



Executive Summary

This document provides important contextual and summary information for the FY 2022-23 City Budget Office reviews. Interested parties are encouraged to read this document and then look to individual bureau reviews for additional details.

GENERAL FUND FORECAST UPDATE

Current year revenue collection in the General Fund have matched or exceeded expectations across all revenue streams. Business License Tax (BLT) collections have tracked with the December forecast and are looking to be in the range of record highs. However, significant headwinds remain as inflation and supply side issues will likely erode business profits in the short term, indicating a downward adjustment to next fiscal year's BLT forecast. These trends have offsetting impacts to the forecast, resulting in increases for current year collections and decreases for forecasted BLT in FY 2022-23. The most notable update to the economic forecast is inclusion of the PPA and DCTU collective bargaining agreements. These agreements have significant ongoing costs in FY 2022-23 and beyond and the forecast has been updated to show a decrease in available ongoing General Fund as a result of these increased expenditures.

The high level of current year receipts, increased headwinds for BLT revenues, and newly incorporated ongoing expenses combine to create a forecast of **\$200,000 in unallocated ongoing** and \$28 million in one-time General Fund resources in FY 2022-23 (changed from \$3.7 million of unallocated ongoing and \$24 million in one-time General Fund resources in the December forecast). Per City Policy, at least 50% of available one-time resources should be allocated to Capital Set-Aside. Following the Fall Supplemental Budget, the Capital Set Aside contained just under \$1 million in available one-time resource. This forecast combines with that balance to render **\$15 million of unallocated Capital Set Aside resource and \$14 million of unallocated one-time General Fund Discretionary resource**. These are the figures that the Budget Office balanced to in its funding recommendations.

February General
Fund Forecast Update

\$0.2M Ongoing

\$14M One-Time

\$15M Capital Set Aside

Finally, while there have been no adjustments to amount of forecasted unallocated ongoing General Fund resource beyond the inclusion of the DCTU and PPA contracts, persistent inflation beyond expectations presents a risk to the out-years of the forecast. The level of inflation and its impact on General Fund revenue streams will be closely watched over the coming years. The final financial forecast for FY 2022-23 will be completed in late April or early May.

CITYWIDE FINANCIAL OUTLOOK

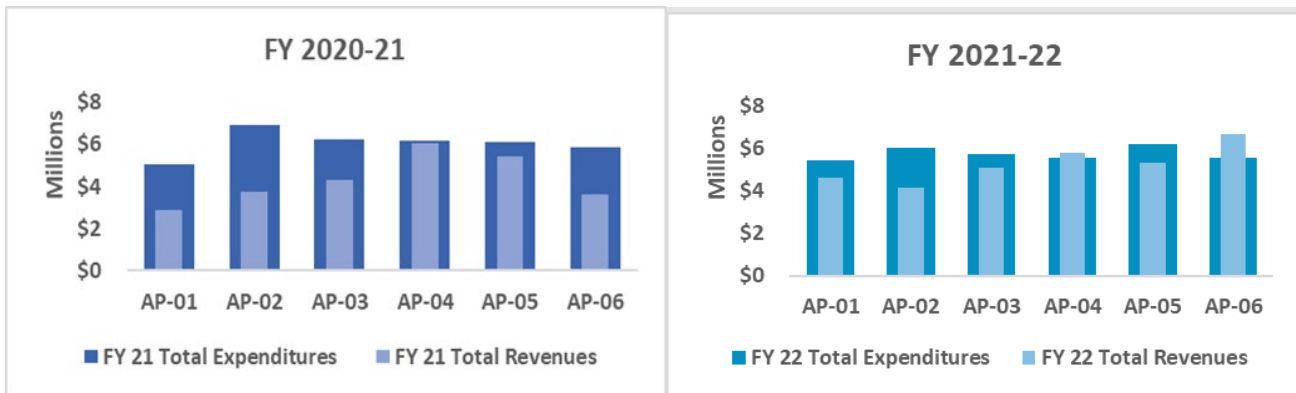
The impact of the pandemic has had a nuanced impact on resources across the City, with some funds performing well while others report either flat or declining revenues. Notable fund trends outside of the General Fund are summarized below.

Portland Clean Energy Fund Continues to Grow

The Portland Clean Energy Fund (PCEF) collects revenues from the proceeds of the Clean Energy Surcharge (CES), a one percent Large Retailer business surcharge as outlined and governed [Portland City Code Chapter 7.07](#), per the ballot initiative language from [Measure 26-201](#). Preceding the vote, the ballot measure’s best estimate of annual fund revenues was \$30 million. The fund has significantly exceeded these early projections: based on recently reconciled tax year 2019 CES revenue, **FY 2022-23 revenues are estimated to provide \$80-90 million in outgoing grants**, which does not include an additional \$15 million for the Special Heat Response Program authorized in FY 2021-22.¹ For context, this amount of funding is roughly 10 times the amount of General Fund discretionary resources received by the Bureau of Planning & Sustainability which administers the fund.

Bureau of Development Services Permit Fees Are No Longer Declining

After two years of operating through the COVID-19 pandemic, the Bureau of Development Services is beginning to see positive trends in revenue streams as compared to the months immediately following the emergency declarations in March 2020.² The bar graphs below compare the first 6 months of FY 2020-21 to the first six months of FY 2021-22 and shows revenue improvement between the two years. Although cost recovery is still an issue, the bureau has a cost recovery rate of 89% halfway through the current fiscal year compared to 74% in FY 2020-21 (3% less the 77% projected).



BDS revenues and expenditures from fiscal year-to-date 2020-21 and 2021-22.

Bureau revenues and demand for services have shown indications of stabilization and may be poised for moderate increases in FY 2022-23 as compared to the two most recent years. So as the local development and construction industries recover, the bureau’s base plan anticipates high growth rates. The bureau is projecting the continuation of this initial rebound in fee revenues starting in FY 2022-23.

Although BDS is presently experiencing a resurgence with its permit revenues, it is important to note that overall cost recovery is still the most significant financial issue facing the bureau. While there is evidence of

¹ This program was created in response to the extreme heat events of June 2021 and aims to distribute 12,000 to 15,000 portable heating and cooling pumps over the next five years, prioritizing seniors, low-income, and the BIPOC community facing heat hazards. For more information, look here: [PCEF Heat Response Program Requests for Proposals | Portland.gov](#)

² Owing to the bureau’s reliance on fee revenues to fund programs, it tracks workload, revenue, and expenditure data closely.

revenue growth and more favorable revenue forecast, the bureau's cumulative reserve is projected to decrease significantly below the 50% minimum reserve goal during the five-year forecast period. The uncertainty around future revenues and the need to preemptively staff up in anticipation of demand presents a conundrum to good financial practice: from a financial sustainability standpoint the Budget Office would typically recommend against planning to expand services and increased costs while projecting significant required drawdowns on reserves. However, if those investments are necessary to respond to demand and bring in increased revenue, then they represent a positive financial practice.

Revenue Challenges Remain for Portland Bureau of Transportation

Since the onset of the COVID-19 pandemic, PBOT has experienced \$55 million in General Transportation Revenue (GTR) and project losses. A total of \$88 million in of General Transportation losses is anticipated due to the pandemic. The bureau has taken many steps over the past two years to address the declining resources, including: the elimination of 39.5 FTE vacant positions in FY 2021-22, developed proposals to increase parking rates, and strategic use of fund reserves. Despite these efforts, the bureau is still in a position to reduce its expenditures to match the five-year forecast and their Requested Budget includes 3.5% reductions across major program areas in PBOT, resulting in the elimination of 4.0 FTE and a reduction of \$20.6 million from program budgets across the bureau.

Solid Waste Management Fund Projecting Shortfall

The Solid Waste Management Fund (SWMF) includes revenues and expenses connected with the City's management of garbage, recycling and compost collection activities in Portland, and the City's efforts to reduce waste and increase recycling and composting. Though historically reliable, the COVID-19 pandemic continues to negatively impact revenues which come from residential franchise, commercial tonnage, and permit fees – revenues were down 12% in FY 2020-21³. Due to a challenging economic environment, Portland businesses have generated fewer tons of solid waste that are subject to the commercial tonnage fees. Additionally, revenue generated is based on the amount of trash picked up and BPS simultaneously helps to manage initiatives that encourages recycling and composting. The bureau's five-year forecast anticipates greater economic activity, though that is contingent on the pace of the City's economic recovery. To address the shortfall, BPS is proposing a \$2.00 per ton increase in fees to balance ongoing operating costs, inflation, and the council-directed expansion of the public trash can program in FY 2022-23.⁴ The last increase was in FY 2018-19, and the bureau does plan to potentially seek another rate increase in FY 2023-24 in order to keep pace with inflationary expenses in this program.

Utility Rates for FY 2022-23

The FY 2022-23 Requested Budget for the Bureau of Environmental Services assumes a rate increase of 3.15% above the FY 2021-22 rates for the typical single-family household. This amounts to an average bill increase of approximately \$2.53 per month or \$7.59 per quarter. With this proposed increase, the typical single family residential monthly bill will be \$82.83 per month or \$248.49 per quarter. Combined with the Portland Water Bureau's requested rate of increase of 7.7%, the typical single-family household would

³ Residential franchise fees are set at 5% of total revenues collected by haulers serving single-family through four-unit complexes. Commercial tonnage fees are presently set at \$12.60/ton of garbage collected by haulers serving multifamily and business customers.

⁴ BPS previously projected a \$2.50 increase in FY 2022-23 and another increase in FY 2025-26.

experience a 4.9% increase above FY 2021-22 rates for a typical total combined monthly bill of \$134.94, which equates to \$404.82 quarterly.

Citywide performance measures on utility bill affordability were recently added for the FY 2021-22 budget development process. These calculate the annual combined utility bill as a percentage of various income levels (mostly the lowest quintile), household types (single family residential vs. all households), and discount levels (Tiers 1 and 2). Typical single-family customers receiving a Tier 1 discount have their bill reduced by 50%, while Tier 2 customers receive an 80% discount. Data on actuals for the last two years and the estimate for the current year point towards slightly downward trends for all six of these new measures, which is an indication of affordability.

FY 2022-23 BUDGET GUIDANCE & REQUESTED BUDGET SUMMARY

Mayor's Guidance

The Mayor released his FY 2022-23 Budget Guidance on December 15, 2021. For the first time in seven years, Mayor's guidance did not call for bureaus to provide General Fund cut options.⁵ Without the availability of ongoing cut options, and in recognition of very limited forecasted ongoing resources, the guidance allowed for only very limited requests for ongoing General Fund and signaled a need to prepare for cuts in the next budget cycle. The guidance did allow for bureaus to submit General Fund discretionary requests for one-time resources to ensure progress on the four priority areas of community safety, economic recovery, houseless, and livability; and allowed one-time requests which would foster compliance with City adopted goals and policies, which demonstrably improve customer service, which boost employee morale, which reduce ongoing costs, or which support innovative approaches to effective service delivery. Notably, the guidance allowed for bureaus to request an allocation of one-time resource that would support an initiative for up to two years.

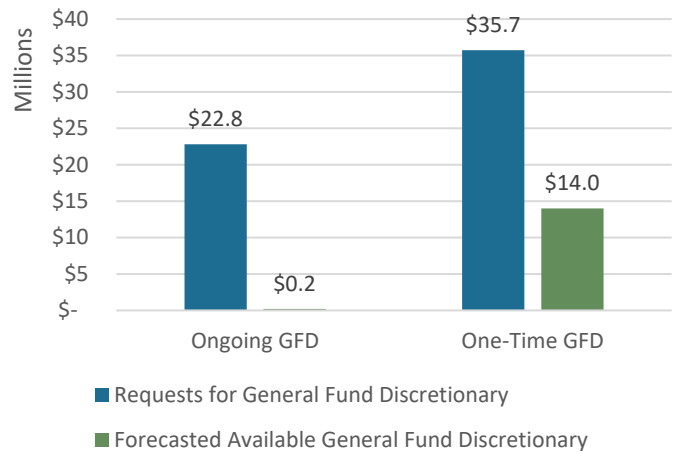
The guidance also allowed for bureaus to request Recreational Cannabis Tax resources in accordance with the voter-approved eligible uses; directed utility bureaus (the Water Bureau and the Bureau of Environmental Services) to submit budgets 'which reflect good value at a fair price' and focus on key values such as affordability and the City's adopted core values; and signaled the Mayor's intent to include the allocation of 2nd Round American Rescue Plan Act Local Fiscal Recovery Funds in his Proposed Budget. The Mayor issued follow up budget guidance on ARPA Local Fiscal Recovery Funds on January 7th, which provided the process and evaluation criteria for requests for those funds. These requests were evaluated separately from other budget requests; more information on requests for ARPA Local Fiscal Recovery Funds can be found in the ARPA Report released separately.

⁵ The Mayor's FY 2020-21 Budget Guidance began as no-cut guidance, but when the pandemic hit in March of 2020 the City was forced to change course and make significant reductions across bureaus.

Bureau Requests for General Fund Resources

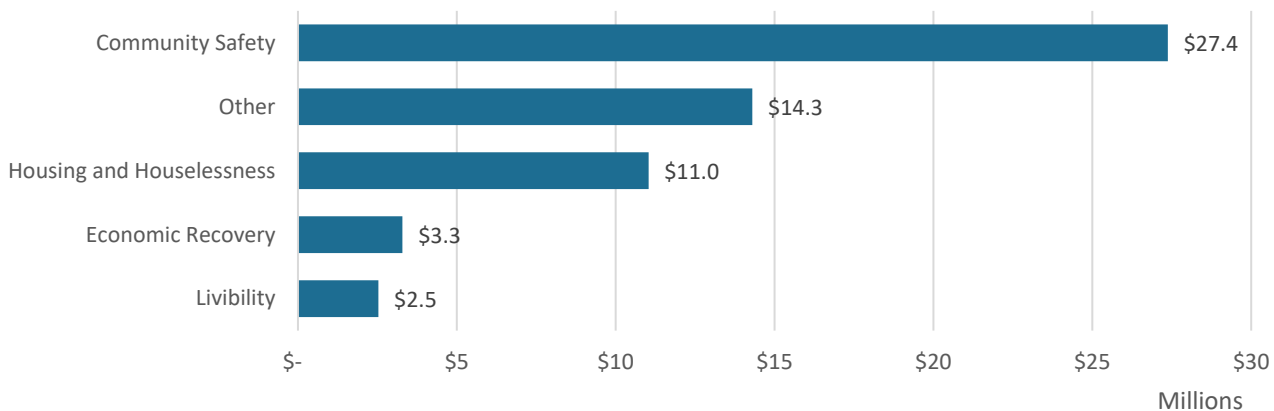
Bureaus submitted a total of 192 decision packages requesting several different types of resources in their FY 2022-23 budgets, including requests for one-time General Fund, ongoing General Fund, Recreational Cannabis funds, second round federal ARPA Local Fiscal Recovery Funds (LFRF), interagency resources, and other funds. Bureaus requested a total of over \$58 million in General Fund discretionary resources, including \$22.8 million in requested ongoing funds and \$35.7 million in requested one-time funds. As mentioned above, the February forecast anticipates a total of \$14.2 million in available General Fund discretionary resources to fund these requests; and only \$200,000 of this total is forecasted to be available for ongoing needs. In total, requests for resources are 4.2 times the amount of what is currently forecasted to be available.

Requests for General Fund Discretionary resource total over 4 times the forecasted available resource of \$14.2 million



The Mayor’s Budget guidance called for one-time General Fund requests that would ensure progress in the four priority areas of community safety, economic recovery, houselessness, and livability. Additionally, the mayor allowed for other requests for one-time General Fund to foster compliance with Council goals and policies including equity, climate action, customer service, and fiscal responsibility, among others.

FY 2022-23 Total General Fund Discretionary Requests (in \$M)



The largest amount of resources were requested for community safety initiatives, followed by other priorities and housing and houselessness. It should be noted that bureaus also requested \$193.7 million in one-time ARPA Local Fiscal Recovery Funds which is summarized in the separate [ARPA report](#). Larger General Fund requests are summarized below; a complete list of requests can be found in the appendix of this report.

Larger requests, by category, are summarized in the sections below. A complete list of requests can be found at the end of this document.

Community Safety Requests

The [Police Bureau](#) has requested a total of \$22 million in General Fund discretionary resource, including \$16.9 million in ongoing resource. The request includes funding to add 67 additional officers and 33 new police support specialist positions, among other staffing and materials and services requests. The [Bureau of Emergency Communications](#) has requested \$1.5 million in ongoing resource, primarily to support 10 new 9-1-1 dispatchers. The [Office of Management and Finance](#) has put forward a \$1.3 million request for ongoing resources to support expanded 3-1-1 customer service hours, which for the purposes of this summary has been included in 'community safety' due to the potential for 3-1-1 to reduce non-emergency call strain on the public safety system. [Portland Fire and Rescue](#) has requested a total of \$945,916 to support establishing a professional standards group and to support firefighter wellness. The [Community Safety Division](#) within the Office of Management and Finance requests \$785,763 to support police accountability structure and programming. The [Bureau of Emergency Management](#) has requests totaling \$1,818,502 to support hazard mitigation planning, new crisis management software, to disability equity for emergency management and planning, shelter coordination, and resources for an independent assessment of the bureau (note, I recategorized the disability package to 'livability' and the shelter package to 'houselessness'). The [Bureau of Transportation](#) has requested a total of \$600,000 in one-time General Fund resources and \$600,000 of one-time Recreational Cannabis Tax resources to improve pedestrian safety on Outer Holgate and to deploy community violence prevention interventions in the right-of-way.

"Other" Requests

Several distinct packages were submitted to further other Council priorities and policy goals. The bureau of [Planning and Sustainability](#) requests a total of \$2.9 million in one-time resource to help further climate and environmental sustainability goals. Several bureaus submitted a combined total of \$2 million in requests to enhance the ability of the City to respond efficiently and effectively to [public records requests](#). The [Charter Review Commission](#) requests \$1.0 million to complete the Commission's anticipated work this coming year, and the [Small Donor Elections](#) program requests \$689,457 to support anticipated above-budgeted program costs over the next two years. The [Chief Administrators Office](#) within the Office of Management and Finance requests \$1.0 million to support major maintenance needs within our Civic Facilities portfolio. The [Bureau of Human Resources](#) within the Office of Management and Finance requests a total of approximately \$500,000 in one-time resources to support a variety of needs. Other large requests include a \$1.0 million request to create a Citywide Emergency Response Fund ([Special Appropriations](#)); \$745,000 to provide dam safety improvements at Mt. Tabor reservoir ([Water Bureau](#)); and \$615,000 to launch and Innovation Pilot ([City Budget Office](#)).

Housing and Houselessness Requests

The [Joint Office of Homeless Services](#) is requesting \$9.0 million of one-time General Fund resources to continue programming funded with one-time resources in the FY 2021-22 Adopted Budget and in the FY 2021-22 Fall Supplemental Budget process. The [Housing Bureau](#) is requesting \$775,000 in one-time resource to provide enhanced culturally specific provider assistance over two years. The [Bureau of Planning and Sustainability](#) is requesting \$967,500 in one-time General Fund resources to provide zoning code work that has a nexus with the City's houselessness goals; and the [Bureau of Development Services](#) is requesting \$124,210 to provide permitting support for shelters and preschool for all projects.

Economic Recovery Requests

Several bureaus submitted a combined request of \$2.0 million to support the streamlining and improvement of the [City’s permitting and review system](#). [Prosper Portland](#) requests a total of \$883,900 of one-time resources to support four distinct packages, and \$700,000 is requested via [Special Appropriations](#) to complete required sewer maintenance at the Arlene Schnitzer Hall.

Livability Requests

The [Bureau of Development Services](#) is requesting a total of \$1.3 million to support the Neighborhood Inspection Program, which supports the City’s livability and housing goals. The [Impact Reduction Program](#) within the Office of Management and Finance requests \$292,228 and there are several bureau requests to further progress on the City’s ADA Title II and VI compliance requirements which has been grouped as livability requests for the purpose of this summary.

Capital Set Aside Requests

Fifteen projects were submitted for consideration totaling \$30,074,000 in requests. In the FY 2021-22 Fall BMP, \$970 thousand was rolled over bringing the total available to be allocated to \$14.97 million. These requests include:

- Install Genetec Enterprise Security System at Police Facilities (OMF, \$2.06m)
- DAM Facilities Justice Center Electrical Bus Duct Replacement (OMF, \$5.5m)
- City Hall Security Improvements (OMF, \$2.2m)
- DAM Fleet Knott Parking Lot Security Improvements (OMF, \$200k)
- ADA-Compliant Corners (PBOT, \$1.6m)
- Pier Park ADA (Parks, \$5m)
- Energy Savings Perf Contract Pt II (Parks, \$2.5m)
- Bridge Completion: 42nd Ave (PBOT, \$1.1m)
- Signal Rebuild: SE 52nd & Woodstock (PBOT, \$650k)
- Signal Rebuild: SE Foster & 110th (PBOT, \$600k)
- Signal Rebuild: N Rosa Parks & Greeley (PBOT, \$500k)
- Landslide Stabilization: SW Upper Hall & College (PBOT, \$1.2m)
- Critical ADA Funding: Sidewalks & Signal Crossings (PBOT, \$800k)
- Signal Rebuild: SW Broadway & Jefferson (PBOT, \$1.5m)
- Street Paving: SE Division (PBOT, \$4.664m)

Recreational Cannabis Fund Requests

The Recreational Cannabis Fund was created following the 2016 approval by Portland voters of a 3% additional local tax on the sale of recreational cannabis fund. Per the voter-approved ballot measure, recreational cannabis tax revenues can be broadly allocated to support public safety, drug and alcohol treatment, support for neighborhood small businesses, and support communities disproportionately impacted by cannabis prohibition. FY 2021-22 marks the fifth year of budget allocations from this fund; current allocations are shown in the table below.

FY 2021-22 Adopted & Fall BMP Recreational Cannabis Tax Fund Current Year Allocations

Bureau - Program	One-Time	Ongoing	Total
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Civic Life – Reimagine Oregon/community-led budgeting	\$1,900,000	\$1,957,000	\$3,857,000
Civic Life – Grants (SEED carryover & new Cannabis Business Relief grants)	\$2,490,137	\$1,030,000	\$3,520,137
Transportation - Vision Zero/traffic safety	\$1,276,298	\$1,753,257	\$3,029,555
Housing – Drug/Alcohol Treatment		\$332,690	\$332,690
Prosper – Neighborhood Prosperity Business Support		\$96,820	\$96,820
Prosper – Mercatus Support/My Peoples Market		\$103,000	\$103,000
Prosper – Inclusive Business Resource Network		\$251,773	\$251,773
Prosper – BIPOC Cannabis Business Development		\$420,000	\$420,000
Prosper – Digital divide/e-commerce	\$350,000		\$350,000
City Budget Office – Administrative Support		\$25,000	\$25,000
TOTAL Current Year Budgeted Expenditures	\$6,016,435	\$5,969,540	\$11,985,975

The FY 2022-23 Recreational Cannabis Fund forecast anticipates \$865,000 in unallocated ongoing resources and \$1,058,000 in unallocated one-time resources. As shown in the table below, bureaus submitted a total of \$1,182,900 in ongoing and \$1,285,828 in one-time Recreational Cannabis Fund requests.

FY 2022-23 Budget Requests for Recreational Cannabis Tax Funds

Bureau - Program	Ongoing Request	One-time Request
Bureau of Development Services - Expand BIPOC Small Business Support		124,378
Portland Fire & Rescue - PSR Expansion 24/7 (2 of 3)	740,000	
Office of Community and Civic Life - Cannabis Emergency Relief Funds	-	500,000
Portland Bureau of Transportation - Community Violence Prevention	125,000	125,000
Portland Bureau of Transportation - Outer Holgate Pedestrian Safety		350,000
Prosper Portland - IBRN Professional Services A la Carte Pool	186,450	
Prosper Portland - IBRN Cannabis Business Advisor	131,450	
Prosper Portland - IBRN Digital Marketing Support Services		186,450
TOTAL FY 2022-23 Requests	1,182,900	1,285,828
Available Resource	865,000	1,058,000
Requests over available resource	(317,900)	(227,828)

Budget Office reviews include brief analyses on these requests but do not offer funding

recommendations. The Budget Office does highlight the following requests for General Fund as potentially eligible for funding via Recreational Cannabis Tax, should Council prioritize those requests above other current requests:

- **Prosper Portland:** Inclusive Business Resource Network (IBRN) Capital Access Advisor (\$131,450 one-time)
- **Bureau of Development Services:** Permitting Support for BIPOC Portlanders (\$124,378 one-time)
- **Bureau of Transportation:** Community Violence Prevention (additional \$125,000 of one-time resource; note – the bureau requested \$250,000 total for this program, half in ongoing Recreational Cannabis Tax and half in one-time General Fund)

If Council is interested in considering the above packages for Recreational Cannabis Tax Funding, the budget office can pursue an eligible use review with the Attorney’s Office.

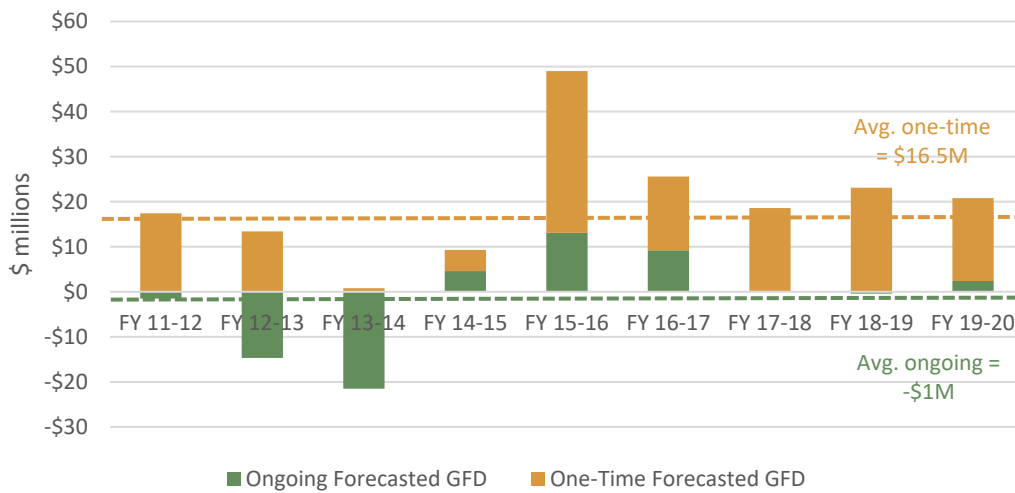
BUDGET OFFICE KEY ISSUE FINDINGS & RECOMMENDATIONS

In reviewing thousands of pages of bureau requested budget materials from across City bureaus, the Budget Office looks for ‘key issue’ themes to highlight for the Council. Key issues pertaining to a particular bureau is provided in the beginning section of each bureau review. Additionally, the Budget Office highlights in this summary two critical citywide issues: findings from a review of bureau budget equity tools, and the risk of a growing financial cliff posed by the availability of significant one-time resource.

A Growing Financial Cliff: the risk posed by large one-time-only available resource

In the past two years, the City has received an unprecedented amount of one-time-only resource with the allocation of federal CARES and ARPA resources. This has been supplemented by one-time-only General Fund resources, which was available at historic levels this past fall due to unanticipated increased business license tax revenue received in late FY 2020-21. In the last nine months, the City has allocated over \$163 million in one-time-only ARPA and General Fund resources. For comparison’s sake, this level of funding is greater than 25% of the City’s total General Fund discretionary in the FY 2021-22 Adopted Budget and exceeds the annual General Fund discretionary budget of nearly all of the City’s bureaus.

April Forecasted General Fund Discretionary Resources Pre-Pandemic



This amount also significantly exceeds historically available resource. The chart above shows the final General Fund forecast for the nine years preceding the pandemic. Between FY 2011-12 and FY 2019-20, the average available one-time resource forecasted was \$16.5 million. Over this same time period, excess available ending balance contributed an average of \$8.4 million in additionally available one-time resource. The \$163 million of one-time resource allocated over the past nine months is 6 ½ times the average available combined one-time resource of \$24.9 million.

Most germane to this conversation is the typical availability of ongoing resource. Between FY 2011-12 and FY 2019-20, the average ongoing forecast was a deficit of \$1 million. The creation of the Library District reduced available City discretionary resources in FY 2013-14 contributing to approximately \$9 million of the ongoing deficit in that year. However, the deficit in FY 2013-14 was almost equally generated by Council’s decision to pre-emptively approve \$8.6 million in ongoing costs via [FY 2012-13 Adopted Budget Notes](#), **the majority of which was to convert serial one-time allocations to ongoing resources**. This is the City’s likely future without careful planning around one-time resource allocations.

Of the one-time General Fund allocations approved by Council in the past nine months, CBO finds that over \$30 million of the requests have the potential to be requested or required as an ongoing General Fund allocation. Indeed, several of the items funded in the past nine months have requested either additional ARPA or General Fund resources in this budget cycle. A cursory CBO review of the Round 2 ARPA local relief fund proposals could generate an expectation or desire for over \$43 million in ongoing resources following the sunset of ARPA funds in 2024, and a number of proposals could cause unknown future funding needs.

Establishing this level of ongoing funding expectations without a funding plan is extremely risky and unadvisable. While the City anticipates sizable increased General Fund revenues as a result of expiring Tax Increment Financing districts over the next decade, these resources will be phased in over a long time-horizon and the near-term available resources are likely already oversubscribed.⁶ In addition to the

⁶ The Budget Work Session scheduled for March 14, 2022 will discuss forecasted availability of returning Tax Increment Finance district resources and outline initial competing requests for these resources.

potential demand for ongoing resources created by requests for one-time resources above, there are numerous liabilities and programmatic commitments that further pressurize available resource. Critical City liabilities that require funding include the forthcoming Portland Harbor clean-up settlement, funding the City's major maintenance backlog, bringing our assets and our programs into ADA compliance, and funding future bargained labor agreements. Potential programmatic funding needs include but are not limited to: converting serial one-time Joint Office funding – which supports ongoing services – to ongoing funding (\$9.0 million); funding a Body Worn Camera Program (initial estimate is approximately \$2.0 million in annual costs for the full system); ongoing support for Portland Street Response's planned expansion (\$2.9M funding gap beginning in FY 2024-25); funding for the voter-mandated Police Oversight Board (estimated minimum cost \$11M); and other ongoing programmatic increases submitted in bureau requested budgets (\$27 million). Additionally, a number of requests for one-time resources submitted in requested budgets have the likelihood of turning into serial one-time or ongoing General Fund requests.

This recent influx of one-time funding has been a lifeline for critical, urgent needs as the City navigates several crises. However, the investment choices that the Council chooses to make with one-time-only resource has the potential to significantly harm both the City's core value of financial sustainability and the bond of trust we hold with our constituents around predictable and stable service levels. When confronted with sudden availability of resource, the promise offered by new programming is incredibly alluring especially in an environment of significant service level needs. However, in supporting new programming or new funding relationships with one-time resources the City runs the risk of establishing an explicit or implicit expectation of service levels that is unable to be maintained. For this reason, Council passed binding City Financial Policy stating that one-time-only resources should be deployed only on one-time-only expenditures.

The Council has the power to successfully manage this risk this budget cycle by choosing to invest one-time resources in one-time-only expenses (and supporting bureaus' messaging and planning to sunset programming funded with one-time resources); and by being highly selective, intentional, and playful when supporting requests that have known ongoing costs. The Budget Office has reviewed requests for resources with this risk in mind; analysis and recommendations are available in bureau reviews and reflect this prioritized approach.

Budget Equity Tool

Each City bureau is required to submit a Budget Equity Tool as part of their annual requested budget. The Budget Equity Tool is binding City policy and consists of 13 questions that guides bureaus in providing a holistic assessment of how budget allocations benefit or burden communities, with an emphasis on Black people, Indigenous people, people of color, immigrants and refugees, LGBT2QIA+, people with disabilities, and other historically and presently underserved community members.

The Office of Equity and Human Rights conducts an annual assessment of each bureau's Budget Equity Tool. Over the next year, the bureau will research national best practices, and engage with internal stakeholders, to improve the current model, track progress, and develop tools to simplify and broaden the use of the Budget Equity Tool throughout the budget development process.

For FY 2022-23, all bureaus submitted Budget Equity Tools. Many bureaus without Equity Managers are intentional in efforts to promote equity and equity-centered education, through equity committees, trainings for staff, and in staff performance measures. Bureaus without Equity Managers are limited in ability and capacity, when compared to bureaus with Equity Managers, to create deeply imbedded

structures and systems rooted in equity and anti-racism that meets the unique needs of individual bureaus and the communities they seek to serve. Equity Managers are essential leaders in bureaus, in their ability to advocate for and advance the City’s Core Values of equity and anti-racism, and to work with bureau leadership in building systems of accountability and transparency, such as developing and implementing Racial Equity Plans and in contributing to bureaus’ Strategic Plans.

Improvements can be made across bureaus in intentional community engagement efforts during the budget development process. While the vast majority of bureaus presented their requested budgets to their Budget Advisory Committees, more robust engagement processes throughout the year could yield greater results in allocating resources to communities historically and presently underserved by government.

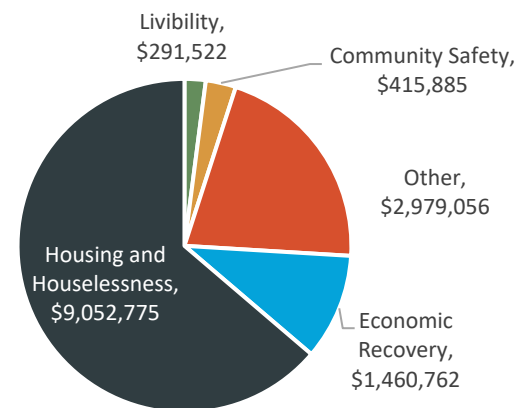
BUDGET OFFICE GENERAL FUND RECOMMENDATIONS

In our bureau analyses, set to be released on March 4, 2022, CBO provides a review of bureau base budgets and all bureau requests for resources. Since the receipt of Bureau Requested Budgets, the City has either ratified or entered into Tentative Agreements with two labor bargaining units. CBO has included these costs in bureau budgets in its recommendations. The chart to the right does not include these bargained costs.

In issuing recommendations, CBO considered criteria such as: proposal impact on the City’s financial sustainability; available data and evidence supporting the proposal’s impact; completeness of the proposal; alignment with adopted Council goals and/or Mayoral and Council stated priority areas: support economic recovery, develop a new model for community safety, and address houselessness; alignment with the Mayor’s Budget Guidance; proposal urgency; and the ability of other funding sources to support the effort. CBO also assessed each request against the guidelines outlined in the COVID-19 equity toolkit, the results of which affected recommendations.

In alignment with updated forecasted available resource, CBO recommends allocating a total of \$14.2 million in General Fund discretionary resource for requested high-priority needs. Many compelling proposals did not garner a recommendation for funding due primarily to constrained resources. As such, Budget Office recommendations were reserved for those requests found to be most urgent, significantly aligned with council priorities, and unable to be supported via another funding source. Where possible, priority was given to requests that mitigated financial or legal risk and/or promised significant progress on the City’s equity goals. Requests recommended for funding are detailed below.

FY 2022-23 CBO General Fund Discretionary Recommendations



Housing and Houselessness Recommended Requests

- **\$8.0 million to support the continuation of Joint Office of Homeless Services programming** which was funded with one-time-only resources in the FY 2021-22 Adopted Budget and the FY 2021-22

Fall Supplemental Budget. While the Budget Office has significant concerns about the financial cliff that has been established through the process of allocating substantial amounts of one-time resources for ongoing programming, this request has been continuously approved for funding by the Council and aligns with both the Council priority of addressing houselessness and equity goals.

- [\\$387,500 for Culturally Specific Provider Assistance in the Portland Housing Bureau](#). This allocation would provide technical assistance to culturally specific agencies that have expressed interest in expanding into housing development and ownership. The recommended funding level represents half of the bureau request; CBO recommends the bureau consider identifying and carrying over funding from the current year, if possible, to support the remaining portion of the request.
- [\\$547,000 for zoning code improvements in the Bureau of Planning and Sustainability](#). This request would provide capacity to help address a backlog of identified Zoning Code implementation issues, which is also expected to support small business recovery and remove barriers to the implementation of Safe Rest Villages and similar facilities. The recommended funding level represents a scaled down version of the request and supports the Regulatory Improvement Package portion of the request.
- [\\$359,108⁷ for shelter coordination work in the Bureau of Emergency Management](#). This position would add dedicated staff capacity to help plan for and support the houseless community during emergencies, as recent events have highlighted the need to establish systems for the City's activation of emergency shelter operations during severe weather events. CBO has recommended two years of funding and additionally recommends that the bureau and City develop a plan for transitioning this ongoing work to the appropriate partner agencies.

Other Requests

Fiscal Resiliency

- [\\$445,198 to help support revenue collection work in the Bureau of Revenue & Financial Services](#). This funding will continue limited-term positions within the Business License Tax Program in order to accommodate a notable increase in workload. There is a notable expected return on investment for these positions in tax collection.
- [\\$500,000 in the Office for Community Technology](#) to update current business processes, Public Sector Collection and Disbursement (PCSD) for the upcoming new ROW codes as well as an overall upgrade to the current system. Through this collection system, OCT collects an average revenue of \$87.7 million from several companies and customers into the City's General Fund; upgrading the system should produce a net revenue increase in OCT's collections starting FY 2024-25 and allow OCT employees to focus on other priority service areas. The bureau requested \$783,269 for this project, and CBO recommends the bureau request to carryover current year savings to support this project in full in FY 2022-23.
- [\\$557,765 to help replenish the Facilities Major Maintenance Account Balances](#) for Portland Police Bureau facilities and City Hall for repair and clean-up costs from protest damage in 2020 and 2021 that was not covered by insurance. Funding this request will help OMF to maintain its schedule of routine repairs on police facilities and City Hall. The bureau requested \$939,000 for this package; however, due to the limited availability of one-time General Fund resources, CBO was unable to

⁷ Note, this amount includes both General Fund discretionary and overhead resources. Discretionary resources total \$150,822.

recommend the full amount.

- **\$375,000⁸ in the Office of Government Relations for a two-year limited duration State Lobbyist Position** and associated travel expenses. This position is recommended to address the increased workload the program has experienced during the pandemic and is reflective of an expected overall increase over the next two years due to anticipated state executive and legislative branch turnover, COVID-19 related challenges and opportunities, and an expanding portfolio representing City interests. This extra capacity should allow the Office to provide more advocacy and support for critical state policy and budget needs.

Transparency

- **\$476,000 in ongoing General Fund resources for increased public records staffing at the City Attorney's Office** to improve the City's ability to provide transparent and timely informational response to public inquiries. With only \$200,000 in forecasted available ongoing discretionary resource, this package has been prioritized for recommendation above all other requests for ongoing resource. The remaining funding will come from General Fund overhead resources for a total of \$476,204 in ongoing funding.

Costs Supporting Politically Independent Programming

- **\$1,006,394 to support FY 2022-23 Charter Commission costs in Special Appropriations.** CBO recommends funding this decision package to ensure the success of the independent charter review process, especially considering the complexity of reform that needs to be communicated to help inform voters and the goal of having a robust engagement process with historically underserved communities. As in FY 2021-22, CBO notes the Citywide benefits of the Charter Commission process and therefore recommends that a portion of this decision package (\$583,709) be funded through the General Fund overhead model, and the remainder (\$422,685) through General Fund discretionary.
- **\$689,457 to ensure that the Small Donor Elections program in Special Appropriations** has sufficient matching funds for the 2022 election cycle. The program anticipates needing at least 50% more funding than its current annual transfer from the General Fund due to expected increased participation rates in future election cycles. Due to constrained resources, CBO recommended one of two years of requested funds. The ongoing funding model for this program may be revisited after the 2022 elections, which provide additional data and potential charter reform changes that may impact estimated matching funds.

Economic Recovery Recommended Requests

- **\$436,314 to improve the City's multi-bureau permitting process.** This request would continue current year process improvement efforts housed in **Special Appropriations** addressing longstanding issues with the City's permitting process and specifically responding to a March 2021 audit. There is a complementary request in the Bureau of Development Services to address BDS-specific needs. Due to constrained resources, CBO has recommended partial funding plus current year carryover to focus on the multi-bureau project, but recommends that the teams work

⁸ Note, this request is funded with General Fund discretionary and overhead resources. Discretionary resources equal \$157,496.

together to provide Council with scalable options prioritizing the most important improvements for next year if additional resources are identified through the April forecast or are available from partner bureaus.

- [\\$700,000 to complete required sewer maintenance fixes at the City-owned Arlene Schnitzer Hall \(Special Appropriations\)](#). The City allocated partial funding for this project in the Fall Supplemental Budget, and the remaining funds are necessary for construction at the Concert Hall to allow continued operations as well as timely completion of the larger Bureau of Environmental Services sewer main rehabilitation project. The project is not eligible for Capital Set Aside funds, nor can it be funded via rate-payer resources.
- [\\$246,450 to scale BIPOC Technology Businesses via contracts managed at Prosper Portland](#). This effort would provide culturally specific technology business development expertise to support founders to access greater financial resources and reach additional customers and markets. Prosper has provided literature supporting the effectiveness of these types of interventions and has committed to focusing on data and reporting to determine the success of this initiative. The effort advances the City's equity goals and provides a significant avenue to address a known problem, developed with robust engagement from BIPOC leaders in the technology sector.
- [\\$185,000⁹ to support a Bonding and Technical Assistance pilot within the Procurement Division of the Bureau of Revenue and Financial Services](#). This funding will support a Program Manager to develop a new program to help respond to the systemic and institutional barriers that impede contracting access and the opportunity for smaller diverse firms to bid on and win contracts, as finance and surety services have often been out of reach for businesses owned by Black, Indigenous, and other people of color and women. This recommendation is contingent upon Council allocating the requested \$1.0 million in American Rescue Plan Act resources for the revolving loan fund.

Community Safety Recommended Requests

- [\\$135,885 for the Employee Assistance Program Coordinator in Portland Fire & Rescue](#). This position would fill a gap in providing support to members, especially within the context of the additional strains faced by first responders over the last few years. Due to constrained General Fund one-time resources, CBO has recommended one year of funding and notes the potential to consider a shared Public Safety Employee Assistance Program.
- [\\$280,000 for staff support in the Community Safety Division of the Office of Management and Finance](#) to support two major police accountability initiatives, the voter-approved Police Accountability Commission and the Council-approved Focus Intervention Team/Community Oversight Group. These resources are necessary to meet time-sensitive deadlines for both bodies of work.

Livability Recommended Requests

- [\\$86,846 in the Chief Administrators Office in the Office of Management & Finance](#) to help continue funding an Enhanced Service District Coordinator position. This request is in alignment with audit findings recommending more oversight and transparency. This position is funded by General Fund discretionary and overhead resources.

⁹ This funding includes both General Fund discretionary and overhead resources. The General Fund discretionary supporting this request totals \$77,698.

Disability Equity and ADA Compliance

- [\\$191,220¹⁰ for a limited-term position in the Bureau of Emergency Management](#) to provide subject matter expertise for planning, training, and emergency response in accordance with the Americans with Disabilities Act (ADA). CBO has recommended one year of funding due to constrained resources but notes the opportunity to coordinate with other bureaus who may have resources that could be realigned to support this body of work on an ongoing basis.
- [\\$280,000¹¹ for a Disability Program Consultant in the Office of Equity & Human Rights](#) to lead the City through an ADA Title II self-evaluation process, as required by federal law. The bureau has indicated that it will request \$70,000 in one-time savings from the current fiscal year to help fully fund this contract. CBO notes while this request offers an important step in mitigating a portion of the City's liability, this request represents only a portion of what the City needs to close the coordination and compliance gaps in ADA Title II implementation.
- [\\$136,048 for one year of funding in the Office of Equity & Human Rights](#) to support a limited-term Civil Rights Title VI and ADA Title II Investigator. This position would help to address the need for dedicated and trained staff to investigate complaints. CBO supports the bureau's intent to model an interagency cost recovery proposal for future support as an ongoing position beginning in FY 2023-24.

Realignment & Policy Set Aside Allocation Recommendations

- [\\$2.6 million in ongoing General Fund from policy set-aside to continue current year service levels for Portland Street Response in Portland Fire & Rescue](#), converting 22 limited-term positions to permanent. Council has been clear with its intent to support this program on an ongoing basis and has already allocated resources for this purpose. The program has requested additional non-General Fund discretionary resources to expand to 24/7 coverage; these are outside of CBO recommendations, but CBO notes the importance of identifying ongoing funding sources for any expansion in order to provide consistent services to the community.
- [\\$741,447 from policy set-aside for the Portland Metropolitan Levee System \(PMLS\) project in Special Appropriations](#) for FY 2022-23 costs related to staff time, matching contributions, and support for the Peninsular-1 Drainage District. Council allocated funding for this purpose in the FY 2021-22 Fall Supplemental Budget.
- [\\$60,000 and 3.0 FTE Realignment of the Strength Programs from the Portland Police Bureau](#) to the Office of Management and Finance Community Safety Division. This amount represents a technical true-up from actions influencing base budget targets last fall.
- [Internally realign 32.0 vacant officer positions in the Portland Police Bureau](#) to create non-sworn professional staff positions supporting: body worn camera program, front desk clerks at precincts, digital forensics analysts, additional support in professional standards, hiring and background investigators, and an ADA coordinator for the bureau.

¹⁰ This request is funded with General Fund discretionary and overhead resources. General Fund discretionary funds total \$80,311.

¹¹ This request is funded with General Fund discretionary and overhead resources. General Fund discretionary funds total \$117,597.

Bureau Underspending as a Source for One-Time Priority Requests

Due to the volume of requests and constrained available resource, CBO was not able to recommend funding for a number of requests which CBO found to meet urgent core service needs, be aligned with Mayor and Council priorities and values, and have promising equity impacts. CBO notes that a number of bureaus are projected to underspend current year budgeted resources due to personnel changes and/or large new allocations provided in the Fall Supplemental Budget. General Fund resources are shared across several bureaus and managed centrally by the Budget Office. If a bureau does not spend its General Fund resource by June 30th, that resource falls to central General Fund balance and supports budget needs in the following fiscal year. Bureaus may request to carryover one-time resources in the Spring Supplemental Budget for time-bound projects to continue work across fiscal years and avoid losing resource on June 30th. Typically, this process is reserved for project funding that is discrete, one-time, and was originally appropriated for a specific purpose that simply requires more time to complete. However, due to projected significant levels of underspending this year and the promise of a number of one-time General Fund proposals, the Budget Office is making the unusual recommendation for the packages listed below to consider requesting a carryover of general underspending to support requested one-time General Fund resources:

- **Portland Fire and Rescue:** Fire Professional Standards
- **Office of Community and Civic Life:** Neighborhood Coalition Small Grants program
- **Office of Community Technology:** partial funding for upgrades to business process supporting Right of Way Codes
- **Bureau of Human Resources:** Continuation of One-time funding for recruiters; Oregon and Washington Paid Family Leave; and Minority Evaluator Program.
- **OMF- Chief Administrative Officer:** SPOT funding gap; Unified Communications; and Long-Range Facilities Master Plan
- **Emergency Communications:** Training Pipeline Limited Term Positions; ProQA Quality Assurance Analysts; and/or Emergency Operations Supervisors (Because of the bureau's fund structure, they do not need to request a carryover, but could retain General Fund underspending in the current year for these purposes)
- **Planning and Sustainability:** Equitable Historic Preservation project
- **Office of Equity:** partial funding of the Disability Program consultant

CBO notes these recommendations are dependent on two factors: the bureau's ability to garner one-time savings in the current fiscal year, and Council's determination that the decision package is a high enough priority to support with carryover resources. Approving any carryover reduces funding available for discretionary and capital set aside requests in the following years' budget. Bureaus and the budget office will be conducting updated year-end projections in advance of the Spring Supplemental Budget to inform likely available underspending.

Policy Recommendations Furthering Financial Sustainability

A number of budget requests seek to address long-standing and/or reoccurring financial needs for which there is no currently identified funding source. In lieu of recommended one-time funding, CBO is recommending Council consider a new policy to either temporarily or permanently earmark excess General Fund ending fund balance for specific purposes outlined below. This practice offers potentially a more sustainable solution to a recurring issue.

- **Citywide Emergency Response Fund:** CBO recommends a new practice of allocating a portion of any General Fund excess ending fund balance into a Special Appropriations Citywide Emergencies cost center for a balance of up to \$1.0 million as part of the annual Fall Budget Monitoring Process. The Grants Management Division would pursue reimbursement from other jurisdictions when eligible. This fund will help to ensure that all bureaus are able to participate in emergency response efforts without financial penalty, that emergency costs are tracked and managed centrally and consistently, and that the City is ready to respond quickly during an emergency event.
- **Council Transition Costs:** CBO also recommends a new practice of setting aside a portion of General Fund excess fund balance to be available as needed during election years for Council transition costs. This would be capped at \$500,000, which represents approximately the maximum estimated turnover costs in the current form of government. Any unspent funds would carry over into future years.
- **Parks Major Maintenance:** Portland Parks & Recreation faces a \$500 million major maintenance backlog that will persist until Parks and the City develop a significant and multifaceted increased funding strategy. CBO recommends that Council adopt a budget note allowing Parks to retain up to \$2.0 million in year-end unspent General Fund discretionary resources for capital major maintenance.

Capital Set Aside Recommendations

Per Financial Policy, 50% of all available one-time General Fund resources should go towards funding urgent major maintenance needs related to the City's parks, transportation, or emergency preparedness asset portfolio. The Budget Office is recommending funding as follows:

- \$5.5 million for Electrical Bus Duct Replacement at the Division of Asset Management Facilities Justice Center (OMF)
- \$1.6 million for ADA-Compliant Corners (PBOT)
- \$1.1 million for 42nd Avenue Bridge Completion (PBOT)
- \$3.25 million for four Signal Rebuilds: SE 52nd & Woodstock, SE Foster & 110th, N Rosa Parks & Greeley, and SW Broadway & Jefferson (PBOT)
- \$0.8 million for Critical ADA Funding for Sidewalks & Signal Crossings (PBOT)
- \$1 million towards Energy Saving Perf Contract Pt II (Parks; total request was \$2.5M)
- \$1.65 million towards Install Genetec Enterprise Security System at Police Facilities (OMF; total

request was \$2.2M)

These requests have some combination of a strong equity component, a solid Benefit Cost Ratio, address a life-safety concern, meet one of the Mayor's priority areas identified in the Budget Guidance, or pertain to a critical asset. The City has a substantial and growing major maintenance funding gap and several bureaus would benefit from additional resources for urgent needs. The Budget Office recommends the Council and individual bureaus continue prioritizing internal one-time resources for these critical needs.

American Rescue Plan Local Relief Funds as an Additional Potential Source

The [American Rescue Plan Act](#) was passed by Congress and signed by President Biden in early March 2021. Through both established and new funding streams, the Plan delivers direct relief to American families and businesses. It also provides \$350 billion directly to state, local, territorial, and tribal governments through a funding stream called State and Local Fiscal Recovery Funds (SLFRF). As a large city, Portland received an award of \$208 million of SLFRF (Multnomah County received \$157 million). The first half of the award was delivered in the spring of 2021, and the second half will be delivered in spring 2022. The City can use these funds to invest in water, sewer, or broadband infrastructure; replace lost revenue; provide premium pay to eligible workers; and respond to negative public health or economic impacts of the pandemic.

Allocation of the first round of these funds were predominantly managed by the Economic Relief and Stimulus Coordinating Council (ERSCC), which was convened by the Office of Management and Finance (OMF) and Prosper Portland, and which included representatives from each Council office and a number of City bureaus. Last fall, several Council members expressed interest in aligning the allocation of second round ARPA Local Fiscal Recovery Funds with the regular budget process. The Mayor's Budget Guidance issued on December 15, 2021 indicated the intent to include these funds in the Mayor's Proposed Budget, and follow-up guidance directed bureaus to submit requests in alignment with the budget process. However, due to the unique and well-received framework established in the Round 1 allocation process, the evaluation of 2nd Round ARPA resources is modelled after the Round 1 process and has not been merged with the standard CBO review and recommendation process.

A total of 49 proposals for ARPA round 2 resources were submitted, totaling \$193.7 million in requested funds. There is \$104 million available for appropriation. Although requests for these resources significantly outnumber available resources, it is possible that the Council will want to entertain the possibility of funding certain requests for General Fund instead with ARPA resource. Provided a successful eligibility review, or provided the availability of revenue backfill resources, CBO would recommend Council consider the following requests for ARPA round 2 resources:

- **Bureau of Development Services:** Tenant Health and Rental Housing Safety (\$134,749)
- **Bureau of Development Services:** Neighborhood Inspections Program Support (\$1,200,000)
- **Prosper Portland:** Neighborhood Prosperity Network & Old Town Chinatown-Maintain Current Service Levels (\$435,000)

A summary report of current Local Fiscal Recovery Fund requests can be found [here](#).

Request and Recommendation Summary

The following report summarizes CBO funding recommendations.

City of Portland

CBO Recommended Decision Packages

Bureau of Development Services	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: BDS Budget Note \$8.3 Million		0		8,300,000	8,300,000				0	0
Climate Action - Expedited Solar Permitting	1	105,301			105,301	0	0			0
Expand BIPOC Small Business Support	1	0		124,378	124,378	0	0		0	0
Expand Permitting Support for BIPOC Portlanders	1	124,378			124,378	0	0			0
Improving the City's Multi-Bureau Permitting System	3	436,614			436,614	0	0			0
Neighborhood Inspections Program \$1.2 million General Fund Request		1,200,000			1,200,000		0			0
Office Support for Neighborhood Inspections Program Addressing Tenant Health & Safety Issues with Rental Housing	1	134,749			134,749	0	0			0
Permitting Support for Shelters and "Pre-School for All" Projects	1	124,210			124,210	0	0			0
Technology Support for Citywide Permitting	3	396,466			396,466	0	0			0
Bureau of Development Services Total	11	2,521,718		8,424,378	10,946,096	0	0		0	0

City of Portland

CBO Recommended Decision Packages

Bureau of Emergency Communications	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: Decrease Call Wait Times via Augmented Coaching Staff				322,000	322,000				0	0
CSD - Community Safety Consolidation	-3		0	0	0	0		0	0	0
Emergency Communications Dispatchers	10		847,231	210,089	1,057,320	0		0	0	0
Emergency Operations Supervisors	2		218,024	54,064	272,088	0		0	0	0
ProQA Quality Assurance Analysts	2		218,024	54,064	272,088	0		0	0	0
Training Pipeline Limited Term Positions	3		254,169	63,027	317,196	0		0	0	0
Bureau of Emergency Communications Total	14		1,537,448	703,244	2,240,692	0		0	0	0

Bureau of Environmental Services	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: Brownfields				1,000,000	1,000,000				0	0
ARPA LFRF: Green Works				300,000	300,000				0	0
ARPA LFRF: Industrial Council Cleanup Program				25,000	25,000				0	0
Bureau of Environmental Services Total				1,325,000	1,325,000				0	0

City of Portland

CBO Recommended Decision Packages

Bureau of Planning & Sustainability	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
Age Friendly Cities	1	327,200			327,200	0	0			0
ARPA LFRF: BPS Smart City PDX ARPA Data Governance	1			280,000	280,000	0			0	0
ARPA LFRF: Food Cart Recovery and Growth	1			600,000	600,000	0			0	0
ARPA LFRF: Residential Infill (RIP) Implementation Package				650,000	650,000				0	0
ARPA: LFRF: Revenue Loss Recovery from Solid Waste Fund				476,000	476,000				0	0
ARPA LFRF: Unite Oregon Climate Resilience Hub				1,000,000	1,000,000				0	0
Clean Air Protection Program	4	1,230,138			1,230,138	0	0			0
Climate Emergency	2	721,000			721,000	0	0			0
Climate Resilience	3	955,000		0	955,000	0	0		0	0
DCTU Bargained Costs			0		0			193		193
Equitable Historic Preservation		90,000			90,000		0			0
PCEF Staffing Capacity Add	1			191,808	191,808	1			191,808	191,808
Zoning Code Improvement	3	967,500			967,500	2	547,000			547,000
Bureau of Planning & Sustainability Total	16	4,290,838	0	3,197,808	7,488,646	3	547,000	193	191,808	739,001

City Budget Office	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
Innovation Team	4	615,074		849,422	1,464,496	0	0		0	0
Limited Term Analyst- Project Focus	1	76,018		104,982	181,000	0	0		0	0
City Budget Office Total	5	691,092		954,404	1,645,496	0	0		0	0

City of Portland

CBO Recommended Decision Packages

Office for Community Technology	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: Digital Literacy Capacity Building for BIPOC Small Business Pilot				120,000	120,000				0	0
Business Process Upgrade for Right-of-Way Code		783,269			783,269		500,000			500,000
Office for Community Technology Total		783,269		120,000	903,269		500,000		0	500,000

Office of Community and Civic Life	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
Cannabis Emergency Relief Funds				500,000	500,000				0	0
DCTU Bargaining Costs			0		0			2,874		2,874
Graffiti one-time carryover plus OSSII	1	1,139,072			1,139,072	1	1,139,072			1,139,072
Neighborhood Small Grants		250,000			250,000		0			0
Restoration of 5% cut to Neighborhood Coalitions		123,336			123,336		0			0
Welcoming week funds		20,777			20,777		0			0
Office of Community and Civic Life Total	1	1,533,185	0	500,000	2,033,185	1	1,139,072	2,874	0	1,141,946

Office of Equity & Human Rights	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
Citywide Anti-White Supremacy Training		3,990		5,510	9,500		0		0	0
Disability Program Consultant for Self-Evaluation		146,997		203,003	350,000		117,598		162,402	280,000
Title VI and ADA Title II investigator	1	57,140		78,908	136,048	1	57,140		78,908	136,048
Office of Equity & Human Rights Total	1	208,127		287,421	495,548	1	174,738		241,310	416,048

City of Portland

CBO Recommended Decision Packages

Office of Government Relations	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
State Relations Program	1	157,496		217,504	375,000	1	157,496		217,504	375,000
Office of Government Relations Total	1	157,496		217,504	375,000	1	157,496		217,504	375,000

Office of Management & Finance	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
311 Program – Increase of Ongoing Funding for Personnel	10		1,333,310		1,333,310	0		0		0
ARPA LFRF: BHR Health Software				85,000	85,000				0	0
ARPA LFRF: BHR Mental Health Program Manager	1			175,750	175,750	0			0	0
ARPA LFRF: BRFS Bonding and Technical Assistance	1	77,698		1,107,302	1,185,000	1	77,698		1,107,302	1,185,000
ARPA LFRF: BRFS Construction Contract Support				2,000,000	2,000,000				0	0
ARPA LFRF: BTS Business Intelligence (BI) and Data Visualization (DV) pilot				1,061,400	1,061,400				0	0
ARPA LFRF: CAO CSD AYCO Dream Center				500,000	500,000				0	0
ARPA LFRF: CAO CSD Crisis Response Fund				1,000,000	1,000,000				0	0
ARPA LFRF: CAO CSD Violence Prevention and Intervention				2,000,000	2,000,000				0	0
ARPA LFRF: CAO CSD Wildland Fire Coordinator	1			308,041	308,041	0			0	0
ARPA LFRF: CAO Facilities Change Mgmt.				100,000	100,000				0	0
ARPA LFRF: CAO Hearings Office Revenue Loss				50,000	50,000				0	0
ARPA LFRF: CAO Ventilation Upgrades				1,000,000	1,000,000				0	0
BHR - Continuation of One-Time Funding for Recruiters <small>3/2/2022</small>	4	265,456		366,597	632,053	0	0		0	0

City of Portland

CBO Recommended Decision Packages

BHR - Minority Evaluator Program		28,986		40,031	69,017			0		0	0
BHR - Oregon and Washington Paid Family Leave Implementation, Management, and Administration	2	148,540		205,135	353,675			0		0	0
BHR - Senior Class Comp Analyst	1	71,964		99,384	171,348			0		0	0
BHR - Wellness Program	1			133,841	133,841					133,841	133,841
BRFS - Reduce Procurement Cycle Time in Goods & Services	3	210,835		291,165	502,000			0		0	0
BRFS - Revenue Division Tax Programs	11	0	445,198	555,839	1,001,037	11	445,198	0		555,839	1,001,037
BTS Audio/Visual Support	1	46,782	70,175	133,043	250,000	1	0	0		250,000	250,000
BTS Business Intelligence and Data Visualization Enterprise Technology Service Pilot			175,689	237,111	412,800					0	0
CAO - Capital Set Aside Request: City Hall Security Improvements		2,200,000			2,200,000					0	0
CAO - Capital Set Aside Request: DAM Fleet Knott Parking Lot Security Improvements		200,000			200,000					0	0
CAO - Capital Set Aside Request: Install Genetec Enterprise Security System at Police Facilities		2,060,000	0	171,600	2,231,600			1,650,000		0	171,600
CAO - CSD Community Safety Consolidation	21	200,000	2,568,482	500,411	3,268,893	0	0	0		0	0
CAO - CSD Police Accountability	3	785,763			785,763	2	280,000				280,000
CAO - CSD Strength Program	3	0	60,000		60,000	3	0	60,000			60,000
CAO - DAM Facilities Additions to Building Programming			4,500	243,764	248,264					0	0
CAO - DAM Facilities: CityFleet Relocation				9,245,000	9,245,000					0	0
CAO - DAM Facilities Major Maintenance Account Replenishment		939,000	0		939,000			557,765		0	557,765
CAO - DAM Facilities Organizational Development	1		825	150,728	151,553	0		0		0	0
CAO - Enhanced Service District Coordinator		36,474		133,526	170,000			36,474		133,526	170,000
CAO - GFCSA: DAM Facilities Justice Center Electrical Bus Duct Replacement		5,500,000			5,500,000			5,500,000			5,500,000
CAO - IRP Limited-Term Positions		292,228	0		292,228			0		0	0

City of Portland

CBO Recommended Decision Packages

CAO - Long Range Facilities Master Plan Phase 2.b		104,998		145,002	250,000		0		0	0
CAO - Security Program – Additional Positions	2			338,125	338,125	2			338,125	338,125
CAO - SPOT Funding Gap		52,919		73,081	126,000		0		0	0
CAO - Unified Communications		50,399		69,601	120,000		0		0	0
DCTU Ongoing Costs			0		0			3,845		3,845
Public Records Division	11	15,000	1,486,808		1,501,808	0	0	0		0
Risk IC - Permanent Claims Analyst Position	1			146,230	146,230	1			146,230	146,230
Withdrawn Capital Set Aside Request: Justice Center Exterior Security Improvements		0			0		0			0
Office of Management & Finance Total	78	13,287,042	6,144,987	22,666,707	42,098,736	22	8,547,135	63,845	2,836,463	11,447,443

Office of the City Attorney	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
Public Records Support	4	0	271,718	375,245	646,963	3	0	200,000	276,204	476,204
Office of the City Attorney Total	4	0	271,718	375,245	646,963	3	0	200,000	276,204	476,204

Office of the City Auditor	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
1 FTE Archives and Records Management Coordinator II	1		53,851	74,369	128,220	0		0	0	0
1 FTE Elections Coordinator	1		48,034	66,335	114,369	0		0	0	0
DCTU Bargained Costs			0		0			125		125
Realignment - Independent Police Review			0		0			0		0
Office of the City Auditor Total	2		101,885	140,704	242,589	0		125	0	125

City of Portland

CBO Recommended Decision Packages

Portland Bureau of Emergency Management	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: COAD Coordinator	1			151,954	151,954	0			0	0
Crisis Information Management Software System		209,995		290,005	500,000		0		0	0
DCTU Bargaining Costs			0		0			160		160
Disability Equity Program	1	160,621		221,819	382,440	1	80,310		110,910	191,220
Independent Assessment		94,498		130,502	225,000		0		0	0
Mitigation Program		83,998		116,002	200,000		0		0	0
Shelter Coordinator	1	150,822		208,286	359,108	1	150,822		208,286	359,108
Portland Bureau of Emergency Management Total	3	699,934	0	1,118,568	1,818,502	2	231,132	160	319,196	550,488

City of Portland

CBO Recommended Decision Packages

Portland Bureau of Transportation	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ADA-Compliant Corners - Capital Set-Aside		1,600,000			1,600,000		1,600,000			1,600,000
ARPA LFRF: 82nd Ave Wealth Building Project	1			1,500,000	1,500,000	0			0	0
ARPA LFRF: Healthy Business Program				5,125,000	5,125,000				0	0
ARPA LFRF: Support for Small Businesses				950,000	950,000				0	0
ARPA LFRF: Vibrant and Inclusive Community Spaces				2,000,000	2,000,000				0	0
Bridge Completion: 42nd Ave		1,100,000			1,100,000		1,100,000			1,100,000
Community Violence Prevention	1	250,000		250,000	500,000	0	0		0	0
Cost-Recovery and Inflationary Increases for PBOT Budget Stabilization				173,000	173,000				173,000	173,000
Critical ADA Funding: Sidewalks & Signal Crossings		800,000			800,000		800,000			800,000
Landslide Stabilization: SW Upper Hall & College		1,200,000			1,200,000		0			0
New parking transaction fees to fund climate and equity initiatives	1			2,000,000	2,000,000	1			2,000,000	2,000,000
Outer Holgate Pedestrian Safety		350,000		350,000	700,000		0		0	0
Parking Garage Savings - Cash Transfer Reduction					0					0
Reductions to Balance PBOT Deficit	-4			0	0	-4			0	0
Signal Rebuild: N Rosa Parks & Greeley		500,000			500,000		500,000			500,000
Signal Rebuild: SE 52nd & Woodstock		650,000			650,000		650,000			650,000
Signal Rebuild: SE Foster & 110th		600,000			600,000		600,000			600,000
Signal Rebuild: SW Broadway & Jefferson		1,500,000			1,500,000		1,500,000			1,500,000
Street Paving: SE Division		4,664,000			4,664,000		0			0
Portland Bureau of Transportation Total	-1	13,214,000		12,348,000	25,562,000	-3	6,750,000		2,173,000	8,923,000

City of Portland

CBO Recommended Decision Packages

Portland Fire & Rescue	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: PSR Expansion 24/7 (3 of 3)	21			5,884,642	5,884,642	0			0	0
DCTU Bargaining Costs			0		0			4,365		4,365
EAP Coordinator	1	271,770			271,770	1	135,885			135,885
PFR Records and Policy Coordinator II	1	261,770			261,770	0	0			0
Portland Street Response - Base Program Contingency Request	22		2,637,682		2,637,682	22		2,637,682		2,637,682
Professional Standards - PF&R	2	674,146			674,146	0	0			0
PSR Expansion 24/7 (1 of 3)	8		2,227,679		2,227,679	0		0		0
PSR Expansion 24/7 (2 of 3)	5			740,000	740,000	0			0	0
Portland Fire & Rescue Total	60	1,207,686	4,865,361	6,624,642	12,697,689	23	135,885	2,642,047	0	2,777,932

City of Portland

CBO Recommended Decision Packages

Portland Housing Bureau	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: 82nd Avenue Anti-displacement Program				5,350,000	5,350,000				0	0
ARPA LFRF: BIPOC Homeownership				5,750,000	5,750,000				0	0
ARPA LFRF: Expanded Expungement Clinics		0		352,500	352,500		0		0	0
ARPA LFRF: Land Banking for Affordable Housing				16,000,000	16,000,000				0	0
ARPA LFRF: Preservation of Currently Affordable Housing				10,350,000	10,350,000				0	0
City/County Fall Strategic Investments in Houselessness		2,425,000	0		2,425,000		1,375,000	0		1,375,000
Culturally Specific Provider Assistance		775,000			775,000		387,500			387,500
DCTU Bargaining Costs			0		0			9,715		9,715
Joint Office of Homeless Services - Ongoing Services Funded with One-Time-Only Funding		6,592,453	0		6,592,453		6,592,453	0		6,592,453
Portland Housing Bureau Total		9,792,453	0	37,802,500	47,594,953		8,354,953	9,715	0	8,364,668

City of Portland

CBO Recommended Decision Packages

Portland Parks & Recreation	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
AD_02 Convert 4 apprentices to ongoing				278,959	278,959				278,959	278,959
AD_03 EMS convert positions to Ongoing				258,365	258,365				258,365	258,365
AD_04 Capital Set Aside - Pier Park ADA		5,000,000			5,000,000		0			0
AD_05 Increase Ongoing MM allocation			500,000		500,000			0		0
AD_06 Energy Savings Perf Contract Pt II		2,500,000			2,500,000		1,000,000			1,000,000
ARPA LFRF: Mt Scott Community Center Roof Repair				10,000,000	10,000,000				0	0
ARPA LFRF: Plant Trees in Priority Neighborhoods	1			2,911,065	2,911,065	0			0	0
ARPA LFRF:PP&R Community Safety Capacity and Infr.	11			1,755,000	1,755,000	0			0	0
ARPA LFRF: PP&R Trash Can Improvement				205,000	205,000				0	0
DCTU Bargained Costs			0		0			4,688		4,688
OS_01 Sustainable Future				98,000	98,000				98,000	98,000
OS_02 Volunteer Database				97,650	97,650				97,650	97,650
OS_04 - Community Partnerships				475,000	475,000				475,000	475,000
RS_01 - Reduce Cost As a Barrier				0	0				0	0
RS_02 - Fully Fund Summer Free for All				62,040	62,040				62,040	62,040
RS_03 - MAC - Restore Funding and Align with Levy Goals				0	0				0	0
UF_01 - Add Two (2) Tree Inspectors	2			225,586	225,586	2			225,586	225,586
UF_02 - Add Admin Capacity for Urban Forestry Division	1			117,369	117,369	1			117,369	117,369
Portland Parks & Recreation Total	15	7,500,000	500,000	16,484,034	24,484,034	3	1,000,000	4,688	1,612,969	2,617,657

City of Portland

CBO Recommended Decision Packages

Portland Police Bureau	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ADA Coordinator - 1.0 Coordinator III FTE	1				0	1				0
Add Back Package			3,927,576		3,927,576			0		0
Background Investigators	6				0	6				0
Bodyworn Camera Support	6				0	6				0
Bureau Wellness		915,000			915,000		0			0
Contingency Roll Forward		2,632,000			2,632,000		2,632,000			2,632,000
Convert 3.0 LT Criminalist FTE to Ongoing	3				0	3				0
DCTU Ongoing Bargained Costs			0		0			179,953		179,953
Digital Forensics Analysts	5				0	5				0
Finance and Payroll Consolidation			#####		-2,445,260			0		0
Investigative Crime Analysts	6				0	6				0
Officer and PS3 Expansion	100		#####		12,957,028	0		0		0
Policy Development Team Analyst Conversion to Ongoing	1				0	1				0
PPA Agreement Ongoing Costs			0		0			3,442,725		3,442,725
Precinct Desk Clerks	3				0	3				0
Retire/Rehire One-Time Position Costs		1,600,000			1,600,000		0			0
Strength Programs	-3		-60,000		-60,000	-3		-60,000		-60,000
Portland Police Bureau Total	128	5,147,000	#####		19,526,344	28	2,632,000	3,562,678		6,194,678

City of Portland

CBO Recommended Decision Packages

Portland Water Bureau	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: AFLOAT: Utility Debt Relief (round II)				16,300,000	16,300,000				0	0
Mt Tabor Reservoirs – Dam Safety		745,000			745,000		0			0
Portland Water Bureau Total		745,000		16,300,000	17,045,000		0		0	0

City of Portland

CBO Recommended Decision Packages

Prosper Portland	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: Commercial Activations and Re-tenanting				4,500,000	4,500,000				0	0
ARPA LFRF: East Portland Equitable Development - 82nd Ave. Small Business Grants and Technical Assistance				2,000,000	2,000,000				0	0
ARPA LFRF: Small Business Stabilization Grants - Eviction Prevention and Operating Support				10,000,000	10,000,000				0	0
ARPA LFRF: Venture Portland Business District Support				1,778,002	1,778,002				0	0
ARPA LFRF: Workforce				4,599,000	4,599,000				0	0
IBRN Cannabis Business Advisor				131,450	131,450				0	0
IBRN Capital Access Advisor		131,450			131,450		0			0
IBRN Digital Marketing Support Services				186,450	186,450				0	0
IBRN Professional Services A la Carte Pool				186,450	186,450				0	0
Neighborhood Prosperity Network and Old Town Chinatown-Maintain Current Service Levels		435,000			435,000		0			0
Portland Film Office - Maintain Current Service Level		71,000			71,000		0			0
Scaling BIPOC Technology Businesses		246,450			246,450		246,450			246,450
Prosper Portland Total		883,900		23,381,352	24,265,252		246,450		0	246,450

City of Portland

CBO Recommended Decision Packages

Special Appropriations	Requested					CBO Recommended				
	FTE	GF One-Time	GF Ongoing	Other Rev.	Total	FTE	GF One-Time	GF Ongoing	Other Rev.	Total
ARPA LFRF: City Vaccine Program				5,000,000	5,000,000				0	0
ARPA LFRF: City Vaccine Program *offset*				-5,000,000	-5,000,000				0	0
ARPA LFRF: Motel Shelter Strategy				8,261,000	8,261,000				0	0
ARPA LFRF: OVP Gun Violence Prevention				5,369,806	5,369,806				0	0
ARPA LFRF: Program Delivery				4,787,485	4,787,485				0	0
ARPA LFRF: Program Delivery *offset*				-4,787,485	-4,787,485				0	0
ARPA LFRF: Streets to Stability				43,339,210	43,339,210				0	0
Increase for Portland5 contract		0			0		6,455			6,455
SA Arlene Schnitzer Hall Sewer Connection		700,000			700,000		700,000			700,000
SA Charter Review Decision Package	0.5	1,006,394		0	1,006,394	0	0		0	0
SA Citywide Emergency Response Fund		1,000,000			1,000,000		0			0
SA Community Grant Advocate	1	248,756			248,756	0	0			0
SA Council Transition		279,341			279,341		0			0
SA Multi-Bureau Permit Improvement Proj	4	1,376,843			1,376,843	4	436,614			436,614
SA Portland Metropolitan Levee System - Policy Set-Aside		741,447			741,447		741,447			741,447
Small Donor Elections- Addition		1,378,914		0	1,378,914		689,457		0	689,457
Small Donor Elections - Realignment	2			0	0	2			0	0
Special Appropriations Total	7.5	6,731,695		56,970,016	63,701,711	6	2,573,973		0	2,573,973