance equity by increasing the number of PSH units for chronically homeless households, in particular for those who are BIPOC households, covered by the Risk Mitigation Pool, while supporting CHDO capacity building and ensuring federal compliance to HUD in the form of Section 108 loan repayments.

Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$114,873	\$119,397	\$121,877	\$0	\$0
External Materials and Services	\$3,554,340	\$1,212,512	\$6,643,275	\$0	\$0
Internal Materials and Services	\$8	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$3,669,221	\$1,331,909	\$6,765,152	\$0	\$0
Fund Expenditures					
Debt Service	\$775,843	\$779,513	\$791,500	\$0	\$0
Contingency	\$0	\$0	\$3,552,963	\$0	\$0

Portland Housing Bureau

Community & Economic Development Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Transfers - Expense	\$946,532	\$375,633	\$322,400	\$1,300	\$1,300
Fund Expenditures Total	\$1,722,375	\$1,155,146	\$4,666,863	\$1,300	\$1,300
Requirements Total	\$5,391,596	\$2,487,055	\$11,432,015	\$1,300	\$1,300
FTE	0.69	0.69	0.00	0.00	0.00

Metro GO Bond Multi-Family Rental Housing Project Financing

Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Equity Impacts

This program offer is presented under the Affordable Multifamily Development program offer starting in FY2024-25.

Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$511,370	\$766,465	\$567,782	\$0	\$0
External Materials and Services	\$15,954,596	\$22,722,051	\$73,933,122	\$0	\$0
Bureau Expenditures Total	\$16,465,967	\$23,488,517	\$74,500,904	\$0	\$0
Fund Expenditures					
Debt Service	\$404,959	\$0	\$0	\$0	\$0
Fund Transfers - Expense	\$0	\$390,000	\$0	\$0	\$0
Fund Expenditures Total	\$404,959	\$390,000	\$0	\$0	\$0
Requirements Total	\$16,870,925	\$23,878,517	\$74,500,904	\$0	\$0
FTE	3.32	3.32	0.00	0.00	0.00

Portland Housing Bureau

Community & Economic Development Service Area

Multi Family Affordable Rental Project Financing

Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average investment per rental housing unit	\$124,263	\$136,000	\$150,000	\$150,000	\$150,000
Number of people housed in newly opened affordable rental units	1,760	856	1,000	1,000	1,000
Percentage of housing units opened or preserved in high opportunity areas	63%	66%	50%	50%	50%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	19%	14%	10%	10%	10%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	30%	32%	30%	30%	30%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Affordable housing units preserved	209	317	150	150	150
Housing units opened that are newly affordable	852	514	500	500	500
Rolling three-year average of total units opened and preserved	847	849	788	622	622

Equity Impacts

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$561,033	\$545,740	\$1,463,302	\$318,257	\$0
External Materials and Services	\$7,509,774	\$15,548,147	\$58,394,673	\$4,585,794	\$0
Internal Materials and Services	\$3,000	\$4,005	\$3,000	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$291
Bureau Expenditures Total	\$8,073,807	\$16,097,891	\$59,860,975	\$4,904,051	\$291

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Expenditures					
Fund Transfers - Expense	\$0	\$0	\$0	\$0	\$225,110
Fund Expenditures Total	\$0	\$0	\$0	\$0	\$225,110
Requirements Total	\$8,073,807	\$16,097,891	\$59,860,975	\$4,904,051	\$225,401
FTE	4.72	4.72	0.00	0.00	0.00

Portland Housing Bureau

Community & Economic Development Service Area

Policy and Planning

Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$670,245	\$574,634	\$967,750	\$0	\$0
External Materials and Services	\$(490,007)	\$519,427	\$84,881	\$0	\$0
Internal Materials and Services	\$658	\$935	\$352	\$0	\$0
Bureau Expenditures Total	\$180,895	\$1,094,996	\$1,052,983	\$0	\$0
Fund Expenditures					
Fund Transfers - Expense	\$70,119	\$0	\$0	\$0	\$0
Fund Expenditures Total	\$70,119	\$0	\$0	\$0	\$0
Requirements Total	\$251,014	\$1,094,996	\$1,052,983	\$0	\$0
FTE	7.08	6.08	0.00	0.00	0.00

Portland GO Bond Multi-Family Rental Housing Project Financing

Program Description & Goals

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Equity Impacts

The Portland GO Bond Housing program supports Housing Bureau’s mission of addressing the housing needs of the people of Portland through building and preserving quality, affordable housing; supporting programs that help low income Portlanders find, rent, and retain their homes; and reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

The Portland GO Bond Housing program seeks to advance equity by evaluating each proposer for Portland Bond funds on their commitment to advance racial equity and serve communities of color as priority populations. As part of the Bond Solicitation process, each developer will be asked to submit an equity plan that demonstrates their ability to meet Housing Bureau’s Disadvantaged, minority, women, and emerging small business-service disabled veterans (DMWESB-SDV) contracting goals and workforce training goals; effective outreach and marketing strategies to reach priority population; experience with low barrier screening criteria; and provision of culturally responsive resident and supportive services.

Success in this program would be realized when the housing produced by the Portland GO Bonds achieves these three goals:

- ◆ Increase the number of affordable housing units available and accessible to BIPOC households
- ◆ Achieve an aggregate 30 percent utilization of DMWESB-SDV construction contracts
- ◆ Support the creation of 300 Supportive Housing units for chronically homeless households

Changes to Program

This program offer is presented under the Affordable Multifamily Development program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,166,045	\$1,005,969	\$1,402,842	\$0	\$0
External Materials and Services	\$68,067,480	\$64,545,840	\$51,416,062	\$0	\$0
Internal Materials and Services	\$974,819	\$274,093	\$0	\$0	\$0
Bureau Expenditures Total	\$70,208,343	\$65,825,903	\$52,818,904	\$0	\$0

Portland Housing Bureau

Community & Economic Development Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Expenditures					
Debt Service	\$5,389	\$0	\$500,000	\$0	\$0
Fund Transfers - Expense	\$550,000	\$550,000	\$550,000	\$0	\$0
Fund Expenditures Total	\$555,389	\$550,000	\$1,050,000	\$0	\$0
Requirements Total	\$70,763,732	\$66,375,903	\$53,868,904	\$0	\$0
FTE	8.19	8.39	0.00	0.00	0.00

Property Management

Program Description & Goals

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Changes to Program

This program offer is presented under the Administration and Support program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$75,251	\$74,633	\$128,830	\$0	\$0
External Materials and Services	\$3,870,684	\$4,480,014	\$6,721,060	\$0	\$0
Internal Materials and Services	\$178,116	\$262,264	\$296,665	\$0	\$0
Bureau Expenditures Total	\$4,124,051	\$4,816,910	\$7,146,555	\$0	\$0
Fund Expenditures					
Debt Service	\$549,999	\$696,235	\$696,236	\$0	\$0
Fund Transfers - Expense	\$225,618	\$162,118	\$270,718	\$0	\$0
Fund Expenditures Total	\$775,617	\$858,353	\$966,954	\$0	\$0
Requirements Total	\$4,899,668	\$5,675,263	\$8,113,509	\$0	\$0
FTE	0.81	0.81	0.00	0.00	0.00

Portland Housing Bureau

Community & Economic Development Service Area

Rental Services Policy and Planning - old

Program Description & Goals

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

Changes to Program

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$189,249	\$163,298	\$222,378	\$0	\$0
External Materials and Services	\$4,676	\$9,225	\$6,000	\$0	\$0
Bureau Expenditures Total	\$193,925	\$172,523	\$228,378	\$0	\$0
Requirements Total	\$193,925	\$172,523	\$228,378	\$0	\$0
FTE	1.27	1.27	0.00	0.00	0.00

Tenant and Landlord Programs

Program Description & Goals

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

Changes to Program

This program offer is presented under the Rental Services Policy and Planning program offer starting in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$628,376	\$566,265	\$1,125,804	\$0	\$0
External Materials and Services	\$43,002,233	\$12,546,818	\$10,612,240	\$0	\$0
Internal Materials and Services	\$479,846	\$488,594	\$573,078	\$0	\$0
Bureau Expenditures Total	\$44,110,454	\$13,601,677	\$12,311,122	\$0	\$0
Fund Expenditures					
Contingency	\$0	\$0	\$1,730,000	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$1,730,000	\$0	\$0
Requirements Total	\$44,110,454	\$13,601,677	\$14,041,122	\$0	\$0
FTE	4.85	5.85	0.00	0.00	0.00

JOHS Administration and Operations

Program Description & Goals

In FY 2023-24, the Joint Office of Homeless Services consolidated the prior seven program offers into three main programs.

The JOHS new program offers are as follows:

- ◆ Safety on the Streets (outreach and engagement)
- ◆ Safety off the Streets (adult emergency shelter)
- ◆ Specialized transitional and permanent housing programs

The following program offers are no longer presented in the budget:

- ◆ JOHS Administration and Operations
- ◆ JOHS Employment Services
- ◆ JOHS Housing Placement/Retention
- ◆ JOHS System Support Services

The key functions of the canceled programs are now reported under the three new program offers.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$118,106	\$119,476
External Materials and Services	\$1,334,317	\$115,542	\$0	\$2,726,594	\$2,748,191
Bureau Expenditures Total	\$1,334,317	\$115,542	\$0	\$2,844,700	\$2,867,667
Requirements Total	\$1,334,317	\$115,542	\$0	\$2,844,700	\$2,867,667

JOHS System Support Services

Program Description & Goals

In FY 2023-24, the Joint Office of Homeless Services consolidated the prior seven program offers into three main programs.

The JOHS new program offers are as follows:

- ◆ Safety on the Streets (outreach and engagement)
- ◆ Safety off the Streets (adult emergency shelter)
- ◆ Specialized transitional and permanent housing programs

The following program offers are no longer presented in the budget:

- ◆ JOHS Administration and Operations
- ◆ JOHS Employment Services
- ◆ JOHS Housing Placement/Retention
- ◆ JOHS System Support Services

The key functions of the canceled programs are now reported under the three new program offers.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$14,900,378	\$2,839,746	\$0	\$0	\$0
Bureau Expenditures Total	\$14,900,378	\$2,839,746	\$0	\$0	\$0
Requirements Total	\$14,900,378	\$2,839,746	\$0	\$0	\$0

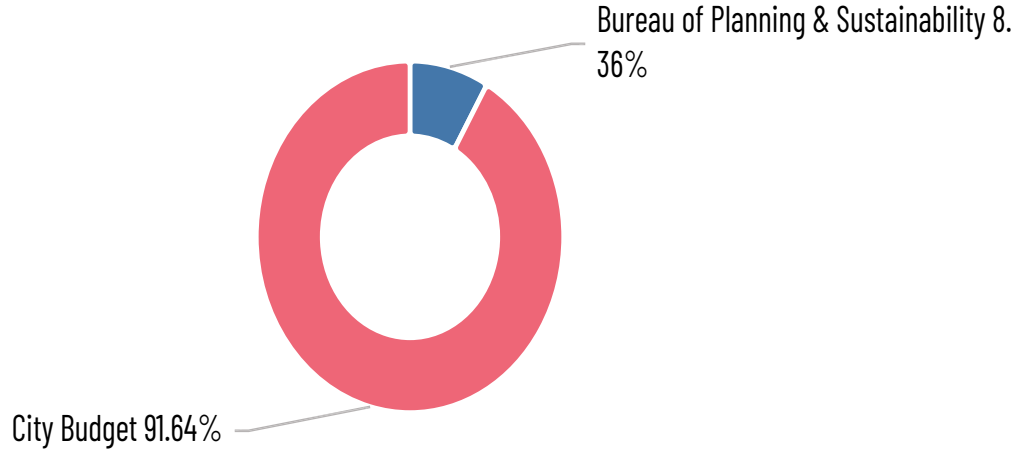
Bureau of Planning and Sustainability

Community & Economic Development Service Area

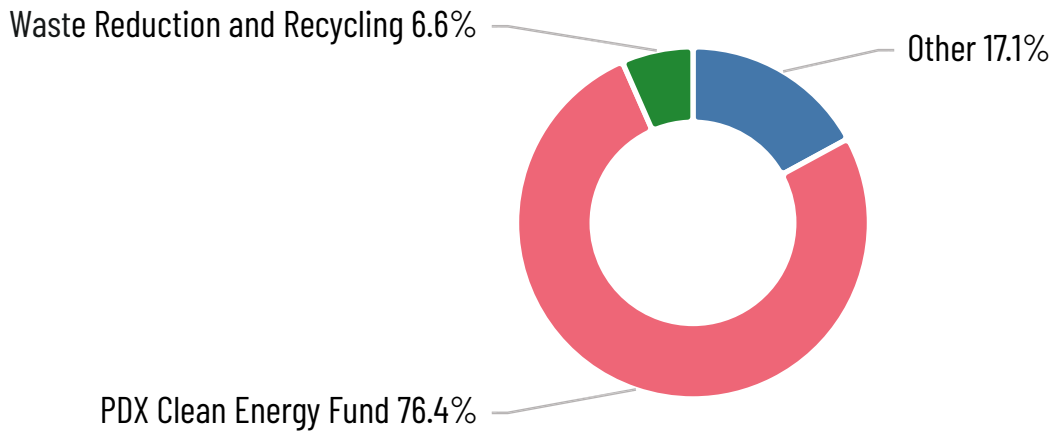
Bureau of Planning and Sustainability

Community & Economic Development Service Area
not assigned Service Area

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$598,451,212	\$692,123,396	\$93,672,184	15.7%
Capital				
Total	\$598,451,212	\$692,123,396	\$93,672,184	15.7%
Authorized Positions	158.80	150.80	(8.00)	(5.04)%

Area Planning

Program Description & Goals

The Area Planning program is part of the Bureau's core work to implement the Comprehensive Plan and meet City goals through managing growth and development. The Area Planning team works on area-specific planning projects and Citywide projects that affect their districts. Program staff liaise with communities and stakeholders in their districts on growth, development, and equity issues, and work to develop community relationships and incorporate community priorities and needs in planning processes. They pursue equitable development outcomes that benefit communities through project selection and design and through the continuity of relationships with community and stakeholders that program staff build. The program includes two groups that connect projects and programs across multiple bureaus with local knowledge and relationships.

District Planning: The District Planning group focuses on local- and place-based planning and development across five districts: West, Southeast, North, Northeast, and East. District Planners work with communities on projects that address development and equity issues related to topics such as zoning, design, housing, community development, environment, transportation, and transit, and contribute to and collaborate on projects managed by other agency partners as a resource to connect projects with community stakeholders. In FY 2023-24, the program emphasized projects in East Portland, including research and community engagement to identify strategies to address extreme heat, and worked to support various City initiatives along 82nd Ave., including planned corridor-wide transportation improvements resulting from the transfer of ownership of the thoroughfare to the City from the state in June 2022. The group also supported implementation of the recently adopted West Portland Town Center Plan. This included a project funded by the Center for Disease Control which focused on advancing housing stability and social connectedness. This work continues in FY 2024-25 as staff will conduct site feasibility analysis for a permanent location for a multicultural hub in SW Portland. This group also guided the Lower Southeast Rising Plan to City Council adoption, which created a new neighborhood center and rezoned targeted properties to expand opportunities for commercial, mixed use and multi-unit housing development. In FY 2024-25, program staff will continue to engage with BIPOC communities to address housing, social justice, and anti-displacement issues.

Central City Planning: The Central City group acts as District Planners for the Central City—from Lloyd to Lower Albina, the Pearl, Downtown, the South Waterfront, and the Central Eastside. The group implements the 2035 Central City Plan through specific plans, code and guideline development, and design studies; and consults and collaborates with community (e.g., Albina Vision Trust), development interests, and other bureaus on Central City projects. Current and upcoming work focuses on catalytic development projects and recovery from the impact that the pandemic, housing crisis, and demonstrations have had on the Central City and its residents and businesses.

In FY 2023-24, staff efforts focused on coordination with the Oregon Department of Transportation (ODOT) on the I-5 Rose Quarter project and supporting the community-led effort to reimagine a revitalized Lower Albina neighborhood that creates housing and wealth-building opportunities for Black Portlanders, projects that will continue and ramp up in FY 2024-25. In collaboration with other Bureaus and with additional support from a federal Reconnecting Communities grant, this team is also looking at district-wide zoning changes and amendments to the 2035 Central City Plan that will better align the plan with I-5 Rose Quarter project and the Albina Vision Trust Community Investment Plan. The group also supported the efforts of

Bureau of Planning and Sustainability

Community & Economic Development Service Area

the Code Development Team to identify Central City-focused regulatory changes that could facilitate housing production as part of the Housing Regulatory Relief Project. Similar efforts to streamline and simplify development regulations in the Central City will continue in FY 2024-25 to further the City's priorities of facilitating housing production and aiding the downtown economic recovery. The group will launch a Central City code and map refinement project in FY 2024-25.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
New Central City Housing Units	0	927	1,000	500	1,300
Retain community inclusivity as neighborhoods grow and change	28%	33%	29%	31%	31%
Percentage of new housing units that are in Centers and Corridors	88%	78%	80%	80%	80%
Representation of typically under-represented groups in decision-making processes	0%	21%	30%	30%	30%

Equity Impacts

In FY 2023-24 in East and SE Portland, staff worked with the community to obtain two grants to address community needs in two areas with infrastructure deficiencies and a higher share of communities of color. One of these efforts, the Parkrose Community Plan, was recently completed after a two-year community engagement process, and the second in Southeast Portland is still in progress. Upcoming projects further focus on BIPOC communities in East Portland by continuing to support citywide initiatives on 82nd Ave. And more recent efforts on the part of Prosper Portland to establish new Tax Increment Financing (TIF) districts in East Portland to advance the community's stabilization goals, as well as efforts to establish TIF districts in the Central City. Establishment of new TIF districts requires action by the Planning Commission as part of the adoption process.

More than half of the city's regulated affordable housing is in the Central City, largely the result of past development agreements for the River District and South Waterfront, which the Central City Team helped negotiate. Through the 2035 Central City Plan, the team restructured the Central City bonus density system to support additional affordable housing production through inclusionary housing. In FY 2023-24 and continuing into FY 2024-25, Central City staff is supporting restorative justice projects in Lower Albina working collaboratively with ODOT, partner bureaus, and community groups such as AVT and the Historic Albina Advisory Board (HAAB) to advance the state highway improvement project. The transportation project includes a proposed highway cover that will create development opportunities for Black Portlanders and reconnect the Lower Albina community, which was divided and displaced by the highway construction and urban renewal projects in the area. The team is also currently assisting with large scale master planning (e.g., OMSI) and other development sites that are expected to include affordable housing. Staff will assist with the TIF district adoption process in the Central City by helping to identify policy priorities and actions that implement the 2035 Central City Plan and will catalyze development and the revitalization of the Central City.

Changes to Program

In FY 2023-24, the focus has been on re-building the team, and re-establishing community relationships disrupted by the pandemic, and supporting the planning efforts described in detail above.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,286,971	\$1,154,109	\$1,547,075	\$1,226,050	\$1,226,050
External Materials and Services	\$65,534	\$94,511	\$375,991	\$30,600	\$30,600
Internal Materials and Services	\$15,398	\$41,615	\$139,342	\$3,000	\$3,000
Bureau Expenditures Total	\$1,367,904	\$1,290,235	\$2,062,408	\$1,259,650	\$1,259,650
Requirements Total	\$1,367,904	\$1,290,235	\$2,062,408	\$1,259,650	\$1,259,650
FTE	10.00	7.00	9.00	7.00	7.00

BPS - MHCRC

Program Description & Goals

The Mt. Hood Cable Regulatory Commission (MHCRC) is an independent entity that advocates for and protects the public interest in the regulation and development of cable communications systems in Multnomah County and the cities of Fairview, Gresham, Portland, Troutdale, and Wood Village. The MHCRC negotiates and enforces provisions in cable services franchise agreements, which include consumer protections, community benefit resources, and revenue to the cities and County. The cable franchises administered by this program generate about \$5.3 million annually for Portland’s General Fund.

The MHCRC contracts with the City of Portland through BPS for administrative and staff support services. Based on this contract, MHCRC operations resources and expenses are located within BPS’s budget. The MHCRC manages a segregated fund that is used to support the program, \$1-2M in annual community grants, and the capital and operational needs of the two community broadcasters in Multnomah County (MetroEast Community Media and Open Signal). The MHCRC manages a dozen or more Community Technology Grants each year, many of which are matched by other philanthropic resources. The two community media centers together produce thousands of hours of local, original video programs each year, as well as local government programming.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average number of work days to resolve complaints against cable companies escalated to MHCRC staff	5	2	2	2	2
Percentage of franchise fees spent on franchise regulation	23%	24%	10%	1%	1%
Total number of hours of local, original video programs produced through community media centers	6,504	5,342	5,000	5,000	5,000
Total franchise and utility license fees collected	\$1,485,031	\$89,511,558	\$93,000,000	\$93,000,000	\$93,000,000
Value of match resources leveraged by grantees through their community technology grants	62%	67%	50%	50%	50%
Total amount of one-time fees collected from audits	-\$97,045	\$98,478	\$1,500,000	\$1,000,000	\$1,000,000
Number of legislative actions taken to protect right-of-way authority on bills or proposed actions	1	1	10	1	2

Equity Impacts

The MHCRC is the grant-making body for the Community Grants Program (“Grant Program”), which provides funds for technology projects to community organizations, libraries, educational institutions, and local government agencies throughout Multnomah County. The program supports local entities in producing video content to be shared on the community media center channels. Grant projects and resulting video content produced are intended to support public-benefit priorities that include reducing disparities for Black, Indigenous, People of color; supporting improved community involvement and the diversity of voices in media; facilitating cost reductions and efficiencies in the non-profit community; or improving service delivery to increase the effectiveness of public or non-profit services.

Grants provide a financial means to address concrete local needs, such as improving learning resources in public schools and community colleges; removing barriers to receiving an education, workforce training, or other social services; and increasing access to media tools for local discourse, civic participation, and communications.

The Community Technology Grants program is grounded in equity best practices and principles. The program prioritizes funding for projects that serve under-served communities and integrates diversity, equity, and inclusion (DEI) measures in the design and implementation of the project. The program tracks the geographic distribution of funds throughout Multnomah County, the demographics of communities served, and impact area (workforce development, education, civic engagement, etc.). The program uses the data to prioritize outreach and education about the grant opportunity to BIPOC-led and BIPOC-serving community-based organizations.

The MHCRC also oversees two grant agreements with two community media centers: Open Signal and MetroEast Community Media. The grant agreements include scopes of work that address digital equity barriers for under-served populations and provide for the broadcasting of jurisdictions’ city council meetings, County board meetings, and school board meetings through Multnomah County. Open Signal and MetroEast are required to design and track programs and services that meet the needs of people of color, English-language learners, and people with disabilities. Both organizations use data to continually improve access to underserved populations in their communities.

Changes to Program

As traditional cable companies continue to move services to internet platforms and video delivery over the internet expands, franchise fee revenues and funding for community benefits (community grants, network infrastructure and community media) are expected to continue a slow decline. Current federal law limits local authority to calculate funding for community benefit programs based on the company’s revenues derived solely from cable TV services. Cable franchise and community benefit revenues are gradually decreasing year-to-year. Unless federal policy changes to allow for the negotiation of community benefits and fees pertaining to internet-related services, the program anticipates significant restructuring or discontinuance of services and programs over the next 10 years. The MHCRC is currently engaged in a strategic planning process to chart its future.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$591,480	\$482,333	\$786,554	\$906,730	\$906,730
External Materials and Services	\$105,862	\$162,163	\$538,873	\$157,000	\$157,000
Internal Materials and Services	\$75,730	\$37,091	\$120,170	\$10,000	\$10,000
Bureau Expenditures Total	\$773,072	\$681,587	\$1,445,597	\$1,073,730	\$1,073,730
Requirements Total	\$773,072	\$681,587	\$1,445,597	\$1,073,730	\$1,073,730
FTE	4.56	5.50	3.75	3.75	3.75

Bureau Administration

Program Description & Goals

This program includes the Director’s Office and all BPS’s internal operations teams including:

- 1. Director’s Office:** Provides executive-level management of a large workforce, including policy development and implementation, tracking outcomes, budgeting, and asset and personnel management. Manages external relations with Council offices, bureaus, and external partners and manages the Planning Commission.
- 2. Strategic Communications, Media Relations, and Design:** Transforms technical information and data into compelling materials to engage Portlanders in planning the future of the city and helping Portland reach climate action and sustainability goals. Produces newsletters, blog posts, graphic design of print and digital materials, talking points, media relations and editorials, BPS E-news, social media, website coordination, video/audio storytelling, and translations.
- 3. Technical Services:** Provides GIS services, database services, and web application development to help Portlanders understand and engage in the process of change throughout the city, to support BPS programs, and help BPS do research and analysis on demographic and economic trends.
- 4. Finance:** Oversees budget planning and development, financial management, accounting, monitoring, and reporting of bureau financial activities.
- 5. People Services:** Provides new staff on-boarding, training, internal equity and inclusion initiatives, and bureau-wide meeting coordination.
- 6. Business Operations:** Manages day-to-day components of bureau facilities, procurement and contract services, database management, archiving, and printing services.

These functions are provided by 30 FTE, primarily funded by bureau an overhead model that all programs pay into.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Amount of public testimony received by the Planning Commission (in person, via the Map App or otherwise in writing)	175	97	1,000	1,200	2,700

Equity Impacts

Bureau Administration supports BPS’s goals and equity initiatives by creating an inclusive and equitable culture that ensures bureau strategic direction, processes, and decisions are clearly communicated and developed in a collaborative space with all staff. Through people services, human resources, and operations, the teams help create a more diverse workforce through emphasizing recruitment and retention of employees of color, community building, on-boarding, and creating an inclusive organizational structure. Communications and Technical Services teams collaborate to create accessible materials and online engagement tools and content to engage Portlanders in creating a more healthy, prosperous, equitable, and resilient city.

The BPS five-year Racial Equity Plan has committed to: (1) advancing an Inclusive and Equitable Organizational Culture – Developing staff capacity through trainings; (2) creating Measurable Equity Results for communities of color; and (3) accommodations – consulting with Language Access Teams to meet the requirements of ADA, Title II, and Civil Rights Title VI requirements. Planning Commission meetings are broadcast online and cable access for community members who cannot attend in person. In FY 2024-25, BPS will continue to implement the bureau’s Equity Tool for project and policy development.

Changes to Program

The Portland Clean Energy Fund (PCEF) program continued to significantly expand its operations in 2023. The bureau also absorbed several programs from other bureaus in 2022, including Graffiti Abatement, Community Technology, Utility Franchise, and administration of the Mt. Hood Cable Regulatory Commission. The growth of the PCEF program and the addition of these new programs forced the bureau to re-engineer its internal administrative programs in FY 2023-24 to support this larger scale of work. The bureau added several new positions within Bureau Administration in 2023 to accommodate this increased level of work.

With the absorption of the former Office for Community Technology in 2022, Bureau Administration has facilitated integration of those programs into BPS operational systems.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,573,273	\$2,860,355	\$3,295,946	\$3,251,413	\$3,251,413
External Materials and Services	\$336,571	\$327,280	\$442,081	\$372,180	\$372,180
Internal Materials and Services	\$117,527	\$101,326	\$(69,183)	\$577,675	\$577,675
Capital Outlay	\$0	\$0	\$13,006	\$0	\$0
Bureau Expenditures Total	\$3,027,370	\$3,288,962	\$3,681,850	\$4,201,268	\$4,201,268
Requirements Total	\$3,027,370	\$3,288,962	\$3,681,850	\$4,201,268	\$4,201,268
FTE	18.50	18.50	27.00	26.00	26.00

Climate, Energy, & Sustainable Development

Program Description & Goals

The Climate, Energy, and Sustainable Development team informs and influences how the City can build a thriving, carbon-free economy that centers equity and the health, prosperity, and resilience of the people most impacted by climate change. To meet Council-adopted targets, the City must continue to pursue bold policy action that reduces carbon emissions. Without deep reductions in carbon emissions, achieving a safe, healthy, and resilient future for our community will not be possible.

This group implements the Climate Emergency Workplan (CEW), the City’s roadmap to climate action until 2025. The actions in the CEW put Portland on a path to achieving the carbon reduction targets in the Climate Emergency Declaration and 100% Renewable Energy resolutions. These two resolutions form the north star policy direction for the climate, energy, and sustainable development group.

The program’s workplan focuses on equitably decarbonizing electricity supply, buildings, transportation, and materials, and advancing a circular, clean, carbon-free, and inclusive local economy. The team conducts research and analysis, develops policies, and implements projects and programs that move Portland toward a just transition away from fossil fuels.

To do this work, the team engages with stakeholders across all sectors and communities, including the other City bureaus and commissions, community-based organizations, environmental justice organizations, business and industry, building owners and managers, academia, the nonprofit sector, and with many individuals rightly concerned about climate change. The program tracks, analyzes, and communicates communitywide carbon emissions trends and information and advocates and engages in state and federal policy proceedings that advance a fossil-free future.

These functions are provided by 10.9 FTE, funded by ongoing General Fund, Solid Waste Management Fund, grants, and IAAs. In FY 2022-23, this program received an infusion of one-time General Fund that funded five limited-duration employees. In FY 2023-24, decision package funds (climate emergency and climate performance and accountability) were carried over and are funding four positions, all of which will end before FY 2024-25.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of Home Energy Scores	30,897.00	38,072.00	0.00	0.00	0.00
Compliance rate for mandatory residential energy performance disclosure	55%	57%	60%	60%	85%
Energy efficiency improvement in the commercial building sector	NA	NA	0%	0%	2%
Percentage of regulated commercial building owners complying with Ordinance No. 187095 (Commercial Energy Performance Reporting)	NA	NA	0%	50%	90%
Percentage reduction in per person carbon emissions from 1990 levels	45%	NA	0%	4,400%	50%
Number of net zero carbon buildings	2	2	3	4	10
Per person residential energy use (million BTUs)	27.00	NA	0.00	24.00	21.00
Percentage of City electricity use from renewable resources	100%	100%	100%	10,000%	10,000%

Equity Impacts

Frontline communities have historically been under-served by climate- and energy-related programs and investments and under-represented in decision-making. Ensuring the just distribution of the benefits of climate actions and addressing the unequal burdens of the impacts of climate change like heat waves and wildfire smoke, requires intentional policies and projects that address the systems that perpetuate both climate change and inequity.

Highlights for FY 2024-2025 include:

- Serve on leadership of Multnomah County Climate Justice Plan, a community-centered approach to designing climate solutions derived from community experience and priorities. Since last year, the Climate Justice Plan's leadership grew from the initial five anchors to include several more organizational partners. This project is now led by Coalition for Communities of Color, Neighbors for Clean Air, Verde, NW Energy Coalition, Unite Oregon, Rahab's Sisters, Self Enhancement Inc., Community Energy Project, Oregon Physicians for Social Responsibility, APANO, and the Multnomah Youth Commission.
- Advance policy development for Climate and Health Standards for Existing Buildings, a buildings decarbonization approach designed and led by communities of color.
- Lead engagement with BIPOC communities to determine community-based ownership and community-benefiting opportunities within the renewable electricity sector.
- Focus on the economic opportunities for BIPOC communities as we lead decarbonization policy efforts in the industrial sector.
- Resource and compensate community members for their engagement in climate policy.

Changes to Program

In 2022, the team led a multi-bureau effort resulting in the adoption of the City's newest climate action plan, the Climate Emergency Workplan (CEW). In early 2023, using one-time funds from the Climate Emergency and Climate Performance and Accountability decision packages, the team hired five limited duration staff to advance climate work across the City and within BPS, as captured in the CEW. These 5 limited-term positions will end at the beginning of FY 2024-25, and the climate program scope will contract accordingly.

Further, as a result of the historic federal investments available through the Inflation Reduction Act and the Bipartisan Infrastructure Law for infrastructure and clean energy projects, staff time has and will continue to shift toward a new priority: tracking and understanding the federal climate resources available to the City. The intent of this new focus is to help coordinate among the bureaus and position Portland to be successful in obtaining federal funds for climate projects, programs, and policies.

Bureau of Planning and Sustainability

Community & Economic Development Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$915,952	\$1,645,703	\$1,998,595	\$2,118,563	\$2,118,563
External Materials and Services	\$188,915	\$327,263	\$552,800	\$331,150	\$331,150
Internal Materials and Services	\$1,083	\$2,865	\$1,000	\$5,000	\$5,000
Bureau Expenditures Total	\$1,105,950	\$1,975,830	\$2,552,395	\$2,454,713	\$2,454,713
Requirements Total	\$1,105,950	\$1,975,830	\$2,552,395	\$2,454,713	\$2,454,713
FTE	8.90	15.55	13.91	10.90	10.90

Code Development

Program Description & Goals

The Code Development Program creates clear, effective, and defensible development regulations that ensure new development contributes to City goals and produces more equitable outcomes. The program consults on planning projects that include Zoning Code amendments and undertakes a regular review of Zoning Code amendments to ensure the code remains up-to-date and responsive to changing conditions. In recent years, work has focused on increasing housing production and options to address the growing cost of housing and improving the design of the large new development. The program balances the benefits of regulation with the cost of implementation and compliance. The program also includes staff costs for some management and technical services that serve all the planning programs.

The Code Development Program leads major code projects, prepares projects in response to City Council priorities or emergency needs, and provides code development expertise and technical mapping / GIS and data analysis services to various projects within BPS and other City bureaus.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Middle housing production in single dwelling zones	1.83	4.60	0.50	0.50	0.50
Percentage of seven-county region's new housing that is in Portland.	22%	17%	25%	25%	25%

Equity Impacts

Zoning has historically been used to re-enforce segregation and protect privileged communities from change while directing change to communities with fewer resources – often communities of color. Recently, the program worked to reverse harm by revamping residential development codes to increase housing access and choice in high-opportunity communities. In the current fiscal year and into FY 2024-25, the team will explore potential Zoning Code amendments focused on mitigating impact of heat on communities of color in East Portland based on research and analysis that was conducted using one time money from prior fiscal years and will continue its efforts to identify ways to remove regulatory barriers to housing production and economic development/business creation. All code projects are evaluated in terms of their impact on displacement in low-income communities and their financial impacts on development with a particular emphasis on facilitating the post-pandemic economic recovery. In FY 2023-24, examples of this emphasis are the Housing Regulatory Relief (HRR) Project, which initiated temporary code changes to barriers to housing development for a period of five years to address the current housing crisis, and the Regulatory Improvement Code Amendment Package 10 (RICAP 10) project, which makes permanent technical code changes and clarifications that streamline process and remove barriers to development and economic activity.

Bureau of Planning and Sustainability

Community & Economic Development Service Area

Changes to Program

Over the past decade, staffing in this program has been reduced by three FTE. With the increase in resources obtained through a FY 2022-23 decision package, the program has been augmented with additional staffing to support a variety of additional code development work. In FY 2023-24, program staff completed Zoning Code amendments to bring City zoning into conformance with recent changes to state law and that aimed to facilitate housing production and economic recovery and have included the Land Division Zoning Code Amendment project, the Electric Vehicle (EV) Code Project, the Parking Code Amendment Project, HRR, and RICAP 10.

Existing staffing resources will be used in FY 2024-25 to continue to amend the Zoning Code to update and modernize conditional use regulations and development regulations and standards related to nonconforming upgrades; explore and update permanent regulations for ground floor uses and development standards as a follow up to HRR and continue to make technical amendments and process improvements through a future RICAP program. Efforts will continue to focus on facilitating housing production and economic recovery. The Code Team will also support Citywide, multi-bureau efforts to amend code regulations to facilitate the government transition and the establishment of a single-permit authority through its knowledge and expertise on the code and the legislative process.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,287,279	\$1,582,303	\$1,848,172	\$1,818,200	\$1,818,200
External Materials and Services	\$34,486	\$155,204	\$350,715	\$375,200	\$375,200
Internal Materials and Services	\$217,336	\$216,658	\$189,912	\$4,500	\$4,500
Bureau Expenditures Total	\$1,539,101	\$1,954,165	\$2,388,799	\$2,197,900	\$2,197,900
Requirements Total	\$1,539,101	\$1,954,165	\$2,388,799	\$2,197,900	\$2,197,900
FTE	9.00	8.60	12.50	8.50	8.50

Comprehensive & Strategic Planning

Program Description & Goals

This program shapes Portland’s growth through plans, policies, and projects, for a more prosperous, healthy, resilient, and equitable city. The strategy is for most households to live in complete neighborhoods – places where people have safe and convenient access to what they need to be healthy and successful. This means acting, often with other bureaus and agencies, to implement City policy, plans, codes, investments, and programs to grow vibrant centers and corridors in more neighborhoods; increase the supply, variety, and affordability of housing; support commercial development to grow jobs and an equitable low-carbon economy; and protect natural resources. Expanding opportunities for housing and jobs and access to daily services to foster complete neighborhoods while minimizing displacement pressures is a focus of this team’s ongoing work.

The Comprehensive Plan, required by Oregon law, is the City’s tool for managing growth, development, and transportation systems to meet long-range goals. Implementation of the Plan helps the City reach community-defined climate, housing, economic development, and equity outcomes. The work falls into two areas:

Comprehensive Planning: This work includes maintaining and updating the Comprehensive Plan and Citywide Systems Plan; managing annexations; coordinating the Urban Service Boundary and growth projections with schools, neighboring jurisdictions, and Metro. In FY 2024-25, the team will focus on conducting an infrastructure analysis of the Inner East area to evaluate future potential for expanding multi-dwelling zoning and support Prosper Portland efforts to create potentially up to eight new Tax Increment Financing (TIF) districts in East Portland and the Central City to facilitate ongoing efforts to support Central City recovery efforts and community stabilization efforts.

Transportation and Transit Coordination: This work includes land use and equitable development planning in tandem with major transportation projects with PBOT, Prosper, PHB, TriMet, and Metro. FY 2024-25 projects include ongoing support for the 82nd Ave transit project through land use and equity assessment; land use support for the Interstate Bridge Replacement and TriMet’s Red Line improvements; and wrapping up research efforts and recommendations for transportation decarbonization strategies funded by one-time money in the previous fiscal years.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Retain community inclusivity as neighborhoods grow and change	28%	33%	29%	31%	31%
Percentage of new housing units that are in Centers and Corridors	88%	78%	80%	80%	80%
Percentage of Portlanders Living in a Complete Community	66%	66%	68%	69%	80%

Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide direction to reduce disparities, increase access to opportunity, and mitigate burdens. The Plan controls the distribution of growth and change and can have a significant impact on who benefits and who is burdened. Zoning has historically been used to re-enforce segregation and protect privileged communities from change while directing change to communities with fewer resources – often communities of color. This group works closely with community-based organizations to understand local needs and is expanding partnerships to

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ensure that major investments maximize benefits and avoid burdens on vulnerable communities including renters. The program is working to reverse harm by promoting land use changes that increase housing access and choice in high-income communities and developing new tools to prevent displacement such as the West Portland Town Center Plan (WPTC), which Council adopted in 2022 and a similar planning process undertaken in the Southeast (Lower Southeast Rising Transportation and Land Use Plan). These plans emphasize health and prosperity outcomes for immigrants and communities of color and strive to expand access to neighborhood-serving commercial uses and opportunities for multi-unit housing while preserving naturally occurring affordable housing.

In FY 2023-24, staff prepared a CDC-funded “Accelerator Plan” to progress two early implementation actions in WPTC area and in FY 2024-25 the bureau is pursuing renewal of a multi-bureau Interagency Agreement to continue funding of an existing limited duration Infrastructure Coordinator to advance efforts to coordinate infrastructure investments in the City that are aligned with recently adopted plans such as the WPTC and that generally better align with the Comprehensive Plan growth strategy.

Changes to Program

In FY 2022-23, the bureau wound down work conducted related to the age-friendly cities initiatives with the preparation of a draft Age- and Disability-Inclusive Neighborhoods (ADIN) Action Plan. The bureau did not seek to extend the Age-Friendly Cities position, which was funded with one-time funding in 2019. The program will also wrap up its research efforts to identify further strategies the City can take to decarbonize transportation particularly in the freight sector, an effort that was funded with two-year, one-time funding that will conclude in FY 2023-24.

This program will continue to focus on its core work and to retain an infrastructure coordinator position that was funded in the FY 2022-23 budget through an interagency agreement with BES, PBOT, Water, and BPS. The position has made some strides in understanding and developing standard operating procedures for improved multi-bureau coordination of capital improvements that will be important as the City transitions to its new form of government.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,006,880	\$1,081,289	\$983,114	\$875,724	\$875,724
External Materials and Services	\$146,530	\$108,578	\$96,800	\$23,200	\$23,200
Internal Materials and Services	\$39,458	\$31,018	\$2,500	\$2,000	\$2,000
Bureau Expenditures Total	\$1,192,867	\$1,220,885	\$1,082,414	\$900,924	\$900,924
Requirements Total	\$1,192,867	\$1,220,885	\$1,082,414	\$900,924	\$900,924
FTE	7.00	15.00	6.00	5.00	5.00

Director's Office

Equity & Engagement

Program Description & Goals

The Equity and Engagement Program (EE) provides strategic and direct support to all bureau programs to ensure racial equity and engagement best practices are achieved. The EE Program oversees the design, implementation, and evaluation of the BPS Racial Equity Plan and Racial Equity Toolkit to set guidelines and goals for policy creation and implementation, new program development, and community partnerships. EE Program staff are stewards of the City’s core values of Anti-Racism and Equity and assist bureau staff in performing equity analysis on systems, services, and/or programs to evaluate potential inequities and develop long-term goals and strategies to eliminate them.

EE Program staff are charged with supporting meaningful engagement with underserved and under-represented communities. The team works across City bureaus and with community partners to strengthen policies and practices, supporting organizational culture change through continuous skill-building opportunities/workshops for staff and partners. Staff provide ongoing oversight and evaluation of internal and external facing initiatives to ensure that equity is embedded into all decisions, programs, policies, projects, and processes both internally and externally. In addition to consultative and accountability roles in the bureau, the Equity and Engagement Team also staff the Community Involvement Committee, the bureau’s Sponsorship Committee, manage the bureau’s Community Engagement and Capacity contracts, and coordinate language access for the bureau. The team’s goals for FY 2024-25 are to establish systems that elevate and retain a diverse workforce and center the voices of historically vulnerable communities in the decision-making processes at BPS, and to make strides in the hiring and retention of BIPOC staff.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Median of 4 on all staff’s equity objective scores (1-5).	NA	NA	100%	400%	400%

Equity Impacts

The Equity and Engagement program will continue to consult, coach, and assist with capacity building to help the programs at BPS to better connect with community. This elevated engagement will lead to more informed and equitable decision making in our collective work.

Additionally, the ongoing training and learning opportunities will increase the staff’s ability to grow in their understanding and application of equity.

Changes to Program

There has been staff turnover in FY 2023-24, leading the team to re-examine its workplan to better serve the bureau. The team is also examining how it can become an integral part of the Community & Economic Development Service Area. There is a growing need for equity and engagement support.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$529,622	\$641,837	\$444,117	\$534,365	\$534,365
External Materials and Services	\$63,251	\$73,426	\$145,133	\$89,478	\$89,478
Internal Materials and Services	\$0	\$0	\$5,000	\$(598,788)	\$(598,788)
Bureau Expenditures Total	\$592,873	\$715,263	\$594,250	\$25,055	\$25,055
Requirements Total	\$592,873	\$715,263	\$594,250	\$25,055	\$25,055
FTE	5.00	3.00	3.00	3.00	3.00

Franchise and Utility

Program Description & Goals

The Franchise Utility program grants access to the right-of-way by private utility companies, like gas, electricity, and telecommunications, by negotiating and administering franchise agreements. The right-of-way is one of Portland’s most important assets; private companies make billions off it, and franchise agreements bring in \$80-90 million dollars annually for the City’s General Fund. The public right-of-way is the land from sidewalk to sidewalk, above, below, and on the surface of our streets. The right-of-way is about 20 percent of the land in Portland and 50 percent of the downtown core. This land is owned by the public, and the City manages it on the public’s behalf.

Franchise Utility program staff utilize the City’s authority to manage the long-term use of public rights-of-way and levy fees to ensure the City is fairly compensated for use of the right-of-way for private utilities. The program’s compliance staff work to ensure companies follow the terms of the agreements. The program works closely with PBOT, which oversees the transportation function of the right of way and maintains the engineering standards and permitting process for improvements in the right of way.

In FY 2022-23, there were over 300 total Franchise and Utility accounts, which generated about \$85 million annually for the City’s general fund, the City’s third largest source of General Fund revenue, which is also the most stable. City Council uses this revenue to fund City priorities.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Net change in utility and franchise fees not attributable to inflation	\$3,343,828	\$0	\$1,000,000	\$100,000	\$100,000
Franchise and utility management program efficiency ratio	400%	156%	150%	150%	150%
Total franchise and utility license fees collected	\$1,485,031	\$89,511,558	\$93,000,000	\$93,000,000	\$93,000,000
Total amount of one-time fees collected from audits	-\$97,045	\$98,478	\$1,500,000	\$1,000,000	\$1,000,000
Number of legislative actions taken to protect right-of-way authority on bills or proposed actions	1	1	10	1	2

Equity Impacts

The Franchise Utility program supports essential City services through managing access to the public right-of-way and administering and collecting franchise and utility license fees.

City council allocates the funds generated by the Utility Program to fund City priorities, which include housing, homelessness, public safety, and livability with their decisions rooted in the core values of equity and anti-racism. This program helps to fund equity efforts of all General Fund bureaus, for example the General Fund budget for the Office of Equity and Human Rights.

Changes to Program

The program is developing process improvements, including code changes, governing the City’s management of access to the right-of-way. These changes would put the City in line with other cities in the state and would move from a passive approach to the right-of-way to more active and efficient management. Staff are revitalizing the program with a new shared code that will encompass all users of the public right-of-way, eventually phasing out the process of negotiating separate franchise agreements for each user. This new code was brought to Council in mid-2023, and Council directed further changes that were adopted in early 2024. Further changes related to the telecommunications industry are expected in late 2024.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$603,545	\$472,677	\$524,606	\$600,675	\$600,675
External Materials and Services	\$37,998	\$38,960	\$191,040	\$611,200	\$611,200
Internal Materials and Services	\$69,756	\$37,720	\$90,058	\$0	\$0
Bureau Expenditures Total	\$711,300	\$549,356	\$805,704	\$1,211,875	\$1,211,875
Requirements Total	\$711,300	\$549,356	\$805,704	\$1,211,875	\$1,211,875
FTE	5.17	4.25	3.30	3.30	3.30

Graffiti Reduction

Program Description & Goals

The Graffiti Abatement Team implements Title 14B.80 and works with Portlanders to embrace and preserve the beauty and livability of their communities by reducing the negative impacts of unauthorized graffiti.

The Graffiti Abatement Program processes and assigns graffiti reports. It refers graffiti reports to the appropriate property owner for removal. The team also offers proactive, responsive, and on-call removal services:

The program works with community partners to provide free graffiti removal for small businesses, nonprofit organizations, and residents, and with local arts organizations to promote and protect murals. Graffiti removal services range from painting and pressure-washing to highly specialized art restoration and preservation. The program's contracts for graffiti removal reduce the burden on our community and property owners to manage graffiti removals, as well as managing accumulated graffiti.

These functions are provided by 2 FTE, primarily funded by the General Fund.

Equity Impacts

The inclusion of four new MWESB contracts in FY 2021-22 was a step towards promoting more equitable business opportunities. Increased training and resources for these contractors was provided during FY 2022-23 and will continue in the future.

The City's proactive graffiti removal model has improved equitable services for all Portlanders. Contractors do proactive work in areas of Portland where graffiti may be under-reported or removal may be under-requested.

Changes to Program

During FY 2022-23, the Graffiti Program was transferred from the Office of Community and Civic Life to BPS. A new Graffiti Program Manager was hired in mid-2023. The Graffiti Abatement Program continues to find ways to streamline service delivery, such as recently including an electronic graffiti abatement waiver form to the graffiti reporting portal so that reporting property owners can immediately grant permission for City assistance, as well as ongoing public engagement through the Problem Solver Meetings hosted by PEMO.

In the FY 2024-25 Adopted Budget, Council allocated an additional \$1M to maintain the current elevated level of services and contracts through 2025.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$140,138	\$373,184	\$432,674	\$432,674
External Materials and Services	\$0	\$1,034,769	\$1,433,696	\$1,577,955	\$1,577,955
Internal Materials and Services	\$0	\$70	\$3,120	\$0	\$0
Bureau Expenditures Total	\$0	\$1,174,976	\$1,810,000	\$2,010,629	\$2,010,629
Requirements Total	\$0	\$1,174,976	\$1,810,000	\$2,010,629	\$2,010,629
FTE	0.00	1.00	2.00	2.00	2.00

Portland Clean Energy Fund

Program Description & Goals

This program is responsible for the implementation of voter-approved Measure 26-201, the Portland Clean Energy Community Benefits Fund (PCEF). As prescribed by its authorizing legislation, PCEF invests in community-led and community-driven projects and programs that reduce carbon emissions in ways that advance social and economic benefits for all Portlanders. PCEF prioritizes low-income people, communities of color, people with disabilities and other communities on the frontlines of climate change for energy efficiency and renewable energy, transportation decarbonization, green job training, and green infrastructure projects. PCEF also prioritizes the development of skilled workers from historically disadvantaged groups, including women, people of color, and people with disabilities.

PCEF provide grants and contracts to nonprofit, government, and for-profit entities to invest in community-led and community-driven projects and programs that reduce carbon emissions in a manner that supports social and economic benefits for all Portlanders. Funding comes from the proceeds of a 1% surcharge on revenues of certain large retailers within Portland, as approved by voters in Measure 26-201 in November 2018. PCEF is projected to generate roughly \$200 million in annual funding for FY 2024-25 and subsequent years.

PCEF's grant and contract investments are defined in the Climate Investment Plan (CIP), which was adopted by City Council in October 2023. The CIP guides PCEF's investment of \$750 million between 2023 and 2028. These investments help ensure our most impacted residents are prepared for a changing climate as the program supports the City's goal of net-zero carbon emissions by 2050.

Equity Impacts

Frontline communities have historically been under-served by climate- and energy-related programs and investments and under-represented in decision-making. PCEF directly challenges this history both in its decision-making structures, its implementation team, and its authorizing legislation. PCEF's priority populations for its investments include low-income communities, communities of color, people with disabilities, and others that have been historically under-resourced by sustainability, climate action, and clean energy programs. In June 2022, the PCEF Committee approved program reporting measures that disaggregate demographic (gender, race/ethnicity identification(s), renter/homeowner, beneficiary zip code, household income, and disability status) data associated with program investments to track, understand, and adapt the program to ensure equity outcomes.

The CIP is grounded in climate research, deep community engagement, and multiple rounds of input from residents, businesses, subject matter experts, government partners, and community organizations to ensure the proposed solutions address the needs of Portland residents hit first and hardest by climate change. All programs were evaluated with PCEF's equity and climate framework, which considers benefits to frontline communities, community leadership, implementation feasibility, greenhouse gas (GHG) emissions reductions, and accountability.

Changes to Program

FY 2022-23 and 2023-24 represented a period of substantial program evolution for PCEF due to program code updates adopted by City Council in October 2022 and the CIP adopted in October 2023.

FY 2024-25 will be critical as the program will develop and implement several new strategic programs identified in the CIP, including new programming implemented by partner City Bureaus, and issue awards to CBOs for PCEF’s third community responsive grant request for proposals (RFP #3).

In FY 2024-25, the program will:

1. Develop and launch several strategic programs identified within the CIP that will invest over \$500 million over the next five years.
2. Continue the implementation of the initial two strategic programs launched in FY 2023-24 (Clean energy in regulated multifamily affordable housing and Equitable tree canopy).
3. Award the latest round of community responsive grants from RFP #3 ranging from \$40 to 60 million.
4. Continue implementation and refinement of core grant-making, grant/contract management, and reporting infrastructure.
5. Increase staffing to address capacity constraints and additional program implementation needs (i.e., programs adopted in the CIP).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,600,470	\$2,139,949	\$4,939,170	\$7,832,793	\$7,832,793
External Materials and Services	\$3,346,251	\$10,261,727	\$197,992,429	\$132,491,567	\$132,493,925
Internal Materials and Services	\$1,859,078	\$2,288,275	\$3,191,525	\$3,749,220	\$4,267,220
Bureau Expenditures Total	\$6,805,799	\$14,689,951	\$206,123,124	\$144,073,580	\$144,593,938
Fund Expenditures					
Contingency	\$0	\$0	\$349,261,455	\$512,585,422	\$501,148,332
Fund Transfers - Expense	\$0	\$34,273	\$119,084	\$8,118,614	\$8,116,256
Fund Expenditures Total	\$0	\$34,273	\$349,380,539	\$520,704,036	\$509,264,588
Requirements Total	\$6,805,799	\$14,724,224	\$555,503,663	\$664,777,616	\$653,858,526
FTE	12.30	16.60	29.50	39.50	39.50

River & Environmental Planning

Program Description & Goals

The River and Environmental Planning program is responsible for developing plans, policies, projects, and regulations to protect and improve the health of environmental resources, support proper floodplain management, and contribute to Portland's resiliency in the face of climate change. The program is also responsible for developing plans that meet State land use mandates and advance objectives related to natural resources, economic development, recreation, water quality, and other goals.

The program includes three sections:

Willamette River Planning: River planning focuses on development; parks; natural, scenic, and cultural resources; and transportation along the river. In FY 2023-24, the team continued to implement a geographically phased work plan to update development regulations for properties adjacent to the Willamette River and other city waterways which aim to strengthen natural resource protections, update floodplain regulations, and streamline regulations. River planning is coordinated closely with the City's Tribal Relations Program, tribal governments, and native people due to their deep cultural relationships with the river.

Environmental Planning: This team is responsible for development and maintenance of the City's regulatory tools to protect and enhance natural resources and improve environmental health and resiliency citywide and through area-specific projects. This includes development of State-required Natural Resource Inventory (NRI) and the application of environmental overlay zones and other measures to support compliance with regional, state, and federal laws including Oregon's State Planning Goal 5, the Endangered Species Act and the Clean Water Act.

The program is conducting ongoing phases of a work plan to correct the environmental overlay zone maps based on up-to-date technology and methods (the Ezone Map Correction Project adopted in 2022). These maps are used to protect identified natural resources and to avoid development in hazardous areas. The current phase of the Ezone Map Correction Project is focused on industrial land in the Columbia Corridor industrial areas which are being updated in conjunction with the state-mandated update of the Economic Opportunities Analysis, given the intersection with industrial jobs lands.

Resiliency Planning / Floodplain Regulation Update: The program also helps with the City's resilience research and planning. During the development of the Comprehensive Plan, the program recommended reducing development capacity on landslide prone properties. In FY, 2024-25, the team will continue implementing the multi-year floodplain Management Update Work Plan. The focus in the upcoming fiscal year will be to update the regulations that will apply the North Reach of the Willamette River, with the similar overall program goals, which is to update Zoning and Building Code floodplain regulations to increase flood storage capacity; improve floodplain habitat for endangered and threatened salmon and steelhead species; and seek future floodplain maps based on climate change models. This work is required to maintain households and businesses access to Federal Flood Insurance and the phased implementation of floodplain regulations in the North Reach area of the Willamette River will continue in FY 2024-25 after the successful City Council adoption of the Floodplain Resilience Plan in October 2023.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Acres of significant natural resources protected through regulatory measures	16,159	16,308	17,870	17,870	17,870

Equity Impacts

Access to rivers, streams, forests, and wildlife is important for a healthy community: lowering blood pressure, decreasing anxiety, increasing physical activity, and improving social cohesion all come when people have access to nature. People who experience the greatest disparities in Portland typically have limited access to nature. By protecting and enhancing natural areas in neighborhoods, we provide equitable access to nature and these public health benefits.

This team works closely with the City’s Tribal Relations Director to involve local tribes and other native peoples in planning, especially along the Willamette River. The results of this collaboration are especially evident in the recently adopted River Plan / South Reach project. An additional focus in FY 2023-24 was on developing strategies to mitigate the climate change impacts from extreme heat in East Portland that was funded by two-year, one-time funding that ended in FY 2023-24.

Changes to Program

In FY 2023-24, the program staff focused on the adoption of updated local floodplain development regulations per federal mandates and starting Phase 2 of the Environmental Zone update for resources in the Columbia Corridor as part of the Economic Opportunities Analysis.

This program has had reduced permanent funding over recent years and has been disproportionately reliant on temporary and one-time funding. In FY 2021-22, the program was staffed with three positions funded by a combination of funds from BES and carryover. The FY 2022-23 and FY 2023-24 base budget continued to support two permanent staff, while two other staff were funded with two-year, one-time funds. With the conclusion of this one-time funding, this program will lose two staff positions in FY 2024-25. Remaining staff will focus on the core work of updating the Ezones and continuing to update floodplain regulations throughout the city to ensure compliance with federal regulations by an anticipated 2027 compliance deadline. Efforts to improve resiliency to extreme heat in East Portland will not advance beyond the research phase this year due to the reduced staffing levels, and other core work will be likely be slowed.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$545,592	\$587,844	\$1,049,778	\$680,983	\$680,983
External Materials and Services	\$25,071	\$15,840	\$103,015	\$142,400	\$142,400
Internal Materials and Services	\$61,064	\$2,340	\$2,500	\$1,500	\$1,500
Bureau Expenditures Total	\$631,728	\$606,024	\$1,155,293	\$824,883	\$824,883
Requirements Total	\$631,728	\$606,024	\$1,155,293	\$824,883	\$824,883
FTE	4.00	4.00	7.99	4.00	4.00

Smart City PDX

Program Description & Goals

The Digital Equity / Smart City PDX program combines the work of the former Office for Community Technology Digital Equity program and the Bureau of Planning and Sustainability Smart City PDX program. This program prioritizes services to improve the use of data and technology to foster civic engagement, create shared prosperity, improve livability, and provide equitable access to City services. The program partners with communities to prepare for future technologies and make our city a place where data and technology are used to improve people's lives and not harm them.

This work also collectively contributes to the City's ability to address our key priority areas of community safety, economic recovery, homelessness, and livability by making data relevant to these issues more available, usable, and accessible to City leadership and community, and facilitates the responsible use of technology to address these challenges.

Current work is focused in four areas: digital equity, enterprise data governance and open data, privacy, and data services.

Digital Equity: This work involves seeking and implementing community-led solutions to bridging the digital divide. We use community technology programming and public policy advocacy to improve digital inclusion in the City of Portland. Our process is driven by an iterative community-engagement process. Initiatives include:

Enterprise Data Governance and Open Data: In partnership with OMF and the Office of Equity & Human Rights, Smart City PDX was directed by City Council to develop citywide practices and policies to improve the City as a data organization and manage our data as a community asset by establishing a citywide Data Governance Committee. This includes development of lifecycle data management practices, data standards, training and support services, and new data infrastructure. The work also seeks to increase publication, open access, and widespread sharing of data collected and generated by the City.

Privacy: Smart City PDX was directed by City Council to partner with Office of Equity and community to develop and implement new privacy policies and best practices, including a comprehensive policy for surveillance technologies. This work includes implementing a Privacy Impact Assessment process and completing an inventory of surveillance technologies in use across the City.

Data Services: This includes comprehensive data support and performance management approaches for projects supported by the City's \$208 million in American Rescue Plan Act funds, Community Safety Division and the OMF Transition Team. Smart City PDX analysts support a cross-bureau team for each project to provide support and products for data collection, management, integration, analysis, and sharing. Smart City PDX coordinates with City Budget Office's performance team and Office of Equity to align outcomes-based approaches and enhance the support that can be delivered to City staff and partners.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of data review and privacy impact assessment services provided by Smart City PDX to City Bureaus/Offices and external partners.	3	6	10	10	15
Number of datasets available for download on the City of Portland’s Open Data portal(s)	404	430	450	550	500
Number of external/internal Smart City PDX outreach/training/engagement events	16	12	15	5	10
Difference in the percentage of households with home broadband service by household income	0%	4%	0%	10%	4%
Total amount of outside funding for Smart City PDX programs	\$300,000	\$600,000	\$100,000	\$100,000	\$500,000
Percentage of Open Signal digital literacy training participants that are people of color	61%	64%	50%	50%	51%
Percentage of Digital Equity Action Plan (DEAP) Strategic Actions on track	0%	100%	100%	90%	100%

Equity Impacts

The Digital Equity and Inclusion program focuses on leading initiatives related to addressing issue of affordability and reliability of internet service and empowering and supporting community-based partnerships that tackle barriers faced by priority populations to internet adoption and use. The program facilitates and implements community driven and centered solutions to address digital access and adoption needs. Implementation of a Privacy Impact Assessment process will reduce the risk of harms and maximize the value to community from City data and technology decisions. Data Services uses a collaborative approach to ensure that equity and data considerations go hand in hand to design data collections, analyze data, document, and share methods, and create transparent information products. Defining, tracking, and sharing equitable outcomes and measures while considering privacy impacts and meaningful engagement is a key component of our equity work.

Changes to Program

Changes to the program in FY 2024-25 will include:

- Expanding our Community Leads program model to support Digital Equity and Smart City PDX data services work, which will directly incorporate community expertise in the development of data products and services.
- Implementing a new privacy impact assessment service to make the City a better steward of public data and technology while minimizing harms to BIPOC and disabled Portlanders. This will require additional resources to sustain.
- Developing collaborative proposals for a range of data services in response to requests from other City teams such as the Transition Team and Permit Improvement Project for needed support for coordinated storytelling, data analysis, data collection design, data visualization design, and data management, which will further establish our Data Services team as a critical component of the City’s successful implementation of charter reform.

Bureau of Planning and Sustainability

Community & Economic Development Service Area

- With ARPA and other one-time funding expiring in 2024, the Digital Equity / Smart City PDX Data Services / Data Governance work will need to identify new sources of funding to sustain programs and services.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$401,490	\$628,821	\$1,426,544	\$1,417,012	\$1,417,012
External Materials and Services	\$122,412	\$34,612	\$3,561,113	\$1,494,343	\$1,494,343
Internal Materials and Services	\$0	\$0	\$331,206	\$140,497	\$140,497
Bureau Expenditures Total	\$523,902	\$663,433	\$5,318,863	\$3,051,852	\$3,051,852
Requirements Total	\$523,902	\$663,433	\$5,318,863	\$3,051,852	\$3,051,852
FTE	3.00	10.00	9.95	5.95	5.95

Sustainable Consumption & Production

Program Description & Goals

Through community collaboration and education, the Garbage & Recycling Education & Outreach Team helps Portlanders achieve prosperity, health, and resilience by making informed decisions about practices that conserve resources and reduce emissions at home and work.

The program has three goals:

1. Motivate voluntary and market-based actions that advance City and bureau goals for a sustainable city that is prosperous, healthy, resilient, and equitable.
2. Support the City in achieving high-quality garbage, recycling, and compost services by providing necessary service information and customer-requested resources.
3. Implement action outlined in the City’s Climate Emergency Workplan and Metro’s 2030 Regional Waste Management Plan.

The program’s responsibilities include the following:

- Supporting businesses and residents to prevent and reduce food waste.
- Educating and assisting multifamily tenants and property managers.
- Conducting outreach to businesses and residents to improve repair, reuse, and recycling opportunities.
- Facilitating the waste equity work.
- Implementing key portions of the City’s sustainable consumption and production strategy.

Additionally, the team supports regional food systems in ways that reduce climate impacts through partnerships with local food justice and food security community organizations; preventing and reducing food waste through business assistance and outreach to residents; implementing a business food scrap collection requirement; and collaborating with other Pacific Coast cities and states for greater impact.

The team also supports the regional reuse, repair, and share economy through partnerships with local community organizations and by conducting circular economy research.

An important focus of this program is assisting tenants of multifamily properties, ensuring they have adequate recycling opportunities and understand how best to dispose of waste.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Portlanders’ satisfaction with quality of garbage, recycling, and composting services	NA	60%	0%	60%	75%
Number of businesses consulted with on sustainability requirements	3,849	1,035	0	2,157	4,240
Number of multifamily units provided with waste education	17,647	5,910	0	13,000	25,000

Equity Impacts

This program contributes to implementation of the City's Waste Equity Workplan, which works to increase the participation of and access for women and BIPOC community members and reduce barriers to economic opportunities for minority-owned and women-owned companies.

The Outreach and Engagement Team engages BIPOC communities in shaping our vision for the work and collaboratively determining how we'll build a new sustainable economy and has shifted resources to community engagement and participation.

Work conducted to build our understanding – such as audience research and needs assessments – will include a focus on BIPOC community experience. In addition, we have prioritized workplan actions that are at the nexus of climate, health, equity, and economic stability and expect to learn as we engage community in these efforts.

Waste collection education and engagement services are adapting to better meet the needs of BIPOC community and BIPOC-owned businesses by:

- Culturally specific outreach to inform, educate, and problem solve around the Business Food Compost Mandate as well as a business's waste collection rights and needs.
- Continuing to use more accessible, inclusive, and translated resources and outreach tools for recycling and waste reduction.
- Allocating resources to implementing regional multifamily service standards; correcting collection service inequities experienced by multifamily tenants.

Changes to Program

In FY 2024-25, this team will:

- Rededicate staff resources to implement supports for multifamily communities in reaching climate, equity, and collection service goals. Specifically develop new outreach and engagement strategies and support policy and service developments that make sustainable choices more accessible in multifamily communities.
- Support the continued development of the sustainable consumption and production strategy and emerging climate crisis initiatives through community engagement and the design and development of new programs, campaigns, and events.
- Build on culturally specific outreach and other outreach-related elements of the City's waste equity work, in partnership with the bureau's Equity & Engagement Team.
- Support businesses as they implement new food scrap composting requirements and supporting multifamily property managers and tenants to successfully implement new regional service standards.
- Support potential changes that will occur state and regional-wide because of the Recycling Modernization Act (RMA).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,037,230	\$846,971	\$1,480,080	\$1,548,551	\$1,548,551
External Materials and Services	\$203,013	\$229,913	\$421,445	\$578,414	\$578,414
Internal Materials and Services	\$139,440	\$160,617	\$151,000	\$127,000	\$127,000
Bureau Expenditures Total	\$1,379,682	\$1,237,501	\$2,052,525	\$2,253,965	\$2,253,965
Fund Expenditures					
Contingency	\$0	\$0	\$(19,315)	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$(19,315)	\$0	\$0
Requirements Total	\$1,379,682	\$1,237,501	\$2,033,210	\$2,253,965	\$2,253,965
FTE	7.80	5.52	8.40	8.40	8.40

Urban Design & Research

Program Description & Goals

This program leads projects and provides expertise to the work of BPS and the City related to housing, economic development, urban design, and historic preservation. The data-driven, technical expertise provided by the program is critical to ensure land use planning decisions produce the intended results as policies interact with market forces and conditions. The program conducts BPS's work on the state-mandated updates to the Economic Opportunities Analysis (EOA), Housing Needs Analysis (HNA), and the newly required Housing Production Strategy; and leads the bureau's work on the Anti-Displacement Action Plan (ADAP).

Work is divided into two teams:

Housing and Economic Interventions: This team does research to develop housing and economic policies. This includes tracking real estate and development trends, employment, and displacement risk for vulnerable populations, including BIPOC communities of color.

This team is the lead for the bureau's equitable development planning, including the Anti-Displacement Action Plan (ADAP), which is a community-led process to implement the anti-displacement policies of the 2035 Comprehensive Plan. In FY 2024-25, the ADAP program will complete the multi-year process to develop an Anti-Displacement Action Plan that will outline strategies to minimize displacement and advance equitable development.

Zoning has long been used to exclude and segregate communities. This team explores how to use zoning and related tools to correct past harms to Black and indigenous communities. The program is working to advance several zoning-related actions identified in existing community-led plans, such as the PAALF Peoples Plan. In 2024, staff will re-evaluate zoning rules related to home-based businesses, in recognition that these rules disproportionately result in enforcement complaints against households of color and will pursue new zoning map changes to expand opportunities for multi-unit housing development to foster greater housing production and address housing affordability.

This team also leads the update of the Economic Opportunities Analysis (EOA). The EOA update is currently in the policy-making and public engagement stage, to determine the amount of needed industrial land. This will include consideration of long-delayed actions to protect natural resources in industrial areas and to continue the phased implementation of floodplain regulations required to maintain discounted floodplain insurance rates for Portlanders and to implement the federal regulations related to the Federal Emergency Management Agency (FEMA) Biological Opinion (BiOp).

Following up on the City Council adoption of the 2045 Housing Needs Analysis in FY 2023-24, this team will complete the multi-Bureau effort to prepare a Housing Production Strategy to outline the actions the City will take to facilitate the production of forecasted housing units needed at all income levels. Additionally, program staff have been participating in and supporting the work of a multi-bureau group that have been helping to implement the Housing Production Resolution (Resolution No. 37593) adopted by City Council on November 3, 2022.

Urban Design Studio and Historic Resources: The Urban Design Studio integrates urban design into projects to create vibrant and inclusive places for all people. They produce plans, analyses, policies, and community engagement that inform decisions on the design of new buildings and public spaces and assist on infrastructure projects such as the South Park Block Master Plan (led by PP&R), Broadway Corridor/USPS (led by Prosper Portland) and, with PBOT, the Central City Green Loop and the Interstate Bridge Replacement Project (IBR).

This year the Urban Design Studio staff prepared a character statement for the Northwest neighborhood around Montgomery Park as part of the Montgomery Park to Hollywood NW Plan and provided urban design input to the transformative Interstate Bridge Replacement (IBR) project. The bridge will continue to be a focus in FY 2024-25, to inform designs that best integrate the project into the existing urban fabric and maximize the benefits of the added multimodal facilities that will be constructed with the bridge project, including a new light rail transit station, new bicycle and pedestrian facilities, and a new local street network. Staff will conduct ongoing urban design analyses and visioning for Hayden Island to understand the impacts and opportunities on land uses in the vicinity of the bridge project. Finally, staff will continue to provide urban design advise and research to support ongoing efforts directed at Central City recovery.

Historic Resources staff supports City compliance with federal and state law. The team staffs the Historic Landmarks Commission on National Register of Historic Places nominations. In FY 2023-24 staff focused on identifying and nominating historic resources affiliated with the BIPOC and LGBTQ+ community, which will continue in FY 2024-25. A new project exploring approaches to preserving legacy businesses is launching in FY 2024-25 with the support of a \$352,000 federal Small Business Administration grant.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of new housing units that are in Centers and Corridors	88%	78%	80%	80%	80%
Percentage of seven-county region’s new employment growth that is in Portland	0%	42%	25%	25%	25%
Percentage of seven-county region’s new housing that is in Portland.	22%	17%	25%	25%	25%

Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide explicit direction to manage growth to reduce disparities, increase access to opportunities, and mitigate the burdens of land use and transportation decisions. The ADAP is a major program focused on providing recommendations on equity-centered anti-displacement and equitable development policy, coordination, and implementation. The EOA update is another major initiative with a focus on how to create middle-wage job opportunities for people without college degrees. The HNA update will focus on housing affordability and strategies to provide a range of housing that is accessible and affordable to a diverse range of Portlanders. The Urban Design and Research program is actively working to reverse that historical harm by promoting land use changes that increase housing access and choice in high-income communities and developing tools to implement anti-displacement policies to mitigate or reduce displacement risks for lower-income communities. The historic resources staff focus on preservation of historic/cultural resources of African American and other under-represented communities.

Bureau of Planning and Sustainability

Community & Economic Development Service Area

Changes to Program

In FY 2024-25, the Housing and Economic Interventions team will wrap up its work with a community coalition to develop an Anti-Displacement Action Plan. Since FY 2021-22, ADAP program funded grants to community groups through a combination of City funds and Metro grants.

Through external grant funding, the Historic Resources Team will continue to diversify the Historic Resources Inventory, support the adaptive reuse of historic buildings, and protect institutions from displacement. Specific efforts are directed at documenting landmarks and protecting important places with Black, Indigenous, Latinx, and LGBTQ+ histories as requested by the community. The Team will explore how to streamline development review in existing City-designation conservation districts. The program also will research and develop recommendations for a Legacy Business Preservation Program intended to support the continuity of longstanding businesses and institutions — primarily those serving historically excluded and under-represented communities.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$748,603	\$977,323	\$1,631,110	\$1,558,431	\$1,558,431
External Materials and Services	\$270,027	\$231,552	\$616,697	\$92,200	\$92,200
Internal Materials and Services	\$1,438	\$2,294	\$3,500	\$3,000	\$3,000
Bureau Expenditures Total	\$1,020,068	\$1,211,169	\$2,251,307	\$1,653,631	\$1,653,631
Requirements Total	\$1,020,068	\$1,211,169	\$2,251,307	\$1,653,631	\$1,653,631
FTE	6.00	8.40	8.00	9.00	9.00

Waste Collection

Program Description & Goals

Planning & Sustainability is responsible for regulating the garbage, recycling, and composting collection system for Portland's residents and businesses. This program includes three teams:

Waste Collection: This team carries out City Council's policy direction to reduce waste, increase recycling and composting, and maintain high-quality collection services at reasonable rates.

Residential waste collection includes franchising residential collection companies, enforcing service standards, setting rates, and customer support. The annual rate-setting process establishes the fee hauling companies can charge customers for providing residential garbage, recycling, and composting collection.

The commercial program oversees waste, recycling, and composting collection services provided by private hauling companies to businesses and multifamily customers. The bureau establishes service standards, issues permits to haulers, and ensures compliance with City requirements. Commercial service is not franchised (rate-regulated) in Portland.

For both commercial and residential haulers, Planning & Sustainability establishes rules limiting pollution from collection vehicles and improving safety for workers, cyclists, and pedestrians.

This team collects fees from garbage and recycling companies: a residential 5% franchise fee and a commercial tonnage fee. The revenues are used by bureau waste collections, climate, and sustainability programs, and they also provide funds for waste-related services undertaken by the Bureau of Development Services Nuisance Inspection Program and the Office of Management & Finance Homeless Urban Camping Impact Reduction Program.

Policy Development and Implementation: In addition to regulating waste collection, Planning & Sustainability develops and implements policy to reduce single-use plastics and polystyrene foam take-out food containers. The bureau also coordinates with Metro and the DEQ on regional and statewide priorities around multifamily recycling, business food scraps separation requirements, and modernizing Oregon's recycling system.

Public Trash Cans: The Public Trash Can Program helps Portland become the cleanest city in America by providing sidewalk trash cans and overseeing collection in 5 different service areas across the city.

These are the Waste Collection program's goals:

- Create shared prosperity through affordable service, equitable participation of women and minority workers, and reduced barriers to economic opportunities for COBID businesses.
- Provide exemplary service for residents and businesses.
- Advance the City's climate and environmental goals through waste prevention, recovery, and safe, environmentally sound operations.
- Sustain a resilient and equitable system.

Bureau of Planning and Sustainability

Community & Economic Development Service Area

These functions are funded through a combination of resources, including the Solid Waste Management Fund and a grant from Metro, which are relatively stable sources of funding.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of waste recycled or composted	55%	53%	0%	56%	90%
Typical curbside residential bill as a percent of median income	0.57%	0.50%	0.00%	0.00%	0.60%

Equity Impacts

Planning & Sustainability prioritizes equity measures as part of Waste Collection work. In 2018, a diverse set of stakeholders reviewed the solid waste collection system’s ability to achieve the City’s equity and diversity values both in terms of workforce and company ownership. City Council subsequently accepted a Waste Equity Workplan, which the bureau is now implementing. The Waste Collection’s team will continue to focus on these priorities:

The Public Trash Can Program will continue to expand throughout the city with priority given to underserved areas and BIPOC-owned businesses. Public trash can contracts are limited to COBID certified firms, directing resources to those historically disadvantaged companies as outlined above.

Changes to Program

Over the next few years, changes will be made to make recycling easier at apartments and other multifamily communities. This includes improved garbage and recycling service levels, easy-to-understand signs, and color-coded containers.

On August 6, 2021, Governor Brown signed the Plastic Pollution and Recycling Modernization Act (SB 582) to update Oregon’s outdated recycling system by building on local community programs and leveraging the resources of producers to create an innovative system that works for everyone. This new law will pave the way for a reinvented waste system in Oregon that will make recycling easier for the public to use, upgrade the facilities that sort recyclables, and create environmental benefits while reducing social and environmental harms. Producers and manufacturers of packaging, paper products and food service ware will pay for many of these necessary improvements. The new law became effective January 1, 2022, and recycling program changes will start in July 2025. BPS staff are closely involved as SB 582 enters the implementation phase and are keeping BPS leadership, City Council and colleagues at the Office of Government Relations updated on the progress of the development, as the law develops into administrative rules for Oregon.

Additionally, implementation continues for the business food scraps separation policy, which meets climate and waste reduction goals. All food businesses, such as restaurants, grocery stores, institutional kitchens, and schools are required to keep food scraps out of the garbage. While many Portland food generating businesses already separate their food scraps for composting, the program’s notification to other businesses began in 2022 and will continue throughout 2024. This policy will be started throughout the Metro region with official notification to the largest food businesses and phased in over a three-year period. In total, about 3,000 Portland businesses will be included.

The public trash can program expanded recently across North and Northeast Portland, with Northwest Portland to come in 2024.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,237,890	\$1,458,675	\$2,647,235	\$2,358,215	\$2,358,215
External Materials and Services	\$3,243,701	\$3,998,134	\$4,484,637	\$3,883,594	\$3,922,000
Internal Materials and Services	\$1,522,143	\$1,683,422	\$1,983,961	\$2,211,129	\$2,211,129
Bureau Expenditures Total	\$6,003,735	\$7,140,231	\$9,115,833	\$8,452,938	\$8,491,344
Fund Expenditures					
Debt Service	\$83,092	\$86,417	\$889,872	\$93,469	\$93,469
Contingency	\$0	\$0	\$1,417,526	\$132,386	\$95,449
Fund Transfers - Expense	\$175,368	\$224,013	\$1,354,606	\$1,434,200	\$1,432,731
Fund Expenditures Total	\$258,460	\$310,430	\$3,662,004	\$1,660,055	\$1,621,649
Requirements Total	\$6,262,195	\$7,450,661	\$12,777,837	\$10,112,993	\$10,112,993
FTE	14.00	14.53	14.50	14.50	14.50

Digital Equity

Franchise and Utility

Bureau of Planning and Sustainability

Community & Economic Development Service Area

OCT - MHCRC

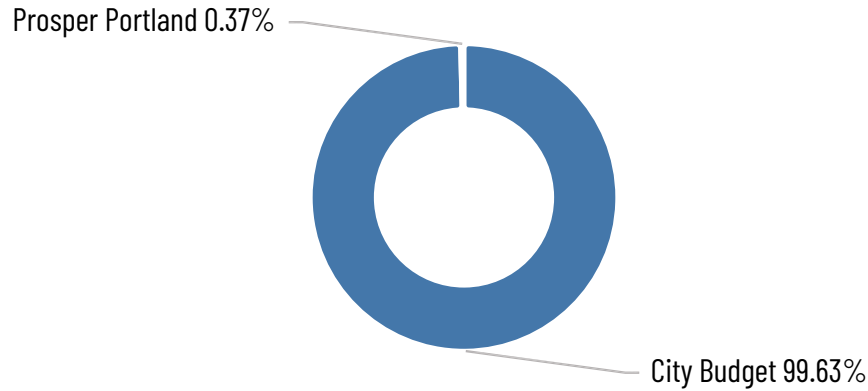
Bureau of Planning and Sustainability

Community & Economic Development Service Area

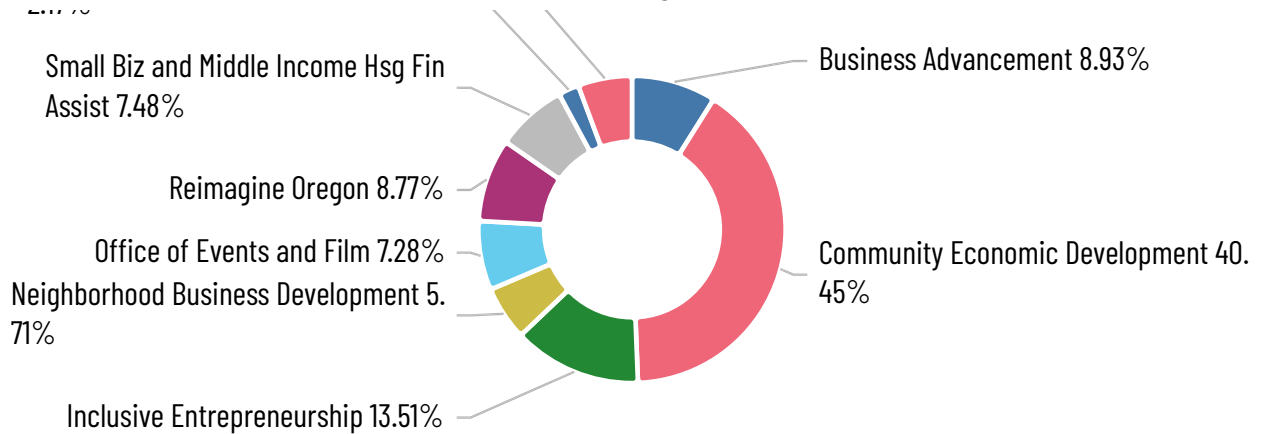
Prosper Portland

Community & Economic Development Service Area
 Donnie Oliveira, DCA - Community & Economic Development
 Kimberly Branam, Executive Director

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$33,680,726	\$30,491,575	\$(3,189,151)	(9.5)%
Capital				
Total	\$33,680,726	\$30,491,575	\$(3,189,151)	(9.5)%
Authorized Positions				

Office of Small Business

Program Description & Goals

In the spring of 2024, City Council charged Prosper Portland with creating and implementing an Office of Small Business (OSB). The OSB aligns with the goals outlined in the City’s economic development strategy, Advance Portland. Outcome 2.3.1 focuses on centralizing small business assistance and services provided through the City of Portland, while Outcome 2.1.4 emphasizes the need to expand the Portland Small Business Hub (PDX Small Biz Hub) to serve as a centralized resource.

Supported by funds from the American Rescue Plan Act (ARPA), Prosper Portland launched the PDX Small Biz Hub in July 2022. This online platform allows Portland small businesses to access centralized resources, navigation services, and business advising through a network of service providers. Prosper Portland aims to expand the existing PDX Small Biz Hub infrastructure, which was established during the pandemic, to centralize all small business programs and services. Centralized services will include intake for future staff liaisons who will provide customized one-on-one support to businesses needing assistance navigating City and Prosper Portland services and regulations.

The new office will be led by a dedicated manager and supported by three skilled liaison staff. Their critical responsibilities include coordinating small business programs at Prosper Portland, introducing web-based services and training, and collaborating with City bureaus to enhance service delivery for Portland’s small businesses. This office will be an integral part of Prosper Portland’s established Entrepreneurship and Community Economic Development team, to improve coordination and increase capacity.

The office will:

- ◆ Deliver services with a customer-facing approach
- ◆ Provide a central place for businesses to access government information or seek help
- ◆ Track inquiries and business needs
- ◆ Standardize and customize high-quality services delivered by public staff and third-party providers

Performance measures will be developed in FY 2024-25 as part of the office formation work.

Equity Impacts

The OSB website will be accessible in English, Spanish, Chinese, Russian, and Vietnamese. It will offer culturally specific and in-language support. Materials will be translated to help those with limited or no English skills, and our office will tailor services to individuals facing higher barriers. About 63% of the businesses served through PDX Small Business Hub identify as a BIPOC owned business.

Changes to Program

Resources

General Fund: Ongoing funds are being allocated from the Returning TIF Add Package, which will support staff and overhead expenses. There is a one-time add package for \$200 thousand to fund materials and services.

Community-Based District Support

Program Description & Goals

Prosper Portland provides community-based district support through the Neighborhood Prosperity Network (NPN) and investments in Venture Portland programming. NPN districts receive grants, training, and support from Prosper Portland and business districts receive similar supports through Venture Portland.

NPN is a signature place-based Prosper Portland program, designed to support social equity-focused community economic development and is led by members of the respective communities. NPN fosters economic opportunity and vitality throughout Portland neighborhoods, focusing on low-income populations and communities of color. With an emphasis on localized grassroots economic development, Prosper Portland partners with 7 community-based organizations located in North, Northeast, and East Portland to support economic opportunity, small business growth, healthy and safe communities, and build community capacity in these neighborhoods. Due to the strength of the community relationships, districts have successfully grown financial support over the past ten years to implement various City priorities targeting disadvantaged populations. These funds and staff have supported direct business assistance and increased employment in the districts.

Each NPN district focuses on the unique needs of its community with the goal of community stabilization, growing businesses and increasing employment opportunities. Grants from Prosper Portland enable the organizations to hire staff, connect with local businesses, support physical improvement needs, encourage community-led development projects, and increase the district's visibility. NPN has partnered with the Inclusive Business Resource Network (IBRN) to provide business technical assistance throughout districts and workforce navigators to assist with employment in the communities.

Venture Portland, a mutual benefit non-profit, provides technical assistance to approximately 50 neighborhood business districts throughout Portland. Since 1986 Venture Portland has invested in the smart, strategic growth of Portland's unique neighborhood business districts. These dynamic districts, which together make up a majority of the city's businesses and nearly half of its jobs, play a vital role in Portland's economic prosperity and collectively represent local, regional, national and international demand for goods and services.

In addition to general district support, Venture Portland also provides high touch assistance through their Catalytic Investment Initiative (CII). Venture Portland serves up to six business districts each year with organizer staff hours. The organizers assigned to each district support governance and guidance to each of the all-volunteer business districts association board of directors, create and implement community events, write and execute grants to fund programs that market and promote the district, host board and member meetings, host community mixers, engage and develop relationships with new and existing businesses. CII districts also receive non-competitive grant funding to implement specific goals or projects.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Private Funds Leveraged by Neighborhood Prosperity Network	\$2,441,552	\$3,213,297	\$750,000	\$750,000	\$0
Private Funds Leveraged by Venture Portland	\$18,405	\$86,420	\$200,000	\$200,000	\$0
Number of technical assistance and training hours to business district associations by Venture Portland	4,570	4,112	2,700	2,700	0
Number of volunteer hours - Venture Portland	5,419	5,497	8,000	8,000	0
Net number of full time employees employed by Neighborhood Prosperity Districts	0.00	0.00	0.00	14.00	0.00

Equity Impacts

The Neighborhood Prosperity Network is a critical program that delivers on Prosper Portland’s Strategic Plan and ensures that historically underrepresented communities benefit from the investment that is occurring in their neighborhoods. These districts are in neighborhoods with increasing gentrification pressures and higher-than-average diversity compared to Portland as a whole.

Venture Portland’s CII is intended to address historic and structural disparities and issues with affordability and displacement in targeted business districts. These districts, which collectively contain more than 6,000 businesses, have higher percentages of immigrants, people of color and people living below Portland’s median household income.

Changes to Program

The Neighborhood Prosperity Initiative was launched in 2011, and with micro-tax increment finance (TIF) districts, created a 10-year on-ramp to build capacity and determine how the community capacity impacts community stabilization. Over the last 10 years, proof of concept demonstrated that those closest to the issue are in the best situation to solve the issues. Micro-TIF districts highlighted the necessity to help stabilize community access to capital to ensure priority communities could remain in the neighborhoods as gentrification pressures became more apparent.

In 2018, a coalition of community-based partners in the Cully neighborhood approached Prosper Portland to explore a community-centered TIF (TIF district creation process that could lead to a new TIF model that centers historically underserved, marginalized, and underrepresented community voices in the TIF district creation process. To that end, community-based organizations, Cully residents, Prosper Portland, and the Portland Housing Bureau co-created a Cully TIF District proposal that Portland City Council adopted unanimously. The hyper-localized community economic development capacity through the Neighborhood Prosperity Districts is a crucial element of the vision to fulfill the long-term commitment of ensuring that community members and priority businesses are well-informed and benefit from the investment into the district that occurs through a traditional-sized TIF district. Prosper Portland is now embarking on fulfilling that vision with the Cully TIF district alongside the NPNs within the district.

Other NPN districts and community stakeholders have begun convening to explore how community-led TIF districts can help stabilize East Portland businesses and residents.

Resources

Prosper Portland

Community & Economic Development Service Area

Neighborhood Prosperity Network:

- ◆ General Fund: Prosper Portland’s portion of the General Fund increased with the Returning TIF Add Package. This increase in funds largely supports staffing and overhead, previously funded through TIF districts.
- ◆ Enterprise Zone: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Funding has been steadily budgeted at \$275 thousand annually. However, Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.

Venture Portland:

- ◆ General Fund: Prosper Portland’s portion of the General Fund increased with the Returning TIF Add Package. This increase in funds largely supports staffing and overhead, previously funded through TIF districts.
- ◆ ARPA: The American Rescue Plan Act funds increased Venture Portland’s staff hours who are supporting Catalytic Investment Initiative districts. Staff hours increased from 12 to 32 hours per district. In addition, Venture Portland deployed an events team that supports business districts and organizations needing technical assistance to implement neighborhood and large-scale events, and has launched a grants program that will provide \$500 thousand to business districts.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$624,391	\$1,550,245	\$1,371,460	\$1,806,702	\$1,741,702
Bureau Expenditures Total	\$624,391	\$1,550,245	\$1,371,460	\$1,806,702	\$1,741,702
Requirements Total	\$624,391	\$1,550,245	\$1,371,460	\$1,806,702	\$1,741,702

Small Business & Middle-Income Housing Financial Assistance

Program Description & Goals

Prosper Portland invests in small businesses with direct funding for operating and capital needs, centering businesses with limited access to capital. Through various funding sources, including one time funding, federal Economic Development Administration funds, and citywide strategic investment funds. Prosper Portland offers flexible loans and grants to meet unique business or property needs. Loan programs offer flexible repayment terms tailored to help a business start, grow and stabilize and partner with primary lenders to bridge financing gaps. While grant programs focus primarily on physical improvements – including immediate repairs and broader tenanting improvements – loan programs support working capital, equipment purchases and business growth/expansion, as well as physical improvements of real property in leased or owner-occupied spaces.

Programming supports businesses through direct financial assistance in alignment with other Prosper Portland programs in small business and traded sector specific strategies for business growth, job creation and inclusive entrepreneurship. This direct funding together with related tailored assistance supports i) the retention and creation of quality jobs by improving business competitiveness and inclusion practices and ii) generational wealth creation through business ownership.

Equity Impacts

To date during FY 2023-24, Prosper Portland has provided 18 loans to 14 clients placing over \$8.5 million in business and commercial property lending. Clients range from businesses in food & beverage manufacturing to childcare. FY 2023-24 activity reflects ongoing and growing demand for loans within communities with historically limited access to capital.

Since the start of FY 2022-23, Prosper Portland has provided 547 grants to small businesses and nonprofits through the Repair and Restore grants citywide and through the Prosperity Investment Program and Community Livability grants within Tax Increment Finance districts, with 59% of Restore Grants received by BIPOC owned businesses or nonprofits.

Changes to Program

Prosper Portland directly underwrites, finances and administers loans to small businesses as part of our broader economic and urban development programming and activities. In FY 2024-25, the team has a goal of placing more than \$5 million in business and commercial property lending citywide with similar disaggregated outcomes and impact. Prosper Portland's small business financing capital resources include:

- ◆ **Economic Development Administration.** Prosper Portland administers an Economic Development Administration (EDA) Revolving Loan Fund (RLF). The City was the initial Grantee of a U.S. Department of Commerce EDA RLF Grant first initiated in 1979 and originally authorized by City of Portland Resolution #32267 adopting a Comprehensive Economic Development Strategy (CEDS). Prosper Portland administered the funds on behalf of the City. City Council recently approved the transfer of ownership of the funds to Prosper Portland and Prosper Portland is in the process of defederalizing these funds.
- ◆ **Strategic Investment Fund.** Through revenues generated from the return on investments the agency has made via loan payments, operating properties, and proceeds from the sale of properties for public-private development projects, the Strategic Investment Fund serves short-term and long-term community needs including citywide small business working capital and commercial property loans. Changes to commercial property loan products are currently underway to better align with community needs.

Small business Repair and Stabilization Restore grant programs continue to support Portland small businesses experiencing hardships resulting from the COVID-19 pandemic citywide and complement Prosper Portland's Prosperity Investment Program grants available within specific tax increment finance districts. Funded through ARPA, the Repair and Stabilization Restore programs are anticipated to continue through December 31, 2024 pursuant to ARPA requirements.

With declining Tax Increment Finance resources and the return of that tax base to the City of Portland, General Fund will support citywide staffing and overhead maximizing and leveraging ARPA, EDA, and other capital funding available for direct grant and loan awards to small businesses.

Resources

- ◆ **General Fund:** Staffing and overhead for this program is being funded with the Returning TIF Add Package.
- ◆ **Strategic Investment Fund:** Staff funded through General Fund will work to get more than \$5 million in resources out annually in loans to small businesses, commercial development, and middle- income housing projects.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$0	\$0	\$2,147,400	\$2,281,385
Bureau Expenditures Total	\$0	\$0	\$0	\$2,147,400	\$2,281,385
Requirements Total	\$0	\$0	\$0	\$2,147,400	\$2,281,385

Small Business Leasing & Tenanting

Program Description & Goals

Prosper Portland's commercial tenanting activities involve direct leasing, property management, and tenant improvement investments. These tenanting activities support businesses looking to open physical retail locations, increase access to affordable commercial space for small businesses with a bricks and mortar presence, and revitalize Portland's commercial corridors and business districts with products and services that cater to local community and regional needs.

Prosper Portland operates a portfolio of properties citywide and within TIF districts, managing and leasing those properties to support small businesses, including through access to affordable commercial space and with the following goals:

- ◆ Strategic tenanting of spaces to support businesses to serve and anchor adjacent communities;
- ◆ Flexible lease terms tailored to help a business start, grow and stabilize; and
- ◆ Supporting with tenant improvement grants and build out through leases and direct small business grants.

Leasing supports communities and businesses through direct operations of commercial properties in alignment with other Prosper Portland programs in business growth, job creation and inclusive entrepreneurship. Leasing of operating properties includes tenanting of market and affordable commercial spaces at The Nick Fish, Lents Commons, in N/NE and eventual lease up of the Fairfield Hotel in the West End. Operations of other commercial assets includes public garages adjacent to businesses, residents and visitors including the Convention Center Garage, Station Place Garage, and RiverPlace Garage as well as Union Station.

Prosper Portland offers an Affordable Commercial Tenanting (ACT) grant program citywide to increase economic opportunity for small business owners that face barriers to open and operate a brick-and-mortar business. Historically, there have been disparities in access to capital, which prevent underserved populations from accessing wealth creation opportunities through business ownership. By providing funds for tenant improvements and technical assistance, this Grant Program helps bridge the gap in capital access to create opportunities and diversify Portland's business community.

In addition to owning and master leasing space for affordable commercial initiatives and managing the ACT grant program, Prosper Portland serves as the City's administrator for the Affordable Commercial Space Program. On June 6, 2018, Portland City Council adopted an Affordable Commercial Space Bonus (Bonus) as a part of the 2035 Comprehensive Plan Code Reconciliation Project and directed Prosper Portland to serve as administrator. The Bonus allows development proposals in certain commercial zones to access a floor area ratio (FAR) and height Bonus if they provide on-site affordable commercial space or pay into the Affordable Commercial Space Fund. On June 13, 2018, the Prosper Portland Board adopted Resolution No. 7277 establishing Administrative Rules for the Affordable Commercial Space Program.

Equity Impacts

As of January 1, 2024, Prosper Portland manages and leases 6 properties as operating commercial assets, offering 74,700 sq. ft. of leased spaces to 12 tenants often at or below market affordable rents. Prosper Portland manages a citywide fund of just over \$500 thousand of direct financial support available for affordable commercial partnerships with property owners and small businesses through the ACT program. Prosper Portland uses an equity lens focused on assisting businesses who have been or are at risk of displacement due to gentrification, have limited access to capital, have not benefited from generational wealth, are first generation business owners, are first-generation college graduates, and/or provide a product or service that benefits a historically underserved population.

In FY 2024-25, the team continues to support build out of affordable commercial space at the Fairfield Hotel in partnership with Home Forward. Upon completion that space will be marketed and leased at affordable rates to support small businesses.

Changes to Program

In October 2023, Prosper Portland’s board approved the Affordable Commercial Tenanting program guidelines as part of delivering on Advance Portland. Previously, Prosper Portland’s leasing and tenanting activities and related staffing have been largely funded via tax increment resources within districts that are now ended or in the process of ending without resources remaining to continue to support small businesses within those spaces.

The ACT program provides funding in districts with remaining tax increment financing and throughout the city, to property owners and small business owners to facilitate access to commercial space and support inclusive business growth. Grant funds may be used for tenant improvements, space-related soft costs, and permitting support to ready space to open for business. Technical assistance may also be available for business support via other Prosper Portland offered economic development programs.

Resources

- ◆ General Fund: Staffing and overhead for this program is being funded with the Returning TIF Add Package.
- ◆ Affordable Commercial Tenanting Fund and Tax Increment Finance: Direct grant resources to small businesses are available citywide with approximately \$500 thousand in the ACT Fund and additional resources in tax increment finance districts.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$0	\$0	\$468,423	\$662,138
Bureau Expenditures Total	\$0	\$0	\$0	\$468,423	\$662,138
Requirements Total	\$0	\$0	\$0	\$468,423	\$662,138

Reimagine Oregon

Program Description & Goals

Reimagine Oregon Economic Opportunity Investment Fund Grant focuses on economic and business development for those disproportionately affected by Cannabis Prohibition. Open to both for-profit and non-profit entities, operating within the city of Portland, funds are invested in critical efforts focused on economic opportunity that works towards dismantling systemic oppression and improving the quality of life for the Portland community.

Prosper Portland launched the Reimagine Oregon Economic Opportunity Investment Fund Grant in March 2024 with the opportunity to entities to apply for annual funding. Funding priorities include Accelerating Business Growth & Entrepreneurship, Building Community Wealth & Economic Empowerment, and investments for Anchor Economic Development Projects. The fund use is flexible to allow room for innovative proposals for growth and capacity building initiatives that accomplish the following core objectives for small businesses and organizations:

Ensure economic opportunities and capital are made increasingly available.

- ◆ Reconstruct and revitalize the Portland economy.
- ◆ Support entrepreneurs with scaling their businesses.
- ◆ Create multi-generational wealth opportunities.
- ◆ Meet business needs for capital and growth.
- ◆ Expand assistance to and resilience of businesses in need of economic support.
- ◆ Increase access to business and property ownership, real-estate, financing, and partnerships with a focus on growing wealth more equitably via inclusive networks.

Reimagine Oregon began as an initiative created by Black-led organizations and individuals working to dismantle systematic racism in Oregon. Community leadership created a movement that resulted in the launch of the Reimagine Oregon Economic Opportunity Investment Fund at Prosper Portland. This grant program aligns with the Advance Portland strategic vision to foster wealth creation within underserved communities by creating access to economic opportunity for business development and growth. The goal of both the initiative and the investment fund is to provide economic opportunities to communities disproportionately impacted by cannabis prohibition.

In June 2020 Portland City Council committed to supporting Reimagine Oregon by providing ongoing annual program funding in the amount of \$1,933,726. This annual budget allocation is funded by Recreational Cannabis Tax revenue from Ballot Measure 26-180, which passed in 2016.

In June 2023, at the direction of Portland City Council, administration of the Reimagine Oregon ongoing program funds, in addition to \$4,800,000 of one-time funding was transferred from Civic Life to Prosper Portland.

In Spring of 2024, Prosper Portland launched the Reimagine Oregon Economic Opportunity Investment Fund to deliver on investments in economic opportunities that align with community priorities.

Core funding priorities to benefit those most impacted by the cannabis prohibition:

Equity Impacts

Since the transfer of the program from Civic Life, in partnership with the community, Prosper Portland staff has been developing an investment strategy for FY 2023-24 to deliver economic development investments that align with community priorities and support and grow underserved small businesses located in Portland. These actions will support a trusted community partner with resources to support historically disadvantaged business owners.

Reimagine Oregon Steering Committee hosted over 6 focus group meetings to engage over 60 stakeholders in the community. Prosper Portland staff hosted over 300 community members, and small business owners who joined info sessions, virtual fireside chats, and office hours to learn about the Reimagine Oregon program grant and application process and overall program goals were discussed. Additionally, staff from Prosper Portland along with community leaders from the Reimagine Oregon steering committee held briefings with city council offices to share updates on plans, goals and developments throughout the launch.

Potential positive equity impacts include:

- ◆ **Increased & equitable access to capital:** We will track the key metrics such as job creation, business growth, and income levels within impacted communities to measure the fund's economic impact. There is a need to eliminate financial barriers and implement trust-based, community-focused financial programs that guarantee wider and more equitable access to capital.
- ◆ **Reduced wealth gap:** Our investments in businesses and community members who identify as being disproportionately impacted by cannabis prohibition will contribute to closing the racial wealth gap and will help business owners and community organizations build opportunities for wealth and move closer to achieving economic security.
- ◆ **Enhanced community development & engagement:** Investments in initiatives and programs that strengthen community bonds by creating spaces and experiences, facilitating resource sharing and collective growth, overcoming geographical barriers exacerbated by gentrification. Our goal is to improve the quality of life for residents and create a more equitable and vibrant community.
- ◆ **Education for Wealth Creation:** Investments in accelerating programs that educate the community on the effective methods for improving financial literacy and driving generational wealth.
- ◆ **Greater civic and social participation:** Increased economic empowerment can lead to individuals and communities historically marginalized by cannabis prohibition to consider increased civic and social participation in ensuring a more representative and equitable society.

Changes to Program

At the direction of Portland City Council, administration of the program and program funding transferred from the Office of Community and Civic Life to Prosper Portland in June 2023.

Prosper Portland

Community & Economic Development Service Area

Resources

Recreational Cannabis Tax (RCT) Fund: Prosper Portland’s portion of the Recreational Cannabis Tax Fund is subject to appropriation levels set by the City of Portland. In FY 2023-24, the Reimagine Oregon program received one-time RCT funds of \$5,062,388 in addition to ongoing RCT funds. In FY 2024-25 Reimagine Oregon’s ongoing RCT funding is \$2,063,761 with an additional \$610,000 carrying over from FY 2023-24 due to a shortfall in cannabis tax revenue collections and a lack of available funds in FY 2023-24.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$0	\$0	\$2,063,761	\$2,673,761
Bureau Expenditures Total	\$0	\$0	\$0	\$2,063,761	\$2,673,761
Requirements Total	\$0	\$0	\$0	\$2,063,761	\$2,673,761

Adult & Youth Workforce Development

Program Description & Goals

Prosper Portland, in collaboration with Worksystems, Inc. (WSI), funds adult and youth workforce development programs for low-income Portlanders, helping them to better connect and compete in the regional economy. WSI administers the youth and adult workforce development programs through a network of service providers that serve approximately 900 individuals annually, with up to three years of individualized job training and preparation and with an emphasis on high paying industries. Prosper Portland administers the workforce navigator program through community-based service providers that serve over 650 participants each year.

Below is the approximate budget and participant capacity for each program:

- ◆ NextGen (youth): \$1,074,861 and 280 participants
- ◆ EOP (adult): \$1,074,861 and 555 participants
- ◆ Workforce Navigator: \$554,868 and 600 participants

Adult Workforce Development

The Economic Opportunity Program has five adult workforce development providers to deliver supportive and individually tailored workforce development services. The program targets low-income Portland residents, age 18 and older, who face multiple barriers to employment. Eligible participants have an immediate goal of becoming employed, and engage in coaching, skill development and training to achieve career pathway employment. In addition to this system of providers, WSI makes resources, support and training available to EOP participants through Worksource Portland Metro (WSPM). Service length is individually tailored with a typical participant in service for approximately three years.

Services include: individual career plan development; individualized vocational case management; career exploration; work readiness training; work experience placement and support; job search assistance and placement; retention and advancement supports after job placement. Additional services provided through WSPM include: contextualized, cohort-based adult education; job readiness courses; sector-based bridge training; short-term vocational training leading to employer-recognized certificates; occupational skills training leading to employer-recognized certificates; pre-apprenticeship programs and other targeted sector-based occupational training; internships; on-the-job training; and individualized job placement for certain industries and participants.

Youth Workforce Development

The NextGen Program has six youth workforce development providers serving culturally and geographically diverse populations within Portland. The program primarily targets youths ages 16 to 24 who are disconnected from traditional high school or lacking the basic skills and credentials to enter college or career pathway employment. Each workforce development provider delivers supportive and individually tailored workforce development case management to youth for up to three years. Providers help youth identify and achieve their career goals and develop the life skills necessary to stay on course. The goal is for all participants to secure a career pathway job or progress along a path to complete post-secondary education.

Prosper Portland

Community & Economic Development Service Area

Services to youth include individual career plan development; career exploration; work and college readiness training; work experience placement and support; post-secondary placement, navigation, and support; job search assistance and placement; and retention and advancement support after job or post-secondary placement.

Community Based Workforce Navigator

The Community Workforce Navigator Program (CWNP) began in 2015 to increase access to appropriate workforce development services for high barrier job seekers. The target population is under and unemployed residents, low-income residents, people of color and/or those who speak English as a second language. The CWNP is a neighborhood-based initiative focused in priority service areas throughout Portland.

The program currently has 5 FTE who are employed by Neighborhood Prosperity districts or workforce development providers. Workforce navigators provide tailored workforce support, services include: individual needs assessment, resume review, interview skills, job search and placement support, and referrals to other workforce services or trainings. This program is closely coordinated with Neighborhood Prosperity Network (NPN) staff and community leaders.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of adult participants in workforce development who advanced in employment as demonstrated by gain in earnings, wage or benefits	30%	52%	60%	60%	0%
Percent of youth participants placed in employment or post-secondary training	57%	71%	65%	65%	0%
Number of adult participants in workforce development	735	751	800	555	0
Number of participants served through the Community Workforce Navigator	456	394	600	600	0
Number of youth participants in workforce development	457	487	390	280	0
Percentage of socially disadvantaged adult participants in workforce development	54%	58%	65%	65%	0%
Percentage of socially disadvantaged navigator participants served	84%	78%	80%	80%	0%
Percentage of socially disadvantaged youth participants in workforce development	70%	75%	65%	65%	0%

Equity Impacts

The adult and youth workforce programs target those who are socially disadvantaged and have been disproportionately underserved. Over half of those who participate in the adult workforce programs are people of color, in fiscal year 2022-23 58% of participants identify as a person of color. Approximately 75% of youths who participated in workforce programs in FY 2022-23 were people of color, which increased from 70% in FY 2021-22. The Community Workforce Navigator Program served 394 participants in FY 2022-23 and 78% were people of color.

Changes to Program

In 2017, WSI redesigned the youth workforce program, now known as NextGen. The program was updated to align with the Workforce Innovation and Opportunity Act (WIOA), which leverages a substantial amount of resources for the program. The youth workforce program will serve less participants this year due to a decrease in WIOA and General Fund funding. Program changes include improved alignment with Worksource centers across the Portland Metro Area, and cohort trainings in four high growth target sectors – healthcare, construction, technology, manufacturing and clean technology.

WSI issued a Request for Proposals (RFP) from community-based workforce providers for the EOP in Spring 2024. Partners selected through the RFP will begin providing services in FY 2024-25.

In the first half of FY 2023-24, partners reported an increase in program enrollments across all workforce programs, demonstrating the need and demand for these services. However, Prosper Portland anticipates the number of clients served in FY 2024-25 will be lower than previous fiscal years due to reductions in General Fund and CDBG budgets, and the increased cost of service delivery.

The CWNP continues to serve the most vulnerable populations throughout Portland. The program was launched in the Cully/42nd Ave neighborhoods and has since expanded to include Jade/Division Midway, Parkrose, Rosewood and St Johns. In FY 2019-20, with the support of Prosper Portland resources, an additional navigator was added to the program with a focus on serving those exploring job opportunities in the manufacturing industry. This program will transition from administration from WSI to Prosper Portland in FY 2024-25.

Resources

- ◆ General Fund: Prosper Portland's portion of the General Fund increased with the Returning TIF Add Package. This increase in funds supports staffing and overhead, previously funded through TIF districts. Programmatic funding will decrease by more than \$100 thousand.
- ◆ CDBG: Decreased by \$74 thousand and is projected to decrease each forecasted year. These funds are passed through from the Portland Housing Bureau.
- ◆ COEP: Community Opportunities and Enhancements Program has provided additional funding from several City bureaus to support construction diversification since FY 2020-21. This will stay flat for FY 2024-25.
- ◆ Other Prosper Portland resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.

Prosper Portland

Community & Economic Development Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$794,412	\$2,289,864	\$4,304,529	\$1,835,989	\$1,735,989
Bureau Expenditures Total	\$794,412	\$2,289,864	\$4,304,529	\$1,835,989	\$1,735,989
Requirements Total	\$794,412	\$2,289,864	\$4,304,529	\$1,835,989	\$1,735,989

Business Advancement

Program Description & Goals

The Business Advancement Team at the city's economic development agency assists growing local businesses with development opportunities and technical support, so they're able to invest back into Portland with more living wage jobs and inclusive economic growth.

To advance the goal of creating access to quality jobs and career pathway opportunities for Portlanders, the Business Advancement Team focuses on 1) Inclusive Job Creation, 2) Business Competitiveness, and 3) Equitable Economic Growth.

Programming supports businesses through tailored assistance, export assistance, diversity, equity and inclusion resources, and strategies for business growth and inclusive job creation. These priorities are implemented through initiatives such as Portland Means Progress, Enterprise Zone, industry-specific growth programming, international trade and investment, and growing public/private partnerships and relationships. In many cases, the Business Advancement Team's work with businesses spans years of long-term engagement and impact, supporting businesses from early stage through growth and scaling, and identifying interventions that lead to inclusive growth.

To address the urgent need for business retention activities, the Business Advancement Team at Prosper Portland is reallocating capacity where possible to address the needs of businesses during these challenging times. The Business Advancement Team launched the City's Business Retention Core Team in August of last year in partnership with the mayor's office and Commissioner Rubio's office. The primary objective of this work was to provide proactive outreach and assistance to retain Portland's key traded sector employers. Recognizing that companies are considering locating outside the city, we are deploying additional resources to ensure the retention of employers in the city and given the importance of livability and safety, we are working closely with the City to respond in a coordinated manner. The Business Advancement Team has connected with over 230 businesses in the past year through this effort and is proactively engaging with City officials on multiple urgent and highly visible business retention projects.

Tailored Assistance to Growing, Local Businesses

In FY 2024-25, Prosper Portland's Business Advancement Team has a goal to provide 250 local businesses with direct assistance related to growth or inclusion. This direct, tailored assistance supports the retention and creation of quality jobs by improving business competitiveness and inclusion practices. Assistance for local businesses includes providing access to financial resources, workforce development, market analysis, real estate and site development services, identification of local supply-chain opportunities, access to international markets and diversity, equity and inclusion programming.

Prosper Portland's industry-specific programming supports the city's five priority industries: Athletic and Outdoor, Food & Beverage Manufacturing, Green Cities, Technology and Media, and Metals and Machinery Manufacturing. Portland has a competitive advantage in each of these five industries, and they are drivers of the city's economic growth, bringing quality jobs and career pathway opportunities to Portland residents. By focusing industry-specific programming on the unique needs of growing businesses in Portland's competitive industries, the Business Advancement Team can tailor direct assistance to maximize inclusive job creation with a focus on quality jobs.

The Business Advancement Team also provides direct assistance to historically underserved businesses within the target industries. In 2024, the Business Advancement Team will convene a diverse set of business owners and leaders in priority industries to identify tactics to support the inclusive growth of businesses in these industries. In particular, the Food & Beverage Manufacturing industry has a high potential for inclusive growth, and business focus groups will inform the development of an action plan for this industry, as it has been added as a priority industry through Advance Portland, the City's Five-Year Inclusive Economic Development Strategy.

In FY 2024-25, the Business Advancement Team aims to see 70% of participants achieve business growth goals as a direct result of customized programming.

Support for Business Growth and Inclusive Job Creation

By providing access to connections and resources that allow Portland businesses to expand, the Business Advancement Team creates opportunities for job growth and local investment. One such initiative is the Team's work with the Oregon Manufacturing Extension Partnership (OMEP), a unique public-private partnership that delivers comprehensive expertise in helping Oregon businesses become more competitive in the global marketplace. Consultants provide local businesses hands-on expertise to streamline processes and production, which minimizes waste and increases business competitiveness, which in turn retains jobs. Improved efficiency through the OMEP program also allows growing businesses to remain in Portland and optimize their existing space rather than relocating outside of the city to expand.

In addition to supporting local businesses to increase competitiveness and grow living wage jobs, the Business Advancement Team engages with businesses from outside of the region to expand into Portland and create new jobs for Portlanders. Recruitment activities focus on businesses that create inclusive, quality jobs in growing industries.

From FY 2023-24 to FY 2028-29, Prosper Portland, in partnership with Greater Portland Inc (a regional public-private economic development partnership), is striving to secure a total of 25 business expansions or business relocations to the city and create at least 1,250 quality jobs for Portlanders.

The Business Advancement Team's work to convene the City's Business Retention Core Team has successfully supported multiple business retention and expansion projects. A few examples include Daimler Trucks North America's \$40 million investment in a new engineering facility and \$3 million for a new electric vehicle supply equipment training center, Hoka's expansion in Portland, LegitScript's new lease in the Big Pink, Jaguar Land Rover's expansion, and ESCO who is building their new headquarters in northwest Portland. The team also supported Revant Optics with an expansion into the Pearl and Sherpa Design who expanded and is now occupying Revant's previous space in the Central Eastside. The team worked closely and provided assistance to all of these firms as they evaluated a central city location versus locations outside the city.

Alongside assistance to create new jobs for Portlanders, the Business Advancement Team engages in partnerships in workforce programming to connect Portlanders to job opportunities. Team members connect businesses to partners at Worksystems, Inc, The Script Internship program, and NW Career Expo to create systems that build connections to grow local talent, with a specific focus on programs that engage with BIPOC students. For example, the partnership with the NW Career Expo works with organizations such as African Youth and Community Organization, Friends of the Children, Latino Network, NAYA, and IRCO to showcase career opportunities in the target sectors of manufacturing, food and beverage manufacturing and green cities. In 2024, resources were provided to more than 5,400 students from 75 regional high schools. 82% of students said they now feel more prepared to make informed decisions about their career path.

Export Assistance and Global Investment

The Business Advancement Team provides export assistance to growing businesses through educational resources, connections to partner resources like the US Export Assistance Center, the Port of Portland, and Business Oregon, and through participation in trade shows. This creates opportunities for Portland businesses of all sizes to gain access to new markets and customers to grow their businesses beyond the Portland region. As an example, the Business Advancement Team's participation in the New York Now trade show with Athletic & Outdoor businesses over the last three years generated a 3x impact on sales – for Prosper Portland's \$45 thousand investment over three years, businesses reported \$150 thousand in wholesale orders from this trade show alone. Another international trade show in 2023 resulted in more than \$5 million of anticipated sales for local Portland companies.

Prosper Portland seeks opportunities for increased Foreign Direct Investment (FDI) which brings new technologies and know-how for existing local businesses, provides gap-financing for redevelopment projects, and brings in new companies to locate here, all of which facilitate job creation.

In FY 2024-25, the goal is to provide export assistance to 10 local businesses, helping them access new markets and customers. To prioritize business retention activities within the Central City during this period, the team will be reducing the number of businesses receiving export assistance. However, export assistance will still be offered based on capacity and the potential for growth impacts. It is the intention to restore export assistance to previous levels once business retention needs return to pre-pandemic levels.

Enterprise Zone

To facilitate the growth of local businesses and encourage continued investment, Prosper Portland uses the Portland Enterprise Zone program, a statewide program that enables the city to be more competitive in capturing new investment in Portland. Prosper Portland manages two of the largest zones in the state, covering nearly all the industrial land and much of the commercial buildings throughout the city. The team is currently working with 24 businesses to engage in public benefit agreements, which ensure that public resources invested in the growth of these businesses also result in broad-based benefits to historically marginalized communities throughout the city. The Enterprise Zone program is targeting \$750 million of cumulative local investment and spend from FY 2023-24 to FY 2028-29. This level of investment provides a significant influx of funds to the local economy which supports local small businesses. This also contributes to the Portland tax base and provides additional funding back into the General Fund.

Resources to Advance Diversity, Equity and Inclusion

The Business Advancement Team manages the Portland Means Progress initiative to help local businesses advance racial equity.

Portland Means Progress provides connections for businesses to hire local underrepresented students and young professionals of color, purchase from businesses owned by people of color and create diverse and vibrant workforce and company cultures. Portland Means Progress opened with 50 Early Adopter Businesses in March 2019, and as of December 2023, more than 130 businesses are engaged in the initiative. These companies represent more than 39 thousand employees in Portland across a wide variety of industries. 90% of businesses engaged in Portland Means Progress recommit to actions through the initiative year-over-year.

Prosper Portland

Community & Economic Development Service Area

As a part of Portland Means Progress, the team centers programming for specific industry needs to increase workforce diversity and workplace inclusion in Portland’s most competitive industries. Additionally, staff collaborates with industry and community partners to create programs that advance the goal of efforts like the Technology Association of Oregon’s Tech in Color community. These programs are key mechanisms to help traded sector businesses be inclusive and to strengthen the community through local spend. By FY 2028-29, the Traded Sector team has a goal of engaging 44,000 employees represented by businesses involved in Inclusion Programming through a public benefit agreement or public pledge.

In the Measures listed in the table below, those that are noted as cumulative have been reset to zero to align to the Advance Portland 5-year Inclusive Economic Development Strategy, unless otherwise noted. Therefore, the Actuals from FY 2022-23 exceed our FY 2024-2025 targets.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Cumulative jobs resulting from traded sector business relocations and expansions within Portland from FY 2023-24 to FY 2028-29	1,727	2,184	2,500	500	1,250
Number of businesses reporting gaining skills or knowledge that will improve their inclusive practices	107	137	150	135	150
Number of Portland Traded Sector companies gaining access to new markets as a tool for growth	35	31	10	10	10
Cumulative local investment and spend through Enterprise Zone and business expansion programming FY 2023-24 to FY 2028-29	\$1,846,419,429	\$2,350,733,124	\$2,400,000,000	\$300,000,000	\$750,000,000
Cumulative spend at local BIPOC-owned businesses by Portland Means Progress businesses since its launch in 2019	\$200,000,000	\$400,000,000	\$425,000,000	\$500,000,000	\$700,000,000
Percent of respondents reporting that they achieved business growth goals as a result of participating in programming	65%	79%	70%	70%	70%
Cumulative number of Traded Sector business relocations (within Portland) and expansions from FY 2023-24 to FY 2028-29	23	62	65	10	25
Number of Businesses receiving Technical Assistance (financial resources, connections, education) related to growth or inclusion	306	264	250	250	250
Number of companies participating in a Public Benefit Agreement or public pledge that aligns with Prosper Portland strategic inclusion goals by FY 2024-25	147	163	175	135	150
Number of employees at companies participating in a Public Benefit Agreement or public pledge.	38,000	43,000	43,500	43,500	44,000

Equity Impacts

The Business Advancement Team has created a strategic framework that aligns closely with Advance Portland, the City’s 5-year inclusive economic development strategy and is making significant gains in the implementation of the public benefit agreements (PBAs) and technical assistance programs such as Portland Means Progress and the Enterprise Zone Program.

Since its inception in 2019, Portland Means Progress businesses have spent more than \$465 million at local BIPOC-owned businesses and hired more than 1,000 interns. Portland Means Progress businesses make commitments to advance racial equity, join a community of local businesses invested in this work, and report back on their progress on an annual basis – keeping action and accountability at the core of the initiative. PBAs include efforts to engage diverse communities in traded-sector work, buy goods and

services from local businesses owned by people of color and provide equity training opportunities for all companies with formal PBAs. 24 companies are currently committed to PBAs through the Enterprise Zone program. By embedding PBAs within the program in 2017, this represented a shift from transactional to more relationship-focused economic development and has gained attention among economic development practitioners globally. The changes require locally rooted partnerships and organized stakeholders that deliver shared value to businesses, workers, and communities. Prosper Portland’s engagement with dozens of non-profits related to entrepreneurship, workforce development, education, and social justice and community building allows businesses to quickly find the right partnerships to succeed in meeting public benefits requirements and maximize community benefits from the program.

Changes to Program

Shifts in programming include ongoing pivots to support economic recovery and removing barriers for traded sector businesses that are experiencing challenges operating their business due to crime and homelessness. The primary focus of the Business Advancement Team in FY 2024-2025 will be business retention as more businesses threaten to leave the city. Additionally, programs and engagement will be adjusted as needed to align with Advance Portland. This includes the addition of a fifth priority industry, Food & Beverage Manufacturing.

Resources

- ◆ General Fund: Prosper Portland’s portion of the General Fund increased with the Returning TIF Add Package. This increase in funds supports staffing and overhead previously funded through TIF districts. A 2% cut was allocated to the Business Advancement Team as part of the mayor’s budget guidance to cut 5% of bureau General Fund allocations.
- ◆ Enterprise Zone: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Funding has been steadily budgeted at \$223 thousand annually. However, Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.
- ◆ In FY 2024-2025, the Business Advancement Team will have a reduced operating budget due to the spend down of previously allocated ARPA funds for industry-specific business recovery programming.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$914,016	\$3,277,960	\$2,109,721	\$2,830,567	\$2,722,417
Bureau Expenditures Total	\$914,016	\$3,277,960	\$2,109,721	\$2,830,567	\$2,722,417
Requirements Total	\$914,016	\$3,277,960	\$2,109,721	\$2,830,567	\$2,722,417

Inclusive Entrepreneurship

Program Description & Goals

Prosper Portland manages several programs to support inclusive entrepreneurship and small business growth. These include the Inclusive business Resource Network, Community Opportunities and Enhancement Program, Portland Small Business Hub, and Mercatus.

From tech startups to neighborhood retail, small businesses are vital to the city's economy. The **Inclusive Business Resource Network** (IBRN or Network) is a citywide program that provides business development support and technical assistance through a partnership network in order to increase the success of underrepresented entrepreneurs. This program began in FY 2017-18 and was designed to support businesses from those with an idea to those ready to grow, and ensure technical assistance leads to wealth creation for disadvantaged entrepreneurs (people of color, women founders, and low-income business owners). It is a multi-year support program and expectations are that businesses take multiple years to stabilize, prepare for growth and implement growth strategies.

IBRN operates as an integrated system delivering services in a variety of ways including one-on-one support, peer to peer support, workshops, and specialized professional services including bookkeeping and accounting support, access to capital advising and credit coaching.

Currently, Prosper Portland funds 19 partners to deliver services toward the following outcomes:

- ◆ **Idea to Launch:** support for aspiring business owners
- ◆ **Stability & Resiliency:** support for business owners striving for asset building
- ◆ **Grow & Scale:** support for business owners with ongoing wealth creation and asset building and helping them implement growth plans
- ◆ **Industry-specific:** support for businesses in the following industries: childcare, cannabis, construction, and food and beverage
- ◆ **Access to Professional Services:** support for business owners with specific professional services business needs

The Community Opportunities and Enhancement Program (COEP) is a City of Portland strategy to increase diversity and equity in construction contracting. Through grant agreements with community partners, COEP provides business advising to construction firms, with a focus on socially disadvantaged business owners, so that they can successfully participate in public contracting.

Through the support of American Rescue Plan Act (ARPA) funds, Prosper Portland launched the **Portland Small Business Hub** (PDX Small Biz Hub) in July 2022. The PDX Small Biz Hub is an online platform where Portland small businesses can access centralized resources, navigation services, and business advising through a network of service providers. Since the launch of the PDX Small Biz Hub, the PDXSmallBizHub.com website has had approximately 19 thousand visits. Over 450 businesses have received business advising services and over 300 businesses have enrolled in a monthly webinar series that launched in late October 2023. Service utilization demonstrates the need to maintain access to centralized

resources and navigation services beyond the sunset of ARPA funding in December 2024. The PDX Small Biz Hub provides the foundational systems for the future Office of Small Business, which is a key action articulated in the Advanced Portland strategy. Prosper Portland’s Small Business Liaison staff will provide the necessary capacity to support the planning and future implementation of the office. See the Office of Small Business Program Offer for additional information.

Prosper Portland convenes IBRN, COEP and PDX Small Biz Hub partners monthly as a Community of Practice to share best practices and resources, learn from each other, and collaboratively problem solve for different areas where business success can be improved.

In addition to funding partners to deliver technical assistance and resource navigation, Prosper Portland’s Entrepreneurship team manages **Mercatus**, a website that provides a business directory and storytelling platform for entrepreneurs of color. Mercatus was created in 2016 and has seen a steady increase of new directory membership to now over 1,500 listed members. Mercatus has strengthened Prosper Portland’s relationship with business owners in underserved communities. In addition to the directory, each year Mercatus publishes new business features, a print directory, and cultural business guides (e.g., Buy Native Guide, Black-Owned Business Guide, Shop AAPI). Mercatus also provides businesses with growth opportunities through connections to My People’s Market, Portland Means Progress, institutional purchasing opportunities, a digital marketing program, and Mercatus Connect.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total Unique Clients Served (COEP)	0	0	0	100	0
Percent of clients who improve business knowledge (COEP)	0%	0%	0%	85%	0%
Percent of IBRN clients who reported they felt supported by their business advisor	0%	93%	75%	85%	0%
Percent of IBRN clients who reported they gained skills	0%	89%	75%	85%	0%
Number of clients receiving support toward Grow & Scale goals	0	244	150	300	0
Number of IBRN clients accessing professional services	0	190	250	65	0
Number of IBRN clients receiving support toward Idea to Launch goals	0	182	100	300	0
Number of IBRN clients receiving support toward Stability & Resiliency goals	0	257	250	400	0
Total Mercatus members	0	1,414	1,400	1,400	0
Total unique clients served (IBRN)	0	554	500	600	0

Equity Impacts

IBRN and COEP services are directed toward those who have been historically underserved. Most partners are rooted in communities of color and a majority of business advisors in the Network are people of color. In FY 2022-23, the IBRN served 75% BIPOC entrepreneurs and 69% of business owners identified as women or gender expansive. Under the COEP program, 91% of contractors served identified as BIPOC and 35% identified as women or gender expansive.

Mercatus elevates more than 1,500 entrepreneurs of color on a directory and storytelling platform for entrepreneurs of color.

Prosper Portland

Community & Economic Development Service Area

The PDX Small Biz Hub has access to culturally specific and language support. The website is available in English, Spanish, Chinese, Russian and Vietnamese. Of the 450 businesses who have been served through business advising, 63% identify as a BIPOC owned businesses.

Changes to Program

Resources

- ◆ General Fund: Prosper Portland’s portion of the General Fund increased with the Returning TIF Add Package. This increase in funds largely supports staffing and overhead, previously funded through TIF districts.
- ◆ Recreational Cannabis Tax: Prosper Portland’s portion of Recreational Cannabis Tax decreased by \$200 thousand due to a 22% cut agency-wide from a decline in cannabis tax revenue collections. This fund is volatile and will likely not see an increase for the next few years.
- ◆ CDBG: CDBG decreased slightly and is projected to continue to decrease in future years. These funds are passed through from the Portland Housing Bureau.
- ◆ COEP: Community Opportunities and Enhancements Program has provided additional funding from several City bureaus to support construction diversification since FY 2020-21. This will stay flat for FY 2024-25.
- ◆ ARPA: American Rescue Plan Act funds support the PDX Small Business Hub and will sunset in December 2024. This will be backfilled with General Fund support and the Returning TIF Add Package that will go to supporting the new Office of Small Business.
- ◆ Other Prosper Portland Resources: Funds are meant to support programs during recessions and when there is insufficient funding from the City General Fund. Enterprise Zone resources are one-time in nature and are being depleted as expenses significantly outpace new revenue in the current economic climate.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$1,251,950	\$6,206,320	\$8,830,856	\$4,468,895	\$4,120,602
Bureau Expenditures Total	\$1,251,950	\$6,206,320	\$8,830,856	\$4,468,895	\$4,120,602
Requirements Total	\$1,251,950	\$6,206,320	\$8,830,856	\$4,468,895	\$4,120,602

Office of Events and Film

Program Description & Goals

The Office of Events and Film (OEF) is a new department focused on serving as a concierge service for event and film production in support of the creative economy. OEF includes the Portland Film Office, My People's Market, and the newly formed Events Office. OEF aims to strengthen the events and film industry by providing support in the following areas:

- ◆ **Grants.** The OEF grant programs support economic and cultural revitalization of the city of Portland through direct financial support to event producers and film makers that demonstrate an impact on the local economy and center BIPOC representation.
- ◆ **Navigation and support** for film and event producers interested in producing in Portland. OEF coordinates with permitting bureaus, provides intuitive guides and information in a one stop online resource hub, and creates accessible customer service.
- ◆ **Signature events and activations.** The events office produces My People's Market, the Portland Winter Ice Rink, and other larger scale productions that highlight the culture of Portland.
- ◆ **Marketing.** OEF supports film and event producers, while amplifying offerings to increase engagement and attendance.

Under Mayor Ted Wheeler's direction, Prosper Portland created the Office of Events and Film in FY 2022-23. In doing so, OEF is working to develop a results-based accountability outcomes framework that includes 3 outcome targets. In FY 2023-24, the team launched a grant program targeted at scaling up local mid-sized events; debuted the Portland Winter Ice Rink; furthered cross-bureau coordination in support of large events; and deepened the relationship with Travel Portland in developing program goals that support tourism.

The Portland Film Office

The Portland Film Office (PFO) facilitates filming in Portland for productions of all sizes, captures economic impact for the city, promotes Portland as a film location, and supports the industry's success locally and internationally.

PFO is a collaboration among Prosper Portland, city bureaus and regional partners. It's the connection point between filmmakers and the city, helping productions to navigate permitting and procedures and connecting them to city bureaus like Parks and Transportation.

In FY 2024-25 the Portland Film Office will explore the feasibility and implementation of a sound stage, expand concierge services, and strengthen local industry talent to further recruit large-scale productions. PFO is also leading the city of Portland's pursuit on the relocation of Sundance Film Festival RFP.

With support from Travel Portland the Portland Film Office will continue to offer grants to local productions to amplify Portland and support the local industry.

My People's Market

Prosper Portland

Community & Economic Development Service Area

My People’s Market (MPM) is celebrating its seventh year! It launched in November 2017 and grew from a desire to create pathways for entrepreneurs of color to connect with the travel industry and new market opportunities.

MPM is a collaborative event organized by Travel Portland and Prosper Portland. The marketplace is aimed to advance opportunities for business owners of color by connecting them to the travel industry and other professionals who can help expand and scale their businesses.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Cumulative local spend by the film industry since FY 2015-16	\$1,077,529,00	\$1,242,529,00	\$1,342,529,00	\$1,442,529,00	\$0
	9	9	9	9	
Number of grants disbursed for economic and cultural revitalization via events	0	105	60	50	0
Number of grants disbursed in support of local BIPOC filmmakers	0	11	6	6	0

Equity Impacts

OEF’s programs provide resources and technical support that promote events and film productions that benefit communities of color.

- ◆ My People’s Market has provided a vendor space for 400 unique businesses owned by people of color since its inception in 2017. Between 90 and 150 businesses per market.
- ◆ The 2022 post-production grant was awarded to 4 local filmmakers with productions that demonstrate an impact on the local economy, and that center BIPOC representation and inclusion in the production and/or through the process of making the film.
- ◆ Funding for workforce development opportunities through established networks and organizations such as The Black Filmmaker Fellowship Program - now housed at Lion Speaks in Old Town, Portland. The objectives of this funding are to support Black media makers and back a program that was created to address the lack of visibility of the experiences of people of color in the Pacific Northwest.
- ◆ Grant programs prioritize events that create opportunities to share art, culture, and community with all Portlanders and are a welcoming space for all, especially those that are traditionally under-served or under-represented

Changes to Program

In FY 2024-25 Events Office will begin efforts to recruit and incentivize more large-scale events in downtown and central city this includes: permit ease exploration and large event incentives. The focus on large-scale events will result on fewer but larger grants issued throughout the year as the Community Event Grant program will not continue.

The team will also issue an RFP for the operations of the Portland Winter Ice Rink for the FY 2024-25 winter season as well as explore the feasibility and implementation of a New Years Eve drone show.

OEF hopes to secure ongoing funding to continue the critical work of driving event goers near and far to Downtown Portland and adding the vibrancy to the city critical to recovery.

Resources

- ◆ General Fund: Ongoing funds have supported the PFO for the past several years. Additional ongoing funds are now being allocated from the Returning TIF Add Package, which will support staff and overhead expenses. There is a one-time add package for \$1 million to fund the Office of Events and Film and support community event grants.
- ◆ Recreational Marijuana Tax: Ongoing Recreational Marijuana Tax funding for MPM.
- ◆ Other Revenue: OEF has a contract with Travel Portland to market and promote the city of Portland, increase filming within the city and fund city-wide events. Additional revenue is collected through sponsorships of events.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$0	\$0	\$1,160,446	\$2,215,938	\$2,219,539
Bureau Expenditures Total	\$0	\$0	\$1,160,446	\$2,215,938	\$2,219,539
Requirements Total	\$0	\$0	\$1,160,446	\$2,215,938	\$2,219,539

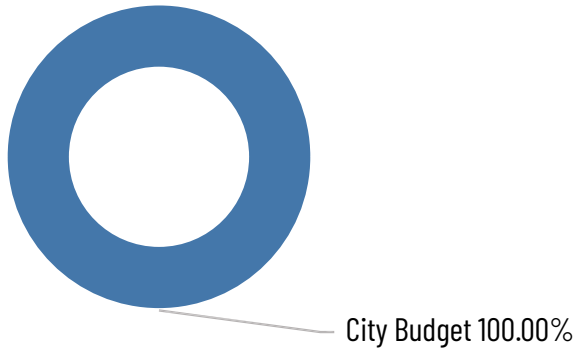
Office for Community Technology

Community & Economic Development Service Area

Office for Community Technology

Community & Economic Development Service Area
Do Not Use Service Area
not assigned Service Area
Donnie Oliveira, DCA - Community & Economic Development
None,

Percent of City Budget Graph

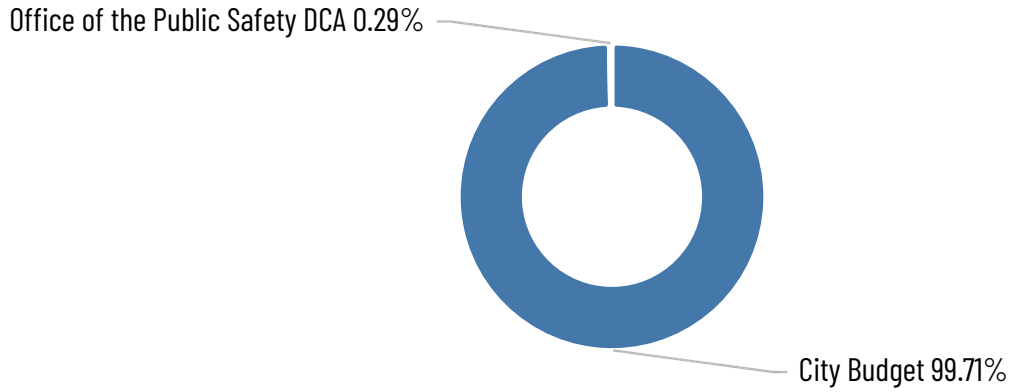


Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating				
Capital				
Total				
Authorized Positions				

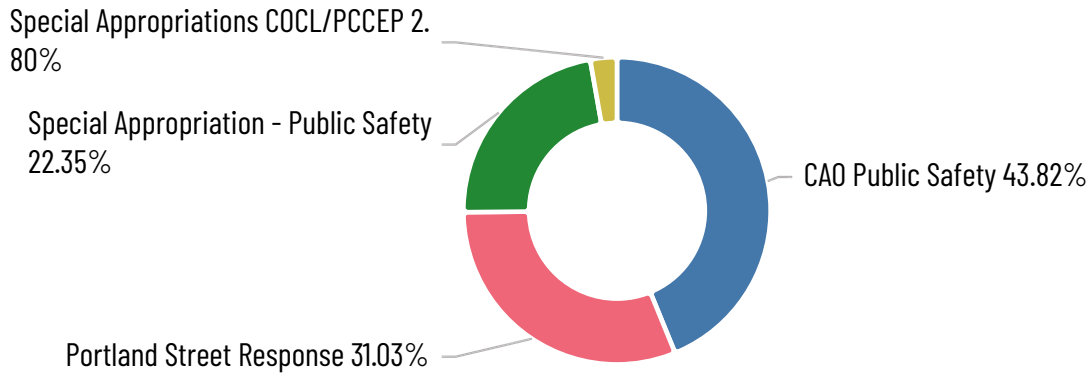
Office of the Public Safety DCA

Public Safety Service Area
Mike Myers, DCA - Public Safety

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$26,470,253	\$23,848,386	\$(2,621,867)	(9.9)%
Capital				
Total	\$26,470,253	\$23,848,386	\$(2,621,867)	(9.9)%
Authorized Positions	69.00	116.00	47.00	68.12%

CAO - Community Safety Division

Program Description & Goals

The Community Safety Division has become a part of the Office of Public Safety Deputy City Administrator and now contains two main units: Business Services and Policy and Programs. As the Office of Public Safety DCA transitions this year, there will be additional programs added and the legacy Community Safety Division program will be retired.

The programs work alongside members of the community (in particular those most affected by public safety concerns and responses), City Council Offices, public safety bureaus, community safety programs within infrastructure bureaus, behavioral health partners, and local jurisdictions to implement innovative strategies that promote vibrant and resilient communities and reduce the need for emergency services. A key goal of the programs is to transition Portland's current public safety model, in which four public safety bureaus operate independently of one another, into a holistic system that aligns City bureaus and resources to improve services and outcomes for the community.

Equity Impacts

The programs are committed to the City of Portland's core values—Anti-racism, Communication, Collaboration, Equity, Transparency, and Fiscal Responsibility—throughout their programs and processes.

The group is leading a strategic planning project for the four public safety bureaus that will help ensure that all Portlanders are safe, with access to help when they need it; that services are coordinated effectively and efficiently; and that the bureaus are accountable and adaptable to current community expectations and changing conditions. This strategic plan will help identify innovative alternative service models and refocus existing resources and programs so that the community feels that the responses to their safety needs are adequate, appropriate, support their wellbeing, and don't cause harm. This plan will ensure identity does not determine outcomes and that Portland's public safety system is equipped to serve the most marginalized communities. Among other key issues, it will need to incorporate meaningful and actionable steps to address racial equity, the crisis of houselessness, gun violence, and building resilience in the context of climate change while fostering collaboration and helping to build a cohesive community safety system.

The Ceasefire program directly addresses equity by focusing resources on individuals and communities most affected by gun violence. This targeted approach helps to mitigate the disproportionate impact of gun violence on marginalized communities, particularly in areas with high rates of violence and socio-economic challenges. By providing tailored interventions and support, Ceasefire aims to offer equitable opportunities for safety and recovery, fostering a more inclusive and secure environment for all Portland residents.

The group also provides staff support to Portland Police Bureau's Focused Intervention Team (FIT) Community Oversight Group. The goal of the Focused Intervention Team is to deescalate and lower tensions throughout communities that are prone to gun violence. The FIT operates under a Community Oversight Group to ensure policing strategies do not further perpetuate harm or inequities among communities receiving focused intervention.

Office of the Public Safety DCA

Public Safety Service Area

The aforementioned project, which analyzes emergency call types and distributes them to more fitting service providers, addresses a current service gap in Portland’s emergency response system. Cities across the nation are seeing elevated rates of people experiencing behavioral health crisis. Dispatching armed police officers to these types of civil disturbances have yielded undesirable outcomes more often than they should.

Changes to Program

The Community Safety Division has been dissolved and the new Public Safety Service Area will be served by the Office of the Public Safety Deputy City Administrator who works with bureaus and local partners to deploy equitable, transparent, and effective community safety solutions.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,033,883	\$6,646,743	\$9,363,147	\$15,939,709	\$9,169,026
External Materials and Services	\$1,267,189	\$5,385,337	\$3,420,891	\$4,243,010	\$389,862
Internal Materials and Services	\$25,989	\$382,853	\$430,505	\$1,175,023	\$892,188
Bureau Expenditures Total	\$2,327,061	\$12,414,933	\$13,214,543	\$21,357,742	\$10,451,076
Fund Expenditures					
Fund Transfers - Expense	\$6,000	\$800,000	\$0	\$0	\$0
Fund Expenditures Total	\$6,000	\$800,000	\$0	\$0	\$0
Requirements Total	\$2,333,061	\$13,214,933	\$13,214,543	\$21,357,742	\$10,451,076
FTE	6.00	54.00	74.00	108.00	55.00

Office of Violence Prevention (OVP)

Program Description & Goals

Created in 2006, the Office of Violence Prevention (OVP) has continuously worked towards building a more family-friendly city by increasing public safety through its research and data-driven approach. OVP addresses complex factors that drive violence by using a public health lens. This approach is multi-disciplinary and requires a multi-sector approach that defines violence as a virus and is therefore treatable and preventable.

OVP recognizes that not only does gun violence cause injury and death, but it also erodes the physical, psychological, social, and economic health and development of nearly everyone in affected communities. Gun violence reduces life expectancy, inflicts trauma, limits opportunity and achievement, and further entrenches inequities. OVP's efforts are shaped by elevating the voices of those most impacted. This includes our BIPOC community, youth, community residents, key stakeholders, and many others.

OVP partners with Community-Based Organizations (CBOs) through our grant program by providing essential services to historically disenfranchised communities. The Office works with city bureaus, government agencies, local businesses, schools, and the faith community to provide consistent policy input, guidance, and advocacy to address gun and community violence.

Equity Impacts

Programming managed by OVP supplies community-based and -led violence intervention and prevention programs to communities of color and the underserved. OVP observes The Bill of Rights for the Children and Youth of the city of Portland and Multnomah County, adopted by the City of Portland in 2006, which is made available on the OVP webpage. OVP's grant managed programs provide culturally specific services to communities of color and those underserved and historically disenfranchised. OVP provides recurring community engagement opportunities for communities of color, while networking public concerns with public and private resources through the facilitation of the Community Peace Collaborative public forum. Additionally, OVP provides facilitation and/or enjoins as a stakeholder in meetings or events supporting communities of color. Grantee organizations are equal opportunity employers and honor their obligations under the Americans with Disabilities Act (ADA) and state disability laws.

Changes to Program

The Office of Violence Prevention (OVP) addresses the complex factors that drive violence in the city using national models. With the steady increase in gun violence shootings, injuries, and homicides, the Office intends to increase its service outreach and impact in communities most affected by gun violence through the expansion of the Gun Violence Prevention program. OVP will continue to implement strategies and initiatives to prevent, reduce, and end violence in Portland by using data and research to inform its investments in violence prevention, creating safer communities.

Office of the Public Safety DCA

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$123,076	\$550,048	\$1,060,785	\$894,255	\$1,032,761
External Materials and Services	\$594,078	\$851,171	\$11,165,137	\$759,420	\$4,127,580
Internal Materials and Services	\$101,706	\$135,581	\$323,347	\$169,181	\$169,181
Bureau Expenditures Total	\$818,860	\$1,536,800	\$12,549,269	\$1,822,856	\$5,329,522
Requirements Total	\$818,860	\$1,536,800	\$12,549,269	\$1,822,856	\$5,329,522
FTE	2.50	0.00	7.00	6.00	7.00

Portland Committee on Community Engaged Policing

Program Description & Goals

The Portland Committee on Community-Engaged Policing (PCCEP) program supports a public, independent committee that reports to the Mayor and is most concerned with elevating the voice of the community, especially those most marginalized in the City of Portland. PCCEP began in 2018 as a revised configuration of the COAB (Community Oversight Advisory Board) that was formed as a result of the federal Department of Justice (DOJ) settlement agreement with the City of Portland. PCCEP members and staff have hosted well over 100 public meetings since 2018 (subcommittee and general body) to elevate community input on the City of Portland's policing.

The mission of PCCEP is to work with the Mayor/Police Commissioner, Portland Police Bureau, and Portland's diverse constituencies to solicit and exchange information between the community and Portland Police Bureau to achieve the desired outcomes of equitable policing which exceeds constitutional requirements, and meaningful community engagement with and trust in the police.

PCCEP is a group of Portland community members who work together to not only achieve equitable policing through facilitating conversation and via recommendation, but also to be a mechanism of information sharing between the City, Portland Police Bureau, and the Portland community. PCCEP membership represents the diverse communities of Portland, particularly those historically marginalized or excluded.

PCCEP continues to facilitate community input into policing, including making and reviewing recommendations on Police Bureau policies touching the DOJ Settlement Agreement including policing exceeding constitutional standards, use of force, interactions with people experiencing mental illnesses, complaint investigations, and racial justice. PCCEP also can create recommendations on police directives, policies, and practices beyond the topics addressed in the Settlement Agreement.

Equity Impacts

PCCEP elevates the voice of the community both by having members who represent Portland's diverse communities, and through community engagement directly with members of the public, which helps improve trust between the City of Portland and the community.

Changes to Program

In FY 2024-25, PCCEP anticipates adding additional community engagement capacity to better achieve its goals of equitable community engagement, building trust in the City among community members, and educating the public about Police Bureau directives, policies, procedures, and activities.

Office of the Public Safety DCA

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,731	\$304,935	\$427,324	\$290,478	\$290,478
External Materials and Services	\$9,677	\$66,241	\$257,250	\$373,759	\$373,759
Internal Materials and Services	\$51,377	\$22,446	\$21,867	\$3,551	\$3,551
Bureau Expenditures Total	\$68,785	\$393,622	\$706,441	\$667,788	\$667,788
Requirements Total	\$68,785	\$393,622	\$706,441	\$667,788	\$667,788
FTE	0.00	2.00	2.00	2.00	2.00

Portland Street Response

Program Description & Goals

Portland Street Response (PSR) is designed to serve as a new responder for community members in crisis. The role of the Bureau of Emergency Communications (Emergency Communications) is to dispatch Police, Fire, or AMR if the call relates to saving a life, reporting a fire, a medical emergency, or reporting a crime. For other non-life-threatening scenarios previously responded to by Police or Fire (such as behavioral health issues and welfare checks), where a person is outside and possibly experiencing a mental health crisis, intoxicated, and/or drug affected, PSR is dispatched as an unarmed, first responder team, trained in behavioral health and related on-scene medical assistance.

PSR's response enables greater capacity for the City's Police and Fire resources to attend to lifesaving and crime-related calls for help. The service provides quick and compassionate response by a diverse team of individuals trained in crisis management, behavioral health, substance use, and on-scene medical evaluations.

Portland Street Response is expected to fulfill the following goals:

- ◆ Reduce the number of calls traditionally responded to by Police where criminal activity is not present.
- ◆ Reduce the number of individuals transported to the emergency department for low acuity mental and behavior crisis issues that could instead be addressed in a pre-hospital care setting.
- ◆ Reduce the number of calls traditionally responded to by Police and Fire.

PSR provides first response crisis intervention for non-criminal, non-life-threatening 9-1-1 calls that pertain to mental health, substance use/intoxication, and welfare check calls.

Portland Street Response offers two services at this time:

First Response: An EMT-Basic co-responds with a Mental Health Crisis Responder and Peer Support Specialist to non-emergency, non-life threatening 9-1-1 calls for assistance pertaining to mental health, substance use/intoxication, and welfare check calls. Services this team provides include de-escalation, counseling for crisis, conflict resolution, grief and loss, and substance use/intoxication; intervention to services, first aid and non-emergency medical care; and transportation to treatment services.

Aftercare Services: In addition to the first responders arriving on scene, PSR offers continued support to help individuals get connected to services beyond the 9-1-1 call. These services are provided by Community Health Workers and Peer Support Specialists and include resource connection and referrals for housing, mental health, and substance use services; transportation to services; support; and advocacy. Aftercare support for individuals may last up to three months.

Equity Impacts

PSR features a diverse team of highly trained individuals who specialize in trauma informed mobile crisis response. PSR was expanded to citywide coverage in FY 2021-22 which allowed anyone experiencing a mental health or behavioral health crisis access to PSR services, regardless of their location within the city.

Office of the Public Safety DCA

Public Safety Service Area

Changes to Program

PSR's Adopted Budget maintains 52.0 FTE. This number includes the 37.0 regular positions within the program, 15.0 filled limited term positions which will be extended, and 12.0 limited term vacancies which will not be extended.

This current budget allows for PSR to maintain its current response hours of 8am–10pm and continue work to stabilize the program. These stabilization efforts include continuing to build out the Field Training and Evaluation Program (FTEP) for all classifications within PSR, policy creation, process improvement and oversight, data tracking, and collaboration with stakeholders. PSR has committed to seeking other funding opportunities in an effort to expand their hours of operation at a rate compatible with stabilization efforts.

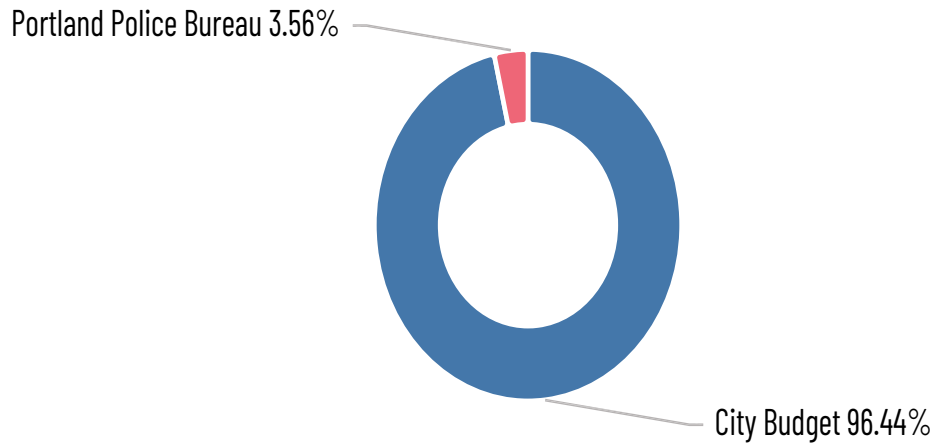
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$0	\$0	\$6,632,177
External Materials and Services	\$0	\$0	\$0	\$0	\$484,988
Internal Materials and Services	\$0	\$0	\$0	\$0	\$282,835
Bureau Expenditures Total	\$0	\$0	\$0	\$0	\$7,400,000
Requirements Total	\$0	\$0	\$0	\$0	\$7,400,000
FTE	0.00	0.00	0.00	0.00	52.00

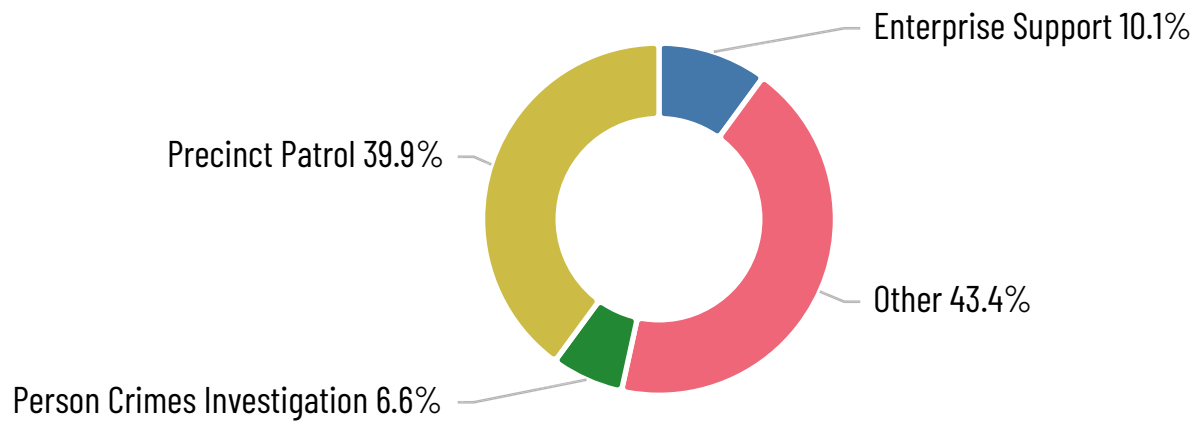
Portland Police Bureau

Public Safety Service Area

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$286,963,089	\$295,055,810	\$8,092,721	2.8%
Capital				
Total	\$286,963,089	\$295,055,810	\$8,092,721	2.8%
Authorized Positions	1,216.90	1,224.00	7.10	0.58%

Behavioral Health

Program Description & Goals

The mission of the Behavioral Health Unit is to improve public safety, reinforce community livability, and increase quality of life by coordinating the response of law enforcement and the behavioral health system to aid people in behavioral crisis resulting from known or suspected mental illness and/or drug and alcohol addiction. This supports the City’s goal to ensure a safe and peaceful community and the Bureau’s goal of crime reduction and prevention. It also serves as an element of the strategy to sustain compliance with the terms of the Settlement Agreement between the City and the U.S. Department of Justice with respect to Civil Rights under 42 USC section 14141.

The Behavioral Health Unit oversees the four tiers of police response to individuals with mental illness or in behavioral crisis: core competency of Crisis Intervention Training (CIT) for all patrol officers; Enhanced Crisis Intervention Team (ECIT), a group of volunteer officers that respond to mental health crisis calls; proactive Behavioral Health Response Teams (BHRT); and the Service Coordination Team. As primary responders to crisis calls, all Portland Police Bureau officers receive basic Crisis Intervention Training as well as annual CIT refresher training.

In addition, the Bureau has volunteer officers from a variety of patrol assignments on the Enhanced Crisis Intervention Team (ECIT). These officers are often the responders dispatched by 9-1-1 to crisis calls that are determined to be related to an individual with mental illness. ECIT officers receive additional training in order to identify risks during a behavioral crisis, utilize crisis communication techniques to help deescalate a person in crisis, and have knowledge of available community resources to divert individuals to receive appropriate care. Police Bureau’s Office of the Inspector General found that force was used in approximately one percent of ECIT calls for service in 2022.

The Behavioral Health Response Teams (BHRT) pair a patrol officer and a qualified mental health professional. As of FY 2022-23, the Portland Police Bureau was approved to increase to five BHRT teams. Because of limited staffing levels, the BHU was not able to fill all five BHRT positions until early 2023. The officers and mental health professionals work proactively with individuals who have a mental illness and are identified as having multiple or high-risk contacts with police. The BHRT teams work to connect individuals to appropriate community resources in order to reduce their frequency of contact with police. Referrals to the BHRT teams are made through patrol officers. Since 2014, BHU’s rate of assignment for referrals is typically between 40% and 50%. BHRT intervention is associated with reduced total police contacts and arrests/custodies.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Individuals Connected to Services by the Service Coordination Team Program	75%	0%	0%	0%	8,500%
Percent change of arrests before and after referred to BHU (Annual)	-28%	-22%	0%	0%	-2,500%
Percent change of behavioral health crisis contacts before and after referral to BHU (Annual)	-26%	-48%	0%	0%	-4,500%

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Behavioral Health Response Team Outcomes Facilitated Through Behavioral Health System Coordination (Coordinated Services, Systems Coordination, Civil Commitment)	50%	44%	0%	0%	0%
Percentage of Behavioral Health Response Team Referrals Assigned	41%	54%	0%	0%	5,500%
Percentage of referrals inactivated due to coordinated services, civil commitment, or systems coordination (Annual)	-28%	0%	0%	0%	5,000%
Number of Behavioral Health Response Team Referrals For Service	936	875	0	0	1,300
Number of outreach/engagement/training/meetings	247	143	0	0	75

Equity Impacts

Reaching vulnerable and historically underserved populations within the city, along with the strong community partnerships cultivated and maintained by these units, this program has a particular focus on equitable service delivery. Several aspects of this program are specifically tailored to de-escalation with individuals identified as having multiple or high-risk contacts with police and to providing assistance to individuals with behavioral health and/or substance abuse issues.

Changes to Program

Prior to February 2021, the BHU had authorization for five Behavioral Health Response Teams (BHRT). During 2021, because of staffing shortages, there was a reduction of BHRT units from five to three, which is the minimum required to stay in compliance with the US DOJ Settlement Agreement.

During the FY 2021-22 Fall BMP, Council approved a budget to restore staffing capacity to five BHRTs. The restored BHRTs allow for more outreach to vulnerable populations, such as homeless individuals. Additionally, as part of the FY 2022-23 Budget, Council authorized the transition of the five contracted clinician positions to City of Portland employee positions. The Behavioral Health Unit (BHU) includes a total of five Mental Health Crisis Responder II (MHCR II) positions. Each MHCR II works in tandem with a sworn Portland Police Officer to form the five Behavioral Health Response Teams (BHRT). The current deployment is as follows:

- ◆ Three BHRTs are dedicated to working with individuals referred by the Central, East, and North Precincts, with one team assigned to each precinct.
- ◆ One BHRT focuses on targeted threat cases in collaboration with the Multnomah County Threat Advisory Team (MCTAT).
- ◆ The remaining BHRT is dedicated to serving the homeless/houseless population.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,824,148	\$2,713,533	\$2,570,929	\$3,332,324	\$3,332,324
External Materials and Services	\$89,888	\$(17,462)	\$108,402	\$112,302	\$112,302
Internal Materials and Services	\$5,787	\$21,643	\$2,381	\$28,389	\$28,389
Bureau Expenditures Total	\$1,919,823	\$2,717,713	\$2,681,712	\$3,473,015	\$3,473,015
Requirements Total	\$1,919,823	\$2,717,713	\$2,681,712	\$3,473,015	\$3,473,015
FTE	10.00	16.00	19.00	19.00	19.00

Business Services

Program Description & Goals

This program delivers finance, logistics, operations, and a set of organizational management services for the Bureau. The Business Services Division (BSD) staffs the activities of this program.

The Business Services Division provides financial leadership and expertise to the Bureau to enable compliance of financially oriented legal and policy requirements and to support the Bureau’s goal of managing and accounting for all resources in an effective, efficient, and transparent manner. Business Services provides expert professional advice and assistance to Bureau management on a broad range of complex financing, budgeting, policy, and procedural matters. Business Services has direct oversight of the following areas: financial planning, analysis, and reporting; preparation and management of the Police Bureau budget; grant management and compliance; purchasing, including contract development and setup; ordinance preparation and filing; accounting; payroll; alarms management; fleet management; facilities management; Quartermaster program management; and SAP change management. Several of the areas under BSD’s management are elements of the Enterprise Support program.

The Business Services Division supports the City’s goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. It supports the Bureau’s goals of crime reduction and prevention, community engagement and inclusion, and organizational excellence. There are no performance measures associated with this program.

Equity Impacts

The Business Operations section manages the procurement and contracting process for the Bureau, providing support to all other departments with these actions. Established elements of the City’s procurement policies that bear on equity in the selection process are highlighted by Business Operations to ensure that the Bureau’s process provides access to minority, woman owned, and emerging and small businesses.

Changes to Program

During the FY 2022-23 Adopted Budget, a substantial realignment decision package moved many of the positions in this program to the Community Safety Division (CSD). There is minimal impact to internal Bureau services expected; however, this marks a step towards identifying efficiencies and strategies to meet the community’s public safety service demand at a lower cost. There are no significant changes included in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,022,012	\$671,172	\$626,572	\$668,805	\$668,805
External Materials and Services	\$56,353	\$12,136	\$10,340	\$9,950	\$9,950

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$38,598	\$38,036	\$9,320	\$13,235	\$13,235
Bureau Expenditures Total	\$3,116,963	\$721,344	\$646,232	\$691,990	\$691,990
Requirements Total	\$3,116,963	\$721,344	\$646,232	\$691,990	\$691,990
FTE	23.00	4.00	4.00	4.00	4.00

Chief & Staff

Program Description & Goals

The Chief's Office provides overall strategic direction and leadership to the Police Bureau. Organizationally, this unit includes the Chief, Deputy Chief, and the Assistant Chiefs responsible for the three organizational branches of the Bureau: Operations, Investigations, and Services.

The Chief's Office sets the organizational direction of the Bureau and is accountable and responsible for the Bureau's services and implementation of key projects. This includes the Racial Equity Plan (REP) and the Bureau's Affirmative Action Plan. The Chief's Office directly supervises and guides the work of the following units: the Equity and Inclusion Office (EIO), the Office of Inspector General, the Professional Standards Division, the Criminal Intelligence Unit, and the Communications Unit. Key projects in the upcoming fiscal year include developing patrol and investigation staffing strategies and improving the Bureau's community communication and outreach efforts. This program also supervises and reports the progress on achieving full compliance with the terms of the Settlement Agreement between the City and the US Department of Justice.

The program supports the City's goal to ensure a safe and peaceful community and has set the Bureau goals of crime prevention, community engagement and inclusion, and organizational excellence to guide its mission. There are no performance measures associated with this program.

Equity Impacts

All staff are required to complete equity and implicit bias training as part of the mandatory training curriculum. This program focuses on providing strategic direction for equitable service delivery in all aspects of Bureau functions. Externally, this includes furthering community relationships and developing partnerships with agencies to ensure equitable police services. Internally, this unit is tasked with guiding equitable recruitment, hiring, and employment practices throughout the Bureau as well as directing the Bureau's equity and inclusion initiatives.

The Equity and Inclusion Office (EIO) is the central coordinator of equity initiatives within the Bureau. It works to improve quality of life for all communities inside and outside the organization. This program also works on coordinating cooperation between the Office of Equity & Human Rights and Portland Police Bureau on issues of ADA Title II and Civil Rights Act Title VI compliance and accommodation. EIO also works to connect Police Bureau to communities of color in multiple ways, including working with advisories, establishing a Police Equity Advisory with racially diverse community representatives, and developing Equity Lens Tool and Equity Lens Training and Policy that establish and maintain a culture of equity and inclusion.

Changes to Program

The FY 2021-22 Adopted Budget included changes to the allocation of officer positions across bureau programs in order to prioritize staffing for patrol services, resulting in a decrease in personnel expenses within the Chief's Office. There are no significant changes included in the FY 2024-25 Adopted Budget.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,870,449	\$2,308,749	\$2,202,311	\$3,326,103	\$3,326,103
External Materials and Services	\$100,759	\$122,161	\$266,635	\$731,673	\$731,673
Internal Materials and Services	\$136,254	\$167,830	\$797,248	\$553,627	\$553,627
Bureau Expenditures Total	\$2,107,462	\$2,598,740	\$3,266,194	\$4,611,403	\$4,611,403
Requirements Total	\$2,107,462	\$2,598,740	\$3,266,194	\$4,611,403	\$4,611,403
FTE	12.00	11.00	15.00	15.00	15.00

Child Abuse Services

Program Description & Goals

The mission of the Child Abuse Services program is to reduce crime, violence, and victimization of children through a combination of criminal investigations, law enforcement, victim assistance, and community partnerships. This includes provision of confidential, sensitive services to victims of child abuse as well as concerned family and friends. The Child Abuse Team is a component of the Detective Division.

The Child Abuse Team (CAT) is a component of the Multnomah County Multidisciplinary Team which includes the District Attorney's Office, various law enforcement agencies, the Department of Human Services (DHS), school districts, and Cares NW (a designated medical provider), among others specifically trained in child abuse investigations. Child abuse cases are resource intensive, and these working relationships enhance the effectiveness and outcomes of this program. This team approach is designed to provide sensitive interviews and minimize contamination of evidence. The team strives to ensure the investigations are effectively and efficiently carried out on behalf of the child and family members involved. In addition to physical and sexual abuse cases, this team investigates child fatalities, sexual exploitation of children, and child pornography.

After a report of child abuse is received, CAT works with DHS to ensure the child is protected. If action is needed, detectives and DHS will coordinate and develop a safety plan. Next, the team will coordinate and get the child into Cares NW to be seen for a medical evaluation and forensic interview. After that evaluation, the team will decide how to proceed. Typically, the District Attorney's office is contacted if it will be a criminal resolution. Otherwise, DHS will help coordinate community resources for the family to access. This could be counseling, family therapy, parenting resources or other options that pertain to the family's particular needs.

Most cases are brought forward by DHS, which assists to triage the hundreds of cases received each month. Each year, CAT sergeants review over 10,000 reports of alleged child abuse generated by DHS, law enforcement, or cyber tips.

This program supports the City's goal to ensure a safe and peaceful community and the Bureau's commitment to crime reduction and prevention. There are no performance measures associated with this program.

Equity Impacts

Child abuse affects all members of the community regardless of race, culture, sexual orientation, gender identity, or economic backgrounds. As it is not possible to investigate all of these cases criminally, the Bureau works with DHS and Cares NW to help assist families in receiving services they may need. These services are accessible to all members of the community and are sensitive to each family's particular needs.

Changes to Program

There are no significant changes to the program planned for FY 2024-25.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,730,051	\$1,759,843	\$1,813,264	\$1,661,974	\$1,661,974
External Materials and Services	\$4,040	\$16,705	\$28,510	\$3,510	\$3,510
Internal Materials and Services	\$17,110	\$21,694	\$22,235	\$29,816	\$29,816
Bureau Expenditures Total	\$1,751,201	\$1,798,242	\$1,864,009	\$1,695,300	\$1,695,300
Requirements Total	\$1,751,201	\$1,798,242	\$1,864,009	\$1,695,300	\$1,695,300
FTE	10.00	11.00	10.00	10.00	10.00

Communications

Program Description & Goals

The Communications program provides centralized communication and creative services internally as well as to the media and the public. The Communications Unit is located in the Chief's Office. The Communications program within the Portland Police Bureau is responsible for ensuring the public has information from the Police Bureau that may be critical to life safety, may involve the need for public disclosure of activities at the Bureau, or may increase trust and transparency, with the overall goal to ensure that all members of the community are receiving this information through an accessible medium.

The expectation and practice of local law enforcement agencies is to provide timely and transparent information which may be through multiple avenues including press conferences, social media, interviews, website, and written news releases. The Communications Unit provides a media contact point with a sworn Bureau member trained in media relations who responds when appropriate to breaking news and researches answers to media inquiries. The unit also works to improve internal communications to ensure all Bureau members are well-informed and can adequately communicate messages regarding public safety, policy, and training that might affect community members.

The Communications Unit oversees an increasing number of media and resident inquiries as a result of increases in homicides, shootings, and fatal crashes. The Communications Unit also manages the social media accounts for the Portland Police Bureau, providing the public with direct access to information about crime and events in their precinct. The program supports the City's goal to ensure a safe and peaceful community and the Bureau's goal of facilitating meaningful community engagement and inclusive practices. There are no performance measures associated with this program.

Equity Impacts

All officers are required to complete equity and implicit bias training as part of the mandatory training curriculum. This program focuses on providing information in a variety of languages and formats that are appropriate for the community with the intent to encourage engagement and inclusion of the diverse communities served by the Bureau. A Community Engagement Officer was recently transferred to the unit from another division and works with specific communities, supporting immigrants and refugees by providing them with information about public safety and improving trust within communities who do not traditionally trust law enforcement.

Changes to Program

Base level resources have not been increased in this program outside of inflation for current service level costs and are not contemplated.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$792,073	\$960,687	\$839,528	\$950,039	\$950,039
External Materials and Services	\$4,008	\$18,625	\$10,216	\$9,964	\$9,964
Internal Materials and Services	\$20,373	\$30,278	\$24,217	\$26,076	\$26,076
Bureau Expenditures Total	\$816,454	\$1,009,590	\$873,961	\$986,079	\$986,079
Requirements Total	\$816,454	\$1,009,590	\$873,961	\$986,079	\$986,079
FTE	4.00	5.00	5.00	5.00	5.00

Community Engagement

Program Description & Goals

The Portland Police Bureau Office of Community Engagement (OCE) program provides centralized structure for Police Bureau focused issues on safety and livability. This program provides continuity of and internal alignment for Police Bureau services. The program comprises components from the Chief’s Office, Training Division, Strategic Communications Unit, Policy Team, and Strategic Services Division. The involved units work closely with community partners to improve outcomes for individuals and families dealing with mental illness, homelessness, and food insecurity.

This program serves to build and strengthen meaningful relationships between community members and the Police Bureau through the Office of Community Engagement, while simultaneously coordinating and providing services for individuals and families in need of assistance. It provides internal coordination for various community partnerships and advisory bodies, and enhances Bureau accountability in meeting community expectations and needs.

Due to organizational changes in the program and the COVID-19 pandemic, performance measures have been inconsistent. This program supports the Bureau’s goals of organizational excellence and community engagement and inclusion.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of children served with Sunshine Divisions Shop with a Cop program	NA	400	0	0	500
Sunshine Division- number of 24/7 Emergency Food Boxes & Holiday Boxes distributed at three precincts annually	NA	4,500	0	0	525

Equity Impacts

Equity is considered in all functions of this program. The communities served (houseless, those experiencing a mental health crisis, minority communities, Limited English Proficiency, and communities of color) often can be impacted adversely by the criminal justice system. This program takes great care to ensure people served are given a voice, and treated fairly and with respect. This commitment is in line with the tenets of procedural justice. This approach helps the Bureau build trust within communities that may be reluctant to trust police. Trust and relationship-building are critical for the program as it serves some of the most vulnerable members of the community.

Changes to Program

Due to Bureau staff reorganizations, many staff assigned to this program have been moved to support Bureau patrol operations. The Community Services Division was dissolved in February 2021 as part of the reorganization. Technical budgeting to align resources to programmatic spending still results in populated budget information within this program offer. Instead, the Police Bureau Office of Community Engagement remains active and focused on developing comprehensive, integrated, and holistic community engagement strategies as a part of a community policing philosophy and mindset.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$758,988	\$833,910	\$710,979	\$699,455	\$699,455
External Materials and Services	\$23,203	\$102,522	\$364,036	\$360,780	\$360,780
Internal Materials and Services	\$146,832	\$141,580	\$317,482	\$221,726	\$221,726
Bureau Expenditures Total	\$929,023	\$1,078,012	\$1,392,497	\$1,281,961	\$1,281,961
Requirements Total	\$929,023	\$1,078,012	\$1,392,497	\$1,281,961	\$1,281,961
FTE	8.00	4.00	4.00	4.00	4.00

Domestic Violence

Program Description & Goals

The goal of the Domestic Violence Reduction program is to intervene in the cycle of domestic violence to prevent future violence. Intervention can include investigation of current or past abuse, holding offenders accountable through prosecution, and referral to advocacy or community-based resources. Organizationally the work of this program is conducted through collaboration with detectives, officer investigators, and county violence advocates within the Special Victims Unit (SVU), which is a component of the Detective Division.

One of the units in this program is called the Domestic Violence Enhanced Response Team (DVERT). This team approach is victim-centered and approaches domestic violence from a holistic viewpoint, attempting to support the victim through a collaborative interagency response that provides resources to meet their needs. The goal of intervention is to stop the assailant’s violence. The focus of intervention is to protect the victim from further harm.

The investigation of person crimes involving vulnerable adults and elders is another component of SVU, which investigates crimes against those particular members of the community and collaborates with community partners to prevent future crimes.

This program serves some of the most vulnerable and underrepresented populations of the city. This program is able to provide survivors with necessary resources and programs to help them find safer outcomes. This program supports the City’s goal to ensure a safe and peaceful community and the Bureau’s commitment to crime reduction and prevention. There are no performance measures associated with this program.

Equity Impacts

Community members are involved in shaping how this program delivers service through ongoing participation in diverse community groups and programs. Equity is considered when operational decisions are made for staffing levels and case assignment with an evaluation of impacts on underserved and vulnerable community groups.

Changes to Program

There are no significant changes to the program planned for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,514,305	\$2,916,847	\$3,099,600	\$2,971,370	\$2,971,370
External Materials and Services	\$242,676	\$(350,914)	\$711,234	\$531,086	\$531,086

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$317,644	\$461,195	\$439,711	\$439,613	\$439,613
Bureau Expenditures Total	\$4,074,625	\$3,027,128	\$4,250,545	\$3,942,069	\$3,942,069
Requirements Total	\$4,074,625	\$3,027,128	\$4,250,545	\$3,942,069	\$3,942,069
FTE	29.00	19.00	19.00	19.00	19.00

Emergency Management

Program Description & Goals

The Emergency Management Unit is responsible for the planning and preparation for large-scale emergent events and facilitates effective command of responses in cases of natural and man-made disasters. The program ensures the Bureau's compliance with the National Incident Management System (NIMS). NIMS is a collection of principles and methods that can be utilized by local, state, and federal emergency managers as well as the private sector and non-governmental organizations (NGOs) during emergencies. NIMS's goal is to be a better system that can more efficiently allocate resources in the event of a disaster and facilitate cooperation among diverse entities and agencies. In the past, large-scale disasters suffered from a lack of solid coordination and authority, as well as different entities utilizing different lingo when communicating with one another. These inefficiencies and lack of coordination undermine emergency management efforts. NIMS attempts to solve these issues by creating uniformity across the sector.

The Emergency Management Unit has a small staff that is augmented by a large number of Bureau members that manage responses using the Incident Command System (ICS) to plan and coordinate responses to incidents of any size, with the capacity to effectively expand the response to match an evolving incident.

The Emergency Management Unit has the responsibility for ensuring that the bureau has the various pieces of equipment and supplies to respond to natural and man-made disasters. The various pieces of equipment and training expenditures are associated with the programs that acquire and maintain them.

While there are no performance measures associated with this program, this program supports the City's goal to ensure a safe and peaceful community by providing necessary emergency resources and responses during large-scale emergent events. This program also supports the Bureau's goal of crime prevention and reduction.

Equity Impacts

All officers are required to complete equity and implicit bias training as part of the mandatory training curriculum. The plans associated with incident response are designed with top priority goals for constitutionally protected freedoms of expression and association, while providing protection to the public, community, and life safety.

Changes to Program

As the Police Bureau moves forward with the implementation of the Federal Emergency Management Agency's (FEMA) National Qualification System (NQS) for its Incident Management Team (IMT), there will be a greater need to coordinate the training and the qualification of the IMT. This will include more regularly scheduled functional (FX) and full-scale exercises (FSE) coordinated under the FEMA Homeland Security Exercise and Evaluation Program (HSEEP). This may necessitate the expansion of EMU personnel to fully implement.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$670,607	\$770,972	\$880,685	\$691,190	\$691,190
External Materials and Services	\$2,768	\$3,395	\$1,950	\$3,120	\$3,120
Internal Materials and Services	\$3,460	\$4,513	\$581	\$702	\$702
Bureau Expenditures Total	\$676,835	\$778,881	\$883,216	\$695,012	\$695,012
Requirements Total	\$676,835	\$778,881	\$883,216	\$695,012	\$695,012
FTE	3.00	5.00	4.00	4.00	4.00

Enterprise Support

Program Description & Goals

The Enterprise Support program includes the infrastructure, logistics, and support activities required to operate the Police Bureau and its direct, front-line services. The Business Services Division (BSD) staffs most of the activities of this program, with Information Technology costs also representing a portion of the budget.

The internal support services of this program are coordinated by Business Services Division (BSD). This includes management of the bureau's facilities, vehicle fleet, and communications systems, and the operation of the Quartermaster program. The Training Division coordinates the employee assistance and employee wellness programs. Principal expenses include facilities management and operating costs, legal services, and liability insurance and risk management. Cost allocations are used to assign the related expenses to the programs that drive them.

This program supports the City's goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. It supports the bureau's goals of crime reduction and prevention, community engagement and inclusion, and organizational excellence. There are no performance measures associated with this program.

Equity Impacts

This program acquires a broad variety of uniforms, equipment, supplies, and professional services for the bureau. Staff within the Business Operations section manage the procurement and contracting process for the bureau, providing support to all other departments with these activities. Established elements of the City's procurement policies that bear on equity in the selection process are highlighted and followed by Business Operations to ensure that the bureau's process provides access to minority-owned, woman-owned, and emerging small businesses.

Changes to Program

The Bureau is in the process of developing and expanding the employee wellness program to suit the requirements of sworn law enforcement and professional staff. All other aspects of these enterprise functions continue as in the prior year.

The General Fund appropriation to this program is large as budgeted Bureau expenses are represented in a more centralized way. It is possible in future years the Bureau will determine a different cost allocation model for these expenses that spreads them across all budgeted programs.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$(3,778,623)	\$1,193,050	\$29,463,426	\$28,808,823	\$28,808,823
External Materials and Services	\$(8,609,707)	\$(13,446,649)	\$3,535,217	\$3,977,354	\$3,977,354
Internal Materials and Services	\$12,712,506	\$14,432,986	\$17,958,562	\$20,179,800	\$20,179,800
Capital Outlay	\$39,381	\$17,000	\$0	\$0	\$0
Bureau Expenditures Total	\$363,557	\$2,196,388	\$50,957,205	\$52,965,977	\$52,965,977
Fund Expenditures					
Fund Transfers - Expense	\$5,494	\$0	\$0	\$0	\$0
Fund Expenditures Total	\$5,494	\$0	\$0	\$0	\$0
Requirements Total	\$369,051	\$2,196,388	\$50,957,205	\$52,965,977	\$52,965,977
FTE	4.00	4.00	4.00	4.00	4.00

Focused Intervention Team (FIT)

Program Description & Goals

The Focused Intervention Team (FIT) began operations on January 12th, 2022. The goal of the FIT is to deescalate and lower tensions in the community that are feeding the contagious gun violence crisis. The team's work is directed by data and information gained through investigations. The team coordinates with the Office of Violence Prevention as part of a broad citywide effort focused on intervention and shares on-call response duties with officers in the Enhanced Community Safety Team (ECST). FIT consists of 12 officers and 2 sergeants who are required to complete 50 hours of specialized training.

FIT receives advice and community perspectives from the Focused Intervention Team Community Oversight Group (FITCOG). The FITCOG is a volunteer, community-based partnership that focuses on public safety and equity. FITCOG consists of a group of volunteers that was assembled by the Mayor's Office. FITCOG's mission is to work closely with the Mayor's Office and FIT to understand, inform, and provide oversight to FIT. FIT officers and command staff meet with the FITCOG every other week to discuss items of interest.

FITCOG is currently working on establishing a metric for assessing FIT outcomes and performance. Therefore, while there are no performance measures associated with this program at this time, it is anticipated that the Focused Intervention Team's work will have a positive effect against gun-related crimes and ultimately reduce the number of shootings within the city. This supports the City's goal to ensure a safe and peaceful community and the bureau's goal of crime prevention and reduction.

Equity Impacts

The FITCOG has participated in the hiring process for the Focused Intervention Team and will continue to provide community-based oversight in a culturally and racially responsive way. Participation of the FITCOG will help ensure equity and transparency for the community. They will review data on what the FIT does and report it to the public, converse with officers on the team, and help propose policies and strategies to FIT.

Changes to Program

FIT became operational in the first quarter of 2022. This is a new program, and there are no structural or strategic changes. FIT command staff are working closely with ECST and FIT in order to holistically and strategically address gun violence. Performance metrics are being developed to measure the efficacy of citywide gun violence deterrence initiatives.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,711,351	\$3,158,652	\$1,962,051	\$1,866,543	\$1,866,543
External Materials and Services	\$22,718	\$28,540	\$64,680	\$24,290	\$24,290
Internal Materials and Services	\$0	\$480	\$0	\$0	\$0
Bureau Expenditures Total	\$1,734,069	\$3,187,672	\$2,026,731	\$1,890,833	\$1,890,833
Requirements Total	\$1,734,069	\$3,187,672	\$2,026,731	\$1,890,833	\$1,890,833
FTE	0.00	12.00	11.00	11.00	11.00

Forensic Evidence

Program Description & Goals

The key goals of the Forensic Evidence program are to provide legally mandated identification services through the provision of fingerprint and photographic services for arrested subjects and bureau employees, and to provide criminal investigative support through the provision of expert evidence collection, fingerprint collection and identification, crime scene mapping and diagramming, and crime scene photographic and video services.

Forensic Evidence is an investigative support program within the bureau with three distinct functions. The first element of the program is the identification function staffed by non-sworn identification technicians who are responsible for the fingerprinting and photographing of arrested subjects, fingerprinting and photographing of bureau/City employees for employment purposes, and the coordination of fingerprint identification services with the state of Oregon. The identification function is mandated by an intergovernmental agreement with Multnomah County Sheriff's Office based upon the requirements in law under ORS 137.074, 181A.160 and 181A.165, in order for a positive identification of individuals who are arrested and booked into the county jail to be completed.

The second element of the program is the work of sworn Criminalists who perform crime scene investigative duties in support of precinct- and Detective Division-level criminal investigations. Criminalists collect, examine and identify fingerprints, collect and process evidence in all forms, conduct crime scene diagramming using laser survey equipment, and photograph/video crime scene locations.

The final element consists of two non-sworn members responsible for responding to crime scenes and collecting and processing surveillance camera footage. These members also assist investigators and the District Attorney's office access photos input into the Bureau's Digital Image Management System (DIMS) for investigative and judicial purposes.

The principal consumer of the services of FED are the officers and detectives of the bureau who conduct criminal investigations and rely on the specialized investigative services of FED to complete professional investigations of crime. The primary benefactor of FED services are the residents of Portland who are the victims of crime and recognize the value of FED's investigative work in the identification, arrest, prosecution, and accountability of those responsible for criminal acts.

Performance trends for FED are governed and fluctuate through the demand generated by current city crime rates and crime trends. The key performance measures for FED are that no individual is misidentified through fingerprint analysis and that the division provides maximum crime scene support based upon staffing constraints and call for service demands. Performance outcomes demonstrate a near faultless record of fingerprint identification and a growing demand for crime scene services due to a general increase in the city crime rates. This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal of crime prevention and reduction.

Portland Police Bureau

Public Safety Service Area

Equity Impacts

All officers are required to complete procedural justice, equity, and implicit bias training as part of the mandatory training curriculum. Concerning persons with disabilities, the bureau partners with multiple disability groups to help inform making enforcement decisions and allow the bureau to be considerate of and address possible mobility and communications barriers in interactions with the public. Program response is administered based on the assigned priority of each call; to that extent, any community or individual with ability to call for 9-1-1 response has equal opportunity to receive attention. If the community disproportionately reports crime based on implicit or explicit bias, the Police Bureau has limited ability to detect this or modify response. Analysis on reported crime and crime trends can influence the location of targeted missions, but no racial information is collected or used in any of these analyses. Due to staffing shortages, members of the public are being encouraged to submit on-line reports. This presents a potential inequity, as it presumes literacy, ability, and internet and computer access.

The bureau attempts to mitigate potential disparate impacts in response to calls for service by educating the community and training its employees regarding implicit bias and procedural justice.

Changes to Program

Increased service demand prompted the bureau to create 3.0 Limited Term Criminalist FTE positions in early FY 2021-22. These positions were converted to ongoing, regular positions in the FY 2022-23 Adopted Budget. This increase in Criminalist FTE positions is driven by service demand but also is preparing the division to retain its evidentiary support capacity in the wake of anticipated retirements in the coming year(s). There are no changes included in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,824,876	\$7,558,411	\$7,306,215	\$7,813,875	\$7,813,875
External Materials and Services	\$240,471	\$343,041	\$255,826	\$355,986	\$355,986
Internal Materials and Services	\$165,674	\$199,736	\$145,252	\$155,122	\$155,122
Capital Outlay	\$0	\$34,154	\$0	\$0	\$0
Bureau Expenditures Total	\$7,231,021	\$8,135,342	\$7,707,293	\$8,324,983	\$8,324,983
Requirements Total	\$7,231,021	\$8,135,342	\$7,707,293	\$8,324,983	\$8,324,983
FTE	44.00	49.00	49.00	49.00	49.00

Information Technology

Program Description & Goals

The Information Technology program provides centralized technology services for all of the units across the Police Bureau. The Information Technology program includes the Infrastructure Support Unit and Application Development and Support Units. It strives to enable each of the units to be as efficient as possible and to utilize the best technologies available while being mindful of costs to the City. Additionally, the Public Safety Technology Division in the Bureau of Technology Services includes 800 MHz radio system support. The Police Bureau funds a portion of that division through its radio rates.

The Information Technology program is responsible for supporting more than 1,100 desktops and laptops, nearly 400 Mobile Data Computers, and 1,100 mobile devices. The group is also responsible for supporting 22 physical servers and 67 virtual servers. The group supports secure wireless communications, firewall administration, vulnerability scanning and patching as well as network monitoring and communications between partner agencies. The Information Technology Unit also provides support of a few hundred applications and some development capacity for in-house developed applications. While the Information Technology Division is not directly supporting life safety, the unit does provide the support to those critical systems utilized by the first responders that are critical to life safety. The unit that directly supports the Police Bureau’s technology is part of a larger unit called the Public Safety Technology Division, which includes the teams which support the Computer Aided Dispatch and radio systems that are crucial to the first responders and life safety.

Program metrics tracked are system availability for the systems that are most critical to Public Safety. These include system availability of the Records Management and radio systems. The percentage of time radio system operated without failure is also assessed as a performance metric. Each of these performance metrics has been at the strategic target of 100 percent (Mobile Report Entry availability) and 99.99% (percentage of time radio system operated without failure). The number of devices across the bureau is also tracked including the number of desktops, laptops, MDCs, mobile devices, physical and virtual servers. This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s goal of crime prevention and reduction.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
PST-Mobile Report Entry (MRE) availability (excluding scheduled maintenance)	100%	100%	100%	100%	100%
PST-Percentage of time radio system operated without failure	100.00%	99.99%	99.99%	99.99%	99.99%

Equity Impacts

All Public Safety Technology Division staff are required to complete HR 2.02 workforce harassment, discrimination, and retaliation prevention for employees as well as equity and implicit bias training as part of the mandatory training curriculum. The Information Technology Division works with the various units to provide for persons with disabilities the necessary technology tools to be considerate of and address possible mobility and communications barriers in interactions with the other staff members and the public.

The Public Safety Technology Division has each member of interview teams for the hiring of staff to attend implicit bias training and are tasked with hiring the most qualified candidates regardless of racial or cultural backgrounds, gender, or sexual orientation.

Portland Police Bureau

Public Safety Service Area

Changes to Program

IT expenses are mostly paid as internal service costs with the Bureau of Technology Services. The bureau allocates most of these costs across the end user programs of those services. For example, costs associated with encrypted radios are allocated based on sworn personnel allocations to the bureau's budget programs. During FY 2020-21, the bureau made a review of its IT equipment, seeking to reduce operational redundancies in telecom and computing devices. There are no significant changes to program to note for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
External Materials and Services	\$744,216	\$1,469,309	\$1,576,669	\$1,643,864	\$1,643,864
Internal Materials and Services	\$7,053,894	\$7,965,764	\$8,615,921	\$9,275,853	\$9,275,853
Capital Outlay	\$159,056	\$161,605	\$0	\$3,321	\$3,321
Bureau Expenditures Total	\$7,957,166	\$9,596,677	\$10,192,590	\$10,923,038	\$10,923,038
Requirements Total	\$7,957,166	\$9,596,677	\$10,192,590	\$10,923,038	\$10,923,038

Narcotics & Organized Crime

Program Description & Goals

The mission of the Narcotics and Organized Crime (NOC) Unit is to improve neighborhood safety and livability by targeting criminal drug trafficking organizations operating in the city with a focus on drug trafficking, overdose investigations, and money laundering. Additionally, this program works to reduce the harm in the community caused by dangerous drugs, with community engagement opportunities and partnerships.

This program addresses a spectrum of criminal activities that threatens public safety and vulnerable members of the public. The NOC Unit conducts high level criminal investigations designed to dismantle and disrupt illegal drug trafficking organizations operating within and adjacent to the City of Portland with the goal of reducing the public harm caused through the sales and use of illegal narcotics. A key harm in the community caused by illegal drug trafficking is the prevalence of fatal overdoses caused by illegal drugs. NOC is notified on all overdose deaths that occur in the city and investigators are assigned to investigate fatal overdoses based upon tangible leads and evidence located at the scene that may identify the source of the illegal drugs. This program coordinates and partners with local, state, and federal law enforcement, in addition to county health departments and non-profit organizations. This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s commitment to crime reduction and prevention.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of Crime Against Society offenses per 1,000 residents	2.37	2.50	0.00	0.00	4.00
Percentage of cases initiated by NOC that result in arrest	10%	38%	0%	0%	4,500%
Number of individual doses removed from circulation	32,422,922	15,801,810	0	0	15,000,000
Number of total cases initiated by NOC	86	93	0	0	60

Equity Impacts

Equity factors are considered to the extent that narcotics, and associated criminal investigations, do not target or enforce laws based on any class, protected or not, and all enforcement is based on community threats and probable cause. The unit provides direct outreach for community engagement opportunities with several of Portland’s minority communities. These opportunities have been used to expand the reach of drug education talks to help prevent, recognize, and stop illegal drug use. NOC also conducts direct outreach with the County Health Departments to provide information, outreach, and services to assist with segments of the community who are drug dependent and are at risk of an accidental overdoses. Narcotics investigations serve to limit and control the availability and the harm caused by dangerous drugs in the community. The harm caused by dangerous drugs significantly impacts community members with drug dependence issues and those who are vulnerable to drug addiction.

Changes to Program

At present, NOC has two narcotics investigators and two drug detection canine handlers. Additionally, NOC recently added a detached canine handler. This handler has a dog that can detect fentanyl, which is a first for the State of Oregon.

Portland Police Bureau

Public Safety Service Area

Due to the overall shortage of sworn staff within the bureau, NOC continues to face reductions in staffing. This reduction in staff has resulted in a more than proportional reduction in NOC’s ability to investigate drug trafficking and overdose deaths, resulting in degraded performance outcomes. Since 2016, this unit has seen a continual reduction in personnel and budget. During the time period from 2016 to present, there has been an over 70% reduction in sworn personnel in this unit. In this period where resources were removed from this program, both the availability of dangerous drugs and the number of fatal and non-fatal overdoses have increased.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,150,728	\$2,312,927	\$1,928,682	\$1,823,588	\$1,823,588
External Materials and Services	\$115,550	\$456,241	\$7,841,511	\$7,850,628	\$7,850,628
Internal Materials and Services	\$497,349	\$538,226	\$372,260	\$393,189	\$393,189
Bureau Expenditures Total	\$2,763,627	\$3,307,393	\$10,142,453	\$10,067,405	\$10,067,405
Requirements Total	\$2,763,627	\$3,307,393	\$10,142,453	\$10,067,405	\$10,067,405
FTE	13.00	13.00	12.00	12.00	12.00

Neighborhood Response

Program Description & Goals

This program is responsible for proactive policing activities to address chronic problems related to crime, nuisance, and livability issues in conjunction with neighborhood and community engagement. Neighborhood Response Team (NRT) members utilize data as well as community complaints to evaluate allocation of their resources to be the most effective in reducing crime and increasing positive livability.

Members of the NRT and other specific problem-oriented teams work together and with other Police Bureau units, other City bureaus, outside agencies, and non-government organizations to problem solve ongoing crime, nuisance, and livability issues. These officers work full-time in their positions and generally do not respond to dispatched calls for service. NRT members are able to address more deeply rooted and complex problems in a neighborhood. NRT members focus on crime prevention and reduction strategies within neighborhoods and locations where the prevalence of these problems is greatest.

This program’s focus, strategies, and teams evolve to respond to changing crime and livability issues in the community. The Entertainment District Detail addresses safety and crime concerns within an area designated by City Code as the Entertainment District in Downtown Portland. Members detailed to work the Entertainment District downtown have extensive relationships with venue owners and entertainment organizers to develop problem solving strategies specific to crime and violence as well as to crowd management practices within this geographical area. Members employ crime prevention techniques to help reduce the need for ongoing police services to specific issues or problems.

The North Precinct NRT administers a project that is grant-funded with an award from the Bureau of Justice Administration. Called the Community Based Crime Reduction program, it involves community partners to address safety and livability concerns and includes a crime analyst to address public safety problems specific to the neighborhood this project is focused upon.

In a public-private partnership with Downtown Portland Clean & Safe, Central Precinct has dedicated a team of officers and a sergeant to address crime and livability issues within a City-identified business improvement district in the downtown core. The officers work the streets daily on a bicycle in the downtown core, but they also take dispatched calls in their proximity.

Staffing shortages have led to a reduction in the ability of NRT officers to proactively recover stolen vehicles and may be reflected as such in the performance metrics. When able, this function has been done in collaboration with other City, County, and non-profit partners in key locations where livability and community safety are impacted.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Recovery Rate for Motor Vehicle Theft	81%	82%	0%	0%	8,500%
Number of Directed Patrol Calls for Service	2,762	469	0	0	1,500

Portland Police Bureau

Public Safety Service Area

Equity Impacts

All officers are required to complete procedural justice, equity, and implicit bias training as part of the mandatory training curriculum. Concerning persons with disabilities, the bureau partners with multiple disability groups to help inform making enforcement decisions and also allow the bureau to be considerate of, and address, possible mobility and communications barriers in interactions with the public. Program response is administered on the basis of the assigned priority of each call; to that extent, any community or individual with ability to call for 9-1-1 response has equal opportunity to receive attention. If the community disproportionately reports crime based on implicit or explicit bias, the Police Bureau has limited ability to detect this or modify response. Analysis on reported crime and crime trends can influence the location of targeted missions, but no racial information is collected or used in any of these analyses. Due to staffing shortages, many individuals are being encouraged to submit on-line reports. This presents a potential inequity, as it presumes literacy, ability, and internet and computer access.

The bureau attempts to mitigate potential disparate impacts in response to calls for service by educating the community and training its employees regarding implicit bias and procedural justice.

Changes to Program

NRT regularly assists several other City units such as Portland Bureau of Transportation and Street Services Coordination Center to address livability issues under their purview. This does degrade NRT's ability to focus on their other assignments.

The Public Safety Support Specialist program was moved out of NRT during FY 2022-23. The ongoing impact and efficacy of the program is in the process of being analyzed.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,977,927	\$5,788,535	\$2,982,677	\$6,350,532	\$6,350,532
External Materials and Services	\$46,082	\$44,250	\$23,120	\$12,484	\$12,484
Internal Materials and Services	\$236,521	\$457,316	\$73,559	\$78,373	\$78,373
Bureau Expenditures Total	\$4,260,529	\$6,290,101	\$3,079,356	\$6,441,389	\$6,441,389
Requirements Total	\$4,260,529	\$6,290,101	\$3,079,356	\$6,441,389	\$6,441,389
FTE	57.00	20.00	56.00	56.00	56.00

Person Crimes Investigation

Program Description & Goals

The Person Crimes Investigation Program’s mission is to investigate serious crimes against persons, apprehend criminals, and assist the District Attorney with criminal prosecution. This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s goal of crime reduction and prevention. Included in the Person Crimes Investigation Program is the Forensic Evidence Division. The Digital Forensic Unit is housed within the Forensic Evidence Division.

The Detective Division contains units which investigate serious crimes against persons. The types of crimes investigated include homicides, assaults, bias crimes, robberies, crimes of sexual violence, child abuse, and human trafficking. These crimes have an obvious detrimental effect on those community members who are victims and can cause fear and anxiety to the larger community. Investigation of these crimes is important to reduce crime and the fear of crime and to hold perpetrators accountable for their actions.

Many of these investigations are initially investigated by patrol officers, however they are referred to detectives due to the need for special techniques or expertise to complete the investigations. Many of these cases require a great deal of time and effort; having staff solely dedicated to the investigation of serious crimes against persons allows the Police Bureau to address these crimes more efficiently.

In order to be most effective with limited resources, supervisors identify cases in need of investigation by recognizing and prioritizing cases involving suspects who are serial offenders and cases with a high likelihood of successfully being solved. The performance trend for case clearance rates has been decreasing over the last four years while the number and rate of these crimes has increased.

A number of cases will not be cleared due to the fact that they were never assigned to a Detective and this will be reflected in the resulting metrics. Future performance metrics will ideally need to quantify percentage of calls that were actually assigned to Detectives as that number is different that the clearance rate for all reported crimes.

The Person Crimes Investigation program has a direct impact on the safety of all community members. Decreases in the program are likely to correlate with a rise in violent person crimes. While this program aims to directly increase public safety, the rate of violent crime can also impact jobs, business, property values, and the general wellbeing of community members.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of Crime Against Persons offenses per 1,000 residents	15.64	15.60	0.00	0.00	12.40
Percentage of Crimes Against Persons Offenses Cleared	30%	29%	0%	0%	4,000%
Assault Detail Clearance	73%	0%	0%	0%	6,400%
Homicide Detail Cases Clearance	80%	35%	0%	0%	6,500%
Human Trafficking Detail Clearance	68%	100%	0%	0%	5,400%
Missing Persons Detail Clearance	1%	100%	0%	0%	8,000%
Robbery Clearance	43%	0%	0%	0%	5,000%
Sex Crime Unit Clearance	81%	96%	0%	0%	5,500%
Assault Detail Cases	231	0	0	0	262

Portland Police Bureau

Public Safety Service Area

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Homicide Detail Cases	121	89	0	0	30
Human Trafficking Detail Cases	76	68	0	0	55
Missing Person Unit Assigned Cases	1,173	1,198	0	0	1,048
Robbery Cases	500	0	0	0	422
Sex Crime Unit Cases	173	194	0	0	406

Equity Impacts

Community members are involved in shaping how this program delivers service through ongoing participation in diverse community groups and programs. Equity is considered when operational decisions are made for staffing levels and case assignment with an evaluation of impacts on underserved and vulnerable community groups. The program has added an additional Bias Crime detective and an additional Human Trafficking detective to help serve these groups. The Assault Unit has continued its relationships with service providers to the houseless population due to their high level of victimization involving Measure 11 assaults. Data are analyzed to ensure resource adjustments are evidence based and shifted to provide the highest possible level of service.

Changes to Program

As the bureau’s overall sworn staffing has decreased, so has the number of detectives available for all investigations, resulting in a change in criteria for which crimes are investigated. While all homicides and crimes of sexual violence are investigated, the number of other crimes investigated, such as assaults and robbery, has decreased due to the lack of available resources. The Child Abuse Team and the Special Victims Unit have been combined under the Detective Division umbrella.

The city has experienced a significant spike in violent crime, resulting in a record number of homicides and injury and non-injury shootings. In response to increased gun violence in the city, the bureau established the Enhanced Community Safety Team (ECST) in the spring of 2021 and stood up the Focused Investigation Team (FIT) in 2022 to provide more resources to respond to this issue. Both of these teams are largely being built using existing bureau staff and resources, and long-term goals are still being defined. The FY 2022-23 Budget Development Cycle includes more specific program definition for these activities, distinguishing them from Person Crimes. The FY 2024-25 Adopted Budget does not include significant changes for the Person Crimes program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$14,520,072	\$14,811,517	\$14,890,669	\$16,608,382	\$16,608,382
External Materials and Services	\$356,086	\$463,690	\$1,221,910	\$1,166,000	\$1,166,000

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$897,159	\$1,160,217	\$748,835	\$1,200,773	\$1,200,773
Bureau Expenditures Total	\$15,773,317	\$16,435,424	\$16,861,414	\$18,975,155	\$18,975,155
Requirements Total	\$15,773,317	\$16,435,424	\$16,861,414	\$18,975,155	\$18,975,155
FTE	107.90	97.00	97.00	97.00	97.00

Personnel

Program Description & Goals

The Personnel Division is responsible for the day-to-day management of Police Bureau staffing. Personnel Division members recruit diverse applicants, provide information and support to applicants, conduct background investigations, facilitate hiring, and ensure that proper Human Resources practices are utilized throughout the hiring process and daily management of bureau staff. The Personnel Division also manages employees on administrative leave and facilitates separation from the bureau. The division strives to reach and maintain authorized staffing and to increase the diversity of the bureau.

The Personnel Division utilizes social media, career fairs, static advertising, and relationship-building in recruiting to increase awareness about job opportunities within the Portland Police Bureau. Personnel reduces barriers to application by paying for required written tests, traveling regionally and nationally to meet candidates closer to their home, and by offering information at monthly hiring workshops. COVID-19 restrictions and budget constraints significantly impacted the ability to conduct much of this work through FY 2022-23.

Background investigations and candidate assessments are performed by full-time investigators who conduct in-depth investigations on all applicants regardless of bureau assignments. Background investigators conduct thorough investigations of sworn applicants, professional staff, and department heads. Investigations include multiple interviews, an examination of social media use, an analysis of financial matters, criminal and driving history, reference checks, employment verification, home visits, and other methods shown to reduce risk and develop a high quality pool of candidates.

The administration of the program is managed by a Captain who runs the day-to-day activity of the Personnel Division and works closely with Bureau of Human Resources Business Partners, offering technical advice to all bureau members regarding personnel matters. The program manager and Business Partners assist the bureau with compliance with city, state, and federal Human Resources laws, hiring and promotion process requirements, represented employee contracts, and all other Human Resources related topics.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of newly hired officers that complete initial probation	90%	0%	0%	0%	8,500%
Percentage of new sworn hires comprised of people from communities of color	34%	34%	0%	0%	3,500%
Percentage of new sworn hires who are female	29%	12%	0%	0%	2,500%
Percentage of sworn members who identify as female and/or a person of color	54%	33%	0%	0%	3,000%

Equity Impacts

The Personnel Division is made up of diverse employees who consider equity in all its work and processes by actively supporting diversity and inclusion through equitable recruitment, hiring, and retention practices. Through current applicant and community engagement activities, implicit bias awareness training, and efforts to find new locations and methods to attract, recruit, and hire diverse applicants, the Personnel program makes a long lasting and positive impact to the bureau.

Changes to Program

Increasing the diversity of sworn officers and seeking diverse candidates for all positions is a priority for the bureau and a goal of the Personnel Division. Overall bureau demographics can be seen on the City’s website: <https://www.portlandoregon.gov/bhr/article/799980>

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,415,418	\$4,415,131	\$3,844,473	\$4,469,952	\$4,469,952
External Materials and Services	\$272,074	\$422,333	\$351,010	\$350,620	\$350,620
Internal Materials and Services	\$90,959	\$104,934	\$78,914	\$89,971	\$89,971
Bureau Expenditures Total	\$7,778,451	\$4,942,398	\$4,274,397	\$4,910,543	\$4,910,543
Requirements Total	\$7,778,451	\$4,942,398	\$4,274,397	\$4,910,543	\$4,910,543
FTE	22.00	28.00	28.00	27.00	27.00

Precinct Patrol

Program Description & Goals

The Precinct Patrol Program is responsible for the provision of basic police service across the City of Portland. When a citizen calls for police response, the services provided are most likely to be performed by personnel in this program. The primary responsibilities of the patrol program are to respond to emergency or non-emergency calls for service, conduct preliminary investigations, enforce traffic and criminal laws, provide a visible presence within the community, and participate in community events. This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s goal of crime prevention and reduction.

This program provides community members with police services by responding to community-initiated calls for service, as well as by proactively addressing public safety concerns and community engagement. That latter set of officer-initiated calls and outreach are a basis for the practice of community policing, a strategy that focuses on building ties and working closely with members of the community to solve problems and reduce crime in partnership.

The process of identifying and employing best practices, training, agency oversight and changing community expectations has required an increased number of personnel resources to respond to calls for service and safely resolve incidents. This, along with the decrease in the number of sworn members available to meet the growing demand for service over the past several fiscal years, has resulted in degraded performance on key workload and efficiency metrics.

The average number of dispatched calls per patrol officer has increased substantially, which reduces time available for self-initiated activity. This has also negatively impacted the average time to respond to high priority calls for service, which has lengthened. Additionally, there has been an increase in high priority calls for service. High priority calls take up a greater amount of officer time and require a certain number of responding officers. Calls cannot actually begin until enough officers are present. The bureau is continually assessing and analyzing options that will mitigate detrimental effects of these trends.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average call queue time until a responding officer is available (high priority calls)	6.27	10.52	0.00	0.00	1.50
Proportion of All Dispatched with Response Time Under 30 minutes	63%	58%	0%	0%	7,500%
Proportion of High Priority Calls with Response Time Under 10 minutes	59%	53%	0%	0%	7,500%
Proportion of Low Priority with Response Time Under 60 minutes	60%	59%	0%	0%	7,500%
Proportion of Medium Priority with Response Time Under 30 minutes	68%	60%	0%	0%	8,500%
Average travel time to high priority dispatched calls in minutes	7.70	8.02	0.00	0.00	6.50
High Priority Dispatch Calls for Service Average Response Time (in minutes)	13.90	18.30	0.00	0.00	8.00
Low Priority Dispatch Calls for Service Average Response Time (in minutes)	74.75	80.88	0.00	0.00	45.00
Medium Priority Dispatch Calls for Service Average Response Time (in minutes)	34.15	44.30	0.00	0.00	16.00
Number of Crime Against Persons offenses per 1,000 residents	15.64	15.60	0.00	0.00	12.40
Number of Crime Against Property offenses per 1,000 residents	92.33	86.60	0.00	0.00	75.00
Number of Crime Against Society offenses per 1,000 residents	2.37	2.50	0.00	0.00	4.00

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of calls for service without an Force Data Collection Report (FDCR) level force event	99.76%	99.38%	0.00%	0.00%	0.00%
Percentage of total PPB custodies in which there was no FDCR-level force event	94.35%	94.85%	0.00%	0.00%	0.00%
Dispatched Calls for Service	233,259	223,510	0	0	282,450
High Priority Dispatch Calls for Service	74,773	68,382	0	0	79,564
Low Priority Dispatch Calls for Service	97,639	98,648	0	0	105,232
Medium Priority Dispatch Calls for Service	60,847	56,480	0	0	72,565
Number of Directed Patrol Calls for Service	2,762	469	0	0	1,500
Number of dispatched calls per 1,000 residents	354	345	0	0	412
Number of Self-Dispatched Calls for service	50,650	52,051	0	0	104,269
Reported NIBRS Group A Offenses	72,686	67,787	0	0	59,277
Reported NIBRS Group A Person Crime Offenses	10,302	10,100	0	0	8,458
Reported NIBRS Group A Property Crime Offenses	60,823	56,085	0	0	48,305
Reported NIBRS Group A Society Crime Offenses	1,561	1,602	0	0	2,514
Reported NIBRS Incidents (cases with a Group A Offense)	68,537	63,822	0	0	59,205
All Priority Dispatch Calls for Service Average Response Time (in minutes)	44.43	52.25	0.00	0.00	30.00

Equity Impacts

All officers are required to complete procedural justice, equity, and implicit bias training as part of the mandatory training curriculum. Concerning persons with disabilities, the bureau partners with multiple disability groups to help inform making enforcement decisions and allow the bureau to be considerate of and address possible mobility and communications barriers in interactions with the public.

Program response is administered based on the assigned priority of each call; to that extent, any community or individual with ability to call for 9-1-1 response has equal opportunity to receive attention. If the community disproportionately reports crime based on implicit or explicit bias, the Police Bureau has limited ability to detect this or modify response. Analysis on reported crime and crime trends can influence the location of targeted missions, but no racial information is collected or used in any of these analyses. Due to staffing shortages, members of the public are being encouraged to submit online reports. This presents a potential inequity, as it presumes literacy, ability, and internet and computer access.

The bureau attempts to mitigate potential disparate impacts in response to calls for service by educating the community and training its employees regarding implicit bias and procedural justice.

Changes to Program

The adjusted personnel budget for FY 2024-25 reflects the true cost of necessary staffing levels within the program.

Portland Police Bureau

Public Safety Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$74,503,662	\$79,987,907	\$95,112,139	\$95,496,737	\$95,588,699
External Materials and Services	\$86,924	\$254,811	\$689,716	\$622,634	\$630,674
Internal Materials and Services	\$6,231,398	\$6,741,798	\$6,922,948	\$7,132,732	\$7,132,732
Bureau Expenditures Total	\$80,821,983	\$86,984,516	\$102,724,803	\$103,252,103	\$103,352,105
Fund Expenditures					
Fund Transfers - Expense	\$1,384,000	\$0	\$0	\$0	\$0
Fund Expenditures Total	\$1,384,000	\$0	\$0	\$0	\$0
Requirements Total	\$82,205,983	\$86,984,516	\$102,724,803	\$103,252,103	\$103,352,105
FTE	642.00	600.00	592.00	592.00	592.00

Property Crimes Investigation

Program Description & Goals

The Property Crimes Investigation program’s mission is to investigate major crimes against property, apprehend criminals, and assist the District Attorney with criminal prosecution. This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s mission to reduce crime and the fear of crime by working with all citizens to preserve life, maintain human rights, protect property, and promote individual responsibility and community commitment.

The Detective Division’s Property Crime Unit now contains one supervisor, four detectives, one officer, and one officer assigned to investigate the sale of stolen property to secondhand stores. The types of crimes investigated include fraud, embezzlement, forgery, identity theft, burglaries, bank/wire fraud, theft, vandalism, counterfeiting, civil unrest related crime, internal criminal investigations, and other investigative duties as assigned. These crimes have an obvious detrimental effect on those community members who are victims and can cause fear and anxiety in the larger community. Investigation of these crimes is important to reduce crime and the fear of crime, to hold perpetrators accountable for their actions, and strengthen the relationship between community and police.

Many of these investigations are initially conducted by patrol officers; however, they are referred to detectives due to the need for special techniques or expertise to complete the investigations. Many of these cases require a great deal of time and effort; having staff solely dedicated to the investigation of serious crimes against property allows the Police Bureau to address these crimes more efficiently.

Due to staffing issues, there are a number of crimes that will not be cleared because they were never assigned to a detective, and this will be reflected in the resulting metrics. Future performance metrics will ideally need to quantify percentage of calls that were actually assigned to detectives.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of Crime Against Property offenses per 1,000 residents	92.33	86.60	0.00	0.00	75.00
Number of Crime Against Society offenses per 1,000 residents	2.37	2.50	0.00	0.00	4.00
Percentage of Crime Against Property Offenses Cleared	6%	6%	0%	0%	1,200%
White Collar Crimes Clearance	88%	100%	0%	0%	7,100%
White Collar Crimes Cases	117	60	0	0	149

Equity Impacts

The Property Crimes Investigation program has a direct impact on the safety of all community members. While this program directly aims to decrease crimes against property, the property crime rate also can impact jobs, business, property values, and the general wellbeing of community members.

Portland Police Bureau

Public Safety Service Area

Given limited staffing in the bureau and in the Detective Division, the bureau has realigned resources to prioritize areas that most directly impact safety, specifically person crimes. This realignment of resources creates less capacity to investigate all property crimes, negatively impacting all victims of these events and the community at large. The bureau attempts to mitigate potential disparate impacts in response to calls for service by educating the community and training its employees regarding implicit bias and procedural justice to identify and address systemic or investigative inequities.

Changes to Program

Bureau reprioritization of available resources has decreased the number of detectives allocated to this program, resulting in a change in the criteria for which crimes are investigated and an overall decrease in the number of crimes investigated. In order to be most effective with limited resources, supervisors identify cases in need of investigation by recognizing and prioritizing cases involving suspects who are serial offenders, and cases with a high likelihood of successfully being solved or recovering property. These investigative efforts ensure the greatest positive community impact with the limited resources allocated to the Property Crimes Unit (PCU).

The decision was made earlier in the year to move one PCU Detective to each of the Precincts. This decision was in order to give officers more direct contact with detectives, who would then be able to assist them on cases they were actively working. The detectives were embedded with the Neighborhood Response Teams, which actually gave the detectives more personnel to assist them in larger calls and search warrants. This was a positive change as officers are now getting real-time assistance on their cases and detectives are getting newer cases which could still have tangible leads to follow-up on.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,976,574	\$3,180,560	\$2,882,994	\$3,189,886	\$3,189,886
External Materials and Services	\$139,703	\$184,219	\$620,538	\$124,720	\$124,720
Internal Materials and Services	\$8,758	\$9,724	\$10,918	\$11,793	\$11,793
Bureau Expenditures Total	\$3,125,035	\$3,374,503	\$3,514,450	\$3,326,399	\$3,326,399
Requirements Total	\$3,125,035	\$3,374,503	\$3,514,450	\$3,326,399	\$3,326,399
FTE	24.00	18.00	19.00	19.00	19.00

Property Evidence

Program Description & Goals

The Property and Evidence Division (PED) secures and maintains the integrity of evidence and property for the Portland Police Bureau, community, and partnering agencies until disposition under the laws and ordinances of the State of Oregon.

The Property Evidence Division is charged with maintaining the integrity and chain of custody of property and evidence submitted by Portland, Portland State University, and Oregon Health Sciences University Police Officers. This requires the safeguarding of narcotics, currency, and firearms as well as other property and evidence to include vehicles, hazardous materials, and sensitive items. The program adheres to the standards set by the International Association for Property and Evidence. Many of these items are evidence of crimes as serious as homicide, sexual assault, domestic violence, or child abuse and must be kept in a secure environment. Failure to maintain the chain of custody, or mishandling of an item, may render it useless in court or possibly hurt or fatally injure an employee or member of the public. The division has four separate storage facilities that manage an average inventory of more than 350,000 individual items and receives an additional 5,000 each month. The storage, retention, and disposal of these items is mandated by law, and, in some cases, this division is required to keep the items for 60 years or more.

This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s goal of crime prevention and reduction. There are no performance measures associated with this program.

Equity Impacts

Staff are non-sworn, professional staff. Supervisory and managerial staff have completed equity and implicit bias training.

Changes to Program

There were no significant changes to program to note for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,497,550	\$1,595,741	\$1,722,461	\$1,929,520	\$1,929,520
External Materials and Services	\$187,863	\$110,468	\$320,921	\$313,469	\$313,469
Internal Materials and Services	\$1,216,030	\$1,340,858	\$1,434,530	\$471,267	\$471,267
Capital Outlay	\$0	\$0	\$76,515	\$0	\$0
Bureau Expenditures Total	\$2,901,444	\$3,047,068	\$3,554,427	\$2,714,256	\$2,714,256
Requirements Total	\$2,901,444	\$3,047,068	\$3,554,427	\$2,714,256	\$2,714,256
FTE	16.00	15.00	15.00	15.00	15.00

Public Safety Support Specialist

Program Description & Goals

The Public Safety Support Specialists (PS3s) for the Portland Police Bureau (Police Bureau) are responsible for providing support to sworn police officers in non-emergency, non-priority situations and assisting sworn personnel in community outreach with the public. They provide a visible, community-based police support function to enhance service to the public. The PS3s are distinguished from Police Officers in that they are a non-sworn and non-certified police support function. The main goals of the PS3 program are to enhance community engagement opportunities and reduce the number of armed police officers responding to lower priority calls for service. Their ability to respond to lower priority calls is a crucial asset in the bureau for maintaining community safety and helping address livability concerns with limited officer resources.

The PS3 Program received Council approval and funding for twelve PS3s in 2017 and received stakeholder approval in 2018. The first nine PS3s were hired in June of 2019, and began taking calls in November of 2019.

Since its inception, the PS3 program has adhered to its original intent and purpose. The redistribution of workload to PS3s and the current critical staffing shortage of police officers, has allowed patrol officers to focus on responding to higher priority calls for service. Having PS3s handling more lower priority calls for service and being more involved in community engagement opportunities can improve citizen satisfaction regarding response times and the overall ability of officers to respond to calls.

PS3s are able to take a large amount of low priority calls that would typically be handled by patrol officers. Between January 2020 and October 2021, PS3s took the majority (66%) of all “Vehicle Stolen-Cold” calls. The top four call types taken by PS3s (“Vehicle Stolen-Cold”, “Theft-Cold”, “Vehicle Recovered”, and “Property Lost, Found, Recovered”) account for about 74% of PS3-eligible call load and all concern stolen or recovered property and vehicles. When not actively taking calls, PS3s spend time writing reports, entering property into a property collection facility and taking calls by phone as needed. They frequently assist Officers at traffic crash scenes or other locations where blocking traffic is needed, or by waiting with vehicles for the arrival of a tow. They are also consistently monitoring the callboard and contacting sworn personnel to offer assistance in order to free Officers up to process other calls more efficiently. PS3s also actively self-initiate calls for service, such as locating and recovering unreported and unoccupied stolen vehicles.

Patrol Officers and PS3s have a great working relationship, and both PS3s and Officers value the services they can provide independently, and together, in enhancing public safety and increasing connections between the community and the Police Bureau. The data submitted speak to the initial success of the PS3 Program and provides projections for additional call types and community engagement opportunities that PS3s can assist with as the program expands.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average active patrol officer hours saved per PS3 shift	4.56	0.00	0.00	0.00	5.00
Average number of calls taken by PS3s per day	7	0	0	0	7
Number of total calls responded to by PS3s	12,512	0	0	0	11,000

Equity Impacts

PS3s are required to complete procedural justice, equity, and implicit bias training as part of their mandatory training curriculum. Intentional community outreach being reintegrated into the workday is the cornerstone of the PS3 program. The program focuses on rebuilding community trust through meaningful engagement, quick response to community needs, and providing an unarmed presence to do so.

The PS3 program also looks to bridge the gap for individuals interested in a law enforcement career but haven't been afforded adequate opportunities to gain experience. The program aims to provide an equitable way to access this training and opportunities in order to eventually build up to a career as a law enforcement officer.

Changes to Program

There are no significant changes to the program planned for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$3,763,082	\$0	\$0
External Materials and Services	\$0	\$0	\$1,560	\$0	\$0
Internal Materials and Services	\$0	\$0	\$177,099	\$0	\$0
Bureau Expenditures Total	\$0	\$0	\$3,941,741	\$0	\$0
Requirements Total	\$0	\$0	\$3,941,741	\$0	\$0
FTE	0.00	42.00	0.00	0.00	0.00

Records

Program Description & Goals

The Records program processes and provides access to information about reported crimes and subsequent investigative activity, which is a foundation of crime analysis and problem-solving efforts of officers and a valuable service available to citizens. Officers need access to information in the field that is reliable, timely, and comprehensive. Organizationally, this program consists of the Records Division and the administration and management team for the police records management system (RMS), currently shared with regional police agencies. This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s goal of crime prevention and reduction.

The Records program provides valuable accessibility to the bureau’s data for multiple applications, internally and externally. Internal service provision allows for analysis of reported crime data, and records processing makes information available to respond to public records requests. The Records Division received a significant increase in the number of public records requests since the implementation of GovQA, the City’s online public records request system. These requests are increasingly complex, requiring review from the City Attorney and data collection and validation from the crime analysts of the Strategic Services Division. The bureau’s internal goal is to respond to requests within 21 days, which is impacted by volume of requests and staff available to respond. Turnover in staff and the aforementioned complicated requests contribute to the time it takes to respond.

The RMS program stores police records and provides the ability for Police Bureau and partner agencies to search for specific information to assist officers and investigators. A law enforcement RMS is essential to the basic operation of any police agency. It is where data from police activities are documented and stored. That data can be accessed by authorized users for law enforcement purposes and the raw data from the system can be utilized to determine trends and assist leadership to make decisions on where resources are needed. Information from the system can be made available to the public via a public records request, and the bureau regularly publishes reports with RMS data through its Open Data portal.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of time public records requests are complete within 21 days	13%	21%	0%	0%	9,500%
Number of public records requests	25,097	29,063	0	0	23,385

Equity Impacts

Public records requests are entered through the City’s online portal. Recognizing all citizens do not have computer access or computer literacy, various police facilities are equipped with other means by which citizens can request reports. In providing victims copies of their police reports at no cost, a monetary burden has been lifted from this population. With this implementation, the equity impacts of this program are positive for all communities, including communities of color and people with disabilities.

The RMS is able to capture robust demographic information (race, ethnicity, age, gender) as well as information related to bias crimes. That information in turn drives much of the demographic reporting on our open data portal.

Changes to Program

There are no significant changes to note for the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,565,703	\$7,046,308	\$8,713,917	\$11,675,550	\$11,675,550
External Materials and Services	\$727,712	\$627,910	\$4,487,503	\$1,661,729	\$1,661,729
Internal Materials and Services	\$1,351,271	\$1,432,664	\$1,916,284	\$2,059,336	\$2,059,336
Bureau Expenditures Total	\$8,644,686	\$9,106,882	\$15,117,704	\$15,396,615	\$15,396,615
Requirements Total	\$8,644,686	\$9,106,882	\$15,117,704	\$15,396,615	\$15,396,615
FTE	77.00	81.00	85.00	96.00	96.00

Service Coordination Team

Program Description & Goals

The Service Coordination Team (SCT) is a crime reduction program that offers housing and access to behavioral health treatment to the City of Portland’s most frequent drug and property crime offenders to address their drug and alcohol addictions, co-occurring disorders, and criminality. SCT’s mission and goal is to reduce drug related crime by addressing the root causes of the behaviors, therefore breaking the cycle of addiction and crime.

SCT is responsible for the coordination of law enforcement, criminal justice, supportive housing, and treatment resources for individuals who are experiencing chronic addiction and chronic homelessness, and who are chronically in and out of the criminal justice system. The bureau contracts with qualified providers for direct access to behavioral health treatment, housing, and robust wrap around services. This includes, but is not limited to, outreach, case management, peer mentorship, life skills, volunteer work, job training, and long-term housing.

Another component of the SCT program is the collaboration with the Behavioral Health Unit (BHU) to provide direct, service-connected housing for individuals assigned to the Behavioral Health Response Teams. The goal is to decrease police contact by assertively addressing the needs of individuals with mental health, co-occurring disorders, and unstable housing. The bureau contracts with qualified providers to deliver services including housing, direct access to behavioral health services, and wrap around services. This includes, but is not limited to, case management, peer mentorship, life skills, and stabilization.

SCT and its partners worked diligently to provide safe care and access during the COVID-19 pandemic. SCT clients continued to experience limited access to appropriate services to meet their needs which impacted stability and retention. Limitations included connection to behavioral health services, permanent housing, street outreach, case management, and recovery support groups. This continued to influence overall outcomes and/or performance. However, SCT is currently seeing an increased trend in referrals, stabilization, and retention rates.

This program supports the City’s goal to ensure a safe and peaceful community and the Bureau’s goal of crime reduction and prevention. It also serves as an element of the strategy to sustain compliance with the terms of the Settlement Agreement between the City and the U.S. Department of Justice with respect to Civil Rights under 42 USC section 14141.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Individuals Connected to Services by the Service Coordination Team Program	75%	0%	0%	0%	8,500%
Average number of SCT participants who successfully completed the program	16%	17%	0%	0%	2,500%
Average number of STS participants who successfully completed the program	26%	22%	0%	0%	2,500%
Percentage of all individuals connected to services	75%	71%	0%	0%	8,500%
Reduction in arrests/charges (for those who completed the program)	-82%	0%	0%	0%	8,500%
New individuals entered into SCT supportive housing program	125	111	0	0	130
Number of Service Coordination Team Graduates	14	0	0	0	30
Number of STS participants served	27	23	0	0	35

Equity Impacts

Reaching vulnerable and historically underserved populations within the city, along with the strong community partnerships cultivated and maintained by these units, this program has a particular focus on equitable service delivery. Several aspects of this program are specifically tailored to de-escalation with individuals identified as having multiple or high-risk contacts with police and to providing individuals with behavioral health and/or substance abuse issues.

Changes to Program

There are no significant changes to note for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$30,427	\$176,619	\$0	\$0
External Materials and Services	\$(14,443)	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$(14,443)	\$30,427	\$176,619	\$0	\$0
Requirements Total	\$(14,443)	\$30,427	\$176,619	\$0	\$0
FTE	1.00	1.00	0.00	0.00	0.00

Standards & Accountability

Program Description & Goals

The goal of Standards and Accountability is to improve both individual and bureau performance, increase transparency, and build community trust. Standards and Accountability focuses on employee performance related to compliance with workplace standards and practices by conducting internal investigations. Standards and Accountability also examines broader systemic issues within the Police Bureau by conducting risk assessments, internal audits, and DOJ Settlement Agreement compliance assessments. Standards and Accountability provides regular updates and briefings to the Chief of Police and the Executive Team of the Police Bureau. This program supports the City’s goal to ensure a safe and peaceful community and the bureau’s goal of crime prevention and reduction.

Standards and Accountability encompasses several units with the Police Bureau, including the Professional Standards Division, the Office of Inspector General, and Internal Affairs. The major components of Professional Standards are Internal Affairs, the Employee Information System, the Collision Review Board, Police Liability Management, and the Discipline Coordinator. The Officer of Inspector General oversees the Compliance Review Team, the Force Inspector, and the Policy Team. The DOJ Compliance Team is also an integral component of Standards and Accountability.

Each of these programs works to fully investigate allegations of employee misconduct, assess employee compliance with established standards and directives, provide aggregate and individual data related to employee performance, coordinate the review and development of policies, produce quarterly compliance reports on the DOJ Settlement Agreement, and conduct internal reviews or audits.

Complaint data, Force Data, DOJ Compliance Reports, and COCL Compliance reports all are available online for public review and transparency.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of community commendations of officer conduct	46	42	0	0	120
Number of community complaints of officer misconduct	170	185	0	0	400
Percentage of investigated complaints that are sustained (excluding use of force complaints)	13%	10%	0%	0%	6,000%
Percentage of the DOJ Agreement Tasks assigned to PPB that are actively in progress or completed	100%	0%	0%	0%	10,000%
Percentage of calls for service without an Force Data Collection Report (FDCR) level force event	99.76%	99.38%	0.00%	0.00%	0.00%
Percentage of total PPB custodies in which there was no FDCR-level force event	94.35%	94.85%	0.00%	0.00%	0.00%

Equity Impacts

Standards and Accountability works to uphold the Police Bureau’s transparency through its internal investigations and systemic assessments. It ensures the bureau continually improves its policies, procedures, and practices to build trust and establish legitimacy with Portland’s communities, particularly among communities of color, people with disabilities, and people experiencing mental illness.

Changes to Program

The Policy Team moved to the Training Division as of FY 2021-22 to help ensure policy development is better aligned with training and instruction.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,419,262	\$4,656,855	\$5,090,747	\$5,078,601	\$5,078,601
External Materials and Services	\$92,390	\$85,276	\$121,753	\$63,083	\$63,083
Internal Materials and Services	\$109,180	\$123,945	\$90,630	\$101,268	\$101,268
Bureau Expenditures Total	\$4,620,832	\$4,866,076	\$5,303,130	\$5,242,952	\$5,242,952
Requirements Total	\$4,620,832	\$4,866,076	\$5,303,130	\$5,242,952	\$5,242,952
FTE	34.00	31.00	30.00	29.00	29.00

Strategic Services

Program Description & Goals

The Strategic Services Division program provides research, analysis, statistics, data, and problem solving to support the Police Bureau, City of Portland, and other partners including the community. The Strategic Services Division (SSD) is responsible for the Portland Police Bureau's research, analysis, statistics, data, and problem solving. SSD provides services internally to the Police Bureau and City as well as externally to partner agencies and the community. This program is necessary for the Police Bureau's use of data, research, and analysis to inform policy development, program evaluation, and decision-making in relation to resource allocation and daily operations.

This program provides the analytical support other programs require to attain their objectives and goals. SSD provides analysis and problem-solving in subjects ranging from recruitment to reported crime, community engagement to complaints, and precinct staffing models to performance measurement. SSD works in partnership with internal and external stakeholders to identify research and analytic needs. The program validates the accuracy of data and develops datasets from existing data sources, such as the RMS, for use in analysis projects. The program guides the development of new tools and standards for data collection necessary to evaluate new programs and meet new reporting requirements. The program designs products including, but not limited to, interactive data visualizations, statistical reports, and spatial analyses to communicate analysis results, research findings, and recommendations. This program actively works to improve efficiency and accuracy through the automation and standardization of Police Bureau analysis and reporting. SSD provides guidance and training on the effective use of data and analysis.

SSD supports other City bureaus by providing statistics, analysis, and research to address public safety, livability, and accountability concerns. This program supports the efforts to maintain substantial compliance on the City's settlement agreement with the Department of Justice.

SSD provides services to external partners including other law enforcement agencies, government organizations, and the community. This includes assisting in fulfillment of public records requests for statistics and data. SSD developed and maintains the bureau's open data portal which makes Police Bureau analysis, statistics, and data accessible to the community. The data portal is essential to establishing the culture of transparency and accountability required to build community trust and legitimacy.

The SSD program supports the City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. It supports the bureau's goals of crime reduction and prevention, community engagement and inclusion, and organizational excellence. There are no performance measures associated with this program.

Equity Impacts

Through use of an open data platform, SSD is able to provide data to the public via online dashboards. This model allows for transparent sharing of data, but access to the data may be challenging for members of the community requiring ADA accommodations or those with limited internet access. SSD has actively worked with the Office of Equity & Human Rights to further optimize data to be more accessible and can provide additional information upon request.

SSD is responsible for the analysis of Police Bureau data which includes data about how communities of color and people with disabilities access and experience police services. The division is responsible for producing quarterly and annual reports on traffic and pedestrian stop and search data. The data shared on the open data platform includes factors related to demographics and how police services are experienced differentially across Portland.

Changes to Program

There are no significant changes to the program planned for FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,758,659	\$2,086,671	\$2,380,310	\$2,805,836	\$2,805,836
External Materials and Services	\$217,988	\$67,293	\$195,932	\$144,552	\$144,552
Internal Materials and Services	\$19,790	\$23,176	\$7,834	\$7,598	\$7,598
Bureau Expenditures Total	\$1,996,438	\$2,177,141	\$2,584,076	\$2,957,986	\$2,957,986
Requirements Total	\$1,996,438	\$2,177,141	\$2,584,076	\$2,957,986	\$2,957,986
FTE	14.00	15.00	18.00	18.00	18.00

Tactical Emergency Response

Program Description & Goals

The Tactical Emergency Response program consists of multiple specialty units which are assigned under the Specialized Resources Division (SRD) in the Police Bureau. It includes the following specialized tactical units: Special Emergency Response Team (SERT); Crisis Negotiations Team (CNT); Metro Explosives Disposal Unit (MEDU); Canine Unit (K9); and the Air Support Unit (ASU). This program supports the City's goal to ensure a safe and peaceful community and the Police Bureau's goal of crime prevention and reduction.

The specialty units that make up the Specialized Resources Division (SRD) work in support of the Police Bureau's goals utilizing specialized tools, equipment, and training required to respond to critical incidents, mass casualty incidents, incidents involving explosives, incidents requiring additional protective measures (significant events), natural or manmade disasters, and all other emergency calls where uniform officers or investigators need additional resources to accomplish a mission.

The units that make up the Tactical Emergency Response group have special tools and tactics that allow them to be the bureau's primary source of de-escalation during the highest risk events. For example, staging officers in an armored vehicle allows them to tolerate much higher levels of threat from a criminal suspect—including being shot at—than would be ordinarily permissible. Similarly, using an airplane to track a suspect allows responding officers to use deliberate tactics rather than simple pursuit to locate and apprehend suspects. Throughout the Tactical Emergency Response group, officers employ special skills, training, and equipment that allow them to resolve high-risk events with far less force than would otherwise be used.

The mission of the Special Emergency Reaction Team (SERT) is the preservation of life and property during critical incidents and high-risk operations. SERT provides tactical response and expertise in support of all branches of the organization. Working in tandem with SERT is the Crisis Negotiations Team (CNT). CNT's purpose is to utilize communication, intelligence, and technology to facilitate the resolution of critical incidents in the most peaceful means possible.

As the lead agency in the multi-agency Metro Explosive Disposal Unit (MEDU), the Police Bureau takes a leadership role in this unit whose mission to respond to and provide technical and tactical support to law enforcement personnel from the Portland Police Bureau and other local, state, and federal agencies in the handling of explosive devices and certain types of hazardous materials.

The Police Canine (K9) Unit has a unique role in the bureau. The K9 Unit's mission is to provide specialized support to Operations and Investigation branches of the Police Bureau utilizing a canine's keen sense of smell for tracking, searching for, and apprehending suspects. The K9 Unit is used to clear and search buildings and large areas, locate articles of evidence, while protecting officers and citizens at the same time.

The mission of the Air Support Unit (ASU) is to provide aerial support and expertise for the City of Portland and the Police Bureau's patrol, investigative and administrative needs. The goal of the Air Support Unit is to enhance the safety of the community and police personnel through the strategic deployment of airborne technologies. The ASU has been an especially valuable resource during patrol staffing shortages and has provided the bureau with some of the quickest response times to priority calls.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of Crime Against Persons offenses per 1,000 residents	15.64	15.60	0.00	0.00	12.40
Number of Crime Against Society offenses per 1,000 residents	2.37	2.50	0.00	0.00	4.00
Percentage of Crimes Against Persons Offenses Cleared	30%	29%	0%	0%	4,000%

Equity Impacts

The Tactical Emergency Response Program takes into consideration the equity impacts and the overall impact in the community when critical incidents arise in the city that require the need for the Special Emergency Reaction Team (SERT), Crisis Negotiations Team (CNT), the Metro Explosives Disposal Unit (MEDU), Canine Unit (K9), and/or the Air Support Unit (ASU). These critical incidents have impactful consequences on those directly and indirectly involved. The Tactical Emergency Response program has a significant impact on persons in crisis, as this program is called upon when all other tactics and options have been exhausted. It is the duty of this program to resolve calls for service in which uniform patrol, to include CIT and ECIT, cannot resolve. These emergency tactical responses are oftentimes in response to a person in crisis where there is an immediate threat of danger to themselves or to others in the community.

The units within the Tactical Emergency Response program do not target or enforce laws based on any class, protected or not, and all enforcement is based on community threats and probable cause. Depending on the incident, the response and actions taken during an incident are at the direction of a Critical Incident Commander (CIC) or Crowd Management Incident Commander (CMIC) who considers the Equity Impacts from an elevated view.

In concert with the Police Bureau, the philosophy of the Tactical Emergency Response program is de-escalation. This program supports the philosophy by utilizing specialized equipment and tools, and highly trained personnel to meet this expectation.

Changes to Program

Rapid Response Team members provided demonstration response for the first months of FY 2021-22; mid-year this dedicated support ceased, and members were instructed to return to precinct patrol functions. The Specialized Resources Division is continuously researching new ways to provide a similar function to what RRT provided, given new laws and ordinances around crowd control. A series of instructors in various crowd control related disciplines were selected, and all the Police Bureau received crowd control (mobile field force) training in the first and second quarters of 2022.

The Rapid Response Team (RRT) is an all-hazard incident response team capable of quickly deploying Bureau members with specialized training to respond to incidents requiring higher levels of technical expertise such as public assemblies, civil disturbances, and natural or manmade disasters. This requires specialized training in many areas such as Incident Command system, crowd management, crowd theory, team formations, strategic arrest procedures, and de-escalation. In addition, some members receive additional specialized training in less lethal force, Field Force Extrication, and/or all-hazard incident response.

Portland Police Bureau

Public Safety Service Area

When responding to Public Order Events the team is dedicated to balancing the constitutional rights for demonstrations and the need for public safety and peace at public assemblies. The core leadership for the Rapid Response Team has attended specialized training and devoted extensive time to planning how best to meet these goals. This has included training from the Public Order Management Academy, National Tactical Officers Association, Western States Public Order Conference, and an international research expert on dialogue policing.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,725,859	\$8,354,844	\$6,368,505	\$8,416,005	\$8,416,005
External Materials and Services	\$474,519	\$1,168,840	\$945,403	\$1,029,692	\$1,029,692
Internal Materials and Services	\$1,640,046	\$1,827,132	\$1,788,481	\$1,869,813	\$1,869,813
Capital Outlay	\$831,635	\$1,023,269	\$724,427	\$0	\$0
Bureau Expenditures Total	\$7,672,059	\$12,374,084	\$9,826,816	\$11,315,510	\$11,315,510
Requirements Total	\$7,672,059	\$12,374,084	\$9,826,816	\$11,315,510	\$11,315,510
FTE	18.00	42.90	47.90	47.00	47.00

Traffic Division

Program Description & Goals

The Traffic Division is responsible for the safety of pedestrians, cyclists, and motorists as they commute through the City of Portland. This includes keeping Portland roadways moving through delays, reroutes, civic functions, special events, processions, parades, dignitary visits, and traffic crash investigations. The primary goal of the Traffic Division is to mitigate traffic related fatalities, injuries, and economic loss through enforcement, education, investigation, and collaboration with community partners.

The Traffic Division employs a combination of specialized investigative units, detached motorcycle officers, technology, planned missions, and initiatives to support traffic safety goals.

The Traffic Investigations Unit (TIU) conducts all follow-up investigations for fatal crashes, serious injury crashes and felony hit/run crashes. The four members of this unit are crash reconstruction officers and are certified in various investigative technologies such as FARO for 3D measurement and imaging of crash scenes, as well as the forensic analysis of cell phone use while driving.

The Major Crash Team employs members of the Traffic Investigations Unit (TIU) on a rotating schedule. The Major Crash Team is responsible for the immediate response, investigation and evidence preservation at all fatal crash scenes in the City of Portland 24 hours a day.

The Traffic Division’s Photo Enforcement Detail has one full-time photo radar van operator. With the goal of reducing traffic collisions, thousands of photo radar, photo red light, and fixed speed photo violations are issued every month.

Members of the Traffic Division variably conduct focused missions in high crash corridors as determined by statistical data, input from agency partners, and locations where fatal crashes have recently occurred. These missions support the City’s commitment to Vision Zero, the City’s commitment to eliminate deaths and serious injuries on Portland streets by 2025.

Traffic Division citizen volunteers enforce disabled parking access on private property and operate a citizen radar program in school zones.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of traffic enforcement encounters resulting in a written warning	18%	0%	0%	0%	1,500%
Percent of traffic enforcement encounters resulting in an issued citation	82%	0%	0%	0%	8,500%
Number of Major Crash Team Call Outs	76	78	0	0	52
Number of traffic collision fatalities annually	64	65	0	0	35

Equity Impacts

The location, method, and timing of proactive enforcement missions is dependent on a collaborative process with community partners, advocate agencies, victims of traffic violence, and other public service agencies as well as crash data. The Traffic Division tracks and publishes all this information and makes it available to the public online.

Portland Police Bureau

Public Safety Service Area

The Traffic Division’s strategy for pedestrian and motorist safety is to focus on safety through education, voluntary compliance and enforcement. This is primarily accomplished through agency partners facilitating safety courses that the bureau (Traffic Division) provides instructors for, in the form of officers as teachers. The Traffic Division works directly with partners and oversees the scheduling of detached Traffic Division officers to provide this instruction.

In lieu of attending traffic court or paying a fine, qualifying attendees may complete a traffic safety class rather than receive a conviction for a traffic offense. Motorists receiving non-moving citations can have their citation dismissed once they demonstrate corrective action has been taken. These programs provide educational opportunities and promote voluntary compliance without impacting a driver’s record. Additionally, this enhances community engagement and gives community members a chance to talk with an actual dedicated and trained traffic officer about their citation.

Changes to Program

In May 2023, the bureau announced the decision to re-staff the Traffic Division. Fourteen people will be reassigned from general patrol duties to the traffic division, a department that traditionally investigates vehicle crashes and enforces traffic laws. The team will work afternoons only and will be made up of 10 motorcycle officers, two officers in patrol cars and two sergeants. The group will primarily focus on deterring dangerous driving along high-crash areas.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,334,207	\$2,907,049	\$2,652,102	\$3,565,024	\$3,565,024
External Materials and Services	\$748,019	\$418,860	\$1,176,474	\$546,450	\$546,450
Internal Materials and Services	\$1,172,395	\$1,311,854	\$1,572,030	\$1,528,905	\$1,528,905
Capital Outlay	\$0	\$0	\$39,285	\$0	\$0
Bureau Expenditures Total	\$3,254,621	\$4,637,763	\$5,439,891	\$5,640,379	\$5,640,379
Requirements Total	\$3,254,621	\$4,637,763	\$5,439,891	\$5,640,379	\$5,640,379
FTE	11.00	15.00	23.00	23.00	23.00

Training

Program Description & Goals

This program is managed by the Training Division, which is responsible for providing the training necessary for all new recruits and current sworn members to maintain their state law enforcement certification, the supervisory certifications at each rank, and the required training to fulfill the bureau’s obligations under the City’s Settlement Agreement with the U.S. Department of Justice. It seeks to find and adopt innovative and effective training methods to ensure the bureau is at the forefront of ethical, procedurally just community policing. The goal is to continually develop the best trained police officers to safely and effectively meet the needs of the community. This supports the City’s goal to ensure a safe and peaceful community and the bureau’s goal of organizational excellence.

Training is a cornerstone program for both newly hired and current members of the bureau to provide the skills, knowledge, and abilities to safely and effectively perform their duties for the community. Newly hired recruits receive over 600 hours of individual training in the 16-week State of Oregon basic academy, followed by the division’s Advanced Academy program. The Field Training Officer program is managed by the division, pairing each recruit with a series of four separate coaches in a variety of patrol and traffic assignments, to work them through the course of the 18 month initial training and probation period.

The Training Division performs a foundational function for the City’s compliance efforts with the U.S. Department of Justice Settlement Agreement, developing a curriculum to include procedural justice and ethics, implicit bias, de-escalation strategies, and crisis intervention strategies. All bureau members attend annual in-service training developed and delivered by the Training Division to refresh their skills and train on the latest law enforcement tactics, including the aforementioned areas. The Training Division also ensures sworn members maintain state-required certifications. The Training Division conducts analyses to determine the effectiveness of that training, adjusting the curriculum and training methods as needed.

Specialized skills programs include firearms, control tactics, patrol procedures, and police vehicle operations. The Armory is responsible for maintaining the weapons training and qualification program, maintenance of all firearms and less-lethal weapons, and upkeep of the three firearms ranges. The Employee Assistance Program helps all bureau members access the resources they and their families need to stay healthy and work through daily stress as well as the strain of a crisis. The employee wellness program targets the 6th pillar of recommendations of the Task Force on 21st Century Policing. It seeks to reduce sick leave and injury loss, improve retention of employees, lessen internal affairs complaints, and to have healthy officers interacting better with the community.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of newly hired officers that complete initial probation	90%	0%	0%	0%	8,500%
Percent of students that successfully pass the advanced academy	95%	99%	0%	0%	9,500%
Percentage of people up to date with State DPSST training	99%	100%	0%	0%	10,000%
Percentage of people up to date with State Mental Health/Ethics and Procedural trainings	99%	0%	0%	0%	10,000%

Portland Police Bureau

Public Safety Service Area

Equity Impacts

All members are required to complete equity and implicit bias training as part of the mandatory training curriculum. The Training Program also has added procedural justice for all new and existing members throughout all areas of training. A new equity training for all field training officers has been implemented to ensure our recruit training is inclusive and equitable to all. Annual in-service training is provided to promote service that is inclusive, culturally competent, and sensitive to explicit and implicit bias. The in-service and Advanced Academy equity curriculum goals are to increase comfort in talking about race, increase knowledge of institutional racism, and increase understanding of implicit bias. The Training Program has worked closely with the bureau's Equity and Inclusion Office this year to develop additional virtual trainings for better accessibility to all bureau members.

Changes to Program

The Training Division has hired one Curriculum Design Specialist and is in the process of hiring a second Curriculum Design Specialist in order to continue improving the quality of training material and to work towards incorporating current best practices around adult learning theory. The bureau also has hired a civilian Dean of Training. The Training Dean will facilitate the design, development, and delivery of training programs for the Portland Police Bureau's Training Division. They will provide professional development and continuing education to Training Division instructors to ensure that all personnel are highly qualified and well equipped to perform their duties, and to provide expertise in developing engaging and effective programs for adult learners through classroom instruction, interactive exercises, role-playing scenarios, and on-demand, web-based modules.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$(203,310,972)	\$6,809,960	\$10,535,735	\$9,562,716	\$9,562,716
External Materials and Services	\$634,741	\$1,192,356	\$1,188,520	\$1,304,010	\$1,304,010
Internal Materials and Services	\$1,455,899	\$1,750,935	\$1,841,668	\$2,329,460	\$2,329,460
Capital Outlay	\$0	\$0	\$113,704	\$0	\$0
Bureau Expenditures Total	\$(201,220,331)	\$9,753,252	\$13,679,627	\$13,196,186	\$13,196,186
Requirements Total	\$(201,220,331)	\$9,753,252	\$13,679,627	\$13,196,186	\$13,196,186
FTE	46.00	49.00	49.00	48.00	48.00

Transit Police

Data Access

Employee Performance

Gun Violence Reduction

Human Resources Development

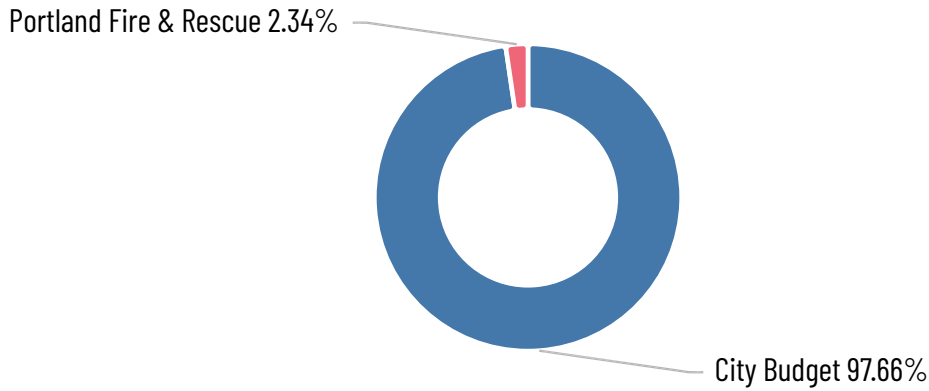
Neighborhood Safety

School Resource Officers

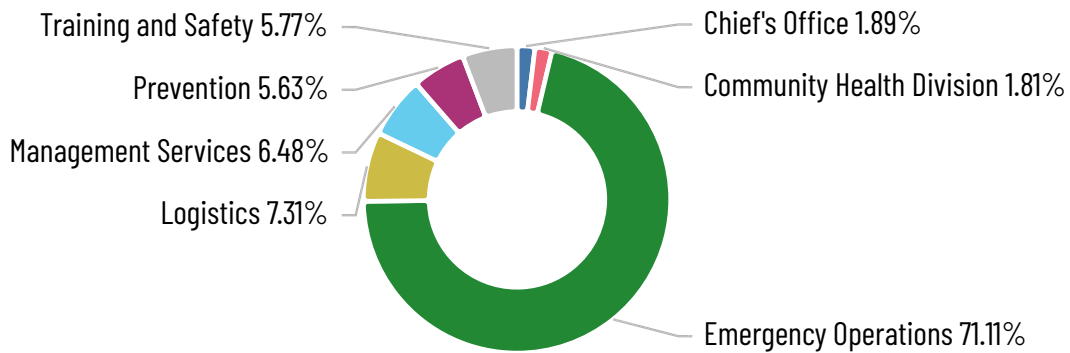
Portland Fire & Rescue

Public Safety Service Area
 Mike Myers, DCA - Public Safety
 Ryan Gillespie, Fire Chief

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$194,757,887	\$187,244,032	\$(7,513,855)	(3.9)%
Capital	\$2,883,000	\$6,565,000	\$3,682,000	127.7%
Total	\$197,640,887	\$193,809,032	\$(3,831,855)	(1.9)%
Authorized Positions	823.90	767.90	(56.00)	(6.80)%

Business Operations

Program Description & Goals

Business Operations manages Fire Bureau’s financial resources and ensures compliance with the City’s financial, procurement, and other administrative policies, procedures, and guidelines. It also provides a broad range of management, administrative, and support services for the bureau including strategic planning, coordination, and performance reporting; financial planning and forecasting; capital asset management and planning; budgeting, accounting, and grant management; employee services including personnel actions, employee performance, professional standards, and payroll processing; contracts and procurements; data analysis and performance tracking and management; information technology support and coordination; technology project planning and management; and special projects and administrative services. Many of these functions are performed in conjunction with staff in the Public Safety Service Area Business Operations group. Within Portland Fire & Rescue, internal business operations staff and PSSA staff coordinate efforts closely with the Logistics programs and are integrated into bureau operations across all divisions.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Amount of outside grants received.	\$6,646,778	\$15,532,130	\$1,750,000	\$0	\$3,300,000
Percent of contracts awarded to vendors with Oregon’s Certification Office for Business Inclusion and Diversity (COBID).	0%	25%	30%	0%	30%

Equity Impacts

Business Operations is developing, with the guidance from the bureau’s Equity Manager, a budget and spending process guided by a formal equity framework. This framework will enable the Fire Bureau to consider impacts to underserved and historically marginalized communities when making decisions regarding funding allocation and required reductions. Likewise, key performance indicators will reflect the equity framework to help ensure both performance and budgetary decisions consider equity impacts.

PF&R uses the Oregon COBID (Certification Office for Business Inclusion and Diversity) system to expand contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB).

Changes to Program

The FY 2023-24 Fall BMP marked a significant change in the program, as 6.0 FTE were moved from Portland Fire & Rescue to the Public Safety Service Area’s Business Operations group. This moved accounting, procurement, payroll accounting, and budget analysis functions to a central group providing these services to all of Public Safety. Navigating this change while minimizing a reduction to services provided by the program will continue to be a focus in the coming year.

Portland Fire & Rescue

Public Safety Service Area

The bureau has implemented or made progress on several technology upgrades in FY 2023-24, largely reliant upon operational staff to manage the project implementations, and these include CivicGov, ImageTrend, and Assetworks. These technology investments are identified as essential projects in Fire Bureau's 2020-23 Strategic Plan to modernize the bureau's information systems with real-time data, mobile, and cloud-based software solutions. Additionally, the Business Operations group is developing the bureau's FY 2023-25 Strategic Plan, with an effective date of July 1, 2023.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,306,034	\$2,408,332	\$1,559,650	\$1,729,933	\$1,729,933
External Materials and Services	\$375,752	\$598,027	\$579,496	\$1,037,511	\$1,037,511
Internal Materials and Services	\$4,536,906	\$5,405,578	\$7,363,471	\$9,187,653	\$9,187,653
Capital Outlay	\$25,000	\$0	\$100,000	\$169,000	\$169,000
Bureau Expenditures Total	\$7,243,692	\$8,411,937	\$9,602,617	\$12,124,097	\$12,124,097
Requirements Total	\$7,243,692	\$8,411,937	\$9,602,617	\$12,124,097	\$12,124,097
FTE	16.55	16.90	11.40	10.90	10.90

Chief's Office

Program Description & Goals

The Chief’s Office provides the overall leadership and direction of the bureau, establishes goals and priorities, and guides the bureau’s performance. One of the main objectives of the Chief’s Office has been to adjust Portland Fire & Rescue’s mission and priorities from one singularly focused on emergency response to include a focus on preventative community health.

The Chief’s Office hired a new Equity Manager in January 2022 and since that time has established the Bureau’s Racial Equity Plan to provide bureau-wide equity trainings. Additionally, through evaluating employee demographics from the time of outreach and recruitment through the time of retirement the bureau has been able to identify underserved populations are in terms of employment opportunities within the fire service and how the bureau can remove barriers and increase access. PF&R also monitors promotional data, identifying and accounting for gaps in both employees of color and women.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of outreach events attended to connect and recruit communities of color	NA	16	20	0	25
Time lost to on-duty injury (in full-time equivalent employees)	NA	14.00	7.00	0.00	6.00
Percentage of new sworn hires who are women	NA	23%	30%	0%	30%
Number of civilian deaths due to fires	9	4	0	0	0

Equity Impacts

While PF&R must maintain its core mission of providing emergency protection citywide, the bureau has also piloted new programs and investments tailored to populations that face the greatest disparities. PF&R initiated innovative community health programs specifically designed to reach the marginalized and vulnerable community members suffering from chronic health, mental health, and substance abuse issues to help improve health outcomes.

PF&R’s recruitment efforts are essential to ensuring that the bureau has a diverse work force that values equity and inclusion. The bureau’s assigned Recruiter regularly conducts and participates in outreach events, prioritizing events that target communities of color, women of color, and women (each of which are groups that experience PF&R’s largest workforce disparities).

The bureau has officially integrated equity training into its orientation for recruit firefighters as well as newly promoted officers. Additionally, the bureau’s Equity Manager is planning future bureau-wide equity training opportunities for all employees. The bureau also updated its Training Academy curriculum to ensure that training is tailored to an individual recruit’s needs and individuals from all backgrounds can succeed as a firefighter.

Portland Fire & Rescue

Public Safety Service Area

Changes to Program

Under the Chief’s leadership, the bureau underwent a comprehensive staffing and service delivery study, performed by Citygate and Associates, who are expert consultants in the field of municipal organizational management. The study was finalized and delivered to Council in August of 2022 and included 49 top-line recommendations. The recommendations identified structural gaps and deficiencies in the bureau, which PF&R is determined to resolve. The areas of deficiencies include 35 functional gaps in specialized areas of the bureau including data, technology, policy, records management, communications, hiring and training capacity, battalion headquarters, inspections, and logistics staffing. The causal factors for these service gaps are years of continued budget reductions combined with a concurrent increase in scope, volume, and complexity of work under the responsibility of the Fire Bureau. The recommendations of the report have been considered and several have moved forward toward implementation.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,387,687	\$3,658,608	\$3,873,871	\$3,036,361	\$3,036,361
External Materials and Services	\$418,956	\$270,409	\$100,578	\$369,940	\$369,940
Internal Materials and Services	\$150,083	\$502,025	\$218,813	\$119,061	\$119,061
Capital Outlay	\$54,468	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$2,011,195	\$4,431,042	\$4,193,262	\$3,525,362	\$3,525,362
Requirements Total	\$2,011,195	\$4,431,042	\$4,193,262	\$3,525,362	\$3,525,362
FTE	5.00	4.00	5.00	4.00	4.00

Community Health Division

Program Description & Goals

In September of 2021, Portland Fire & Rescue (PF&R) created the new Community Health Division (CHD). The mission is to create innovative and sustainable community health programs and partnerships to not only improve the health outcomes of the population, but also to address the increase in lower acuity call volume across the city. A fundamental component of the mission is to fill gaps without overlapping services. Community Health is no longer a unique division, but rather is now under Training & Emergency Medical Services in the bureau reporting structure.

Beginning in FY 2024-25, Community Health Assess & Treat (CHAT) is the sole function of this program within Portland Fire & Rescue.

The mission of the CHAT program is to change the system of health delivery in a pre-hospital care setting by responding to lower acuity medical calls traditionally responded to by PF&R Units, assessing and treating in the field (rather than transport) and then following up, when feasible and requested, within twenty-four hours. The intent of CHAT is to address social and behavioral determinants of health barriers by directing community members to resources and educating them about available options aside from 9-1-1 response. PF&R has partnered with a coordinated care organization that provides health care services to low-income Oregonians to address the dramatic increase in lower acuity medical calls across the region, by establishing CHAT units. The CHAT units respond to lower acuity medical type code calls across the city, with a focus in Southeast Portland and the downtown core area.

Community Health Assess & Treat program goals are:

- ◆ Respond to specific lower acuity calls traditionally responded to by PF&R Units
- ◆ Change the system of health care delivery in pre-hospital care setting by responding to lower acuity medical calls, assessing and treating in the field (rather than transport) and following up when feasible and requested within twenty-four (24) hours.
- ◆ Guide community members to resources and education for more appropriate options than calling 9-1-1.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of low-acuity medical calls with a response time of less than 10 minutes	NA	45%	90%	0%	90%
PSR 90th percentile response time	25.22	0.00	60.00	0.00	0.00
PSR Average response time	13.42	17.02	60.00	0.00	0.00
PSR Average time on scene	35.37	45.38	60.00	0.00	0.00
PSR % of calls that result in a physically violent encounter	0%	0%	0%	0%	0%
PSR % of calls that result in AMR transport	2%	0%	5%	0%	0%
PSR % of calls that result in an arrest	0%	0%	0%	0%	0%

Portland Fire & Rescue

Public Safety Service Area

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
PSR % of calls that result in referrals to outside agencies for assistance	10%	12%	15%	0%	0%
PSR % of calls that result in request for Fire assistance	0%	0%	1%	0%	0%
PSR % of calls that result in request for Police assistance	1%	0%	5%	0%	0%
Number of low-acuity medical calls responded to by CHAT Teams	NA	3,278	1,200	0	4,500
PSR Annual call volume	2,949	4,760	15,000	0	0
PSR % of calls high utilizers	5%	0%	20%	0%	0%
PSR % of calls involving a homeless individual	65%	82%	60%	0%	0%
PSR % of calls related to drug or alcohol use	48%	50%	50%	0%	0%
PSR % of calls related to mental health	50%	56%	60%	0%	0%
PSR % of comorbid calls involving both drug or alcohol use and mental health	54%	0%	55%	0%	0%

Equity Impacts

The goal of the division is to meet people where they are and to provide treatment and services to the most vulnerable members of the population.

Changes to Program

Most notably, Portland Street Response (PSR) is moving out of the Community Health program within Portland Fire & Rescue and into the Policy and Programs area of the Public Safety Service Area. Portland Fire & Rescue anticipates working closely with programmatic and administrative partners within the Service Area to address ongoing interrelated issues as they impact these programs, as well as respond to the budget note providing direction to develop programmatic mission, scope, and staffing models for both PSR and CHAT.

The Community Health program represents an integral piece of the continuum of care available to those requesting emergency services. Where the FY 2024-25 Adopted Budget provides adequate one-time General Fund resources to augment grant monies and fund the CHAT program through the coming fiscal year, Portland Fire & Rescue is committed to pursuing alternative and ongoing resources to support this critical work into the future.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$505,823	\$440,262	\$9,673,932	\$3,326,814	\$3,326,814
External Materials and Services	\$6,325	\$20,336	\$963,544	\$57,880	\$57,880
Internal Materials and Services	\$33,526	\$89,996	\$484,140	\$0	\$0

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$0	\$147,815	\$0	\$0	\$0
Bureau Expenditures Total	\$545,674	\$698,408	\$11,121,616	\$3,384,694	\$3,384,694
Requirements Total	\$545,674	\$698,408	\$11,121,616	\$3,384,694	\$3,384,694
FTE	0.00	93.00	60.50	17.00	17.00

Emergency Operations

Program Description & Goals

The primary mission of Emergency Operations is to protect life, property, and the environment.

The key performance measure that indicates the success of Emergency Operations is response time. Arriving quickly to an incident is the most effective way to prevent the spread of fire and to provide critical medical interventions. PF&R’s goal is to respond to 90% of high-priority calls within five minutes and 20 seconds. In FY 2021-22, PF&R met the 5:20 goal on only 49% of high-priority incidents, down from 50% in FY 2020-21, 55% in FY 2019-20 and 58% in FY 2018-19.

Similarly, PF&R responded to 90% of high-priority incidents in 7 minutes and 55 seconds or less in FY 2021-22, an improvement of 2 seconds from FY 2020-21, and although it is improved performance, the number is still significantly higher than FY2019-20 of 7:38.

There are essentially two strategies for improving response time. The first is to increase resources such as building more stations or adding more response units to the existing stations. The second strategy is to improve efficiency in the emergency response system, such as managing the growing call volume. Recognizing the fiscal constraints of the City’s General Fund, PF&R has focused on finding efficiencies. As described in the Community Health program narrative, the bureau is looking to reduce calls from high utilizers of the 9-1-1 system. The bureau, through consultation with Multnomah County, also reduced its response to specific EMS type codes not requiring fire personnel or apparatus in which alternative, more appropriate resources, can respond to the call. The bureau has also undertaken policy changes to reduce unit responses to lift assists and false alarms. It is important to note that the bureau’s calls will resume growing and continue to climb as the region’s population and service demands grow, absent additional efforts, innovative strategies, and partnerships with health care providers and emergency responders in the city.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of responses (turnout and travel) to Code 3 incidents within 5:20	49%	45%	90%	0%	90%
Percentage of structural fires where flamespread was confined to room of origin	55%	58%	90%	0%	90%
Number of civilian deaths due to fires	9	4	0	0	0
Total number of incidents	84,218	88,761	80,000	0	80,000
Percentage of calls responded to that do not pertain to fire or medical emergencies	33%	34%	20%	0%	2%

Equity Impacts

PF&R provides 24/7 fire and rescue services from a network of 31 neighborhood stations strategically located throughout the city. Each of the 31 stations serves a designated Fire Management Area. PF&R strives to have equitable response times across the city, with no bias regarding the racial makeup of neighborhoods, average income, or population density. To this end, we have established a network of Rapid Response Vehicles (Rescues) in East Portland, where racial, income, and educational disparities are highest, and where health literacy and access to services are lowest. Additionally, the station spacing in East Portland is greatest across the City’s geographies, and the Rescues enable response times that are equitable to service

levels across the other geographies of the city. Without the mobile rescues operating, the service levels in East Portland will be inequitable to that across the rest of the city. The 2-person Rescue units generally focus on lower-acuity healthcare or public assist calls. This enables 4-person crews to remain available for higher-acuity and emergency all-hazards calls, thereby reducing response times to the most critical emergencies. Due to increased calls for service to 9-1-1, Rescues are also utilized to respond to higher acuity calls when the closest 4-person resource is unavailable. The restoration of funding for the Rescues ensures that people from marginalized and underrepresented populations including indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities continue to receive equitable fire and emergency medical service delivery.

PF&R’s base budget supports translation, interpretation, and needed ADA accommodations, primarily in public education and outreach. The budget includes resources for translation and interpretation as needed by the emergency operations teams; each apparatus has an attached iPad that allows users to access on demand translators and interpreters when required during emergency calls.

Changes to Program

PF&R has been awarded a FEMA staffing grant which will fund 6 firefighter positions for 3 years, with the grant period starting March 2023. These grant-funded positions will enable the bureau to staff all 31 fire stations with at least one 4-person company, and fully open Fire Station 23 which has been staffed with a 2-person rescue.

Funding allocations in the FY 2024-25 Adopted Budget include significant one-time resources supporting ongoing operational requirements. Through direction in the included budget notes, the bureau will be working within the Public Safety Service Area to analyze historic performance and spending activity. This will result in the identification of necessary resource requirements, allowing for future conversations to determine appropriate adequate ongoing funding levels for the desired level of service.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$104,811,820	\$114,715,688	\$132,427,517	\$131,607,688	\$131,607,688
External Materials and Services	\$248,587	\$322,189	\$761,135	\$441,736	\$441,736
Internal Materials and Services	\$81,407	\$101,071	\$94,818	\$221,586	\$221,586
Capital Outlay	\$0	\$0	\$698,694	\$698,694	\$698,694
Bureau Expenditures Total	\$105,141,815	\$115,138,948	\$133,982,164	\$132,969,704	\$132,969,704
Requirements Total	\$105,141,815	\$115,138,948	\$133,982,164	\$132,969,704	\$132,969,704
FTE	585.00	583.00	576.00	586.00	586.00

Logistics

Program Description & Goals

Logistics provides critical support to Emergency Operations, ensuring PF&R is continually ready for 24/7 emergency response. Support from Logistics includes maintenance, repair, and procurement of fire facilities, apparatus, equipment, and uniforms.

Logistics’ main priority is to ensure that emergency response apparatus, equipment, and facilities are in good working condition. Failure of firefighting equipment must be avoided to ensure the safety of firefighters and residents. Logistics actively monitors the condition of PF&R’s assets and utilizes asset management and preventative maintenance practices to proactively repair or replace assets prior to failure.

Logistics is also leading PF&R’s environmental efforts, including the purchase of green products, solar power, and energy efficiency. Recent projects PF&R has completed to improve energy efficiency include the installation of solar panels, electric vehicle charging stations, smart thermostats and LED lighting at PF&R facilities. Reducing chemicals and contaminants (including diesel emissions from apparatus) in the fire station is beneficial for the environment and firefighter health. Logistics is also partnering with the Bureau of Planning and Sustainability including researching ways to reduce PF&R’s impact on the climate. The bureau has increased its fleet of hybrid and electric vehicles and owns the region’s first electric hybrid fire engine.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of total spending on station supplies that is spent on green products.	33%	35%	50%	0%	50%
Number of ADA barriers removed.	18	0	20	0	20
Percent of City Fleet vehicles allocated to PF&R that are electric or hybrid.	41%	39%	100%	0%	100%
Percentage of frontline apparatus at or near end of useful life	6%	10%	2%	0%	5%

Equity Impacts

One of the core elements to PF&R’s mission is to protect the environment, which is also a statement to our mindfulness of the intergenerational impacts of our decisions today. As mentioned above, Logistics is diligently seeking ways to minimize our impact on the climate and environment overall. In addition to what is listed above, PF&R installed solar panels and a battery storage system at Station 1, PF&R’s headquarters, helping the facility to be more self-sustainable. PF&R’s 2020-2023 Strategic Plan highlights Logistics’ role in the bureau’s environmental efforts by elevating Sustainable Practices to one of PF&R’s six priorities over the next three years.

The Logistics team is also actively removing ADA barriers from PF&R’s stations through positions supported in the base budget. PF&R removed 18 such barriers in FY 2021-22 and 125 since 2014.

Changes to Program

PF&R has the following challenges in the Logistics program: a significant funding gap for long-term facility maintenance and replacement; Logistics and Prevention facility replacement; Training facility replacement; apparatus replacement; and SCBA and turnout gear replacement.

The FY 2019-20 Adopted Budget created three reserve funds for PF&R to set aside resources for its major asset classes: apparatus, facilities, and equipment. While some contributions have been made to these reserves, the constraints on the General Fund have made it difficult to set aside sufficient resources. This resource pool is insufficient to adequately maintain the bureau’s asset replacement cycles.

The bureau is involved in conversations regarding opportunities to make use of Portland Clean Energy Fund resources, and will be working with Public Safety Service Area partners to determine sustainable and efficient solutions for issues noted above.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,784,780	\$3,049,156	\$3,237,689	\$3,362,934	\$3,362,934
External Materials and Services	\$4,564,234	\$6,836,630	\$5,580,406	\$2,409,267	\$2,409,267
Internal Materials and Services	\$2,405,571	\$2,804,045	\$2,087,003	\$2,202,455	\$2,202,455
Capital Outlay	\$4,316,091	\$4,731,462	\$7,340,000	\$5,695,000	\$5,695,000
Bureau Expenditures Total	\$14,070,676	\$17,421,293	\$18,245,098	\$13,669,656	\$13,669,656
Fund Expenditures					
Contingency	\$0	\$0	\$1,786,251	\$6,810,000	\$6,810,000
Fund Transfers - Expense	\$478,453	\$2,650,000	\$0	\$0	\$0
Fund Expenditures Total	\$478,453	\$2,650,000	\$1,786,251	\$6,810,000	\$6,810,000
Requirements Total	\$14,549,129	\$20,071,293	\$20,031,349	\$20,479,656	\$20,479,656
FTE	21.00	23.50	23.50	23.50	23.50

Portland Fire & Rescue

Public Safety Service Area

Portland Street Response

Program Offer Transition Information

Portland Street Response is budgeted within the Office of the Public Safety DCA beginning in Fiscal Year 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,239,855	\$5,332,221	\$0	\$0	\$0
External Materials and Services	\$292,063	\$1,341,246	\$0	\$0	\$0
Internal Materials and Services	\$218,233	\$1,129,589	\$0	\$0	\$0
Capital Outlay	\$26,741	\$163,856	\$0	\$0	\$0
Bureau Expenditures Total	\$1,776,892	\$7,966,912	\$0	\$0	\$0
Requirements Total	\$1,776,892	\$7,966,912	\$0	\$0	\$0
FTE	11.00	0.00	21.00	0.00	0.00

Prevention

Program Description & Goals

The goal of the Prevention Division is to save lives, property, and the environment by preventing fires before they start, and to identify the cause and origin of fires. Under the direction of the Fire Marshal, the Prevention Division works to reduce the frequency and severity of fires and other life-safety incidents through a multi-disciplinary approach that includes education, engineering, and enforcement.

Prevention’s performance measures focus on its ability to provide services in an effective and timely manner. For example, turning around plan review documents quickly is essential to the City Council’s goals around economic growth, supporting the development community, and providing consistent service levels to residents and businesses.

PF&R is also dedicated to inspecting high-priority occupancies at least once every two years and promptly following up on violations with re-inspections. Improvements in these areas are driven partly by staffing levels, but also by identifying efficiencies. Workload in the Investigations section has continued to increase as the number of fire and arson investigations has increased in recent years.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of code enforcement re-inspections completed within 90 days	78%	80%	100%	0%	100%
Percentage of high-hazard inspections completed within 27 months	96%	98%	100%	0%	100%
Percentage of plan reviews completed within turnaround goals	99%	96%	100%	0%	100%
Average number of cases per investigator	264	214	90	0	85
Number of code enforcement inspections	18,161	20,058	28,870	0	18,000
Number of code enforcement reinspections	7,008	6,799	7,000	0	7,000
Number of plan review and permits	7,114	6,807	8,850	0	9,000

Equity Impacts

Prevention is one of the areas of greatest opportunity for PF&R to prevent the disproportionate impacts of fire to indigenous people, refugee and immigrant communities, people of color, and people with disabilities. The Prevention Division is able to target populations most at risk, working alongside community members to provide information, education, and resource information specific to their needs (i.e. provide community safety home fire checklist information in ten different languages, visual smoke alarms for those who are Deaf and/or hard of hearing, etc.). Similarly, the Prevention Division provides translation services for all documents and materials for the public. The Prevention Division is working closely with a researcher on a new system for fire risk modeling utilizing data analytics. The new model will allow PF&R to better identify which buildings have the greatest fire risk. This information will allow Prevention to improve its inspection and public education efforts to focus on the highest risk buildings and most vulnerable populations.

Portland Fire & Rescue

Public Safety Service Area

The role of Prevention in public education and outreach is recognized with specific projects in PF&R’s 2020-2023 Strategic Plan:

- ◆ Educate the community on core services and emergency preparedness
- ◆ Use data and risk modeling to strategically direct public education efforts
- ◆ Increase number of community relationships and partnerships to develop community-specific health and safety solutions

Changes to Program

The FY 2021-22 Fall BMP authorized two inspector positions to be added to the Public Education Office. The Public Education Office has specialized experience and training that will allow them to meet the needs of houseless community members regarding fire hazard issues. The goal of these positions is to mitigate fire and life safety hazards at houseless encampments and shelters. Research bears out that those who have been identified as high utilizers are disproportionately people of color and those with disabilities. This program will have a direct positive impact to communities of color and those with disabilities by ensuring that the right resources are directed to the right people at the right time. The bureau has continued to provide focused efforts related to outreach and education in the houseless encampments but has done so without receiving additional funding to support these efforts, which has reallocated staff and resources from other bureau priorities.

Prevention revenue from code enforcement inspections, plan review fees, and other activities totaled \$5.3 million in FY 2019-20, dropped to \$3.57 million in FY 2020-21 due to the economy downturn, increased to \$4.5 million for FY2021-22, brought in \$5.2 million in FY 2022-23. FY 2023-24 projections look to be slightly under FY 2022-23 total revenue at \$4.8 million. PF&R estimates that FY 2024-25 revenues will remain at roughly the same levels as 2023-24.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$9,366,699	\$10,960,770	\$10,465,250	\$10,064,529	\$10,064,529
External Materials and Services	\$325,839	\$435,315	\$473,690	\$278,406	\$278,406
Internal Materials and Services	\$676,093	\$678,439	\$393,543	\$190,806	\$190,806
Bureau Expenditures Total	\$10,368,632	\$12,074,524	\$11,332,483	\$10,533,741	\$10,533,741
Requirements Total	\$10,368,632	\$12,074,524	\$11,332,483	\$10,533,741	\$10,533,741
FTE	60.70	60.00	58.00	59.00	59.00

Training & Emergency Medical Services

Program Description & Goals

Training & Emergency Medical Services provides several services to the public and internally to PF&R. One essential issue is training and safety. The division ensures that firefighters have the required certifications and adequate training to operate safely and effectively. All training certifications are maintained in PF&R’s training database.

The Emergency Medical Services (EMS) section is responsible for PF&R’s performance on medical incidents and the training required to meet on-going state certification requirements. The Continuous Quality Improvement Committee reviews responses to ensure medical services are provided effectively and equitably while also ensuring Multnomah County Protocols are being followed.

The Deputy Chief of Training oversees the bureau’s health and wellness programs. This section works closely with the Safety Chief and focuses on many activities from peer support to immunizations to healthy diets.

The Training Academy provides initial training to 12 to 36 new firefighters each year depending upon the bureau’s staffing needs and is looking to expand that capacity to meet increased hiring demands. Upon completion of the Training Academy, recruit firefighters move to Station 2 to further develop their firefighting skills while also responding to emergency operation calls.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of outreach events attended to connect and recruit communities of color	NA	16	20	0	25
Time lost to on-duty injury (in full-time equivalent employees)	NA	14.00	7.00	0.00	6.00
Percentage of new sworn hires who are women	NA	23%	30%	0%	30%

Equity Impacts

The Training & Emergency Medical Services Division provides quality assurance to ensure equitable emergency medical service across the city. PF&R is committed to providing high-quality service on every call and meeting the needs of those calling 9-1-1.

PF&R’s recruitment efforts are essential in ensuring that PF&R has a diverse work force that values equity and inclusion. The Recruiter is responsible for managing entry level firefighter and lateral firefighter recruitment processes through hiring. The Recruiter regularly conducts and participates in outreach events, prioritizing events that reach communities of color, women of color, and women (areas which are PF&R’s largest workforce disparities). The Recruiter works closely with the bureau Equity Manager and the bureau’s personnel staff.

In FY 2019-20, with the support of the Equity Manager and Bureau of Human Resources, the Recruiter developed a new recruitment and testing process for entry-level firefighters. The changes removed and reduced biases (using a third-party testing agency, ensured interview panels were visually diverse) and reduced barriers (granted testing fee waivers and allowed for multiple testing locations).

Portland Fire & Rescue

Public Safety Service Area

The bureau has officially integrated equity training into its orientation for new recruit firefighters as well as newly promoted officers. The bureau also updated its Training Academy curriculum to ensure that training is tailored to an individual recruit's needs and individuals from all backgrounds have the opportunity to succeed as a firefighter. Training staff will be working with the Equity Program to support future bureau-wide Equity training.

The role of training and recruitment in promoting equity is clearly defined by projects in PF&R's 2020-2023 Strategic Plan:

- ◆ Emphasize BIPOC recruitment through community and inter-bureau partnerships
- ◆ Increase diversity among candidates at all levels including application, testing, and promotion to remove historical disparity
- ◆ Advance equity through bureau-wide policy and accountability in every division
- ◆ Develop a comprehensive equity training plan for all levels of employees
- ◆ Embed cultural competency into employee performance standards
- ◆ Define a clear and equitable path to promotion

Changes to Program

Training & Emergency Medical Services is supporting the Bureau of Emergency Communications' efforts to implement Medical and Fire Priority Dispatch Systems, which is a key long-term strategy for managing call volume. In FY 2022-23, the EMS section implemented a new electronic patient healthcare records system, ImageTrend, to be compliant with State mandated patient care reporting requirements. The EMS group is also facilitating the implementation of an electronic controlled substance tracking and inventory management system to better record the acquisition, distribution, and use of controlled EMS medications while also ensuring compliance with federal requirements.

PF&R continues to utilize Vector Solutions (formerly known as Target Solutions,) an online training platform, which allows firefighters to stay in their station and receive the instruction online via mobile tablet. This has decreased the amount of time that firefighters and their units are out of service for training, thus helping to decrease PF&R's response times.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,547,945	\$6,018,886	\$6,155,622	\$9,578,951	\$9,578,951
External Materials and Services	\$1,048,506	\$1,397,465	\$1,047,857	\$992,151	\$992,151
Internal Materials and Services	\$234,142	\$220,364	\$88,917	\$82,676	\$82,676

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$9,300	\$80,895	\$85,000	\$138,000	\$138,000
Bureau Expenditures Total	\$5,839,892	\$7,717,610	\$7,377,396	\$10,791,778	\$10,791,778
Requirements Total	\$5,839,892	\$7,717,610	\$7,377,396	\$10,791,778	\$10,791,778
FTE	33.00	42.50	67.50	67.50	67.50

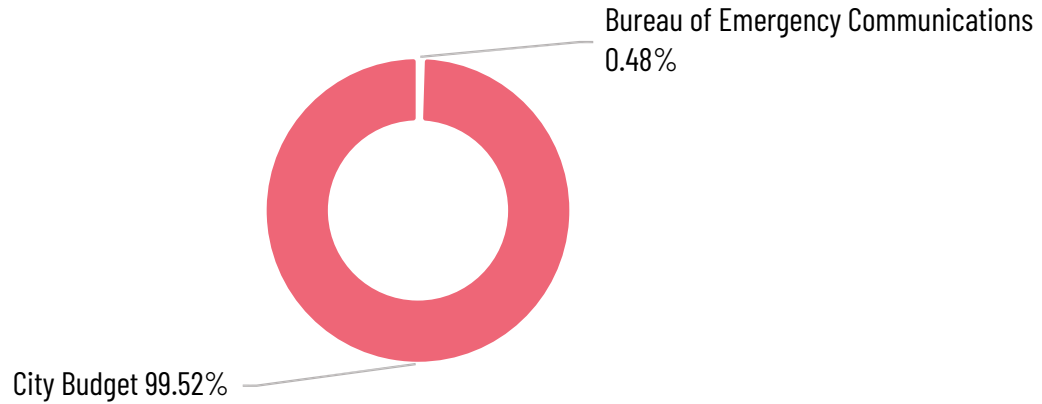
Bureau of Emergency Communications

Public Safety Service Area

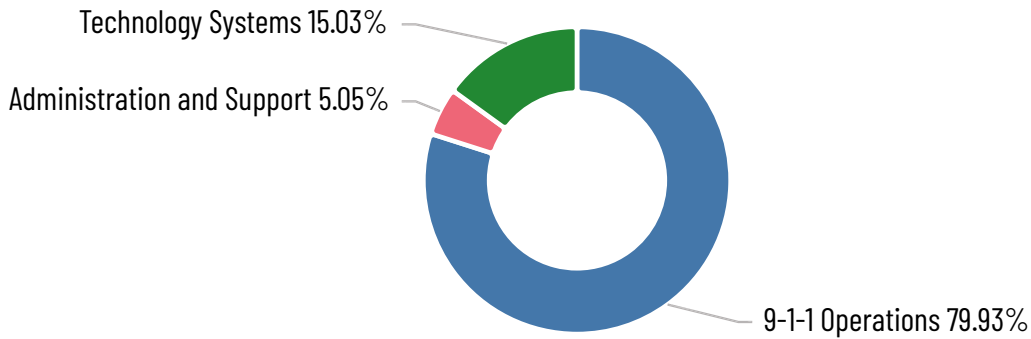
Bureau of Emergency Communications

Public Safety Service Area
 Bob Cozzie, Director
 Mike Myers, DCA - Public Safety

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$36,427,641	\$39,325,433	\$2,897,792	8.0%
Capital	\$1,340,845	\$800,000	\$(540,845)	(40.3)%
Total	\$37,768,486	\$40,125,433	\$2,356,947	6.2%
Authorized Positions	169.90	169.90	—	—%

9-1-1 Operations

Program Description & Goals

Emergency Communications provides 24/7 service to the community members, visitors, and emergency response agencies throughout Multnomah County. The bureau’s 9-1-1 and public safety dispatch operation is supported by several program areas: Technology Systems Support, Analytics, Training and Development, and Business Operations. The bureau’s strategic plan includes initiatives that focus on adequate staffing, ensuring timely and accurate call triage, leveraging technology, and developing employee skills. Emergency Communications aggressively recruits and hires new trainees and continually strives to improve the training program. The State requires that new hires must attend basic telecommunicator training. In addition, the bureau provides an extensive in-house training program.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of overtime hours	23,448	29,662	15,247	17,138	18,500
Total number of forced overtime hours	4,808	5,208	3,500	3,500	0
Total operational sick leave hours taken	22,212	18,704	20,000	0	0
Percentage of overtime hours attributed to emergency communications operations	88%	89%	89%	89%	90%
Average time to answer emergency 9-1-1 calls (in seconds)	60.00	56.00	42.00	30.00	10.00
Percentage of emergency 9-1-1 calls answered within 20 seconds	39%	42%	50%	60%	95%
Total number of Certified Call Takers by Fiscal Year to take 9-1-1/Non-Emergency calls	91	90	113	113	138
Total number of Certified Police Dispatchers by Fiscal Year to take 9-1-1/Non-Emergency calls and dispatch police responders	73	69	84	97	130
Total number of Sr. Dispatchers by Fiscal Year to take 9-1-1/Non-Emergency calls and dispatch police, fire and medical responders	64	63	83	91	120
Total number of CAD incidents (including responder initiated activity for all partner agencies, Police, Fire, and Medical)	623,740	629,889	640,000	630,000	630,000
Total number of emergency 9-1-1 telephone calls	731,908	739,127	700,000	700,000	700,000
Total number of nonemergency telephone calls	339,759	292,015	320,000	180,000	180,000
Total number of text sessions	4,170	5,621	6,000	6,000	6,000

Equity Impacts

The budget includes funds that will support employee equity, hiring, retention, and inclusion for people with disabilities and underserved communities. Recruitment efforts are designed to expand employment opportunities for diverse populations with the goal of creating a more inclusive workforce.

9-1-1 Operations uses TTY, text to 9-1-1, and language interpretation services, thereby adhering to Limited English Proficiency regulations under Title VI and Americans with Disability Act regulations under Title II.

Bureau of Emergency Communications

Public Safety Service Area

Changes to Program

Increased recruitment and hiring has led to high numbers of trainees and the staffing plan projects the bureau will begin to over-hire in the FY 2024-25 and has budgeted to utilize funds from the training pipeline sub-fund.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$17,816,228	\$19,867,570	\$22,697,378	\$24,227,504	\$24,020,107
External Materials and Services	\$681,228	\$1,251,127	\$306,000	\$314,000	\$314,000
Internal Materials and Services	\$4,945,966	\$5,404,223	\$3,727,099	\$4,167,076	\$4,167,076
Capital Outlay	\$0	\$6,212	\$0	\$0	\$0
Bureau Expenditures Total	\$23,443,422	\$26,529,131	\$26,730,477	\$28,708,580	\$28,501,183
Fund Expenditures					
Debt Service	\$311,037	\$323,478	\$336,414	\$349,877	\$349,877
Contingency	\$0	\$0	\$2,139,509	\$2,436,550	\$2,436,550
Fund Transfers - Expense	\$942,812	\$1,180,905	\$1,369,311	\$1,471,895	\$1,679,292
Fund Expenditures Total	\$1,253,849	\$1,504,383	\$3,845,234	\$4,258,322	\$4,465,719
Requirements Total	\$24,697,271	\$28,033,514	\$30,575,711	\$32,966,902	\$32,966,902
FTE	155.50	162.90	161.90	159.90	159.90

Administration and Support

Program Description & Goals

Administration & Support provides the overall strategic direction and leadership to the bureau. It includes data analytics, quality assurance and accountability, leadership development and mentoring, business operations, policy, partner agency coordination, emergency management, equity, and research/records.

Equity Impacts

Emergency Communications has an active Equity Committee and Equity Manager that helps the bureau look at all operations through an equity lens. Resources are dedicated for equity training for staff, language translation services for community accessing services, and increased support in employee equity, hiring, retention, and inclusion for people with disabilities and underserved communities. Recruitment efforts are designed to expand employment opportunities for diverse populations with the goal of creating a more inclusive workforce.

Changes to Program

The implementation of the integrated call answering protocol was completed, laying a quality assurance foundation for 9-1-1 call answering and dispatch operations and moving closer to accreditation in medical and fire protocols. The next goal is to develop a framework for Police Quality Assurance.

The bureau is currently revising an Intergovernmental Agreement with its partner agencies.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,080,512	\$949,009	\$1,115,893	\$1,578,985	\$1,578,985
External Materials and Services	\$30,299	\$121,394	\$202,000	\$221,000	\$221,000
Internal Materials and Services	\$0	\$235	\$343	\$0	\$0
Bureau Expenditures Total	\$1,110,811	\$1,070,638	\$1,318,236	\$1,799,985	\$1,799,985
Requirements Total	\$1,110,811	\$1,070,638	\$1,318,236	\$1,799,985	\$1,799,985
FTE	7.00	6.00	6.00	8.00	8.00

Technology Systems

Program Description & Goals

Technology Systems oversees the technology applications and systems used by the Bureau of Emergency Communications. The two most critical systems supported by the office, the Computer Aided Dispatch (CAD) system and the Vesta 9-1-1 phone system, are expected to be fully operational 99.99% of the time.

Equity Impacts

The budget includes funds that will support employee equity, hiring, retention, and inclusion for people with disabilities and underserved communities. Recruitment efforts are designed to expand employment opportunities for diverse populations with the goal of creating a more inclusive workforce.

9-1-1 Operations uses TTY, text to 9-1-1, and language interpretation services, thereby adhering to Limited English Proficiency regulations under Title VI and Americans with Disability Act regulations under Title II.

Changes to Program

Technology Systems has completed several projects this last year, with two of notable mention. Case Service is a new non-emergency phone tree that uses artificial intelligence to help guide the caller to the most appropriate resource; 9-1-1 mapping software that will automatically plot wireless 9-1-1 calls using advanced technology to pinpoint the location of the caller more accurately; and the implementation of a new logging recorder system that is specific to the 9-1-1 industry and Next Generation 9-1-1 compliant.

The FY2024-25 budget includes the upgrade of the phone system, which needs to be completed every 4-5 years.

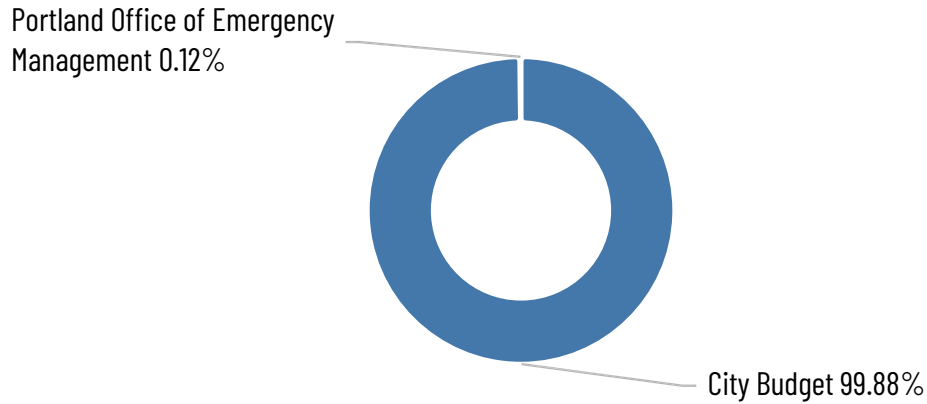
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$379,156	\$300,660	\$406,691	\$391,969	\$391,969
External Materials and Services	\$1,388,050	\$2,505,487	\$1,751,538	\$1,729,632	\$1,729,632
Internal Materials and Services	\$3,913	\$298,718	\$2,375,465	\$2,436,945	\$2,436,945
Capital Outlay	\$0	\$0	\$1,340,845	\$800,000	\$800,000
Bureau Expenditures Total	\$1,771,118	\$3,104,865	\$5,874,539	\$5,358,546	\$5,358,546
Requirements Total	\$1,771,118	\$3,104,865	\$5,874,539	\$5,358,546	\$5,358,546
FTE	2.00	2.00	2.00	2.00	2.00

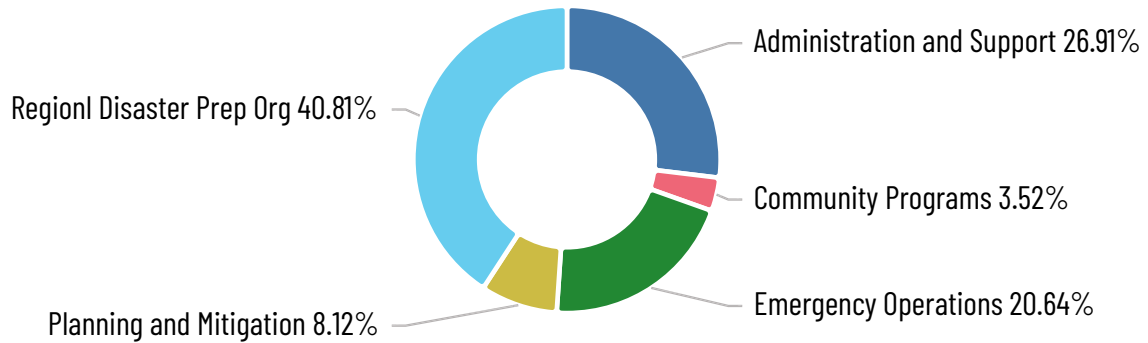
Portland Bureau of Emergency Management

Public Safety Service Area
 Mike Myers, DCA - Public Safety
 Shad Ahmed, Director

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$10,334,699	\$9,566,649	\$(768,050)	(7.4)%
Capital				
Total	\$10,334,699	\$9,566,649	\$(768,050)	(7.4)%
Authorized Positions	27.90	20.90	(7.00)	(25.09)%

Administration & Support

Program Description & Goals

The Administration and Support program provides executive leadership and support for all other bureau programs. This program includes the Director’s Office, public information, human resources (HR), procurement, accounting, grants management, finance, and administrative support functions within the bureau.

Many of the functions in this program occur in coordination with Management & Finance central service providers. This is especially true since Emergency Management relies on the Community Safety Division at Management & Finance to pay bills, prepare its budget, and carry out higher-level financial analysis, and it depends on the Grants Office to assist with extensive grant management requirements. The primary resource used in this program are employees.

This past year, Emergency Management hired a Deputy Director to support gaps in administration under areas such as project management, policy development, personnel support, legislative affairs, strategic planning, leadership development, and other critical areas that are not currently fully developed or supported. This new position should help streamline processes and support all other program areas of the bureau.

At the request of the Director and the Mayor’s office, an organizational assessment was commissioned for Emergency Management and a product was delivered this year to include areas for improvement and methods for sustaining current strengths.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of new PublicAlerts registrations	3,469	3,924	5,000	5,000	5,000

Equity Impacts

Administration and Support encourages equitable outcomes through internal policy development, hiring practices, inclusive communication, and strategic decision-making in support of equity goals.

Changes to Program

As the Community Safety Division increases its capacity to support the administrative functions of public safety, Emergency Management’s program also continues to evolve. This year, a Deputy Director was hired to support administration operations.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$730,888	\$566,336	\$747,412	\$867,438	\$867,438
External Materials and Services	\$507,272	\$(125,367)	\$392,108	\$534,733	\$534,733
Internal Materials and Services	\$280,458	\$344,299	\$361,779	\$1,172,468	\$1,172,468
Bureau Expenditures Total	\$1,518,619	\$785,268	\$1,501,299	\$2,574,639	\$2,574,639
Requirements Total	\$1,518,619	\$785,268	\$1,501,299	\$2,574,639	\$2,574,639
FTE	6.00	4.00	4.25	3.25	3.25

Community Programs

Program Description & Goals

Emergency Management’s Community Programs will be changed to Community Preparedness to better reflect the programs offered and better align with the organization’s mission and vision. The community resilience program conducts community outreach, training, and volunteer management to increase neighborhood emergency preparedness and community capacity for disaster response and recovery. It delivers the following services:

- ◆ Neighborhood Emergency Team (NET) program trains and exercise volunteers in disaster response skills such as search and rescue, triage, medical treatment, radio communications, and team organization.
- ◆ The Basic Earthquake Emergency Communications (BEECN) program trains Portlanders on critical radio communications and provides emergency supply caches at 50 locations throughout the city. Under this program, BEECN sites are regularly tested and exercised with community volunteers.
- ◆ Community Outreach conducts trainings and exercises to improve preparedness of underserved communities across the city. Community outreach teams uses variety of tools to deliver these trainings such as presentations, table-top exercises, and printed and web-based instructional materials on how to prepare for emergencies. Emergency Management focuses outreach on underserved communities including communities of color, persons with disabilities, teenagers/youth, elderly persons, and persons who have immigrated to Portland from other countries.
- ◆ Community Organizations Active in Disaster (COAD): Emergency Management convenes a network of community-based organizations, faith-based organizations, non-governmental organizations, and government partners dedicated to promoting resilience in the communities most affected by disasters. COAD members strategize and plan together, obtain and share resources, and provide policy input to Emergency Management.

In 2022, Emergency Management offered its first Nepali language NET class, trained 125 new disaster response volunteers, and served in 46 volunteer emergency deployments. COAD membership grew to more than 80 organizations.

Latino NET en Cully: This is a Spanish-speaking volunteer neighborhood responder program. At present it is the only one of its kind in Oregon. Current membership is about 30 volunteers.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
% of NET volunteers that remain active in the program annually	98%	99%	95%	95%	99%
Percentage of neighborhoods with active NET teams.	93%	92%	95%	95%	95%

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
BEECN Program Deployment Readiness Index	48%	30%	50%	50%	80%
NET Program Diversity	19%	14%	25%	25%	33%
Outreach to historically underserved communities	25%	75%	100%	65%	65%
Number of active NET Teams	88	87	89	89	90
Number of new Neighborhood Emergency Team volunteers trained per year	96	170	250	150	300

Equity Impacts

Emergency Management’s community programs are designed to center the experiences of individuals with disabilities, communities of color, and people who do not speak English as their first language. These communities are disproportionately impacted in a disaster. They also receive less access to funding overall and benefit the most from targeted investment. NET volunteers also serve at extreme weather centers in inclement weather events to bolster the City’s response.

Emergency Management collects and tracks data to measure underserved community engagement and promote equity. That data includes the Emergency Management volunteers’ demographic data and demographic data for communities where Emergency Management conducts outreach events.

Changes to Program

This program had 2.0 FTE serving in a limited term capacity to support the maintenance of the Coalition of Organizations Active in Disaster (COAD) and support the Portland NET with documentation of plans and processes. This budget does not continue these positions, because new ongoing funding is not available. The duties have been transferred to an existing FTE that was the program manager for the FTEs.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$784,613	\$659,065	\$907,959	\$311,655	\$311,655
External Materials and Services	\$125,683	\$212,142	\$400,238	\$20,264	\$20,264
Internal Materials and Services	\$12,187	\$19,251	\$4,229	\$5,259	\$5,259
Bureau Expenditures Total	\$922,484	\$890,458	\$1,312,426	\$337,178	\$337,178
Requirements Total	\$922,484	\$890,458	\$1,312,426	\$337,178	\$337,178
FTE	5.50	8.00	2.00	1.00	1.00

Emergency Operations

Program Description & Goals

The Emergency Operations program is transitioning into a Preparedness & Response section to better align with the organization's mission and vision. This group is responsible for the City's planning, training and exercise, Emergency Operations Center (EOC), Alert & Warning, and Duty Officer programs.

The Emergency Operations Center (EOC) program ensures that the facility, technology, and equipment are operational and ready for use.

Emergency Management recruits, trains, and exercises City employees who work in the EOC. All of Emergency Management's trainings and exercises are evaluated by participants. Consistently high evaluation ratings and class attendance indicate Emergency Management trainings remain well-regarded. It continues to refresh its trainings and develop new ones. Recently certified staff will increase the number of trainings provided in-house.

This section also manages specialized technologies and communications systems such as analog and digital radios, interoperability gateways, and satellite telephone and data systems. A key focus in FY 2024-25 is expanding technology capabilities to be more redundant, interoperable, and comprehensive communications systems.

The Preparedness & Response Sections also leads the After-Action process for Citywide emergency responses. Exercises and real incidents reveal areas for improvement in the City's plans/processes, training, and/or equipment. The After-Action process guides Emergency Management's work plans and process improvement.

The Preparedness & Response section also coordinates Emergency Management's Duty Officer program. To ensure EOC readiness, two Emergency Management Duty Officers are always on call, monitoring incidents with the potential to escalate, and ensuring the City's ability to activate the emergency coordination functions when needed.

Finally, Emergency Operations operates Everbridge, the City's Alert and Warning system.

Due to cumulative cuts this year, Emergency Management's Preparedness and Response Section will need to deprioritize earthquake resilience and preparedness programs to provide proper support to other more frequent hazards such as severe weather, civil unrest, public health, and cybersecurity. Earthquake resilience is high impact/high consequence, but the Bureau lacks the resources to address this comprehensively. The work done to address other hazards will contribute to this area in ancillary ways.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of participants in a Portland Bureau of Emergency Management class and exercise annually	85	208	150	150	300
Percentage of completed improvement plan tasks completed within agreed upon timeframe	100%	100%	100%	100%	100%
Percentage of participants who rate PBEM classes and exercises as good or excellent	94%	84%	90%	90%	90%
Number of hours completed by participants in a Portland Bureau of Emergency Management class and exercise annually	1,148	706	900	900	2,000

Equity Impacts

People of color, people with disabilities, and people who do not speak English as their first language are disproportionately impacted in a disaster. In addition, the housing crisis has increased the number of houseless residents, who face extreme risks in severe heat and severe cold, and during wildfire smoke incidents. Consideration of these groups is included in all Emergency Management training and exercises.

The Operations Preparedness and Response section utilizes an equity approach to response efforts and includes an equity advisor in the command staff when the ECCEOC is activated due to large-scale emergencies. Equity considerations are regularly included in Incident Action Plans and codified in Citywide Heat, Unhealthy Air Quality, and Severe Winter Weather Operational Guidelines, among others.

Almost all US cities maintain a set of emergency plans. Emergency Management seeks to be a leader in planning excellence for underserved communities, which tend to be affected first and worst in a disaster. Emergency Management integrates demographic data into mitigation and response plans and provides planners with training on equity strategies. Emergency Management continued to engage communities of color and immigrant communities through community programs; the Planning program works to incorporate community interests and needs into plans as they are updated.

As a result of a small staff that has been pulled to support emergencies, significant gaps in planning exist, especially in plans to serve people with disabilities. Emergency Management plans to address this in the current year with contract support, but long-term investment will be needed to ensure plans are continually up-to-date. Under-investment in mitigation also means potential increased risk to the community over time and missed opportunities for external funding to address those shortcomings. Emergency Management also is planning to address short-term needs through contract support and previously funded limited term solutions.

With the adopted constraint providing fewer resources and staff, the bureau may need to increase focus on proficiency of core tasks. Although this does serve the goal of equity and Portland’s disenfranchised and underserved communities, it does not serve the specialized planning, outreach, training, and exercises that the bureau would like to support.

Additionally, with the reduction of resources, the bureau will not be able to complete ten recommendations from a 2023 organizational assessment that focused on equity.

Portland Bureau of Emergency Management

Public Safety Service Area

Changes to Program

The Emergency Operations program is transitioning into a Preparedness & Response section to better align with the Organization’s mission and vision. This group is responsible for the City’s planning, training and exercise, Emergency Operations Center (EOC), Alert & Warning, and Duty Officer programs.

Due to climate change and other factors, including aging infrastructure, the bureau has been in near-continuous emergency response mode, unable to address other routine duties. This has decreased capacity for training, emergency response planning, proper implementation of alert and warning systems, and preparedness activities.

Emergency Management’s mission has steadily expanded to address Citywide deficiencies while staffing and resources have not increased to account for this. The bureau will need to carefully balance these increased demands into FY 2024-25.

This budget reprioritizes bureau resources and permits the section to hire some staff. Integrating with other bureaus may also help Emergency Management address this.

As the bureau continues to modernize, its organization will continue to evolve. Field response and watch command functions are being realigned into its own section, while planning is being integrated into the remnants as a new Preparedness & Response section.

Under the adopted budget constraint, positions for Continuity of Operations, Emergency Alert & Warning, special events planning, emergency interoperable communications, and two general emergency operations positions were not funded. As the bureau does not have redundant functions, the loss of each position equates to either near total or total loss of program with no dedicated staff remaining, requiring the bureau to rethink functions. Additionally, this is staff that would contribute to the rotational pool of Duty Officers. A smaller pool of Duty Officers along with the increasing operational demands may lead to future program degradation or adjustments to prevent staff burnout and match services to resources provided.

Most previous planning and mitigation functions have been incorporated into Preparedness & Response.

Finally, the bureau likely will not be able to support close to 41 of 86 recommendations from a 2023 organizational assessment comparing the City’s efforts against national best practices.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$680,295	\$720,424	\$759,328	\$1,623,731	\$1,623,731
External Materials and Services	\$101,297	\$255,746	\$443,417	\$149,417	\$149,417
Internal Materials and Services	\$665,863	\$807,016	\$670,652	\$201,285	\$201,285
Bureau Expenditures Total	\$1,447,455	\$1,783,187	\$1,873,397	\$1,974,433	\$1,974,433
Requirements Total	\$1,447,455	\$1,783,187	\$1,873,397	\$1,974,433	\$1,974,433
FTE	4.00	6.00	10.00	9.00	9.00

Planning & Mitigation

Program Description & Goals

The Planning and Mitigation Program leads disaster response and hazard mitigation planning for the City. It convenes stakeholders from other bureaus and partner jurisdictions and agencies such as Multnomah County, the Oregon Department of Transportation, and Multnomah County Drainage District.

The Planning and Mitigation Program’s goal is to maintain a complete set of high-quality disaster mitigation, response, continuity, and recovery plans, and to advance citywide mitigation and resilience projects identified in those plans.

Excellent plans engage relevant stakeholders, effectively guide emergency response and recovery activities, and address the disparate impacts of disasters on underserved communities. All plans need to be reviewed and updated every 1–5 years to reflect changes in technology, staff, City structures, and the evolving best practices.

Effective disaster mitigation projects engage multiple bureaus and community partners, center the communities at the frontlines of disaster, and make efficient use of resources, often leveraging state and federal resources.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of bureaus with updated COOP plan that meet established standard	70%	50%	75%	75%	90%
Percentage of PBEM plans that are up-to-date according to their published standards	58%	55%	60%	60%	90%

Equity Impacts

Almost all US cities maintain a set of emergency plans. Emergency Management seeks to be a leader in planning excellence for underserved communities, which tend to be affected first and worst in a disaster. Emergency Management integrates demographic data into mitigation and response plans and provides planners with training on equity strategies. Emergency Management has made significant strides in engaging communities of color and immigrant communities through community programs; the Planning program works to incorporate community interests and needs into plans as they are updated.

As a result of a small staff that has been pulled to support emergencies, significant gaps in planning exist, especially in plans to serve people with disabilities. Emergency Management plans to address this in the current year with contract support, but long-term investment will be needed to ensure plans are continually up to date. Under-investment in mitigation also means potential increased risk to the community over time and missed opportunities for external funding to address those shortcomings. Emergency Management also is planning to address short-term needs through contract support and previously funded limited term solutions.

Portland Bureau of Emergency Management

Public Safety Service Area

Changes to Program

The Planning and Mitigation program offer was merged partially into the new Preparedness and Response section. A new Emergency Services Section to encompass the Watch Command, Field Services, and Special Events will be created in FY 2024-25 to address mission expansion in these areas. A new Resilience program offer will also be created to house mitigation and recovery.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$174,691	\$560,353	\$689,321	\$381,911	\$381,911
External Materials and Services	\$295,399	\$151,591	\$723,376	\$391,152	\$391,152
Internal Materials and Services	\$5,761	\$6,264	\$3,983	\$3,364	\$3,364
Bureau Expenditures Total	\$475,851	\$718,208	\$1,416,680	\$776,427	\$776,427
Requirements Total	\$475,851	\$718,208	\$1,416,680	\$776,427	\$776,427
FTE	2.50	4.00	4.00	2.00	2.00

Regional Disaster Preparedness Organization

Program Description & Goals

The Regional Disaster Preparedness Organization (RDPO) is a partnership of public agencies and other community-serving organizations collaborating to increase disaster resilience in the Portland Metropolitan Region. The RDPO's mission is to build and maintain regional disaster preparedness capabilities through strategic and coordinated planning, organizing, exercising, training, and investing in technology and specialized equipment. The RDPO serves Clackamas, Columbia, Multnomah, and Washington counties in Oregon, and Clark County in Washington.

RDPO partner organizations represent various disciplines, perspectives, and interests. Partners include the region's counties, cities, special districts, and other public agencies, as well as community-based, non-governmental, and private-sector organizations. Additionally, the RDPO maintains strong relationships with key state and federal partners.

The RDPO is governed by several committees that provide accountability, strategy guidance, work planning, and equity centering. These committees consist of public officials, executives, directors, managers, equity advisors, and lead subject-matter experts. Additionally, RDPO partners contribute their expertise via 12 discipline-specific work groups. They cover topics such as emergency management, volunteer programs, law enforcement, fire and emergency medical services, 9-1-1 dispatch, public works, healthcare systems, public health, animal services, public information, accessible disaster messaging, and emergency alert and warning.

In conjunction with the Oregon Department of Emergency Management, the RDPO maintains the region's Urban Area Security Initiative (UASI) grant, which is part of the US Department of Homeland Security's Homeland Security Grant Program. Each year, RDPO staff and partners manage dozens of UASI-funded projects. These projects reflect local strategic priorities, as well as federal priorities. For the UASI '24 grant cycle, federal priorities areas include Elections Security, Domestic Violent Extremism, Cybersecurity, Soft Targets and Crowded Spaces, Information Sharing, and Community Resilience. The grant requires a minimum of 30% of the total grant award to be invested in these areas.

The RDPO also oversees completion of two key regional assessments required by FEMA. The Threat and Hazard Identification and Risk Assessment (THIRA) is a risk assessment process that helps develop a shared understanding of risks, set regional performance outcomes and targets, and identify resource requirements aligned with the National Preparedness Goal's 32 Core Capabilities. The Stakeholder Preparedness Review (SPR) is an annual self-assessment of the region's current capability levels against the targets identified in the THIRA.

Per an Intergovernmental Agreement, the City of Portland is the RDPO's Lead Administrative Agency and thus supports the RDPO's personnel, administrative, and fiscal operations. The RDPO serves as a critical platform for the City to engage in regional preparedness and response coordination. This partnership acknowledges regional interdependencies and the reality that disasters do not respect jurisdictional boundaries.

Portland Bureau of Emergency Management

Public Safety Service Area

Since July 2017 (FY 2017-18), the RDPO has invested more than \$7.3 million of UASI funding to support 65 projects implemented by the City of Portland’s Emergency Management, Police, Fire, Water, and Transportation bureaus. Additionally, the RDPO actively participates and contributes to the work of the City by providing consultation in a number of areas, particularly in language and disability access related to disaster messaging and emergency alert and warning. Recently, RDPO staff have assisted with media requests and made significant contributions to development of the City’s evacuation plan, an upcoming functional exercise, and staff emergency preparedness training modules.

The RDPO is an effective and strategic investment. At a time when funding and resources are becoming more scarce, the RDPO creates efficiencies. It enables partners to focus on the core missions of their jurisdictions while still advancing larger issues that impact everyone. Investments are informed by local risks and priorities. Local governments are able to develop shared capabilities and assets. And invaluable relationships are built, which contributes to much more productive collaboration during emergencies and disasters that cross jurisdictional boundaries.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of the Regional Disaster Preparedness Organization’s strategic plan objectives achieved or in progress	95%	NA	95%	95%	95%

Equity Impacts

The RDPO is dedicated to improving the disaster resilience of community members who are underserved, marginalized, and disproportionately impacted by disasters. The RDPO is currently undergoing organizational change to yield more equitable planning, programming, and funding, as well as more diverse and inclusive committees, work groups, and task forces. This equity work began in 2021 with an Equity Resolution and charter of a new Equity Subcommittee. It continued in 2023 with the creation of an Equity Framework.

Implementation of the RDPO’s new equity goals are currently underway. Equity is being embedded in the creation of a new 5-year strategic plan to ensure this core value is a foundational part of future work.

Current and past equity-centered work includes the following:

- ◆ Accessible, community-led, culturally responsive, and trauma-informed disaster communications from the Disaster Messaging Work Group, including accessibility improvements to the region’s emergency preparedness website, PublicAlerts.org.
- ◆ Thousands of urgent safety messages translated into 25–32 languages, including American Sign Language, via the Critical Safety Messages Project.
- ◆ Creating multilingual emergency water preparedness materials, including instructional videos, video trailers, print materials, web pages, and other resources.
- ◆ Learning about the emergency alert and warning needs of disaster-vulnerable communities via the Accessible Alert & Warning Workshops.
- ◆ Advocating for language and disability access improvements in state and federal alert and warning systems via the national Language & Accessibility in Alert & Warning Workgroup.
- ◆ Participating in the State of Oregon’s Disability in Emergency Management Advisory Committee and Sub-Committee for Recommendations in Alerting Practices.
- ◆ Learning about the messaging and engagement needs of disaster-vulnerable communities via the Community Engagement Lessons Learned project.
- ◆ Supporting community-led preparedness initiatives via the Community Resilience Project.
- ◆ Development of mapping tools to better understand disaster vulnerabilities via the Social Vulnerability Tools Project.
- ◆ Support healthcare emergency preparedness and response via the Coalition of Community Health Clinics, which works to improve healthcare for disaster vulnerable populations in the Portland Metro Region.
- ◆ Equity-driven planning for disaster response and recovery via projects such as: Emergency Transportation Routes Update, Regional Recovery Framework, Economic Analysis of a Cascadia Subduction Zone Earthquake, Regional Food System Assessment, and Earthquake Economic Impact Analysis, and Mass Sheltering Training Tools.
- ◆ Creation of a report on regional Disabilities, Access, and Functional Needs Inclusive Planning.

Portland Bureau of Emergency Management

Public Safety Service Area

Upcoming equity-centered work includes the following:

- ◆ Creation of regional disaster messaging standards, with a focus on language and disability access.
- ◆ Creation of a Language Mapping Tool that provides more robust, accurate information about the languages spoken in the community.
- ◆ Hosting an event with local media to discuss accessibility concerns with the Emergency Alert System, which sends public alerts via television and radio.
- ◆ Conducting a usability study of the PublicAlerts.org website to ensure it is meeting the needs of Portland’s most disaster-vulnerable community members.
- ◆ Enhancing disability and language access for regional emergency alert and warning systems.
- ◆ Expanding on the Social Vulnerability Tools project by developing disaster-specific social vulnerability indices to align specific vulnerabilities to specific disaster scenarios.

Changes to Program

The RDPO has launched a strategic planning project with the goal that a new 5-year strategic plan will be completed by December 2024. The primary objectives of the project will include designing and developing a strategic plan, creating a replicable planning process that will allow the strategic plan to be adapted as priorities shift with context and circumstances, and addressing any RDPO governance and structural challenges that could be barriers to future strategic planning processes.

The RDPO continues to make continuous improvements in organizational functions, which have already resulted in significant gains in both effectiveness and efficiency. Most notably, the project application, finance and procurement have made significant headway to improve stakeholder engagement and establish stronger systems that better serve project managers and regional members.

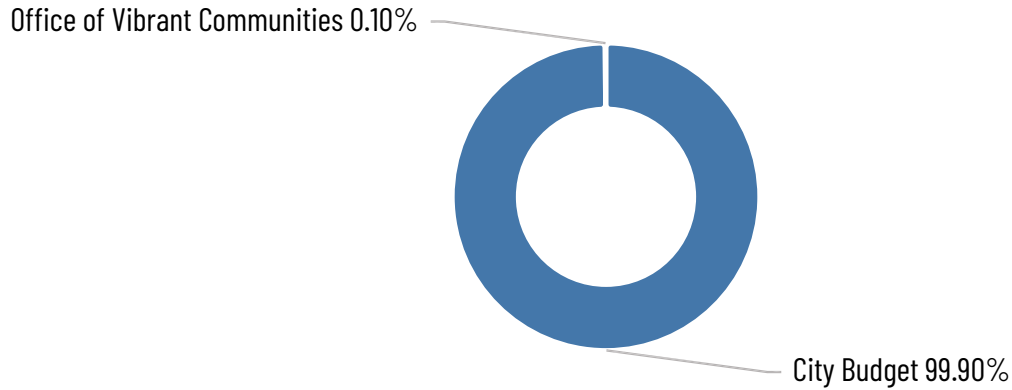
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$791,188	\$1,031,401	\$1,552,841	\$992,035	\$992,035
External Materials and Services	\$2,904,062	\$4,522,786	\$2,494,907	\$2,891,941	\$2,891,941
Internal Materials and Services	\$8,875	\$27,885	\$30,346	\$19,996	\$19,996
Capital Outlay	\$75,000	\$175,654	\$0	\$0	\$0
Bureau Expenditures Total	\$3,779,126	\$5,757,727	\$4,078,094	\$3,903,972	\$3,903,972
Requirements Total	\$3,779,126	\$5,757,727	\$4,078,094	\$3,903,972	\$3,903,972
FTE	4.00	5.90	7.65	5.65	5.65

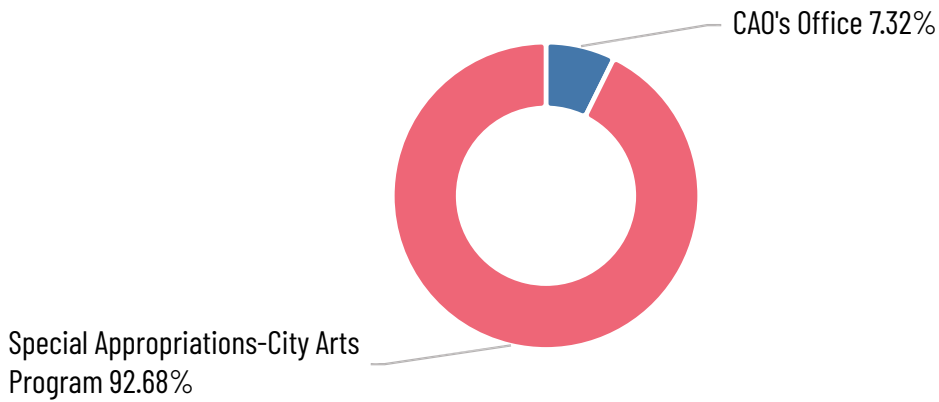
Office of the Vibrant Communities DCA

Vibrant Communities Service Area
Sonia Schmanski, DCA - Vibrant Communities

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$5,414,353	\$8,523,713	\$3,109,360	57.4%
Capital				
Total	\$5,414,353	\$8,523,713	\$3,109,360	57.4%
Authorized Positions	5.00	8.00	3.00	60.00%

Office of Arts & Culture

Program Description & Goals

The mission of the Office of Arts & Culture (formerly the City Arts Program) is to place the arts at the heart of Portland's public life by supporting a diverse array of creative expressions — from music and performance art to visual arts and beyond.

The Office of Arts & Culture is responsible for managing the City of Portland's arts-related investments, including Percent For Art Fund, General Fund, and the Arts Education and Access Fund. These resources support arts education in public schools, grants for artists and nonprofit organizations, performing arts venues, cultural planning, strategic initiatives, and public art.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,864	\$234,290	\$846,744	\$990,791	\$990,791
External Materials and Services	\$103,303	\$4,443,854	\$4,430,435	\$6,819,349	\$6,819,349
Internal Materials and Services	\$24,398	\$28,083	\$37,174	\$89,894	\$89,894
Bureau Expenditures Total	\$133,565	\$4,706,226	\$5,314,353	\$7,900,034	\$7,900,034
Requirements Total	\$133,565	\$4,706,226	\$5,314,353	\$7,900,034	\$7,900,034
FTE	0.00	2.00	5.00	6.00	6.00

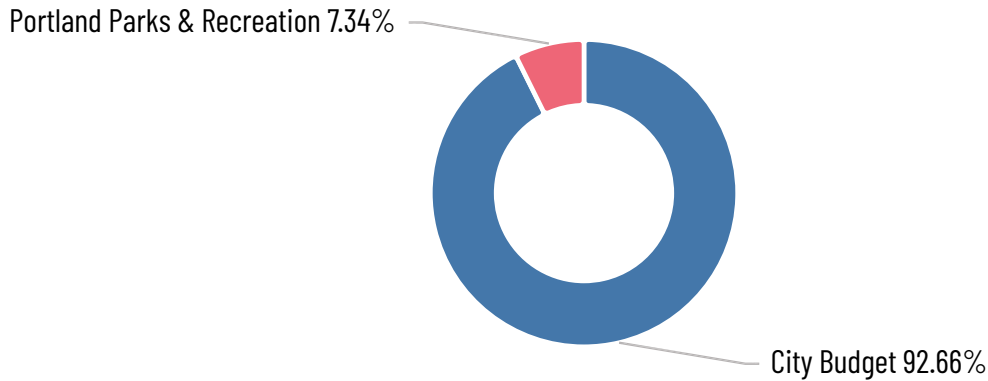
Portland Parks and Recreation

Vibrant Communities Service Area

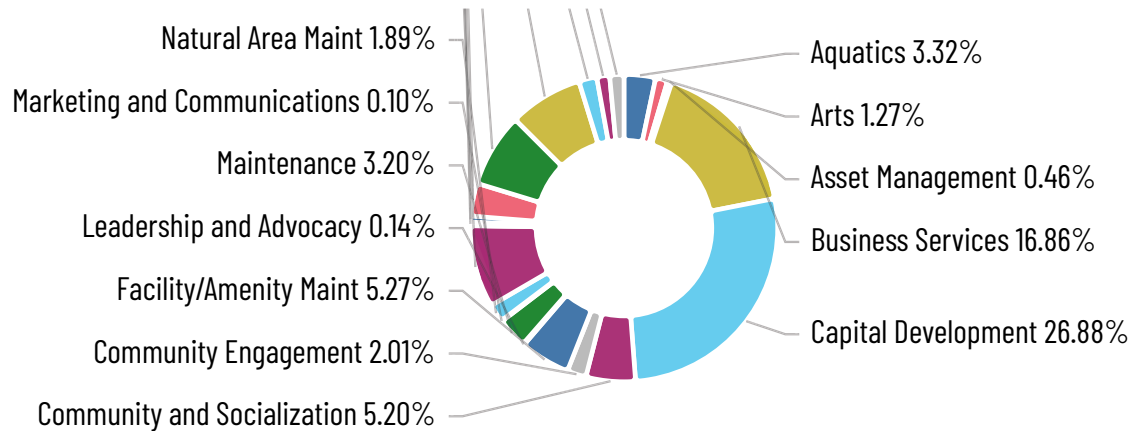
Portland Parks and Recreation

not assigned Service Area
 Vibrant Communities Service Area
 Adena Long, Director
 Sonia Schmanski, DCA - Vibrant Communities

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$466,851,548	\$550,305,568	\$83,454,020	17.9%
Capital	\$97,250,574	\$57,484,568	\$(39,766,006)	(40.9)%
Total	\$564,102,122	\$607,790,136	\$43,688,014	7.7%
Authorized Positions	821.21	836.21	15.00	1.83%

Aquatics Program

Program Description & Goals

Portland Parks & Recreation (PP&R) manages, maintains, and operates 11 aquatics facilities (four indoor and seven outdoor pools). All indoor pools are within a community center. In addition to swimming pools, the Aquatics Program includes 19 interactive and decorative fountains. PP&R’s Aquatics Program provides a broad range of aquatic experiences and opportunities, including services like lifesaving skills and beginning level swim lessons, group exercise classes and lap swim times available for drop-in participation, therapy spas, unstructured and interactive access to pools and the City’s interactive fountains, lifeguard and swim instructor training certifications, pre-competitive swim teams, and intermediate to advanced-level skill development.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Aquatics Program Outcomes:

PP&R does not want cost to be a barrier to access. There are fees associated with the Aquatics Program, so PP&R offers financial assistance to Portlanders in need. This contributes to the bureau’s goal of reducing cost as a barrier. The bureau will include measures in its regular community survey work to track progress over time and any disparities in results.

Aquatics Program Actions:

The Aquatics Program contributes to broader action measure tracking for two actions:

- ◆ Remove financial barriers for low-income households interested in accessing PP&R recreation programs. Performance for this action is tracked as the total amount of financial assistance provided, percentage of participants accessing financial assistance, and total number of people receiving financial assistance.
- ◆ Provide a diverse variety of public recreation opportunities, as tracked by total attendance.

The Aquatics Program tracks its action to provide aquatics swim instruction and experiences, such as family swim and lap swim in PP&R pools, by measuring the number of swim lesson registrations. The Aquatics Program is working to increase the number of registrations.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total estimated attendance	874,780	1,159,801	875,000	1,160,000	1,160,000
Percentage of Portlanders who say cost is not a barrier to access	NA	NA	75.00%	NA	NA

Portland Parks and Recreation

Vibrant Communities Service Area

Equity Impacts

For many years, the community has told PP&R, through bureau surveys and engagement and the Portland Insights Survey, that fees for programs are a barrier to access. In a 2017 survey, PP&R found that cost was not a barrier for 75% of respondents. That same survey indicated that cost as a barrier was disproportionately experienced by communities of color and people in East Portland.

PP&R’s Aquatics Program serves Black people, Indigenous people, people of color, immigrants and refugees, families earning low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Aquatics Program is working to improve its understanding of institutional racism and its impacts. The program is partnering with and building the capacity of community organizations that work with underserved communities.

To make the Aquatics Program more welcoming and to protect participants, staff continue to receive an Interrupting Oppression training series that increases employee confidence and ability to intervene when they witness harm, especially in the form of racist, sexist, homophobic, or bigoted behavior. All Aquatics staff, including regular FTE and seasonal employees, participate in this training as part of their routine, four hours per month in-service requirement. Additionally, the Aquatics program has increased outreach efforts to provide training opportunities and employment to underserved communities as lifeguards and swim instructors.

Changes to Program

Mt. Scott Community Center and Indoor Pool has been closed temporarily for a seismic retrofit and expansion project. The project is expected to be completed in FY 2025-26. Aquatics programs have been increased at East Portland Community Center for the duration of the closure. Fitness classes and recreation activities are available at other PP&R locations.

There are no other substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,395,830	\$6,089,182	\$7,511,448	\$8,375,046	\$8,576,603
External Materials and Services	\$648,838	\$684,284	\$1,409,731	\$944,976	\$944,976
Internal Materials and Services	\$137,483	\$273,056	\$427,722	\$335,349	\$335,349
Bureau Expenditures Total	\$5,182,151	\$7,046,522	\$9,348,901	\$9,655,371	\$9,856,928
Requirements Total	\$5,182,151	\$7,046,522	\$9,348,901	\$9,655,371	\$9,856,928
FTE	46.00	28.75	33.25	33.25	33.25

Arts

Program Description & Goals

Portland Parks & Recreation’s (PP&R) Arts Program provides arts programming and space for community use at community centers across Portland. Introductory and intermediate art classes are provided at Multnomah Arts Center and Community Music Center, PP&R’s two specialized arts centers. The Arts Program offers a wide range of registered activities including music, dance, theater, visual arts, crafts, and creative writing. From toddlers to older adults, the Arts Program serves all ages. In addition to registered activities and classes, the Arts Program hosts events and performances open to the community, drop-in arts activities and private music lessons delivered in collaboration with partners (Rosewood Initiative, Home Forward) and other PP&R programs (Free Lunch & Play, Summer Free For All, and Urban Parks Programing/Gateway Discovery Park). The Multnomah Arts Center, the Community Music Center, and the Interstate Firehouse Cultural Center also provide performance, rehearsal, and office space for community organizations and artists through hourly rentals and long-term leasing.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Arts Program Outcomes:

PP&R does not want cost to be a barrier to access. There are fees associated with the Arts program, so PP&R offers financial assistance to Portlanders in need. This contributes to the bureau’s goal of reducing cost as a barrier. The bureau will include measures in its regular community survey work to track progress over time and any disparities in results.

Arts Program Actions:

The Arts Program contributes to broader action measure tracking for two actions:

- ◆ Remove financial barriers for low-income households interested in accessing PP&R recreation programs. Performance for this action is tracked as the total amount of financial assistance provided, percentage of participants accessing financial assistance, and total number of people receiving financial assistance.
- ◆ Provide a diverse variety of public recreation opportunities, as tracked by total attendance.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total estimated attendance	874,780	1,159,801	875,000	1,160,000	1,160,000
Percentage of Portlanders who say cost is not a barrier to access	NA	NA	75.00%	NA	NA

Portland Parks and Recreation

Vibrant Communities Service Area

Equity Impacts

For many years, the community has told PP&R, through bureau surveys and engagement and the Portland Insights Survey, that fees for programs are a barrier to access. In a 2017 survey, PP&R found that cost was not a barrier for 75% of respondents. That same survey indicated that cost as a barrier was disproportionately experienced by communities of color and people in East Portland.

PP&R's Arts Program serves Black people, Indigenous people, people of color, immigrants and refugees, families earning low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Arts Program is working to improve its understanding of institutional racism and its impacts. The program is partnering with and building the capacity of community organizations that work with underserved communities.

The Arts Program develops culturally specific programs that highlight artists from communities of color, including diverse art exhibitions (World Refugee Day, Portland's Black Artists, LGBTQIA+ Pride month), multicultural music classes (mariachi, jazz, and Japanese koto), and performance events.

Additionally, PP&R is making space available in the community's arts centers below market rate to arts organizations, artists, and nonprofits, prioritizing communities of color and people with disabilities. Before COVID-19, the Interstate Firehouse Cultural Center (IFCC) was made available to arts organizations for short-term, multi-week leasing by an application that prioritized Black artists and groups. Between 2022 and 2024, artists and arts organizations will activate IFCC through space grants and with program grant money funded by the American Rescue Plan Act (ARPA).

Changes to Program

There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,476,564	\$2,193,605	\$2,573,358	\$2,793,925	\$2,850,621
External Materials and Services	\$89,674	\$158,930	\$1,139,204	\$661,737	\$661,737
Internal Materials and Services	\$(79,860)	\$36,197	\$293,105	\$252,373	\$252,373
Bureau Expenditures Total	\$1,486,378	\$2,388,732	\$4,005,667	\$3,708,035	\$3,764,731
Requirements Total	\$1,486,378	\$2,388,732	\$4,005,667	\$3,708,035	\$3,764,731
FTE	11.90	12.65	13.40	13.40	13.40

Business Services

Program Description & Goals

Portland Parks & Recreation's (PP&R) Business Services Program provides the operational infrastructure for the bureau and supports all programs and activities. The program provides:

- ◆ Core support services like workforce development, finance, stores (the bureau's supply inventory), accounting, technology, safety, emergency management, and performance and analysis.
- ◆ Leadership support of the various divisions, including managers and supervisors and their administrative support.
- ◆ Centrally located costs such as utilities, facilities, and insurance.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Business Services Program Outcomes:

The program tracks several outcome measures related to employees:

- ◆ Number of workers compensation claims per 100 workers
- ◆ Percentage of employees who agree they are provided with adequate training and education for their role
- ◆ Percentage of employees who feel physically safe at work
- ◆ Percentage of employees who feel emotionally safe at work
- ◆ Percentage of employees who would recommend working at PP&R to a friend or family member
- ◆ Percentage of employees who are Black people, Indigenous people, or people of color
- ◆ Percentage of seasonal or casual employees who are Black people, Indigenous people, or people of color
- ◆ Percentage of managers or supervisors who are Black people, Indigenous people, or people of color

The bureau is working to increase performance for all outcomes, except for number of workers compensation claims, which it is working to decrease.

Business Services Program Actions:

Portland Parks and Recreation

Vibrant Communities Service Area

The program tracks its work to hire and retain a diverse workforce by tracking applicant and hiring demographic measures, including percentage of Black people, Indigenous people, or people of color, and females:

- ◆ Casual/seasonal applicant demographics.
- ◆ Non-casual applicant demographics.
- ◆ Manager/supervisor applicant demographics.
- ◆ Casual/seasonal hiring demographics.
- ◆ Non-casual hiring demographics.
- ◆ Manager/supervisor classification hiring demographics.

The bureau is working to increase racial and gender diversity in its applicants and hires.

The Business Services Program tracks its work to hire and retain a diverse workforce by tracking three additional measures:

- ◆ Number of recruitment outreach events attended by workforce development staff
- ◆ Number of recruitment outreach events hosted by workforce development staff
- ◆ Yearly retention/turnover rates of full-time positions

The program is working to increase workforce outreach event attendance and hosting. The program tracks its work to ensure PP&R employees have employee training and professional development by tracking the number of learning opportunities developed, supported, and/or facilitated by Diversity, Equity, and Inclusion or professional development trainers. In FY 2022-23 there were approximately 12 trainings, and the program is looking to double that amount. The program tracks its work to manage the leasing and permitting of park properties by tracking both hours reserved for athletic fields (over 93,000 in FY 2022-23, up from 60,000 hours in FY 2021-22) and hours reserved for picnic sites (over 37,000 hours in FY 2021-22). The program tracks its work to collect and allocate System Development Charges (SDCs) to fund projects to meet the needs of a growing city by tracking the total amount of money collected by the System Development Charge Program. In FY 2022-23, the program collected \$27.7 million.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of employees who feel emotionally safe at work	NA	62.00%	NA	70.00%	70.00%
Percentage of employees who feel physically safe at work	NA	58.00%	NA	65.00%	65.00%
Percentage of employees who would recommend working at PP&R to a friend or family member	NA	67.00%	NA	75.00%	75.00%
Percentage of seasonal or casual workforce who are Black people, Indigenous people, and people of color	38.00%	36.00%	40.00%	NA	NA
Number of workers compensation claims per 100 full time equivalent (FTE) employees	6.63	6.25	6.37	6.00	5.74
Percentage of employees who agree they are provided with adequate training and education for their role.	NA	60.00%	NA	70.00%	70.00%

Equity Impacts

PP&R’s Business Services Program represents leadership across the bureau and the core services that support the bureau. The most direct and critical function for achieving equity goals is the Workforce Development team, which coordinates the bureau’s employee recruitment, training, and retention efforts.

The program serves Black people, Indigenous people, people of color, immigrants and refugees, families earning low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Business Services Program is working to improve its understanding of institutional racism and its impacts.

New positions supported by the Parks Local Option Levy (Parks Levy) will help improve employee diversity metrics. PP&R has made great strides in diversifying its workforce. In 2015, the bureau’s regular staff was 18% people of color; currently, our regular staff is 35.1% people of color; from 2021-22 to 2022-23, the percentage increased from 32 to 35.1% Managers increased from 11% people of color in 2015 to t 32.3% at present. The number of Black managers increased from 3% to 19%.

Overall, including our seasonal and casual employees, our workforce is currently 35.1% people of color. PP&R will continue to improve its workforce diversity when hiring for permanent, seasonal, and casual positions made possible by Parks Levy resources. Additional resources from the Parks Levy in PP&R’s Workforce Development and Equity & Inclusion teams will also help improve onboarding, training, retention, and promotion of staff members from communities of color. These investments will also improve how employees feel about their experience working at PP&R.

Changes to Program

Over the past three years, personnel and related expenses have been intentionally relocated into the Business Services Program Offer. This allows for proper allocation to the Parks Levy and more closely aligns positions with the provided services. There are no other substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$11,044,044	\$19,977,784	\$35,170,918	\$17,849,440	\$18,285,308
External Materials and Services	\$7,381,181	\$13,082,406	\$20,361,602	\$21,608,607	\$21,613,613
Internal Materials and Services	\$7,869,423	\$8,573,463	\$10,242,788	\$10,215,040	\$10,215,040
Capital Outlay	\$438,023	\$25,308	\$285,000	\$0	\$0
Bureau Expenditures Total	\$26,732,670	\$41,658,961	\$66,060,308	\$49,673,087	\$50,113,961
Fund Expenditures					
Debt Service	\$418,302	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$162,792,226	\$151,635,507	\$151,293,313

Portland Parks and Recreation

Vibrant Communities Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Transfers - Expense	\$29,457,138	\$28,123,053	\$64,285,213	\$73,458,458	\$73,800,652
Fund Expenditures Total	\$29,875,440	\$28,123,053	\$227,077,439	\$225,093,965	\$225,093,965
Requirements Total	\$56,608,110	\$69,782,015	\$293,137,747	\$274,767,052	\$275,207,926
FTE	93.42	159.50	143.49	143.49	143.49

Capital Development

Program Description & Goals

Portland Parks & Recreation's (PP&R) Capital Development Program provides planning, design, engineering, project management, and construction management for all capital projects. The Capital Development Program's primary objectives are to sustain and modernize existing assets, equitably grow the parks and recreation system, and keep pace with the needs of a growing Portland. The Program works with internal and external stakeholders to scope and design projects, as well as to manage the design, permitting, procurement, and construction processes.

The Capital Development Program includes the Capital Growth Program, the Capital Renovation Program, and the Construction Management Program. The Capital Renovation Program includes the following sub-programs: the 2014 Parks Replacement Bond Program, the 2019 Metro Bond Local Share Bond, the Major Maintenance Program, the ADA Program, and the Play Piece Replacement Program. The Capital Growth Program includes the Non-Park Use Permit sub-program.

Major responsibilities include the following:

- ◆ Expanding existing assets and constructing new parks and facilities with public input to accommodate population growth and equitable service
- ◆ Protecting and maintaining existing parks, recreation, and natural area assets through capital maintenance, rehabilitation, and renovation
- ◆ Completing capital emergency repairs prioritized using an equity lens
- ◆ Removing Americans with Disabilities Act (ADA) identified barriers and implementing the ADA Transition Plan
- ◆ Communicating and coordinating with the public, project stakeholders, and other agencies
- ◆ Representing PP&R on technical committees and reviews of proposed outside agency or private development improvements that impact park property
- ◆ Attaining and advancing the City's Disadvantaged, Minority-Owned, Woman-Owned, Emerging Small Business, Service-Disabled Veteran Business Enterprise contracting goals through project delivery
- ◆ Providing technical support to PP&R staff

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Capital Development Program Outcomes

Portland Parks and Recreation

Vibrant Communities Service Area

The Capital Development Program contributes to and tracks six outcome measures, and is working to reduce disparities in access and increase community service outcomes for all of them:

- ◆ Percentage of population living within 1/2 mile of a park with a fully operational playground
- ◆ Percentage of population within 1/2 mile of a park or natural area
- ◆ Percentage of population within 3 miles of a full-service community center
- ◆ Percentage of population living within 1 mile of a community garden
- ◆ Number of miles of regional trails
- ◆ Percentage of built assets in good or very good condition

Capital Development Program Actions

The Capital Development Program tracks its actions to design, deliver, and report on Capital Growth and Capital Renovation projects by tracking:

- ◆ Funds spent on the projects
- ◆ Percentage of Capital Renovation expenditures made in areas where the number of youth, people of color, or people living with low incomes is above Portland's average
- ◆ Percentage of Capital Growth expenditures made in areas where the number of youth, people of color, or people living with low incomes is above Portland's average

The Capital Development Program tracks its actions to manage and maintain built assets to industry standards by tracking the percentage of portfolio value spent on capital maintenance. The bureau is working to increase this percentage.

The Capital Development Program contributes to the actions of managing the ADA Transition Plan and identifying and removing ADA barriers by tracking the:

- ◆ Percentage of barriers removed as identified in the bureau's ADA Transition Plan
- ◆ Total number of ADA Transition Plan barriers removed annually

The bureau is working toward increasing both the percentage of barriers removed and the annual number of barriers removed.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total number of PP&R Americans with Disabilities Act Transition Plan barriers removed	366	121	1,004	NA	NA
Percentage of population living within 1 mile of a community garden	62.00%	67.00%	NA	NA	100.00%
Percentage of population living within 1/2 mile of a park with a fully operational playground	69.71%	70.00%	73.71%	NA	100.00%
Percentage of total barriers removed as identified in the PP&R Americans with Disabilities Act Transition Plan	17.40%	18.00%	29.20%	NA	NA
Percentage of portfolio value spent on capital maintenance	1%	1%	1%	1%	3%
Percentage of built assets in good or very good condition	19.00%	13.00%	20.00%	NA	NA
Percentage of population living within 1/2 mile of a park or natural area.	85.18%	85.00%	85.18%	NA	100.00%
Percentage of population living within 3 miles of a full-service community center	71.86%	72.00%	70.00%	NA	100.00%
Number of miles of regional trails	160	157	160	160	NA

Equity Impacts

Equity considerations are central to PP&R’s Capital Growth and Capital Renovation programs. Selected Capital Projects include extensive public outreach to ensure that all voices are heard. Communities of color and underserved communities are prioritized by a Capital Project selection prioritization process utilizing the bureau’s equity rating. The equity rating considers population statistics, including youth, racial diversity, and poverty. The ranking process for the Capital Growth projects includes a “number of assets/experiences available” rating, a “number of households served” rating, and the equity rating for the site. The Major Maintenance program includes the “likelihood of failure” rating, the “consequence of failure” rating, and the equity rating in the prioritization process. The selection process also factors in partnership opportunities, geography, costs, staff resources, effect on operations and maintenance, ADA impacts, and timing. The resulting park design and implementation reflect what the community needs and desires.

Completed capital projects have made the community’s park system more accessible and equitable by addressing ADA deficiencies, repairing and preserving prioritized infrastructure, designing and building parks in park deficient areas, and expanding the recreation system to serve a growing city.

The Capital Development Program also uses an equity lens to prioritize delivering projects. The City has established a goal of utilizing a minimum of 20% State Certified Disadvantaged, Minority-Owned, Women-Owned, Emerging Small Businesses, Service-Disabled Veterans Business Enterprises (D/M/W/ESB/SDVBE or COBID) contractors and subcontractors. The Capital Development Program awarded 39% of the value of professional design service and construction work to D/M/W/ESB/SDVBE or COBID consultants and contractors. PP&R wants to continue to improve on its minority contractor participation rates. PP&R will continue participating with the National Association of Minority Contractors, Latino Built, the Philippine American Chamber of Commerce Oregon, and other local professional and trade associations to continue building relationships and sharing upcoming contracting opportunities.

As discussed earlier in this document, the Capital Development Program utilizes several performance metrics to track the community’s growth and level of service of the parks system. These metrics can be viewed through an equity lens by layering equity scores across park sites to assess the proportion of capital development that serves communities most in need.

Portland Parks and Recreation

Vibrant Communities Service Area

Even more equitable outcomes could be achieved by:

- ◆ Increasing capital funding to develop new parks in underserved areas
- ◆ Increasing the General Fund allocation for operations and maintenance resources to adequately maintain both newly planned parks and facilities and existing park assets and infrastructure in underserved areas, including East Portland
- ◆ Increasing General Fund dollars for major capital repair and renovations of existing failing facilities and assets
- ◆ Increasing General Fund dollars for accessibility improvements

Changes to Program

A decision package creates 2.0 FTE Capital Project Manager I positions to increase the Assets & Development Division’s capacity to manage multiple existing asset maintenance projects and capacity expanding development projects. Funding for this package comes from an ongoing reallocation of \$278,696 in existing Capital Improvement Fund resources.

A decision package provides \$6.2 million of PCEF resources in exchange for \$6.2 million of major maintenance resources to replace the HVAC system at the Mt. Scott Community Center with a higher efficiency system to reduce greenhouse gas emissions.

A decision package provides \$4.35 million of PCEF resources in exchange for \$4.35 million of major maintenance resources for projects that reduce greenhouse gas emissions. The principal project is replacement of outdoor lighting with high-efficiency models that promote the additional environmental benefit of dark sky design features.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,847,412	\$2,931,847	\$3,547,499	\$4,533,991	\$4,812,687
External Materials and Services	\$6,108,891	\$6,259,236	\$18,588,960	\$15,307,474	\$15,311,828
Internal Materials and Services	\$1,512,324	\$407,468	\$6,281,279	\$5,763,740	\$5,763,740
Capital Outlay	\$13,047,788	\$28,856,223	\$74,384,453	\$54,004,103	\$54,004,103
Bureau Expenditures Total	\$22,516,416	\$38,454,775	\$102,802,191	\$79,609,308	\$79,892,358
Fund Expenditures					
Debt Service	\$0	\$156,746	\$163,014	\$169,539	\$169,539
Contingency	\$0	\$0	\$2,548,172	\$11,691,659	\$13,112,963
Fund Transfers - Expense	\$25,089	\$26,093	\$10,958,824	\$5,236,996	\$5,232,642
Fund Expenditures Total	\$25,089	\$182,839	\$13,670,010	\$17,098,194	\$18,515,144
Requirements Total	\$22,541,505	\$38,637,614	\$116,472,201	\$96,707,502	\$98,407,502
FTE	14.16	22.80	23.80	23.80	25.80

Community and Socialization

Program Description & Goals

The Community and Socialization Program includes a broad range of activities, including the following:

- ◆ Educational and out of school time services for youth: Environmental education, preschool, after-school programs at community centers and SUN Community Schools, and camp activities for youth ages 3-14 during school breaks.
- ◆ Community events: Special events including singular events and larger sponsor and partner supported activities like Summer Free For All (SFFA) movies and concerts and Lunch + Play.
- ◆ Facility rentals and related services: Venues and resources for Portlanders to create their own experiences and bring their communities together.
- ◆ Enrichment and lifelong learning: Activities that include physical, social, and educational development for all ages. Examples include the Environmental Education Program providing classes, guided walks, camps, volunteer opportunities, naturalist training, trail and tree maintenance jobs, and special events focused on stewardship and connection to the city's natural spaces; and the Community Gardens Program providing Portlanders with opportunities to grow organic food, improve social and physical well-being, and connect with their community. There are 60 community gardens located throughout Portland, developed and operated by PP&R staff and volunteers.
- ◆ Community engagement: Working with the community to help define activities and programs through a variety of means, including customer surveys and partnerships.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Community and Socialization Program Outcomes:

PP&R does not want cost to be a barrier to access. There are fees associated with the Community & Socialization Program, so PP&R offers financial assistance to Portlanders in need. This contributes to the bureau's goal of reducing cost as a barrier. The bureau will be including measures in its regular community survey work to track progress over time and any disparities in results.

PP&R operates community gardens and tracks the percentage of the population living within one mile of a community garden. PP&R is working to increase its service levels for community garden access.

Community and Socialization Program Actions:

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The Community and Socialization Program contributes to broader action measure tracking for two actions:

- ◆ Remove financial barriers for low-income households interested in accessing PP&R recreation programs. Performance for this action is tracked as the total amount of financial assistance provided, percentage of participants accessing financial assistance, and total number of people receiving financial assistance.
- ◆ Provide a diverse variety of public recreation opportunities, as tracked by total attendance.

The program tracks its work to provide education and out of school services for youth by tracking the annual number of registrations in educational preschool, SUN Community Schools, community center afterschool programs, and camps.

The program tracks its work to provide free meals to Portlanders by tracking the annual number of free meals served.

The program tracks its work to manage community gardens – including actions like using organic practices, developing and supporting partnerships with community organizations, and hosting garden-based events – by tracking the number of community gardens managed. The program is working to increase the number of community gardens.

The program tracks its work to provide nature camps, classes, and community programs, including programming for teens, by tracking the annual total of people who participated in nature camps, classes, and community programs.

The program tracks its work to support volunteers and partner organizations by tracking the total number of volunteers working to steward parks, natural areas, and trails.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of population living within 1 mile of a community garden	62.00%	67.00%	NA	NA	100.00%
Total estimated attendance	874,780	1,159,801	875,000	1,160,000	1,160,000
Percentage of Portlanders who say cost is not a barrier to access	NA	NA	75.00%	NA	NA
Number of free meals served	173,197	99,432	175,000	100,000	NA

Equity Impacts

Black people, Indigenous people, people of color, LGBT2SQIA+ people, immigrant and refugee communities, families earning low incomes, people with disabilities, youth, and older adults have been and continue to be served by community centers, cultural events, educational and out of school time services for youth, the Environmental Education Program, and the Community Gardens Program. In the past, recreation program participants have been surveyed through the Parks Race and Ethnicity Project (PREP), which was suspended in January 2017. This effort will be reinstated to determine who is being served and who is not.

All Community and Socialization Programs engage communities of color. For example, programming at Gateway Discovery Park and Summer Free For All (free movies, free concerts, Free Lunch + Play) are organized in partnership with community groups. Current partners include Asian Pacific American Network of Oregon (APANO), Black Parent Initiative, Bollywood Dreams, Latino Network, Native American Youth and Family Center (NAYA), Slavic Family Media, and the Tongan Community.

Community and Socialization programs strive to provide 50% of activity capacity to youth and families of color, immigrants and refugees, and families earning low incomes through outreach with partner organizations. Language translation of program information and signage and virtual program opportunities will continue to expand access to programming.

The 11 SUN Community School sites operated by PP&R provide academic and social enrichment for youth and families to combat barriers that limit opportunities and resources for students. The Environmental Education program engages communities of color in environmental stewardship and education. Program offerings include the Teen Nature Team (TNT) volunteer program for middle school youth which provides access to natural areas, STEM education, and mentorship. The Youth Conservation Crew (YCC) provides employment opportunities for a diverse population of Portland-area youth. Crews protect, restore, and manage Portland's parks and natural areas while developing essential job skills and exploring environmental career paths. The YCC and TNT programs directly contributes to a more diverse hiring pool for seasonal employees for the entire bureau and helps the bureau meet its equity goals. Alumni demographics for YCC and TNT From 2009 to 2019, 85% of YCC and TNT program participants were low-income, 57% spoke a language other than English at home, and 76% were people of color.

The Community Gardens program supports equity in the following ways:

- ◆ Interpretation and translation services
- ◆ Evaluation of program policies and practices to determine how they impact communities of color
- ◆ Community outreach and engagement with communities of color, low-income communities, Indigenous communities, and immigrants and refugees
- ◆ Serve new communities by building new community gardens in areas with higher rates of communities of color and low-income households, focusing on East Portland
- ◆ An inclusive volunteer leadership program that centers diversity and equity.

Changes to Program

There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,713,441	\$9,356,490	\$10,929,470	\$12,283,668	\$12,563,740
External Materials and Services	\$821,150	\$658,304	\$1,884,222	\$2,068,516	\$2,068,516
Internal Materials and Services	\$449,289	\$548,368	\$626,882	\$830,582	\$830,582
Capital Outlay	\$0	\$32,439	\$0	\$0	\$0
Bureau Expenditures Total	\$8,983,880	\$10,595,601	\$13,440,574	\$15,182,766	\$15,462,838
Requirements Total	\$8,983,880	\$10,595,601	\$13,440,574	\$15,182,766	\$15,462,838
FTE	88.90	65.99	66.06	66.06	66.06

Community Engagement

Program Description & Goals

The Community Engagement Program includes PP&R's Equity & Inclusion Team.

Program services include the following:

- ◆ Lifelong Recreation partners with community organizations to serve older adults, communities of color, and people with disabilities.
- ◆ TeenForce offers free, safe spaces for youth (ages 10-20 years old) to engage in prosocial behavior. TeenForce seeks to reach youth at risk of exposure to violence and trauma. The Teen Community Collaborative Initiative strengthens partnerships with culturally specific organizations that serve youth from families earning low-incomes, particularly refugee and immigrant youth, and youth of color through in-kind facility use or grant funding.
- ◆ Adaptive & Inclusive Recreation provides recreational, educational, and wellness programs for people living with disabilities. This is in addition to PP&R's Inclusion Services that support people with disabilities participating in recreation programs.
- ◆ Volunteer Services offers individuals, school groups, businesses, and community organizations volunteer opportunities in recreation, stewardship efforts, and park projects.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Community Engagement Program Outcomes:

PP&R is working to remove cost as a barrier to access to its programs and services. There are fees associated with aspects of the Community Engagement Program, so PP&R offers financial assistance and free programs to Portlanders in need. The bureau will include measures in its regular community survey work to track progress over time and any disparities in results.

Community Engagement Program Actions:

The Community Engagement Program contributes to broader action measure tracking for two actions:

- ◆ Remove financial barriers for low-income households interested in accessing PP&R recreation programs. Performance for this action is tracked as the total amount of financial assistance provided, percentage of participants accessing financial assistance, and total number of people receiving financial assistance.
- ◆ Provide a diverse variety of public recreation opportunities, as tracked by total attendance.

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The program tracks its work to provide adaptive and inclusion recreation services to support recreational, educational, and wellness programs for people with disabilities by tracking the annual number of registrations in Adaptive and Inclusive Recreation services. In FY 2022-23, there were over 1,500.

The program tracks its work to deliver programs to engage teens by tracking annual scans for TeenForce passes. In FY 2022-23 there were over 33,000, up from 22,000 in FY 2021-22.

The program tracks its work to provide recreation opportunities for older adults to stay active and engaged by tracking the annual number of registrations for older adults. In FY 2022-23, there were over 7,000, up from 5,000 in FY 2021-22.

The program tracks its work to support volunteers and partner organizations in stewardship of parks, natural areas, and trails by tracking the total number of volunteers in stewardship of parks, natural areas, and trails. In FY 2022-23, there were over 7,000.

The program tracks its work to invite community members into the parks and recreation system through volunteer programs by tracking total annual volunteer hours. In FY 2022-23, there were over 370,000, up from over 340,000 in FY 2021-22.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total estimated attendance	874,780	1,159,801	875,000	1,160,000	1,160,000
Total scans for TeenForce passes	22,788	33,460	23,000	33,460	51,500
Percentage of Portlanders who say cost is not a barrier to access	NA	NA	75.00%	NA	NA
Total volunteer hours	328,181	373,454	NA	374,000	NA

Equity Impacts

The program seeks to reduce the impacts of economic and social disparities on individuals and groups within the community by providing places and services that promote health, safety, and learning opportunities for Portlanders. The program maintains a strategic focus on reaching and supporting underserved communities to ensure those most impacted by bureau decisions about assets, planning, or programming can participate in decision-making processes. The program works to reflect and serve Portland’s diverse and growing community, support bureau equity goals, build relationships, strengthen partnerships, and facilitate collaboration to integrate underserved populations which include Black people, Indigenous people, people of color, immigrants and refugees, families living with low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities, and promote connections to and support for the parks system.

The Community Engagement Program facilitates the bureau’s racial equity efforts, supports efforts to diversify PP&R’s workforce, supports culturally and linguistically appropriate marketing and outreach, collaborates with communities of color and immigrant and refugee communities, and is focused on PP&R’s efforts to create anti-racist practices, policies, and programs.

For many years, the community has told PP&R, through bureau surveys and engagement and the Portland Insights Survey, that fees for programs are a barrier to access. In a 2017 survey, PP&R found that cost was not a barrier to 75% of respondents. That same survey indicated that cost as a barrier was disproportionately experienced by communities of color and people in East Portland. PP&R has made strides removing barriers for Portlanders living with low incomes – In FY 2022-23, 26% of program participants accessed financial assistance, up from 19% in FY 2021-22. PP&R provided \$3 million in financial assistance in FY 2022-23 as compared with \$1.5 million in FY 2021-22.

PP&R’s Community Engagement Program serves Black people, Indigenous people, people of color, immigrants and refugees, families living with low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Community Engagement Program is working to improve its understanding of institutional racism and its impacts. The program is partnering with and building the capacity of community organizations that work with underserved communities.

Changes to Program

There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,647,779	\$2,562,058	\$2,937,675	\$3,724,121	\$3,806,204
External Materials and Services	\$1,977,398	\$1,747,115	\$2,261,392	\$1,991,415	\$1,991,415
Internal Materials and Services	\$93,152	\$114,909	\$89,127	\$170,659	\$170,659
Bureau Expenditures Total	\$4,718,328	\$4,424,082	\$5,288,194	\$5,886,195	\$5,968,278
Requirements Total	\$4,718,328	\$4,424,082	\$5,288,194	\$5,886,195	\$5,968,278
FTE	24.16	18.50	22.50	22.50	22.50

Facility and Amenity Maintenance

Program Description & Goals

Portland Parks & Recreation’s (PP&R) Facility and Amenity Maintenance Program, known as the Professional Repair and Maintenance Services (PRMS) Program, is charged with maintenance and repairs of park facilities and amenities. Altogether, PRMS covers the community’s 230 parks, approximately 12,000 acres of parkland, and the recreation system’s many facilities. The Facility and Amenity Maintenance Program aims to provide timely, efficient, and appropriate professional and trade repairs to bureau assets. Services the program provides include mechanical, electrical, plumbing, HVAC, security and fire alarms, signage, playground equipment, general carpentry, locksmith, welding, painting, graffiti removal, as well as heavy equipment, fleet management, tall grass mowing, infrastructure-based environmental health services, and more. PP&R’s Facility and Amenity Maintenance Program provides both preventive and emergency maintenance for PP&R built assets, including community centers, decorative fountains, restrooms, play structures, and other park features.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Facility and Amenity Maintenance Program Outcomes:

The Facility and Amenity Maintenance Program contributes to and tracks three outcome measures as the program works to provide accessible, safe, well cared for public spaces:

- ◆ Percentage of built assets in good or very good condition
- ◆ Percentage of population within 1/2 mile of a park with a fully open playground
- ◆ Metric tons of carbon emissions generated by PP&R

The program is working to increase the percentage of built assets in good or very good condition, and to reduce the percentage of community center square footage that is unreinforced masonry. The program is also working to reduce the bureau’s amount of carbon emissions through electric fleet vehicle purchases.

Facility and Amenity Maintenance Program Actions:

The Facility and Amenity Maintenance Program contributes to the bureau action to design, deliver, and report on capital maintenance projects by tracking funds spent on capital renovation projects. The Facility and Amenity Maintenance Program is working to increase the pace of its project delivery for capital maintenance projects as additional staff are hired.

The Facility and Amenity Maintenance Program contributes to the actions of managing the PP&R American Disabilities Act (ADA) Transition Plan and identifying and removing ADA barriers by removing identified barriers and tracking the:

- ◆ Percentage of barriers removed as identified in the bureau’s ADA Transition Plan
- ◆ Total number of ADA Transition Plan barriers removed annually

The bureau is working toward increasing both the total percentage and annual number of barriers removed dependent on adequate funding.

The Facility and Amenity Maintenance Program tracks its action to inspect, maintain, and repair built assets, park amenities, and plumbing, electrical, heating, and cooling systems by tracking the:

- ◆ Percentage of Consumer Products Safety Institute playground inspections completed
- ◆ Percentage of time spent on work orders that are preventative
- ◆ Percentage of repair and maintenance staff hours spent on preventative work orders
- ◆ Number of staff for repair and maintenance shops

The program has been achieving its goal for inspections completed and is working to maintain that service level. The program is working to increase the percentage of preventative work orders and decrease the total number of repair projects on the backlog, which is challenging as the infrastructure ages.

The Facility and Amenity Maintenance Program tracks its action to manage and maintain built assets to industry standards by tracking the percentage of portfolio value spent on capital maintenance. The bureau is working to increase this percentage.

The Facility and Amenity Maintenance Program tracks its action to manage and modernize vehicles and equipment by tracking the percentage of vehicles that are electric out of eligible models. The program is working to increase the percentage of electric vehicles in the PP&R fleet.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Metric tons of carbon emissions generated by PP&R	NA	8,953	NA	8,953	5,000
Total number of PP&R Americans with Disabilities Act Transition Plan barriers removed	366	121	1,004	NA	NA
Percentage of community center square footage that is unreinforced masonry	58.60%	51.00%	58.60%	58.60%	NA
Percentage of total barriers removed as identified in the PP&R Americans with Disabilities Act Transition Plan	17.40%	18.00%	29.20%	NA	NA
Percentage of portfolio value spent on capital maintenance	1%	1%	1%	1%	3%
Percentage of built assets in good or very good condition	19.00%	13.00%	20.00%	NA	NA
Percentage of work orders that are preventative	12%	13%	15%	NA	NA

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Equity Impacts

PP&R's Facility and Amenity Maintenance Program serves Black people, Indigenous people, people of color, immigrants and refugees, families earning low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities by maintaining park amenities and facilities throughout our PP&R system. The Facility and Amenity Maintenance Program meets equity needs both from the external services provided and PP&R internal operations. For external services, the program helps PP&R reach its equity and inclusion goals by utilizing equity scores by park site, which informs the priority, distribution, and completion of work orders. Shop supervisors are applying an equity lens to scheduling as well. Supervisors schedule work time more equitably throughout the city, using equity data to inform decision-making and allocating maintenance work resources to underserved areas of the city.

Changes to Program

A decision package creates 1.0 FTE Plumber position, 1.0 FTE Electrician position, and 1.0 FTE Facilities Maintenance Technician to expand the capacity across the seven days of the week to facilitate activation of events on weekends.

A decision package provides \$1.6 million of PCEF resources that will be used to fund replacement of gasoline-powered leaf blowers with electric models as well as create infrastructure improvements adequate to charge those units. This will contribute to the City's goal to reduce greenhouse gas emissions.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,538,960	\$7,252,157	\$9,569,864	\$9,216,173	\$9,531,467
External Materials and Services	\$1,518,119	\$2,684,848	\$3,952,385	\$3,280,387	\$3,280,387
Internal Materials and Services	\$1,033,545	\$2,511,847	\$3,136,347	\$2,855,424	\$2,855,424
Capital Outlay	\$88,000	\$255,030	\$26,232	\$0	\$0
Bureau Expenditures Total	\$6,178,624	\$12,703,882	\$16,684,828	\$15,351,984	\$15,667,278
Fund Expenditures					
Debt Service	\$51	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$2,141,935	\$2,141,935
Fund Transfers - Expense	\$60,000	\$0	\$692,000	\$0	\$0
Fund Expenditures Total	\$60,051	\$0	\$692,000	\$2,141,935	\$2,141,935
Requirements Total	\$6,238,674	\$12,703,882	\$17,376,828	\$17,493,919	\$17,809,213
FTE	51.00	75.00	66.75	69.75	69.75

Leadership and Advocacy

Program Description & Goals

Portland Parks & Recreation's (PP&R) Leadership and Advocacy Program includes the Director, Deputy Director, Sustainable Future Manager, Levy Coordinator, and the support staff they need to engage with the Mayor's Office, City Council, the Parks Board, employees, and other key friends and partner groups to advance Healthy Parks, Healthy Portland and Sustainable Future planning. Activities include employee meetings, City Council work sessions, meeting with the public and partner organizations, and participation in national or local park and recreation organizations.

The program directs the bureau's division managers, coordinates the bureau's Senior Management team, and coordinates policy with the Commissioner-in-Charge.

The program also leads PP&R's Healthy Parks, Healthy Portland planning framework, detailed below. PP&R has captured its planning work in a series of documents that will be continuously improved:

- ◆ Listening and Learning Process: Builds and strengthens relationships over time, receives input to help PP&R better meet the needs of underserved communities, and supports bureau decision making.
- ◆ Mission, Vision, Values, and Equity and Anti-Racism Commitment statements: Clear statements guide the work of PP&R and inform the bureau's Actions and Results framework and future versions of the Decision Support Tool. Actions and Results: Identifies PP&R's actions and how results will be measured. PP&R's performance will be captured in this framework. PP&R is creating an agile, dynamic form of planning, one that is responsive and transparent to community.
- ◆ Decision Support Tool: Provides a common framework to evaluate choices and investment decisions through an integrated lens that includes equity, values, strategy, feasibility, and other dimensions.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Leadership and Advocacy Program Outcomes:

Leadership and Advocacy helps support outcomes across other bureau program offers.

Leadership and Advocacy Program Actions:

Leadership and Advocacy tracks its work to support community partners and activate park spaces by supporting and funding capacity building by tracking information about partnership grants.

Leadership and Advocacy tracks its work to support investments in PP&R capacity building through grants and philanthropic donations by tracking information about grants received and active friends and partner groups.

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Equity Impacts

The goal of Healthy Parks, Healthy Portland can only be achieved if PP&R provides services, parks, and facilities equitably to all Portlanders. Centering racial equity and using community engagement to create a cycle of continuous improvement makes this planning framework more responsive than past, timebound efforts.

PP&R aims to become an organization that creates anti-racist outcomes, and this will require dedicated focus on creating new and updating existing code, policies, strategies, and standard operating procedures across all its services. New policies and procedures will support the bureau's transition to new bureau strategy and racial equity goals, including work to remove cost as a barrier to its public programs.

PP&R's Leadership and Advocacy Program serves Black people, Indigenous people, people of color, immigrants and refugees, families living with low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Leadership and Advocacy Program is working to improve its understanding of institutional racism and its impacts.

The Leadership and Advocacy Program will also lead the Community Partnership Program to expand PP&R's capacity to reach underserved communities and center equity. Resources will be used to provide targeted financial support to partner organizations that bring knowledge, expertise, resources, and a focused approach to provide culturally appropriate and accessible services. An important area for PP&R community partnerships is to create and expand PP&R employment pipelines to better serve all Portlanders.

Changes to Program

Over the past three years, personnel and related expenses have been intentionally relocated to the Business Services Program Offer. This allows for proper allocation to the Parks Levy and more closely aligns positions with the provided services. There are no other substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$855,934	\$116,330	\$106,549	\$389,945	\$408,445
External Materials and Services	\$359,579	\$2,149	\$150	\$0	\$0
Internal Materials and Services	\$13,814	\$3,060	\$0	\$6,900	\$6,900
Bureau Expenditures Total	\$1,229,327	\$121,539	\$106,699	\$396,845	\$415,345
Requirements Total	\$1,229,327	\$121,539	\$106,699	\$396,845	\$415,345
FTE	7.00	0.00	2.00	2.00	2.00

Marketing and Communication

Program Description & Goals

Portland Parks & Recreation's (PP&R) Marketing and Communication Program strives to ensure clear and concise communication from all PP&R divisions to the public, as well as facilitate community engagement processes that connect Portlanders to their parks and recreation programs. Through the power of storytelling and personal relationships, this program encourages the community's deeper investment in PP&R's offerings as constituents, customers, and donors. PP&R has dozens of active capital projects in need of community input and engagement and the bureau has a multitude of parks and recreation service offerings. The program creates inclusive park designs, projects, programs, and policies that advance PP&R's strategic efforts.

PP&R's Marketing and Communication Program offers three categories of services:

- ◆ **Marketing and Communication:** Strong stories and engaging photography and design are the foundation of successful communications. Communications and promotions plans are developed to match the needs of individual projects or programs. This program develops marketing and promotions plans and uses print (posters, fliers, regional guides, and advertisements in local publications) and digital communications (web, e-newsletters, social media, television, and radio) to execute them.
- ◆ **Community Engagement:** Processes that strengthen community outcomes are designed for each program. Outreach strategies through phone, focus groups, digitally, and public meetings are all used to accomplish program goals.
- ◆ **Partnerships and Development:** Creating and stewarding partnerships strengthens community ties to PP&R's parks and recreation system and generates additional sponsorship, grant, or donation revenue for investment in projects or programs. This program offer's budget has overlap with the Community Engagement Program and does not include the recreation marketing team.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Marketing and Communications Program Outcomes:

Marketing and Communications helps support outcomes across other bureau program offers.

Marketing and Communications Program Actions:

Marketing and Communications tracks its work to support community partners and activate park spaces by supporting and funding capacity building by tracking information about partnership grants.

Marketing and Communications tracks its work to support investments in PP&R capacity building through grants and philanthropic donations by tracking information about grants received and active friends and partner groups.

Portland Parks and Recreation

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Equity Impacts

The Marketing and Communication Program serves Black people, Indigenous people, people of color, immigrants and refugees, families living with low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Marketing and Communications Program is working to improve its understanding of institutional racism and its impacts. The program is partnering with and building the capacity of community organizations that work with underserved communities.

Changes to Program

Over the past three years, personnel and related expenses have been intentionally relocated to the Business Services Program Offer. This allows for proper allocation to the Parks Levy and more closely aligns positions with the provided services. There are no other substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$582,552	\$41	\$0	\$0	\$0
External Materials and Services	\$4,868	\$684,850	\$795,000	\$286,160	\$286,160
Internal Materials and Services	\$2,854	\$0	\$28,196	\$0	\$0
Bureau Expenditures Total	\$590,274	\$684,891	\$823,196	\$286,160	\$286,160
Requirements Total	\$590,274	\$684,891	\$823,196	\$286,160	\$286,160
FTE	6.66	0.00	0.00	0.00	0.00

Natural Area Maintenance

Program Description & Goals

Portland Parks & Recreation's (PP&R) Natural Area Maintenance Program provides natural resources and passive recreation services across 73 natural areas and over 8,000 acres of forests, wetlands, meadows, and other natural landscapes. The Natural Area Maintenance Program plans and implements vegetation management treatments to improve the ecological health of natural areas, support native wildlife, and keep natural areas healthy for future generations.

The Natural Area Maintenance Program manages more than 120 miles of soft surface trails that provide healthy recreational opportunities and enhance the livability of the city for Portlanders. It includes the Protect the Best Program, an innovative vegetation management program that treats healthy "core habitat," and Renew Forest Park, a holistic approach to repairing the largest forested city park in the U.S. The program manages Powell Butte, Oaks Bottom, and Forest Park, as well as hundreds of bridges, culverts, boardwalks, signs, trailheads, restrooms, and other built assets that keep Portland's natural areas accessible to visitors and provide unique opportunities for people to experience nature locally.

As the city becomes more densely populated, urban natural areas play an even more critical role in providing livability and access to nature. The more natural areas are used by visitors, the more maintenance they require to keep native vegetation and streams healthy, trails accessible, and infrastructure sound. Preservation of natural areas is one important element for providing habitat for a wide variety of native species, improving air quality, and water and combating the effects of climate change.

The Natural Area Maintenance Program:

- ◆ Assesses ecosystem functions and threats.
- ◆ Initiates vegetation treatments to improve natural area conditions.
- ◆ Removes invasive plants.
- ◆ Plants native trees, shrubs and grasses.
- ◆ Conducts wildlife surveys and vegetation monitoring.
- ◆ Assesses trails and plans improvements.
- ◆ Completes trail maintenance and improvements, including leaf removal, tread repair and building rock walls, timber steps, and turnpikes.
- ◆ Performs storm response, including removing trees from trails and addressing landslides and erosion issues.
- ◆ Cleans sites of vacated homeless camps and dumped debris on property in portfolio.
- ◆ Removes graffiti and repairs damage from vandalism.
- ◆ Completes daily care and cleaning of natural areas and their associated built assets.
- ◆ Provides stewardship opportunities to students, youth, adults, groups and families, connecting volunteers to natural area restoration; and
- ◆ Works with community partners, researchers, and colleagues to continually develop best management practices.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer.

Natural Area Maintenance Program Outcomes:

Natural Area Maintenance helps support outcomes across other bureau program offers. The program is developing its tracking measure to track the overall health condition of natural areas.

Natural Area Maintenance Program Actions:

The Natural Area Maintenance Program contributes to the work of maintaining parks and natural areas. The program is tracking its work by tracking the number of acres of invasive species treated annually and the amount of trash collected annually by Land Stewardship staff. The program is developing its tracking measures to further track actions related to natural area maintenance.

Equity Impacts

PP&R’s Natural Area Maintenance Program includes the Natural Areas Stewardship Program that works with volunteers of all ages to restore and enhance Portland’s parks and natural areas. Through volunteer events, they engage with over 120 partner groups serving racially and ethnically diverse communities, including student groups from Title I schools, older adults, and groups from culturally specific community organizations.

Stewardship Coordinators support long-term mentorship and career opportunities for young people from diverse backgrounds by collaborating with multiple internship programs. Natural Areas Stewardship provides support to programs like Audubon TALON, the Green Workforce Collaborative, Lents Youth Initiative, and PP&R Environmental Education Teen Program. Stewardship Coordinators also work with multiple PP&R Youth Conservation Crews (YCC) for eight weeks in the summer, helping to provide job skills and networking opportunities to young environmental leaders. This work engages young people with relevant, culturally responsive experiences that help foster awareness of environmental justice. PP&R’s Natural Area Maintenance Program specifically allocates stewardship and YCC resources to communities of color and underrepresented communities. The YCC Program directly contributes to a more diverse hiring pool for seasonal employees for the entire bureau and helps the bureau by:

- ◆ Increasing the percentage of employees of color hired seasonally and promoted.
- ◆ Streamlining the hiring process and increasing hiring and retention of full-time and seasonal employees of color.
- ◆ Providing career development guidance for employees of color to advance within the bureau.
- ◆ Scaling existing programs and creating a formal youth internship program for youth of color and refugee and immigrant youth to have employment opportunities.

Changes to Program

A decision package creates 2.0 FTE Manager 1 positions and 1.0 FTE Analyst II position to resolve management and supervisory span of control issues resulting from the major expansion of the number of front-line positions created within the City Nature component of the Lands Stewardship Division since passage of the 2020 Portland Parks Levy. Funding for this package comes from the use of \$637,305 in additional ongoing General Fund blend resources.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,129,536	\$3,310,437	\$4,364,361	\$4,128,557	\$4,251,915
External Materials and Services	\$262,839	\$402,789	\$734,153	\$768,328	\$768,328
Internal Materials and Services	\$398,916	\$450,185	\$656,898	\$604,014	\$590,180

Portland Parks and Recreation

Vibrant Communities Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$9,500	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$2,800,792	\$4,163,411	\$5,755,412	\$5,500,899	\$5,610,423
Requirements Total	\$2,800,792	\$4,163,411	\$5,755,412	\$5,500,899	\$5,610,423
FTE	22.20	33.00	24.00	27.00	27.00

Park Maintenance

Program Description & Goals

Portland Parks & Recreation's (PP&R) Park Maintenance Program strives to provide clean, safe, functional, and beautiful parks throughout the city. This program maintains daily operations at 154 parks and approximately 3,000 acres across Portland. Most parks contain many assets – benches, pathways, restrooms, playgrounds, athletic fields, and other active and passive recreational amenities. Most of these assets are cleaned and inspected daily to provide a clean, safe, and positive public experience. Park Maintenance also nurtures and monitors the health of green assets, including planting and maintaining structural and ornamental plants and small trees throughout the parks. Parks Maintenance staff are typically the first to discover and report issues requiring skilled trades or larger responses to maintenance and safety issues across PP&R assets.

Portland Parks and Recreation

Vibrant Communities Service Area

Park Maintenance services include:

- ◆ Inspecting and repairing playgrounds and playground equipment.
- ◆ Opening and cleaning restrooms.
- ◆ Removing garbage and litter.
- ◆ Removing graffiti.
- ◆ Clearing and cleaning pathways and benches.
- ◆ Inspecting, testing, and repairing plumbing and lighting infrastructure.
- ◆ Cleaning, inspection, and repairing athletic courts and fields.
- ◆ Operating and maintaining hundreds of irrigation systems.
- ◆ Maintaining the health of grass, trees, and ornamental landscapes from neighborhood parks to world-class venues like the Hoyt Arboretum and the Washington Park International Rose Garden.
- ◆ Providing natural experiences for people and habitat for wildlife.
- ◆ Designing, building, and maintaining nature patches, which are natural gardens that support native pollinators and offer opportunities for exploration and volunteer stewardship.
- ◆ Cleaning sites of vacated camps and dumped debris at parks, natural areas, and facilities.
- ◆ Preparing for, coordinating, approving, and cleaning up after permitted events.
- ◆ Maintaining and operating various heavy equipment including commercial grade mowers, tractors, trucks, trailers, and related machinery.
- ◆ Mowing, raking, edging, and trimming lawns, green spaces, and around trees.
- ◆ Safely operating hand-held power equipment such as edgers, chainsaws and other small grounds maintenance equipment.
- ◆ Watering and weeding lawns, shrubs, flower beds, and gardening work.
- ◆ Responding to storms and debris clean-up.
- ◆ Responding to snow and ice events.
- ◆ Coordinating and scheduling volunteers and other citizen-initiated proposals.

Parks Maintenance is assisted by community volunteers, neighborhood associations, and other work groups who contribute tens of thousands of hours in parks, improving the conditions of cleanliness and plant care. Park Maintenance staff meet regularly with neighborhood park coalitions to solicit feedback on park maintenance and improvements.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer.

Park Maintenance Program Outcomes:

Park Maintenance helps support outcomes across other bureau program offers. The program is developing its outcome performance measures.

Park Maintenance Program Actions:

The Park Maintenance Program contributes to the work of maintaining parks and natural areas by tracking the number of acres of invasive species treated annually and amount of trash collected annually by Land Stewardship staff. The program is developing its tracking measures to further track actions related to park maintenance.

Equity Impacts

Portland parks are dispersed throughout the city. The parks are utilized by people of all backgrounds, abilities, and ages. The Park Maintenance Program serves the diversity of Portland by performing routine maintenance, such as maintaining playground equipment, removing garbage and debris, cleaning restrooms, providing informational signage, and checking park grounds for additional hazards or threats to the public. Completion of these tasks helps create safe spaces for all people to recreate. This can be particularly important for low-income and underserved communities that may not have access to play elsewhere.

The Park Maintenance Program activities are tracked and accounted for daily through a work order system. The work order system is a maintenance and facility management software designed to streamline operations and extend asset life. The software captures how much time is spent in a park working on any given asset.

Parks are one of the last public places that are not cost prohibitive to community members. Parks are also an important resource for community members who do not have a yard of their own, or individuals who do not otherwise have access to open spaces and natural areas. Nature patches are a way to bring natural spaces into neighborhood parks, in areas where community members don't live within walking distance of a true natural area.

PP&R's Park Maintenance Program serves Black people, Indigenous people, people of color, immigrants and refugees, families earning low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Park Maintenance Program is working to improve its understanding of institutional racism and its impacts. The program is partnering with and building the capacity of community organizations that work with underserved communities. Additionally, it is building pathways to permanent employment and professional development by converting casual staff positions to full time positions. The program is also piloting a new entry level Horticulturalist Apprentice classification position to add a workforce development component to the nature patch program.

Changes to Program

The Park Maintenance Program is adding multiple positions in FY 2024-25 to strive to do work in new, more equitable ways. Changing seasonal worker positions to permanent Utility Worker staff is a new approach to caring for developed parks. This change is building pathways to permanent employment and professional development by converting casual staff positions to full time positions.

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Vibrant Communities Service Area

The program is also trying a new entry level Horticulturalist Apprentice classification position to add a workforce development component to the nature patch program. Additionally, it is no longer dependent on the work of community members involved in the criminal justice system.

In FY 2024-25 Parks Maintenance program will receive \$1.6 million in funding from the Portland Clean Energy Fund (PCEF) to support the transition from gas powered to electric powered leaf blowers.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$9,737,531	\$13,942,139	\$15,667,057	\$16,187,596	\$16,642,393
External Materials and Services	\$2,189,450	\$2,525,852	\$4,890,071	\$4,672,871	\$4,672,871
Internal Materials and Services	\$3,256,084	\$2,889,490	\$3,820,227	\$4,262,862	\$4,276,696
Capital Outlay	\$87,424	\$0	\$0	\$75,000	\$75,000
Bureau Expenditures Total	\$15,270,489	\$19,357,481	\$24,377,355	\$25,198,329	\$25,666,960
Fund Expenditures					
Contingency	\$0	\$0	\$77,882	\$0	\$0
Fund Transfers - Expense	\$(60,000)	\$0	\$275,000	\$50,000	\$50,000
Fund Expenditures Total	\$(60,000)	\$0	\$352,882	\$50,000	\$50,000
Requirements Total	\$15,210,489	\$19,357,481	\$24,730,237	\$25,248,329	\$25,716,960
FTE	103.80	138.00	123.62	123.62	123.62

Planning

Program Description & Goals

Portland Parks & Recreation's (PP&R) Planning Program provides organization-wide guidance for the planning, development, sustainment, modernization, and quality of built and natural infrastructure. Major services include:

- ◆ Managing, developing, and renewing the bureau's long-range and short-range planning efforts, including climate resilience planning
- ◆ Completing system and site-specific park, natural area, and regional trails concept and design plans
- ◆ Establishing and regularly updating sustainable and equitable service levels for park assets and making recommendations for parkland and trail system acquisitions
- ◆ Developing policy and zoning code changes to benefit PP&R and advance equity and climate resilience objectives
- ◆ Negotiating with private developers to establish new parks and trails on private land through agreements
- ◆ Negotiating with and representing the bureau on major projects where other public agencies are proposing development that would impact parks resources
- ◆ Establishing sustainable service levels for the provision of all types of park assets, including parks, natural areas, trails, and community centers
- ◆ Management of the annual process for prioritizing and selecting capital projects for the bureau's 20-year, \$1 billion Capital Improvement Program (CIP)

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Planning Program Outcomes:

The Planning Program tracks several outcome measures, and is working to reduce disparities in access and increase community service outcomes within the city for all of them:

- ◆ Percentage of population living within 1/2 mile of a park with fully operational playground
- ◆ Percentage of population living within 1/2 mile of a park or natural area
- ◆ Percentage of population living within 3 miles of a full-service community center
- ◆ Percentage of population living within 1 mile of a community garden
- ◆ Number of miles of regional trails

Planning Program Actions:

Portland Parks and Recreation

Vibrant Communities Service Area

The Planning Program tracks its action to develop systemwide and individual concept, development, or management plans for parks, natural areas, trails, and facilities by measuring the number of park sites that need a concept, development, or management plan, and have been waiting for longer than five years. In FY 2022-23, there were 26 sites that met these criteria. The goal is to complete one plan each year.

The Planning Program also makes recommendations on funding for Capital Growth projects, with funding decisions made by the Parks Commissioner. The program tracks its work to design, deliver, and report on Capital Growth projects by tracking the percentage of Capital Growth expenditures made in areas where the number of youth, people of color, or people living with low incomes is above Portland’s average.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of population living within 1 mile of a community garden	62.00%	67.00%	NA	NA	100.00%
Percentage of population living within 1/2 mile of a park with a fully operational playground	69.71%	70.00%	73.71%	NA	100.00%
Percentage of population living within 1/2 mile of a park or natural area.	85.18%	85.00%	85.18%	NA	100.00%
Percentage of population living within 3 miles of a full-service community center	71.86%	72.00%	70.00%	NA	100.00%
Number of miles of regional trails	160	157	160	160	NA

Equity Impacts

The Planning Program has developed strategies and processes used by the Capital Improvement Program prioritization and selection process and the Planning team’s work on amenity service levels to prioritize areas of the city that are not being well served by parks, natural areas, and amenities. Planning has indicated that geographic disaggregation is available for the percent of the population within 1/2 mile of a playground, park, or natural area, one mile from a community garden, and three miles from a community center.

This past year, PP&R’s Planning Program completed the official Level of Service (LOS) guidance that was based on extensive and comprehensive outreach to Black people, Indigenous people, people of color, and immigrant and refugee communities, with 12 listening sessions, including 152 participants. These listening sessions, most of which were conducted by community-based partners in native languages (Spanish, Vietnamese, and Russian) allowed the community to identify desired park features and the distance the community was willing to travel to those features. This work highlights areas of the city that are not well served by PP&R and through the prioritization process then helps to select areas for future increased investments. The LOS works in conjunction with the Healthy Parks, Healthy Portland framework to establish minimum target levels of service for all Portlanders, with a focus on prioritizing communities of color and underserved communities in Portland.

Changes to Program

There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$979,472	\$1,226,255	\$928,903	\$1,086,139	\$1,125,481
External Materials and Services	\$44,786	\$7,618	\$6,331	\$6,534	\$6,534
Internal Materials and Services	\$9,228	\$24,829	\$37,453	\$42,525	\$42,525
Bureau Expenditures Total	\$1,033,486	\$1,258,701	\$972,687	\$1,135,198	\$1,174,540
Requirements Total	\$1,033,486	\$1,258,701	\$972,687	\$1,135,198	\$1,174,540
FTE	7.90	6.00	6.00	6.00	6.00

Property

Program Description & Goals

Portland Parks & Recreation's (PP&R) Property program supports the management of more than 11,672 acres of parkland, including developed parks, 7,891 acres of natural areas, and all bureau structures.

The program works to:

- ◆ Activate PP&R property through mission-aligned partnerships:
- ◆ Generate revenue to support the sustainable operation and expansion of bureau properties:
- ◆ Equitably manage the total inventory of PP&R property to support the delivery of parks and recreation services to all Portlanders:
- ◆ Promote the bureau's uptake of asset management best practices:
- ◆ Collect, analyze, and maintain critical asset data to guide the bureau's long-term Capital Maintenance and Capital Improvement plans: and
- ◆ Provide operational support in key areas.

Administratively, this program offer includes two PP&R teams: Property Management and Asset Management.

Property Management issues permits for park users and non-park users, drafts, negotiates, and manages property agreements, facilitates property acquisition and disposition, coordinates with other agencies and landowners, and leads strategic partnership efforts.

Asset Management works to:

- ◆ Advance the bureau's uptake of asset management best practices:
- ◆ Assess the condition of built and natural assets:
- ◆ Manage the project selection process of PP&R's Major Maintenance Program and budget (with equity screens):
- ◆ Support PP&R operations with mandatory sidewalk inspections, work-order flow workspace, utility locate screening, asset information collection, investigations, management, GIS coordination:
- ◆ Manage PP&R's Capital Improvement Program data in conjunction with the Planning and Capital Development programs: and
- ◆ Manage the bureau's workspace program supporting 800+ FTE.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Asset Management Program Actions:

The Asset Management Program contributes to the bureau action to manage and maintain built assets to industry standards by tracking the percentage of portfolio value spent on capital maintenance. The bureau is working to increase this percentage.

The Program tracks its action to administer asset information systems, including maintenance backlog projects list by tracking the:

- ◆ Number of projects on the maintenance backlog list
- ◆ Total dollar value of major maintenance backlog list
- ◆ Percent of assets in Good or Very Good Condition

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Metric tons of carbon emissions generated by PP&R	NA	8,953	NA	8,953	5,000
Percentage of portfolio value spent on capital maintenance	1%	1%	1%	1%	3%

Equity Impacts

The Program has a variety of direct and indirect impacts on the equitable delivery of services. Some impacts include what activities are allowed in parks, how much they cost or how they get funded, and the condition of parks. All of these impacts affect communities of color and underserved communities. The Program must balance legacy user expectations, changing community needs, infrastructure and maintenance costs, and internal resource allocation, while keeping access equitable and affordable. The Program works to balance budgetary constraints and equitable levels of service. Careful reviews of all permit fees are conducted to ensure that individual use and commercial charges are appropriately balanced and meet the demographic needs of surrounding communities.

The Asset Management team detects, elevates, and addresses unintended service disparities through a systematic approach, structured process evolution, and data management. Asset Management frameworks strive to balance value, cost, and risk over time with an embedded equity lens. In addition, the Asset Management framework also tracks progress by evaluating infrastructure and work orders for disparities using demographic data and prioritizes major maintenance using an equity index based on service area demographics.

Changes to Program

Over the past three years, personnel and related expenses have been intentionally relocated to the Business Services Program Offer. This allows for proper allocation to the Parks Levy and more closely aligns positions with the provided services. There are no other substantial changes to this program in the FY 2024-25 Adopted Budget.

Portland Parks and Recreation

Vibrant Communities Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,278,175	\$161,267	\$8,500	\$1,272,149	\$1,319,895
External Materials and Services	\$1,390,140	\$84,861	\$37,390	\$505,783	\$505,783
Internal Materials and Services	\$(1,340,345)	\$(4,130)	\$39,701	\$5,511	\$5,511
Bureau Expenditures Total	\$2,327,970	\$241,998	\$85,591	\$1,783,443	\$1,831,189
Requirements Total	\$2,327,970	\$241,998	\$85,591	\$1,783,443	\$1,831,189
FTE	20.00	0.00	9.00	9.00	9.00

Recreation Facility Operations

Program Description & Goals

Portland Parks & Recreation’s (PP&R) Recreation Facility Operations Program includes the staffing, materials, and services necessary to open the doors at nine community centers (Charles Jordan, East Portland, Matt Dishman, Mt. Scott, Southwest, Peninsula Park, St. Johns, Woodstock, Montavilla), three arts facilities (Multnomah Arts Center, Community Music Center, Interhouse Firehouse Cultural Center), Summer Free for All (movies, concerts, Free Lunch + Play) and Urban Parks (Gateway Discovery Park), as well as the systems that support service delivery. The Recreation Facility Operations Program also includes a portion of management and supervisory costs and the staff that present thousands of recreation programs to the community.

The Recreation Facility Operations Program involves oversight, care, and coordination, including facilitating the visitor experience, managing customer accounts, guest pass and class registrations, coordination of sales, inventory control, performance tracking and reporting, site rental management, and safety coordination throughout each facility.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Recreation Facility Operations Program Outcomes:

PP&R does not want cost to be a barrier to access. There are fees associated with the Recreation Facility Operations Program, so PP&R offers financial assistance to Portlanders in need. This contributes to the bureau’s goal of reducing cost as a barrier. The bureau will include measures in its regular community survey work to track progress over time and any disparities in results.

Recreation Facility Operations Program Actions:

- ◆ The Recreation Facility Operations Program contributes to broader action measure tracking for two actions:
 Remove financial barriers for low-income households to access PP&R recreation programs. Performance for this action is tracked as the total amount of financial assistance provided, percentage of participants accessing financial assistance, and total number of people receiving financial assistance.
- ◆ Provide a diverse variety of public recreation opportunities, as tracked by total attendance.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total estimated attendance	874,780	1,159,801	875,000	1,160,000	1,160,000
Percentage of Portlanders who say cost is not a barrier to access	NA	NA	75.00%	NA	NA

Portland Parks and Recreation

Vibrant Communities Service Area

Equity Impacts

Recreation Facility Operations has taken the opportunity to review its overall operations, customer service, partnerships, and staff management through an equity lens. This review of practices and gaps in operation has led to creating focus groups, equity-based projects, staff engagement, increased registration of underserved communities through outreach with partner organizations, language translation of program information, signage, and virtual program opportunities.

Further, Recreation Facility Operations created and delivered an outdoor-based Fitness in the Park Program with a goal of providing mind and body fitness classes, and dance in an outdoor setting that is closer to home for underserved communities.

For many years, the community has told PP&R, through bureau surveys and engagement and the Portland Insights Survey, that fees for programs are a barrier to access. In a 2017 survey, PP&R found that cost was not a barrier to 75% of respondents. That same survey indicated that cost as a barrier was disproportionately experienced by communities of color and people in East Portland.

PP&R's Recreation Facility Operations Program serves Black people, Indigenous people, people of color, immigrants and refugees, families earning low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Recreation Facility Operations Program is working to improve its understanding of institutional racism and its impacts. The program is partnering with and building the capacity of community organizations that work with underserved communities.

Changes to Program

Mt. Scott Community Center and Indoor Pool has been closed temporarily for a seismic retrofit and expansion project. The project is expected to be completed in FY 2025-26. Aquatics programs have been increased at East Portland Community Center for the duration of the closure. Fitness classes and recreation activities are available at other PP&R locations.

There are no other substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,735,795	\$6,381,776	\$7,115,299	\$10,623,613	\$7,989,078
External Materials and Services	\$983,749	\$1,265,664	\$1,815,667	\$1,486,761	\$1,486,761
Internal Materials and Services	\$354,457	\$557,389	\$1,195,190	\$801,245	\$801,245
Bureau Expenditures Total	\$6,074,000	\$8,204,829	\$10,126,156	\$12,911,619	\$10,277,084
Requirements Total	\$6,074,000	\$8,204,829	\$10,126,156	\$12,911,619	\$10,277,084
FTE	10.00	43.34	46.59	46.59	46.59

Sports and Games

Program Description & Goals

Portland Parks & Recreation’s (PP&R) Sports and Games Program includes both registered and drop-in services for basketball, soccer, gymnastics, tennis, golf, skateboarding, fitness, league play, 5K fun runs, clinics, matches and meets. In addition, it includes the Portland Tennis Center and partners with organizations like the Portland Trail Blazers, Portland Timbers, and U.S. Tennis Association, to provide classes and clinics at outdoor courts. Sports and Games also contain enterprise fund programming, including PP&R’s Golf Program and the Portland International Raceway.

The performance measure tracked for PP&R’s Golf Program is the total number of golf rounds played. FY 2016-17 saw record low rounds of golf played, but the number has steadily been increasing since. In recent years, efforts have been made to diversify the PP&R golf community, with programs geared toward people of color, women, and youth. Since the COVID-19 pandemic hit in March of 2020, the Golf program has continued to see significant increases in rounds played.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Sports and Games Program Outcomes:

PP&R does not want cost to be a barrier to access. There are fees associated with the Sports and Games program, so PP&R offers financial assistance to Portlanders in need. This contributes to the bureau’s goal of reducing cost as a barrier. The bureau will include measures in its regular community survey work to track progress over time and any disparities in result.

Sports and Games Program Actions:

The Sports and Games Program contributes to broader action measure tracking for two actions:

- ◆ Remove financial barriers for low-income households to access PP&R recreation programs, as tracked by the total amount of financial assistance provided, percentage of participants accessing financial assistance, and total number of people receiving financial assistance
- ◆ Provide a diverse variety of public recreation opportunities, as tracked by total attendance

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total estimated attendance	874,780	1,159,801	875,000	1,160,000	1,160,000
Percentage of Portlanders who say cost is not a barrier to access	NA	NA	75.00%	NA	NA

Portland Parks and Recreation

Vibrant Communities Service Area

Equity Impacts

For many years, the community has told PP&R, through bureau surveys and engagement and the Portland Insights Survey, that fees for programs are a barrier to access. In a 2017 survey, PP&R found that cost was not a barrier to 75% of respondents. That same survey indicated that cost as a barrier was disproportionately experienced by communities of color and people in East Portland.

PP&R’s Sport and Games Program serves Black people, Indigenous people, people of color, immigrants and refugees, families earning low incomes, LGBT2SQIA+ people, youth, older adults, and people with disabilities. The Sports and Games Program is working to improve its understanding of institutional racism and its impacts. The program is partnering with and building the capacity of community organizations that work with underserved communities.

One example is Goldenball. Its long history fills a unique niche in providing opportunities for low-cost recreational basketball competitions for youth, especially girls. Support for the Sports and Games Program is achieved through Adaptive & Inclusive Recreation assistance. Efforts include providing financial aid to youth and coordination with the Schools Uniting Neighborhoods (SUN) Service System to expand programming to underserved populations and new Portlanders.

Culturally responsive programming is developed with communities to improve engagement and outcomes. This program meets PP&R strategic and equity goals through internal and external partnerships to target engagement with communities of color and refugee and immigrant communities.

Changes to Program

There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,810,920	\$8,649,294	\$10,434,870	\$10,286,097	\$10,405,621
External Materials and Services	\$6,558,330	\$8,466,725	\$12,953,564	\$11,666,684	\$11,742,415
Internal Materials and Services	\$657,740	\$765,967	\$2,162,822	\$887,302	\$887,302
Capital Outlay	\$0	\$15,590	\$150,000	\$56,250	\$56,250
Bureau Expenditures Total	\$14,026,990	\$17,897,576	\$25,701,256	\$22,896,333	\$23,091,588
Fund Expenditures					
Debt Service	\$20,596,694	\$938,859	\$635,378	\$612,943	\$612,943
Contingency	\$0	\$0	\$6,569,872	\$8,613,467	\$8,541,272
Fund Transfers - Expense	\$104,680	\$109,702	\$765,859	\$757,604	\$754,068
Fund Expenditures Total	\$20,701,374	\$1,048,561	\$7,971,109	\$9,984,014	\$9,908,283
Requirements Total	\$34,728,364	\$18,946,137	\$33,672,365	\$32,880,347	\$32,999,871
FTE	47.60	51.00	50.75	50.75	50.75

Tree Maintenance

Program Description & Goals

Portland Parks & Recreation’s (PP&R) Tree Maintenance Program performs tree work on City-owned properties and Portland public streets. Tree work includes planting and establishing trees and providing tree maintenance services in City parks, natural areas, and properties managed by other City bureaus. The Tree Maintenance Program also enhances the safety of people in Portland by performing 24-hour emergency tree service to address tree hazards and tree failures in Portland’s public rights-of-way and on all City properties. The Tree Maintenance Program also performs Heritage Tree maintenance, management of tree species for diseases (like Dutch Elm Disease) and performs community tree stewardship training.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Tree Maintenance Program Outcomes:

PP&R has community goals related to the amount of land covered by tree canopy. Tree Maintenance is working to increase the amount of land covered by tree canopy. The strategic goal is to reduce the disproportionate way tree canopy is distributed, in addition to increasing the percentage of tree canopy overall.

Tree Maintenance Program Actions:

The Tree Maintenance Program is tracking its work to perform tree maintenance and planting by tracking several performance measures:

- ◆ The number of park trees receiving proactive maintenance. In FY 2021-22, no trees received proactive park tree maintenance, as with Park Levy funding the program is just beginning. The program is expected to expand this activity with the use of Parks Levy resources.
- ◆ The total number of trees planted. In FY 2021-22, over 2,400 trees were planted. The program is expected to expand this activity with the use of Parks Levy resources.
- ◆ The total number of trees planted in priority neighborhoods. In FY 2021-22, over 1,300 trees were planted in priority neighborhoods. The program is expected to expand this activity with the use of Parks Levy resources.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total number of trees planted	2,455	3,495	NA	3,500	NA
Percentage of land covered by tree canopy	29.80%	30.00%	NA	NA	33.00%
Total number of trees planted in priority neighborhoods	1,467	2,381	NA	NA	NA

Portland Parks and Recreation

Vibrant Communities Service Area

Equity Impacts

Due to a history of inequality in tree planting, Portland’s urban forest is distributed inequitably across the city. Areas with low canopy are often in areas with high proportions of low-income residents, Black people, Indigenous people, people of color, and immigrants and refugees. Given the Urban Forestry Tree Maintenance Program is primarily responsive to tree hazards that pose risks to public safety, a disproportionate percentage of labor hours occur in more affluent neighborhoods with more trees. Additional Urban Forestry services and software infrastructure are needed to expand tree planting and maintenance in currently underserved communities.

In FY 2022-23, three new Arborist Trainee positions were approved to provide pathways to employment for communities of color and women, who are underrepresented in the arboriculture industry.

Changes to Program

In FY 2024-25 the Tree Maintenance program will receive \$1.4 million of Portland Clean Energy Fund (PCEF) resources per year over a period of five years to support a program transferred from the Environmental Services Bureau to perform planting and establishment of trees on private property.

A decision package provides \$1.0 million of PCEF resources to fund 3.0 FTE Arborist trainee positions over a period of three years. This will expand opportunities to enter this profession and will increase Urban Forestry Division’s ability to maintain and enhance the environmental benefits of Portland’s Urban Tree Canopy.

A decision package provides \$13.0 million of PCEF resources per year over a period of five years to preserve, maintain, and grow Portland’s tree canopy. The funding will support the initial design and development of a street tree maintenance program, improve tree preservation and planting outcomes in city projects, expand tree education and communication programming, and reduce the cost of tree maintenance for residents through fee reductions and other financial support.

A decision package provides \$7.0 million of PCEF resources per year over a period of five years to fund the various functions that maintain and enhance the environmental benefits of Portland’s Urban Tree Canopy. The package does not expand the program; it reduces General Fund discretionary resource support for the program by an equivalent amount.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,289,319	\$2,976,197	\$7,671,072	\$11,772,583	\$11,904,773
External Materials and Services	\$300,617	\$784,229	\$9,224,990	\$9,064,288	\$9,064,288
Internal Materials and Services	\$1,364,013	\$2,256,244	\$1,743,037	\$2,123,826	\$2,123,826
Bureau Expenditures Total	\$2,953,949	\$6,016,671	\$18,639,099	\$22,960,697	\$23,092,887
Fund Expenditures					
Contingency	\$0	\$0	\$3,783	\$48,949,194	\$53,949,194

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Transfers - Expense	\$0	\$0	\$486,638	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$490,421	\$48,949,194	\$53,949,194
Requirements Total	\$2,953,949	\$6,016,671	\$19,129,520	\$71,909,891	\$77,042,081
FTE	20.00	42.84	27.34	42.34	42.34

Tree Regulation

Program Description & Goals

Portland Parks & Recreation's (PP&R) Tree Regulation Program includes Title 11 Trees, which was adopted by City Council in 2015 to:

- ◆ Support implementation of the City's Urban Forest Management Plan (UFMP)
- ◆ Protect the health, safety, and general welfare of the residents of Portland
- ◆ Enhance the appearance of the City
- ◆ Protect trees as important ecological, cultural, and economic resources for the benefit of the City's residents and visitors

The Tree Regulation Program is the primary entity responsible for implementing and enforcing Title 11. This includes all trees on City-owned properties and streets in development situations (such as construction on City-owned properties), impacts on street trees from building on nearby property, and supporting the Bureau of Development Services' (BDS) efforts regarding private property development and trees. The Tree Regulation Program also addresses all non-development situations involving street and City trees, for example, tree removal, maintenance, and planting.

The PP&R Tree Regulation Program is also responsible for implementing and enforcing tree regulations for all private properties when no development activity is present. For example, PP&R would have regulatory authority for the removal of a yard tree from a privately-owned business or residential property, with a few exceptions when overlay zones are involved. BDS is responsible for implementation and enforcement of City codes related to trees on private properties in development situations.

The program also serves as the City's single point of contact (by phone at 823-TREE and by email at trees@portlandoregon.gov) for all tree information, and to dispatch Urban Forestry staff to tree emergencies.

Tree Regulation Program Outcomes:

PP&R has community goals related to the amount of land covered by tree canopy. Tree Regulation is working to increase the amount of land covered by tree canopy. The strategic goal is to reduce the disproportionate way tree canopy is distributed, in addition to increasing the percentage of tree canopy overall.

Tree Regulation Program Actions:

The Tree Regulation program is tracking its work to implement Title 11 code compliance by tracking the percentage of permit cases receiving a compliance inspection. In FY 2021-22, 27% of permit cases received a compliance inspection. The program will be working to identify strategic goals related to this action.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of land covered by tree canopy	29.80%	30.00%	NA	NA	33.00%
Total number of trees planted in priority neighborhoods	1,467	2,381	NA	NA	NA

Equity Impacts

PP&R’s Tree Regulation is a citywide program serving all Portlanders. While the program does not collect demographic information, efforts have been undertaken to remove known barriers to accessing permitting and regulation services.

PP&R’s Tree Regulation Program makes documents and services readily available in multiple languages, including phone translation services for callers to 823-TREE and staff access while working on-site with property owners and residents. Safe harbor languages are on all key Urban Forestry tree permitting forms and public communication documents. Urban Forestry maintains records of interactions in which translation services are utilized.

In 2021, PP&R’s Tree Regulation Program completed a pilot for a low-income fee waiver program to better serve vulnerable populations. In FY 2022-23, the Financial Assistance for Tree Permit Application Fees program was made permanent.

Changes to Program

A decision package eliminates the development-related tree permit sub-program from PP&R along with 7.0 FTE positions, \$1,571,069 in ongoing program revenue, and transfers an additional \$271,642 on a one-time basis to cover full indirect expense upon transfer of the program to the Portland Permitting & Development Bureau, which will take on the role of Title 11 Tree Code implementation for private development and associated public works permits. This is part of a City-wide realignment to unify permitting services that were housed across several bureaus intended to reduce confusion, improve efficiency and increase satisfaction for customers. Non--development tree permitting remains within PP&R’s Urban Forestry Division. Funding for this package comes from increased dedication of \$402,132 from existing General Fund discretionary current appropriation resources.

A separate decision package realigns existing positions, expenses, and revenues between development and non-development tree permit management to accommodate the transfer of development tree permitting to the Single Permitting Authority. The loss of indirect cost recovery from development permits requires \$739,103 in additional General Fund blend resources.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$531,373	\$2,898,905	\$4,273,988	\$4,127,045	\$4,298,903
External Materials and Services	\$80,921	\$124,588	\$209,950	\$132,550	\$132,550

Portland Parks and Recreation

Vibrant Communities Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$162,787	\$286,236	\$910,207	\$1,209,080	\$1,209,080
Bureau Expenditures Total	\$775,081	\$3,309,729	\$5,394,145	\$5,468,675	\$5,640,533
Requirements Total	\$775,081	\$3,309,729	\$5,394,145	\$5,468,675	\$5,640,533
FTE	21.00	28.00	37.00	30.00	30.00

Urban Forestry Science and Outreach

Program Description & Goals

Portland Parks & Recreation’s (PP&R) Urban Forestry Science and Outreach Program is committed to preserving and expanding the City’s forest to all communities. To accomplish this, the program fosters a culture of community tree stewardship, conducts scientific analyses of the urban forest, and develops and implements best policy practices. The program implements Title 11 Trees, the City’s tree regulation, and supports tree code implementation by others, including Urban Forestry’s Permitting and Regulation staff, other bureaus, property owners, and residents. The program also:

- ◆ Performs forest assessments
- ◆ Is responsible for the citywide tree planting strategy
- ◆ Provides educational opportunities, workshops, and trainings
- ◆ Performs outreach and volunteer management

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Urban Forestry Science and Outreach Program Outcomes:

PP&R has community goals related to the amount of land covered by tree canopy. Urban Forestry Science and Outreach is working to increase the amount of land covered by tree canopy. The strategic goal is to reduce the disproportionate way tree canopy is distributed, in addition to increasing the percentage of tree canopy overall.

Urban Forestry Science and Outreach Program Actions:

The Urban Forestry Science and Outreach Program is tracking its work to provide community tree education and outreach programming by tracking the number of hours of community engagement. The program will be working to identify baseline performance and strategic goals related to this action.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of land covered by tree canopy	29.80%	30.00%	NA	NA	33.00%

Equity Impacts

Portland’s tree infrastructure is inequitable. While those on the west side of the Willamette River enjoy canopy coverage of over 50%, eastside residents primarily live in low-canopy neighborhoods. East Portland’s canopy is just 21%, closer to Los Angeles, California’s tree canopy than Portland’s westside. This vastly uneven distribution means the services and benefits of the urban forest are not accessible to many of Portland’s residents. East Portland’s low-canopy neighborhoods also represent the City of Portland’s highest percentage of Black people, Indigenous people, people of color, and immigrant and refugee communities.

Portland Parks and Recreation

Vibrant Communities Service Area

PP&R is committed to addressing historic and current inequities that have resulted in strong correlations between income and access to tree benefits.

Canopy levels, average income, and impact on communities of color are considered together to determine areas where resources have the potential to provide the most benefit.

PP&R's Urban Forestry Science and Outreach Program prioritizes underserved communities. For example, in December 2018, Urban Forestry finalized its Citywide Tree Planting Strategy. The strategy was informed by focus groups, stakeholder meetings, and a Community Advisory Committee. This effort was designed to ensure significant representation from people of color, immigrants and refugees, and people earning low incomes.

Urban Forestry conducts analysis to assess and monitor the City's urban forest status, including a canopy coverage analysis every five years. Urban Forestry also produces the annual Urban Forest Action Plan Update, which provides data on tree removal, planting, maintenance, and outreach activities across the city.

Identifying and pursuing opportunities to plant trees consistent with the 2018 Citywide Tree Planting Strategy prioritizes low-income/low-canopy neighborhoods. Urban Forestry began a yard-tree giveaway program in 2017 and has provided a total of more than 9,000 trees to community members in primarily low-income/low-canopy neighborhoods.

Changes to Program

There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$497,714	\$702,262	\$815,160	\$3,789,441	\$3,843,769
External Materials and Services	\$69,234	\$42,207	\$41,593	\$42,507	\$42,507
Internal Materials and Services	\$127,055	\$346,009	\$160,544	\$123,606	\$123,606
Bureau Expenditures Total	\$694,004	\$1,090,478	\$1,017,297	\$3,955,554	\$4,009,882
Requirements Total	\$694,004	\$1,090,478	\$1,017,297	\$3,955,554	\$4,009,882
FTE	10.00	9.16	25.66	25.66	25.66

Visitor Services

Program Description & Goals

Portland residents and visitors are more likely to interact with a Portland Parks & Recreation (PP&R) employee than any other City employee or official. Visitor Services Program employees are often the first point of contact for the public and provide education, information, assistance, and equitable access to a broad range of City services. The Visitor Services Program includes three main areas: Customer Service Center (CSC), Inclusion Services, and Park Rangers.

The CSC offers friendly and welcoming assistance and information about PP&R and other City programs and services. The CSC provides direct service to PP&R customers via phone, in person, and email. It also manages permit use of outdoor facilities that PP&R operates (public events, sports, picnics, weddings, commercial use, docking, etc.).

Inclusion Services ensures access to programs by providing auxiliary aids (headphones, communication devices) and services (translation/interpretation) to registered program participants living with a disability. It also ensures access to registered participants with a disability through modifications and accommodations of program locations and facilities.

Park Rangers are a visible presence in our parks and natural areas, promoting safety in our public spaces and encouraging a wide range of positive experiences for the public. Inclusion Services provides accommodations and ensures that every person can positively participate in PP&R programs regardless of ability. Park Rangers visit parks and natural areas to provide visitor and resource protection to over 11,000 acres of park property throughout PP&R’s portfolio. Park Rangers educate and assist park patrons and prevent, identify, and abate nuisance behavior. They proactively visit park facilities and properties and respond to calls for service from the public and bureau staff.

Performance measures related to this program offer are described below, including community outcome measures this program offer is working to support, and action measures related to services provided by this program offer. Data for select strategic performance measures is included in the combined table.

Visitor Services Program Outcomes:

PP&R has a community goal of having visitors feel and be safe in parks and natural areas. The bureau tracks the number of public liability claims per 100,000 people living in Portland. The bureau is working to decrease the number of liability claims.

Visitor Services Program Actions:

The Visitor Services Program works to ensure that ADA and inclusion services support the participation of people with disabilities in PP&R programs, and they measure this by tracking the annual number of individuals who received accommodation to participate in Recreation activities.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of public liability claims per 100,000 people living in Portland	6.39	7.64	5.77	5.77	5.77

Portland Parks and Recreation

Vibrant Communities Service Area

Equity Impacts

In October 2020, PP&R organized six online community listening sessions with communities of color who live, work, or play in Portland. The sessions were held in Spanish, Vietnamese, Chinese (Cantonese and Taishanese dialects), and Russian. Safety in parks was identified as a top concern.

In the City’s Community Insights Survey, 69% of Portlanders were “very” or “somewhat” satisfied with the safety of parks and natural areas they visited. Data from the listening sessions and the Community Insights Survey reveal the feeling of safety is not experienced equitably throughout the community.

Park Rangers have increased their capacity to serve parks in underserved communities by increasing capacity over the past several years, allowing more coverage in underserved areas.

Park Rangers have equity performance indicators related to proactive education visits, outreach, and responses across the entire city. The most significant response challenge faced by Rangers is distance and limited staffing. Historically, with limited staffing during peak periods, coverage across the entire city has resulted in longer response times and fewer proactive visits. Currently, with improved supervisor ratios, increased seasonal support, and enhanced call answering and supervisor support to triage issues, the bureau can improve service in East Portland parks during peak periods when calls and park issues increase. Additionally, with enhanced dispatch and recordkeeping technology, the group will have higher-quality and more timely data, which will result in better outcomes for the community.

The Visitor Services Program has also enhanced access to PP&R services and programs by providing materials in languages other than English, providing bilingual call-takers, and advertising in publications and at events that reach underserved communities. Additionally, the Inclusion Services team serves underserved communities by providing auxiliary aids and services to people with a disability, ensuring they can access PP&R programs.

PP&R assesses its Visitor Services Program as successful when there are:

- ◆ Positive upward trends in use of programs and activities by underserved communities
- ◆ Reductions in safety concerns at parks in underserved communities
- ◆ Increases in use of Inclusion Services for people with disabilities.

Changes to Program

There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,172,505	\$686,252	\$731,838	\$2,535,480	\$2,621,960
External Materials and Services	\$711,454	\$113,429	\$47,375	\$51,862	\$105,262
Internal Materials and Services	\$2,726,611	\$809,466	\$20,926	\$1,721,740	\$1,721,740

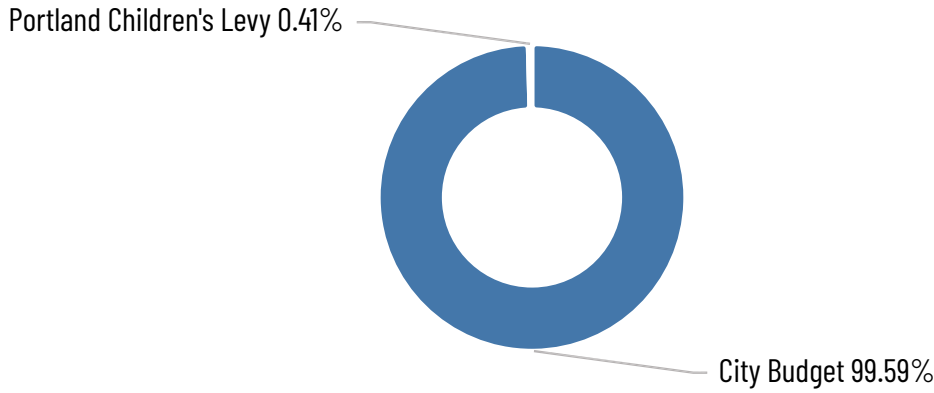
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$30,218	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$8,640,788	\$1,609,147	\$800,139	\$4,309,082	\$4,448,962
Fund Expenditures					
Fund Transfers - Expense	\$0	\$1,797,488	\$0	\$0	\$0
Fund Expenditures Total	\$0	\$1,797,488	\$0	\$0	\$0
Requirements Total	\$8,640,788	\$3,406,635	\$800,139	\$4,309,082	\$4,448,962
FTE	48.90	3.00	24.00	23.00	23.00

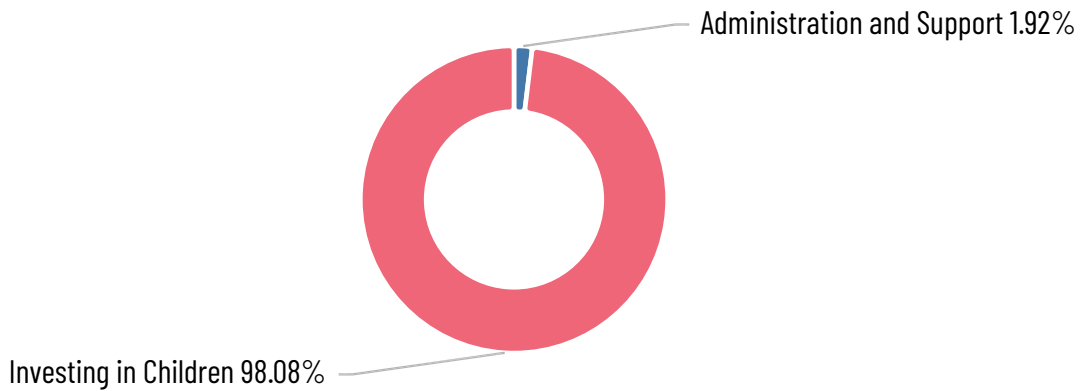
Portland Children's Levy

Vibrant Communities Service Area
 Lisa Pellegrino, Director
 Sonia Schmanski, DCA - Vibrant Communities

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$37,912,459	\$33,999,082	\$(3,913,377)	(10.3)%
Capital				
Total	\$37,912,459	\$33,999,082	\$(3,913,377)	(10.3)%
Authorized Positions	7.60	7.60	—	—%

Investing in Children

Program Description & Goals

The goals of the Portland Children’s Levy are to prepare children for school, support children’s success inside and outside of school, eliminate racial and ethnic disparities in children’s well-being, and school success.

The Portland Children’s Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. These are the funding categories as provided in the ballot measure language: Early Childhood, Child Abuse Prevention and Intervention, After School, Mentoring, Foster Care, and Hunger Relief. Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. The Children’s Levy Allocation Committee awards grants through a competitive process, and City Council reviews and approves all recommended allocations.

In June 2023, Portland City Council approved a 2-year renewal of 79 grant to begin July 1, 2023. These grant renewals were recommended by the PCL Allocation Committee in Spring 2023.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of children served	9,383	9,750	9,000	9,000	9,000
Number of administrative cost audits	1	1	1	1	1
Number of grant contracts managed	92	92	87	85	NA

Equity Impacts

The Children’s Levy requires all funded programs to report demographics on children served (gender, age, race/ethnicity identification(s), primary language spoken in the home, zip code of residence or school attended or homeless status, household income, and disability status). The Levy also disaggregates service data to ensure that programs serve higher percentages of traditionally underserved populations (as compared to the percentage of the school population or other relevant comparison population such as population in foster care). This data is reported annually. Data from FY 2021-22 shows that 74.9% of the children served in PCL funded programs identified as Black, Indigenous or children of color (BIPOC). Data gathered between FY 2014-20 show similar proportions of BIPOC children enrolling and meeting participation goals in programs. This data indicates that BIPOC children are accessing Levy funded programming and programs are successfully engaging children.

See annual data reports on the program website at: www.portlandchildrenslevy.org/about/performance-and-results for detailed reporting on demographics of populations served, program participation rates, and outcomes of children/parents.

Changes to Program

The bulk of the Portland Children’s Levy programming is similar to prior years. There are no substantial changes to this program in the FY 2024-25 Adopted Budget.

Portland Children's Levy

Vibrant Communities Service Area

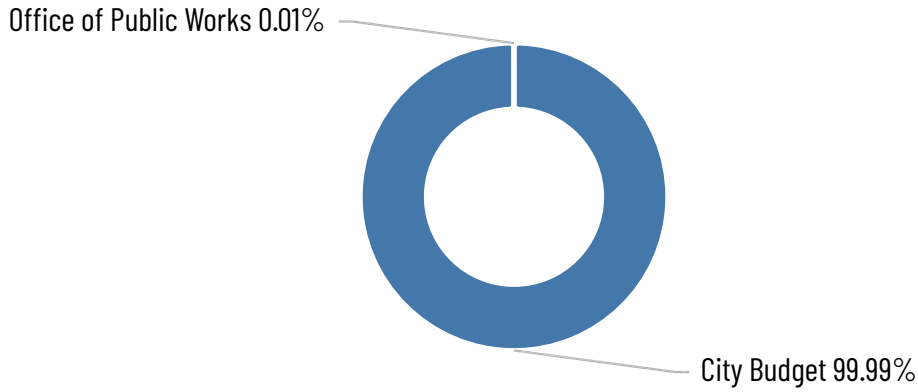
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$91,605	\$1,041,796	\$1,041,796
External Materials and Services	\$27,000,781	\$20,501,072	\$28,127,811	\$31,414,466	\$31,414,466
Bureau Expenditures Total	\$27,000,781	\$20,501,072	\$28,219,416	\$32,456,262	\$32,456,262
Requirements Total	\$27,000,781	\$20,501,072	\$28,219,416	\$32,456,262	\$32,456,262
FTE	0.00	0.00	5.36	5.36	5.36

Office of the Public Works DCA

Public Works Service Area
Priya Dhanapal, DCA - Public Works

Percent of City Budget Graph



Bureau Programs

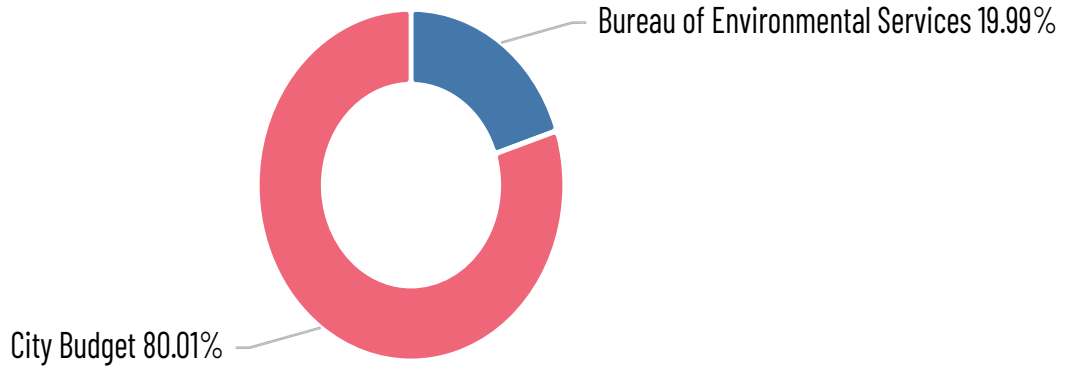


Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$0	\$623,679	\$623,679	0.0%
Capital				
Total	\$0	\$623,679	\$623,679	0.0%
Authorized Positions	—	2.00	2.00	—%

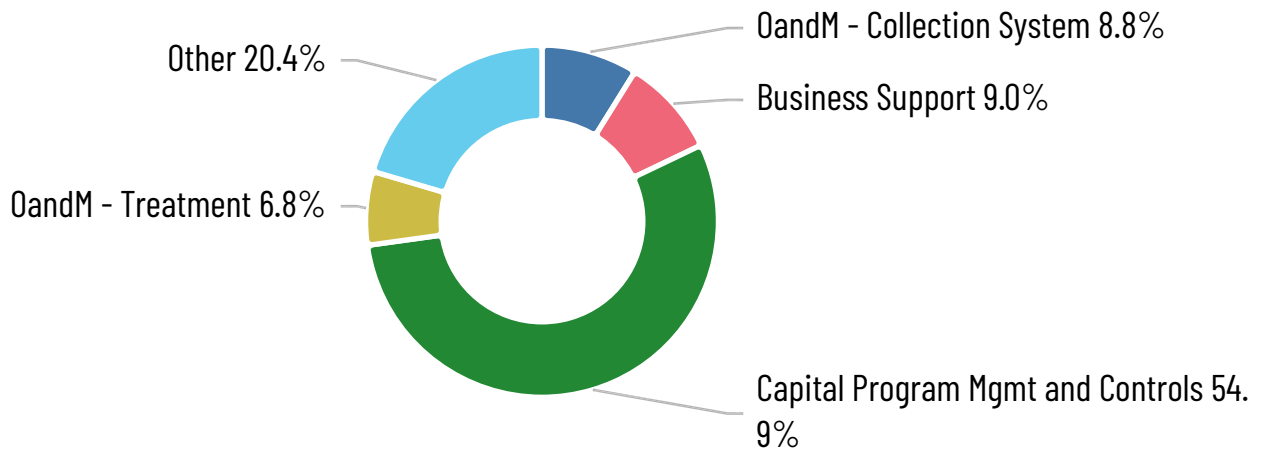
Bureau of Environmental Services

Public Works Service Area

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$1,215,759,139	\$1,374,284,901	\$158,525,762	13.0%
Capital	\$311,612,364	\$281,280,000	\$(30,332,364)	(9.7)%
Total	\$1,527,371,503	\$1,655,564,901	\$128,193,398	8.4%
Authorized Positions	669.00	671.00	2.00	0.30%

Business Support

Program Description & Goals

The Business Support Program encompasses all the business and administrative support needs of the bureau. Business Support provides the comprehensive internal administrative and support services required to facilitate smooth operations bureau wide. The majority of the Business Services Group is included in this Program, along with support resources that are housed organizationally within groups and programs bureau wide.

The overarching goal of this program is to provide the administrative and support functions that guide employees toward efficient, cost-effective processes and practices; encourage accountability, consistency, and transparency; comply with City business policies, standards and expectations; and align with the bureau’s strategic goals.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Amount of time loss, in hours per employee, due to injuries and illnesses	1.92	1.32	2.21	2.00	3.10
Percent of dollars awarded to disadvantaged, minority-owned and women-owned(D/M/W) firms in professional services	31%	35%	30%	30%	30%
Average single family household bill as a percent of median income	1.31%	1.27%	1.32%	1.25%	NA
Maintain bureaus combined first and second lien debt service coverage ratio at 1.3 or greater	1.53	1.39	1.47	1.47	1.40
Maintain the bureaus first lien debt service coverage ratio at 1.5 or greater	9.45	8.59	6.46	6.05	NA

Equity Impacts

The Bureau Support Program includes application of practices intended to promote equity in bureau contracting through outreach to prime contractors, sub-contractors, Project Managers/Contract Administrators and Procurement Services to promote equitable opportunities to and utilization of minority-owned and women-owned businesses in bureau contracting. This aligns with External Workforce Development Strategy 2, Capacity Building/Partnership/Education from the BES 2023-25 equity plan, to engage with regional and local workforce development organizations and contracting/consulting communities. Equity objectives and outcomes are written into grants, Intergovernmental Agreements, and contracts to encourage increased utilization of historically underutilized businesses. These efforts, including evaluating existing data and data gaps for the Bureau’s utilization of the State of Oregon’s Certification Office for Business Inclusion and Diversity certified firms will continue in FY 2024-25.

This program also works closely with Human Resources, the bureau’s Equity Team, and with hiring managers to promote and support recruitment and employee retention strategies. This aligns with bureau workforce equity goals, which specify action to diversify Environmental Services’ workforce to reflect the demographics of the region.

Changes to Program

Safety and security services work previously performed under the Bureau Support program are now part of the Bureau Leadership program, which was adjusted during the Fall/Spring BMP of FY 2022-23.

Personnel services increased due to the addition of 5.0 positions that provide greater support for accounting, contracting, revenue collections, and safety.

External materials and services decreased by approximately \$500,000. Increases related to utility costs and various support contracts offset a larger decrease in expected payments related to the Lake Oswego Treatment Plant.

Internal materials and services increased by approximately \$300,000 due to citywide internal business services and cost increases associated with meter maintenance.

Capital increased by approximately \$600,000 due to planned vehicle replacements.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$8,984,431	\$9,738,995	\$9,036,441	\$10,870,994	\$10,870,994
External Materials and Services	\$19,436,166	\$25,203,848	\$12,918,019	\$10,771,406	\$12,403,098
Internal Materials and Services	\$13,261,652	\$14,987,733	\$26,918,340	\$27,287,103	\$27,287,103
Capital Outlay	\$(1,297,223)	\$(1,967,899)	\$236,000	\$819,000	\$819,000
Bureau Expenditures Total	\$40,385,025	\$47,962,677	\$49,108,800	\$49,748,503	\$51,380,195
Fund Expenditures					
Debt Service	\$37,685	\$52,711	\$0	\$0	\$0
Contingency	\$0	\$0	\$17,466	\$0	\$0
Fund Transfers - Expense	\$97,129,045	\$0	\$0	\$0	\$0
Fund Expenditures Total	\$97,166,730	\$52,711	\$17,466	\$0	\$0
Requirements Total	\$137,551,756	\$48,015,388	\$49,126,266	\$49,748,503	\$51,380,195
FTE	58.75	60.00	63.00	68.00	68.00

Capital Improvement Projects / Project Delivery

Program Description & Goals

The CIP/Project Delivery Program includes the bureau’s entire Capital Improvement Program (CIP) budget as well as the operating budget of the CIP Project Management Office (PMO). The CIP/Project Delivery Program consists of three work units and the bureau’s CIP, which is comprised of approximately 400 projects in various stages of development, design, and construction each year. The PMO has overall responsibility for developing, monitoring, and facilitating the delivery of the annual and long-term CIP, with close reliance on the Engineering Services Group, which provides the technical engineering design, construction management and inspection for the projects. The PMO manages a large group of on-call professional, technical, and expert support contracts for capital projects, provides training and support related to project management for staff across the bureau, and collaborates with other bureaus around infrastructure project delivery. These projects result in reliable stormwater and wastewater infrastructure that serves the community, protects the environment, and meets the City’s regulatory obligations.

The PMO’s primary goal is increasing and improving project delivery through the implementation of a dedicated project manager model and improvement of capital project delivery processes and procedures. A key measure of the PMO’s success in increasing project output to meet system sustainability needs is the CIP delivery rate (% of CIP budget spent) which has a long-term (strategic) target of 95% delivery of the planned CIP. Continued process and organizational improvements are underway to support a more consistent and predictable delivery rate. It should be noted that delivery of the CIP involves significant bureau staff and resources beyond those included in this Program Area.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of CIP budget spent	70%	93%	85%	87%	95%
Feet of streambank restored (not cumulative)	8,175	2,980	NA	12,000	12,000
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	24,500	24,641	65,000	65,000	65,000

Equity Impacts

The Project Management Office (PMO) does not determine what projects the bureau constructs, but rather facilitates when and how those projects are budgeted and delivered. Equity considerations are included in capital project prioritization through the planning and portfolio prioritization processes that advance projects to the CIP and PMO. More information is in the Capital Summary Section.

The program is working to integrate explicit equity considerations into project management tools and templates where appropriate, such as project charters and work plans, to ensure those considerations carry through from project inception to completion.

The largest area of equity impacts in this program is in the contracting efforts for the annual CIP (which includes both design and construction contracts). The PMO administers more than 40 on-call contracts for CIP project support services such as civil and structural engineering, permitting, and water quality expertise. Program staff monitor and encourage D/M/W/ESB/SDVBE firm utilization and provide one-on-one support to these firms regarding the City’s contracting processes and BES project delivery processes, with the intent to meet the BES strategic target of 30% utilization of COBID-certified firms. Additionally, the

Secondary Treatment Expansion Program (STEP) is managed in this program area and makes up a significant portion of the overall CIP (\$135.5M in FY 2024-25). STEP is utilizing an alternative contracting approach and the City’s first Community Benefits Agreement (CBA) focused on strategies to diversify the construction industry.

Changes to Program

Inflation has impacted the current and planned future CIP and the amount of infrastructure improvement projects that can be accommodated within the financial forecast. The near-term CIP continues to emphasize projects addressing imminent threats or risk to human health and safety, asset failure, and projects addressing regulatory compliance. Projects addressing longer-term needs, and those with less urgency, have been postponed where possible. The FY 2024-25 CIP Budget of \$281.3 million is a 9.7% decrease compared to last year’s budget. This overall decrease is primarily fueled by more accurate projections of construction activities under the Secondary Treatment Expansion Program (STEP), which has a large impact on the CIP until FY 2026-27.

Personnel services increased due to an additional 5.45 FTE allocated to the CIP program offer from other groups to facilitate additional project delivery.

See the ‘5-Year Financial Plan’ or ‘Capital Summary’ for additional information related to the CIP.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$16,816,598	\$19,231,306	\$29,458,236	\$31,583,758	\$31,583,758
External Materials and Services	\$40,051,418	\$44,395,273	\$46,994,755	\$45,288,888	\$45,288,888
Internal Materials and Services	\$17,913,075	\$18,709,622	\$9,260,729	\$8,848,496	\$8,848,496
Capital Outlay	\$98,324,277	\$154,377,509	\$227,565,208	\$210,288,000	\$204,632,067
Bureau Expenditures Total	\$173,105,368	\$236,713,709	\$313,278,928	\$296,009,142	\$290,353,209
Requirements Total	\$173,105,368	\$236,713,709	\$313,278,928	\$296,009,142	\$290,353,209
FTE	146.82	160.00	179.70	179.70	179.70

Delivery Programs - Community Partnerships

Program Description & Goals

Delivery Programs - Community Partnerships Program builds capacity and provides funding for environmental projects with individuals, historically marginalized communities, community organizations, bureau work groups, and other governmental entities. The team provides program and project outreach and development, planning, contracting and implementation through education programs, partnerships, on-the-ground activities, grants, sponsorships, and technical assistance. Four matrixed teams ensure community engagement in completing private property stormwater retrofits and assessments in support of bureau CIP and planning efforts, planting trees city-wide to expand and protect Portland's urban forest, stewarding stormwater assets, delivering integrated solutions to stormwater system needs, and partnering on planning and capital projects and compliance programs.

The City relies on community partnerships to meet system and regulatory compliance needs by including community values along with green infrastructure, while supporting internal processes from Integrated Planning, CIP/Project Management Office, Operations and Maintenance, Engineering Services, Technical Services and Strategy work groups.

- ◆ Delivery of grey and green stormwater solutions designed to most effectively improve stormwater management, watershed health, and community engagement through an equity-focused, partnership-based, integrated delivery model.
- ◆ Working with private landowners to assess existing stormwater conditions and implement projects and programs on non-BES assets in support of capital and watershed enhancement projects that advance the City’s sewer and stormwater goals in addition to mitigating risk and ensuring appropriate levels of service to ratepayers.
- ◆ Providing technical assistance on stormwater facility design, operation and maintenance, and stormwater retrofit potential to City staff, consultants, and private property owners citywide.
- ◆ Expanding and protecting Portland’s urban forest, prioritizing work in areas with low tree canopy while working with low-income residents, and communities of color and culture.
- ◆ Supporting projects that integrate trees, green streets, and rain gardens into capital project areas, providing the benefits associated with green infrastructure into historically and currently disenfranchised communities.
- ◆ Delivery of water quality focused environmental classroom instruction with hands on learning experiences in the field. Developing programs and projects of interest to a wide variety of students K-12 throughout the five school districts within the City of Portland. Hosting a summer intern cohort for students from marginalized communities and supports activities to promote interest in environmental careers.
- ◆ Coordinating with Portland State University’s Indigenous Nations Studies Program to provide partnership outreach activities to include Black, Indigenous, and other communities of color in leading community watershed enhancement projects.
- ◆ Provide community investments through Percent for Green grants which fund large-scale green infrastructure projects initiated by the community and/or government agencies within Portland that provide broad benefits for watershed health and the community.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of participants in community events, workshops, stewardship, and restoration events	5,007	8,782	NA	7,000	10,000

Bureau of Environmental Services

Public Works Service Area

Equity Impacts

The teams within Delivery Programs – Community Partnerships have committed to a variety of strategies outlined in the 2023 BES Equity Plan. These include support of the STEAM team, the co-creation of a Community Benefits Framework, increases in equitable service delivery, and development and supports for current staff.

Changes to Program

Moving forward, the majority of this program offer will be funded through Portland Clean Energy Fund (PCEF) projects. Additionally, the Tree Program is moving the Parks Bureau.

The Personnel Services FTE count and budget mirrors the proposed rather than the adopted. The program will continue to have 16.0 FTE in FY 2024-25 and only slight increases to the budget. The difference between the Proposed and Adopted budget personnel costs is related to employees moving to Portland Permitting and Development (PP&D). PP&D employees were reduced from this program offer instead of the Systems Development program offer.

External materials and services decreased by approximately \$900,000 primarily due to the relocation of the Tree Program from BES to Parks and Recreation.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,991,192	\$2,345,257	\$2,681,390	\$2,717,616	\$5,274,334
External Materials and Services	\$2,272,931	\$1,787,216	\$1,912,934	\$1,088,304	\$1,088,304
Internal Materials and Services	\$383,369	\$277,934	\$20,000	\$31,195	\$31,195
Capital Outlay	\$39,230	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$4,686,722	\$4,410,408	\$4,614,324	\$3,837,115	\$6,393,833
Requirements Total	\$4,686,722	\$4,410,408	\$4,614,324	\$3,837,115	\$6,393,833
FTE	13.95	17.00	16.00	16.00	1.00

Delivery Programs - Environmental Compliance

Program Description & Goals

The Environmental Compliance Program regulates the use of and impacts to the City’s wastewater and stormwater sewer system through the implementation of 18 distinct programs with the common objectives of protecting City assets, meeting NPDES wastewater and stormwater permit conditions, protecting water quality, and overseeing compliance of system users. The Program performs the associated activities of developing codes and rules, permitting private dischargers, investigating complaints and illicit discharges, inspecting commercial and industrial facilities, establishing and implementing user charges, and enforcing codes and rules.

This program offer also includes Delivery Programs Administration, which provides the overarching administrative and business operations management activities that support smooth day to day operations of the Water Pollution Control Laboratory and the Technical Services workgroup across three physical locations and multiple functional areas.

This program is responsible for protecting the City’s storm and sanitary assets, watershed health and local water quality through compliance inspections, investigations, technical analyses, data collection and management, program evaluations, and policy development.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of industrial enforcement tests in full compliance	99%	99%	99%	99%	NA

Bureau of Environmental Services

Public Works Service Area

Equity Impacts

In support of the bureau’s Equity Goal 2 (Equitable Service Delivery and Business Practices) the Environmental Compliance Program has a direct, mandated responsibility to ensure that environmental programs and permits result in positive equitable outcomes for all communities. The work performed in this program provides significant benefit to underrepresented communities through code and rule development and the inspection and enforcement process and is particularly critical to those communities near industrial facilities and those relying on direct contact with surface water (for example, through subsistence fishing).

- ◆ Provide support to various program efforts that deliver equitable services to customers
- ◆ Actively participate in ensuring recruitment strategies support a diverse workforce
- ◆ Encourage activities and trainings focusing on disability and racial equity outside of the required trainings
- ◆ Provide operational and management support services to programs and activities that provide direct benefit to communities of color or other underserved populations
- ◆ Participate in and support equitable outcomes in program delivery through budget analysis and organizational development activities

Changes to Program

Environmental Compliance Program now reports under the Technical Services Group.

Personnel services increased by 2.0 FTE to support the Extra Strength Cut through the FOG (fats, oils, and greases) program and ensure that all customers, particularly those with high-strength wastewater flow are charged appropriately. 1.0 FTE was added to support the industrial permitting program.

External materials and services increased by approximately \$200,000 due to increases in grant-funded resources for the Spill Protection and Citizen Response program. Additionally, the bureau is sunsetting its EcoBiz program, which is a reduction of \$31,500.

Internal materials and services increased by approximately \$30,000 due to budgeting items in alignment with where costs are recorded (previously in Business Support).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,888,421	\$6,292,222	\$6,849,532	\$7,524,393	\$7,524,393
External Materials and Services	\$315,686	\$498,948	\$840,092	\$1,011,754	\$1,011,754
Internal Materials and Services	\$600,278	\$635,711	\$672,685	\$702,451	\$702,451

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$78,459	\$39,317	\$0	\$0	\$0
Bureau Expenditures Total	\$6,882,844	\$7,466,198	\$8,362,309	\$9,238,598	\$9,238,598
Requirements Total	\$6,882,844	\$7,466,198	\$8,362,309	\$9,238,598	\$9,238,598
FTE	46.00	45.00	44.00	47.00	47.00

Delivery Programs - Systems Development

Program Description & Goals

Delivery Programs – Systems Development provides private development-related services on behalf of Environmental Services, including early assistance, land use review, building permit review, stormwater facility inspection, public works projects and source control review, to support City development goals and ensure consistency with regulatory requirements and the bureau’s infrastructure system needs. The Bureau of Development Services generates data monthly to track how many permit reviews are meeting stated turnaround goals. BES has identified a target of meeting or exceeding turnaround goals 85% of the time.

Customer service to support applicants through the development review process is a critical component of the work of Systems Development, as is ensuring that projects are adequately protective of bureau infrastructure, human health, and the environment. Most Systems Development functions are co-located with Development Services and the other city development-related functions, allowing real-time coordination between bureaus and with customers.

This program provides Environmental Services development review functions, which are critical to ensuring the continued issuance of land use reviews, building permits, and public works permits. The bureau ensures that adequate sanitary and stormwater services are available to serve proposed development and that the proposed development meets regulatory requirements.

The Systems Development program work has been included along with other permitting and planning bureaus in the city-wide Permit Improvement Team’s project to improve permitting work with three overarching goals:

- ◆ Reduce permitting timelines
- ◆ Improve the customer experience
- ◆ Improve performance management

The division’s work will be included in Portland Permitting and Development (PP&D) starting this year.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of BES building permit reviews that meet the City’s turnaround goals for reviewing permits	95%	95%	85%	85%	85%

Equity Impacts

The Systems Development Program is a customer service-focused division that provides permit review functions and customer support, face-to-face, through virtual meetings, and by phone. The structure of the permitting process is determined largely by Bureau of Development Services, however Environmental Services is a member of the Development Review Governance Committee, an interagency group intended to work together through an equity-focused, transparent, and inclusive process to: (1) analyze, approve, and

prioritize technology and business changes; and (2) resolve conflicts that impact codes, policies, rules and procedures related to the development review processes and services. Division staff routinely attend customer service trainings, equity trainings, and seek ways to improve assistance to home and property owners impacted by inequities and who need support navigating the City’s permitting and land use systems.

Changes to Program

As noted above, the Systems Development functions are moving to PP&D.

Personnel costs will be reduced to zero as these employees are either moving to PP&D or being repurposed to other functions within the Bureau to high priority areas such as Operations and Maintenance. The difference between the Proposed and Adopted budget personnel costs is related to changing how PP&D will receive the employees as well as misallocating staff reductions to the Community Partnerships program offer instead of this program offer. These items will be rectified in future budget actions and the total amount of employees for FY 2024-25 for BES is correct.

External materials and services decreased to reflect the costs that BES will continue to pay for PP&D due to collecting fees and then remitting them to PP&D.

Internal materials and services costs increased to account for the move to PP&D, with approximately \$3.7 million of personnel costs moving to payments for PP&D. An additional approximate \$1.9 million of the increase is related to overhead functions of PP&D, not previously budgeted in BES.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,151,420	\$3,201,504	\$3,743,987	\$258,064	\$2,536,219
External Materials and Services	\$181,851	\$107,657	\$435,324	\$375,760	\$375,760
Internal Materials and Services	\$1,036,308	\$1,132,442	\$1,041,734	\$7,223,327	\$7,223,327
Capital Outlay	\$32,811	\$0	\$350,000	\$350,000	\$350,000
Bureau Expenditures Total	\$4,402,390	\$4,441,603	\$5,571,045	\$8,207,151	\$10,485,306
Requirements Total	\$4,402,390	\$4,441,603	\$5,571,045	\$8,207,151	\$10,485,306
FTE	23.55	23.00	21.00	1.00	27.00

Engineering Services - Construction Inspection Services & Materials Testing Lab

Program Description & Goals

The Engineering Services – Construction Services and Materials Testing Lab Program is made up of three sections: the Construction and Inspection Division, the Materials Testing Lab, and the Construction Section of the Treatment and Pumping Systems Division.

Construction and Inspection provides construction management and inspection services for bureau capital projects and projects that become part of BES’ infrastructure portfolio. The Materials Testing Lab (MTL) conducts materials testing, code-mandated special inspection, confined space entry, geotechnical services, and evaluation of emerging technologies and products for Environmental Services and other city bureaus. The Treatment and Pumping Systems Division Construction Section manages construction phases of projects for the wastewater treatment plants and pump stations.

The Construction program’s focus on job site safety impacts the bureau’s overall incidence rate and the MTL’s role in testing and evaluating materials in the design and construction of those capital projects directly impacts the performance measure for pipe repair and replacement. The bureau owns and maintains most of its constructed assets, so quality assurance during installation helps maximize asset life. The program ensures the construction of safe, high-quality, minimally disruptive, and cost-effective projects that aim for completion on schedule and within budget.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Amount of time loss, in hours per employee, due to injuries and illnesses	1.92	1.32	2.21	2.00	3.10
Construction management costs as a percentage of total construction costs	13%	13%	12%	12%	12%
Feet of streambank restored (not cumulative)	8,175	2,980	NA	12,000	12,000
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	24,500	24,641	65,000	65,000	65,000

Equity Impacts

As part of its management of construction contracts, the Construction program monitors contractors’ compliance with minority subcontracting requirements, including D/M/W/ESB/SDVBE participation and other City equity-driven contracting opportunities. This aligns with the equity focus area of Equitable External Workforce Development 2.2 (insights on the % of COBID participation on awarded contracts), in the bureau’s 2023-2025 Equity Plan. The Construction and MTL program utilize COBID firms for contracting professional services, although COBID firm participation varies depending on project type and size.

The MTL program is part of the bureau’s overall engineering design and construction approach for capital projects to ensure the same quality standards of design, construction, and materials for any capital project in the City, regardless of neighborhood or community demographics. The result is that no community bears a disproportionate burden because of inferior construction materials or workmanship. This aligns with the Environmental Justice focus area of the bureau’s Equity Plan.

In FY 2024-25, program supervisors and business operations staff will work to create tools for ensuring staff understand decision making and how to engage in decisions that affect them on a bureau level (Government Cultural Competency, 1.2 & 1.3) as well as how to identify and submit issues and improvement needs around their work, resolution of issues, and what issues are being currently worked on (Equitable Internal Workforce Development 3.1 – 3.3) via tracking dashboards and internal communication improvement.

Changes to Program

More FTEs are allocated to the CIP program offer in FY 2024-25 than the prior year, resulting in a reduction to the personnel services budget.

External and Internal materials and services are largely unchanged from the prior year.

Internal materials and services revenues decreased by approximately \$100,000 due to lower expected demand for services charged to the rest of the bureau and City.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,240,202	\$4,500,546	\$3,359,128	\$1,200,777	\$1,200,777
External Materials and Services	\$152,301	\$182,050	\$258,726	\$256,001	\$256,001
Internal Materials and Services	\$(297,178)	\$(511,677)	\$(981,061)	\$(896,162)	\$(896,162)
Capital Outlay	\$32,095	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$4,127,419	\$4,170,919	\$2,636,793	\$560,616	\$560,616
Requirements Total	\$4,127,419	\$4,170,919	\$2,636,793	\$560,616	\$560,616
FTE	27.46	21.30	6.00	6.00	6.00

Engineering Services - Design Services

Program Description & Goals

The Engineering Services – Design Services Program provides engineering design services for capital projects ranging from wastewater conveyance and treatment infrastructure to stormwater facilities and stream restoration. This program also includes interagency coordination with the Bureau of Transportation, sewer extension, and nonconforming sewer efforts. This program includes two divisions: the Sewer, Stormwater and Restoration Design Division and the Treatment and Pumping Systems Division’s Design Section.

The program impacts every bureau performance measure related to capital project delivery and output. Project management and engineering influences pipe repair, replacement, stream restoration, the amount of combined and sanitary sewer overflows, and water quality measures.

The primary goal of the program is to plan and design capital projects that improve the reliability and capacity of the Bureau’s treatment infrastructure, wastewater and stormwater conveyance, and to protect and improve water quality and watershed health.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Watershed Health Index for water quality	5.50	5.40	NA	5.50	8.00
Feet of streambank restored (not cumulative)	8,175	2,980	NA	12,000	12,000
Amount of wastewater processed annually (in million gallons)	29,148	25,504	28,000	30	NA
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	24,500	24,641	65,000	65,000	65,000

Equity Impacts

An equity lens is applied to all projects in the Design Services Program to inform bureau infrastructure decisions, which also aligns with the strategy of Equitable Service Delivery (1.2) and Environmental Justice through Data-informed Practices. This primarily occurs during system planning (Asset Systems Management Program) and the project prioritization process (via the Project Management Office), but also occurs during project work planning and design done by the Design Services Program.

In the FY 2024-25 year, program supervisors and business operations staff will work to create tools for ensuring staff understand decision making and how to engage in decisions that affect them on a bureau level (Government Cultural Competency, 1.2 & 1.3) as well as how to identify and submit issues and improvement needs around their work, resolution of issues, and what issues are being currently worked on (Equitable Internal Workforce Development 3.1 – 3.3) via tracking dashboards and internal communication improvement.

The Nonconforming Sewer Program identifies and supports potentially eligible candidates in accessing the available financial assistance and deferred payment options. Many properties this program works with are on older, smaller and subdivided lots, and some areas overlap with a high percentage of minority and/or low-income census tracts. Helping existing property owners resolve issues related to nonconforming sewers can help those residents stay in their homes and/or reap full value of their property at the time of sale.

Additionally, this program utilizes COBID (Oregon’s Certification Office for Business Inclusion and Diversity) certified firms for contracting professional services when needed. And will continue this practice in FY 2024-25, as feasible.

Changes to Program

A portion of this program offer is now funded with Portland Clean Energy Fund (PCEF) revenues related to the operating component of stormwater design services.

More FTEs are allocated to the CIP program offer in FY 2024-25 than the prior year, resulting in a reduction to the personnel services budget.

External materials and services decreased related to a grant that is decreasing.

Internal materials and services costs are projected to stay constant with the prior year revised budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,585,781	\$5,292,739	\$2,356,429	\$1,670,557	\$1,670,557
External Materials and Services	\$416,504	\$259,919	\$652,174	\$468,624	\$468,624
Internal Materials and Services	\$218,850	\$195,403	\$15,362	\$18,726	\$18,726
Bureau Expenditures Total	\$5,221,135	\$5,748,060	\$3,023,965	\$2,157,907	\$2,157,907
Requirements Total	\$5,221,135	\$5,748,060	\$3,023,965	\$2,157,907	\$2,157,907
FTE	24.40	11.70	6.85	6.85	6.85

Funds Management

Program Description & Goals

The Funds Management Program segregates bureau wide financial transactions from program specific transactions. The transactions in this program are administrative in nature, benefit the entire bureau, and do not impact a particular program offer. There are no staff related to this program and any staff time spent recording and monitoring these transactions are reflected in the Business Support program.

Equity Impacts

Funds Management reflects bureau-wide transfers, revenues, and expenditures. There are minimal equity impacts related to fund balance, reserves, contingencies, inter-fund transfers, and interest earnings.

Rate revenue affects equity by determining how much each customer pays for sewer and stormwater service. Every year, BES calculates rates using cost of service ratemaking principles most recently updated by council in 2023. This does not address racial equity or specific geographic locations but ensures that residential customers as a group are paying their fair share of rates. The BES rate schedule does not directly address benefit or burden on communities of color or people with disabilities. However, BES has low-income discounts which ensure lower income customers are less burdened than higher income customers.

Issuing debt greatly affects the inter-generational equity of the sewer and stormwater system. Issuing debt allows customers in the future benefitting from capital projects to pay for the improvement via debt service and customers today to pay according to the benefit received. Additionally, issuing debt lowers rate increases in the short term.

Changes to Program

Changes to this program are typically administrative in nature and address fund balances, reserves, contingencies, and transfers among BES’s family of funds. The various transfers and debt service are largely dependent on various legal requirements and vary from year to year.

The personnel services budget includes merit pay and the increase in estimated benefits costs.

The external materials and services budget includes the utility license fee.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$0	\$0	\$708,995	\$1,699,995	\$1,699,995
External Materials and Services	\$85,651	\$409,457	\$19,610,000	\$20,400,000	\$20,400,000
Bureau Expenditures Total	\$85,651	\$409,457	\$20,318,995	\$22,099,995	\$22,099,995

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Expenditures					
Debt Service	\$177,017,425	\$369,214,685	\$142,435,490	\$154,843,698	\$154,843,698
Contingency	\$0	\$0	\$267,910,312	\$394,529,450	\$393,783,497
Fund Transfers - Expense	\$134,797,102	\$246,953,397	\$544,257,737	\$556,665,520	\$556,600,841
Debt Service Reserves	\$0	\$0	\$24,234,165	\$20,479,772	\$20,479,772
Fund Expenditures Total	\$311,814,527	\$616,168,082	\$978,837,704	\$1,126,518,440	\$1,125,707,808
Requirements Total	\$311,900,179	\$616,577,539	\$999,156,699	\$1,148,618,435	\$1,147,807,803

Integrated Planning

Program Description & Goals

The Integrated Planning Program is responsible for planning functions that support all bureau assets and connect bureau equity goals, strategic goals, and community objectives to the prioritization and implementation of programs and projects. The group assesses risk across systems owned and managed by the bureau and develops integrated plans and recommendations for capital and operating solutions which optimize opportunities, community benefits, and cost. The group also provides hydrologic and hydraulic modeling services for the bureau to support identification and prioritization of system improvement needs and asset investment strategies, City projects, and combined sewer overflow compliance reporting. Integrated Planning oversees the bureau’s resiliency efforts (climate and seismic), coordinates with other bureaus’ resiliency planning, and recommends changes to standards and processes to achieve resiliency goals.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of CIP budget spent	70%	93%	85%	87%	95%
Number of combined sewer overflow events	7	4	4	4	4
Number of sanitary sewer overflows	131	136	135	140	NA
Number of stormwater flooding events due to system capacity	93	112	80	80	NA
Watershed Health Index for water quality	5.50	5.40	NA	5.50	8.00
Linear feet of sanitary and combined sewer pipe repaired or replaced to improve condition and capacity	24,500	24,641	65,000	65,000	65,000

Equity Impacts

Integrated Planning incorporates equity considerations into all levels of planning, including asset and system risk assessment, capital projects, community engagement, modeling services, the identification of priority areas, and the development of integrated solutions. The group continually seeks tools and resources that will further improve equity considerations in planning efforts involving the bureau’s capital investment, programmatic delivery, and maintenance work. Environmental Services’ ability to deliver optimal and equitable solutions which address the greatest system and community risks in compliance with state and federal regulations is dependent on the planning services provided by the Integrated Planning work group. The work of this group aligns with the Equitable Service Delivery Focus Area in the bureau’s 2023-2025 Equity Plan.

Changes to Program

The Strategy and Integrated Planning Groups merged organizationally into one Group in 2022, but remain as separate program offers.

The FTE for this program is constant from one year to the next, but the FTE allocated to the CIP program offer decreased for FY 2024-25, resulting in the increase to personnel services expenditures. CIP program offer allocation decreased by approximately 12.0 FTE.

External materials and services increased by approximately \$725,000 due to consultant planning support for high priority projects and risk analysis software.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,634,644	\$5,215,659	\$3,475,208	\$6,169,109	\$6,169,109
External Materials and Services	\$827,315	\$922,490	\$2,527,260	\$3,253,315	\$3,253,315
Internal Materials and Services	\$487,840	\$408,395	\$214,700	\$220,973	\$220,973
Bureau Expenditures Total	\$5,949,798	\$6,546,544	\$6,217,168	\$9,643,397	\$9,643,397
Requirements Total	\$5,949,798	\$6,546,544	\$6,217,168	\$9,643,397	\$9,643,397
FTE	17.50	18.35	30.60	30.60	30.60

Leadership

Program Description & Goals

The Leadership Team is responsible for implementing community-centered and data-informed strategies in all aspects of program development, planning, implementation, and decision making at the bureau. It leads and oversees implementation of the bureau’s strategic and equity plans, which identify specific service delivery, workforce, and community-centered goals and outcomes. Bureau leadership functions as the primary liaisons between bureau workgroups, City Council, and other City bureaus and strives to provide affordable, cost-effective services to the community.

Ultimate oversight, accountability and coordination of BES work is performed by a Bureau Leadership Team (Leadership Team) that includes the Director, two Deputy Directors, two Equity Manager, and five group managers (including the Bureau’s Chief Engineer). The Health, Safety, Security and Environment Team has been included in the Leadership Program to establish a culture of physical and psychological safety for employees, implement critical facilities maintenance, and security needs as stated in the Bureau Implementation Priorities.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Annual combined utility bill as a percent of median household income	2.25%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill as a percent of the lowest quintile of household income	5.52%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 1 discount as a percent of the lowest quintile of household income	3.05%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 1 discount as a percent of the lowest quintile of single family residential household income	1.85%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 2 discount as a percent of the lowest quintile of household income	1.57%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 2 discount as a percent of the lowest quintile of single family residential household income	0.95%	0.00%	0.00%	0.00%	0.00%

Equity Impacts

The equity objectives of the Bureau are to provide equitable services to all communities and achieve equitable outcomes for communities of color, particularly Black and Indigenous communities, which have the greatest disparities across all community indicators of health, safety, and well-being. Primary equity-centered priorities for FY 2024-2025 include:

- ◆ Expanding racial equity literacy and building a strong foundation of continual improvement in how to deliver services more equitably is a sustained mission and responsibility that will allow the bureau to discover new ways to achieve equity.
- ◆ Supporting and creating transformative, equitable business practices, policies, and systems that identify and reduce disproportionate impacts on, and achieve equitable outcomes for Black, Indigenous, and other communities of color. Within the functional area of Equity, the Equity Program continues to guide the bureau on more equitable budgeting practices and decision making, which includes increasing utilization of the bureau's Budget Equity Strategy Tool (BEST) and associated guidebook that clarifies the principles and components of integrating equity into program implementation and delivery of services. The tool and guidebook include a set of questions and actions to guide the bureau in assessing, prioritizing, and integrating equity in budget decisions and Program Offers.
- ◆ Establishing a bureau culture that advances workforce equity, supports the goals of the equity plan, and adopts and empowers a diverse and inclusive workforce bureau-wide. The Equity Program developed tools like THRIVE: (Tips to Hire, Recruit, and Interview for Equity) which are enhanced practices and procedures that embed equity into the bureau's hiring and recruitment process and aim to guide and support the bureau in building a diverse, high-performing workforce.
- ◆ Leveraging qualitative and quantitative data to track program access and service outcomes to ensure bureau levels of service and practices benefit systemically oppressed and traditionally excluded members of our community. Through use of tools like the Portland Utility Bureaus' Equity Data Toolkit, the bureau can assess existing service levels across demographics and geographies to improve performance and service delivery, as well as expand focused affordability programs and program participation, aimed at alleviating financial burden to customers with the greatest need.

These equity-centered priorities align with the bureau's FY 2023-2025 Equity Plan and provides Bureau leadership and all bureau members a detailed framework to advance toward more equitable outcomes in areas of environmental justice, service delivery, workforce development, and government cultural competency.

Changes to Program

External materials and services increased by approximately \$1.2 million due to increased investments in bureau-wide safety and security needs (\$700,000) and Director-led initiatives (\$500,000). Personnel services and internal materials and services generally increased in line with inflation.

Bureau of Environmental Services

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,578,433	\$2,733,437	\$3,939,366	\$4,355,630	\$4,355,630
External Materials and Services	\$170,552	\$182,397	\$550,395	\$1,789,057	\$1,789,057
Internal Materials and Services	\$298,337	\$569,628	\$483,023	\$562,190	\$562,190
Capital Outlay	\$0	\$100,462	\$0	\$0	\$0
Bureau Expenditures Total	\$3,047,322	\$3,585,924	\$4,972,784	\$6,706,877	\$6,706,877
Requirements Total	\$3,047,322	\$3,585,924	\$4,972,784	\$6,706,877	\$6,706,877
FTE	14.00	18.00	19.00	19.00	19.00

Operations & Maintenance - Collection System

Program Description & Goals

The Operations and Maintenance - Collection System Program oversees the operation, maintenance, and repair of the City’s wastewater and stormwater collection system to minimize service interruptions and potential hazards to public health, safety, property, and the environment. The collection and pumping system include 98 pump stations, 10 step systems, 52 air/vacuum relief valves, 15 odor control facilities and appurtenances located throughout the city, 3,098 miles of pipeline including 60 miles of force mains, 732 miles of lateral, 50,728 access structures, 8,657 stormwater sumps, 6,946 sedimentation manholes, 95 miles of ditches, 55,744 stormwater inlets, 328 trash racks, 172 manufactured stormwater facilities, and numerous other water quality assets.

Operation and maintenance activities include facility design, field inspections, preventive and predictive maintenance, repairs and the management of maintenance contractors and support for capital improvement program projects, public works permitting, and a variety of planning and implementation efforts related to the stormwater system. Environmental Services’ primary operation and maintenance service provider (via interagency agreement) is the Portland Bureau of Transportation Maintenance Operations.

The Collection System Program is critical to achieving the goals of minimizing the number of stormwater flooding events due to insufficient system capacity and minimizing the number of combined sewer overflows (CSOs) and sanitary sewer overflows (SSOs), as well as meet bureau goals toward watershed health.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of combined sewer overflow events	7	4	4	4	4
Number of sanitary sewer overflows	131	136	135	140	NA
Number of stormwater flooding events due to system capacity	93	112	80	80	NA

Equity Impacts

BES is required by state and federal regulators to ensure the equitable distribution of its basic, sanitary and stormwater services that protect public health, watershed health and the environment. Pollution prevention is multi-faceted and intended to be equitable service delivery, as level of service is intended aimed to address the needs of each sewer basin and ratepayer. The goal is to reduce pollution and conserve resources while employing best practices in mitigating the carbon footprint in Portland. Best practices will improve the health of our residents in the community and reduce the risks to the environment and economy from climate change and the high costs of pollution.

The impact and consequence of system failures, reduced levels of service, and risks are disproportionately more significant to vulnerable communities, and further refinement and development of equity-centered mitigation strategies as well as related performance measures and outcomes are further planned for FY 2024-25.

Bureau of Environmental Services

Public Works Service Area

Changes to Program

FTE allocated to the program has stayed relatively constant. The decrease in personnel services budget is due to salary not being budgeted for the Industrial Maintenance Millwright position in the budget system. The positional authority is correct and any necessary adjustments in budget will be reflected in future budget adjustment opportunities.

External materials and services increased by approximately \$100,000 largely due to inflation in utility costs.

Capital outlay decreased by approximately \$8 million from the revised budget due to decreased capital outlay needs next year and realizing large carryovers from the prior year for long delivery lead times (approximately \$5.7 million).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,010,161	\$5,506,839	\$5,280,085	\$3,858,323	\$3,858,323
External Materials and Services	\$3,142,758	\$4,006,157	\$4,760,758	\$4,849,152	\$4,849,152
Internal Materials and Services	\$18,232,923	\$20,189,699	\$24,553,590	\$23,980,597	\$23,980,597
Capital Outlay	\$1,162,284	\$1,345,604	\$10,460,700	\$1,936,000	\$1,936,000
Bureau Expenditures Total	\$27,548,126	\$31,048,300	\$45,055,133	\$34,624,072	\$34,624,072
Requirements Total	\$27,548,126	\$31,048,300	\$45,055,133	\$34,624,072	\$34,624,072
FTE	30.85	33.05	32.25	32.25	32.25

Operations & Maintenance - Treatment

Program Description & Goals

The Operations and Maintenance – Treatment Program operates and maintains two wastewater treatment plants that also serve as resource recovery facilities as well as the combined sewer overflow reduction system. They treat collected wastewater (sanitary & storm) and produce renewable energy and nutrients derived from wastewater collected from the City of Portland service area in compliance with federal and state regulations.

The Columbia Boulevard Wastewater Treatment Plant (CBWTP) treats both combined and separated sewers with an annual daily average of 68 million gallons per day of municipal wastewater, with a peak capacity of 450 million gallons per day (mgd). The Tryon Creek Wastewater Treatment Plant (TCWTP) treats an annual daily average of 6 mgd. The Treatment Program is critical to achieving the goals of effectively processing wastewater that is conveyed to the treatment plants and transforming waste from treatment processes into valuable products whenever practical.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Cost to operate and maintain the treatment plants per million gallons treated	\$1,007	\$1,099	\$1,000	\$1,234	NA
Percent of methane beneficially used	50%	30%	95%	95%	100%
Percentage of urgent public health and safety related service requests responded to within two-hour timeframe	97%	95%	90%	90%	NA
Tons of biosolids beneficially used	9,247	11,400	13,500	14,000	15,000
Percentage of biochemical oxygen demand removed	92%	93%	85%	85%	NA
Amount of wastewater processed annually (in million gallons)	29,148	25,504	28,000	30	NA

Equity Impacts

Over the last couple years, the group has been challenged with internal health, safety, and equity goals. Recent transitions in group leadership and multiple employee assessments have revealed a picture full of improvement opportunities and internal equity shortcomings. The leadership team has connected this list of internal equity opportunities with our budgetary requirements and assigned improvement initiative leads. The group is also working on O&M Engagement and Support roadmap with a network of organizational culture agents. At the same time group is shifting strategic focus to resource recovery practices. Strategic shift will be outlined in the Resource Recovery plan currently under development. This plan will examine how to best utilize the renewable energy, water, and nutrients we produce to provide the maximum benefit to the community by offsetting financial requirements for asset infrastructure management that result in the need for community rate increases.

Bureau of Environmental Services

Public Works Service Area

Group will focus on and provide metrics for the following Equity Plan Actions that are interconnected with Budget Program offers:

- ◆ Equitable Workforce Development (EWD): Improvement of Risk Management team mission and internal facing employee messaging to promote all employee physical and mental safety. Focus on black and indigenous employee's wellbeing. Prioritizing team members safety and wellbeing first through safety policy development and cultural integration, ongoing critical safety training and safety equipment procurement and management.
- ◆ Equitable Workforce Development (EWD): Physical and Emotional Security: Invest in security equipment (CCTV cameras, site-specific lighting, fencing and gating, emergency alarms and auto-call stations, motion detectors, etc.) for the CBWTP site and areas off-site that may be vulnerable. Safe and healthy staffing levels that minimize forced overtime and increase healthy and safety.
- ◆ Equitable Workforce Development (EWD): Create and maintain welcoming environment for women and women-identified team members.
- ◆ Equitable Service Delivery (ESD): Appropriate resource investment level to address deferred asset deficits that have accumulated into immediate concerns and extreme business risk exposure of BES Treatment & Pump station group. Deferred asset investment has resulted in immediate workplace safety, decreased system reliability and need immediate action. Ensure necessary levels of consumables are available for safe wastewater treatment and adequate available budgets for utilities. Focus on asset improvement for those asset located in underserved communities.
- ◆ Equitable Service Delivery (ESD): O&M requirements of Renewable Natural Gas (RNG) & OWRF project and adjust budgets and staff accordingly.
- ◆ Equitable Workforce Development (EWD): Offer career paths for Black communities, Indigenous communities, communities of color, and other communities that have been intentionally marginalized by the City of Portland. Develop an apprenticeship pipeline with local high schools, trade schools, community colleges, universities, and industry partners to attract new hires into the workplace.
- ◆ Equitable Workforce Development (EWD): Improve visibility of and belonging, retention, and promotional opportunities for Wastewater Operations Team assigned to B and C shifts.
- ◆ Equitable Workforce Development (EWD): Provide funding for all field staff and especial team members belonging to black and indigenous communities, to attend and be involved with local, regional, and national technical conferences, exhibitions, and competitions that enhance staff knowledge, skill sets and industry networking. Employees need opportunities to prepare and present papers that tell the story of BES and all the good it is doing for the Portland community and the industry at large.
- ◆ Equitable Workforce Development (EWD): Ensure each shift is covered by a Class IV operator.
- ◆ Equitable Workforce Development (EWD): Address deficiency in document

management, including updating standard operating procedures and asset management database.

Changes to Program

FTE increased by 3.0 for new Wastewater Operator, trainee positions to better accommodate long-term workforce needs. Additional budget was added to accommodate premium pay and overtime due to new union contracts and increased overtime needs.

External materials and services decreased by approximately \$1 million from the revised budget due to planned decreases in natural gas consumption as the Renewable Natural Gas facility comes online and decreases to minor equipment purchases.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$15,452,030	\$16,625,538	\$17,174,087	\$18,121,286	\$18,121,286
External Materials and Services	\$10,560,039	\$11,109,110	\$20,848,059	\$19,709,378	\$19,709,378
Internal Materials and Services	\$964,741	\$835,555	\$955,732	\$1,036,851	\$1,036,851
Capital Outlay	\$76,648	\$0	\$367,449	\$0	\$0
Bureau Expenditures Total	\$27,053,457	\$28,570,203	\$39,345,327	\$38,867,515	\$38,867,515
Requirements Total	\$27,053,457	\$28,570,203	\$39,345,327	\$38,867,515	\$38,867,515
FTE	101.05	111.40	120.30	123.30	123.30

Operations & Maintenance - Watershed

Program Description & Goals

The Operations and Maintenance – Watershed Program is composed of three divisions and works toward the BES Strategic Goal of Service Delivery to optimize how BES delivers stormwater services and protect resources for the community. Watershed Revegetation provides vegetation management and maintenance, Stormwater Asset Inventory and Condition Assessment implements a community of practice to collect critical asset data of the separated stormwater system and natural assets, and Surface Water Management is responsible for long-term management of bureau restoration and flood mitigation projects and collaborates on operational strategies with other stormwater jurisdictions.

The Operation and Maintenance – Watershed Program includes vegetation management and natural area improvements, including maintenance of approximately 2,600 green street units, 140 regional stormwater facilities, 390 acres of natural areas and 300 miles of rivers, streams, and riparian buffers. The Watershed Program is critical to achieving the goals of improving water quality, hydrology, and habitat values of the city’s rivers and streams.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Feet of streambank restored (not cumulative)	8,175	2,980	NA	12,000	12,000
Number of green streets inspected	2,921	2,522	2,750	2,800	5,500
Number of trees planted	6,458	7,712	5,750	5,750	5,750

Equity Impacts

Stormwater facilities are in all areas of the City, and stormwater services are provided equitably to communities. Greenstreet units, vegetated stormwater facilities between streets and sidewalks are installed in combined system areas as part of the Bureau’s control of sewage overflows into the Willamette River and Columbia Slough. Greenstreet units are installed in separated stormwater system areas for infiltration and water quality benefits. Throughout the city, these units are valuable assets to neighborhoods and serve the transportation system.

Equity considerations are evaluated and applied to areas with vulnerable populations with regard to street flooding and riparian flooding. Land management practices are being revised to improve values to our indigenous communities.

Changes to Program

This program offer is nearly entirely funded with Portland Clean Energy Fund (PCEF) revenues. As PCEF requests were based on the FY 2023-24 revised budget, there are minimal changes save for an approximate \$1 million increase in external materials and services to increase the amount of resource related to green asset maintenance.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,078,321	\$3,306,112	\$3,873,083	\$3,827,008	\$3,827,008
External Materials and Services	\$1,920,985	\$2,287,002	\$2,299,153	\$3,249,319	\$3,249,319
Internal Materials and Services	\$760,914	\$481,531	\$90,675	\$93,006	\$93,006
Capital Outlay	\$0	\$0	\$86,000	\$179,000	\$179,000
Bureau Expenditures Total	\$5,760,221	\$6,074,645	\$6,348,911	\$7,348,333	\$7,348,333
Requirements Total	\$5,760,221	\$6,074,645	\$6,348,911	\$7,348,333	\$7,348,333
FTE	22.87	24.15	24.00	24.00	24.00

Strategy

Program Description & Goals

The Strategy Program ensures integrated strategies are developed, implemented, and monitored bureau wide. Key functions include asset management, portfolio management, regulatory strategy, Portland Harbor administration, and communications. The Strategy Program relies upon the goals and objectives identified in the bureau’s Strategic Plan, direction from City Council, bureau leadership, and information from the community.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Watershed Health Index for water quality	5.50	5.40	NA	5.50	8.00
Number of bureau education programs delivered	206	343	350	400	400
Number of education and engagement activities and events about Portland Harbor Superfund	23	43	NA	56	67

Equity Impacts

Ensuring that equity is prioritized in the development and implementation of bureau-wide strategies and is fundamental to the work performed by this group. The bureau’s approaches to activities such as asset management, investment strategies, regulatory policy, and the administration of the City’s Portland Harbor obligations must be informed by community priorities and needs and delivered with a focus on equity and on historically underserved communities. The work of this group aligns with the Equitable Service Delivery Focus Area in the bureau’s 2023-2025 Equity Plan.

An example of the Strategy Group’s work is incorporation of equitable service delivery in the development of bureau levels of service. Another example is the Portland Harbor program’s community-based grants and partnering with representatives of BIPOC, refugee and immigrant communities. In addition, the Portland Brownfield Program provides technical and financial assistance to nonprofit and community organizations, small businesses, community members, landowners, and prospective purchasers regarding potentially contaminated land.

Changes to Program

The Strategy and Integrated Planning Groups merged organizationally into one Group in 2022 but remain as separate program offers.

The number of FTE for this program stayed constant from the prior year, but approximately 4.0 fewer FTE are allocated to the CIP program offer than FY 2023-24. The personnel services budget increases accordingly.

External materials and services decreased by approximately \$1.8 million due to decreased payments related to the Columbia Slough settlement approved by Council in Ordinance 191602.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,459,347	\$5,959,927	\$5,774,788	\$6,410,710	\$6,410,710
External Materials and Services	\$4,302,732	\$4,043,996	\$18,102,459	\$16,300,602	\$16,300,602
Internal Materials and Services	\$2,204,070	\$2,728,381	\$2,938,311	\$3,052,848	\$3,052,848
Bureau Expenditures Total	\$11,966,149	\$12,732,304	\$26,815,558	\$25,764,160	\$25,764,160
Fund Expenditures					
Fund Transfers - Expense	\$(1,005,207)	\$636,000	\$1,392,000	\$1,692,000	\$1,692,000
Fund Expenditures Total	\$(1,005,207)	\$636,000	\$1,392,000	\$1,692,000	\$1,692,000
Requirements Total	\$10,960,942	\$13,368,304	\$28,207,558	\$27,456,160	\$27,456,160
FTE	28.45	30.35	33.50	33.50	33.50

Technical Services - Environmental Information

Program Description & Goals

The Technical Services – Environmental Information Program provides the City with cost-effective environmental assessment, monitoring, and laboratory services; biological expertise and leadership; data analysis and delivery; and technical consultation. The Program develops and delivers actionable information for decision-makers inside and outside of the bureau, for the benefit of the community. Information provided by the program supports regulatory objectives and compliance requirements; infrastructure design, construction, and operation; watershed and system planning; beneficial use of land and water resources; ecosystem health and protection; and property investments.

The goal of the program is to help protect and improve surface water, groundwater, stormwater, sediment, soil, and habitat quality by providing technical and scientific services to each major work group and portfolio.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Level I/Phase I Environmental Assessments completed on time	84%	70%	0%	85%	90%
Number of lab analyses performed each year	52,820	56,389	55,000	55,000	NA

Equity Impacts

Most services provided by the Technical Services - Environmental Information (EI) Program are identified by other program areas and conducted in support of other program objectives which have been developed within an equity framework. EI Program resources are used to generate actionable and scientifically sound environmental information into BES and City decisions. Examples include:

- ◆ Data from conveyance systems that support system and pump station planning to ensure equitable sanitary service delivery;
- ◆ Data characterizing contamination on public or private property, so appropriate measures can be taken to mitigate risks to human health and the environment;
- ◆ Data from natural assets that help to ensure appropriate investments in their stewardship and protection for the benefit of the community; and
- ◆ Data from wastewater treatment plant processes to support environmental compliance and resource recovery objectives.

To build employee capacity to apply equity to their work, over the past two fiscal years the program logged more than 1,000 hours of independent equity learning across all EI Program employees. In FY 2023-24 the Program helped to extend this approach to the Information Systems and Mapping Program. Specific focus areas, where beneficial impacts on historically marginalized or underrepresented populations are more direct, include environmental investigation and remediation support for Temporary Alternative Shelter Sites (TASS), participation in studies of COVID-19 in wastewater to further understanding of predictive capacity for public health agencies, Invasive Species Program outreach, and external workforce development.

Overall, the EI Program supports each of the five Equity Focus Areas in the new BES Equity Plan:

- ◆ Government Cultural Competency - an EI Program representative has served on the BES Equity Committee and is supporting the development of platforms from which to track, visualize, and communicate BES progress on equity strategies and actions.
- ◆ Equitable Workforce Development (Internal) – equity literacy goals for all program employees, equitable distribution of training opportunities, job shadowing, and explicit identification and pursuit of employee professional development goals.
- ◆ Equitable Workforce Development (External) – avid support of job fairs, school partnerships, inclusive recruitment strategies, job classification changes to create career pathways.
- ◆ Environmental Justice – technical support for environmental remediation initiatives and EI Program Statistician support for developing the Portland Water Bureau & BES Equity Data Toolkit (EDT) that provides indices and analysis to integrate equity data more deeply into our work.
- ◆ Equitable Service Delivery – conservative fiscal management to lessen adverse impacts on vulnerable communities of utility rate increases, tailored Invasive Species Program outreach to communities most impacted by habitat degradation, and contract procurements that prioritize COBID-certified firms.

Changes to Program

This program offer is partially funded with Portland Clean Energy Fund (PCEF) revenues, with the Biological Sciences section funded via PCEF.

Overall, this program did not change dramatically, as personnel services increased due to inflation and external materials and services decreased by approximately \$250,000 due to a projected decrease in how pass-through expenditures impact the budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,207,737	\$7,589,598	\$8,409,056	\$8,887,983	\$8,887,983
External Materials and Services	\$1,715,548	\$1,558,230	\$2,549,405	\$2,291,955	\$2,291,955
Internal Materials and Services	\$(2,682,040)	\$(2,569,629)	\$(3,428,524)	\$(3,338,174)	\$(3,338,174)
Capital Outlay	\$33,232	\$183,233	\$252,500	\$311,000	\$311,000
Bureau Expenditures Total	\$6,274,477	\$6,761,432	\$7,782,437	\$8,152,764	\$8,152,764
Requirements Total	\$6,274,477	\$6,761,432	\$7,782,437	\$8,152,764	\$8,152,764
FTE	51.35	51.70	52.00	52.00	52.00

Technical Services - Information Systems & Mapping

Program Description & Goals

The Technical Services – Information Systems and Mapping Program consists of three specific work units: Database and Application Services, Mapping and Geographic Information System (GIS) Data Services, and Data Strategy. These three work units provide centralized Information System and data-related strategy and support across the bureau.

While the focus is primarily to run and maintain of current systems, innovations and proposed IT-related initiatives are typically evaluated and managed by staff in collaboration with the IT governance committee, the requesting group, and prioritized in accordance with the bureau’s Strategic Plan and the guidance of our Bureau Leadership Team.

Equity Impacts

The Information Systems and Mapping Program aims to deliver services and data accessibility equitably Citywide, in alignment with the BES Strategic Plan and Goal 2 – Equitable Service Delivery and the same goal in the bureau’s 2023-2025 Equity Plan. Additionally, the bureau’s joint IT Governance / Data Governance Committee reviews IT and Data-related project proposals and makes recommendations to our Bureau Leadership Team based on a scoring process that includes a “Beneficial Impacts to Equity” category to evaluate to what extent proposed projects:

- ◆ Increase data access and transparency to the community;
- ◆ Increase the City’s ability to quantify current and future equity impacts and services to the community;
- ◆ Increase the City’s ability to identify potential solutions to disproportionate outcomes to the community; and
- ◆ Have measurable and positive impacts specific to historically underserved and vulnerable communities.

Additionally, as part of BES’ rollout of Success Factors, all applicable staff (non-rep) have equity objectives included within their Personal and Service objectives, to foster conversations and awareness within the centralized services we provide. We’re also committed to including equity objectives within the existing performance evaluation templates for represented staff.

Changes to Program

External materials and services increased by approximately \$480,00. \$617,000 was reduced in the FY 2023-24 Fall BMP due to delays in Infor capitalization and is added back into the FY 2024-25 budget as the planned expenditure will be realized. Approximately \$137,000 was added to the FY 2023-24 budget as a one-time expenditure for the employee website and various other needs.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,859,520	\$3,094,968	\$3,288,076	\$3,624,831	\$3,624,831
External Materials and Services	\$1,142,833	\$615,879	\$248,780	\$729,690	\$729,690
Internal Materials and Services	\$4,813,054	\$4,700,375	\$0	\$33,795	\$33,795
Capital Outlay	\$0	\$24,400	\$0	\$0	\$0
Bureau Expenditures Total	\$8,815,407	\$8,435,623	\$3,536,856	\$4,388,316	\$4,388,316
Requirements Total	\$8,815,407	\$8,435,623	\$3,536,856	\$4,388,316	\$4,388,316
FTE	21.00	20.00	20.80	20.80	20.80

Admin & Support

Asset Systems Management

Bureau Support

Collection System

Communications

Construction Services

Employee Development

Engineering

Environmental Compliance

Environmental Investigation and Monitoring

Finance

Information Management

Maintenance

Materials Testing Lab

Pollution Prevention Administration

Portland Harbor

Portland Harbor CERCLA (Superfund)

Portland Harbor NRDA

Science, Fish and Wildlife

Sustainable Stormwater

Systems Development

Treatment

Wastewater Services

Watershed Management

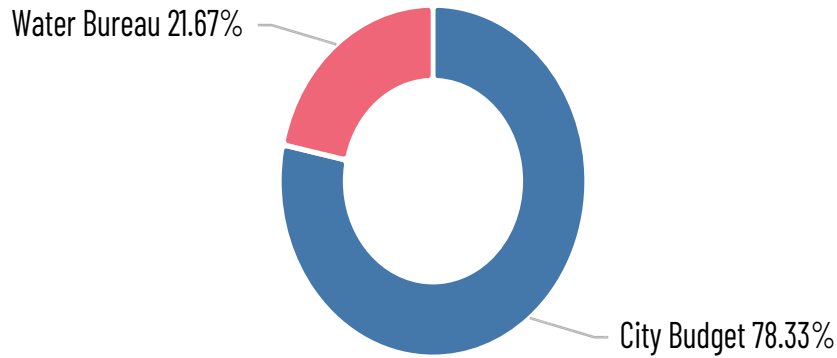
Watershed Revegetation

Watershed Services

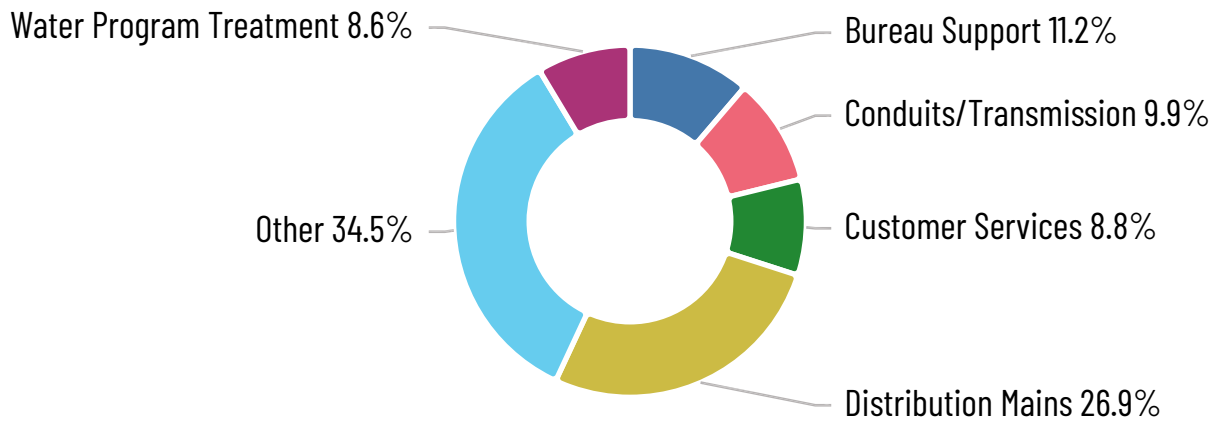
Portland Water Bureau

Public Works Service Area

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$989,467,292	\$1,308,410,973	\$318,943,681	32.2%
Capital	\$168,997,451	\$486,600,200	\$317,602,749	187.9%
Total	\$1,158,464,743	\$1,795,011,173	\$636,546,430	54.9%
Authorized Positions	665.70	658.70	(7.00)	(1.05)%

Bull Run Watershed

Program Description & Goals

The Bull Run Watershed Program encompasses the efforts of the Water Bureau to protect and maintain the natural resources and infrastructure that enable Portland to use the federally designated Bull Run Watershed Management Unit (BRWMU) as the regions primary drinking water source. Shifting hydrology, stream flows and warmer air temperatures from climate change affect the volume of Bull Run reservoir storage and the timing of reservoir drawdown. Bull Run supply reliability is continuously monitored and forecasted through the bureau’s seasonal supply planning and long-range supply system and adaptive planning efforts.

There are 15.7 FTE operating and 4.5 FTE capital positions supporting this program. These positions include engineers, planners, and watershed maintenance staff, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Days Bull Run supply is available, excluding regulatory compliance events (such as turbidity events that exceed regulatory limits)	365	365	365	365	365
Days total reservoir storage is above 6.9 billion gallons (the reservoirs’ baseline storage threshold)	365	730	730	730	730

Equity Impacts

The Bull Run Watershed program has equity impacts in three main areas:

- ◆ Protecting water quality: The Water Bureau recognizes that water quality problems could disproportionately affect communities of color, low-income groups, and people with medical disabilities. Robust protection of water sources protects public health.
- ◆ Protecting cultural resources: The Bull Run Watershed program contains the bureau’s cultural resource protection work in Bull Run. This program will include work with Native American tribes and communities.
- ◆ Education program: The bureau’s education program offers free programs to all schools within the Portland metropolitan area. Transportation subsidies are available to reduce financial barriers for participating schools, with full transportation reimbursement options available to schools with Title 1 status, as budgets allow. The education program meets accommodation requests, from wheelchair- accessible transit to language translation. Staff offer programming in Spanish. The program is expanding education opportunities about the Water Bureau for underserved communities, prioritizing culturally responsive and trauma-informed programming.

Portland Water Bureau

Public Works Service Area

Changes to Program

This program includes \$0.5 million for 5-years for FERC relicensing.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,077,501	\$3,970,053	\$3,638,027	\$3,851,750	\$3,851,750
External Materials and Services	\$1,060,747	\$1,007,457	\$2,766,440	\$3,282,310	\$3,282,310
Internal Materials and Services	\$1,478,079	\$1,852,827	\$854,969	\$822,780	\$822,780
Capital Outlay	\$1,615,750	\$2,586,135	\$2,104,000	\$3,986,000	\$3,986,000
Bureau Expenditures Total	\$7,232,077	\$9,416,472	\$9,363,436	\$11,942,840	\$11,942,840
Requirements Total	\$7,232,077	\$9,416,472	\$9,363,436	\$11,942,840	\$11,942,840
FTE	18.00	16.00	17.00	17.00	17.00

Bureau Support

Program Description & Goals

The Bureau Support Program manages the business and administrative needs of the bureau in accordance with City administrative rules and requirements. The overarching goal of this program is to provide the administrative and support functions that (1) guide employees toward efficient, cost-effective processes and practices, (2) encourage accountability, consistency, and transparency, (3) comply with City business policies, standards, and expectations, and (4) align with the bureau’s strategic goals. Climate change response was identified as a priority in the bureau Strategic Plan, including worker protection during extreme heat and wildfire smoke, reducing bureau carbon emissions and enhanced climate communications.

There are 62.7 FTE operating positions supporting this program. These positions include administrative specialists, accountants, and communications staff, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of community members who, in a statistically significant survey, say they have "good" or "very good" awareness of the services the bureau provides	89%	NA	NA	75%	75%

Equity Impacts

Bureau Support contains the bulk of the bureau’s equity management. The program includes the Equity and Policy Team, which works toward influencing attitudes within the bureau that produce authority, access, opportunities, and measurable outcomes for the bureau workforce and community members. This program ensures equitable recruitment and retention practices; ADA accessibility in bureau facilities; expanding contracting of Black, Indigenous, Latinx, Asian, Pacific Islanders, and Multiracial peoples; and supporting vulnerable communities’ efforts to prepare for emergencies. The bureau will update its Emergency Operations Plan using a multicultural and equity lens. Lastly, this program includes operating procedures for worker protection during extreme heat and wildfire smoke.

This program also includes the Communications Team, which implements equitable outreach and communications practices with underserved and under-represented communities. By focusing on language and disability access, staff in this program help fulfill translation, interpretation, and accommodations requests, and implement an equity lens for communications materials. Staff in this program partner with community organizations and people from under-represented communities, attend culturally specific community events, work with media, and hold outreach events at facilities with greater access for communities of color. The bureau will develop and implement an external strategic communications plan that prioritizes cultural responsiveness. The bureau also is creating more ways for people from under-represented communities to inform bureau policies, programs, and projects. And, the bureau uses emergency management communications equity and accessible best practices, including identifying technology needs to reach multilingual and disability communities.

Portland Water Bureau

Public Works Service Area

This program also includes the bureau’s affordability initiatives. The bureau assesses affordability using industry standards that use household burden and poverty prevalence measures. The bureau is working on establishing affordability goals and determining which areas of the City and which customers are most harmed by water costs. The bureau will also study rate structures that prioritize affordability, including rates that incorporate a very inexpensive lifeline (or essential) water use amount. Lastly, this program seeks to diversify funding sources for projects and programs: consider grants, customer and employee voluntary contributions, donations from foundations and charities, water foundation, and revenue streams from ads or leases.

Changes to Program

Program efforts are focused on the following:

- ◆ Supporting employees during Charter Reform.
- ◆ Reduced 1.0 FTE Office Support Specialist II as part of the Approved Budget to offset increases to General Fund Overhead due to charter change transition.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$9,563,831	\$10,186,709	\$10,852,412	\$11,458,454	\$11,534,325
External Materials and Services	\$11,411,008	\$11,640,830	\$15,632,532	\$13,540,532	\$14,729,951
Internal Materials and Services	\$7,695,446	\$7,766,680	\$9,111,537	\$8,831,173	\$8,831,173
Capital Outlay	\$57,587	\$540,655	\$200,000	\$4,040,000	\$4,040,000
Bureau Expenditures Total	\$28,727,872	\$30,134,874	\$35,796,481	\$37,870,159	\$39,135,449
Fund Expenditures					
Debt Service	\$116,923,403	\$66,649,711	\$82,501,085	\$75,108,223	\$75,107,863
Contingency	\$0	\$0	\$297,522,359	\$232,392,232	\$233,110,413
Fund Transfers - Expense	\$226,673,803	\$225,961,133	\$403,250,946	\$671,724,926	\$670,730,003
Debt Service Reserves	\$0	\$0	\$30,608,884	\$27,476,852	\$27,472,852
Fund Expenditures Total	\$343,597,206	\$292,610,843	\$813,883,274	\$1,006,702,233	\$1,006,421,131
Requirements Total	\$372,325,078	\$322,745,717	\$849,679,755	\$1,044,572,392	\$1,045,556,580
FTE	128.00	136.00	139.00	139.00	138.00

Conduits/Transmission Mains

Program Description & Goals

The Conduits/Transmission Mains Program is responsible for bringing water from the city’s two water sources, the Bull Run Watershed and Columbia South Shore Well Field, to buried reservoirs at Powell Butte, then to other in-town buried reservoirs and tanks at Kelly Butte, Washington Park, Sam Jackson, and Mayfair.

Climate change exacerbates the risk of conduit outages from flooding, landslides and wildfire. Bureau supply system and adaptive planning work regularly evaluates conduit resilience and investment needs.

There are 5.1 FTE operating and 8.3 FTE capital positions supporting this program. These positions include engineers, watershed specialists, and operating engineers (staff who operate the water system in the field), among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of unplanned conduit outages	1	0	0	0	0
Number of unplanned transmission outages.	0	1	0	0	0

Equity Impacts

The Water Bureau recognizes that water distribution problems could disproportionately affect communities of color, low-income groups, and people with medical disabilities due to the high cost of water source alternatives (namely bottled water). Robust maintenance and strengthening resilience of conduits and transmission mains reduce the vulnerability of communities of color and people with disabilities. The bureau is updating its Seismic Implementation Plan using a multicultural and equity lens.

Staff in this program do not work with the public and do not receive requests for accommodations.

This year’s budget changes are unlikely to have equity impacts. The projects in this program tend to be significant due to the size of the infrastructure, thus providing opportunities for supporting disadvantaged communities through equity in contracting, consulting, and the workforce, such as with the new Regional Workforce Equity Agreement.

Changes to Program

The capital budget for this program is increasing consistent with the five-year Capital Plan for Bull Run Pipelines.

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,560,350	\$1,912,782	\$2,599,653	\$2,735,095	\$2,735,095
External Materials and Services	\$237,829	\$175,086	\$1,815,267	\$989,335	\$989,335
Internal Materials and Services	\$1,057,877	\$1,340,301	\$2,751,715	\$416,795	\$416,795
Capital Outlay	\$10,829,349	\$10,557,762	\$24,700,000	\$125,065,000	\$125,065,000
Bureau Expenditures Total	\$13,685,405	\$13,985,931	\$31,866,635	\$129,206,225	\$129,206,225
Requirements Total	\$13,685,405	\$13,985,931	\$31,866,635	\$129,206,225	\$129,206,225

Customer Service

Program Description & Goals

The Customer Service program is responsible for managing and collecting revenues on the 194,000 active water, sewer, and stormwater accounts for the Water Bureau and Bureau of Environmental Services (BES). This includes meter reading, managing account and customer data, billing, payment processing, and collections management of accounts that are billed monthly, bimonthly, or quarterly. Additionally, Customer Service provides culturally responsive services, offers financial assistance and outreach support/education to qualifying low-income customers, and ensures water provision programs, billing, and services are accessible to people with disabilities.

The program also supports development by performing reviews of water-related building permit application intakes, reviews, and purchases. All developments are reviewed to ensure that they comply with standards for water service.

The bureau recognizes that climate impacts to the water system could disproportionately affect vulnerable populations and customers. The bureau aims to reduce greenhouse gas emissions to Net Zero by 2050 and increase use of direct renewable energy sources to help mitigate future harms to BIPOC and other vulnerable communities who are disproportionately impacted by climate change and extreme weather. Portland customers expect the Water Bureau to maintain a climate-resilient water system with minimal disruptions, and to take responsibility for the bureau’s own emission sources. The bureau’s climate resilience and net zero decarbonization efforts are designed to anticipate and prepare for climate impacts to the water system and neutralize bureau emissions.

There are 109.2 FTE operating positions supporting this program. These positions include customer accounts specialists, business analysts (who support the billing system), meter readers, water service inspectors, and engineering technicians, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of calls answered within 60 seconds	70%	64%	80%	80%	80%
Annual combined utility bill as a percent of median household income	2.25%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill as a percent of the lowest quintile of household income	5.52%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 1 discount as a percent of the lowest quintile of household income	3.05%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 1 discount as a percent of the lowest quintile of single family residential household income	1.85%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 2 discount as a percent of the lowest quintile of household income	1.57%	0.00%	0.00%	0.00%	0.00%
Annual combined utility bill with Tier 2 discount as a percent of the lowest quintile of single family residential household income	0.95%	0.00%	0.00%	0.00%	0.00%

Portland Water Bureau

Public Works Service Area

Equity Impacts

Staff in the Customer Service program work directly with customers and community members and have made major changes in recent years to do this work more equitably.

The bureau's Financial Assistance Program has recently expanded and now offers more help to more people. Staff members working in this program have studied participant demographics and work to continuously assess needs by area to increase program representation among traditionally underserved and under-represented communities. The bureau is also assessing the impact of shut-offs and debt collection on vulnerable populations and adopting complementary practices that maintain fiscal responsibility.

The bureau is expanding partnerships with culturally specific organizations to increase education about financial assistance, so that participation rates reflect the diversity of water customers. Additionally, the bureau is addressing accessibility by removing barriers to the financial assistance program, adding bill payment options (with an emphasis on cash solutions), designing ADA compliant web pages, and translating customer communications and phone services into more languages. For people with disabilities, staff in this program can enlarge bills, convert bills to braille, and communicate via writing.

The bureau is engaging in intentional and inclusive hiring practices to increase the number of multilingual staff. Increasing staff diversity is key to the bureau's ability to provide culturally responsive services that address the needs of customers from diverse backgrounds in an equitable and timely manner. To supplement staffing efforts, program managers regularly use interpretation and translation services to meet customer needs and expectations.

Changes to Program

Changes to this program include a Smart Discount Program that utilizes machine learning algorithms to analyze various factors and data to proactively identify eligible customers for financial assistance, thereby eliminating the application process. The Program will offer targeted, percentage-based discounts based on the factors and data analyzed. Additionally, 6.0 FTE (\$1.2 million) and \$0.4 million in interagency costs were moved to the new Single Permitting Authority (SPA). Water will fund SPA through a new interagency agreement in the amount of \$1.8 million. The net increase to Water is \$0.2 million. Further changes include \$0.2 million in ongoing cuts to offset the lower retail rate approved for FY 2023-24.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$11,597,210	\$13,305,679	\$15,545,136	\$15,068,071	\$15,068,071
External Materials and Services	\$7,132,983	\$4,920,391	\$6,704,748	\$7,069,780	\$6,769,780
Internal Materials and Services	\$3,904,434	\$4,421,318	\$4,771,334	\$6,473,403	\$6,473,403
Capital Outlay	\$0	\$123,620	\$842,000	\$9,350,000	\$9,350,000
Bureau Expenditures Total	\$22,634,627	\$22,771,008	\$27,863,218	\$37,961,254	\$37,661,254
Requirements Total	\$22,634,627	\$22,771,008	\$27,863,218	\$37,961,254	\$37,661,254
FTE	102.00	103.00	116.00	110.00	110.00

Data Management

Program Description & Goals

The Data Management Program is responsible for managing information about water system infrastructure. This includes Water Bureau facilities maps; project plans and reports; water use data; conditions of facilities, infrastructure, and equipment; and records of customer interactions. The Water Bureau uses multiple data management systems, including Records Management, Geographic Information System (GIS) mapping, Computer-Aided Design and Drafting (CADD), and Computerized Maintenance Management System (CMMS). Data from these systems are used to evaluate and monitor the condition and performance of assets, help make decisions about investment strategies, and improve business processes and customer services.

There are 24.8 FTE operating positions supporting this program. These positions include GIS technicians, data analysts, and engineers, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of files sent to records for archiving are filed in accordance with State of Oregon and City of Portland retention rules.	100%	100%	100%	100%	100%

Equity Impacts

Data management is essential to achieve equitable outcomes. This program manages asset, customer interaction, and internal process information. As the bureau works to embed equity in all programs, practices, and processes, staff in this program are instrumental in providing analyses that can be used to help inform decision-making. To ensure equitable data applications, the bureau is creating an Equity Data Toolkit and adopting digital justice principles including access to information and technology, participatory decision-making, right to privacy, data consent, etc.

Staff in this program do not work directly with the public and do not receive requests for accommodations.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,758,185	\$2,846,343	\$4,351,069	\$4,492,255	\$4,492,255
External Materials and Services	\$48,917	\$6,754	\$1,532,400	\$1,509,400	\$1,509,400
Internal Materials and Services	\$1,477,097	\$1,609,867	\$1,474,627	\$1,449,414	\$1,449,414

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$351,135	\$270,386	\$2,620,000	\$2,070,000	\$2,070,000
Bureau Expenditures Total	\$4,635,334	\$4,733,351	\$9,978,096	\$9,521,069	\$9,521,069
Requirements Total	\$4,635,334	\$4,733,351	\$9,978,096	\$9,521,069	\$9,521,069
FTE	17.00	19.00	17.00	17.00	17.00

Distribution Mains

Program Description & Goals

About 2,260 miles of distribution and distribution-transport main (pipe) transport drinking water from terminal reservoirs through mains to local storage, and then through mains to hydrants and services. Portland’s water system includes active mains that were installed as early as 1894. Pipe sizes in the distribution system range from 1.5 inches to 36 inches in diameter. Distribution system mains include a variety of material types, such as cast iron, steel, and ductile iron. This program ensures the continuity of drinking water, minimizes potential damage to public and private property, ensures fire suppression capabilities, minimizes water loss, and ensures compliance with water quality regulations. Extreme weather such as ice storms, freeze and cold events exacerbate the risk of main breaks and outages.

There are 35.9 FTE operating and 58.0 FTE capital positions supporting this program. These positions include engineers, automotive and construction equipment operators, water operations mechanics, utility workers, and utility locators, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of main leaks and breaks per 100 miles per year.	7.10	7.80	9.00	9.00	9.00

Equity Impacts

The Water Bureau has data about the condition of mains in the city. Using the Equity Data Toolkit, the bureau overlays the condition of distribution mains, work orders, and main breaks onto demographic and geographic data to identify potential areas where service levels may vary by area. Results may help inform equitable capital infrastructure planning, maintenance, and repair of distribution system mains and appurtenances.

Staff in this program have access to interpretation services.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$9,872,863	\$11,396,796	\$15,250,421	\$16,561,316	\$16,561,316
External Materials and Services	\$4,317,988	\$4,880,723	\$5,400,524	\$5,284,722	\$5,284,722
Internal Materials and Services	\$9,877,009	\$11,374,793	\$4,431,253	\$3,821,198	\$3,821,198

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$6,642,800	\$6,211,535	\$5,035,000	\$9,625,000	\$9,625,000
Bureau Expenditures Total	\$30,710,660	\$33,863,846	\$30,117,198	\$35,292,236	\$35,292,236
Requirements Total	\$30,710,660	\$33,863,846	\$30,117,198	\$35,292,236	\$35,292,236
FTE	11.55	11.00	11.00	11.00	11.00

Employee Investment

Program Description & Goals

This program focuses on employee well-being, training, and development. Employees are a critical asset to the bureau. The bureau invests in its employees by providing opportunities for training, continuing education, job shadows, participation in water industry associations, and mentorship.

The State of Oregon requires employees engaged in the operation of the water system for both distribution and treatment (nearly 200 employees in the Water Bureau) to be certified by the Oregon Health Authority. Certified employees are required to complete regular continuing education to maintain those certifications.

Water Bureau engineers and electricians must also be licensed and complete ongoing education to maintain their certifications. Employees who operate specialty equipment, such as cranes, also require State of Oregon and national certifications. The Water Bureau operates two unique apprenticeship programs sanctioned by the Bureau of Labor and Industries. Many field employees are required to obtain and maintain a Commercial Driver’s License, following federal Department of Transportation requirements.

The City requires a variety of mandatory trainings, such as defensive driving, Equity 101, HR Administrative Rule 2.02 training, emergency management trainings, and the Occupational Safety and Health Administration requires safety-sensitive trainings for Work Zone Traffic Control, Confined Space Entry, Rigging and Slings, Excavation Safety, Hazardous Chemicals, and Asbestos Handling, among many other trainings provided by the Water Bureau. Finally, the Water Bureau augments required certifications with training that supports employee development.

The bureau implements state-mandated OSHA heat and wildfire smoke protocols to protect worker health, including providing regular shade, hydration, rest breaks, air quality information and wildfire smoke respirators. Employees identified climate change response as a priority in the bureau’s Strategic Plan. Employee education on climate change is integrated into employee training programs.

There are 23.9 FTE operating positions supporting this program. These positions include risk specialists, apprentices, automotive and construction equipment operators, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of employees reporting that they are "engaged" or "fully engaged" in their work (in employee survey done every other year)	73%	0%	78%	78%	78%

Equity Impacts

The Water Bureau is committed to changing policies, practices, and procedures to better support employees. To this end, the bureau’s 2020-2024 Strategic Plan and 2021-2025 Equity Plan include Workforce and Culture section, which aims to advance equity by improving workplace communication and collaboration, recruitment, and retention, and empowering employees. Specifically, the bureau implements equitable hiring practices with the goal of establishing a workforce that reflects the diversity of the community. The bureau is adding resources to the onboarding process to improve employee retention. Additionally, the

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bureau encourages the use of paid time for professional development. The bureau also encourages leadership development to improve management practices, provides more equitable access to cross-group learning opportunities, promotes utilization of the job shadow program, and offers flexible work schedules and telecommuting opportunities to more employees. The bureau maintains an Equity Library, implements an equity curriculum, which leverages the LinkedIn Learning platform to meet individual and team needs. The bureau also conducts a biennial employee engagement survey to inform personnel management practices and decision-making. The bureau is establishing protocols for reporting and responding to hate, harassment, and hostile environments, as well as developing a bureau conflict resolution process.

Where labor agreements and Bureau of Human Resources rules allow, bureau employees are required to have at least one equity performance objective with actions from the equity plan. These employees are evaluated on their equity performance during their annual reviews.

This program includes the bureau’s Training and Development Officer, who has an equity focus in employee enrichment and programming. Among other programs, the Training and Development Officer runs a job shadow program and informal lunchtime sessions that address issues of race, gender, and age in the workplace.

Staff in this program do not work directly with the public and do not receive accommodation requests from the public. The bureau does not currently track employees’ requests for accommodations.

Changes to Program

Changes to this program include a reduction of 4.0 FTE Water Distribution Worker, Trainee positions (\$0.3 million) to offset the increase to General Fund Overhead due to the charter change transition costs.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,654,419	\$3,336,625	\$3,665,356	\$3,873,188	\$3,403,033
External Materials and Services	\$268,526	\$430,131	\$692,008	\$595,658	\$595,268
Internal Materials and Services	\$62,927	\$50,209	\$111,256	\$200,613	\$200,613
Bureau Expenditures Total	\$2,985,872	\$3,816,965	\$4,468,620	\$4,669,459	\$4,198,914
Requirements Total	\$2,985,872	\$3,816,965	\$4,468,620	\$4,669,459	\$4,198,914
FTE	33.00	36.00	45.00	49.00	45.00

Field Support

Program Description & Goals

Field Support is a broad group of support functions that enable field crews to complete system maintenance. This program includes the bureau staff who manage workflow, scheduling, and data through the bureau’s CMMS, which is currently being replaced by WAMS. This program also includes the bureau’s inventory of materials and the staff who manage acquisition, storage, delivery, and contract management in support of field crews. Other functions in this program include utility location, maintenance engineering, surveying, geotechnical support, and management of the bureau’s more than 450 vehicles.

Fleet emissions comprise 17% of bureau Scope 1 and 2 greenhouse gas emissions and the bureau has a goal for Net Zero fleet emissions by 2050. The bureau uses renewable diesel to cut lifecycle emissions for heavy trucks by 85% compared to petroleum diesel. The bureau currently has 6 electric vehicles (EVs) and is adding EV charging infrastructure at its Interstate facility to support expansion of the electrified fleet.

There are 35.8 FTE operating positions supporting this program. These positions include maintenance supervisors, storekeepers, utility workers, and service dispatchers, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Work orders the Maintenance and Construction group completes each year	3,890	3,890	4,000	4,000	4,000

Equity Impacts

As the bureau embeds equity into asset management, staff in this program will have the opportunity to examine how they can support equitable approaches to system maintenance.

The bureau is applying an equity lens on how it helps outdoor crews prepare for extreme weather and wildfire smoke. In addition, the bureau is developing a standard operating procedure for worker protection during extreme heat and wildfire smoke.

Staff in this program who work with the public have access to interpretation services.

Changes to Program

Changes to this program include \$0.2 million in ongoing cuts to offset lower retail rate approved for FY 2023-24.

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,743,926	\$6,242,349	\$5,281,787	\$4,992,910	\$5,262,623
External Materials and Services	\$1,719,812	\$2,343,853	\$1,806,501	\$2,417,711	\$2,418,491
Internal Materials and Services	\$(865,872)	\$(1,346,853)	\$(410,559)	\$(1,404,762)	\$(1,404,762)
Capital Outlay	\$4,144,124	\$1,868,528	\$4,026,000	\$3,710,000	\$3,710,000
Bureau Expenditures Total	\$11,741,990	\$9,107,877	\$10,703,729	\$9,715,859	\$9,986,352
Requirements Total	\$11,741,990	\$9,107,877	\$10,703,729	\$9,715,859	\$9,986,352
FTE	127.00	121.00	121.00	121.00	121.00

Fountains

Program Description & Goals

The Fountains Program includes drinking, decorative, and interactive fountains and associated equipment. The Water Bureau owns 127 drinking fountains, including four-bowl Benson Bubblers which date back to 1912, throughout the city. This program includes operation, maintenance, cleaning, repair, and replacement of those drinking fountains. The first Benson Bubblers date from 1912.

This program also includes 19 decorative and interactive fountains. These fountains are operated and maintained by Portland Parks & Recreation but the Water Bureau supports repair and rehabilitation outside of the agreement with Portland Parks & Recreation.

There is a 0.9 FTE operating position supporting this program. This position includes utility workers’ and parks technicians’ time. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of fountains operational	98%	95%	95%	95%	95%

Equity Impacts

Drinking, decorative and interactive fountains mainly serve downtown Portland. Drinking fountains are a source of drinking water for the entire community and people experiencing homelessness, concentrated in the Central City district. Decorative and interactive fountains are a major part of Portland’s water heritage and serve as meeting places, landmarks, historic monuments, public art, and water playgrounds. The interactive fountains in particular provide a valuable opportunity for cooling off for disadvantaged and people experiencing houselessness during hot summer days.

Staff in this program who work with the public have access to interpretation services.

Changes to Program

Changes to this program include an increase in capital due to the Thompson Elk Fountain Restoration.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$127,859	\$133,621	\$113,043	\$117,902	\$117,902
External Materials and Services	\$3,053	\$23,589	\$198,000	\$58,000	\$58,000
Internal Materials and Services	\$852,443	\$890,843	\$915,304	\$935,128	\$935,128
Capital Outlay	\$0	\$39,279	\$365,000	\$2,060,000	\$2,060,000
Bureau Expenditures Total	\$983,355	\$1,087,333	\$1,591,347	\$3,171,030	\$3,171,030
Requirements Total	\$983,355	\$1,087,333	\$1,591,347	\$3,171,030	\$3,171,030

Grounds

Program Description & Goals

The Water Bureau portfolio includes more than 175 properties. These properties include pump stations, tank sites, reservoir sites, and conduit sites, among others. This program maintains the grounds and landscaping around these assets. The activities of this program make it possible for bureau staff to safely access Water Bureau facilities and for community members to use bureau properties that are open to the public.

There are 2.3 FTE operating positions supporting this program. These positions include a maintenance supervisor, a parks technician, and a horticulturist. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of City of Portland Nuisance Activity violations (lower number is better)	0	0	0	0	0

Equity Impacts

Grounds work occurs all over the city. One aspect of the work focuses on HydroParks. One of the goals of the HydroParks program is to open public spaces in areas underserved by neighborhood parks. Facilities such as HydroParks provide urban and peri-urban outdoor spaces to Portland’s low-income populations.

The bureau will start to examine the equity impacts of the Grounds program by overlaying work areas with demographic data.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$337,069	\$381,371	\$336,775	\$363,656	\$363,656
External Materials and Services	\$96,348	\$247,719	\$175,000	\$168,730	\$168,730
Internal Materials and Services	\$169,607	\$154,263	\$150,836	\$202,359	\$202,359
Bureau Expenditures Total	\$603,024	\$783,353	\$662,611	\$734,745	\$734,745
Requirements Total	\$603,024	\$783,353	\$662,611	\$734,745	\$734,745
FTE	9.00	9.00	9.00	9.00	9.00

Groundwater

Program Description & Goals

The Groundwater Program contains the Water Bureau’s efforts to protect and maintain the infrastructure and natural resources that enable Portland to reliably draw water from the Columbia South Shore Well Field (CSSWF) as a supplemental and emergency backup supply source. The City has supplied drinking water from the CSSWF since 1984. The well field is used as a supplemental supply when necessary and as an emergency backup supply when the Bull Run supply is temporarily unavailable (due to major storms, wildfire, or landslides, for example).

Wells in the CSSWF draw from three regional aquifers along the south shore of the Columbia River in Portland, Fairview, and Gresham. The City has an Oregon Department of Environmental Quality- certified Wellhead Protection Program for the groundwater resource to prevent chemical spills that could seep into the ground and adversely affect groundwater quality.

The Groundwater system is a critical supply and climate resilience tool as it serves as a secondary and backup supply source to Bull Run during storm, wildfire, landslide and other outages which can be amplified by climate change. The Groundwater supply also provides supply augmentation when Bull Run experiences conditions of supply stress exacerbated by climate change – early reservoir drawdowns, low summer streamflows, drought, and warm water temperatures. Groundwater supply reliability is continuously monitored and evaluated through the bureau’s seasonal supply planning and supply system and adaptive planning efforts.

There are 8.2 FTE operating and 3.0 FTE capital positions supporting this program. These positions include engineers, operating engineers (employees who operate the water system in the field), program managers, and outreach staff, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Groundwater capacity for 60 days of well use	62	60	73	73	73

Equity Impacts

Water quality problems can disproportionately affect communities of color, low-income groups and people with medical disabilities. A major goal of the Groundwater program is to protect water quality. Water quality issues have a disproportionately larger impact on Portland’s low-income and vulnerable populations as clean water alternatives are more costly. Groundwater increases the resilience of the entire water supply system, therefore reducing the vulnerability of sensitive groups.

This program also includes a significant education component for business owners and residents in or near the well field. In recent years, program staff have worked to expand education outreach in communities of color. The program’s education events increasingly draw more diverse participants. Staff have translated event materials in Spanish, Chinese, Russian, and Vietnamese.

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Changes to Program

Changes to this program include the addition of \$0.3 million for groundwater electricity based on actuals over the past 3 years.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,352,863	\$1,486,397	\$2,021,458	\$2,118,783	\$2,118,783
External Materials and Services	\$1,261,315	\$2,096,636	\$1,300,406	\$1,933,910	\$1,933,910
Internal Materials and Services	\$469,702	\$492,665	\$254,984	\$257,697	\$257,697
Capital Outlay	\$533,393	\$977,016	\$1,355,000	\$2,975,000	\$2,975,000
Bureau Expenditures Total	\$3,617,273	\$5,052,714	\$4,931,848	\$7,285,390	\$7,285,390
Requirements Total	\$3,617,273	\$5,052,714	\$4,931,848	\$7,285,390	\$7,285,390
FTE	3.00	3.00	3.00	3.00	3.00

Hydrants

Program Description & Goals

The Water Bureau maintains over 14,000 hydrants, some installed in the early 1900s, to provide fire suppression, flushing points for water quality, system maintenance, and alternative customer water sources. The Hydrants program ensures the availability of fire suppression supply throughout the city, providing essential support for life safety and minimizing damage caused by fire to property.

The provision of fire hydrants every 250 to 500 feet (depending on zoning) within the right-of-way, alongside redundant fire hydrant availability near key facilities such as hospitals and schools, ensures support of Portland Fire & Rescue’s fire suppression efforts.

Hydrants enable crews and customers to access alternative sources of water, which may mitigate service outages or provide needed water supplies for functions like street sweeping, landscaping, and construction projects. In addition, hydrants provide key points for flushing the water system following the completion of maintenance tasks, and for maintaining water quality in areas of the system prone to water quality issues.

There are 7.3 FTE operating and 9.6 FTE capital positions supporting this program. These positions include utility workers, automotive equipment operators, and water operations mechanics, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of hydrants in service at any point	99.8100%	99.7000%	99.7000%	99.5000%	99.5000%

Equity Impacts

Using the Equity Data Toolkit, the bureau overlays 500 feet of hydrant buffers to identify services outside the buffer, which may help inform future hydrant installations, focusing on vulnerable census tracts. Likewise, the bureau analyzes data to identify potential hydrant condition variations by geography and help guide maintenance, repair, and replacement of hydrants to ensure equitable service.

Some staff in this program work in the field and occasionally talk with community members. They have access to interpretation services.

Changes to Program

There are no significant changes to this program in FY 2024-25.

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,238,352	\$1,364,824	\$2,183,930	\$2,359,929	\$2,359,929
External Materials and Services	\$929,793	\$973,667	\$1,288,950	\$164,946	\$164,946
Internal Materials and Services	\$1,585,459	\$1,679,283	\$599,356	\$622,555	\$622,555
Capital Outlay	\$5,803	\$5,315	\$0	\$350,000	\$350,000
Bureau Expenditures Total	\$3,759,406	\$4,023,090	\$4,072,236	\$3,497,430	\$3,497,430
Requirements Total	\$3,759,406	\$4,023,090	\$4,072,236	\$3,497,430	\$3,497,430

Hydroelectric Power

Program Description & Goals

The Hydroelectric Power Program provides for administrative, operational, and regulatory oversight for the Portland Hydroelectric Project (PHP).

The hydroelectric energy generated from the Bull Run powerhouses contributes to the region’s mix of clean energy as the electric utilities move to a goal of 100%. Hydropower is often available when solar and wind are not.

There are 3.0 positions that support this program. Further positions that support this program include engineering staff.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Amount of power sold to Portland General Electric in megawatt hours	95,007	57,975	84,800	84,800	84,800

Equity Impacts

The Hydroelectric Power Program does not have any clear equity implications but does support generation of clean energy that could be available when other energy supplies are not.

Staff in this program do not work with the public and do not receive requests for accommodations.

Changes to Program

Changes to this program include funding to support FERC Relicensing costs, including \$1.2 million a year for five years funded by the Portland Clean Energy Fund (PCEF). Further investments for Hydro with PCEF funding includes electrical upgrades to Power House 1 and 2 in the amount of \$3.5 million of one-time funding.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$361,772	\$366,062	\$436,639	\$486,234	\$486,234
External Materials and Services	\$2,470,559	\$2,499,873	\$2,735,730	\$3,821,784	\$3,841,100
Internal Materials and Services	\$284,689	\$265,645	\$312,014	\$352,416	\$352,416
Bureau Expenditures Total	\$3,117,019	\$3,131,580	\$3,484,383	\$4,660,434	\$4,679,750
Fund Expenditures					
Debt Service	\$32,749	\$34,059	\$35,421	\$36,839	\$36,839
Contingency	\$0	\$0	\$1,214,896	\$3,305,589	\$3,287,012

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Transfers - Expense	\$93,746	\$113,315	\$126,875	\$151,881	\$151,142
Fund Expenditures Total	\$126,495	\$147,374	\$1,377,192	\$3,494,309	\$3,474,993
Requirements Total	\$3,243,514	\$3,278,954	\$4,861,575	\$8,154,743	\$8,154,743
FTE	3.00	3.00	3.00	3.00	3.00

Meters

Program Description & Goals

Portland’s distribution system includes 178,000 small meters and 9,000 large meters. Meters enable customers to track their water use and allow the Bureau to accurately measure residential, commercial, and fire-line water use for accurate billing.

Inventory of all meter sizes is maintained by the meters program.

There are 14.7 FTE operating and 3.5 FTE capital positions supporting this program. These positions include water meter technicians, water operations mechanics, and construction equipment operators, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of meters tested each year for accuracy 6+ inch meters and meters with consumption over 1000 CCF/month	98.50%	97.20%	90.00%	90.00%	90.00%

Equity Impacts

The Water Bureau has data on meter conditions and replacements. Using the Equity Data Toolkit, the bureau overlays this data onto demographic and geographic data to identify potential areas where meter condition may vary by area. Additionally, staff working in the field have access to translation and interpretation services. The bureau also plans to transition to automated metering infrastructure (AMI--sometimes called smart meters), which will enable customers to access their water use data, receive alerts, and better manage their water use and costs. The bureau will use AMI technology, in conjunction with a multilingual, accessible, customer portal, to enhance the bureau’s ability to make data-driven decisions, improve access to information, and provide enhanced services to customers. As the bureau makes the transition to AMI, there will be an ongoing need to manage potential equity implications related to affordability (such as monthly billing), up-skilling and creating new career pathways for employees, the digital divide and the accessibility of AMI data to all customers, and the clear and equitable communication of information related to AMI and its rollout.

Changes to Program

There are no significant changes to this program in FY 2024-25.

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,164,881	\$1,954,178	\$2,477,022	\$2,533,581	\$2,533,581
External Materials and Services	\$298,151	\$278,396	\$598,567	\$370,302	\$370,302
Internal Materials and Services	\$475,672	\$442,279	\$299,266	\$237,857	\$237,857
Capital Outlay	\$346,267	\$476,364	\$100,000	\$0	\$0
Bureau Expenditures Total	\$3,284,971	\$3,151,218	\$3,474,855	\$3,141,740	\$3,141,740
Requirements Total	\$3,284,971	\$3,151,218	\$3,474,855	\$3,141,740	\$3,141,740
FTE	19.00	20.00	20.00	20.00	20.00

Planning

Program Description & Goals

The Planning Program includes short- and long-term strategic planning and direction; regional water providers coordination on water supply planning; financial planning; capital improvement plan development; infrastructure planning, including asset management; seasonal supply planning; and wholesale customer coordination.

The bureau embeds climate change analysis, scenario and adaptive planning into its Supply System Master Plan, Distribution System Master Plan and Water Management and Conservation Plan. The bureau prepares for a range of future supply and demand needs, and continuously monitors changing climate, supply, demographic, and economic conditions to make informed supply investment decisions. The bureau also produces 5-year supply and demand forecasts that integrate state-of-the-art climate, hydrologic, demand, reservoir, groundwater and other modeling parameters.

There are 26.6 FTE operating and 7.6 FTE capital positions supporting this program. These positions include engineers, analysts, and financial analysts, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Maintain the current rating for Water first lien revenue bonds	100%	100%	100%	100%	100%

Equity Impacts

The Planning program recognizes equity impacts in many areas:

Asset management: works to prevent deferred maintenance that could burden future generations. The bureau identifies Key Service Levels (KSLs) that have equity considerations and overlay them onto geographic and demographic data to identify areas where service levels may vary by community. This program also incorporates equity criteria into the Consequence Likelihood Evaluation Methodology (CLEM) process for asset management using the bureau’s Equity Data Toolkit. (CLEM is a decision-making system for prioritizing asset work and resources.) This program also assesses existing service level performance measures with demographic/geographic information.

Capital improvement project planning: The bureau collaborates with other bureaus on capital and asset planning to minimize impact on communities and price increases. The bureau is developing a capital project Equity Impact Assessment for planning, design, and construction.

Water system planning: the bureau considers the equity implications of infrastructure design and location policies by incorporating equity criteria into the development of project business cases and planning studies.

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Climate change and supply system planning: The bureau recognizes that climate impacts to the water system could disproportionately affect vulnerable populations. The bureau aims to reduce operational carbon emissions 50% by 2030 and increase use of direct renewable energy sources to help mitigate future harms to BIPOC and other vulnerable communities who are disproportionately impacted by climate change and extreme weather. Similarly, the bureau embeds culturally specific needs into implementation of the Supply System Master Plan and the bureau's adaptive planning and climate adaptation work, as well as embedding these needs into development of the Distribution System Master Plan.

The bureau's strategic plan development embeds equity throughout its processes. The bureau's updated Equity Plan identifies specific equity outcomes for strategies and establishes performance measures to track and monitor overtime work.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,617,786	\$4,345,296	\$6,723,238	\$7,308,244	\$7,142,693
External Materials and Services	\$664,720	\$1,024,229	\$2,497,604	\$1,226,040	\$1,226,040
Internal Materials and Services	\$(17,368,991)	\$(18,273,120)	\$473,408	\$525,526	\$525,526
Bureau Expenditures Total	\$(12,086,485)	\$(12,903,595)	\$9,694,250	\$9,059,810	\$8,894,259
Requirements Total	\$(12,086,485)	\$(12,903,595)	\$9,694,250	\$9,059,810	\$8,894,259
FTE	21.50	22.90	23.90	23.90	23.90

Pump Stations/Tanks

Program Description & Goals

Portland’s water distribution system includes 36 pump stations and 58 tanks. Most of Portland’s water is delivered by gravity, and storage tanks both store water and help maintain system pressure. For parts of the city at higher elevations, the Water Bureau pumps water through pump mains to storage facilities at higher elevations.

Tanks provide needed storage for daily demand fluctuations and for short-term demand spikes such as fire flow. Pump stations and tanks are distributed throughout the system to lift water to higher elevations.

The bureau has a goal of Net Zero emissions from building and facilities by 2050. Pump stations are responsible for the majority of bureau Scope 2 electricity emissions. The bureau implements several programs to increase energy efficiency of pump stations, including improving weatherization and electrifying heating sources from natural gas. The bureau integrates climate-smart considerations into engineering projects to reduce climate hazards and related water outages at tanks and pump stations.

There are 32.1 FTE operating and 3.5 FTE capital positions supporting this program. These positions include engineers, operating engineers (staff who operate the water system in the field), and applications analysts (who run the SCADA system), among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Days any pump station in service does not meet system demand (lower number is better)	1	0	0	0	0

Equity Impacts

Tanks are critical for emergency water supply; natural disasters that cause water outages can have greater impacts on communities of color, low-income groups, and people with disabilities. The Water Bureau regularly cleans and maintains tanks to ensure adequate function. Using the Equity Data Toolkit, the bureau overlays data on tank condition, as well as tanks in service by area, onto demographic and geographic data that could suggest whether tank conditions vary by area.

Pump stations tend to benefit higher-elevation areas of the city, which have lower than average percentages of people of color and people with limited English proficiency.

Staff in this program do not work directly with the public and do not receive requests for accommodations.

Changes to Program

The capital budget for this program is increasing consistent with the five-year capital plan.

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,267,123	\$5,853,441	\$6,279,687	\$6,638,705	\$6,503,848
External Materials and Services	\$1,932,957	\$2,413,057	\$3,276,073	\$3,389,773	\$3,389,383
Internal Materials and Services	\$1,066,579	\$1,454,146	\$1,062,334	\$843,959	\$843,959
Capital Outlay	\$815,576	\$3,073,403	\$210,000	\$3,060,000	\$3,060,000
Bureau Expenditures Total	\$9,082,236	\$12,794,048	\$10,828,094	\$13,932,437	\$13,797,190
Requirements Total	\$9,082,236	\$12,794,048	\$10,828,094	\$13,932,437	\$13,797,190
FTE	53.50	54.80	52.80	52.80	52.80

Security/Emergency Management

Program Description & Goals

The Security/Emergency Management Program includes protecting and safeguarding the water system and preparing for and responding to system-wide emergencies. This program provides comprehensive Emergency Management plans to prevent, mitigate, respond to, and recover from the potential effects of all types of disasters. This includes providing preparedness information and creating and implementing training and simulation exercises.

Increased risk of natural disasters and extreme weather events from climate change may lead to water service disruptions and outages that disproportionately impact vulnerable populations and customers. The bureaus’ emergency management work and collaboration with regional water providers enables customers and the water system to be better prepared to respond and recover from these emergencies.

There are 14.2 FTE operating positions supporting this program. These positions include water security specialists and program coordinators, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Security incidents resulting in damage to facilities or harm to employees (reflects incidents logged in the Security budget program)	6	5	5	6	6

Equity Impacts

A natural disaster that disrupts water service could have disproportionate impacts on communities of color low-income groups, and people with disabilities. The bureau’s Emergency Management team prepares for this potential.

The bureau works with the Regional Water Providers Consortium and other partners to plan for equitable emergency water distribution during systemwide emergencies and consider equity when planning for post-disaster system repair. The bureau partners with culturally specific organizations to expand preparedness awareness, capacity, and distribute emergency preparedness equipment. The bureau has created preparedness videos and other materials in multiple languages.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,772,028	\$1,793,527	\$1,928,556	\$2,062,410	\$2,062,410
External Materials and Services	\$97,306	\$85,440	\$401,199	\$178,138	\$178,138
Internal Materials and Services	\$732,140	\$759,627	\$913,221	\$1,100,402	\$1,100,402
Capital Outlay	\$0	\$14,789	\$0	\$0	\$0
Bureau Expenditures Total	\$2,601,474	\$2,653,383	\$3,242,976	\$3,340,950	\$3,340,950
Requirements Total	\$2,601,474	\$2,653,383	\$3,242,976	\$3,340,950	\$3,340,950
FTE	14.00	14.00	14.00	14.00	14.00

Services

Program Description & Goals

Portland’s water system includes about 179,000 domestic services, 1,700 irrigation services, and 3,900 fire lines, all of which transport water from the distribution or supply main to the customer’s meter or private fire-line connection. The provision of water is an essential need that is delivered by the Distribution Services Program, as no building without water may be occupied. Service lines connect the water system to homes, businesses, and institutions such as hospitals and schools.

Many larger buildings require built-in fire suppression systems, which are served by larger-diameter fire services that protect life safety and property of high-intensity use structures.

Larger services include the installation of underground meter vaults in the right of way for ongoing access and maintenance of meters, which is particularly challenging in the utility-dense areas of the Central City.

There are 13.6 FTE operating and 32.9 FTE capital positions supporting this program. These positions include utility workers, mechanics, automotive and construction equipment operators, and surveyors, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percent of services installed more than 15 days for residential and 60 days for commercials after the permit was issued (lower number is better)	90%	89%	90%	90%	90%
Service line incidents that cause water users to not have service for more than 12 hours (lower number is better)	0	0	0	0	0

Equity Impacts

The Water Bureau has data about the condition of service lines and related leaks and outages in the city. Using the Equity Data Toolkit, the bureau overlays this information onto demographic and geographic data that could suggest whether service line condition varies by area, which may help inform bureau actions.

Staff in this program have access to interpretation services.

Changes to Program

There are no significant changes to this program for FY 2024-25.

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,725,641	\$3,877,379	\$5,981,656	\$6,432,471	\$6,432,471
External Materials and Services	\$2,641,867	\$2,890,308	\$3,260,859	\$1,960,835	\$1,960,835
Internal Materials and Services	\$4,856,831	\$4,995,870	\$1,967,088	\$1,927,374	\$1,927,374
Capital Outlay	\$21,129	\$28,426	\$200,000	\$100,000	\$100,000
Bureau Expenditures Total	\$11,245,468	\$11,791,983	\$11,409,603	\$10,420,680	\$10,420,680
Requirements Total	\$11,245,468	\$11,791,983	\$11,409,603	\$10,420,680	\$10,420,680

Terminal Reservoirs

Program Description & Goals

Five in-town enclosed reservoirs and tanks serve as primary water storage points for distribution to retail and wholesale customers. These terminal storage facilities are at Powell Butte (outer Southeast Portland), Kelly Butte (also outer Southeast), Washington Park (Southwest), Mayfair (Northwest), and Sam Jackson (Southwest). Portland’s terminal storage facilities are managed to maintain the gravity-based delivery of water and water availability for firefighting and emergencies. Terminal storage water levels are maintained from a low of 60% to around 95%.

There are 4.4 FTE operating and 2.1 FTE capital positions supporting this program. These positions include engineers, operating engineers (employees who operate the water system in the field), and Computer-Aided Design and Drafting (CADD) technicians, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Maintain minimum daily water level in reservoirs that are in use	60.20%	64.00%	60.00%	60.00%	60.00%

Equity Impacts

Natural disasters that cause water outages can disproportionately affect communities of color, low-income groups, and people with disabilities. Terminal storage reservoirs are critical to the City’s emergency preparedness. The Terminal Reservoirs program also includes the bureau’s funding of visitor facilities at Powell Butte, which is in an area of the city with higher than average percentages of people of color and people with limited English proficiency.

Most staff in this program do not work directly with the public and do not receive requests for accommodations.

There are no changes to this budget, and there is no likely equity impact of the unchanged budget.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$1,626,007	\$764,190	\$1,101,637	\$1,176,698	\$1,176,698

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
External Materials and Services	\$333,278	\$239,176	\$672,498	\$323,132	\$323,132
Internal Materials and Services	\$1,598,919	\$629,511	\$118,414	\$94,576	\$94,576
Capital Outlay	\$14,903,757	\$5,287,003	\$16,200,000	\$16,077,000	\$16,077,000
Bureau Expenditures Total	\$18,461,961	\$6,919,880	\$18,092,549	\$17,671,406	\$17,671,406
Requirements Total	\$18,461,961	\$6,919,880	\$18,092,549	\$17,671,406	\$17,671,406

Treatment

Program Description & Goals

The Treatment Program encompasses the bureau’s efforts to ensure drinking water is potable across the bureau’s service area. Water treatment facilities for the Bull Run supply are currently located at Headworks (in the Bull Run Watershed) and Lusted Hill (between the watershed and the city). The Headworks facility adds chlorine for primary disinfection. The Lusted Hill facility includes the new assets installed as part of the Improved Corrosion Control Treatment project brought online in April of 2022 and adds sodium hydroxide for pH adjustment and ammonia to create chloramines. For the groundwater supply, treatment with sodium hypochlorite, ammonia, and sodium hydroxide occur at the groundwater pump station facility.

Climate change increases the risk storm or post-fire related turbidity events in the Bull Run. The Treatment program mitigates the risk of these impacts to drinking water and makes the water system more resilient and safer for customers and vulnerable communities.

There are 10.7 FTE operating and 15.2 FTE capital positions supporting this program. These positions include water treatment operators, laboratory staff, and engineers, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of violations of state and federal drinking water quality regulations	0	0	0	0	0

Equity Impacts

The goal of water treatment is to keep water safe to drink. Drinking water quality problems can have a disproportionately negative impact on communities of color, low-income groups, and people with medical disabilities (those with compromised immune systems) as clean water source alternatives are more costly (namely bottled water). This program is also responsible for reducing the potential for lead and copper from premise plumbing to leach into water. Nationally, lead poisoning disproportionately affects children of color and low-income groups.

Staff in this program do not work directly with the public and do not receive requests for accommodations.

This year’s budget changes are unlikely to have equity impacts. The bureau will be embedding equity into the construction and hiring processes.

Changes to Program

The Treatment Budget is consistent with the direction from City Council regarding the Bull Run Filtration Treatment projects. Further funding was added for the increased costs for chlorine to treat the water.

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$4,583,170	\$4,569,426	\$4,586,779	\$4,816,603	\$4,816,603
External Materials and Services	\$1,694,794	\$3,385,573	\$5,399,291	\$4,362,146	\$4,362,146
Internal Materials and Services	\$2,781,693	\$2,406,149	\$7,239,179	\$432,230	\$432,230
Capital Outlay	\$33,483,780	\$21,767,788	\$52,450,000	\$259,000,000	\$259,000,000
Bureau Expenditures Total	\$42,543,437	\$32,128,936	\$69,675,249	\$268,610,979	\$268,610,979
Requirements Total	\$42,543,437	\$32,128,936	\$69,675,249	\$268,610,979	\$268,610,979

Valves/Gates/Regulators

Program Description & Goals

The Water Bureau uses valves to isolate segments of the distribution system for maintenance; the availability of valves enables isolation of limited sections of the system to minimize the number of customers affected when isolation is necessary. Portland’s water distribution system includes 1,800 large valves (greater than 12 inches), 60,000 small valves, and 600 pressure-regulating valves.

Regulator valves allow the Water Bureau to maintain appropriate system pressure. Valves also perform a key safety function for crews by providing isolation that is a sufficient distance from where crews are working underground, protecting them from the potential force of water.

Large valves are critical to controlling the flow of water in large-diameter pipes, where breaks can generate significant damage to surrounding areas. Approximately 1,200 large valves in the system are deemed critical because their failure could result in significant consequences (for example, critical valves include valves near hospitals).

There are 6.2 FTE operating positions supporting this program. These positions include utility workers, water operations mechanics, and construction equipment operators, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of valves exercised/operated	712	1,006	750	750	750

Equity Impacts

The Water Bureau maintains data about valve condition, replacement, and testing. Using the Equity Data Toolkit, the bureau overlays those data onto demographic and geographic data to understand possible valve condition, replacement, and testing variations by area.

Staff in this program have access to interpretation services.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$624,566	\$654,992	\$922,548	\$960,123	\$960,123
External Materials and Services	\$373,223	\$334,618	\$450,300	\$500,300	\$500,300
Internal Materials and Services	\$233,553	\$222,422	\$281,113	\$288,858	\$288,858
Bureau Expenditures Total	\$1,231,342	\$1,212,032	\$1,653,961	\$1,749,281	\$1,749,281
Requirements Total	\$1,231,342	\$1,212,032	\$1,653,961	\$1,749,281	\$1,749,281

Water Efficiency

Program Description & Goals

The Water Efficiency program contains the Water Bureau’s efforts to sustain long-term availability of water resources through efficient water use by the bureau and the communities it serves. Program efforts are focused on demonstrating efficient use of State-regulated water resources to ensure ongoing long-term access to undeveloped water rights, encouraging and supporting efficient water use by customers (including focused efforts to assist low-income and small business customers in reducing water costs through efficiency), and systematic assessment and improvement of water system loss and leakage rates.

Water efficiency can help eliminate water waste and reduce the embedded energy and greenhouse gas emissions in drinking water which supports the bureau’s goal of achieving Net Zero greenhouse gas emissions by 2050. The Water Efficiency program also helps communicate how customers can reduce their water usage to help stretch summer water supplies and prepare in the event of unexpected outages.

There are 4.6 FTE operating positions supporting this program. These positions include engineers and program coordinators, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Compliance with meeting benchmarks of Water Management and Conservation Plan	100%	100%	100%	100%	100%

Equity Impacts

This program works to ensure that historically underserved and under-represented communities have access to water conservation strategies. Staff in this program partner with culturally specific community-based organizations to expand access to water conservation strategies, resources, and opportunities. Staff attend many community events, prioritizing those that engage communities of color. Staff in this program are working to reduce barriers to program access, including to the water leak repair and replacement program. Staff prioritize school programs for schools with Title 1 status. Using the Equity Data Toolkit, the Water Bureau overlays fixture repair and replacement data onto geographic and demographic data to identify potential underserved areas served by this program.

This program routinely translates materials into Spanish, Vietnamese, Russian and Chinese. When staff in this group attend events, they often employ Community Engagement Liaisons for engagement and language interpretation.

Changes to Program

There are no significant changes to this program for FY 2024-25.

Portland Water Bureau

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$612,882	\$622,927	\$1,022,566	\$1,092,934	\$1,092,934
External Materials and Services	\$177,814	\$282,293	\$218,800	\$145,800	\$145,800
Internal Materials and Services	\$9,985	\$12,800	\$42,117	\$20,887	\$20,887
Bureau Expenditures Total	\$800,681	\$918,021	\$1,283,483	\$1,259,621	\$1,259,621
Requirements Total	\$800,681	\$918,021	\$1,283,483	\$1,259,621	\$1,259,621
FTE	0.00	0.00	0.00	1.00	1.00

Water Quality & Regulatory Compliance

Program Description & Goals

The Water Bureau’s Water Quality and Regulatory Compliance Program encompasses the bureau’s efforts to ensure ongoing compliance with the public health and environmental requirements of State and federal laws, principally regulations issued under the federal Safe Drinking Water, Clean Water, and Endangered Species Acts. As a public drinking water utility, the bureau must meet or exceed State and federal regulatory requirements for drinking water quality. The bureau must also ensure compliance with clean water rules and endangered species mitigation requirements throughout the drinking water system, most notably to address the impacts of the water supply system on federally listed anadromous fish species.

Relevant federal regulations include the Surface Water Treatment Rule, Stages 1 and 2 Disinfectants and Disinfection Byproducts Rules, Total Coliform Rule, Long Term 2 Enhanced Surface Water Treatment Rule, Lead and Copper Rule, Clean Water Act, and Endangered Species Act.

The bureau is also required to monitor water quality for a variety of regulated and unregulated contaminants and report results to the Oregon Health Authority and other agencies.

Climate change increases the risk of warmer water temperatures, storms, flooding and wildfires in the Bull Run which could impact water quality for the drinking water distribution system, as well as compliance with endangered species Habitat Conservation Plan requirements. The water quality and regulatory compliance program mitigates the risk of these impacts to drinking water and habitat commitments and makes the water system more resilient and safer for customers and vulnerable communities.

There are 46.5 FTE operating positions supporting this program. These positions include lab specialists, environmental specialists, and water quality inspectors, among others. The table does not reflect FTE budget allocations to programs.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of violations of state and federal drinking water quality regulations	0	0	0	0	0
Number of violations of state and federal environmental regulations	0	0	0	0	0

Equity Impacts

Water quality issues have the potential to disproportionately affect people of color, low-income groups, and people with disabilities. Water quality staff work to mitigate these potential impacts.

Staff in this program translate all critical public health materials into the city’s core languages as established by the Office of Equity and Human Rights. If a water quality notice needs to be issued to a specific area of the city, staff use census data to determine translation into the most relevant languages. Water quality information staff extensively use phone and in-person language interpretation for phone inquiries and at community events.

Changes to Program

There are no significant changes to this program in FY 2024-25.

Portland Water Bureau

Public Works Service Area

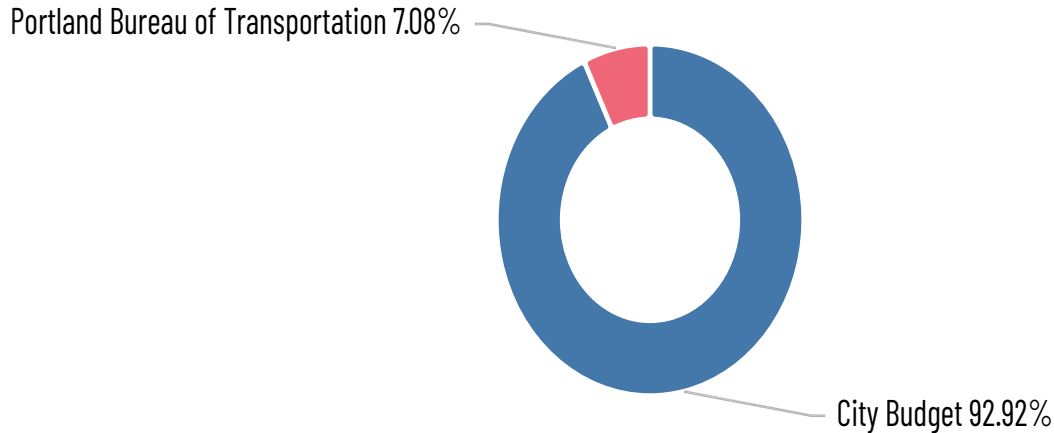
Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,158,352	\$6,271,293	\$8,373,110	\$8,793,016	\$8,793,016
External Materials and Services	\$1,771,870	\$1,844,189	\$1,905,103	\$1,660,154	\$1,660,154
Internal Materials and Services	\$860,760	\$682,134	\$738,197	\$806,923	\$806,923
Capital Outlay	\$41,407	\$19,635	\$0	\$0	\$0
Bureau Expenditures Total	\$8,832,389	\$8,817,251	\$11,016,410	\$11,260,093	\$11,260,093
Requirements Total	\$8,832,389	\$8,817,251	\$11,016,410	\$11,260,093	\$11,260,093
FTE	67.00	71.00	74.00	73.00	73.00

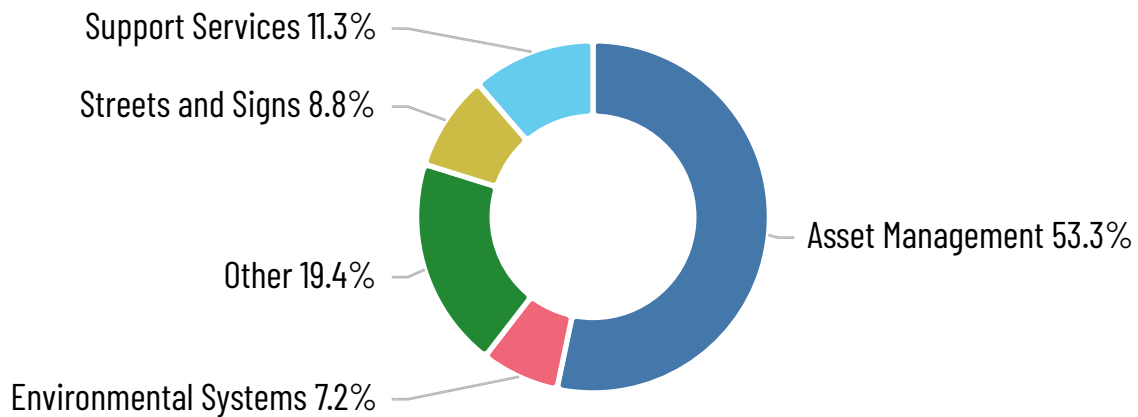
Portland Bureau of Transportation

not assigned Service Area
Public Works Service Area

Percent of City Budget Graph



Bureau Programs



Requirements	Revised FY 2023-24	Adopted FY 2024-25	Change from Prior Year	Percent Change
Operating	\$344,390,210	\$390,568,497	\$46,178,287	13.4%
Capital	\$210,897,320	\$195,920,880	\$(14,976,440)	(7.1)%
Total	\$555,287,530	\$586,489,377	\$31,201,847	5.6%
Authorized Positions	1,064.00	1,044.00	(20.00)	(1.88)%

Active Transportation & Safety

Program Description & Goals

The Active Transportation & Safety (ATS) Program works to improve safety, reduce traffic congestion, and make Portland’s transportation network more efficient by increasing walking, transit, car-sharing, bicycling, and other active means of travel. ATS strategies increase access and improve public health and neighborhood livability for all Portlanders, with a special focus on historically underserved communities. Individual programs encourage and support active transportation (walking, transit, and bicycling), help manage demand on the transportation system (Smart Trips and Transportation Wallet), and work to eliminate traffic fatalities and make streets safer (Vision Zero).

As of 2021, the latest five-year average from the American Community Survey (ACS), 46% of Portland residents report choosing alternative ways of getting to work, a 4% increase from 2019. Working from home is the dominant reason for this increase, as transit and biking ridership have dropped. The pace of mode shift must increase significantly to bring the City closer to its 2035 target of 70%. Continued investments in active transportation safety projects and programs in FY 2024-25 is critical to improving this trajectory.

Key Vision Zero performance trends are the number of people who die and are seriously injured on Portland streets each year, including by mode, age, and location. City Council adopted the Vision Zero Action Plan in December 2016. The first year (2017) was a year of building a foundation—passing critical legislation and gaining significant funding. 2018 was a safer year with the number of traffic deaths trending in the right direction (35 total deaths, the lowest number since 2014). Unfortunately, in 2019 and 2020, Portland witnessed an alarming continued increase number of deaths on our streets (63 total deaths in 2021 and 64 in 2022). This recent result has intensified Bureau of Transportation efforts to carry major investments in safety infrastructure forward, reduce speeds on City streets, and bring the community together around road safety.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of area parking permit 'opt-outs'	421	297	550	550	0
Number of traffic crashes that result in serious injuries	NA	188	0	0	0
Number of traffic fatalities	63	63	0	0	0
Miles of streets where speed limits were reduced to improve safety	46	8	20	20	0
Number of new and retrofitted pedestrian crossings on High Crash Network streets	NA	29	25	25	0
Number of Transportation Demand Management (TDM) programs offered in historically underserved areas or for underserved populations	12	8	9	9	0
Number of Transportation Wallets distributed in Parking Districts	1,088	769	1,600	1,600	0

Equity Impacts

The Active Transportation & Safety Program (ATS) has ingrained equity into program delivery. All programs and investments ask: does it advance equity and/or address structural racism? If the answer is “no,” the program is modified or discontinued. Measurement of equitable outcomes occurs at the program level, including tracking new investments and the participation and experiences of people of color and disabilities. For example:

- ◆ Safe Routes to Schools documents school-based input from families of color to inform program development and project prioritization. Title I schools are prioritized for services and capital investments. This has resulted in safer conditions for low income and communities of color.
- ◆ The Vision Zero Action Plan uses racial equity as a primary lens for program development and capital project selection. Investments are mapped against demographic data and are guided by Bureau of Transportation’s Equity Matrix. Staff tracks the participation of culturally specific organizations. The safety team also is working with Police Bureau and community-based nonprofit organizations to develop more equitable traffic enforcement approaches.
- ◆ Sunday Parkways has engaged thousands of participants of color and dozens of BIPOC-owned businesses in planning, outreach, and event delivery. The program engaged culturally specific organizations and service providers and tracks the number of participants in BIPOC-focused events such as neighborhood walks/rides and business district activations.
- ◆ New Mobility programs are designed to address the needs of people of color, low-income residents, and people living in historically underserved areas. The Shared E-Scooter Pilot incorporates equitable outcome requirements into the permit, including accessibility, location in underserved communities, low-income pricing, and payment options for those without credit cards. The RFP for the permanent E-scooter program further strengthens these requirements. Any new programs in FY 2024-25 will prioritize equitable elements.
- ◆ In 2022, ATS evaluated and refined the SmartTrips and TDM in Affordable Housing programs to determine how to deliver and scale mobility incentives for people living on low incomes and/or in affordable housing. In FY 2022-23, ATS rolled out a permanent program to increase the number of community and service partner organizations and increase the number of beneficiaries to 1,500.

Changes to Program

There are no major changes to the program’s organizational structure, staffing or activities in FY 2024-25.

Funding for much of this program changed as GTR was cut in this program to balance to updated GTR projected revenues. Portland Clean Energy Community Benefits funding was added to fill program funding gaps from the GTR cuts in qualifying programs. Portland Clean Energy Community Benefits Fund (PCEF) The Portland Clean Energy Community Benefits initiative was passed by 65% of Portland voters in November 2018. It provides a consistent, long-term funding source and oversight structure to ensure that our community’s climate action efforts are implemented to support social, economic and environmental benefits for all Portlanders, particularly communities of color and people with low incomes. The initiative was supported by a broad coalition of groups and individuals and represents the first environmental initiative in Oregon led by communities of color.

Portland Bureau of Transportation

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,160,847	\$2,948,941	\$5,956,693	\$6,163,851	\$5,451,109
External Materials and Services	\$1,371,151	\$1,409,578	\$2,507,276	\$6,515,334	\$6,515,334
Internal Materials and Services	\$402,149	\$414,020	\$157,961	\$339,527	\$1,052,269
Capital Outlay	\$0	\$494	\$0	\$0	\$0
Bureau Expenditures Total	\$4,934,146	\$4,773,033	\$8,621,930	\$13,018,712	\$13,018,712
Fund Expenditures					
Contingency	\$0	\$0	\$2,426,363	\$4,131,692	\$4,131,692
Fund Expenditures Total	\$0	\$0	\$2,426,363	\$4,131,692	\$4,131,692
Requirements Total	\$4,934,146	\$4,773,033	\$11,048,293	\$17,150,404	\$17,150,404
FTE	28.90	28.90	28.00	28.00	28.00

Asset Management

Program Description & Goals

The Infrastructure Improvement programs includes all work related to the bureau's capital improvement program, including the Asset Management, the Managing for Growth, and the Vision Zero and Safety capital programs.

The Asset Management subprogram oversees asset management and capital project investment decisions. It is responsible for monitoring and modeling asset use and degradation to advance data-informed decision-making around asset reinvestments. It also is responsible for reviewing, prioritizing, evaluating, and auditing projects. The work of this group will result in transparent, service- and risk-oriented projects informed by City and bureau goals.

Outcomes from the Asset Management subprogram will be project identification and advancement to maximize benefits while minimizing total lifecycle costs. Managing the true value of Bureau of Transportation's assets and investments will allow the bureau to deliver on its commitments to asset preservation, safety, equity, and mobility.

Below are the results of the bureau's asset management efforts broken down by the key measures of this program area's success. In general, over the past several years, Bureau of Transportation has witnessed the impact of year over year underinvestment in the transportation asset portfolio, as is evidenced by the decline, or lack of improvement, in the condition of the key transportation assets highlighted below. Funding from Fixing Our Streets and the General Fund, including from Build Portland and Capital Set-Aside, have helped slow this trend; however, Bureau of Transportation's unfunded maintenance obligations continue to grow. The bureau is committed to sustaining, if not improving, the condition of key transportation assets in FY 2024-25 but requires adequate and sustained investment to meet the targets articulated below.

The Asset Management subprogram utilizes its growing list of capital projects and infrastructure deficiencies to consider the efficient and inclusive use of limited space throughout the city to ensure ongoing business development and employment opportunities while enhancing access to businesses by implementing improvements that improve and expand access. As the population continues to grow, housing demands will continue to increase resulting in the need for a more robust transportation system that is able to meet the needs of travelers using all modes. This speaks to a need to invest in underimproved assets, including those streets without curbs or with one-sided lighting, and so on. Key measures of Bureau of Transportation's success in this area include the following:

- ◆ The percentage of commuters who walked, biked, took transit, carpooled, or worked from home. As of 2018, the latest year of the American Community Survey (ACS), 40% of Portland residents report choosing alternative ways of getting to work, which represents, in aggregate, a 2-percentage point decline. The bureau is alarmed by this decline and is making several strategic capital investments in FY 2024-25 that are designed to increase this percentage and bring the City closer to its 2035 target of 70%.

Portland Bureau of Transportation

Public Works Service Area

- ◆ A critical measure of this program’s performance is the percentage of the bureau’s annual budgeted Capital Improvement Plan expended, which reflects Bureau of Transportation’s progress in delivering both large and small capital projects for the public—projects that are essential to the advancement of the bureau’s three strategic goals (safety, moving people and goods, and asset management). Since FY 2017-18, as a result of HB 2017 and a variety of other funding sources, the bureau has witnessed an increase of over \$100 million in its budgeted capital improvement plan.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of traffic crashes that result in serious injuries	NA	188	0	0	0
Number of traffic fatalities	63	63	0	0	0
Average network Pavement Condition Index (PCI)	56%	54%	56%	56%	0%
Percentage of "busy" (collector/arterial) streets in fair or better condition	49%	42%	59%	59%	0%
Percentage of local streets in fair or better condition	38%	36%	46%	46%	0%
Percentage of PBOT-owned bridges in non-distressed condition	80%	79%	85%	85%	0%
Number of new and retrofitted pedestrian crossings on High Crash Network streets	NA	29	25	25	0
Total miles of bike facilities	413.30	453.00	453.00	453.00	0.00
Percentage of annual budgeted Capital Improvement Plan expended	NA	57%	90%	90%	0%

Equity Impacts

Equity is a core component of transportation infrastructure planning and delivery; these values are embedded in how the bureau manages future growth, maintains its assets, and invests in safety improvements. For example, in FY 2021-22 the bureau made a significant investment in adding street lighting to the High Crash Network in historically underserved parts of the city. Through this Infrastructure Improvement program, the Portland Bureau of Transportation has an opportunity to:

- ◆ ensure that the quality of transportation available positively affects people’s economic and social opportunities;
- ◆ better understand how transportation expenditures impact individuals, households, and businesses;
- ◆ learn how transportation planning decisions can affect development location and type and therefore accessibility, land values, and local economic activity;
- ◆ evaluate how transportation facilities, activities, and services impose various indirect and external costs, such as congestion delay and accident risk, pollution, and undesirable land use impacts on communities;
- ◆ use equity data (demographics, risk factors, traffic enforcement data, infrastructure gaps) to prioritize needs in low-income communities and communities of color; and
- ◆ measure and report on investment in low-income communities and communities of color.

Changes to Program

There are no changes to the program’s funding, organizational structure, staffing or activities in FY 2024-25.

Some funding of this program changed as GTR was cut in this program to balance to updated GTR projected revenues. Portland Clean Energy Community Benefits funding was added to fill program funding gaps from the GTR cuts in qualifying programs.

Portland Clean Energy Community Benefits Fund (PCEF)

The Portland Clean Energy Community Benefits initiative was passed by 65% of Portland voters in November 2018. It provides a consistent, long-term funding source and oversight structure to ensure that our community’s climate action efforts are implemented to support social, economic and environmental benefits for all Portlanders, particularly communities of color and people with low incomes. The initiative was supported by a broad coalition of groups and individuals and represents the first environmental initiative in Oregon led by communities of color.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,454,497	\$6,240,504	\$33,383,542	\$33,563,815	\$33,563,815
External Materials and Services	\$2,618,526	\$6,332,005	\$33,656,094	\$24,019,471	\$24,019,471
Internal Materials and Services	\$5,369,116	\$5,244,216	\$26,420,821	\$27,327,423	\$27,327,423
Capital Outlay	\$11,825,799	\$9,411,344	\$111,272,082	\$105,926,135	\$106,726,135
Bureau Expenditures Total	\$25,267,938	\$27,228,069	\$204,732,539	\$190,836,844	\$191,636,844
Fund Expenditures					
Contingency	\$0	\$0	\$18,186,903	\$10,803,365	\$10,003,365
Fund Expenditures Total	\$0	\$0	\$18,186,903	\$10,803,365	\$10,003,365
Requirements Total	\$25,267,938	\$27,228,069	\$222,919,442	\$201,640,209	\$201,640,209
FTE	27.00	25.00	25.00	25.00	25.00

Bike Share Operations

Program Description & Goals

The Bikeshare Program provides convenient and inexpensive electric-assist bike rentals for single-ride trips. BIKETOWN helps Bureau of Transportation meet its racial equity and carbon emission reduction goals by providing a sustainable, low-cost transportation option that complements the MAX light rail, Portland Streetcar and bus systems while increasing bicycle access in historically underserved communities.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of BikeTown trips	440,583	614,000	600,000	600,000	0

Equity Impacts

From its initial nine square-mile service area in 2016, Bureau of Transportation has expanded the service to include historically underserved communities in East and North Portland. In 2020, BIKETOWN expanded the service into parts of East Portland. In January 2022, Bureau of Transportation expanded the service area by an additional 9.5 square miles to reach downtown St. Johns and further eastward, incorporating portions of all Hazelwood, Mill Park, Parkrose, and Parkrose Heights. In FY 2022-23, BIKETOWN has added a dozen stations in historically underserved areas, including stations at Parkrose, McDaniel, and Roosevelt high schools.

BIKETOWN has dramatically increased the number of people living on low incomes using the system. Bureau of Transportation eliminated the cost for unlimited 60-minute trips (ending at a station) for its BIKETOWN for All (equity membership) users in September 2021. Active users grew from a couple hundred in the early pandemic to 1,000 in January 2022 to 2,400 in Q2 in FY 2022-23. In calendar year 2022, BIKETOWN for All members took over 200,000 rides.

Adaptive BIKETOWN, Bureau of Transportation’s companion program for people with disabilities and seniors, provides free hour rentals to low-income riders or those identifying with a disability.

The bureau and its operating partner Lyft continue to heavily invest community-based partnerships. In calendar year 2022, BIKETOWN held or participated in over 80 community events.

Changes to Program

No significant changes to the program in FY 2024-25 budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$307,952	\$547,905	\$402,112	\$554,570	\$554,570
External Materials and Services	\$2,105,315	\$2,838,470	\$2,323,148	\$2,032,770	\$2,032,770
Internal Materials and Services	\$110,754	\$220,987	\$8,400	\$0	\$0
Bureau Expenditures Total	\$2,524,022	\$3,607,361	\$2,733,660	\$2,587,340	\$2,587,340
Fund Expenditures					
Contingency	\$0	\$0	\$524,094	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$524,094	\$0	\$0
Requirements Total	\$2,524,022	\$3,607,361	\$3,257,754	\$2,587,340	\$2,587,340

Building Plan & Development Review

Program Description & Goals

The program provides development assistance and regulates development through setting right-of-way improvements and dedication requirements associated with private development’s impact on the transportation system. The goal is to ensure that development meets City transportation goals and policies and city, state, and federal laws. The program provides early assistance to developers through pre-application conferences and land use review. Information provided during the land use review process is then implemented at the time of residential and commercial building plan review or through the land division planning process. The Public Works Permitting processes is located within this program and provides concierge service to private consulting engineers and applicants as they develop public infrastructure plans to be built through development. Finally, the Permit Engineering section within the program provides the engineering review needed to ensure compliance of City Code and local, state, and national design standards in the final permitting of a public works permit.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Total value of the public works PBOT infrastructure improvements permitted	NA	\$46,120,000	\$22,000,000	\$22,000,000	\$0
Percentage of PBOT public works permit reviews completed on-time	82%	75%	60%	60%	0%
Number of Public Works Permit applications received	NA	148	175	175	0

Equity Impacts

Development activity occurs in every neighborhood impacting all Portlanders. The work performed by these four sections ensures consistent application of City Code and rules throughout the City, which comply with the Americans with Disabilities Act (ADA).

Changes to Program

Most of this programs work has been realigned to the Single Permitting Authority.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,411,559	\$2,523,780	\$2,621,492	\$636,686	\$636,686
External Materials and Services	\$79,939	\$37,799	\$306,300	\$286,300	\$286,300
Internal Materials and Services	\$1,431,968	\$1,602,653	\$1,331,786	\$1,525,878	\$1,525,878
Bureau Expenditures Total	\$3,923,466	\$4,164,232	\$4,259,578	\$2,448,864	\$2,448,864

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Expenditures					
Contingency	\$0	\$0	\$8,039,643	\$12,369,251	\$12,369,251
Fund Expenditures Total	\$0	\$0	\$8,039,643	\$12,369,251	\$12,369,251
Requirements Total	\$3,923,466	\$4,164,232	\$12,299,221	\$14,818,115	\$14,818,115
FTE	18.00	16.00	17.00	0.00	0.00

Engineering

Program Description & Goals

The program provides technical support for Capital Improvement Plan (CIP) projects that provide safety, enhance neighborhood access and livability, preserve, and rehabilitate facilities, and support land use through improvements to the City’s streets, bridges, traffic signals, streetlights, and many other assets. Bureau of Transportation’s goal is to design, construct, inspect, maintain, and operate a safe transportation system for all modes.

A critical measure of this program’s performance is the percentage of the bureau’s annual budgeted Capital Improvement Plan expended, which reflects Bureau of Transportation’s progress in delivering capital projects for the public—projects that are essential to the advancement of the bureau’s three strategic goals: safety, moving people and goods, and asset management. Since FY 2017-18, as a result of HB 2017, Fixing Our Streets, and other funding sources, the bureau has witnessed an increase of over \$100 million in its budgeted capital improvement plan. Since FY 2018-19, the bureau has expended more capital dollars than at any point in the bureau’s history.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of annual budgeted Capital Improvement Plan expended	NA	57%	90%	90%	0%

Equity Impacts

The bureau’s planning and project development work is critical in scoping and estimating capital improvement projects. Traffic design and operational analysis is key to provide accurate project scopes and estimates. This work allows for opportunities to identify projects that support historically underserved communities in Portland.

Changes to Program

In the FY 2024-25 budget \$1.5 million was cut from pavement preservation preventive maintenance.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,264,289	\$5,772,797	\$6,094,138	\$6,379,175	\$6,379,175
External Materials and Services	\$427,058	\$747,131	\$1,332,010	\$786,898	\$786,898
Internal Materials and Services	\$947,860	\$760,770	\$1,533,672	\$1,323,162	\$1,323,162

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$125,299	\$61,748	\$0	\$0	\$0
Bureau Expenditures Total	\$6,764,505	\$7,342,445	\$8,959,820	\$8,489,235	\$8,489,235
Requirements Total	\$6,764,505	\$7,342,445	\$8,959,820	\$8,489,235	\$8,489,235
FTE	103.00	112.00	118.00	111.00	111.00

Environmental Systems

Program Description & Goals

The Environmental Systems Program consists of activities for the systematic inspection, cleaning, and repair of the City’s sanitary and stormwater collection and conveyance systems, including sewer and stormwater lines, street catch basins, sumps and manholes, trash racks, and drainage ditches and culverts. The program also provides emergency response to sewer systems problems.

The program includes the Bureau of Transportation’s recycling operation that processes materials from bureau construction activities into usable products. The goal of the Environmental Systems Program is to protect water quality, public health, and the environment by maintaining and repairing the City’s sewer and stormwater collection system in compliance with regulations and guidelines set forth by federal, state, and local agencies. A further goal is to conserve, recycle and reuse natural resources through the Sunderland Recycling program.

The Environmental Systems performance measures highlight the extent to which this program carries out the proactive inspection of sewer lines to determine maintenance needs and prevent issues caused by overflow, as well as the volume of repair work carried out to ensure adequate function of the City’s sanitary and stormwater collection and conveyance systems.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Linear feet of sewer/storm line repaired/lined	26,756	14,608	14,412	14,412	0
Linear feet of sewer/storm lines tv'd and inspected	965,440	670,144	941,179	941,179	0

Equity Impacts

The activities and services of this program are provided citywide and benefit all areas and all communities, including communities of color and persons with disabilities. The program’s maintenance and repair activities are provided based on asset condition, system needs, and emergency response requirements citywide and are not restricted to geographic areas or demographic communities.

Changes to Program

There are no changes to the program’s funding, organizational structure, staffing or activities in FY 2024-25.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$12,216,069	\$12,802,430	\$18,059,761	\$17,777,625	\$17,777,625
External Materials and Services	\$1,696,178	\$1,356,050	\$1,882,346	\$780,300	\$780,300
Internal Materials and Services	\$9,489,328	\$11,965,468	\$12,948,662	\$13,339,512	\$13,339,512

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Capital Outlay	\$60,336	\$99,701	\$0	\$0	\$0
Bureau Expenditures Total	\$23,461,912	\$26,223,648	\$32,890,769	\$31,897,437	\$31,897,437
Requirements Total	\$23,461,912	\$26,223,648	\$32,890,769	\$31,897,437	\$31,897,437
FTE	142.00	142.00	139.00	139.00	139.00

Funds Management

Program Description & Goals

The Funds Management program enables the bureau to make long-term financial decisions through issuing and repaying debt, as well as retaining cash for future expenditures and unforeseen circumstances. The measures of this program’s success reflect the bureau’s ability to fund future operations by matching ongoing funding requirements with sustainable resources, to maintain service levels during periods of economic decline or natural disasters by setting aside adequate reserves, and to ensure long-range financial health by maintaining a healthy debt-to-expenditure ratio.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Debt Ratio	4%	NA	7%	7%	0%
Transportation Reserve Fund Balance	8%	8%	8%	100%	0%
Ratio of ongoing General Transportation Revenue (GTR) resources to GTR Current Service Level Requirements	90%	100%	100%	100%	0%

Equity Impacts

Proper management of bureau funds enables other programs to meet their equity goals.

Changes to ProgramThe Bureau of Transportation’s FY2024 five-year General Transportation Revenue forecast indicated that maintaining FY2024 adopted service levels throughout the forecast period would result in a \$189.1 million deficit in the GTR Balancing Reserve at the end of FY2029. PBOT’s FY2024-25 Adopted Budget achieves five-year balance by refocusing PBOT’s energies on its core strengths and competencies and thereby (1) lowers costs, (2) raises new revenues, and (3) more efficiently maintains Portland’s capital assets. Second, PBOT’s Adopted Budget includes significant new partnerships with Portland Clean Energy Benefits Fund (PCEF) to modernize the City’s transportation network and advance the City’s equity and environmental goals identified in PCEF’s mission.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$162	\$0	\$0	\$0	\$0
External Materials and Services	\$18,786	\$38,062	\$0	\$0	\$0
Internal Materials and Services	\$(30,887,561)	\$(34,963,951)	\$(43,506,383)	\$(48,815,325)	\$(48,815,325)
Capital Outlay	\$2,070	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$(30,866,544)	\$(34,925,889)	\$(43,506,383)	\$(48,815,325)	\$(48,815,325)

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Expenditures					
Debt Service	\$58,661,227	\$18,690,688	\$21,251,676	\$19,750,942	\$19,438,492
Contingency	\$0	\$0	\$22,335,692	\$60,324,648	\$60,712,276
Fund Transfers - Expense	\$10,242,328	\$11,560,316	\$16,163,634	\$14,956,796	\$14,892,466
Fund Expenditures Total	\$68,903,555	\$30,251,004	\$59,751,002	\$95,032,386	\$95,043,234
Requirements Total	\$38,037,011	\$(4,674,885)	\$16,244,619	\$46,217,061	\$46,227,909

Managing for Growth

Program Description & Goals

Previously, this program utilized its growing list of capital projects to consider the efficient and inclusive use of limited space throughout the city. In FY 2020-21, the program was incorporated with the capital improvement plan in the Asset Management program offer.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of residents who commute to work by car alone	0%	48%	53%	53%	0%
Percentage of annual budgeted Capital Improvement Plan expended	NA	57%	90%	90%	0%

Equity Impacts

Equity impacts for Managing for Growth have been incorporated with the Asset Management program offer equity impacts.

Changes to Program

In FY 2020-21, the budget was incorporated with Asset Management program offer.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,890,894	\$3,726,067	\$0	\$0	\$0
External Materials and Services	\$3,795,313	\$9,155,683	\$0	\$0	\$0
Internal Materials and Services	\$3,633,852	\$3,328,626	\$0	\$0	\$0
Capital Outlay	\$4,963,688	\$5,993,506	\$0	\$0	\$0
Bureau Expenditures Total	\$16,283,747	\$22,203,882	\$0	\$0	\$0
Requirements Total	\$16,283,747	\$22,203,882	\$0	\$0	\$0

On-Street Parking

Program Description & Goals

The On-Street Parking Program supports traffic safety, access to goods and services, economic vitality, and neighborhood livability by using data to manage public parking and development of parking programs and regulations in the right-of-way. This program manages on-street parking citywide, including parking meter districts, parking permit areas, timed parking zones, special parking zones, and other parking controls. The program works with residents, business owners, City traffic engineers, the Portland Police Bureau, Portland Fire & Rescue, Portland Streetcar, and TriMet to design and operate an effective parking system.

The performance measure reflected below show key examples of this program’s core contributions to the bureau’s administration of a safe and efficient right of way.

A primary goal of the program is to actively manage on-street parking, reduce congestion, and encourage vehicle turn-over to support adjacent land uses. In recent years, this program has met its parking permit issuance targets, while at the same time offering an innovative program in Northwest and Central Eastside (two of our City’s densest parking districts) that encourages residents to opt out of their parking permits in favor of alternative transportation modes. This program, which offers Transportation Wallets to those who opt out, has witnessed strong demand in recent years and anticipates additional growth as new parking districts are added.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
On-street parking expenses as a percentage of revenues	4%	25%	26%	26%	0%
Number of area parking permit ‘opt-outs’	421	297	550	550	0
Number of area parking permits issued	18,128	16,541	21,000	21,000	0

Equity Impacts

The On-Street Parking Program provides programs for disability parking throughout the city to better serve the needs of disabled residents and visitors. Through coordinated planning efforts on-street disability parking signs are installed to designate disabled and wheelchair spaces. There are also permit programs that serve disabled placard holders, so they may park with reduced cost within metered areas where they live or work and achieve closer proximity to their destination.

Projects and programs funded with permit surcharge and net meter revenue will be evaluated using the Bureau of Transportation equity goals to help address infrastructure deficiencies and alleviate transportation burden on low income, underserved, and communities of color. For example, outreach in the NW District is focused on engaging low-income residential buildings regarding the Transportation Wallet and other transportation projects and programs. Project lists are developed with input from advisory committees and the 2035 Comprehensive Plan policies relating to equity and community engagement. Outreach conducted in existing parking districts, permit areas and during development of pilots and parking management plans will strengthen public engagement for communities of color and immigrant and refugee communities. The two parking districts that have added surcharge to their base permit fee have a low-income provision. Low-income residents do not pay the permit surcharge if they meet the income guidelines outlined in their district.

Portland Bureau of Transportation

Public Works Service Area

Changes to Program

In FY 2024-25 PBOT will be implementing a new parking permit area in Eliot neighborhood that will go into effect October 1, 2024. The permit area is designed to make it easier for residents and their guests to find parking on the street in the evening October-May during large events in and around the Rose Quarter.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,946,125	\$4,288,782	\$4,577,004	\$4,408,383	\$4,408,383
External Materials and Services	\$4,426,739	\$6,116,709	\$7,666,679	\$6,816,082	\$6,816,082
Internal Materials and Services	\$375,227	\$774,003	\$285,592	\$377,494	\$377,494
Capital Outlay	\$0	\$11,432	\$0	\$0	\$0
Bureau Expenditures Total	\$8,748,092	\$11,190,926	\$12,529,275	\$11,601,959	\$11,601,959
Fund Expenditures					
Contingency	\$0	\$0	\$15,128,772	\$6,128,579	\$6,128,579
Fund Expenditures Total	\$0	\$0	\$15,128,772	\$6,128,579	\$6,128,579
Requirements Total	\$8,748,092	\$11,190,926	\$27,658,047	\$17,730,538	\$17,730,538
FTE	33.00	33.00	31.00	31.00	31.00

Parking Enforcement

Program Description & Goals

The Parking Enforcement mission is to ensure equitable and convenient access to parking in the public right-of-way. The program’s vision is to be nationally recognized as the most innovative and community-focused parking enforcement agency in the country.

The program is guided by the following principles:

- ◆ Commitment to People—respectfully and actively collaborate internally, with public and private agencies, and with members of the community
- ◆ Health and Safety—stay committed to ensuring the health and safety of our employees and the community
- ◆ Innovation—strive to be flexible, adaptable, and embrace new technology

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of parking citations issued	123,838	122,992	250,000	250,000	0
Number of abandoned auto complaints received	23,143	37,963	30,000	30,000	0
Number of derelict RVs reported	11,239	18,326	3,000	3,000	0

Equity Impacts

The equity goals of this program include the following:

- ◆ “Meet people where they are” and tailor the program’s response to their individual and unique circumstances.
- ◆ Ensure that the communities (BIPOC and low income) most impacted by junk, hazardous, and abandoned vehicles are properly staffed and patrolled to maintain and improve livability.

Changes to Program

The FY 2024-25 budget includes 22 new parking enforcement officers which will increase parking compliance in permit and metered areas of town. Increase compliance of vehicle registration as well as allow for increased resources to be invested in at-risk programs such as houseless camp cleanups and derelict RV removals.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,147,040	\$6,932,111	\$9,178,066	\$10,461,241	\$10,461,241
External Materials and Services	\$596,596	\$356,948	\$659,533	\$1,356,834	\$1,356,834

Portland Bureau of Transportation

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Internal Materials and Services	\$999,957	\$738,120	\$791,633	\$1,044,773	\$1,044,773
Bureau Expenditures Total	\$8,743,593	\$8,027,178	\$10,629,232	\$12,862,848	\$12,862,848
Requirements Total	\$8,743,593	\$8,027,178	\$10,629,232	\$12,862,848	\$12,862,848
FTE	72.00	69.00	67.00	89.00	89.00

Parking Garages

Program Description & Goals

The Parking Facilities Fund supports the operation and maintenance of six City-owned parking garages in the downtown corridor. The parking garages support the economic viability of the Central City by providing an affordable system of parking garages which primarily meets the short-term needs of shoppers, visitors, and business clients. The Parking Facilities Fund also invests in the overall transportation system by funding other transportation needs, only when there is a surplus.

The performance measures reflected below show the following:

- ◆ The condition of Portland’s parking garages, which is essential to the safe, continuous operation of these assets. Structural issues at the O’Bryant Square garage culminated in a significant drop in overall asset condition in FY 2018-19. However, with the completion of numerous parking garage rehabilitation projects in the next three to five years, it is anticipated that parking garages will achieve a 100% condition rating in the next five years.
- ◆ Average weekday, peak-time occupancy continues to recover from the pandemic impact.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of parking garages in good or better condition	40%	40%	50%	50%	0%
Number of parking transactions processed for SmartPark garages	1,051,243	1,130,618	1,600,000	1,600,000	0
Average weekday peak time occupancy	58%	58%	85%	85%	0%

Equity Impacts

SmartPark Reduced Rate Swing Shift Parking Passes offer parking in the garages at a reduced rate (\$35 per month) for employees required to work swing shift (between 3 pm and 7 am) making less than \$43,000 per year. The application for these passes is currently available in four languages (English, Spanish, Russian, and Vietnamese). The Reduced Rate Swing Shift pass is a direct response to stakeholder concerns about the impact of new downtown on-street parking rates on lower-income workers. On February 1, 2016, the City increased the on-street parking rate in Downtown from \$1.60 to \$2.00 per hour. During the discussion of this increase, stakeholders focused attention on how this increase could negatively affect downtown employees earning low wages, working swing or evening shifts, and who are not well served by available transit options. To mitigate this impact, the SmartPark Program developed this monthly parking pass. The program provides a reasonable, low-cost option to lower income workers while leaving readily accessible on-street parking spaces available for evening customers and visitors.

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Changes to Program

The biggest external variable is demand for parking in the garages. The economic impact of COVID-19 has resulted in a significant short-term revenue loss in parking revenue. The economy is likely to experience a partial recovery while taking considerably longer to reach pre-crisis output levels. During the past few years, revenue was impacted by the length that social distancing measures were required; the extent to which they were needed as business returns to normal; the federal government's ability to distribute stimulus funds; and the possibility of additional outbreaks and attendant lockdown measures. While social distancing measures have relaxed, many employees have shifted to a hybrid work schedule and retail customers have yet to return at pre-pandemic rates – all of which contribute to the difference in occupancy compared to pre-pandemic numbers.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$626,830	\$712,629	\$858,246	\$777,204	\$777,204
External Materials and Services	\$4,445,844	\$5,053,158	\$11,051,753	\$5,779,786	\$5,779,786
Internal Materials and Services	\$2,708,036	\$3,188,898	\$2,751,256	\$478,717	\$478,717
Capital Outlay	\$1,016	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$7,781,725	\$8,954,684	\$14,661,255	\$7,035,707	\$7,035,707
Fund Expenditures					
Contingency	\$0	\$0	\$500,000	\$795,726	\$758,121
Fund Transfers - Expense	\$598,145	\$662,587	\$633,469	\$2,409,116	\$2,446,721
Fund Expenditures Total	\$598,145	\$662,587	\$1,133,469	\$3,204,842	\$3,204,842
Requirements Total	\$8,379,870	\$9,617,271	\$15,794,724	\$10,240,549	\$10,240,549

Planning

Program Description & Goals

The Planning and Complete Streets program engages Portlanders to develop a sustainable vision, long-range plans, and investment strategies to meet our future transportation needs. Planning and Complete Streets integrates the needs of all modes of transportation, along with other functions of our streets, into the planning and project development process. Planning and Complete Streets works to prioritize transportation investments and resolve policy tradeoffs associated with different uses of our right-of-way.

Equity Impacts

These are the equity goals of this program:

- ◆ Supporting development of a bureauwide transportation justice framework, including documentation of the historical role of the transportation system in creating and maintaining structural and institutional racism.
- ◆ Supporting citywide anti-displacement and community stabilization work and a bureau response to the role of large transportation projects in gentrification.
- ◆ Prioritization of projects using a standard template, which includes a racial equity evaluation metric, to help address infrastructure deficiencies in communities of color.
- ◆ Shaping and advancing public involvement practices to increase outreach and engagement with Limited English Proficient (LEP) communities.
- ◆ Administering citywide modal plans for pedestrians, bicycle users, disability access, and freight movements, which guide investments in the multimodal networks that serve Portlanders of all ages and abilities and serving as staff liaisons for three modal committees (the Pedestrian Advisory Committee, Bicycle Advisory Committee, and Portland Freight Committee).
- ◆ Implementing and monitoring the City's ADA Transition Plan for the public right-of-way.

Changes to Program

There are no major changes to the program's organizational structure, staffing or activities in FY 2024-25.

Funding for much of this program changed as GTR was cut in this program to balance to updated GTR projected revenues. Portland Clean Energy Community Benefits funding was added to fill program funding gaps from the GTR cuts in qualifying programs.

Portland Clean Energy Community Benefits Fund (PCEF)

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The Portland Clean Energy Community Benefits initiative was passed by 65% of Portland voters in November 2018. It provides a consistent, long-term funding source and oversight structure to ensure that our community’s climate action efforts are implemented to support social, economic and environmental benefits for all Portlanders, particularly communities of color and people with low incomes. The initiative was supported by a broad coalition of groups and individuals and represents the first environmental initiative in Oregon led by communities of color.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,594,614	\$3,519,444	\$4,434,882	\$5,426,049	\$5,426,049
External Materials and Services	\$1,333,362	\$1,400,888	\$884,090	\$779,079	\$779,079
Internal Materials and Services	\$333,554	\$469,135	\$489,860	\$1,540,405	\$1,540,405
Bureau Expenditures Total	\$5,261,530	\$5,389,467	\$5,808,832	\$7,745,533	\$7,745,533
Fund Expenditures					
Contingency	\$0	\$0	\$0	\$956,490	\$956,490
Fund Expenditures Total	\$0	\$0	\$0	\$956,490	\$956,490
Requirements Total	\$5,261,530	\$5,389,467	\$5,808,832	\$8,702,023	\$8,702,023
FTE	28.00	35.00	39.00	36.00	36.00

Project Management

Program Description & Goals

A capital project is a long-term, financially intensive investment to build upon, add to, or improve a transportation infrastructure asset. Capital projects are defined by their large scale and large cost relative to other investments that involve less planning and resources. The Portland Bureau of Transportation has a Capital Improvement Plan investment portfolio of over \$529 million in 130 projects over a five-year period. The bureau depends largely upon the Capital Project Managers within the Capital Delivery Division to oversee project delivery outcomes and to deliver on the promises that the bureau has made to public. It is the responsibility of the Project Management program to be good stewards over the public dollars dedicated to the capital projects and to maintain public trust. We work in partnership with other bureau divisions, partner agencies and organizations, and community stakeholders to deliver projects that align with the bureau’s strategic planning objectives and implement the City’s long-term infrastructure needs and community desires related to safety and livability, capacity, and efficiency. A critical measure of this program’s performance is the percentage of the bureau’s annual budgeted Capital Improvement Plan expended, which reflects Bureau of Transportation’s progress in delivering both large and small capital projects for the public—projects that are essential to the advancement of the bureau’s three strategic goals: safety, moving people and goods, and asset management.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of annual budgeted Capital Improvement Plan expended	NA	57%	90%	90%	0%

Equity Impacts

Each project that is managed by the Project Management Division is reviewed and evaluated to determine the equity score received when the project was in the planning and project development phases. On a micro/individual level, the project managers use this information to help inform conversations with the community as they perform project-related public involvement tasks. As the bureau takes a systems-wide/macro approach, it uses the equity matrix to help inform where projects will be implemented and when those projects will be installed. Aside from being able to measure our effectiveness from a pure project delivery standpoint related to scope, schedule and budget, the bureau hopes to be able to provide metrics which speak to its effectiveness in addressing infrastructure disparity and inequity through the strategic delivery of capital projects in communities that have historically been underserved using contractors that have historically been underutilized.

Given the amount of investment that will be made over the next five years, the Capital Delivery Division has the opportunity to demonstrate an innovative approach to engaging and partnering with community. The program will be working internally with Contracting officers as well as with the City’s Office of Procurement to develop strategies and a toolkit which will include standards, guidance, training protocols, and reporting procedures for goals and utilization. This effort is one of the goals outlined in Bureau of Transportation’s Five Year Racial Equity Plan and one that directly affects the project managers and project outcomes.

Changes to Program

There are no changes to the program’s funding, organizational structure, staffing or activities in FY 2024-25.

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Portland Clean Energy Community Benefits Fund (PCEF)

The Portland Clean Energy Community Benefits initiative was passed by 65% of Portland voters in November 2018. It provides a consistent, long-term funding source and oversight structure to ensure that our community's climate action efforts are implemented to support social, economic and environmental benefits for all Portlanders, particularly communities of color and people with low incomes. The initiative was supported by a broad coalition of groups and individuals and represents the first environmental initiative in Oregon led by communities of color.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$311,474	\$129,013	\$0	\$0	\$0
External Materials and Services	\$202,319	\$253,087	\$0	\$0	\$0
Internal Materials and Services	\$293,125	\$(107,338)	\$0	\$0	\$0
Capital Outlay	\$436,769	\$0	\$0	\$0	\$0
Bureau Expenditures Total	\$1,243,687	\$274,762	\$0	\$0	\$0
Requirements Total	\$1,243,687	\$274,762	\$0	\$0	\$0

Right of Way Management and Permitting

Program Description & Goals

The Right of Way Management and Permitting program contains several right-of-way management and coordination subprograms.

Right of Way Acquisition (RWA) works with property owners to obtain property rights for public use through development exactions and through capital improvement projects (eminent domain). RWA also manages a robust leasing program and disposes of property interests through sale, release, or vacation.

Community Use Permitting (CUP) works with community members to allow a variety of uses in the public right-of-way. Work continues to focus on COVID-19 response, including issuing permits for outdoor dining and commerce, the development of a permanent outdoor dining program to include design and siting standards, and working with community groups to safely reimagine and deliver community events, parades, marathons, block parties, and other social gatherings in compliance with public health guidelines.

Compliance and Coordination (C&C) includes outreach and engagement with parties who occupy or place items in the public right of way without an approved permit or by following the appropriate processes; evaluation of current practices to ensure transparency and consistency in application of code, rule, and standards; enforcement of issued permits or lack of permits.

Keep Portland Moving (KPM) facilitates the regional construction coordination committee meetings and manages the Project and Construction Coordination Tool platform. Insurance and Bonding (I&B) also is housed in this program.

Equity Impacts

All activities within the program have developed forms and documents in compliance with ADA Title II and Civil Rights Title VI.

Engagement and negotiation with individual property owners around acquisition, eminent domain, and construction requires staff to know the history of Portland's transportation and urban development (including the disparate impacts). Staff are trained in historic barriers, communication, and negotiation strategies, provide multi-lingual and translation services as needed, and work closely with project managers on project delivery schedules.

CUP has staff that work on outreach to ensure that all communities are adequately served by the program, with specific emphasis on working with underdeveloped communities. Community activation programs provide public spaces or amenities that are welcoming for community members to gather. Community Use permits provide an avenue for individuals and cultural groups to have a direct influence on the appearance of and activities in the public right of way, increasing community connections and a sense of ownership. Encroachment permits for street paintings and other art installations provide a way to incorporate BIPOC artists into public space. Permits also plant the seeds of partnerships that improve outcomes for capital projects. Permits for businesses have provided a lifeline during the pandemic. Staff conducts outreach in all programs within this activity to shape programs based on community input, and to connect them to Bureau

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of Transportation’s equity goals and transportation justice priorities. Permit fees are intentionally developed to support community participation and the bureau covers the cost of those permits through other means. Specific permits and program offerings have been developed to intentionally target historically underserved communities (i.e., Pink Barricades to support block parties), and recent investments will help expand opportunities for community engagement.

Changes to Program

The continued rollout and expansion of the Healthy Business/Outdoor Dining program will continue in FY 2024-25. This program started during the Covid-19 pandemic to help restaurants, bars and other businesses stay open for business. In January of 2024 the first permits for outdoor structures in the right of way were administered. Safety and compliance of structures is now monitored. ARP funds will expire on December 31, 2024 for this program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,976,259	\$6,653,525	\$8,653,862	\$7,795,751	\$7,795,751
External Materials and Services	\$660,482	\$535,508	\$1,083,420	\$589,405	\$589,405
Internal Materials and Services	\$3,223,466	\$3,506,174	\$3,963,467	\$4,098,974	\$4,098,974
Capital Outlay	\$28,237	\$13,344	\$0	\$0	\$0
Bureau Expenditures Total	\$9,888,444	\$10,708,551	\$13,700,749	\$12,484,130	\$12,484,130
Fund Expenditures					
Contingency	\$0	\$0	\$0	\$1,665,852	\$1,665,852
Fund Expenditures Total	\$0	\$0	\$0	\$1,665,852	\$1,665,852
Requirements Total	\$9,888,444	\$10,708,551	\$13,700,749	\$14,149,982	\$14,149,982
FTE	34.00	45.00	44.00	43.00	43.00

Safety & Vision Zero

Program Description & Goals

The primary goal of this program is to create a transportation system that ensures Portlanders can get where they need to go safely, by whatever travel mode they choose. The Vision Zero initiative works to eliminate transportation fatalities and serious injuries on Portland streets. The broad safety program delivers multimodal safety projects on Portland’s High Crash Network. The Vision Zero and safety initiatives also include safety education programs and work to engage historically underserved Portlanders in decision making and project design. Vision Zero and safety actions are data-driven and built on a racial equity framework.

The Vision Zero and Safety program seeks to reduce transportation fatalities and serious injuries by supporting the implementation of comprehensive, system-wide, multimodal, data-driven, and proactive capital projects and programs that demonstrate the integration of safety into decision-making and project design. By utilizing a data-driven safety planning process, Bureau of Transportation has been able to identify short-and long-term opportunities to address the safety performance of the local street network. The program develops spot specific improvements and full corridor redesign to support safer travel throughout Portland. Vision Zero addresses safety by reducing conflicts within and between transportation modes using a safe systems approach.

The broader safety program works in close collaboration with the Equity and Inclusion teams to deliver education and outreach that is relevant for specific communities and directed towards safety outcomes. Key Vision Zero performance trends include the number of people who die or are seriously injured on Portland streets each year, including by mode, age, and location. City Council adopted the Vision Zero Action Plan in December 2016. The first year (2017), was a year of building a foundation – passing critical legislation and gaining significant funding; 2018 was a safer year with the number of traffic deaths trending in the right direction. Unfortunately, in recent years, Portland witnessed an alarming number of deaths on our streets. This recent result has intensified the bureau’s efforts to deliver major investments in safety infrastructure, reduce speeds on city streets, and bring the community together around road safety.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of traffic crashes that result in serious injuries	NA	188	0	0	0
Number of traffic fatalities	63	63	0	0	0
Number of traffic related pedestrian and bicyclist fatalities	27	32	0	0	0
Number of traffic related pedestrian and bicyclist serious injuries	NA	52	0	0	0
Miles of streets where speed limits were reduced to improve safety	46	8	20	20	0
Number of new and retrofitted pedestrian crossings on High Crash Network streets	NA	29	25	25	0
Total miles of bike facilities	413.30	453.00	453.00	453.00	0.00
Percentage of annual budgeted Capital Improvement Plan expended	NA	57%	90%	90%	0%

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Equity Impacts

Bureau of Transportation's Safety Program places a strong emphasis on equity and supports Portland's Citywide Racial Equity Goals. The Vision Zero Action Plan, adopted in 2016, committed the City to actions that address disproportionate burden of traffic fatalities on BIPOC Portlanders, and prioritize safety improvements in East Portland and other areas of need identified in Bureau of Transportation's Equity Matrix. The Action Plan was developed with a guiding commitment that Vision Zero efforts will not result in racial profiling and will use equity data (demographics, risk factors, traffic enforcement data, and infrastructure gaps) to prioritize needs in low-income communities and communities of color. Finally, the Action Plan called for measuring and reporting on investment in low-income communities and communities of color, which the team continues to do, both internally and via an externally facing Vision Zero Dashboard.

Changes to Program

Cannabis Tax revenue continued to decline for the FY 2024-25 budget. Funding gap caused by the reduced cannabis tax revenue has been restored with one-time General Fund revenues for FY 2024-25.

This program also received one time General Fund revenue to address ADA ramp remediation under the Civil Rights Education and Enforcement Center Settlement (CREEC).

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$7,558,336	\$8,885,936	\$647,580	\$670,546	\$670,546
External Materials and Services	\$8,161,049	\$5,876,069	\$42,355	\$37,332	\$37,332
Internal Materials and Services	\$6,210,586	\$7,725,477	\$19,207	\$11,331	\$11,331
Capital Outlay	\$24,917,107	\$25,958,907	\$0	\$0	\$0
Bureau Expenditures Total	\$46,847,078	\$48,446,388	\$709,142	\$719,209	\$719,209
Requirements Total	\$46,847,078	\$48,446,388	\$709,142	\$719,209	\$719,209
FTE	6.00	6.00	6.00	6.00	6.00

Sidewalks, Bridges & Structures

Program Description & Goals

The Sidewalks, Bridges, and Structures program consists of Bureau of Transportation Maintenance Operations activities that inspect, maintain, and repair the City’s sidewalks, curbs, corners, guardrails, fences, bridges, stairways and retaining walls. In addition to meeting federal and state requirements around asset condition, this program seeks to maximize the City’s lifetime asset commitment and investment by preserving existing assets, preventing deterioration, and avoiding costly repairs and loss of asset use. A core component of this program is responsible for ensuring the City’s corners and sidewalks adhere to federal Americans with Disability Act (ADA) standards through posting sidewalks that are out of compliance and by improving or installing ADA-compliant curb ramps.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of PBOT-owned bridges in non-distressed condition	80%	79%	85%	85%	0%
Number of curb ramps certified in compliance with ADA specifications	1,543	1,565	1,500	1,500	0

Equity Impacts

This program supports Bureau of Transportation’s five-year Racial Equity Plan through its efforts to address the following goals:

- ◆ Provide equitable services to all residents: Bureau of Transportation uses its equity matrix to prioritize ADA-compliant curb ramp installations, together with other factors including location and number of requests. ADA-compliant corners are also installed as part of pavement improvements and other capital projects led by utilities, TriMet, the County, and the State. Where possible, Bureau of Transportation Maintenance Operations partners with other agencies to deliver compliant curb ramps as part of other capital projects.
- ◆ Shift the culture of the bureau; end disparities in city government: Maintenance of sidewalks, bridges, and structures will be evaluated as part of the bureau’s Strategic Asset Management Plan which is in development. This plan intends to prioritize racial equity and inclusion in identifying maintenance priorities and will rely heavily on the bureau’s Equity Committee and bureauwide understanding of racial equity and inclusion.
- ◆ Use racial equity best practices to increase access for communities of color and immigrant and refugee communities: This program will continue to use the racial equity matrix to identify Priority Maintenance Actions. Furthermore, this program supports disability equity through its work improving corners to meet federal ADA standards. Sidewalk connectivity is also prioritized as part of new construction, including wider sidewalks which are better able to accommodate persons with mobility disabilities.

Changes to Program

Structures program had one position cut, Utility Workers II, in FY 24-25.

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Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$5,698,107	\$6,355,579	\$3,114,889	\$3,294,503	\$3,294,503
External Materials and Services	\$1,249,778	\$1,681,523	\$2,773,623	\$1,740,451	\$1,740,451
Internal Materials and Services	\$4,595,464	\$6,100,629	\$795,026	\$1,254,823	\$1,254,823
Capital Outlay	\$186	\$221,492	\$0	\$0	\$0
Bureau Expenditures Total	\$11,543,535	\$14,359,224	\$6,683,538	\$6,289,777	\$6,289,777
Fund Expenditures					
Contingency	\$0	\$0	\$7,029,792	\$7,453,647	\$7,453,647
Fund Expenditures Total	\$0	\$0	\$7,029,792	\$7,453,647	\$7,453,647
Requirements Total	\$11,543,535	\$14,359,224	\$13,713,330	\$13,743,424	\$13,743,424
FTE	64.00	64.00	61.00	60.00	60.00

Streetcar Operations

Program Description & Goals

The Portland Streetcar connects neighborhoods, employment centers and cultural destinations around the central city with seven-days-a-week service, from Northwest Portland to the Pearl, Portland State University (PSU), South Waterfront, OMSI, Central Eastside and Lloyd, crossing the Broadway Bridge and the Tilikum Crossing. The program provides both a 100% renewable electricity-powered transportation mobility option and an incentive for denser urban development. As the streetcar has expanded, the collaboration between public and private partners has resulted in affordable housing, public open spaces, and brownfield redevelopment.

The Portland Streetcar is owned by the City of Portland and operated by the Bureau of Transportation in partnership with TriMet (the regional transit agency) and Portland Streetcar, Inc. (PSI), a nonprofit that provides management support and private sector advocacy. Portland Streetcar tracks a number of performance measures and provides an annual report to City Council on the program.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Percentage of Streetcar fare revenue contribution to operating budget	4%	4%	20%	20%	0%
Annual Streetcar ridership	2,210,992	2,601,253	5,000,000	5,000,000	0
Percentage of Streetcar on-time performance	82%	82%	85%	85%	0%

Equity Impacts

Streetcar provides accessible public transit at a lower fare cost than the regional transit system and is a full partner in the regional Low-Income Fare program. Ridership is representative of the diversity of the census tract areas Streetcar currently serves, with 32% of riders identified as people of color (compared to a regional average of 23%). Service provides mobility for transit-dependent and low-income customers. 38% of all subsidized affordable housing in Portland is on the Streetcar line and Streetcar is a full participant in the Transportation Wallet program aimed at getting low-cost fares to vulnerable populations.

During FY 2022-23, Bureau of Transportation and its community partners have begun a new Rider Ambassador program to de-escalate onboard conflicts and provide proactive public health interventions for our riders. The Streetcar team has worked closely with OPAL Environmental Justice to recruit and hire 5 half-time staff to ride the streetcar and provide support for customers and the riding public. The program will also collect data through qualitative surveys aimed at better understanding how our customers feel about the service and their personal safety and security. Portland Streetcar has been intentional about keeping fares low. Customers who utilize TriMet’s HOP Fastpass can pay as they go for transit, without the upfront cost of a monthly or annual pass, and still benefit from the daily and monthly cap on fares after a certain number of swipes. Streetcar provides a discounted fare of \$1.00 as well as offering TriMet’s Low-Income Fare and Honored Citizen fares.

Title II and Title VI - As a transit provider, Bureau of Transportation strives to meet the needs of customers and work collaboratively with TriMet on Title II reasonable accommodation requests and Title VI Civil Rights compliance.

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Changes to Program

The Streetcar team is working with Bureau of Transportation Finance to establish and track a Streetcar Contingency Fund that is available to help with medium- and longer-term capital asset replacement. A draft Capital Asset Replacement Inventory is being finalized, along with a funding strategy. These documents will be vetted with Bureau of Transportation Finance and shared with bureau leadership to ensure there is awareness about long-term asset needs, funding gaps, and potential revenue sources.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,546,094	\$4,132,933	\$4,552,650	\$4,598,340	\$4,598,340
External Materials and Services	\$12,070,150	\$12,996,478	\$13,405,867	\$13,031,858	\$13,031,858
Internal Materials and Services	\$317,794	\$329,132	\$356,338	\$642,555	\$642,555
Capital Outlay	\$744	\$35	\$0	\$0	\$0
Bureau Expenditures Total	\$15,934,783	\$17,458,578	\$18,314,855	\$18,272,753	\$18,272,753
Fund Expenditures					
Contingency	\$0	\$0	\$8,423,331	\$46,890,291	\$46,890,291
Fund Expenditures Total	\$0	\$0	\$8,423,331	\$46,890,291	\$46,890,291
Requirements Total	\$15,934,783	\$17,458,578	\$26,738,186	\$65,163,044	\$65,163,044
FTE	30.00	30.00	31.00	29.00	29.00

Streetlights & Signals

Program Description & Goals

The Signals & Street Lighting (SSL) program is responsible for the planning, design, operations, and maintenance of traffic control and lighting infrastructure. Traffic signals and street lighting (and the maintenance of this infrastructure) are integral to shaping our livable city. Bureau of Transportation's SSL Team has an emphasis on creating and maintaining infrastructure that keeps Portland a walkable, bikeable, and a mobile livable city. Asset management is at the heart of the work to track the program. Aging infrastructure and declining operations and maintenance funding relative to the size of the system has resulted in creative strategies for reducing risk for the City. The lack of a full replacement schedule for the existing traffic signals, beacons, and street lighting results in higher ongoing maintenance costs, which further reduces the preventive maintenance that can be conducted by City staff. For FY 2024-25, this program is continuing the process of establishing a greater level of automated traffic signal performance measures in support of regional transit investments such as Division Transit and improving transit performance systemwide.

Equity Impacts

The Signals, Street Lighting, Intelligent Transportation Systems, & Electrical Maintenance program places a strong emphasis on equity and supports Portland's Citywide Racial Equity Goals. The Civil Rights Education and Enforcement Center (CREEC) settlement raised the awareness of the City as to the needs of the Accessibility community. The Oregon Blind Commission has helped prioritize the installation of accessible pedestrian signals and other crossing improvements by providing direct input and requests for upgrades to the existing infrastructure. People with mobility devices and people that need additional time at traffic signals also can directly request service and changes to the traffic signal timing that increase the safety of people at signalized intersections. The Bureau collects information about whether complaints or requests are related to the Americans with Disabilities Act (ADA).

The Signals & Street Lighting Division has worked to quantify the efforts of the Electrical Maintenance Section on Communities of Color within the City. The Division's efforts have focused on the response time related to inspections and other electrical maintenance functions at traffic signals within the various geographic districts of the City and their corresponding score on the Equity Matrix. The hypothesis is that the geographic boundary created many years ago to organize work may not result in response rates that are commensurate with the City's equity goals. This redistribution of geographic boundaries was postponed as staffing for this equity evaluation of the division was a lower priority than immediate safety response, project support, and other initiatives when engineering staff workload was a concern for the bureau. Staff continue to use the City's Equity Matrix to identify priorities for limited funding for improvements to the street lighting system. The impact of the changes includes more rapid response to requests from the community and have resulted in improvements centered around areas where communities of color and people with disabilities regularly use the infrastructure.

Changes to Program

The Streetlight and Signals program had one position reduction, Lighting & Signal Inspector, in FY 24-25.

Some funding for this program changed as GTR was cut in this program to balance to the 5-year forecast. The voter's approved Fixing Our Streets funding was added to fill program funding gaps from the GTR cuts in qualifying programs.

Portland Bureau of Transportation

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$6,250,210	\$6,911,581	\$4,504,983	\$4,568,646	\$4,568,646
External Materials and Services	\$2,949,827	\$3,632,841	\$3,953,069	\$3,525,677	\$3,525,677
Internal Materials and Services	\$1,956,493	\$1,961,578	\$1,269,152	\$1,803,758	\$1,803,758
Capital Outlay	\$236,323	\$141,290	\$0	\$0	\$0
Bureau Expenditures Total	\$11,392,853	\$12,647,291	\$9,727,204	\$9,898,081	\$9,898,081
Requirements Total	\$11,392,853	\$12,647,291	\$9,727,204	\$9,898,081	\$9,898,081
FTE	35.00	34.00	35.00	34.00	34.00

Streets & Signs

Program Description & Goals

The goal of the Streets and Signs program is to preserve or upgrade the condition of Portland’s improved streets through maintenance and cleaning activities, to maintain all traffic signs and markings, and to manage traffic to provide a safe and accessible transportation system for the public. Managing Portland’s streets and signs requires preserving and upgrading pavement through street maintenance and cleaning activities; maintaining and improving pavement markings to support safety, visibility, and the efficient movement of all people on Portland streets across all modes; and maintaining, cleaning, and replacing signs to communicate rules of the road, warning, information, direction, parking restrictions and guidance. Adequate management of these assets keeps the City in compliance with federal and state requirements pertaining to visibility of regulatory guidance (markings and signs) and safety infrastructure. Further, cleanliness and visibility of parking signs is required for Bureau of Transportation to enforce parking restrictions, manage the curb zone in parking districts, and collect revenue that accounts for a portion of the bureau’s limited discretionary transportation funding.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Average network Pavement Condition Index (PCI)	56%	54%	56%	56%	0%
Number of crosswalks installed or maintained	370	477	1,300	1,300	0
Number of potholes repaired	10,538	13,171	10,000	10,000	0
Number of signs maintained or replaced	20,953	14,815	20,000	20,000	0
Total miles of curb cleaned during annual leaf removal program	1,273	1,410	1,438	1,438	0
Percentage of High Crash Corridors restriped annually in accordance with industry guidelines	100.00%	100.00%	100.00%	100.00%	0.00%

Equity Impacts

Both the Traffic Operations and Maintenance Operations components of Streets and Signs are utilizing Bureau of Transportation’s Equity Matrix to prioritize responses to community concerns. The Equity Matrix, developed based on national equity best practices, is a ranking index of race, ethnicity, and income used to apply a score to census tracts. This score helps the bureau make decisions on projects and programs. Examples include prioritization pavement, markings, signs, and other maintenance obligations as well as outreach to communities for programs like 823-SAFE.

Changes to Program

There are no changes to the program’s funding, organizational structure, staffing or activities in FY 2024-25

Some of the funding this program changed as GTR was cut in this program to balance to updated GTR projected revenues. Portland Clean Energy Community Benefits funding was added to fill program funding gaps from the GTR cuts in qualifying programs.

Portland Bureau of Transportation

Public Works Service Area

Portland Clean Energy Community Benefits Fund (PCEF). The Portland Clean Energy Community Benefits initiative was passed by 65% of Portland voters in November 2018. It provides a consistent, long-term funding source and oversight structure to ensure that our community’s climate action efforts are implemented to support social, economic and environmental benefits for all Portlanders, particularly communities of color and people with low incomes. The initiative was supported by a broad coalition of groups and individuals and represents the first environmental initiative in Oregon led by communities of color.

Fixing Our Street (FOS 3). Voter’s approved local gas tax.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$13,166,460	\$13,417,705	\$22,206,169	\$23,950,200	\$23,950,200
External Materials and Services	\$3,403,869	\$3,356,720	\$4,329,173	\$4,653,672	\$4,653,672
Internal Materials and Services	\$7,795,478	\$10,938,993	\$11,600,451	\$12,376,935	\$12,376,935
Capital Outlay	\$270,682	\$11,435	\$0	\$0	\$0
Bureau Expenditures Total	\$24,636,489	\$27,724,854	\$38,135,793	\$40,980,807	\$40,980,807
Fund Expenditures					
Fund Transfers - Expense	\$32,032	\$35,807	\$50,000	\$0	\$0
Fund Expenditures Total	\$32,032	\$35,807	\$50,000	\$0	\$0
Requirements Total	\$24,668,521	\$27,760,661	\$38,185,793	\$40,980,807	\$40,980,807
FTE	203.00	221.00	218.00	207.00	207.00

Support Services

Program Description & Goals

The Support Services program provides bureauwide services in the areas of administration, finance, employee support, and technology. This program also leads the collaborative work between the city, state, federal and other local agencies on policy and planning. The performance measure highlights are reflected below:

- ◆ Bureau of Transportation’s progress in delivering a safe workplace for all employees, as measured by the number of recordable OSHA safety incidents and the number of employee Safety Site Visits.
- ◆ Bureau of Transportation’s commitment to providing opportunities for Disadvantaged, Minority-Owned, Women-Owned, Emerging Small Businesses, Service-Disabled Veterans Business Enterprises (DMWESB). The bureau strives to allocate at least 30% of all contract dollars annually to DMWESB firms.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of employee Safety Site Visits	NA	NA	140	140	0
Percentage of total payments to COBID firms on contracts that year	28%	49%	32%	32%	0%
Number of employee Safety Incidents	NA	37	25	25	0

Equity Impacts

The equity goal of this program is to provide equitable city services to all residents. Bureau of Transportation recognizes racial equity as a strategic guiding value and principle. The bureau uses data-driven and collaborative approaches, and racial equity tools to plan and evaluate the progress in its policies, programs, and projects towards achieving equitable outcomes in communities of color and people with disabilities.

Changes to Program

No significant changes to the program in FY 2024-25 budget.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$15,639,647	\$17,934,936	\$19,610,313	\$19,247,440	\$19,247,440
External Materials and Services	\$7,480,192	\$9,279,421	\$24,021,001	\$6,796,111	\$6,796,111
Internal Materials and Services	\$20,595,942	\$19,447,242	\$26,255,985	\$22,488,256	\$24,017,109
Capital Outlay	\$31,175	\$475,016	\$0	\$0	\$0
Bureau Expenditures Total	\$43,746,956	\$47,136,615	\$69,887,299	\$48,531,807	\$50,060,660

Portland Bureau of Transportation

Public Works Service Area

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Fund Expenditures					
Contingency	\$0	\$0	\$0	\$2,846,491	\$1,452,036
Fund Transfers - Expense	\$0	\$350,000	\$0	\$0	\$0
Fund Expenditures Total	\$0	\$350,000	\$0	\$2,846,491	\$1,452,036
Requirements Total	\$43,746,956	\$47,486,615	\$69,887,299	\$51,378,298	\$51,512,696
FTE	114.80	129.00	130.00	126.00	126.00

Towing & PFHT

Program Description & Goals

The Towing & Private for-Hire Transportation (PFHT) Program supports public safety, access, economic vitality, and neighborhood livability by regulating Portland’s private-for-hire transportation and towing industries. The PFHT section enforces regulations to ensure public safety, vehicle safety, customer service, and equitable access. Program staff inspects taxis, transportation network companies (TNCs), town cars, limousines, shuttles, non-emergency medical vehicles, pedicabs, and other for-hire vehicles.

Further, the Derelict RV section addresses the issue of broken-down recreational vehicles on City streets used by people experiencing homelessness. This program works to identify, remove, and dismantle these vehicles to support neighborhood livability and promote public safety. Derelict RVs are vehicles that have non-functioning systems and may not be drivable. They have little or no salvage value, and it is cost-prohibitive for owners to recycle them. Bureau of Transportation works with people experiencing homelessness, local neighbors, the Portland Police Bureau, vehicle owners, and tow companies to remove these vehicles from City right-of-way, and either dismantle or repair them to functional use.

The performance measures reflected below depict this program’s broad scope and contributions to the bureau’s mission. Performance highlights include the following:

- ◆ Number of private for-hire “Risk Based” audits annually – As PFHT continues to perform field audits, it will do so while focusing on the areas, vehicles, and companies that present the highest level of risk to the public. Other resources will be dedicated to investigating illegal operators and companies.
- ◆ The total number of PDX WAV subsidies issued for WAV rides – The bureau’s investment in this activity is allowing operators to offer more wheelchair-accessible rides. While the number of fulfilled rides has been dramatically impacted by COVID-19, this is an essential service that will continue.
- ◆ Tows – Bureau of Transportation continues to respond to the demand for abandoned auto and RV towing. Based on the current data, we do not expect the number of towed abandoned vehicles to decline during the next fiscal year.

Performance	Actuals FY 2021-22	Actuals FY 2022-23	Target FY 2023-24	Target FY 2024-25	Strategic Target
Number of abandoned vehicles towed	NA	2,750	4,000	4,000	0
Number of Contract Tows	NA	NA	19,000	19,000	0
Number of PDX WAV Rides	6,366	7,350	6,500	6,500	0
Number of Private for Hire field audits annually	1,033	850	1,000	1,000	0
Number of Private for Hire vehicles operating in Portland city limits	3,416	8,256	7,000	7,000	0
Number of Private for-Hire transportation rides	5,712,962	6,994,934	6,000,000	6,000,000	0
Number of Private Property Impound Tows	NA	7,876	4,000	4,000	0
Number of RVs towed	315	681	1,300	1,300	0
Number of Safe Ride Home trips provided	0	NA	NA	NA	0
Number of abandoned auto complaints received	23,143	37,963	30,000	30,000	0
Number of derelict RVs reported	11,239	18,326	3,000	3,000	0

Portland Bureau of Transportation

Public Works Service Area

Equity Impacts

People with disabilities have long voiced concerns about the level of on-demand service for people in their community. This qualitative feedback was the impetus for developing a program for wheelchair-accessible vehicles. Bureau of Transportation also collects quantitative data on how many accessible rides were requested and how long a customer waits for wheelchair-accessible rides from the time they request the ride. Administrators will survey customers about their experience to improve the program. Since the pandemic, there has been an expected impact to service levels throughout the region due to a shortage of industry drivers.

While the bureau has yet to do a quantitative analysis of the companies disproportionately impacted by penalties issued for non-compliance with industry regulations, it is understood that smaller minority-owned or majority minority-independent contractor companies may sometimes be disproportionately affected. Through its new learning management system, Bureau of Transportation will require new driver training, which can focus on addressing compliance issues the industry struggles with the most.

Changes to Program

The FY 2024-25 budget includes the addition of 10 positions to assist in inspections, permitting, and regulatory compliance. Funding of these positions will come from an increase in the Transportation Network Company (TNC) surcharge.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$2,870,288	\$3,133,322	\$2,382,543	\$4,372,252	\$4,372,252
External Materials and Services	\$1,992,346	\$3,940,722	\$4,246,959	\$2,628,650	\$2,628,650
Internal Materials and Services	\$1,982,055	\$2,099,137	\$2,238,440	\$2,291,963	\$2,291,963
Bureau Expenditures Total	\$6,844,690	\$9,173,181	\$8,867,942	\$9,292,865	\$9,292,865
Fund Expenditures					
Contingency	\$0	\$0	\$3,079,239	\$2,783,343	\$2,783,343
Fund Expenditures Total	\$0	\$0	\$3,079,239	\$2,783,343	\$2,783,343
Requirements Total	\$6,844,690	\$9,173,181	\$11,947,181	\$12,076,208	\$12,076,208
FTE	24.00	17.00	18.00	23.00	23.00

Tram Operations

Program Description & Goals

The Portland Aerial Tram is a 3,300 linear foot bi-cable aerial tram rising 500 feet over Interstate 5, the South Portland Neighborhood, and Terwilliger Parkway. It connects the Oregon Health & Science University (OHSU) campus on Marquam Hill to the South Waterfront District. Designed by AGPS Architecture and Garaventa AG, the tram has been integral to the expansion of OHSU and the development of the South Waterfront District. The tram is located entirely within the public right-of-way (SW Gibbs Street) and is owned by the City of Portland.

OHSU oversees operations and has contracted with Doppelmayr USA to operate and maintain the tram on a daily basis. The goal for managing the tram components is that 95% of the tram system will be in fair or better condition. Currently, Bureau of Transportation is exceeding that goal, as 100% of the tramway and related structures are in good condition. Another goal is to minimize the time during which the tram is not operable. There are instances when the tram must be shut down to maintain the safety of the passengers, generally due to weather or other unforeseen events. Maintenance to the tram is usually conducted during the hours it is closed for business. The bureau exceeded its service target in the past year, as the tram was inoperable less than 1% of the time during operating hours.

Equity Impacts

As a public transit provider, we strive to comply with ADA Title II and Civil Rights Title VI requirements as well as the City’s broader anti-discrimination policies. All are welcome aboard.

The Portland Aerial Tram reports on and manages all aspects of Title II and Title VI issues per Federal Transit Administration guidance. The Portland Aerial Tram team has also worked with Bureau of Transportation and City liaisons to develop a robust Title VI and Title II reporting system.

The Portland Aerial Tram supports transit and multimodal options for ease of access to major medical facilities. It is a 100% accessible transit system with ADA compliant stations.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$51,902	\$56,602	\$72,416	\$71,798	\$71,798
External Materials and Services	\$73,375	\$2,585,679	\$192,000	\$257,000	\$257,000
Internal Materials and Services	\$75,849	\$75,093	\$130,000	\$130,000	\$130,000
Bureau Expenditures Total	\$201,127	\$2,717,374	\$394,416	\$458,798	\$458,798
Requirements Total	\$201,127	\$2,717,374	\$394,416	\$458,798	\$458,798

Utility Permitting

Program Description & Goals

The Utility Permitting program oversees the intake, monitoring, and review of all street opening requests (e.g., utility trenching and repair permits) for all public and private utility applications. In addition, Vertical Infrastructure is a relatively new program with dedicated staff which will be responsible for permit review and issuance related to small cell infrastructure in the Right-of-Way (5G). Also, this workgroup reviews and issues environmental assessment permits (monitoring wells and underground tanks) in the right of way and conducts plan distribution for franchised and public utility reviews on both capital and developer driven right of way projects in the City.

Equity Impacts

As a Utility permitting workgroup, the workload generated through this section is industry and service driven. Applications are reviewed and permitted based on the individual utility needs to provide service throughout the city.

Changes to Program

No significant changes to this program.

Program Budget

	Actuals FY 2021-22	Actuals FY 2022-23	Revised FY 2023-24	Proposed FY 2024-25	Adopted FY 2024-25
Requirements					
Bureau Expenditures					
Personnel Services	\$3,107,277	\$3,276,329	\$4,336,161	\$3,703,616	\$3,703,616
External Materials and Services	\$(199,433)	\$(136,016)	\$293,853	\$50,000	\$50,000
Internal Materials and Services	\$2,273,358	\$2,333,578	\$1,780,436	\$1,386,203	\$1,386,203
Capital Outlay	\$126,632	\$220,452	\$0	\$0	\$0
Bureau Expenditures Total	\$5,307,834	\$5,694,343	\$6,410,450	\$5,139,819	\$5,139,819
Fund Expenditures					
Contingency	\$0	\$0	\$75,872	\$0	\$0
Fund Expenditures Total	\$0	\$0	\$75,872	\$0	\$0
Requirements Total	\$5,307,834	\$5,694,343	\$6,486,322	\$5,139,819	\$5,139,819
FTE	59.00	54.00	57.00	57.00	57.00

City Budget Office

Timothy Grewe, Director

Peter Hulseman, City
Economist

Amy Archer-Masters

Asena Lawrence

Anthony Locke

Ben Smith

Louis Gobeo

Elizabeth Lee

Chelan Huddleston

Jane Marie Ford

Christina Owen, Assistant
Budget Director

Josie Chavez

Lillian Nguyen

Ning Jiang

Robert Cheney

Ruth Levine

Shannon Fairchild

Yung Ouyang

City Budget Office
1120 SW 5th, 10th Floor
Portland, Oregon 97201
(503) 823-6925

Website: <http://www.portlandoregon.gov/cbo/>

