

City of Portland, Oregon

The Office of Management and Finance FY 2023-24 Requested Budget



Mayor Ted Wheeler

Michael Jordan
Chief Administrative Officer



OMF OFFICE OF
MANAGEMENT
AND FINANCE



OMF

FY 2023-24 Requested Budget

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City of Portland, Oregon

Mayor Ted Wheeler
portland.gov/wheeler

Date: January 26, 2023

To: Commissioner Rene Gonzalez
Commissioner Dan Ryan
Commissioner Carmen Rubio
Commissioner Mingus Mapps
Auditor Simone Rede

From: Mayor Ted Wheeler

Subject: Office of Management and Finance Requested Budget, Fiscal Year 2023-2024.

I am pleased to present the Office of Management and Finance (OMF) Requested Budget for Fiscal Year 2023-2024.

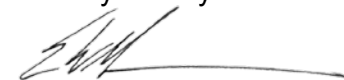
This budget maintains the core services that all City bureaus rely on to serve Portland, spanning the Human Resources, Technology Services, and Revenue and Financial Services bureaus, and the citywide programs and projects housed in the Office of the Chief Administrative Officer. Based in the Office of the Chief Administrative Officer, the Portland Charter transition team is working hard to prepare for Portland's first election using ranked-choice voting and geographic districts in November 2024. The team is also preparing to transition leadership roles for the new mayor, City Council and a professional city administrator, and to engage bureaus in improving service delivery to the community.

OMF's Requested Budget includes investments in asset management best practices, the future of the workplace initiatives and advancing the city's climate action goals. The Requested Budget also prioritizes Portland's most urgent needs: addressing homelessness, making our city safer, and implementing the voter-approved transition to a new form of government. Because OMF is a central service provider, many programs in OMF provide indirect, rather than direct, support to the Mayor's Priority Areas including:

- **Addressing homelessness:** This requested budget funds the Homelessness and Urban Camping Impact Reduction Program, the Safe Rest Villages Program, the Street Services Coordination Center and other efforts to address Portland's houselessness crisis.
- **Making Portland safer:** With this budget, the Community Safety Division will continue its work to transition Portland's current public safety model into a holistic community safety system.

Like all City bureaus, the Office of Management and Finance faces difficult choices due to the City's constrained financial outlook. Central service teams have not grown proportionately to the size of the City government or the expectations placed on them, and this budget lacks the investments needed to keep pace. As the Office of Management and Finance leads the transition to Portland's future government, we must determine the most effective way to fund the foundation upon which the City's direct service success is built.

Thank you for your consideration.



Mayor Ted Wheeler

January 26, 2023

TO: Mayor Ted Wheeler
Commissioner Rene Gonzalez
Commissioner Mingus Mapps
Commissioner Dan Ryan
Commissioner Carmen Rubio

FROM: Office of Management & Finance Budget Advisory Committee

SUBJECT: Budget Advisory Committee Report

Dear Mayor Wheeler and City Council,

The Office of Management and Finance (OMF) Budget Advisory Committee (BAC) is composed of community and labor representatives, as well as bureau customer stakeholders. As an internal service provider, most BAC members are representatives from customer bureaus including representatives of both utility and General Fund bureaus, as well as bureaus of varying size.

The BAC met with OMF leadership and staff monthly from November 2022 through January 2023 to discuss the OMF budget, funding models and challenges, strategic direction and budget needs. The BAC has reviewed OMF's programs and services, proposed budget and the fiscal impact of proposed decision packages in OMF's FY 2023-24 Requested Budget.

BAC members discussed several challenges impacting OMF's ability to deliver core services: increasing and changing expectations of service level needs, outdated and unsustainable funding model that hasn't kept pace with the growth of the city, and a portfolio of functionally obsolete and unsafe assets that require significant investments to maintain. To address some of these challenges, OMF is submitting several interagency funded decision packages to deliver on its ability to implement the transition to a new form of government, improve the employee experience as part of the workplace of the future and bolster organizational core competencies.

BAC members noted that just the high priority items alone constitute a sizable ask in an environment with minimal available general fund resources. One BAC member

noted “This means that no matter how these things might be funded, they will constrain and impact other bureaus. I recognize that OMF provides service to customer bureaus, so some balance between central services and direct services is necessary. However, in addition to being a substantial investment, it represents substantial organizational changes. My general sense is that, as we embark on a new form of government, this type of massive change and investment in central services is ill-timed. I would be much more supportive of these priorities if they were incorporated into a government and administrative transition plan and implemented over a longer time horizon.”

There was additional discussion around how much information regarding specific implementation plans, service levels and performance metrics was available to customer bureaus to make an informed decision about whether or not to support paying for the proposed decision packages; and absent these plans there is a reluctance to pay.

For their part, both the Division of Asset Management (DAM) and Bureau of Technology Services (BTS) conduct extensive customer engagement to educate bureaus on proposed decision packages. These efforts are summarized below.

DAM hosts quarterly Customer Stakeholder Group (CSG) meetings with customer bureau directors, finance managers, and operations managers to keep them apprised of strategic and operational issues, and to get their input on organizational direction. This group is also the key audience for DAM for budget requests. For the FY 2023-24 budget, DAM:

- Met with small groups of CSG members in October 2022 to alert them to our current state assessment findings regarding staffing and capital, and to detail our resulting budget request.
- Hosted an all-CSG meeting on October 17, again to explain our current state findings and forthcoming budget requests.
- Followed up with individual bureaus/CSG members in November 2022 to answer any questions about how our budget request would impact those bureaus, both operationally and financially.
- Met with individual stakeholders (e.g., OEHR, BPS, PBEM) in November 2022 to explain our current state and advise on how our budget request would impact their areas of concern and interest.
- Issued surveys to all customers and stakeholders in December 2022 to assess whether or not the CSG conceptually supported our efforts and would be willing to support them financially.

For the Bureau of Technology Services, customer engagement around technology strategies and investments is a core practice:

- BTS has a team of Information Technology Business Relationship Managers (IT BRMs), each of whom are assigned to a portfolio of bureaus and work with assigned Bureau Liaisons to understand bureau business and technology needs.

- The IT BRMs regularly meet individually with their Bureau Liaison partners and BTS convenes all Bureau Liaisons in a monthly Customer Stakeholder Group to share information, answer questions, and solicit feedback.
- BTS also takes advice and direction from the Technology Executive Steering Committee (TESC), a group of City Bureau Directors, and has recently started convening a Technology Advisory Group of bureau technology managers to provide recommendations to the TESC.
- BTS uses the Customer Stakeholder Group, with additional invitations to bureau financial representatives, to engage customer bureaus regarding budget direction, base budget and cost changes, and to gauge support for additional service investments. Budget investment proposals are also shared with the TESC.
- On December 14, 2022, BTS held a budget-focused Customer Stakeholder Group meeting attended by more than 100 bureau technology and financial representatives.
- Following that meeting, BTS sent follow up information describing requested new investments (decision packages), including a service description and by-bureau cost impacts, as well as a survey to bureaus to gauge support for these investments. The survey asked bureaus questions about their support for each decision package, whether they would still support the package without additional funding to offset their costs, and how they would rank the decision packages. Fifteen (15) bureaus responded to the survey instrument, with one additional bureau providing feedback via email.
- The survey results specific to each request are included with the write-up of the decision packages and raw data results sent to the City Budget Office.

Overall, BAC members acknowledge the challenging environment impacting the delivery of core services to customer bureaus and defer to City Council to make difficult tradeoff decisions.

Respectfully,

OMF Budget Advisory Committee

Community Members:	Tony Seminary, IT Motives Melissa Weber, Metro Controller
Customer Stakeholders:	Sara Boone, Fire Chief Claudio Campuzano, Portland Parks & Recreation Angel Landron Gonzalez, Portland Housing Bureau Chuck Lovell, Police Chief Michael Montoya, Civic Life Sara Morrissey, Mayor's Office Dawn Uchiyama, Bureau of Environmental Services Rachel Whiteside, PROTEC17
OMF Leadership:	Michael Jordan, Chief Administrative Officer Juan Carlos Ocaña-Chiu, Racial Equity Manager Carmen Merlo, Deputy CAO

Jeff Baer, Chief Technology Officer
Cathy Bless, Chief Human Resources Officer
Michelle Kirby, Chief Financial Officer

All OMF

Office of Management and Finance

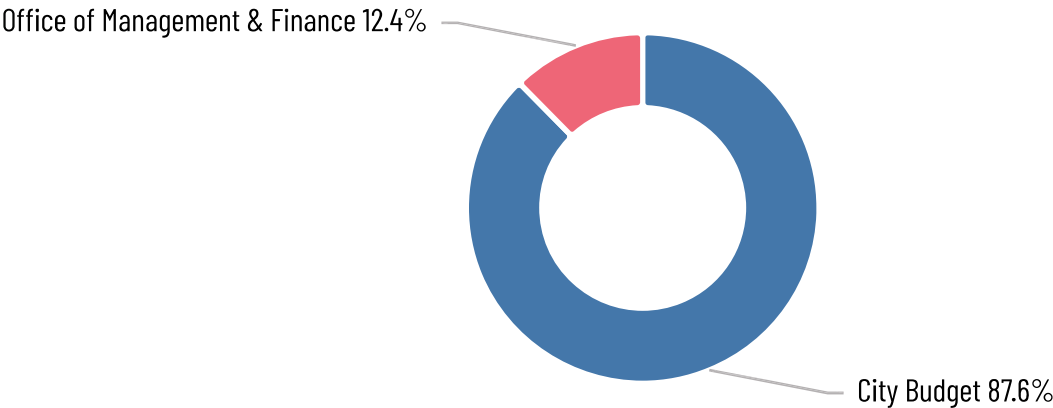
City Support Services Service Area

Office of Management and Finance

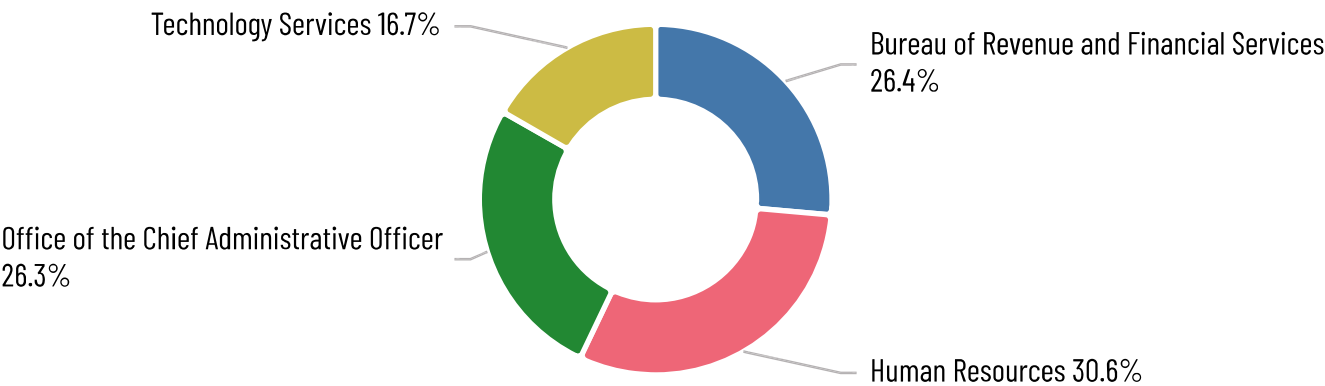
City Support Services Service Area

Mayor Ted Wheeler, Commissioner-in-Charge

Michael Jordan, Chief Administrative Officer



Bureau Programs



Bureau Overview

Requirements	Revised FY 2022-23	Requested Total FY 2023-24	Change from Prior Year	Percent Change
Operating	\$859,790,846	\$826,762,168	\$(33,028,678)	(4)%
Capital	\$59,869,084	\$32,758,566	\$(27,110,518)	(45)%
Total	\$919,659,930	\$859,520,734	\$(60,139,196)	(7)%
Authorized Positions	941.00	937.00	(4.00)	(0.43)%

Office of Management and Finance



Chief Administrative Officer: Michael Jordan

Office of the CAO

DEPUTY CAO: SONIA SCHMANSKI

EQUITY MANAGER: JUAN CARLOS
OCANA-CHIU

Divisions

Division of Asset Management
Community Safety Division
311 Customer Service

Work Teams

Business Operations
Strategic Communications
Strategic Projects and Opportunities

Citywide Programs & Services

City Arts
Enhanced Service Districts
Spectator Venues & Visitor Activities
Integrated Security
Hearings Office
Permitting Improvement Project
Public Environment Management Office

Homelessness Programs

Safe Rest Villages
Street Services Coordination
Center
Homelessness and Urban
Camping Impact Reduction

Bureau of Human Resources

CHIEF HUMAN RESOURCES OFFICER:
CATHY BLESS

Classification, Compensation and Pay Equity
Health and Financial Benefits
Labor and Employee Relations
Occupational Health and Wellbeing
Operations and Strategic Support
People and Culture
Workforce Recruitment & Training

Bureau of Revenue & Financial Services

CHIEF FINANCIAL OFFICER: MICHELLE KIRBY

Accounting and Grants Management
Procurement Division
Revenue Division
Risk Management Division
Treasury Division
Debt Management Division

Bureau of Technology Services

CHIEF TECHNOLOGY OFFICER:
JEFF BAER

Business Engagement and Technology Strategy
Business Solutions
Communications
Enterprise Business Solutions
Office of the Chief Technology Officer
Information Technology
Public Safety Technology
Printing and Distribution
Production Services
Project Management Office
Support Center

Bureau Summary

Bureau Mission

To deliver excellent services through our leadership, expertise and innovation.

Bureau Overview

Services to the City The Office of Management and Finance serves as an engine for the City of Portland, providing internal services from technology to tax collection. Led by the Chief Administrative Officer, this team operates Citywide programs and brings together bureaus to develop new ways of doing business. The office includes:

The Bureau of Human Resources leads the City in people-centered support through policy, programs and systems supporting the recruitment of a talented, inclusive workforce, health and financial benefits, occupational health and wellbeing, training, classification and compensation, employee and labor relations and payroll.

The Bureau of Technology Services provides effective, innovative, reliable and secure technology services for stakeholders across the City of Portland. Services range from managing equipment such as computers, phones and software to planning for long-range technology needs.

The Bureau of Revenue and Financial Services manages the City's finances, advancing sustainable long-term financial health. Serving all City bureaus, this group provides centralized financial services, procurement, revenue collection, business regulation, financial reporting and compliance.

The Office of the Chief Administrative Officer leads Citywide projects and programs such as Spectator Venues, City Arts, the Impact Reduction Program, the 311 customer service program and the Integrated Security Program. The Office of the CAO also oversees the City's asset management division overseeing fleet and facilities, and provides financial analysis, communications, strategic planning, project management and administrative support across the Office of Management and Finance, in addition to financial and administrative services for Council Offices and programs.

Base Budget Adjustments

Over the past year, the Office of the Chief Administrative Officer has absorbed several programs and projects that previously were housed in other City bureaus or newly created services, these include the Community Safety Division, Hearings Office and Public Environment Management Office.

The Bureau of Technology Services adjusted applications and services to address the ongoing impacts of a significant increase in hybrid and remote endpoints, remote network connections and increased overall system transactions. These adjustments led to some resource shifts within the base budget allocation. BTS rates were also adjusted to reflect increased personnel costs as many technology job classifications received expanded compensation scales and pay adjustments during labor contract negotiations to remain competitive with market rates.

Although our base budget remains mostly unchanged, all bureaus and offices within OMF are prioritizing resources to meet the City’s growing and changing needs. In particular, resources are being invested in two major efforts: facilitating the implementation of the voter-approved charter reform and implementing City Council direction to establish new workplace models and requirements as we transition through the COVID-19 pandemic. Both initiatives require a significant investment of staff capacity – and, in some cases, materials and services – from work teams across OMF.

Office of Management and Finance

City Support Services Service Area

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
External Revenues					
Taxes	18,722,556	28,504,884	36,343,680	41,520,000	41,520,000
Licenses & Permits	7,939,662	8,245,659	8,791,000	10,296,518	10,296,518
Charges for Services	134,915,271	138,218,251	146,446,739	153,833,390	153,851,009
Intergovernmental	20,815,322	36,660,124	37,935,261	30,102,373	30,122,936
Bond & Note	63,330,577	49,959,290	13,000,000	34,144,364	36,261,501
Miscellaneous	32,389,851	20,905,932	35,422,254	22,117,540	22,117,540
External Revenues Total	\$278,113,238	\$282,494,140	\$277,938,934	\$292,014,185	\$294,169,504
Internal Revenues					
General Fund Discretionary	14,983,958	23,327,259	65,795,001	28,576,778	28,566,232
General Fund Overhead	13,550,972	12,648,440	15,759,960	16,309,300	16,309,300
Fund Transfers - Revenue	4,624,019	18,046,438	21,460,671	6,487,443	6,494,228
Interagency Revenue	188,487,191	200,954,070	228,265,613	258,590,725	277,347,992
Internal Revenues Total	\$221,646,140	\$254,976,207	\$331,281,245	\$309,964,246	\$328,717,752
Beginning Fund Balance	\$269,205,777	\$295,452,244	\$310,439,751	\$236,633,478	\$236,633,478
Resources Total	\$768,965,155	\$832,922,592	\$919,659,930	\$838,611,909	\$859,520,734
Bureau Expenditures					
Personnel Services	95,019,270	106,369,812	140,401,555	140,601,080	145,882,169
External Materials and Services	253,338,896	289,141,002	359,229,497	306,783,214	307,943,451
Internal Materials and Services	32,359,834	33,108,158	43,797,175	46,752,841	47,671,534
Capital Outlay	11,252,086	5,111,375	34,186,846	31,003,551	33,120,688
Bureau Expenditures Total	\$391,970,086	\$433,730,347	\$577,615,073	\$525,140,686	\$534,617,842
Fund Expenditures					
Debt Service	71,089,714	64,261,759	80,536,198	41,335,875	41,612,849
Contingency	0	0	202,414,398	218,717,922	229,872,617
Fund Transfers - Expense	19,668,811	17,807,192	36,469,259	27,327,054	27,327,054
Debt Service Reserves	0	0	22,625,002	26,090,372	26,090,372
Fund Expenditures Total	\$90,758,525	\$82,068,951	\$342,044,857	\$313,471,223	\$324,902,892
Ending Fund Balance	\$295,452,244	\$257,359,093	\$0	\$0	\$0
Requirements Total	\$778,180,855	\$773,158,390	\$919,659,930	\$838,611,909	\$859,520,734
Programs					
Bureau of Revenue & Financial Services	88,949,452	109,086,715	136,018,309	140,864,659	141,154,274
Citywide Projects	—	1,295	—	—	—
Human Resources	140,702,164	148,948,679	155,464,378	163,500,461	163,701,261
Office of the Chief Administrative Officer	92,077,001	95,271,113	190,478,635	135,165,989	140,582,730
Technology Services	70,241,469	80,422,544	95,653,751	85,609,577	89,179,577
Total Programs	\$391,970,086	\$433,730,347	\$577,615,073	\$525,140,686	\$534,617,842

Office of Management and Finance

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003400	311 Customer Service Rep I	37,336	69,408	24.00	1,184,087	24.00	1,299,567	24.00	1,299,567
30003401	311 Customer Service Rep II	44,512	76,025	5.00	213,740	5.00	306,430	5.00	306,430
30000062	Accountant I	41,995	82,446	3.00	287,870	3.00	235,560	3.00	235,560
30000063	Accountant II	54,912	89,107	9.00	623,138	9.00	755,458	9.00	755,458
30000064	Accountant III	60,466	98,018	12.00	964,054	12.00	1,060,993	12.00	1,060,993
30002283	Accountant IV	65,000	105,378	4.00	364,320	4.00	352,949	4.00	352,949
30003001	Accounting Supervisor	69,805	151,438	4.00	513,594	4.00	424,549	4.00	424,549
30000061	Accounting Technician	34,798	64,406	1.00	57,512	1.00	61,339	1.00	61,339
30003002	Administrative Specialist I	44,075	79,251	2.00	184,682	2.00	129,584	2.00	129,584
30003003	Administrative Specialist II	48,277	107,325	15.00	1,014,499	15.00	1,249,923	15.00	1,249,923
30003004	Administrative Specialist III	53,290	118,437	8.00	621,505	8.00	661,939	8.00	661,939
30003006	Analyst I	53,290	118,437	13.00	1,267,933	13.00	1,199,441	14.00	1,284,068
30003007	Analyst II	63,336	126,311	23.00	1,976,611	23.00	2,271,263	26.00	2,552,521
30003008	Analyst III	69,805	151,438	21.00	1,670,633	21.00	2,544,008	23.00	2,762,246
30003009	Analyst IV	80,205	168,219	5.00	481,520	5.00	661,545	5.00	661,545
30000203	Applications Analyst II-Generalist	58,902	102,124	3.00	97,261	3.00	276,495	4.00	386,495
30000204	Applications Analyst III-Generalist	91,749	129,118	11.00	1,178,362	11.00	1,231,065	11.00	1,231,065
30000207	Applications Analyst IV-Generalist	95,763	141,501	12.00	1,288,514	12.00	1,488,247	12.00	1,488,247
30000206	Applications Analyst IV-GIS,Enterprise	50,712	118,788	2.00	226,262	2.00	256,672	2.00	256,672
30001234	Applications Analyst IV-Web Developer	50,712	118,788	1.00	216,093	1.00	110,864	2.00	245,864
30000125	Auto Body Restorer	57,346	82,795	0.00	137,696	0.00	0	0.00	0
30003010	Business Systems Analyst I	77,771	115,009	4.00	312,604	4.00	328,574	4.00	328,574
30003011	Business Systems Analyst II	87,318	128,987	7.00	475,446	7.00	748,783	7.00	748,783
30003012	Business Systems Analyst III	100,422	148,315	17.00	2,354,993	17.00	2,052,579	17.00	2,052,579
30003013	Capital Project Manager II	93,454	125,231	2.00	188,157	2.00	207,764	2.00	207,764
30003014	Capital Project Manager III	69,805	151,438	3.00	317,075	3.00	330,845	3.00	330,845
30003015	Capital Project Manager IV	80,205	168,219	0.00	116,501	0.00	0	0.00	0
30003016	Chief Administrative Officer	147,035	281,977	1.00	236,600	1.00	260,728	1.00	260,728
30003023	City Treasurer	92,851	194,786	1.00	171,538	1.00	180,108	1.00	180,108
30000066	Claims Technician	45,885	78,384	3.00	139,942	3.00	197,350	4.00	256,120
30000065	Claims Technician, Assistant	35,610	66,153	0.00	59,072	0.00	0	0.00	0
30000004	Commissioner's Admin Support Specialist	40,248	78,711	1.00	0	1.00	68,640	1.00	68,640
30002511	Commissioner's Senior Staff Rep	67,933	128,043	2.00	0	2.00	199,773	2.00	199,773
30000005	Commissioner's Staff Rep	51,126	118,572	3.00	0	3.00	293,551	3.00	293,551

Office of Management and Finance

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000700	Communications Engineer	95,763	141,501	1.00	113,131	1.00	133,692	1.00	133,692
30003024	Communications Engineer II	69,805	151,438	2.00	250,183	2.00	242,611	2.00	242,611
30000238	Communications Switch Technician	61,818	96,598	0.00	86,237	0.00	0	0.00	0
30003025	Communications System Administrator	80,205	168,219	1.00	133,203	1.00	142,646	1.00	142,646
30003551	Community Safety Transition Dir	111,696	227,584	0.00	159,151	1.00	210,434	1.00	210,434
30003026	Controller	92,851	194,786	1.00	123,282	1.00	159,141	1.00	159,141
30003235	Coordinator I - E	48,277	107,325	4.00	154,628	4.00	331,895	6.00	498,587
30003027	Coordinator I - NE	48,277	107,325	2.00	1,008,949	2.00	160,348	2.00	160,348
30003028	Coordinator II	53,290	118,437	16.00	1,234,397	16.00	1,503,717	18.00	1,672,971
30003029	Coordinator III	63,336	126,311	7.00	1,172,624	7.00	693,987	9.00	881,739
30003030	Coordinator IV	69,805	151,438	1.00	319,572	2.00	229,237	2.00	229,237
30000309	Crime Prevention Program Administrator	48,942	84,586	12.00	706,244	12.00	859,866	12.00	859,866
30003031	Debt Manager	80,205	168,219	1.00	148,138	1.00	155,542	1.00	155,542
30003032	Deputy Chief Administrative Officer	111,696	227,584	1.00	192,483	1.00	205,150	1.00	205,150
30003035	Deputy Director II	92,851	194,786	1.00	116,392	1.00	173,784	1.00	173,784
30003038	Director II	130,478	250,259	3.00	612,788	3.00	650,855	3.00	650,855
30000041	Distribution Technician	42,432	67,049	3.00	164,318	3.00	183,435	3.00	183,435
30000042	Distribution Technician, Lead	44,574	70,325	1.00	62,796	1.00	66,976	1.00	66,976
30000234	Electronics Technician I: Communications	52,790	82,621	3.00	212,462	3.00	226,657	3.00	226,657
30000236	Electronics Technician II: Commun	61,818	96,598	6.00	496,043	6.00	543,782	9.00	819,776
30002610	Electronics Technician III: Commun	73,632	103,369	4.00	259,980	4.00	374,692	4.00	374,692
30003046	Engineer II	108,368	153,339	1.00	124,925	1.00	139,069	1.00	139,069
30000711	Facilities Maint Dispatch/Scheduler	49,067	90,418	2.00	211,661	2.00	152,524	2.00	152,524
30003500	Facilities Maintenance Specialist	44,075	79,251	2.00	58,157	2.00	126,017	2.00	126,017
30000070	Facilities Maintenance Tech Apprentice	41,413	84,499	1.00	75,111	1.00	52,946	1.00	52,946
30000071	Facilities Maintenance Technician	62,026	88,954	10.00	1,111,201	10.00	846,961	10.00	846,961
30000072	Facilities Maintenance Technician, Lead	62,546	93,038	2.00	0	2.00	183,266	2.00	183,266
30003053	Facilities Project Specialist	53,290	118,437	0.00	0	0.00	0	1.00	84,627
30003377	Facilities Worker	48,381	67,049	5.00	355,537	5.00	319,280	5.00	319,280
30003054	Financial Analyst I	53,290	118,437	2.00	264,711	2.00	186,628	2.00	186,628

Office of Management and Finance

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003055	Financial Analyst II	63,336	126,311	18.00	1,579,134	18.00	1,916,834	18.00	1,916,834
30003056	Financial Analyst III	69,805	151,438	9.00	1,367,205	8.00	945,734	9.00	1,054,435
30003058	Fire Chief, Deputy	92,851	194,786	1.00	0	1.00	173,805	1.00	173,805
30000798	Fire Lieutenant	81,842	118,258	1.00	0	1.00	112,627	1.00	112,627
30000341	GIS Technician I	41,766	72,400	0.00	64,376	0.00	0	0.00	0
30000342	GIS Technician II	55,973	92,361	1.00	0	1.00	79,369	1.00	79,369
30000028	Hearings Clerk	48,173	81,660	2.00	145,808	2.00	155,542	2.00	155,542
30003451	Hearings Officer, Chief	92,851	194,786	1.00	122,990	1.00	132,246	1.00	132,246
30003063	Human Resources Analyst I	53,290	118,437	11.00	1,063,957	11.00	964,879	11.00	964,879
30003064	Human Resources Analyst II	63,336	126,311	15.00	1,288,135	15.00	1,442,888	15.00	1,442,888
30003065	Human Resources Analyst III	69,805	151,438	6.00	505,067	6.00	673,535	6.00	673,535
30003066	Human Resources Generalist	69,805	151,438	12.00	1,375,629	12.00	1,373,403	12.00	1,373,403
30003067	Human Resources Systems Specialist	63,336	126,311	6.00	534,623	6.00	563,201	6.00	563,201
30000218	Inf Syst Analyst, Principal-Gen	102,898	152,006	36.00	3,884,263	36.00	4,927,067	38.00	5,216,603
30000217	Inf Syst Analyst, Principal-GIS Enterprs	62,200	133,355	6.00	508,020	6.00	779,792	6.00	779,792
30000880	Inf Syst Analyst, Principal-GIS,Vertical	62,200	133,355	3.00	476,055	3.00	413,649	3.00	413,649
30000219	Inf Syst Analyst, Principal-Proj Mgmt	62,200	133,355	6.00	853,159	6.00	758,265	6.00	758,265
30000198	Inf Syst Tech Analyst I-Generalist	46,342	86,137	4.00	274,322	4.00	249,018	6.00	413,088
30000199	Inf Syst Tech Analyst II-Generalist	49,774	92,580	12.00	624,453	12.00	821,119	13.00	909,290
30000200	Inf Syst Tech Analyst III-Generalist	59,252	97,210	5.00	314,684	5.00	419,296	7.00	604,458
30000210	Inf Syst Tech Analyst IV-Generalist	58,902	102,124	16.00	1,523,925	16.00	1,557,320	16.00	1,557,320
30000211	Inf Syst Tech Analyst IV-Telecomm	58,902	102,124	3.00	291,783	3.00	308,423	3.00	308,423
30000212	Inf Syst Tech Analyst IV-Vertical GIS	58,902	102,124	0.00	95,264	0.00	0	0.00	0
30000213	Inf Syst Tech Analyst V-Generalist	53,792	112,782	22.00	2,294,875	23.00	2,514,681	23.00	2,514,681
30002608	Inf Syst Tech Analyst V-Telecomm	53,792	112,782	1.00	167,684	1.00	106,205	1.00	106,205
30000214	Inf Syst Tech Analyst V-Vertical GIS	53,792	112,782	1.00	214,822	1.00	106,205	1.00	106,205
30000215	Inf Syst Tech Analyst VI-Generalist	50,712	118,788	17.00	2,015,085	17.00	1,914,558	20.00	2,304,558
30002108	Information Security Architect	49,162	138,728	3.00	372,321	3.00	367,079	3.00	367,079
30003068	Information Security Manager	92,851	194,786	1.00	171,538	1.00	180,107	1.00	180,107
30003069	Information Systems Manager I	80,205	168,219	14.00	1,232,962	14.00	2,034,178	14.00	2,034,178

Office of Management and Finance

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003070	Information Systems Manager II	91,728	182,549	4.00	765,690	4.00	653,307	4.00	653,307
30003071	Information Systems Manager III	92,851	194,786	5.00	788,914	5.00	834,735	5.00	834,735
30003072	Information Systems Supervisor	69,805	151,438	8.00	1,232,922	8.00	1,026,959	8.00	1,026,959
30000239	Instrument Technician	71,074	100,224	1.00	0	1.00	91,915	1.00	91,915
30003073	Investment Officer	80,205	168,219	1.00	148,138	1.00	155,542	1.00	155,542
30003080	Maintenance Supervisor II	69,805	151,438	4.00	0	4.00	439,542	4.00	439,542
30003081	Manager I	80,205	168,219	18.00	1,689,172	18.00	2,396,177	18.00	2,396,177
30003082	Manager II	92,851	194,786	13.00	1,867,834	13.00	1,949,925	13.00	1,949,925
30003083	Manager III	111,696	227,584	5.00	844,324	5.00	891,259	5.00	891,259
30003628	Medical Assistant	44,075	79,251	0.00	0	0.00	0	1.00	61,069
30003086	Occupational Health Specialist	80,205	168,219	1.00	147,326	1.00	155,542	1.00	155,542
30000011	Office Support Specialist I	31,678	58,335	1.00	52,083	1.00	55,557	1.00	55,557
30000012	Office Support Specialist II	34,798	64,406	3.00	156,979	3.00	154,172	3.00	154,172
30000013	Office Support Specialist III	44,512	76,025	3.00	187,873	3.00	208,348	3.00	208,348
30000024	Police Administrative Support Specialist	42,162	68,490	1.00	46,176	1.00	65,229	1.00	65,229
30000044	Printing & Distrib Custmr Svc Rep, Lead	52,208	84,281	1.00	75,234	1.00	80,266	1.00	80,266
30000043	Printing & Distrib Customer Svc Rep	45,406	73,208	2.00	0	2.00	134,318	2.00	134,318
30000059	Procurement Specialist	52,478	87,644	9.00	516,002	9.00	669,316	9.00	669,316
30000058	Procurement Specialist, Assistant	43,826	73,033	2.00	130,416	2.00	130,884	2.00	130,884
30000060	Procurement Specialist, Sr	61,797	106,404	10.00	930,778	10.00	977,661	10.00	977,661
30003096	Public Information Manager	80,205	168,219	1.00	245,939	2.00	260,957	2.00	260,957
30003097	Public Information Officer	63,336	126,311	1.00	0	1.00	93,506	1.00	93,506
30003701	Real Estate Portfolio Manager	91,728	182,549	1.00	0	1.00	135,231	1.00	135,231
30000190	Regulatory Program Administrator	67,163	107,103	1.00	94,921	1.00	85,311	1.00	85,311
30000047	Reprographic Operator I	37,482	61,938	3.00	221,146	3.00	165,995	3.00	165,995
30000048	Reprographic Operator II	45,406	73,208	1.00	65,354	1.00	58,219	1.00	58,219
30000049	Reprographic Operator III	52,208	84,281	2.00	150,468	2.00	160,534	2.00	160,534
30000191	Revenue & Tax Specialist I	37,336	64,406	5.00	278,362	5.00	302,712	5.00	302,712
30000192	Revenue & Tax Specialist II	44,699	71,133	10.00	404,998	10.00	640,018	10.00	640,018
30000193	Revenue & Tax Specialist III	46,717	79,738	19.00	1,409,128	19.00	1,287,789	19.00	1,287,789
30000194	Revenue & Tax Specialist IV	50,731	85,023	24.00	1,587,163	24.00	1,737,823	24.00	1,737,823
30000196	Revenue & Tax Specialist V	54,725	91,379	12.00	937,656	12.00	1,007,298	12.00	1,007,298
30000404	Revenue Auditor	63,419	108,305	10.00	695,027	10.00	879,577	10.00	879,577
30000405	Revenue Auditor, Sr	69,971	119,618	8.00	731,963	8.00	811,605	8.00	811,605
30003098	Risk Manager	91,728	182,549	1.00	0	1.00	172,162	1.00	172,162

Office of Management and Finance

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003100	Risk Specialist II	63,336	126,311	5.00	504,611	5.00	512,067	6.00	605,943
30003101	Risk Specialist III	69,805	151,438	3.00	386,234	3.00	400,546	3.00	400,546
30000053	Storekeeper/Acquisition Specialist I	45,302	71,482	2.00	127,628	2.00	136,156	2.00	136,156
30002483	Storekeeper/Acquisition Specialist I-CL	46,301	79,410	1.00	0	1.00	56,607	1.00	56,607
30000054	Storekeeper/Acquisition Specialist II	47,611	75,086	2.00	65,216	2.00	133,920	2.00	133,920
30000056	Storekeeper/Acquisition Specialist III	53,789	86,159	1.00	74,755	1.00	82,056	1.00	82,056
30000055	Storekeeper/Acquisition II:Auto Part Spec	48,651	78,209	3.00	204,297	3.00	204,297	3.00	204,297
30003103	Supervisor I - E	63,336	126,311	8.00	762,247	8.00	828,722	8.00	828,722
30003104	Supervisor II	69,805	151,438	23.00	2,613,601	23.00	2,578,822	23.00	2,578,822
30003107	Technology Business Representative	80,205	168,219	6.00	785,679	6.00	844,875	6.00	844,875
30003108	Technology Capital Project Manager	91,728	182,549	3.00	620,923	3.00	496,517	3.00	496,517
30000131	Vehicle & Equipment Mechanic	57,346	82,795	51.00	3,717,736	51.00	3,934,369	51.00	3,934,369
30000132	Vehicle & Equipment Mechanic, Lead	60,154	86,814	2.00	154,083	2.00	158,765	2.00	158,765
30000123	Welder	62,483	76,702	2.00	146,100	2.00	146,100	2.00	146,100
	Total Full-Time Positions			853.00	78,797,353	856.00	86,075,959	888.00	89,228,756
30003400	311 Customer Service Rep I	37,336	69,408	5.00	268,506	5.00	52,416	5.00	52,416
30003401	311 Customer Service Rep II	44,512	76,025	1.00	0	1.00	14,690	1.00	14,690
30003003	Administrative Specialist II	48,277	107,325	1.00	110,113	0.00	0	0.00	0
30003004	Administrative Specialist III	53,290	118,437	1.00	0	0.00	0	0.00	0
30003006	Analyst I	53,290	118,437	4.00	167,727	2.00	176,880	2.00	176,880
30003007	Analyst II	63,336	126,311	6.00	491,698	4.00	291,375	4.00	291,375
30003008	Analyst III	69,805	151,438	6.00	713,632	2.00	113,230	2.00	113,230
30003010	Business Systems Analyst I	77,771	115,009	0.00	94,580	0.00	0	0.00	0
30003011	Business Systems Analyst II	87,318	128,987	4.00	250,266	3.00	61,226	3.00	61,226
30003012	Business Systems Analyst III	100,422	148,315	0.00	124,305	0.00	0	0.00	0
30003013	Capital Project Manager II	93,454	125,231	1.00	81,786	1.00	93,814	1.00	93,814
30003020	City Attorney, Deputy	91,728	182,549	2.00	0	0.00	0	0.00	0
30000066	Claims Technician	45,885	78,384	1.00	0	1.00	58,770	1.00	58,770
30003551	Community Safety Transition Dir	111,696	227,584	1.00	46,306	0.00	0	0.00	0
30003235	Coordinator I - E	48,277	107,325	0.00	0	2.00	153,384	2.00	153,384
30003028	Coordinator II	53,290	118,437	9.00	404,279	4.00	235,054	4.00	235,054
30003029	Coordinator III	63,336	126,311	6.00	649,490	7.00	570,293	7.00	570,293

Office of Management and Finance

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000236	Electronics Technician II: Commun	61,818	96,598	0.00	90,000	0.00	0	0.00	0
30003300	Electronics Technician, Assistant	44,491	62,353	0.00	55,661	0.00	0	0.00	0
30003055	Financial Analyst II	63,336	126,311	5.00	384,347	5.00	143,866	5.00	143,866
30003056	Financial Analyst III	69,805	151,438	2.00	0	0.00	0	0.00	0
30003063	Human Resources Analyst I	53,290	118,437	2.00	92,645	1.00	97,094	1.00	97,094
30003064	Human Resources Analyst II	63,336	126,311	9.00	660,136	0.00	0	0.00	0
30003065	Human Resources Analyst III	69,805	151,438	5.00	325,769	0.00	0	0.00	0
30003066	Human Resources Generalist	69,805	151,438	1.00	0	0.00	0	0.00	0
30003067	Human Resources Systems Specialist	63,336	126,311	2.00	0	0.00	0	0.00	0
30000218	Inf Syst Analyst, Principal-Gen	102,898	152,006	0.00	103,278	0.00	0	0.00	0
30000199	Inf Syst Tech Analyst II-Generalist	49,774	92,580	0.00	50,954	0.00	0	0.00	0
30000211	Inf Syst Tech Analyst IV-Telecomm	58,902	102,124	1.00	0	0.00	0	0.00	0
30003081	Manager I	80,205	168,219	0.00	137,711	0.00	0	0.00	0
30003082	Manager II	92,851	194,786	0.00	0	1.00	156,558	1.00	156,558
30003083	Manager III	111,696	227,584	0.00	0	1.00	211,243	1.00	211,243
30003628	Medical Assistant	44,075	79,251	1.00	382,355	0.00	0	0.00	0
30000059	Procurement Specialist	52,478	87,644	2.00	64,875	1.00	74,788	1.00	74,788
30000060	Procurement Specialist, Sr	61,797	106,404	2.00	152,796	1.00	89,184	1.00	89,184
30003097	Public Information Officer	63,336	126,311	2.00	0	0.00	0	0.00	0
30000193	Revenue & Tax Specialist III	46,717	79,738	3.00	168,168	3.00	198,555	3.00	198,555
30000196	Revenue & Tax Specialist V	54,725	91,379	1.00	17,451	1.00	83,044	1.00	83,044
30003100	Risk Specialist II	63,336	126,311	0.00	0	1.00	93,876	1.00	93,876
30000055	Storekeepr/Acquisition II:Auto Part Spec	48,651	78,209	0.00	24,247	0.00	0	0.00	0
30003103	Supervisor I - E	63,336	126,311	1.00	175,707	1.00	25,148	1.00	25,148
	Total Limited Term Positions			87.00	6,288,788	48.00	2,994,488	48.00	2,994,488
30003450	Hearings Officer	69,805	151,438	1.00	51,147	1.00	54,381	1.00	54,381
	Total Part-Time Positions			1.00	51,147	1.00	54,381	1.00	54,381
Grand Total				941.00	85,137,288	905.00	89,124,828	937.00	92,277,625

Office of Management and Finance

City Support Services Service Area

Bureau Capital Program Project	Prior Years	Revised FY 2022-23	Requested Total FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	5-Year Total
BTS								
Avaya Mobility Enhancements	0	61,450	0	222,930	0	0	0	222,930
Business Intelligence Service Pilot	0	1,061,400	0	0	0	0	0	0
Cloud Architecture Proof of Concept	0	0	0	353,375	0	0	0	353,375
DWDM System Lifecycle Replacement	0	0	0	2,047,590	2,142,980	218,821	0	4,409,391
Endpoint Management	0	404,573	0	688,040	0	0	0	688,040
Enterprise Network Technology Refresh	0	614,931	1,996,776	1,991,806	582,206	1,047,266	1,047,266	6,665,320
Enterprise Service Management Implementation	0	1,644,753	0	2,126,631	550,000	0	0	2,676,631
Firewall Technology Refresh	0	1,106,760	0	0	0	0	0	0
GIS Infrastructure Tech Refresh	0	111,650	54,225	0	295,210	0	54,225	403,660
Goat Mountain IR Site Move	0	75,000	0	0	0	0	0	0
I-Net Replacement	0	2,781,592	0	480,486	0	0	0	480,486
IAM Foundation	0	0	850,250	0	0	0	0	850,250
Identity Access Management Implementation	0	0	257,510	0	0	0	0	257,510
IRNE Fiber Expansion Program	0	519,320	0	816,850	300,000	400,000	300,000	1,816,850
IRNE Network Technology Refresh	0	1,440,216	408,520	44,070	44,070	44,070	44,070	584,800
IRNE Voice System Tech. Refresh	0	0	0	0	0	0	0	0
IS Secure Remote Access	0	0	226,390	0	0	0	0	226,390
ITSM Refresh (Cherwell Expansion)	0	517,100	0	0	0	0	0	0
Microwave Radio Upgrades for Spur Sites	0	54,335	0	0	0	0	0	0
Office 365 Implementation	0	525,689	0	461,000	0	0	0	461,000
Police Cyber Recovery Solution	0	197,880	0	0	0	0	0	0
PPM Tool Replacement Research Phase	0	0	0	169,020	0	0	0	169,020
Public Safety Data Center	0	0	0	3,449,580	0	0	0	3,449,580
Radio Site Maintenance & Enhancements	0	0	217,800	217,800	217,800	217,800	217,800	1,089,000
Replace HVAC Units	0	56,029	0	0	0	0	0	0
Replace Telecomm Management System	0	438,321	0	0	0	0	0	0
SAN Storage Expansion	0	700,362	812,853	871,261	437,408	218,593	533,008	2,873,123
SAP Intelligent Spend Management – Ariba	0	0	426,833	383,657	0	0	0	810,490

Office of Management and Finance

City Support Services Service Area

Bureau Capital Program Project	Prior Years	Revised FY 2022-23	Requested Total		FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	5-Year Total
			FY 2023-24						
SAP S4 HANA	0	0	0		843,860	493,860	0	0	1,337,720
SAP Success Factors Integration	0	253,050	0		0	0	0	0	0
SAP SuccessFactors Emp. Central Payroll	0	0	0		0	827,035	162,385	0	989,420
SAP SuccessFactors Emp. Time & Att.	0	1,276,400	513,459		0	0	0	0	513,459
Secondary Data Center	0	167,200	0		203,870	0	0	0	203,870
Server Tech. Refresh	0	282,908	68,561		397,165	40,780	81,560	241,298	829,364
TACACS Installation	0	39,229	0		0	0	0	0	0
Telecom Lab Systems Implementation	0	45,050	0		420,908	0	0	0	420,908
Transport Core Lifecycle	0	0	0		1,780	527,216	0	0	528,996
Transport Management Router Lifecycle	0	0	0		69,710	0	0	0	69,710
Transport Network Traffic Monitoring Tool	0	0	0		23,220	0	0	0	23,220
Unified Network Management Toolset	0	0	0		173,400	911,400	78,000	78,000	1,240,800
Upgrade Microwave Links	0	128,500	0		0	0	0	0	0
Video Centralized Management Upgrade	0	768,601	0		830,928	250,120	250,120	250,120	1,581,288
Voicemail Conversion	0	0	0		151,035	0	0	0	151,035
Web Site Replacement	0	762,764	0		1,146,932	0	0	0	1,146,932
Wireless Network Expansion	0	186,790	0		792,653	1,266,432	278,801	211,559	2,549,445
Workflow Application	0	1,090,132	0		3,157,320	1,071,324	850,324	0	5,078,968
Worksoft Testing Automation Tool for SAP	0	300,000	0		0	0	0	0	0
Total BTS	\$0	\$17,611,985	\$5,833,177		\$22,536,877	\$9,957,841	\$3,847,740	\$2,977,346	\$45,152,981
CityFleet									
CityFleet EV Make-Ready Infrastructure	0	0	2,117,137		903,147	397,040	212,500	251,281	3,881,105
FY 2022-23 Vehicle Replacement for Fire Bureau	0	951,136	0		0	0	0	0	0
FY 2022-23 Vehicle Replacement for Golf Fund	0	891,608	0		0	0	0	0	0
FY 2022-23 Vehicle Replacement for OMF Bureaus	0	351,986	0		0	0	0	0	0
FY 2022-23 Vehicle Replacement for Parks Bureau	0	2,641,238	0		0	0	0	0	0
FY 2022-23 Vehicle Replacement for PBOT	0	3,022,359	0		0	0	0	0	0
FY 2022-23 Vehicle Replacement for Police Bureau	0	2,894,493	0		0	0	0	0	0

Office of Management and Finance

City Support Services Service Area

Bureau Capital Program Project	Prior Years	Revised FY 2022-23	Requested Total FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	5-Year Total
FY 2023-24 CityFleet Kerby Garage replacement project	0	100,000	120,000	21,664,000	58,632,000	49,445,000	0	129,861,000
FY 2023-24 Vehicle Replacement for Fire Bureau	0	0	408,142	1,223,766	592,642	1,613,086	441,388	4,279,024
FY 2023-24 Vehicle Replacement for Golf Fund	0	0	338,782	838,543	432,891	120,690	139,477	1,870,383
FY 2023-24 Vehicle Replacement for OMF Bureaus	0	0	46,961	72,846	204,757	394,165	154,942	873,671
FY 2023-24 Vehicle Replacement for Parks Bureau	0	0	1,787,137	2,000,576	2,070,707	1,139,284	1,523,307	8,521,011
FY 2023-24 Vehicle Replacement for PBOT	0	0	5,259,677	7,512,473	2,159,954	3,106,192	6,312,974	24,351,270
FY 2023-24 Vehicle Replacement for Police Bureau	0	0	4,625,815	4,926,596	1,456,288	2,546,738	1,375,436	14,930,873
Replace and Construct Fueling Stations	0	0	0	0	0	0	0	0
Total CityFleet	\$0	\$10,852,820	\$14,703,651	\$39,141,947	\$65,946,279	\$58,577,655	\$10,198,805	\$188,568,337
Facilities								
	0	0	0	0	0	0	0	0
1900 Building Major Maintenance	4,691,944	4,185,872	3,797,467	1,529,395	548,933	1,126,022	740,179	7,741,996
Airport Way Police Training Major Maintenance Projects	1,684,324	1,684,324	827,996	14,744	143,615	0	0	986,355
Archives Major Maintenance Projects	0	0	0	0	0	0	0	0
City Hall Major Maintenance Projects	956,555	706,555	394,017	1,442,911	197,907	397,609	0	2,432,444
City Hall Security Improvements	0	0	0	0	0	0	0	0
East Precinct Major Maintenance Projects	1,219,560	1,219,560	635,472	1,120,274	252,317	0	0	2,008,063
Emergency Communication Center Major Maintenance Projects	504,600	0	366,800	0	0	0	0	366,800
Facilities Services Core Operating/ Asset Management Needs	0	1,915,660	302,201	0	0	0	0	302,201
Genetec security systems installation at City Facilities	0	1,725,800	0	0	0	0	0	0
Justice Center Major Maintenance Projects	1,467,776	5,594,000	1,431,605	5,396,237	0	0	0	6,827,842
Kelly Building Major Maintenance Projects	141,000	116,000	0	53,000	53,061	0	0	106,061
Kerby Building Major Maintenance Projects	224,000	224,000	1,390,576	874,386	0	0	0	2,264,962
North Precinct Major Maintenance Projects	253,073	230,893	497,958	466,852	44,527	252,316	0	1,261,653

Office of Management and Finance

City Support Services Service Area

Bureau Capital Program Project	Prior Years	Revised FY 2022-23	Requested Total FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	5-Year Total
Portland Building Reconstruction Project	0	1,000,000	1,060,000	0	0	0	0	1,060,000
Portland Communications Center Major Maintenance Projects	799,429	538,243	390,000	391,643	228,200	0	0	1,009,843
Rivergate Vehicle Storage Major Maintenance Projects	410,089	410,089	34,366	196,522	0	0	0	230,888
Sears Building Major Maintenance Projects	0	0	0	0	0	0	0	0
Space Optimization	0	0	0	0	0	0	0	0
St Johns Major Maintenance	562,000	562,000	494,685	0	0	0	0	494,685
Walnut Park Commercial Space Major Maintenance	0	0	318,595	53,595	0	0	0	372,190
Total Facilities	\$12,914,350	\$20,112,996	\$11,941,738	\$11,539,559	\$1,468,560	\$1,775,947	\$740,179	\$27,465,983
Risk Management								
RMIS replacement for Risk Management	0	0	280,000	0	0	0	0	280,000
Total Risk Management	\$0	\$0	\$280,000	\$0	\$0	\$0	\$0	\$280,000
Revenue								
Integrated Tax System	0	1,067,160	0	0	0	0	0	0
Total Revenue	\$0	\$1,067,160	\$0	\$0	\$0	\$0	\$0	\$0
Total Requirements	\$12,914,350	\$49,644,961	\$32,758,566	\$73,218,383	\$77,372,680	\$64,201,342	\$13,916,330	\$261,467,301

Mayor's Priority Issue Area: Community Safety

Program Offer Name	Legally Required?	Primary to Bureau's Core Mission?	Secondary to Bureau's Core Mission?	Notes
BTS - Information Security	X	X		Oversees seven Compliance domains (e.g. PCI, HIPAA, CJIS, etc.) and drives the compliance of all other BTS programs
BTS - Public Safety Technology		X		
CAO - 311 Program		X		
CAO - Community Safety Division			X	

Mayor's Priority Issue Area: Economic Vitality

Program Offer Name	Legally Required?	Primary to Bureau's Core Mission?	Secondary to Bureau's Core Mission?	Notes
CAO - Spectator Venues and Visitor Activities Program	X		X	This program oversees City-owned spectator and performing arts venues as well as managing relationships to support the travel, sports and tourism industry. While not required by City Code or core to OMF's mission, these activities are required by a number of long-term development and operating agreements and contracts with third parties. Debt service on general obligation bonds paid by this program is also legally required.

Mayor's Priority Issue Area: Housing and Homelessness

Program Offer Name	Legally Required?	Primary to Bureau's Core Mission?	Secondary to Bureau's Core Mission?	Notes
CAO - Homelessness and Urban Camping Impact Reduction Program			X	This program ensures compliance with ORS 203.077 and 203.079

Mayor's Priority Issue Area: NA

Program Offer Name	Legally Required?	Primary to Bureau's Core Mission?	Secondary to Bureau's Core Mission?	Notes
BHR - CityStrong Wellbeing and Occupational Health	X	X		Oregon Occupational Health and Safety Administration Rules
BHR - Classification, Compensation, & Pay Equity	X	X		Oregon Equal Pay Act, City Charter on Compensation and Classification, HR Administrative Rules, Bureau of Labor and Industries
BHR - Employee and Labor Relations	X	X		Bureau of Labor and Industries, Public Employee Collective Bargaining Act, Charter Collective Bargaining Requirements, Americans with Disabilities Act, Civil Rights Act, EEOC, Work Place Fairness Act, etc.
BHR - Health and Financial Benefits	X	X		FMLA, OFLA, IRS Section 125, Affordable Care Act, HIPAA, etc.
BHR - Operations and Strategic Support	X	X		FLSA, Oregon Equal Pay Act, City Charter on Compensation and Classification, HR Administrative Rules, Bureau of Labor and Industries, IRS Regulations, etc.
BHR - People and Culture	X	X		City Core Values, Affirmative Action, EEOC, Civil Rights Act, Equitable and Social Contracting Policy, State Procurement Policy, etc.
BHR - Workforce Recruitment and Training	X	X		Civil Service Rules, Civil Rights Act, ADA, Employment Related HRARs and Mandatory Training Requirements, etc.
BRFS - Accounting Division	X	X		See City Charter, Chapter 7; and City Code, Chapters 3 and 5
BRFS - Debt Management	X	X		Required for Debt Issuance
BRFS - Grants Management		X		This program assures compliance with the Code of Federal Regulations, City Code 5.36.090, 5.33.060 and FIN 2.04
BRFS - Insurance and Claims	X	X		Ensures compliance with Oregon Revised Statutes and Administrative Rules, and manages claims to ensure financial stability
BRFS - Procurement Services	X	X		As established in State Statute and City Code, Procurement Services manages processes and ensures compliance with requirements that goods, services and capital improvements are procured in a fashion that ensures best value and transparency to the City and residents of Portland.
BRFS - Revenue Collection	X	X		FIN 2.06 Revenue Policy outlines the authority of the Revenue Division, which collects revenues to fund essential services and provides regulatory oversight for protection of the public. The centralized revenue collection and administrative support for the City, County, and Metro business income tax; City, County, and Metro personal income tax, arts tax; city and county transient lodgings tax; tourism improvement and enhanced service districts; special assessment liens; central accounts receivable; clean energy; and other regulatory programs are in Portland City Code (PCC) chapters 5.73, 6.04, 6.05, 6.06, 6.09, 7.02, 7.03, 7.26; Multnomah County Code Sections 11.400, 11.500; Chapter 12; and Metro Code Chapter 7.05, 7.06, 7.07. The special lien assessments are in PCC 5.30, 5.31, 5.60, 17.08, 17.12 and 17.28.
BRFS - Treasury	X	X		Providing Centralized Banking and Investment Services in accordance with Oregon Revised Statutes and City Policy.

BRFS - Workers Compensation	X	X		Ensures compliance with Oregon Revised Statutes and Administratives Rules, and manages claims to ensure financial stability
BTS- Business Engagement and Technology Strategy	X	X		Enterprise architecture-public records requests fulfillment
BTS- Business Solutions	X	X		*PCI driven by Information Security
BTS- Communications	X	X		Competitive Local Exchange Carrier (CLEC)
BTS- Enterprise Business Solution		X		
BTS- Office of the CTO		X		
BTS- Printing & Distribution			X	
BTS- Production Services	X	X		*CJIS compliance driven by Information Security
BTS- Project Management Office		X		
BTS- Support Center		X		
CAO (DAM) - CityFleet Business Operations		X		Compliance with 3.15.060 - C1 of City Code
CAO (DAM) - CityFleet Garage Operations		X		Compliance with 3.15.060 - C1 of City Code
CAO (DAM) - CityFleet Transportation Pool			X	An unexpected internal service on the part of City employees, but not required nor core to bureau mission
CAO (DAM) - Division of Asset Management		X		Compliance with 3.15.060 - C2, C3 and C4 of City Code
CAO (DAM) - Facilities Administration		X		Compliance with 3.15.060 - C3 and C4 DAM - City Code
CAO (DAM) - Facilities Capital Projects		X		Compliance with 3.15.060 - C3 and C4 DAM - City Code
CAO (DAM) - Facilities Operations and Maintenance		X		Compliance with 3.15.060 - C3 and C4 DAM - City Code
CAO (DAM) - Facilities Planning and Portfolio Management		X		Compliance with 3.15.060 - C3 and C4 DAM - City Code; it is unclear if OMF is required to do this for all City bureaus or simply allowed to do this on behalf of all City bureaus; we also believe we are not the only authorized executor of real property agreements at the City
CAO- Business Operations		X		This program ensures legal compliance with state budget law and state and federal audits.
CAO- CAO Project Management for Citywide Initiatives		X		Legal compliance with the amendments to the charter adopted by voters in November 2022
CAO- CAO's Office		X		
CAO- Hearings Office			X	The Hearings Office plays an important role as a check on City power and provides a type of conflict resolution known as quasi-judicial hearing
CAO- Integrated Security Program		X		

Bureau of Human Resources

Human Resources

Overview

The Bureau of Human Resources (BHR) is focused on providing core services to attract, retain, develop and support employees through a safe, equitable, inclusive work environment. We also provide strategic leadership and management for all Citywide human resources systems, programs and policies operationalizing the adopted City values of Anti-Racism, Equity, Communication, Collaboration, Transparency and Fiscal Responsibility. These systems link to the overall business strategies of City Council and bureaus as they relate the employee experience, operations and strategic support, classification, compensation, pay equity, health and financial benefits, employee and labor relations, payroll and timekeeping, people and culture, and workforce recruitment and training. The bureau is responsible for developing, supporting and maintaining the City's Human Resources Administrative Rules and building a people-centered citywide culture, maintaining equitable pay to all employees, providing administrative support to the Civil Service Board, and ensuring compliance with the Health Insurance Portability and Accountability Act, as well as state and federally mandated leave laws (e.g., Oregon Equal Pay Act, Family Medical Leave Act and Oregon Family Leave Act, Families First Corona Virus Response Act, etc.). The bureau is the SAP Human Capital Management business process owner. The program offers within BHR are:

- ◆ Employee and Labor Relations
- ◆ Classification, Compensation and Pay Equity
- ◆ Operations and Strategic Support
- ◆ Health and Financial Benefits
- ◆ People and Culture
- ◆ Well-Being and Occupational Health
- ◆ Workforce Recruitment and Training

Through Workforce Recruitment and Training, Classification, Compensation and Pay Equity, Health and Financial Benefits, People and Culture, Strategic Operations, and Employee and Labor Relations, Human Resources is responsible for Citywide recruitment, development, and retention of an effective and highly qualified diverse and inclusive workforce. The bureau manages the City's healthcare and deferred compensation programs. Additionally, the bureau stewards leadership and expertise to City Council and the Labor Management Benefits Committee in developing strategic direction for the City's self-funded and insured benefits and wellness programs. The Bureau of Human Resources also sets the strategic direction for the City's classification and compensation systems, ensuring pay equity compliance with the Pay Equity Act of 2017.

Employer Branding: The Bureau of Human Resources leads the operationalization of Council's 2020 adopted City Core Values and leads CityStrong Initiatives, which identifies the City as a values-based employer to attract, develop, and retain a diverse, culturally intelligent, fully engaged workforce. The Bureau of Human Resources is also responsible for the following Citywide initiatives that support employer branding: Citywide onboarding, performance management, occupational health and well-being, centralized training opportunities (both e-learning and facilitator led), ADA accommodations, Health and Financial Benefits, talent development, People and Culture and mentorship.

City of Portland Anti-Racism and Equity Core Value: In June 2020, City Council adopted core values, which include Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility as recommended by the Bureau of Human Resources to inform a unified workplace and city culture, systems, policies, practices, and procedures. The Bureau of Human Resources will continue identifying opportunities that advance, operationalize and promote these values in HR systems and develop and leverage existing partnerships with City stakeholders to integrate these values into the way the City conducts business, engages its employees, customers and impacts community.

Equity Initiatives: In addition to Pay Equity, Human Resources leads the following initiatives in support of the City's equity goals: transparent review and updates to Administrative Rules through the HRAR review committee leveraging an equity lens; workplace harassment and discrimination training; manager and supervisor core competency training; cultural intelligence training; bias mitigation training; annual InCite job fair focused on people who identify as having a disability; annual Northwest Public Employees Diversity Conference in collaboration with multiple local jurisdictions and the Office of Equity and Human Rights; and strategic plan implementation of Council's resolution to become a model employer for persons with disabilities. BHR introduced and Council adopted Juneteenth as a recognized City paid holiday to honor and recognize Black American history and the end of slavery in the United States. In FY 2019-20, Council supported BHR's request for a Central Accommodations Fund to finance approved workplace accommodations for job applicants, interns, employees, elected officials, and people with disabilities. The fund facilitates the City's compliance with its legal obligations under Title I of the Americans with Disabilities Act (ADA) and Oregon State law. BHR added the People & Culture program in FY 2021-22 to lead and direct the Citywide Culture program, steer change management and work with Citywide stakeholders including equity practitioners, equity managers, and the Office of Equity & Human Rights to ensure HR policies are inclusive and perpetuate a culture of belonging.

Base Budget Adjustments

The Human Resources budget model does not adapt to the changing needs of the City or the bureau, and is continually challenged and plagued by staffing shortages and limited duration funding for positions that require ongoing legally required work. BHR is at a crucial tipping point for current staff and the challenges ahead. Adequate and ongoing funding is required to support the City's HR infrastructure.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
EFFICIENCY					
Number of days to complete classification reviews	NA	22	15	15	10
Number of days to complete pay equity reviews	NA	1	2	2	2
Average time to complete recruitment	81	90	85	85	85
Number of days per human resource investigation	49	53	55	55	57
OUTCOME					
Total number of human resource investigations	87	174	100	100	103
Number of partnerships and sponsorship support for culturally specific organizations	NA	36	20	35	30
HR Business Partner customer satisfaction	4.20	4.50	4.00	4.00	4.00
Percentage of diverse (protected class) applicants per fiscal year - female	46%	46%	43%	43%	41%
Percentage of merit eligible employees with a completed performance review each fiscal year.	NA	99%	80%	80%	80%
Percentage of evaluation panels that meet MEP requirements	NA	57%	88%	88%	92%
Percentage of focused outreach program participants on an eligible list who are hired	23%	38%	40%	42%	50%
Percentage of payroll checks direct deposited	99%	97%	98%	99%	98%
Percentage of diverse (protected class) applicants per fiscal year - minority	34%	36%	34%	34%	34%
Percentage of the SummerWorks internship placements within City bureaus	NA	11%	35%	45%	50%
Percentage of employees who report feeling that work supports their health and well-being	NA	NA	80%	80%	80%
Percentage of employees who self-identify as having a disability.	5.10%	4.70%	5.00%	5.00%	5.00%
Percentage of employees who self identify as veterans	5.50%	5.30%	5.00%	5.00%	5.00%
OUTPUT					
Completion rate of leadership training.	NA	49%	75%	75%	75%
WORKLOAD					
Number of employees enrolled in health coaching programs	445	360	367	375	316
Number of employee engagement connections through workplace well-being opportunities	NA	1,769	1,500	1,500	1,500

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
External Revenues					
Charges for Services	130,577,422	127,416,214	136,554,521	142,661,344	142,678,963
Intergovernmental	3,556	82,400	442,293	0	0
Miscellaneous	2,642,213	2,057,407	2,429,262	3,114,729	3,114,729
External Revenues Total	\$133,223,191	\$129,556,021	\$139,426,076	\$145,776,073	\$145,793,692
Internal Revenues					
General Fund Discretionary	4,554,130	5,502,824	8,878,819	6,446,792	6,446,792
General Fund Overhead	5,630,475	5,970,394	6,668,138	6,785,202	6,785,202
Interagency Revenue	498,154	556,912	632,416	424,136	607,317
Internal Revenues Total	\$10,682,759	\$12,030,130	\$16,179,373	\$13,656,130	\$13,839,311
Beginning Fund Balance	\$39,089,736	\$41,956,159	\$34,897,825	\$31,431,335	\$31,431,335
Resources Total	\$182,995,686	\$183,542,310	\$190,503,274	\$190,863,538	\$191,064,338
Bureau Expenditures					
Personnel Services	11,224,682	12,855,537	15,899,448	14,137,989	14,243,789
External Materials and Services	127,562,912	134,138,912	137,430,372	147,171,637	147,266,637
Internal Materials and Services	1,914,570	1,954,230	2,134,558	2,190,835	2,190,835
Bureau Expenditures Total	\$140,702,164	\$148,948,679	\$155,464,378	\$163,500,461	\$163,701,261
Fund Expenditures					
Debt Service	47,486	49,391	51,366	53,419	53,419
Contingency	0	0	34,669,988	26,649,707	26,649,707
Fund Transfers - Expense	289,877	279,389	317,542	659,951	659,951
Fund Expenditures Total	\$337,363	\$328,780	\$35,038,896	\$27,363,077	\$27,363,077
Ending Fund Balance	\$41,956,159	\$34,890,114	\$0	\$0	\$0
Requirements Total	\$182,995,686	\$184,167,573	\$190,503,274	\$190,863,538	\$191,064,338
Programs					
Administration & Support	450	1,932	—	—	—
Benefits	2,277,959	2,378,527	—	—	—
Budget & Economics	1,524	—	—	—	—
Classification, Compensation & Pay Equity	—	771,049	2,239,741	1,109,509	1,109,509
Employee & Labor Relations	3,414,105	3,632,156	3,845,463	3,915,913	3,915,913
Employment/Development	(3,377)	—	—	—	—
HR Systems & Records	195,630	—	—	—	—
Operations & Strategic Support	3,751,530	4,069,539	5,521,871	4,705,237	4,705,237
People & Culture	—	968,604	1,629,030	957,072	957,072

City Support Services Service Area

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
Site Teams and Police HR	—	(0)	—	—	—
Total Rewards	128,739,300	134,422,974	138,641,930	149,647,966	149,647,966
Well-Being & Occupational Health	—	83,063	762,631	541,501	742,301
Workforce Recruitment Training	2,325,042	2,620,836	2,823,712	2,623,263	2,623,263
Total Programs	\$140,702,164	\$148,948,679	\$155,464,378	\$163,500,461	\$163,701,261

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003001	Accounting Supervisor	\$69,805	\$151,438	\$1.00	\$113,859	\$1.00	\$113,859	\$1.00	\$113,859
30003003	Administrative Specialist II	48,277	107,325	4.00	309,670	4.00	309,670	4.00	309,670
30003004	Administrative Specialist III	53,290	118,437	5.00	396,219	5.00	396,219	5.00	396,219
30003006	Analyst I	53,290	118,437	1.00	63,066	1.00	63,066	1.00	63,066
30003009	Analyst IV	80,205	168,219	1.00	132,413	1.00	132,413	1.00	132,413
30003012	Business Systems Analyst III	100,422	148,315	1.00	120,557	1.00	120,557	1.00	120,557
30003028	Coordinator II	53,290	118,437	1.00	91,187	1.00	91,187	1.00	91,187
30003029	Coordinator III	63,336	126,311	1.00	93,506	1.00	105,154	1.00	105,154
30003035	Deputy Director II	92,851	194,786	1.00	173,784	1.00	173,784	1.00	173,784
30003038	Director II	130,478	250,259	1.00	207,126	1.00	207,126	1.00	207,126
30003055	Financial Analyst II	63,336	126,311	1.00	116,792	1.00	116,792	1.00	116,792
30003056	Financial Analyst III	69,805	151,438	1.00	117,436	1.00	117,436	1.00	117,436
30003063	Human Resources Analyst I	53,290	118,437	10.30	886,439	11.00	964,879	11.00	964,879
30003064	Human Resources Analyst II	63,336	126,311	15.00	1,431,240	15.00	1,442,888	15.00	1,442,888
30003065	Human Resources Analyst III	69,805	151,438	6.00	657,873	6.00	673,535	6.00	673,535
30003066	Human Resources Generalist	69,805	151,438	12.00	1,357,741	12.00	1,373,403	12.00	1,373,403
30003067	Human Resources Systems Specialist	63,336	126,311	6.00	563,201	6.00	563,201	6.00	563,201
30003081	Manager I	80,205	168,219	2.00	272,397	2.00	272,397	2.00	272,397
30003082	Manager II	92,851	194,786	6.00	929,946	6.00	929,946	6.00	929,946
30003628	Medical Assistant	44,075	79,251	0.00	0	0.00	0	1.00	61,069
30003086	Occupational Health Specialist	80,205	168,219	1.00	155,542	1.00	155,542	1.00	155,542
30000011	Office Support Specialist I	31,678	58,335	1.00	55,557	1.00	55,557	1.00	55,557
30003104	Supervisor II	69,805	151,438	4.00	477,277	4.00	477,277	4.00	477,277
Total Full-Time Positions				\$82.30	\$8,722,828	\$83.00	\$8,855,888	\$84.00	\$8,916,957
30003003	Administrative Specialist II	\$48,277	\$107,325	\$1.00	\$76,440	\$0.00	\$0	\$0.00	\$0
30003028	Coordinator II	53,290	118,437	1.00	84,292	0.00	0	0.00	0
30003063	Human Resources Analyst I	53,290	118,437	2.00	175,468	1.00	97,094	1.00	97,094
30003064	Human Resources Analyst II	63,336	126,311	9.00	793,426	0.00	0	0.00	0
30003065	Human Resources Analyst III	69,805	151,438	5.00	488,896	0.00	0	0.00	0
30003067	Human Resources Systems Specialist	63,336	126,311	2.00	115,885	0.00	0	0.00	0
30003628	Medical Assistant	44,075	79,251	6.00	371,218	0.00	0	0.00	0
30003103	Supervisor I - E	63,336	126,311	1.00	91,666	0.00	0	0.00	0
Total Limited Term Positions				\$27.00	\$2,197,291	\$1.00	\$97,094	\$1.00	\$97,094
Grand Total				\$109.30	\$10,920,119	\$84.00	\$8,952,982	\$85.00	\$9,014,051

BHR - CityStrong Well Being and Occupational Health

Program Description & Goals

CityStrong Well-being (CityStrong) provides evidenced based expertise with person-centered workplace wellness opportunities, resources, and support to all City of Portland employees to encourage physical, emotional, and mental well-being. Occupational Health provides nurse practitioner led safety programs, incident response, OSHA compliance services, preventative health services, education, advocacy, and consultation to all employees. Program goals include increased engagement of employees with their own health and well-being that results in a safer, healthier, happier, and more productive workforce. Additional goals include proactive use of healthcare services including EAP, and utilization of on-site opportunities so employees have a positive workplace wellness experience. Destigmatizing mental health challenges and helping staff with skills to recognize and respond to those affected with appropriate support and resources remains the primary focus of our programs. CityStrong also works to help the City take a trauma informed and person-centered approach to designing work, engaging with staff, and developing inclusive policies and procedures.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of employees who report feeling that work supports their health and well-being	NA	NA	80%	80%	80%
Number of employee engagement connections through workplace well-being opportunities	NA	1,769	1,500	1,500	1,500

Equity Impacts

Centralizing and standardizing the workplace well-being and health opportunities helps create equity where there are currently disparities depending on bureau, job classification, and a manager's level of awareness and commitment to support those with mental or physical health challenges. CityStrong brings opportunities and awareness to workers across the City—even if they don't have easy access to a gym or onsite events—by providing virtual ways to participate that are tailored to what is available and possible to all workers. Occupational health provides equitable, accessible, and convenient ways to use 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 influence managers have on their employees' sense of workplace well-being and health, CityStrong seeks to train and support managers in Mental Health First Aid (MHFA) to prevent, recognize, and proactively address mental health challenges among their staff. BHR is currently recruiting for a licensed mental health expert to improve workplace well-being as we reimagine the future of work post-pandemic by utilizing their skills to create more effective and evidence-based policies, practices, and procedures, trainings like MHFA, and applying a person-centered, trauma informed approach in creating a

safe, healthy, and equitable workplace. This position has one-time funding through ARPA. CityStrong is also creating internship opportunities to allow for more virtual and in-person events that provide hands-on experience in gyms, and fitness, yoga, and stretching classes. As fitness centers reopen in the Portland Building and other facilities, procurement of updated equipment and supplies to facilitate group classes such as mats, bands, stability balls, etc. will be coordinated.

Management and Finance's FY 2023-24 budget requests ongoing IA resources for the occupational health software previously funded with one-time American Rescue Plan funds in FY 22-23. Additional IA resources are being requested for 1.0 FTE to support ongoing and expanded occupational health and well-being work including OSHA mandated training and vaccines for Police Bureau recruits, COVID-19 testing, hazard/exposure management, and CityStrong health engagement events.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	0	342,511	541,043	399,606	505,406
External Materials and Services	0	(259,860)	193,817	111,646	206,646
Internal Materials and Services	0	413	27,771	30,249	30,249
Bureau Expenditures Total	0	83,063	762,631	541,501	742,301
Fund Expenditures					
Fund Transfers - Expense	0	0	0	40,991	40,991
Fund Expenditures Total	0	0	0	40,991	40,991
Requirements Total	0	83,063	762,631	582,492	783,292
FTE	0.00	0.00	2.00	2.00	3.00

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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Number of days to complete classification reviews	NA	22	15	15	10
Number of days to complete pay equity reviews	NA	1	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

Administrative oversight for two programs has been added to 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 Human Resources Administrative Specialist II 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 Classification, Compensation and Pay Equity Manager meets monthly with the program lead in the Office of Equity and Human Rights to review requests and appeals.

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 newly adopted 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.

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 structural issues lead to recruitment and retention challenges and make it difficult to maintain an equitable and sustainable system. 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.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	0	750,904	1,902,709	933,447	933,447
External Materials and Services	0	20,145	332,989	171,000	171,000
Internal Materials and Services	0	0	4,043	5,062	5,062
Bureau Expenditures Total	0	771,049	2,239,741	1,109,509	1,109,509
Requirements Total	0	771,049	2,239,741	1,109,509	1,109,509
FTE	0.00	0.00	6.00	6.00	6.00

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 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 12+ 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Number of days per human resource investigation	49	53	55	55	57
Total number of human resource investigations	87	174	100	100	103
HR Business Partner customer satisfaction	4.20	4.50	4.00	4.00	4.00
Percentage of merit eligible employees with a completed performance review each fiscal year.	NA	99%	80%	80%	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 assists with identifying and facilitating accommodations for City employees in accordance with ADA Title I.

This program area is responsible for providing bias awareness training for all interview panels, the equitable development of interview questions, 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 has 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 early 2023 the Employee and Labor Relations team will be tasked with helping bureaus and City leadership navigate Council direction on Future of Work, including developing and conducting training for managers/supervisors, assessing exceptions and accommodations related to this new approach, and bargaining any impacts with labor unions.

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 just the last year. Labor organizations have also grown their membership by organizing several new formerly non-represented City staff into their units. All of these developments have resulted in increased workload for a small team which has seen several recent promotions out of the workgroup.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	3,367,052	3,616,171	3,822,612	3,893,994	3,893,994
External Materials and Services	35,025	2,981	18,000	7,000	7,000
Internal Materials and Services	12,028	13,004	4,851	14,919	14,919
Bureau Expenditures Total	3,414,105	3,632,156	3,845,463	3,915,913	3,915,913
Requirements Total	3,414,105	3,632,156	3,845,463	3,915,913	3,915,913
FTE	24.00	23.00	22.00	21.00	21.00

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 short- 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.

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 pharmacy benefit manager and flexible spending account contracts, ensuring new, fiscally responsible agreements are in place to protect the long-term stability of our benefit offerings.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Number of employees enrolled in health coaching programs	445	360	367	375	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.

Program changes include the following:

- ◆ Implementation of Paid Leave Oregon benefits, including updating existing leave policies, employee notification and development of training. Continue work towards centralization of FMLA/OFLA leaves which brings all protected leave administration within HR with goals of improving the overall employee experience.
- ◆ Implementation of a new vendor for deferred compensation program administration to replace outdated systems, allow for online enrollment from any computer or mobile device, and beneficiary record keeping.
- ◆ Successful replacement of outdated benefits enrollment system, ensuring accurate system of record and premium charges for bureaus and employees.
- ◆ Change to composite rates for medical, dental and vision.
- ◆ Expanded mental health coverage and education for employees and plan participants.
- ◆ Continued fertility and family planning support to address inequitable hurdles employees face while navigating their journey to parenthood and to solidify the City of Portland as an employer of choice.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	2,997,319	2,602,331	2,590,921	2,957,020	2,957,020
External Materials and Services	125,036,225	131,140,640	135,339,404	146,001,381	146,001,381
Internal Materials and Services	651,251	680,003	711,605	689,565	689,565
Bureau Expenditures Total	128,684,795	134,422,974	138,641,930	149,647,966	149,647,966
Fund Expenditures					

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Debt Service	47,486	49,391	51,366	53,419	53,419
Contingency	0	0	34,669,988	26,649,707	26,649,707
Fund Transfers - Expense	0	0	317,542	618,960	618,960
Fund Expenditures Total	47,486	49,391	35,038,896	27,322,086	27,322,086
Requirements Total	128,732,281	134,472,365	173,680,826	176,970,052	176,970,052

FTE	25.95	25.40	16.10	17.10	17.10
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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, payroll, time administration programs, the contract for the child development center (CityKids), and payments to 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 changes are incorporated into system requirements 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of payroll checks direct deposited	99%	97%	98%	99%	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 begin the migration of the SAP Human Capital 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 has supported

the addition of 2 limited term HR Systems Analyst positions in support of the implementation. Based on the breadth of the implementation, additional resources may be required to complete the implementation in 2023-24. The second phase to implement Employee Central Time and Payroll applications will begin in FY 2024-25 for a period of up to 18 months. Additional one-time resources for phase two will be required in future budget cycles.

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

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 supports the Language Pay Differential program certification testing process, and administers the City's unemployment, employment verification, and employee preemployment/post offer physical capabilities testing program.

For FY 2022-23, Human Resources requested one-time funding for the City's implementation, administration, compliance, and customer service needs with Washington and Oregon's Paid Family Medical Leave Act (PFMLA) to fund two limited term Human Resources Analyst positions and technology implementation costs. 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. Washington State Paid Family Medical Leave contributions were retroactive to March 2020, and Oregon State Paid Family Medical Leave contributions are expected to begin January 1, 2023. Washington State Paid Family and Medical Leave benefits began effective March 2020, and Oregon State Paid Family and Medical Leave benefits are expected to begin September 1, 2023. 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. These are critical and legally required functions that will need ongoing funding and administrative support by the City.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	2,335,668	2,661,774	3,621,512	3,030,023	3,030,023
External Materials and Services	185,491	171,896	528,327	249,627	249,627
Internal Materials and Services	1,230,372	1,235,869	1,372,032	1,425,587	1,425,587

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Bureau Expenditures Total	3,751,530	4,069,539	5,521,871	4,705,237	4,705,237
Requirements Total	3,751,530	4,069,539	5,521,871	4,705,237	4,705,237
<hr/>					
FTE	17.08	19.63	19.60	18.90	18.90

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 new 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 21/22 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.

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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Number of partnerships and sponsorship support for culturally specific organizations	NA	36	20	35	30
Percentage of evaluation panels that meet MEP requirements	NA	57%	88%	88%	92%
Percentage of focused outreach program participants on an eligible list who are hired	23%	38%	40%	42%	50%
Percentage of the SummerWorks internship placements within City bureaus	NA	11%	35%	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 21/22, 38 percent of the Focused Outreach Program participants were hired, which was a 15 percent increase from FY 20/21 adding more Black, Indigenous, People of Color employees to the city. The WABT team also increased from 52 to 61 employees representing bureaus collaborating to sponsor and attend 45 community events with a total spend of \$124,525 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

FY 2021-22 and FY 2022-23, Human Resources received one-time funding for one FTE Focused Outreach Recruiter. 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. The People & Culture division requires additional software tools to set key performance measures and metrics tracking outcomes for the Bureau of Human Resources focused on people-centered outcomes. In addition, Human Resources received one-time funding for 2.0 limited term FTE Human Resources Analyst III. The positions manage the “Together As One” Program which focuses on the collaboration with stakeholders to design culturally responsive approaches to implementing the vaccine mandate; working in collaboration with CAAN and Affinity groups to understand and the needs of employees and to work proactively to implement action items to improve the employee experience; deliver “Return to Work” training with managers/supervisors with HR team, collaborate with Occupational Health + Wellbeing team to provide Mental First Aid training for city staff, collaborate with WRT team so deliver Core Values training, Value Centric Leadership, Path to Leadership and NeoGov training. Without additional funding for these positions in FY 2023-24, these programs will end.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	0	350,507	876,242	354,826	354,826
External Materials and Services	0	616,511	750,693	600,983	600,983
Internal Materials and Services	0	1,587	2,095	1,263	1,263
Bureau Expenditures Total	0	968,604	1,629,030	957,072	957,072
Requirements Total	0	968,604	1,629,030	957,072	957,072
FTE	0.00	0.00	2.00	2.00	2.00

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 don't 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 extended one-time funding for the additional 3 FTE recruiter positions in FY 2022-23 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 September 2022 is 86 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 2021-22, the average time to post for recruitments was 8 business days. With the extended one-time funding for the additional 3 FTE recruiter positions in FY 2022-23 increasing the staffing levels, the average time to post has improved. The average time to post for recruitments for the current fiscal year through September 2022 is 6 business days.

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 extended one-time funding for the additional 3 FTE recruiter positions in FY 2022-23 increasing the staffing levels, the average time to closing to list has improved. The average closing to list for recruitments for the current fiscal year through September 2022 is 7 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. Since December 2021 over 1,581 new employees successfully completed the electronic onboarding system through SuccessFactors.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Average time to complete recruitment	81	90	85	85	85
Percentage of diverse (protected class) applicants per fiscal year - female	46%	46%	43%	43%	41%
Percentage of diverse (protected class) applicants per fiscal year - minority	34%	36%	34%	34%	34%
Percentage of employees who self identify as veterans	5.50%	5.30%	5.00%	5.00%	5.00%
Percentage of employees who self-identify as having a disability.	5.10%	4.70%	5.00%	5.00%	5.00%
Completion rate of leadership training.	NA	49%	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 1,475 new hires per year. This includes a citywide average per year of 47% new hires self-identified as female and 53% male, 35% new hires self-identified as people of color, 5% 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. At the end of FY 2021-22, at least 1,057 managers and supervisors representing most bureaus, and some elected officials' offices, had taken at least one LEAD course. In FY 2022-23, enrollment has steadily continued, and four new required LEAD courses are planned for implementation, including the Operationalizing the City's Core Values Workshops. 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% are employees of color and 56% are women. 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. This year's program includes 60 employees participating as either a mentor or mentee, representing 19 bureaus.

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 will be reduced to zero by FY 2024-25 as the result of decreased SAP training needs. The IA has been reduced from \$235,000 in FY 2020-21 to \$43,000 in FY 2023-24, 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.

The Workforce, Recruitment and Training team received one-time funding (general fund, interagency, and ARP) for limited duration positions during FY 2021-22 (6 LTE) and FY 2022-23 (5 LTE) to address critical staffing shortages. This is not a sustainable solution and a plan for continued increases in on-going funding will be needed in order to address the City's ongoing recruitment workload while simultaneously supporting the City's core values.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	2,278,916	2,531,340	2,544,409	2,569,073	2,569,073
External Materials and Services	26,108	66,967	267,142	30,000	30,000
Internal Materials and Services	20,019	22,529	12,161	24,190	24,190
Bureau Expenditures Total	2,325,042	2,620,836	2,823,712	2,623,263	2,623,263
Requirements Total	2,325,042	2,620,836	2,823,712	2,623,263	2,623,263
FTE	17.30	16.30	15.30	17.00	17.00

Decision Package Summary

Run Date: 1/25/23

Details

Run Time: 9:47:22 AM

DP: 14798 - BHR - Occ Health & Well-being Assistant

DP Type

Priority

New

NONGFA
DD

1

No

Package Description

This request is for 1.0 FTE and \$115,800 in ongoing additional IA resources for support of ongoing and expanded Occupational Health and Well-being work to increase the impact of health and safety programs by reaching more employees and supporting the launch of newly acquired Occupational Health software. Services will be delivered across all bureaus expanding access and equity of care delivery with expected improved compliance with OSHA rules, vaccinations, and Health and Well-being event attendance ultimately saving cost to the self-funded health and worker compensation plans.

Service Impacts

Retaining the medical assistant currently in this position will allow continuation of expanded services that now reach most bureaus that rely on Occupational Health for support of their safety programs, exposure incident management, and Well-being engagement opportunities. Compliance with OSHA mandated programs and staff well-being are expected to improve as employees can access services and information on-site through newly acquired software and delivery of needed services identified through reporting and streamlined scheduling with this care-team model. Other jurisdictions with internal Health and wellness programs including Multnomah County are similarly or even more robustly staffed considering their size.

Equity Impacts

Adequately staffing Occupational Health ensures availability of healthcare services to all employees and helps BHR meet its equity, fiscal responsibility, and accessibility goals by delivering an enhanced level of service that results in higher satisfaction and increased utilization of services. The equity impact of on-site delivery of healthcare includes improved compliance with OSHA mandated services such as vaccines and lab tests, more equitable distribution of services across all bureaus regardless of size and location, and employees being able to utilize services regardless of workgroup or job classification.

Compliance and participation improve when services are delivered conveniently by a trusted provider. Without enough staff to deliver these services, remote City worksites will not receive the same level of service as those in the downtown core. In addition, increased demand and fewer vendor options more significantly impact employees in remote and underserved areas. Compliance, satisfaction, and participation metrics will demonstrate delivery of services and utilization rates that are equitably distributed regardless of worksite location.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
700000	External Materials and Servi	10,000	0	0	0	0
700000	Personnel	105,800	0	0	0	0
	Sum:	115,800	0	0	0	0
	Major Object Name	Revenue				
700000	Charges for Services	14,598	0	0	0	0
700000	Interagency Revenue	101,202	0	0	0	0
	Sum:	115,800	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003628 - Medical Assistant	1.00	61,069	0	35,643	101,383
Total	1.00	61,069	0	35,643	101,383

Decision Package Summary

Run Date: 1/25/23

Details

Run Time: 9:47:22 AM

DP: 14797 - BHR - Occupational Health Software

DP Type

Priority

New

NONGFA
DD

2

No

Package Description

This request is for \$85,000 in additional IA resources to renew licensure on occupational health software that was originally funded through one-time ARPA funds. This software helps streamline and centralize data collection and reporting that keeps the City in compliance with Oregon OSHA rules, helps with audit response and improves the health and safety of employees by streamlining the response to exposure events, vaccination campaigns, and other public health and safety programs.

Making occupational health services and records more efficient and accessible to all employees also helps BHR meet its equity, fiscal responsibility, and accessibility goals and improves the level of service and satisfaction the program provides to City employees through their entire employment life cycle (onboarding, new hire, employee, retiree).

Service Impacts

Employees benefit from greater access to City Occupational Health services including vaccinations, lab testing, safety programs, and exposure management including access to health information and records. Health software improves access through sharing of health information including vaccination status, and helps staff know what healthcare services are needed with an easy way to schedule those services. Measurable outcomes include increase in number of clients served, increased satisfaction and trust in the services provided, improved knowledge about the healthcare services offered (risks, benefits, etc.), and improved compliance with health and safety recommendations and requirements (City mandates, Oregon OSHA, etc.) including greater rates of vaccination. Agencies of our size that provide occupational health services use software that is similar in performance and cost.

Equity Impacts

Keeping Occupational Health services and records available and accessible to all employees helps BHR meet its equity, fiscal responsibility, and accessibility goals by improving the level of service and satisfaction the program delivers to City employees through their entire employment life cycle (onboarding, new hire, employee, retiree). Employees and their communities will be better off by having a better experience of workplace healthcare that is transparent, informative, streamlined, efficient, accessible, and builds trust. This will result in employees utilizing more occupational health and safety services and accessing their health records with greater frequency. These will be measured by utilization of the health software – available metrics includes information on frequency, purpose, satisfaction level, user demographics and workgroup collected on an aggregate level.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
700000	External Materials and Servi	85,000	0	0	0	0
	Sum:	85,000	0	0	0	0
Major Object Name		Revenue				
700000	Charges for Services	3,021	0	0	0	0
700000	Interagency Revenue	81,979	0	0	0	0
	Sum:	85,000	0	0	0	0



This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how equity is prioritized and addressed within the development of bureau budgets each fiscal year. This analysis will also hopefully highlight opportunities to implement changes, both in the short- and long-term, to help meet bureau and City equity goals.

We highly recommend that every manager making a program offer should attempt to use this guide and respond to the questions as much as it is applicable to your program.

CITY POLICY

The City of Portland is committed to policies, practices, and procedures that center equity in the services and support we provide to the community.

POLICY

The Portland City Council unanimously passed Resolution 37144 on July 8, 2015 ratifying Citywide Racial Equity Goals and Strategies and directing City bureaus to use available tools to implement their Racial Equity Plans.

The Portland City Council unanimously passed Resolution 37247 on October 2, 2016 requiring City Bureaus to use the City's Budget Equity Assessment Tool on all budget proposals and base budgets and tie those budget requests to implementation of their Racial Equity Plans and ADA Transition Plan tasks. On October 2, 2019, The Portland City Council unanimously passed Resolution 37450 directing the Office of Equity and Human Rights to coordinate Civil Rights Title VI and ADA Title II compliance by setting Citywide policies and accountability measures.

The Portland City Council unanimously passed Resolution 37492 on June 17, 2020 adopting Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility as the Core Values of the City of Portland. These values inform a unified workplace and city culture, systems, policies, practices, and procedures.

The City of Portland Citywide Racial Equity Goals and Strategies communicate the following:

Equity Goal #1

We will end disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

Equity Goal #2

We will strengthen outreach, public engagement, and access to City services for communities of color, and immigrant and refugee communities, and support or change existing services using racial equity best practices.

Equity Goal #3

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

Overall Strategies

1. Use a racial equity framework.
2. Build organizational capacity.
3. Implement a racial equity lens.
4. Be data driven.
5. Partner with other institutions and communities.
6. Operate with urgency and accountability.

The City of Portland has integrated the Budget Equity Assessment Tool into the budget proposal requirements starting in 2013-14. This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how budget allocations benefit and/or burden communities, especially Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. This analysis is required and critical to implement changes, both in the short- and long-term, to help meet bureau and City equity goals. The goals for the use of the Budget Equity Assessment Tool are:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve public participation in government and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.

It is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, this Budget Equity Assessment Tool is required and helpful for City bureaus to evaluate the impacts of the policies, the services, the programs, and the resource allocations on all residents.

The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

INTRODUCTION

The FY 2023-24 budget development process continues to utilize the City's Program Offer framework where there is intended to be a clear and concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, as well as a dedicated section to provide equity information specific to that program. Bureaus will also be expected to identify benefits and/or burdens in submitted decision packages for Council consideration.

The Budget Equity Tool will continue to serve as a guide for more robust equity analysis. In your responses below, please consider the Bureau's Requested Budget as a whole.

SECTION 1: BUREAU OPERATIONS

1. How does the Requested Budget advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan?
 - a. In what ways does the Requested Budget benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

The goals of the BHR Racial Equity Plan include: Racial equity and inclusion is an integral component of the Bureau's identity and culture; End disparities in city government hiring and promotions; Provide equitable City services to all employees and residents; Strengthen outreach and public engagement for communities of color, immigrant and refugee communities, disabled communities and women; and, create greater opportunities in city government contracting.

The Oregon Equal Pay Act was put into legislation to remedy a long-standing disparity in pay for women, Black, Indigenous, and People of Color. The City of Portland's implementation of Pay Equity ensures women, Black, Indigenous, and People of Color are given a competitive wage based on experience while removing factors that may lead to pay biases. BHR's FY 2022-23 budget included one-time funded positions in the Classification and Compensation team to support equitable pay for employees through pay equity analysis and ongoing review and ongoing maintenance of the City's classification system. A request for ongoing resources to support the system are needed in FY 2023-24, however based on budget guidance these will be following a separate review process and are not included in the Requested Budget. BHR continues to support the City's equity goals through the recruitment of a diverse workforce using equitable processes, supporting citywide training that reinforces the principles and practices of equity and inclusion, and administering the Americans with Disabilities central accommodations fund. Additional resources are needed to sustain the pay equity program in FY 2023-24.

BHR added the People & Culture program in FY 2021-22 to lead and direct the Citywide Culture program, steer change management and work with Citywide stakeholders including equity practitioners, equity managers, and the Office of Equity & Human Rights to ensure HR policies are inclusive and perpetuate a

culture of belonging. The People & Culture program is responsible for updating and maintaining the Human Resources Administrative Rules, leading the development of the Affirmative Action Plan, racial equity plan, creating a framework for recruitment and selection strategies to be executed by Workforce Recruitment & Training and Employee Relations and conducting quality audits to ensure the integrity of BHR programs. The People & Culture Strategist collaborates with all BHR divisions to operationalize core values and improve the employee experience within the Bureau of Human Resources and the workforce at large. The division is committed to dismantling systems of oppression throughout the City and leveraging qualitative and quantitative data to inform outcomes and approaches.

In FY 2021-2022, BHR created two new limited duration positions to address the impacts to employees of the global pandemic and to improve the recruitment, onboarding, employee experience and retention of LGBTQIA+ and people of color. These roles will be used to identify, define, and put in place the policies, procedures and processes necessary to create a workplace that lives up to the City's core values of equity and anti-racism and will work collaboratively within BHR's People & Culture team. There is a high likelihood that these new workstreams will demand ongoing support beyond these foundational tasks. While funding for this work continues through FY 2022-23, BHR will be asking for additional resources for this continued work in FY 2023-24. Similar to pay equity, the decision package for ongoing funding is following a separate review process for FY 2023-24, yet to be announced.

Two decision packages are moving forward within the BHR 2023-24 Requested Budget that advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan:

One package is to procure and implement occupational health software to streamline and centralize data collection and reporting. This is expected to make occupational health services and records more efficient and accessible to all employees, it helps BHR meet its equity, fiscal responsibility, and accessibility goals, and improves the level of service and satisfaction the program provides to City employees through their entire employment life cycle (onboarding, new hire, employee, retiree).

The second request is for 1.0 FTE and \$115,800 in ongoing additional IA resources for support of ongoing and expanded Occupational Health and Well-being work to increase the impact of health and safety programs by reaching more employees and supporting the launch of newly acquired Occupational Health software. Services will be delivered across all bureaus expanding access and equity of care delivery with expected improved compliance with OSHA rules, vaccinations, and Health and Well-being event attendance ultimately saving cost to the self-funded health and worker compensation plans.

These initiatives and programs allow BHR to support the expanding needs of current employees, ensuring quality services, providing training and resources to

hiring managers to ensure equitable hiring practices while increasing the diversity of City employees.

- b. In what ways does the Requested Budget negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

BHR's budget attempts to positively impact Indigenous people, Black people, immigrants and refugees, people of color, people with disabilities and the LGBTQIA+ Community. BHR program offerings are informed and guided by ongoing equity and diversity feedback from community partners and City stakeholders. We continue to proactively assess and understand the systemic impacts and harm to underrepresented employees and stakeholders within HR systems, programs, policies and procedures.

2. How has the bureau engaged with communities in the budget request to identify the priorities, particularly with Indigenous people, Black people, people of color, immigrants and refugees, multilingual, multicultural, and people with disabilities. How are these priorities reflected in this Proposed Budget?

BHR has developed a partnership with OEHR who has facilitated the Black Space meeting series to support Black employees of the City. Based on the feedback received from those meetings, BHR has identified areas for improvement. BHR has also been working with Equity Managers and different DEEP Affinity Groups across the City to ensure we are listening to their concerns and taking that feedback to enact identified areas of needed change. BHR has implemented an HR Administrative Rule stakeholder group to review and recommend revisions to reflect the City's core values.

The OMF Budget Advisory Committee has been actively providing feedback to BHR and the Chief Human Resources Officer to identify and give feedback on budget priorities across a range of requirements, including the priorities of diverse communities.

3. What are the insufficiencies in the base budget that inhibit the bureau's achievement of equity or the goals outlined in the Racial Equity Plan?

BHR does not have the resources for the work we are committed to do in response to systemic and institutional racism. As an example, training in support of anti-racism, anti-Blackness, codes of conduct, leadership training, and microaggressions need to be offered as core training for all City employees. It is inequitable for revenue generating bureaus to have resources available to support their employees when general fund bureaus do not have equitable access to the same training. Leveraging City Council to establish a Citywide training fund that all bureaus contribute to will help establish this meaningful goal.

Furthermore, BHR has a range of resource needs that would contribute to the Racial Equity Plan goals the bureau was unable to request under the current requested budget decision package guidance. These are in the areas previously noted, Pay Equity and People and Culture, but also in the areas of Employee Relations, Health and Financial Benefits, Operations and Strategic Support, and Workforce Recruitment and Training. In

each of these areas, additional resources are needed to improve service delivery and equitable accessibility of services to employees.

4. Have you made significant realignments or changes to the bureau's budget? If so, how/do these changes impact the community? Is this different for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities?

Realignment within BHR continues to be a focus into FY 2022-23. BHR has realigned existing resources to support training and development, employee and labor relations, classification and compensation, operations support, people and culture and occupational health and well-being.

5. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the bureau's Transition Plan barrier removal schedule?

BHR is an internal facing bureau with ownership and responsibility for Title I of the Americans with Disabilities Act. We partner and collaborate with OEHR for any related Title II of the Americans with Disabilities Act requests or needs.

6. What funding have you allocated in the bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI?

This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages
- Engagement efforts with multilingual and multicultural communities

BHR currently administers the ADA Accommodations Fund which is used by bureaus for accommodations including those mentioned.

7. Please take a look at the City of Portland's workforce demographic dashboard as provided by the Bureau of Human Resources: [Public Human Resources Analytics Dashboard - September 2022 | City of Portland Public Analytics Dashboards | The City of Portland, Oregon \(portlandoregon.gov\)](#). How does the bureau's Requested Budget support employee equity in hiring, retention, and inclusion, particularly for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

The BHR Budget includes Citywide resources for workforce recruitment, training, and targeted outreach. The addition of the People & Culture Program leverages collaboration with peers to ensure consistent approaches across the City to belonging, inclusion, diversity, equity and access. The responsible team will work closely with OEHR and all equity managers serving as an HR liaison for equity initiatives, programs and policies.

8. If the bureau has capital assets, how does the Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the

service are paying for its upkeep versus placing the financial burden on future generations)?

No Capital Assets

9. If applicable, how does the bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

BHR does not have many contract opportunities. However, for those contracts that are required to support human resources systems and programs, the bureau applies the City's procurement standards and prioritizes contract opportunities for Disadvantaged, Minority, Women, Emerging Small Businesses and Service-Disabled Veteran Business Enterprises (D/M/W/ESB/SDVBE). In addition, the Minority Evaluator Program that resides in People & Culture invites Black, Indigenous, and People of Color to participate on city evaluation panels that award contracts. This is a program to assist us with meeting the goals of social equity in contracting, increasing access to education, technical assistance and contracting opportunities for COBID Certified Firms. People & Culture's "We Are Better Together" program enables the city to support community-based organizations that provide technical assistance with the mission of contracting, engaging D/M/W/ESB/SDVBE participation, public involvement, education and workforce development.

10. If the bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing the bureau's Requested Budget?

OMF added an Equity Manager in the last calendar year and BHR has not had an opportunity to coordinate with him on budget review. This will be worked into the Requested budget review process next Fiscal Year.

SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS

11. How does this budget build capacity within the bureau to engage with and include communities most impacted by inequities?
(e.g., improved leadership for outreach and engagement coordinators, public information or relations officers, advisory committees, commissions, targeted community meetings, stakeholder groups, increased engagement, etc.)

The addition of the People and Culture program is intended to provide capacity in BHR for stakeholder and community engagement on diversity, equity and inclusion as well as provide targeted outreach to diversify the City's applicant pools. Two new limited duration positions were created in BHR to address the impacts to employees of the global pandemic and to improve the recruitment, onboarding, employee experience and retention of LGBTQIA+ and people of color in our organization. These roles will be used to identify, define, and put in place the policies, procedures and processes necessary to create a workplace that lives into the City's Core Values of Equity and Anti-Racism and will work collaboratively within BHR's People and Culture team. There is a high likelihood that these new workstreams will demand ongoing support beyond these foundational tasks. While funding for this work covered two fiscal cycles, BHR will need additional resources for this continued work in FY 2023-24.

12. How does this budget build capacity and power in communities most impacted by inequities?
(e.g., leadership development for communities and guidance from communities, etc.)

BHR has implemented bi-weekly meetings with OEHR, and quarterly meetings with DEEP to ensure a continued partnership. The additional foundational positions provided in the Fall BMP help build capacity to perform target outreach and support full cycle recruitment activities, thereby helping to diversify the applicant pool and workforce.

13. How does the bureau use quantitative and qualitative data to track program access and service outcomes for different populations? Please provide the data source(s)

The bureau actively utilizes and reports out qualitative and quantitative City HR and recruitment data through the HR analytics dashboard. In addition, the bureau has retained University of Southern California Race and Equity Center to gather employee demographic and work experience data via survey in support of current and ongoing pay equity analysis and administration.

Along with the BHR dashboard, recent changes within BHR to add People and Culture initiatives to its over-arching strategy are a critical step to support citywide efforts in creating a culture philosophy and steps to develop accountability. This will be done through culture assessments, new performance measures and expanded reporting.

- a. What additional disaggregated demographic data will the bureau collect, track, and evaluate to assess equity impacts in community moving forward, and inform future budget decisions?

The current HR analytics dashboard disaggregates data which contributes to a better understanding of the City's workforce diversity and where that diversity is lacking and/or how the City is losing diverse workers in many job classifications. This will inform how BHR can best align future budget resources to address equity impacts

IDENTIFYING IMPACTS WORKSHEET

The following chart is intended to assist in identification of impacts affecting equitable delivery of City services in the bureau's submitted Requested Budget.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities	Recruitment, hiring, and retention of a population impacted through our targeted outreach programs, People + Culture Team, and Recruitment, and Workforce Training programs	N/A
Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities	Equitable pay for those historically disadvantaged by unfair pay practices through our pay equity program	N/A
Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities	Resolution and support for misconduct towards those in the impacted population through our employee and labor relations program	N/A

Tiffani Penson
Name of Staff Contact

Cathy Bless
Name of Bureau Director

Date: 1/19/2023

Rev: October 2022

FREQUENTLY ASKED QUESTIONS

How should a bureau use this tool to develop its budget?

Notably, the tool not only provides decision-makers with information on how budget decisions impact the bureau/city's equity goals, but the tool is also intended to guide budget development. In this sense, the process of using the tool is equally as valuable as the information it yields.

What are some ways in which the bureau advisory committee can use the tool?

Working through the tool should provide answers to impacts and opportunities, as well as uncover unintended consequences. It will also allow BAC's to see deficiencies in base budgets concerning equity and advocate on their bureau's behalf.

How will this information be used? Who is the audience?

The Office of Equity and Human Rights established the Budget Equity Tool in order to give greater consideration of how budget decisions impact different communities across the City and move forward the City's equity goals, beginning in the FY 2015-16 budget process. This tool includes a series of prompts that are intended to increase the consideration of equity in the development of bureau base budgets and decision packages in addition to providing decision-makers and the public with information on how underserved communities will be impacted by budget decisions.

The information will be reviewed by the Office of Equity and Human Rights and the City Budget Office. During the budget sessions, both will offer thoughts, questions, and possibly recommendations based on the information within the document. The Office of Equity and Human Rights may engage with the bureau director prior to the presentation of the budget at the scheduled council session.

How will bureaus receive feedback on the tool?

Bureaus may receive general feedback from the Office of Equity and Human Rights on their completion of the tool. Staff capacity precludes a formal report from being prepared. The Office of Equity and Human Rights will provide technical assistance upon request by bureaus.

Who can I contact for assistance?

Please contact Asena Canbaz-Lawrence, Equity Manager or Christy Owen in the CBO with questions.

ADDITIONAL RESOURCES

Link to Racial Equity Plans

<https://www.portlandoregon.gov/oehr/70048>

City Budget Office Contacts

<https://www.portlandoregon.gov/cbo/article/474294>

Office of Equity and Human Rights

Asena.lawrence3@portlandoregon.gov

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Charges for Services	113,950,131	112,051,238	120,333,637	125,739,792	125,757,411
Miscellaneous	1,981,539	1,636,744	1,919,988	2,265,303	2,265,303
External Revenues Total	115,931,670	113,687,982	122,253,625	128,005,095	128,022,714
Internal Revenues					
Interagency Revenue	263,154	277,534	314,794	381,136	564,317
Internal Revenues Total	263,154	277,534	314,794	381,136	564,317
Beginning Fund Balance	26,839,456	30,539,654	25,155,254	21,714,818	21,714,818
Resources Total	143,034,281	144,505,170	147,723,673	150,101,049	150,301,849
Requirements					
Bureau Expenditures					
Personnel Services	2,120,207	2,486,557	2,636,261	3,027,228	3,133,028
External Materials and Services	109,391,120	115,858,832	118,075,456	128,386,280	128,481,280
Internal Materials and Services	645,937	675,746	735,261	718,165	718,165
Bureau Expenditures Total	112,157,264	119,021,136	121,446,978	132,131,673	132,332,473
Fund Expenditures					
Debt Service	47,486	49,391	51,366	53,419	53,419
Contingency	0	0	25,907,787	17,256,006	17,256,006
Fund Transfers - Expense	289,877	279,389	317,542	659,951	659,951
Fund Expenditures Total	337,363	328,780	26,276,695	17,969,376	17,969,376
Ending Fund Balance	30,539,654	25,155,249	0	0	0
Requirements Total	143,034,281	144,505,165	147,723,673	150,101,049	150,301,849

Fund Overview

The Health Insurance Operating Fund collects revenue and pays expenses incurred for medical, dental, vision, and prescription drug claims; claims administration; internal administration; chronic disease management; and stop-loss insurance for the insured programs (e.g., Kaiser medical/dental/vision, life insurance, and disability programs) and self-funded CityCore, CityBasic and dental programs elected by most City employees, COBRA enrollees, retirees, and other casual employees who gain access to coverage through the Affordable Care Act or collective bargaining agreements.

Managing Agency

Office of Management & Finance, Bureau of Human Resources

Health Insurance Operating Fund

City Support Services Service Area Funds

Significant Changes from Prior Year

The fund had no significant changes from the prior year.

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Charges for Services	16,614,759	15,352,991	16,194,884	16,895,552	16,895,552
Miscellaneous	342,224	162,264	147,511	458,379	458,379
External Revenues Total	16,956,983	15,515,255	16,342,395	17,353,931	17,353,931
Beginning Fund Balance	12,250,279	11,416,505	9,742,571	9,716,517	9,716,517
Resources Total	29,207,262	26,931,760	26,084,966	27,070,448	27,070,448
Requirements					
Bureau Expenditures					
External Materials and Services	17,790,757	17,196,896	17,322,765	17,676,747	17,676,747
Bureau Expenditures Total	17,790,757	17,196,896	17,322,765	17,676,747	17,676,747
Fund Expenditures					
Contingency	0	0	8,762,201	9,393,701	9,393,701
Fund Expenditures Total	0	0	8,762,201	9,393,701	9,393,701
Ending Fund Balance	11,416,505	9,734,865	0	0	0
Requirements Total	29,207,262	26,931,761	26,084,966	27,070,448	27,070,448

Fund Overview

The Portland Police Association (PPA) Health Insurance Fund collects revenue and pays expenses incurred for medical, dental, vision, and prescription drug claims; claims administration; internal administration; and chronic disease management for the self-funded CityNet medical/dental/vision programs and the insured programs (e.g., Kaiser medical/dental/vision). Sworn employees of the Police Bureau who are members of the PPA, retirees of the PPA, and COBRA participants who are eligible employees or dependents of a PPA member have their claims and premiums managed and paid within this fund. To manage the risk of this plan, large claims above \$250,000 are paid through stop-loss insurance, which is purchased through a third-party administrator.

Managing Agency Office of Management & Finance, Bureau of Human Resources

Bureau of Revenue and Financial Services

Bureau of Revenue and Financial Services

Overview

The Bureau of Revenue and Financial Services (BRFS) is comprised of seven divisions: Accounting, Debt Management, Grants Management, Procurement Services, Treasury, Risk Management, and Revenue. Through the business income and transient lodging taxes, the Revenue Division collects approximately 27% of all General Fund revenues.

Under the direction of the Chief Financial Officer (CFO), BRFS provides Citywide financial management services to City bureaus in addition to collecting City General Fund and other revenues that support a wide range of programs and funding initiatives. BRFS also serves as the SAP finance and logistics business process owner.

In addition to the financial management services described above, BRFS, through its CFO, provides strategic financial advice to City Council on a wide range of financial issues, with specific focus on long-term financial health, fiscal indicators, and sustainability.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
EFFICIENCY					
Cost per dollar collected by Revenue division (all programs)	\$0.02	\$0.01	\$0.02	\$0.02	\$0.02
Business License Tax Gap estimated difference between business taxes paid/owed (in millions)	NA	NA	\$9.70	\$9.70	\$4.50
Change in the cost of fleet liability claims over the prior four years	-13%	-48%	4%	4%	0%
Change in the cost of general liability claims over the prior four-year average	-54%	-66%	8%	8%	0%
Change in the cost of workers compensation claims over the prior four years	2%	30%	3%	3%	0%
OUTCOME					
Cycle-time for Construction request for proposals process	156	492	170	170	NA
Cycle-time for Goods and Services invitation to bid process	42	96	40	112	NA
City's unlimited tax General Obligation bond rating (1=Aaa)	1	1	1	1	1
Cycle-time for construction invitation to bid process	63	119	70	90	NA
Cycle-time for Design Services requests	236	459	230	234	NA
Cycle-time for Goods and Services request for proposals process	202	305	200	287	NA
Number of ACFR review audit deficiency comments from external auditors	0	0	0	0	0
Percentage of apprenticeship hours worked on City contracts	18%	17%	20%	20%	20%
Percentage of all subcontract dollars awarded to Disadvantaged, Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	60%	72%	60%	65%	30%
Investment portfolio yield - % of benchmark	555%	144%	100%	100%	100%
Percentage of minority and women hours worked on City construction contracts	42%	43%	42%	30%	27%
WORKLOAD					
Number of days ACFR is completed after fiscal year end	120	120	120	120	120

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
External Revenues					
Taxes	18,722,556	28,504,884	36,343,680	41,520,000	41,520,000
Licenses & Permits	7,939,662	8,245,659	8,791,000	10,296,518	10,296,518
Charges for Services	1,656,149	1,375,737	1,456,658	1,378,744	1,378,744
Intergovernmental	11,539,603	26,514,923	24,347,523	21,908,204	21,908,204
Bond & Note	53,326,308	49,816,872	13,000,000	34,144,364	34,144,364
Miscellaneous	13,809,625	13,834,219	30,206,659	15,468,722	15,468,722
External Revenues Total	\$106,993,903	\$128,292,295	\$114,145,520	\$124,716,552	\$124,716,552
Internal Revenues					
General Fund Discretionary	9,169,552	8,047,822	12,632,297	9,884,556	9,884,556
General Fund Overhead	5,379,202	3,821,168	4,350,691	4,827,943	4,827,943
Fund Transfers - Revenue	272,477	2,547,498	4,152,596	2,276,825	2,276,825
Interagency Revenue	26,555,767	28,481,137	40,148,138	54,756,722	55,046,337
Internal Revenues Total	\$41,376,998	\$42,897,626	\$61,283,722	\$71,746,046	\$72,035,661
Beginning Fund Balance	\$71,536,245	\$80,910,894	\$131,514,546	\$71,893,626	\$71,893,626
Resources Total	\$219,907,146	\$252,100,814	\$306,943,788	\$268,356,224	\$268,645,839
Bureau Expenditures					
Personnel Services	24,138,834	29,448,754	36,536,955	37,337,220	37,580,588
External Materials and Services	51,939,011	66,087,546	77,072,699	78,823,153	78,869,400
Internal Materials and Services	12,871,607	13,550,415	22,408,655	24,704,286	24,704,286
Bureau Expenditures Total	\$88,949,452	\$109,086,715	\$136,018,309	\$140,864,659	\$141,154,274
Fund Expenditures					
Debt Service	34,193,621	46,200,763	64,770,729	24,924,753	24,924,753
Contingency	0	0	55,476,584	56,588,629	56,588,629
Fund Transfers - Expense	12,069,176	6,748,443	28,053,164	19,887,811	19,887,811
Debt Service Reserves	0	0	22,625,002	26,090,372	26,090,372
Fund Expenditures Total	\$46,262,797	\$52,949,206	\$170,925,479	\$127,491,565	\$127,491,565
Ending Fund Balance	\$80,910,894	\$76,813,545	\$0	\$0	\$0
Requirements Total	\$216,123,142	\$238,849,465	\$306,943,788	\$268,356,224	\$268,645,839
Programs					
Accounting	2,713,055	2,568,096	3,686,955	3,408,891	3,408,891
Administration & Support	—	(2)	—	—	—
Business Solutions	3,552	278	—	—	—
Commercial Insurance	—	(10,176)	—	—	—
Debt Management	868,864	888,095	1,287,980	1,373,808	1,373,808
Employee Flu Vaccination	—	(29)	—	—	—
Grants Management	1,605,583	1,916,168	2,095,866	1,262,818	1,262,818

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
Infectious Disease	—	(2)	—	—	—
Liability	14,851,036	14,021,612	17,775,632	19,652,392	19,812,151
License and Tax	6,570	30,434	—	—	—
Loss Prevention	(300)	32	—	—	—
Occupational Health	—	148	—	—	—
Occupational Health & Infectious Disease	—	31	—	—	—
Operational Accounting	—	(6)	—	—	—
Operations	—	260	—	—	—
Outside Services	170,529	172,626	—	—	—
Processing and Payroll	—	(39)	—	—	—
Procurement	—	101	—	—	—
Procurement Services	7,357,768	8,336,633	13,389,611	9,095,155	9,095,155
Regulatory	—	(0)	—	—	—
Regulatory - Special Events	—	(5)	—	—	—
Regulatory - Taxi	—	(4)	—	—	—
Revenue Collections	54,792,082	73,090,895	90,403,821	98,027,426	98,027,426
Risk Claims Costs	289,364	296,216	—	—	—
Risk Management	7,359	263,058	—	—	—
Technical Accounting	—	1	—	—	—
Tram Operations	—	(0)	—	—	—
Treasury	1,372,532	1,489,930	1,749,393	1,939,720	1,939,720
Workers' Comp	4,911,459	6,022,365	5,629,051	6,104,449	6,234,305
Total Programs	\$88,949,452	\$109,086,715	\$136,018,309	\$140,864,659	\$141,154,274

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	\$54,912	\$89,107	\$2.00	\$169,728	\$2.00	\$169,728	\$2.00	\$169,728
30000064	Accountant III	60,466	98,018	12.00	986,658	12.00	1,060,993	12.00	1,060,993
30002283	Accountant IV	65,000	105,378	4.00	337,985	4.00	352,949	4.00	352,949
30003001	Accounting Supervisor	69,805	151,438	3.00	310,690	3.00	310,690	3.00	310,690
30000061	Accounting Technician	34,798	64,406	1.00	61,339	1.00	61,339	1.00	61,339
30003003	Administrative Specialist II	48,277	107,325	5.00	445,671	5.00	445,671	5.00	445,671
30003006	Analyst I	53,290	118,437	9.00	843,075	9.00	843,075	9.00	843,075
30003007	Analyst II	63,336	126,311	14.00	1,387,049	14.00	1,387,049	15.00	1,480,555
30003008	Analyst III	69,805	151,438	4.00	497,537	4.00	497,537	4.00	497,537
30003010	Business Systems Analyst I	77,771	115,009	2.00	162,126	2.00	168,307	2.00	168,307
30003011	Business Systems Analyst II	87,318	128,987	4.00	422,429	4.00	439,886	4.00	439,886
30003012	Business Systems Analyst III	100,422	148,315	4.00	478,613	4.00	490,488	4.00	490,488
30003023	City Treasurer	92,851	194,786	1.00	180,108	1.00	180,108	1.00	180,108
30000066	Claims Technician	45,885	78,384	3.00	174,444	3.00	197,350	4.00	256,120
30003026	Controller	92,851	194,786	1.00	159,141	1.00	159,141	1.00	159,141
30003027	Coordinator I - NE	48,277	107,325	1.00	99,237	1.00	99,237	1.00	99,237
30003028	Coordinator II	53,290	118,437	3.00	294,863	3.00	298,251	3.00	298,251
30003029	Coordinator III	63,336	126,311	1.00	93,506	1.00	93,506	1.00	93,506
30003030	Coordinator IV	69,805	151,438	1.00	120,536	1.00	120,536	1.00	120,536
30003031	Debt Manager	80,205	168,219	1.00	155,542	1.00	155,542	1.00	155,542
30003038	Director II	130,478	250,259	1.00	212,828	1.00	212,828	1.00	212,828
30003054	Financial Analyst I	53,290	118,437	2.00	186,628	2.00	186,628	2.00	186,628
30003055	Financial Analyst II	63,336	126,311	9.00	959,556	9.00	959,556	9.00	959,556
30003056	Financial Analyst III	69,805	151,438	4.00	418,621	3.00	363,459	3.00	363,459
30003073	Investment Officer	80,205	168,219	1.00	155,542	1.00	155,542	1.00	155,542
30003081	Manager I	80,205	168,219	5.00	604,577	5.00	662,500	5.00	662,500
30003082	Manager II	92,851	194,786	4.00	615,514	4.00	615,514	4.00	615,514
30003083	Manager III	111,696	227,584	2.00	381,410	2.00	381,410	2.00	381,410
30000013	Office Support Specialist III	44,512	76,025	2.00	143,424	2.00	144,809	2.00	144,809
30000059	Procurement Specialist	52,478	87,644	9.00	571,293	9.00	669,316	9.00	669,316
30000058	Procurement Specialist, Assistant	43,826	73,033	2.00	129,646	2.00	130,884	2.00	130,884
30000060	Procurement Specialist, Sr	61,797	106,404	10.00	949,325	10.00	977,661	10.00	977,661
30000190	Regulatory Program Administrator	67,163	107,103	1.00	82,451	1.00	85,311	1.00	85,311
30000191	Revenue & Tax Specialist I	37,336	64,406	5.00	293,482	5.00	302,712	5.00	302,712
30000192	Revenue & Tax Specialist II	44,699	71,133	10.00	600,976	10.00	640,018	10.00	640,018
30000193	Revenue & Tax Specialist III	46,717	79,738	19.00	1,211,772	19.00	1,287,789	19.00	1,287,789
30000194	Revenue & Tax Specialist IV	50,731	85,023	24.00	1,671,306	24.00	1,737,823	24.00	1,737,823
30000196	Revenue & Tax Specialist V	54,725	91,379	11.00	904,328	12.00	1,007,298	12.00	1,007,298

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000404	Revenue Auditor	63,419	108,305	9.90	828,014	10.00	879,577	10.00	879,577
30000405	Revenue Auditor, Sr	69,971	119,618	8.00	783,359	8.00	811,605	8.00	811,605
30003098	Risk Manager	91,728	182,549	1.00	172,162	1.00	172,162	1.00	172,162
30003100	Risk Specialist II	63,336	126,311	5.00	512,067	5.00	512,067	5.00	512,067
30003101	Risk Specialist III	69,805	151,438	3.00	400,546	3.00	400,546	3.00	400,546
30003103	Supervisor I - E	63,336	126,311	1.00	105,226	1.00	105,226	1.00	105,226
30003104	Supervisor II	69,805	151,438	14.00	1,521,913	14.00	1,521,913	14.00	1,521,913
30003108	Technology Capital Project Manager	91,728	182,549	1.00	168,792	1.00	168,792	1.00	168,792
	Total Full-Time Positions			\$239.90	\$21,965,035	\$240.00	\$22,624,329	\$242.00	\$22,776,605
30003006	Analyst I	\$53,290	\$118,437	\$2.00	\$92,658	\$1.00	\$84,292	\$1.00	\$84,292
30003007	Analyst II	63,336	126,311	4.00	298,723	3.00	191,348	3.00	191,348
30003008	Analyst III	69,805	151,438	2.00	143,265	1.00	4,529	1.00	4,529
30003011	Business Systems Analyst II	87,318	128,987	3.00	250,707	3.00	61,226	3.00	61,226
30000066	Claims Technician	45,885	78,384	0.00	0	1.00	58,770	1.00	58,770
30003028	Coordinator II	53,290	118,437	1.00	75,583	1.00	10,751	1.00	10,751
30003055	Financial Analyst II	63,336	126,311	5.00	527,904	5.00	143,866	5.00	143,866
30000059	Procurement Specialist	52,478	87,644	1.00	62,383	1.00	74,788	1.00	74,788
30000060	Procurement Specialist, Sr	61,797	106,404	1.00	73,712	1.00	89,184	1.00	89,184
30000193	Revenue & Tax Specialist III	46,717	79,738	3.00	180,112	3.00	198,555	3.00	198,555
30000196	Revenue & Tax Specialist V	54,725	91,379	1.00	77,652	1.00	83,044	1.00	83,044
	Total Limited Term Positions			\$23.00	\$1,782,699	\$21.00	\$1,000,353	\$21.00	\$1,000,353
Grand Total				\$262.90	\$23,747,734	\$261.00	\$23,624,682	\$263.00	\$23,776,958

BRFS - 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	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	120	120

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 are 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.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	2,029,486	2,026,695	3,101,863	2,812,837	2,812,837
External Materials and Services	105,295	111,016	135,305	110,730	110,730
Internal Materials and Services	578,274	430,386	449,787	485,324	485,324
Bureau Expenditures Total	2,713,055	2,568,096	3,686,955	3,408,891	3,408,891
Fund Expenditures					
Debt Service	7	30,000,000	50,000,000	0	0

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Fund Expenditures Total	7	30,000,000	50,000,000	0	0
Requirements Total	2,713,063	32,568,096	53,686,955	3,408,891	3,408,891
FTE	18.14	18.14	19.14	19.14	19.14

BRFS - 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Citys unlimited tax General Obligation bond rating (1=Aaa)	1	1	1	1	1

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 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	669,782	707,918	944,942	1,004,088	1,004,088
External Materials and Services	76,796	74,372	237,201	257,777	257,777
Internal Materials and Services	89,325	98,568	105,837	111,943	111,943
Bureau Expenditures Total	835,902	880,859	1,287,980	1,373,808	1,373,808
Requirements Total	835,902	880,859	1,287,980	1,373,808	1,373,808
FTE	3.64	3.64	3.64	3.64	3.64

BRFS - 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Number of grant audit findings	0	0	0	0	0

Equity Impacts

With the continued implementation of the Grants Management System and the distribution of COVID 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.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	799,973	1,742,326	1,903,153	1,063,837	1,063,837
External Materials and Services	681,436	36,437	42,508	18,961	18,961
Internal Materials and Services	124,174	137,405	150,205	180,020	180,020
Bureau Expenditures Total	1,605,583	1,916,168	2,095,866	1,262,818	1,262,818
Requirements Total	1,605,583	1,916,168	2,095,866	1,262,818	1,262,818
FTE	7.14	10.14	12.14	12.14	12.14

BRFS - 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 89% of all general liability claims and 83% 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.

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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Change in the cost of fleet liability claims over the prior four years	-13%	-48%	4%	4%	0%
Change in the cost of general liability claims over the prior four-year average	-54%	-66%	8%	8%	0%

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 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,386,448	1,579,363	2,040,738	2,251,992	2,397,073
External Materials and Services	10,326,362	9,269,991	11,777,728	12,494,438	12,509,116
Internal Materials and Services	3,138,226	3,172,258	3,957,166	4,905,962	4,905,962
Bureau Expenditures Total	14,851,036	14,021,612	17,775,632	19,652,392	19,812,151
Fund Expenditures					
Debt Service	112,219	116,720	121,389	126,243	126,243
Contingency	0	0	25,219,022	22,172,325	22,172,325
Fund Transfers - Expense	206,112	210,714	289,005	354,095	354,095
Fund Expenditures Total	318,331	327,434	25,629,416	22,652,663	22,652,663
Requirements Total	15,169,367	14,349,046	43,405,048	42,305,055	42,464,814
FTE	10.57	10.57	11.58	14.58	15.58

BRFS - 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; Sustainable Procurement; 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 Subcontractor Equity Program, Workforce Training and Hiring Program, the Community Benefits Agreement, the Community Equity and Inclusion Plan, and the Diversity Equity and Inclusion Plan. These programs make subcontracting opportunities available to disadvantaged, minority-owned, woman-owned, service-disabled 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 Program 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 team is also leading a pilot expansion of the City's MBE certification program; pursuit of support and funding for a disparity study; and revitalization of the Prime Contractor Development program – all of which are intended to expand opportunities for BIPOC businesses to see an equitable share of the benefits of City contracting opportunities.

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 through usage of a City purchasing card. The program creates significant costs savings through the efficiencies achieved by avoiding traditional procurement methods.

The Project Manager Training Program provides training for bureau project managers on how to effectively navigate the various State and locally regulated 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Cycle-time for construction invitation to bid process	63	119	70	90	NA
Cycle-time for Construction request for proposals process	156	492	170	170	NA
Cycle-time for Design Services requests	236	459	230	234	NA
Cycle-time for Goods and Services invitation to bid process	42	96	40	112	NA
Cycle-time for Goods and Services request for proposals process	202	305	200	287	NA
Percentage of all subcontract dollars awarded to Disadvantaged, Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	60%	72%	60%	65%	30%
Percentage of apprenticeship hours worked on City contracts	18%	17%	20%	20%	20%
Percentage of minority and women hours worked on City construction contracts	42%	43%	42%	30%	27%

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 Subcontractor 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, service-disabled veteran-owned, and emerging small businesses.

The Inclusive Contracting Program 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 team is also leading a pilot expansion of the City's MBE certification program; pursuit of support and funding for a disparity study; and revitalization of the Prime Contractor Development program. Each of these efforts is intended to expand opportunities for 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 D/M/W/ESB/SDVBE firms 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. These were made in alignment with the division's strategic plan, which was informed by intensive outreach and dialogue with community partners and customer bureaus.

- ◆ Existing staffing resources have been redeployed to resource strategic priority areas. The Inclusive Contracting Manager has been 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.
- ◆ 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.
- ◆ The City adopted the Regional Workforce Equity Agreement and Equity Contracting Program that applies to all non-federally funded alternative public improvement projects over \$5 million adopted. This program pairs a comprehensive strategy for supporting the recruitment of Black, Indigenous, and People of Color 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 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	5,378,325	5,961,126	7,364,601	7,201,629	7,201,629
External Materials and Services	1,121,457	1,453,944	4,952,873	727,447	727,447
Internal Materials and Services	857,986	921,663	1,072,137	1,166,079	1,166,079
Bureau Expenditures Total	7,357,768	8,336,733	13,389,611	9,095,155	9,095,155
Fund Expenditures					
Contingency	0	0	1,967,354	11,791,599	11,791,599
Fund Transfers - Expense	272,477	607,432	2,212,600	336,829	336,829
Fund Expenditures Total	272,477	607,432	4,179,954	12,128,428	12,128,428
Requirements Total	7,630,245	8,944,165	17,569,565	21,223,583	21,223,583
FTE	48.14	47.14	49.14	51.14	51.14

BRFS - 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; 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 2021-22, 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 the revenue yield.

The Revenue Collection program collected approximately \$1.4 billion for the City and its partner agencies/programs in FY 2021-22 and is likely to surpass that amount 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.

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 the revenue yield.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Business License Tax Gap estimated difference between business taxes paid/owed (in millions)	NA	NA	\$9.70	\$9.70	\$4.50
Cost per dollar collected by Revenue division (all programs)	\$0.02	\$0.01	\$0.02	\$0.02	\$0.02

Equity Impacts

The Revenue Collection program provides Arts Tax forms and instructions in 11 different languages. PRO, the new e-services taxpayer portal, is now available in both English and Spanish. Translation services are still available via phone calls and will return to in-person communications when it is safe to perform this service. 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 \$5 million in FY 2021-22.

Changes to Program

ITS launched in September 2020. It has enabled division employees to provide more efficient and effective services to Portland Metro area customers. Over the next year, division staff and contractors will continue adding services and support for the new system. In May 2020, Metro area residents approved a new Metro Supportive Housing Services Tax measure that went into effect in January 2021. In November 2020, Multnomah County residents approved a new Universal Preschool Tax measure that also went into effect in January 2021. The Division is collecting both taxes through IGAs. Revenue Collection will continue to work with both Metro and Multnomah County on implementation and administration of these taxes, including ITS development, during the coming year.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	11,546,596	14,939,319	18,504,208	19,964,293	19,964,293
External Materials and Services	36,365,112	50,741,520	56,259,592	61,328,648	61,328,648
Internal Materials and Services	6,880,374	7,410,056	15,640,021	16,734,485	16,734,485
Bureau Expenditures Total	54,792,082	73,090,895	90,403,821	98,027,426	98,027,426
Fund Expenditures					
Debt Service	115,756	111,342	115,796	120,426	120,426
Contingency	0	0	15,509,618	10,902,052	10,902,052
Fund Transfers - Expense	106,354	1,043,917	1,934,576	2,000,577	2,000,577
Fund Expenditures Total	222,110	1,155,259	17,559,990	13,023,055	13,023,055
Requirements Total	55,014,192	74,246,154	107,963,811	111,050,481	111,050,481
FTE	156.94	158.14	145.04	145.14	145.14

BRFS - 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 72% of all claims, and just under 81% 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, while both indemnity and medical benefits cost have 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Change in the cost of workers compensation claims over the prior four years	4%	60%	6%	6%	0%

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 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,364,384	1,479,670	1,545,828	1,756,482	1,854,769
External Materials and Services	2,857,049	3,929,892	3,285,336	3,501,075	3,532,644
Internal Materials and Services	690,027	612,803	797,887	846,892	846,892
Bureau Expenditures Total	4,911,459	6,022,365	5,629,051	6,104,449	6,234,305
Fund Expenditures					
Debt Service	104,968	109,178	113,544	118,084	118,084
Contingency	0	0	12,780,590	11,722,653	11,722,653
Fund Transfers - Expense	106,575	101,475	116,347	146,946	146,946
Fund Expenditures Total	211,543	210,653	13,010,481	11,987,683	11,987,683
Requirements Total	5,123,002	6,233,018	18,639,532	18,092,132	18,221,988
FTE	9.57	9.57	9.58	10.58	11.58

BRFS - 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Investment portfolio yield - % of benchmark	555%	144%	100%	100%	100%

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 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	959,421	1,011,386	1,131,622	1,282,062	1,282,062
External Materials and Services	202,013	247,139	382,156	384,077	384,077
Internal Materials and Services	211,098	231,413	235,615	273,581	273,581
Bureau Expenditures Total	1,372,532	1,489,937	1,749,393	1,939,720	1,939,720
Requirements Total	1,372,532	1,489,937	1,749,393	1,939,720	1,939,720
FTE	5.64	5.64	5.64	5.64	5.64

Decision Package Summary

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DP: 14796 - Convert LT Analyst II to Permanent and C

DP Type

Priority

New

NONGFA
DD

1

No

Package Description

This request is for 2 permanent positions - one Analyst II funded from Insurance and Claims rates and one Claims Technician funded from Workers' Compensation rates.

Yearly incoming liability claims (comprised of general, auto, property damage and employment liability matters) has experienced steady and substantial increases, with a marked increase in complex claims, most of which are in litigation and arise from a significant influx in litigation against the City stemming from protests in 2020. The Risk Management Liability Claims section has seen liability claims (auto liability and general liability claims) trend from 651 claims in 2019 to 816 claims in 2021, and such claims maintain multiple years in the adjusting process prior to overall conclusion. Claims involving litigation have spiked from 23 in FY18 to 83 in FY20. Law Enforcement Liability and Employment Liability claims bear the largest increase driving the overall jump – and such claims are of the most comprehensive and challenging claims to adjust and require an extensive amount of claims staff time for investigation, legal conferences, and attendance at mediations/trials. In addition, with the Governor's Emergency Declaration, the formal legal timeframe to report liability claims has been extended past the typical 180 days, as a result, Risk Management is experiencing a significant number of existing, but not yet reported claims, now being filed in the courts, and increasing adjuster's workload of complex claims. The Risk Management Liability Claims Department Senior Claims Adjusters are currently averaging 130 complex claims per adjuster. Concurrently, the Claims Adjuster responsible for 'typical, non-complex claims,' holds a claims pending of approximately 80-90 claims, which illustrates the shift from 'typical, fast-concluding' claims to more complex and long-running claims.

As noted, currently Risk Management has backfilled the increased workload of complex liability claims adjusting by retaining the services of a highly experienced claims adjuster through a temporary staffing agency – and utilized these temporary services for the past eight (8) months. Risk Management cannot continue to rely on this temporary solution: the temporary adjuster may move on at any time, with the employment market very receptive to such skills. Further, the situation of a temporary staffing agency employee allows significant and sensitive liability matters of the City to be shared with non-employees. The approval of an additional claims Analyst II FTE will result in securing proper complex claims management workload of claims involving increased complexity and financial severity and secure the ability to properly protect the City's financial resources.

Yearly Worker's Compensation claims experienced a slight drop in claims filing during the pandemic, from 188 in FY 20 to 162 in FY21, however, post pandemic there has been a steady increase in the number of claims filed, lifting claim counts up to 191 in FY22. The expectation is that the steady increase in claims will continue, as more employees are returning to the worksite and in addition as Worker's Compensation is now handling an increased number of Police and Fire newly sworn officers (for the initial 6 months of employment) and rehired retirees from the same departments. Further, as the State of Oregon Worker's Compensation Division has changed presumption of injury rules surrounding first responders, adding 911 operators to the employment group of first responders and changed the manner of injured workers' average weekly wage calculations. Such rule changes result in an increase in complex and long-duration Worker's Compensation claims being filed and add significant complexity and administrative oversight of claims.

Other changes to the State of Oregon workers' compensation rules include lowering the time to determine compensability of a claim from 90 days to just 60. The two Senior Disability Analysts rely on a single Claims Technician to set up claims, make first contacts, set up appointments, enroll members in managed care organizations; set up independent medical examinations; enter timely payments and ensure that our correspondence is accurate and up to date with the most recent language required by law. In addition, with the implementation of Medicare changes for responsible reporting entities, claims are now staying open for significantly longer than previously.

Upcoming changes to the State Workers' Compensation Division will include "modernization" of the State's forms, rules and processes and will require changes to nearly all the documentation which has been utilized for the past 15 years. Other changes including allowing physicians to back-date time loss authorization from the current 14 days to 45 days, will result in additional work required to document overpayments/underpayments by working with BHR BP's and City timekeepers to ensure that monetary adjustments are made fairly and equitably.

Risk Management cannot continue to rely on a single Claims Technician to meet the needs of the department. The approval of an additional Claims Technician FTE will result in securing proper complex claims management workload of claims involving increased complexity and financial severity and secure the ability to properly protect the City's financial resources.

The Risk Management Liability Team manages all claims against the City involving liability matters. Current staff is comprised of a Liability Manager, 3 (three) Senior Claims Analysts, 1 (one) Senior Claims Analyst from a temporary employment agency, 1 (one) Claims Analyst, a Claims Analyst solely dedicated to subrogation (recovery of City damages caused by others), and a Claims Technician which performs necessary administrative duties in preparing claims for adjustment. The Liability Team is currently forced to manage the increase in claims load by the Liability Manager dually adjusting claims in addition to their position duties, and the hiring of 1 (one) adjuster from a regional staffing agency, on month-to-month contracts. Cost of the requested analyst II position is estimated at \$160,000. This will be funded out of Insurance and Claims reserves.

The Risk Management Workers' Compensation Team manages all claims against the City involving worker injury and occupational disease matters. Current staff is comprised of a WC Manager, 2 (two) Senior Claims Analysts, 1 (one) Claims Analyst, and 1 (one) Claims Technician which performs necessary administrative duties in preparing claims for adjustment, and processing letters, forms, scheduling mandatory appointments, providing discovery and essentially being able to assist the Senior Claims analysts throughout the life of the claim. The team currently has a ½ time Assistant Claims Technician from a temporary staffing agency, on a month-to-month contract to cover some of the duties that other team members cannot manage. Cost of the requested Claims Technician position is estimated at \$130,000. This will be funded out of Workers' Compensation claim reserve.

Service Impacts

Direct results from an approved Limited Term Analyst II (Senior Claims Analyst) position includes positioning the City to properly allow for more comprehensive claims investigations, increased collaboration with City Attorney on complex litigation matters, continuation of claims best practices to become deeper implemented, improved claims understanding which leads to better bargaining positions for settlements and thus decreasing the City's overall financial risk. Performance measures which the Liability Team tracks include timelines for claim setup, legal review and budgeting, statutory and case law review, claimant contact, investigations completed, proper reserving, and creation of comprehensive liability determinations – all required per individual claim. Additional staffing will increase the time available for such KPI's, leading to increased proper performance of claim handling.

Direct results from an approved limited term Claims Technician position will result in securing proper complex claims management workload involving increased complexity and financial severity and secure the ability to properly protect the City's financial resources.

Assumptions:

All overall liability claims data illustrates the increase in complex and litigation claims entering the city for management, and with the current political environment, this is assumed to continue, rather than slow. As noted previously, Risk Management is now experiencing the filing of many claims which have occurred in the past, and have yet to be reported, pending the Governor's Emergency Order stay. Further, the marked increase in Law Enforcement claims carry claim resolution timelines of typically two to four years – such claims are litigated in both State and Federal Courts, and current adjusters will be managing these claims for this timeframe, even as new claims are incoming.

As Worker's Compensation claims loads increase, tied with significant State of Oregon changes in claims management and reporting requirements, the technical administrative requirements for claims will increase significantly, and pose threats to noncompliance and fines by the Worker's Compensation Division if such compliance matters are not met.

Measuring Outcomes:

Risk Management tracks all claims data: new claims, overall existing claims, claims in litigation, and closed claims. The financials attached to all claims data sets are reported to bureaus and allocated to bureaus from whom the claim arises. Risk Management internally tracks claim closures and timelines required for each claim closure. Such data becomes a KPI set for Risk leadership to review and make internal claims assignment and handling decisions.

Alternatives:

In the event the current temporary staffing liability agency adjuster choses to exit, Risk Management may either seek to re-fill with a temporary staffing agency employee, which will be extremely difficult due to the rarity of highly experienced claims adjusters contracting with a staffing agency. Alternatively, the workload of such temporary staff would have to be redistributed to current adjusters and absorbed in part by the Liability Claims Manager. Such options may trigger current staff to consider alternative employment options as the workload has already reached peak levels. Secondly, the City may consider contracting with an outside claims' agency for overall claims handling. This option is highly expensive, would eliminate current claims staff, and create a situation where the City would lose control and authority over management of its claims book. The extensive relationship which the Liability Team maintains working with City Attorney's Office would be eliminated, such attorneys would rather be in direct contact with unknown claims analysts from an outside company.

Without an additional Claims Technician to assist the Senior Worker's Compensation analysts, management of complex claims will suffer while the claims increase, and the Worker's Compensation Team will be under risk of noncompliance with the State in the areas of new time loss calculations, struggle to meet the State's new rules arising under its 'modernization' of rules and processes, and its ability to cope with over/under payments and its surrounding documentation.

Equity Impacts

The efficient, timely and proper management of liability claims has significant equity impacts, noting that the external claimants bringing forth claims to the City arrive from all races, social status, genders and backgrounds. The ability to equitably investigate fully and manage each claim results in fair and reasonable claims resolutions amongst all claimants and eliminates undue pressure from claimants who may have the resources and means to inappropriately utilize their status to obtain settlements which may be higher than others. Addition of staff will allow the major KPI's of claims management to occur at an increased level, which benefits all claimants.

Efficient, correct and proper management of Worker's Compensation claims extends significant equity impact to the City's employees, as claimants are of all races, social status, genders and backgrounds. Claims must be investigated and managed properly to afford the best protection for City employees and their health, and such affects the employees as well as their extended families in the form of proper medical care and wage loss reimbursements to avoid financial distress. Additional staff will allow all major KPI's in Worker's Compensation to be met, as well as afford the best protections available to City employees.

Budget Detail

Fund	Major Object Name	Expense	2023-24 CBO			
			2023-24 Request - V52 with DP	Recommended- V53	2023-24 Proposed-V54	2023-24 Adopted - V56
704000	External Materials and Servi		14,678	0	0	0
704000	Personnel		145,081	0	0	0
705000	External Materials and Servi		31,569	0	0	0
705000	Personnel		98,287	98	0	0

Decision Package Summary

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Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
	Sum:	289,615	0	0	0	0
	Major Object Name	Revenue				
704000	Interagency Revenue	159,759	0	0	0	0
705000	Interagency Revenue	129,856	0	0	0	0
	Sum:	289,615	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000066 - Claims Technician	1.00	58,770	0	35,021	98,287
30003007 - Analyst II	1.00	93,506	0	44,422	145,081
Total	2.00	152,276	0	79,443	243,368



This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how equity is prioritized and addressed within the development of bureau budgets each fiscal year. This analysis will also hopefully highlight opportunities to implement changes, both in the short- and long-term, to help meet bureau and City equity goals.

We highly recommend that every manager making a program offer should attempt to use this guide and respond to the questions as much as it is applicable to your program.

CITY POLICY

The City of Portland is committed to policies, practices, and procedures that center equity in the services and support we provide to the community.

POLICY

The Portland City Council unanimously passed Resolution 37144 on July 8, 2015 ratifying Citywide Racial Equity Goals and Strategies and directing City bureaus to use available tools to implement their Racial Equity Plans.

The Portland City Council unanimously passed Resolution 37247 on October 2, 2016 requiring City Bureaus to use the City's Budget Equity Assessment Tool on all budget proposals and base budgets and tie those budget requests to implementation of their Racial Equity Plans and ADA Transition Plan tasks. On October 2, 2019, The Portland City Council unanimously passed Resolution 37450 directing the Office of Equity and Human Rights to coordinate Civil Rights Title VI and ADA Title II compliance by setting Citywide policies and accountability measures.

The Portland City Council unanimously passed Resolution 37492 on June 17, 2020 adopting Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility as the Core Values of the City of Portland. These values inform a unified workplace and city culture, systems, policies, practices, and procedures.

The City of Portland Citywide Racial Equity Goals and Strategies communicate the following:

Equity Goal #1

We will end disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

Equity Goal #2

We will strengthen outreach, public engagement, and access to City services for communities of color, and immigrant and refugee communities, and support or change existing services using racial equity best practices.

Equity Goal #3

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

Overall Strategies

1. Use a racial equity framework.
2. Build organizational capacity.
3. Implement a racial equity lens.
4. Be data driven.
5. Partner with other institutions and communities.
6. Operate with urgency and accountability.

The City of Portland has integrated the Budget Equity Assessment Tool into the budget proposal requirements starting in 2013-14. This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how budget allocations benefit and/or burden communities, especially Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. This analysis is required and critical to implement changes, both in the short- and long-term, to help meet bureau and City equity goals. The goals for the use of the Budget Equity Assessment Tool are:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve public participation in government and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.

It is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, this Budget Equity Assessment Tool is required and helpful for City bureaus to evaluate the impacts of the policies, the services, the programs, and the resource allocations on all residents.

The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

INTRODUCTION

The FY 2023-24 budget development process continues to utilize the City's Program Offer framework where there is intended to be a clear and concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, as well as a dedicated section to provide equity information specific to that program. Bureaus will also be expected to identify benefits and/or burdens in submitted decision packages for Council consideration.

The Budget Equity Tool will continue to serve as a guide for more robust equity analysis. In your responses below, please consider the Bureau's Requested Budget as a whole.

SECTION 1: BUREAU OPERATIONS

1. How does the Requested Budget advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan?
 - a. In what ways does the Requested Budget benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?
 - b. In what ways does the Requested Budget negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

Responsibility for implementation of the Bureau of Revenue and Financial Services' (BRFS) Racial Equity Plan rests on BRFS division managers and designees, who provide mandates and guidance for their employees. The hiring for all positions in BRFS follows City guidelines for inclusion and fairness. BRFS recognizes the critical nature of diversity in its hiring and placement of employees. Additionally, all BRFS employees receive mandatory equity training and are encouraged to attend events that promote understanding of societal and institutional factors related to diversity and the remediation of exclusive practices.

The City of Portland actively seeks to increase the diversity of the contractors with which it works and to administer contracting opportunities equitably across the community it serves. The Procurement Services Division administers several equity programs and promotes business practices to ensure inclusion and equity, to promote transparency and good will, and to empower the diverse community of contractors and suppliers in the region.

The Procurement Services budget allows the division to hire dedicated employees to develop, manage, and support social equity contracting programs, as well as to use specialized software to track adherence to program requirements by City bureaus and contractors. The budget supports advancement of all equity programs and goals, which are now indelibly linked to citywide procurement activities.

The Grants Management section administers the City's incoming and outgoing grants. The grant programs enable the City to make valuable contributions to Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

The Revenue Division's collection activities provide financial support for all General Fund programs that impact the City's equity initiatives. Revenue ensures that all tax programs are accessible to non-English speaking taxpayers by translating documents into multiple languages.

Debt Management ensures access to the capital markets to fund the City's capital projects directly impacting equity goals throughout the City. Debt Management provides a portion of upfront financial resources to the Portland Bureau of Transportation for Americans with Disabilities Act (ADA) compliant curbs. Also, under its Intergovernmental Agreement (IGA) with Prosper Portland, Debt Management assists in the management of urban renewal area financial resources used to fund equity objectives under each urban renewal area plan of the City.

Treasury keeps City services accessible to all users by ensuring that bureaus accept cash in addition to accepting payment (credit/debit) cards and online payments. Treasury has also worked with several bureaus to implement prepaid card programs to enable easily accessible access to benefits.

2. How has the bureau engaged with communities in the budget request to identify the priorities, particularly with Indigenous people, Black people, people of color, immigrants and refugees, multilingual, multicultural, and people with disabilities. How are these priorities reflected in this Proposed Budget?

The Chief Procurement Officer has engaged with the community via a series of listening sessions designed to inform improvements to the City's contracting programs. The funding of the social equity in contracting efforts and programs are reflected in the Procurement Division's budget.

The Grants Management section has worked closely with City leadership to ensure grant monies are allocated equitably. The funding for the staff responsible for the administration of grant rules and regulations is reflected in the BRFS grants management section budget.

3. What are the insufficiencies in the base budget that inhibit the bureau's achievement of equity or the goals outlined in the Racial Equity Plan?

City Council, the Budget Office, and OMF/ BRFS management have been generally supportive of the social equity in contracting programs. However, the Chief Procurement Officer has identified the need for a disparity study as the previous study was performed well over 10 years ago. A disparity study has a direct correlation to City core values of anti-racism and equity, and

this *current* market data is desperately needed to provide hard evidence for the establishment of hard contracting equity goals.

Efforts to continue in the development of a diverse and equity-focused workforce have been slowed. This slowdown in workforce development stems from the previous cuts which were required due to the economic condition of the City. This impacted BRFS by greatly reducing all training and development opportunities. Further, delays in the recruitment and hiring process have slowed the ability to thoughtfully create career progression paths.

4. Have you made significant realignments or changes to the bureau's budget? If so, how/do these changes impact the community? Is this different for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities?

There have been no significant realignments or changes that impact the community. However, any alignments to the base budget are always done with the equity lens and the BRFS Five-Year Racial Equity Plan in mind.

5. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the bureau's Transition Plan barrier removal schedule?

N/A - BRFS does not have a transition plan for barrier removal schedule.

6. What funding have you allocated in the bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI?

This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages
- Engagement efforts with multilingual and multicultural communities

Arts Tax documents have been translated into multiple safe harbor languages to address language barriers in City finances, as part of the administration of the program. The Revenue Division also ensures that all tax programs are accessible to non-English speaking taxpayers. Accounting utilizes IRS accessible forms, in alignment with the City's ADA Title II Non-Discrimination Policy ADM 18.21.

Through the regular convening and facilitation of the Fair Contracting Forum, the Procurement Division continues engagement with multilingual and multicultural communities

7. Please take a look at the City of Portland's workforce demographic dashboard as provided by the Bureau of Human Resources: [Public Human Resources Analytics Dashboard - September 2022 | City of Portland Public Analytics Dashboards | The City of Portland, Oregon \(portlandoregon.gov\)](#). How does the bureau's Requested Budget support employee equity in hiring, retention, and inclusion, particularly for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

Available dollars for recruitment, advertising, and training allow the director, hiring managers, and staff to incorporate inclusivity into all activities that relate to hiring, training, and retention. Because of the City's efforts to create awareness and promote inclusive practices, the understanding of the efforts to promote equity is robust.

8. If the bureau has capital assets, how does the Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations)?

The Integrated Tax System (ITS) financing plan includes 10-year limited tax revenue bonds, spreading costs out over time. Debt service costs, as well as system maintenance and upgrades, are being charged to outside entities which have signed agreements for the City to collect its tax revenues utilizing the ITS platform.

9. If applicable, how does the bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

Procurement Services oversees City-wide procurement processes and provides programs, services, and activities designed to increase the involvement and capacity of D/M/W/ESB firms. The City partners with other regional agencies to build contracting equity and create opportunities. Some of the programs and activities include, but are not limited to:

- Community Benefits Agreements
- Community Equity and Inclusion Plans
- Prime Contractor Development Program
- Workforce Training and Hiring Program
- Community Opportunities and Enhancements Program
- Minority Evaluator Program
- Subcontractor Equity Program
- Fair Contracting Forum
- Attendance and outreach at regional events and organization meetings
- Contract compliance monitoring
- Partnership and utilization of community recruitment resources

- Contractor self-reporting and registration portal
- Partnership with State of Oregon for M/W/ESB information
- Regional Workforce Equity Agreement

10. If the bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing the bureau's Requested Budget?

BRFS shares an Equity Manager with the rest of OMF. The Equity Manager is part of the OMF Leadership Team and participates in all OMF-wide budget discussions, including presentations to the Budget Advisory Committee.

The Procurement Division leadership team includes an Inclusive Contracting Manager who participates in the budgeting and funding of the various City-wide equity in contracting programs noted in #9 above.

SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS

11. How does this budget build capacity within the bureau to engage with and include communities most impacted by inequities?
(e.g., improved leadership for outreach and engagement coordinators, public information or relations officers, advisory committees, commissions, targeted community meetings, stakeholder groups, increased engagement, etc.)

BRFS is primarily an internal-focused provider of services to City Council and City bureaus (with the exception of Procurement Services and Grants Management). Therefore, community members are not the primary audience for engagement in the Requested Budget development.

Procurement Services engages with many community-based, and culturally specific organizations. The Chief Procurement Officer and the Inclusive Contracting Manager staff the Fair Contracting Forum, an advisory body that monitors the policies and programs that Procurement Services manages for workforce development, COBID certified subcontractor utilization, and capacity growth for COBID certified prime contractors. Members of the Fair Contracting Forum are all representatives of the community. Another advisory body is the Community Equity and Inclusion Committee (CEIC). The CEIC monitors contracts that are procured through a best value process as opposed to low bid. Contracts monitored by the CEIC have a value between \$10 million - \$25 million.

12. How does this budget build capacity and power in communities most impacted by inequities?
(e.g., leadership development for communities and guidance from communities, etc.)

In addition to the many programs mentioned in #9 above, Procurement Services also is responsible for administration of a regional Clean Air Construction Program. The effort includes many regional government agencies and sets a regional standard for non-road construction equipment and the emissions produced by the equipment. The City agreed to serve as regional lead on implementation and administration of the program. The collective funds are intended to fund an online registration system for construction companies to register their equipment, a full-time employee in Procurement Services to support the program, technical assistance for COBID certified firms, and other related costs. A major focus of the effort so far has been mitigating the impact of this standard on COBID certified firms. The regional group has engaged community groups through the policy development process to ensure they are engaged and have opportunities to inform the policy.

13. How does the bureau use quantitative and qualitative data to track program access and service outcomes for different populations? Please provide the data source(s)

The Grants Management section recently implemented a grant tracking system that is expected to provide consolidated reporting on the equity impacts of outgoing awards, including the outcomes achieved through the allocation of the recent federal recovery programs.

BRFS's Procurement Services utilizes three software programs to record bid results and ensure adherence to program requirements: BuySpeed, B2G Now, and LCPTracker. The software is designed to gather data related to bidders, contract awards, outreach efforts, utilization of subcontractors, workforce hiring, payments to prime and subcontractors, and provide continuous information to buyers, compliance personnel, and program managers.

14. What additional disaggregated demographic data will the bureau collect, track, and evaluate to assess equity impacts in community moving forward, and inform future budget decisions?

The specific data collected in the Grants Management Tracking system is currently being evaluated and implemented.

Procurement Services uses the software noted above to continuously monitor subcontractor and workforce participation and payments, and to determine if program requirements are being met or begin remediation of shortfalls, errors, or non-compliance. Data and statistics collected are used to generate periodic reports for stakeholders including City Council, City bureaus and employees, contractors, the public, professional organizations, civic organizations, and individuals. In addition to collecting and using data to monitor its own activities, Procurement Services contracts with other agencies to provide monitoring and compliance services. This ensures greater contracting equity region-wide and expanded opportunities for discussion and improvement. Data is continually being examined with an eye towards areas for improvement. Currently, efforts are focused on the need for disaggregated data in the goods and services category of spend.

IDENTIFYING IMPACTS WORKSHEET

The following chart is intended to assist in identification of impacts affecting equitable delivery of City services in the bureau's submitted Requested Budget.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Indigenous people, Black people, immigrants and refugees, people of color	Workforce development and contracting opportunities	N/A
Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities	Various opportunities and impacts through the City's robust grants and special appropriation programs	N/A

Michelle Kirby

Name of Staff Contact

Michelle Kirby

Name of Bureau Director

1/5/2023

Date

Rev: October 2022

FREQUENTLY ASKED QUESTIONS

How should a bureau use this tool to develop its budget?

Notably, the tool not only provides decision-makers with information on how budget decisions impact the bureau/city's equity goals, but the tool is also intended to guide budget development. In this sense, the process of using the tool is equally as valuable as the information it yields.

What are some ways in which the bureau advisory committee can use the tool?

Working through the tool should provide answers to impacts and opportunities, as well as uncover unintended consequences. It will also allow BAC's to see deficiencies in base budgets concerning equity and advocate on their bureau's behalf.

How will this information be used? Who is the audience?

The Office of Equity and Human Rights established the Budget Equity Tool in order to give greater consideration of how budget decisions impact different communities across the City and move forward the City's equity goals, beginning in the FY 2015-16 budget process. This tool includes a series of prompts that are intended to increase the consideration of equity in the development of bureau base budgets and decision packages in addition to providing decision-makers and the public with information on how underserved communities will be impacted by budget decisions.

The information will be reviewed by the Office of Equity and Human Rights and the City Budget Office. During the budget sessions, both will offer thoughts, questions, and possibly recommendations based on the information within the document. The Office of Equity and Human Rights may engage with the bureau director prior to the presentation of the budget at the scheduled council session.

How will bureaus receive feedback on the tool?

Bureaus may receive general feedback from the Office of Equity and Human Rights on their completion of the tool. Staff capacity precludes a formal report from being prepared. The Office of Equity and Human Rights will provide technical assistance upon request by bureaus.

Who can I contact for assistance?

Please contact Asena Canbaz-Lawrence, Equity Manager or Christy Owen in the CBO with questions.

ADDITIONAL RESOURCES

Link to Racial Equity Plans

<https://www.portlandoregon.gov/oehr/70048>

City Budget Office Contacts

<https://www.portlandoregon.gov/cbo/article/474294>

Office of Equity and Human Rights

Asena.lawrence3@portlandoregon.gov

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Miscellaneous	803	507	750	750	750
External Revenues Total	803	507	750	750	750
Beginning Fund Balance	84,248	85,051	85,603	85,853	85,853
Resources Total	85,051	85,558	86,353	86,603	86,603
Requirements					
Fund Expenditures					
Contingency	0	0	86,353	86,603	86,603
Fund Expenditures Total	0	0	86,353	86,603	86,603
Ending Fund Balance	85,051	5,998,710	0	0	0
Requirements Total	85,051	5,998,710	86,353	86,603	86,603

Fund Overview

The Assessment Collection Fund is used to pay off outstanding liens created in other funds and to purchase lien-delinquent properties at a Treasurer's foreclosure sale, or any other sale, where purchase of a property is necessary to protect the City's financial interests. While this fund is largely inactive, with a minimal number of posted accounting transactions, City Charter allows for replenishment of this fund by selling up to \$1.5 million in bonds. Post purchase of a property and/or payoff of a lien, this fund handles all collection and foreclosure activities.

Managing Agency

Office of Management & Finance, Bureau of Revenue & Financial Services



	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Licenses & Permits	7,907,162	8,207,844	8,741,000	10,107,000	10,107,000
Miscellaneous	8,293	5,339	6,500	12,500	12,500
External Revenues Total	7,915,455	8,213,183	8,747,500	10,119,500	10,119,500
Beginning Fund Balance	18,285	34,896	573,676	0	0
Resources Total	7,933,739	8,248,079	9,321,176	10,119,500	10,119,500
Requirements					
Bureau Expenditures					
External Materials and Services	7,763,436	7,395,116	8,957,866	9,824,171	9,824,171
Internal Materials and Services	110,433	254,286	338,310	270,329	270,329
Bureau Expenditures Total	7,873,869	7,649,401	9,296,176	10,094,500	10,094,500
Fund Expenditures					
Fund Transfers - Expense	24,974	25,000	25,000	25,000	25,000
Fund Expenditures Total	24,974	25,000	25,000	25,000	25,000
Ending Fund Balance	34,896	573,677	0	0	0
Requirements Total	7,933,739	8,248,078	9,321,176	10,119,500	10,119,500

Fund Overview

The Property Management License Fund receives revenue from the business property management license fee payable by managers of properties within the three Enhanced Services Districts (ESD) (Clean & Safe, Lloyd, and Central Eastside). This fee supports enhanced services within the districts.

ESDs keep the areas within their boundaries vital and attractive to businesses, shoppers, visitors, and residents. In accordance with their agreements with the City of Portland, ESDs provide the following services:

- ◆ Clean & Safe, Inc: enhanced security, sidewalk and graffiti cleaning, business recruitment, retention, and marketing services in the central business district
- ◆ Go Lloyd: transportation management, crime prevention, Holladay Street landscape maintenance, and Lloyd Eco District services
- ◆ Central Eastside Industrial District: streetscape improvement and district identity, cleaning and graffiti removal, community grants, advocacy and administration, and safety services (e.g., outreach to the houseless)

The Bureau of Revenue & Financial Services, Revenue Division manages the Property Management License Fund, administers the collection of the license fees, and charges the fund an administrative fee for services.

Managing Agency

Office of Management & Finance, Bureau of Revenue & Financial Services



	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Taxes	5,664,948	16,297,543	22,943,680	28,520,000	28,520,000
Miscellaneous	9,200	14,987	15,000	15,000	15,000
External Revenues Total	5,674,147	16,312,530	22,958,680	28,535,000	28,535,000
Beginning Fund Balance	400,727	441,023	409,348	0	0
Resources Total	6,074,874	16,753,553	23,368,028	28,535,000	28,535,000
Requirements					
Bureau Expenditures					
External Materials and Services	5,388,917	15,591,573	22,624,221	27,832,021	27,832,021
Internal Materials and Services	219,935	669,699	718,807	677,979	677,979
Bureau Expenditures Total	5,608,851	16,261,271	23,343,028	28,510,000	28,510,000
Fund Expenditures					
Fund Transfers - Expense	25,000	25,000	25,000	25,000	25,000
Fund Expenditures Total	25,000	25,000	25,000	25,000	25,000
Ending Fund Balance	441,023	467,281	0	0	0
Requirements Total	6,074,874	16,753,552	23,368,028	28,535,000	28,535,000

Fund Overview

The Convention and Tourism Fund receives revenues from a 1% transient lodging tax assessed on guests at short-term (transient) lodging locations, including hotels, motels, bed and breakfast establishments, and private homes within the city. Expenditures from this fund are authorized for the promotion and procurement of convention business and tourism as established by City Charter. The City currently contracts with Travel Portland for these services.

In 2012, Council created a Portland Tourism Improvement District (TID). The TID was established to enhance the promotion of Portland as a preferred destination for meetings, conventions, and leisure travel. The 2% district assessment keeps Portland's lodging industry competitive with other cities.

The Bureau of Revenue & Financial Services, Revenue Division manages the Convention and Tourism Fund, administers the collection of the tax and assessment, and charges the fund an administrative fee for services.

Managing Agency Office of Management & Finance, Bureau of Revenue & Financial Services



	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Taxes	13,057,608	12,207,341	13,400,000	13,000,000	13,000,000
Miscellaneous	80,911	62,196	60,000	75,000	75,000
External Revenues Total	13,138,519	12,269,538	13,460,000	13,075,000	13,075,000
Beginning Fund Balance	6,916,253	8,261,647	8,431,300	7,382,577	7,382,577
Resources Total	20,054,772	20,531,185	21,891,300	20,457,577	20,457,577
Requirements					
Bureau Expenditures					
External Materials and Services	10,365,077	10,339,485	12,317,000	12,688,000	12,688,000
Internal Materials and Services	1,403,048	1,358,276	1,475,622	1,508,340	1,508,340
Bureau Expenditures Total	11,768,125	11,697,760	13,792,622	14,196,340	14,196,340
Fund Expenditures					
Contingency	0	0	7,993,678	6,091,156	6,091,156
Fund Transfers - Expense	25,000	25,000	105,000	170,081	170,081
Fund Expenditures Total	25,000	25,000	8,098,678	6,261,237	6,261,237
Ending Fund Balance	8,261,647	8,808,425	0	0	0
Requirements Total	20,054,772	20,531,185	21,891,300	20,457,577	20,457,577

Fund Overview

The Arts Education & Access Fund receives revenues from a tax of \$35 imposed on each income-earning resident of the City of Portland who is at least 18 years old. Households under the Federal Poverty Level are exempt. Net revenues are distributed from this fund to six school districts located in the city (Portland Public, David Douglas, Centennial, Parkrose, Reynolds, and Riverdale) and to the Regional Arts and Culture Council, in accordance with the respective intergovernmental agreements or contracts.

Funds distributed to the school districts are used to hire certified arts or music education teachers for kindergarten through 5th grade (K–5). Distribution is based on a ratio of one teacher for every 500 K–5 students or a pro rata basis for fewer than 500 students attending a school. Any funds remaining after distribution to the school districts are distributed to the Regional Arts and Culture Council (RACC). Up to 95% of the funds distributed to RACC shall be for grants to support Portland nonprofit arts organizations. A minimum of 5% of the funds distributed to RACC shall be for grants to schools and nonprofit organizations that will give access to high-quality arts experiences to K–12 students, with emphasis on programs directed to underserved communities.

Arts Education and Access Fund

Community Development Service Area Funds

The Bureau of Revenue & Financial Services, Revenue Division manages the Arts Education & Access Fund, administers the collection of the Arts Tax, and charges the fund an administrative fee for services.

Managing Agency Office of Management & Finance, Bureau of Revenue & Financial Services

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Miscellaneous	6,171,785	7,478,864	9,400,000	9,400,000	9,400,000
External Revenues Total	6,171,785	7,478,864	9,400,000	9,400,000	9,400,000
Beginning Fund Balance	20,534,263	18,947,809	19,325,002	21,590,372	21,590,372
Resources Total	26,706,048	26,426,673	28,725,002	30,990,372	30,990,372
Requirements					
Fund Expenditures					
Debt Service	5,758,239	7,320,203	6,100,000	4,900,000	4,900,000
Debt Service Reserves	0	0	22,625,002	26,090,372	26,090,372
Fund Transfers - Expense	2,000,000	0	0	0	0
Fund Expenditures Total	7,758,239	7,320,203	28,725,002	30,990,372	30,990,372
Ending Fund Balance	18,947,809	19,108,969	0	0	0
Requirements Total	26,706,048	26,429,172	28,725,002	30,990,372	30,990,372

Fund Overview

The Bancroft Bond Interest and Sinking Fund matches revenues and expenditures for the financing of public infrastructure improvements that property owners have requested. This fund accounts for the source and allocation of bond proceeds, and to pay principal, interest, and bond costs on outstanding debt provided to finance the improvement assessments.

Managing Agency Office of Management & Finance, Bureau of Revenue & Financial Services



	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Charges for Services	1,368,778	1,118,611	1,246,658	1,067,100	1,067,100
Bond & Note	17,075,162	8,227,517	13,000,000	34,144,364	34,144,364
Miscellaneous	5,369,247	3,661,390	18,454,636	2,610,000	2,610,000
External Revenues Total	23,813,186	13,007,518	32,701,294	37,821,464	37,821,464
Internal Revenues					
Interagency Revenue	0	389,753	414,000	600,000	600,000
Internal Revenues Total	0	389,753	414,000	600,000	600,000
Beginning Fund Balance	3,616,499	5,261,195	5,529,347	4,901,728	4,901,728
Resources Total	27,429,685	18,658,465	38,644,641	43,323,192	43,323,192
Requirements					
Bureau Expenditures					
External Materials and Services	4,713	13,226	25,840	30,000	30,000
Internal Materials and Services	1,591,943	1,442,052	1,761,119	1,718,666	1,718,666
Bureau Expenditures Total	1,596,656	1,455,278	1,786,959	1,748,666	1,748,666
Fund Expenditures					
Debt Service	11,204,482	8,654,662	8,435,796	19,780,426	19,780,426
Contingency	0	0	4,901,728	4,724,293	4,724,293
Fund Transfers - Expense	9,367,352	4,778,624	23,520,158	17,069,807	17,069,807
Fund Expenditures Total	20,571,834	13,433,286	36,857,682	41,574,526	41,574,526
Ending Fund Balance	5,261,195	0	0	0	0
Requirements Total	27,429,685	14,888,565	38,644,641	43,323,192	43,323,192

Fund Overview

The Local Improvement District (LID) Construction Fund accounts for the activities of the Assessments, Finance, and Foreclosure section of the Revenue Division. This fund finances local infrastructure improvements, e.g., streets, sidewalks, and storm drainage.

Revenue Division records and collects all assessments on the City's Lien Docket on behalf of Portland Parks & Recreation, the Bureau of Environmental Services, the Water Bureau, the Bureau of Transportation, and the Bureau of Development Services. Revenue Division provides property owners with a variety of financing mechanisms to facilitate assessment payoff.

The Bureau of Revenue & Financial Services, Revenue Division manages the Local Improvement District Fund, administers the collection of the City's Lien Docket assessments, and charges the fund an administrative fee for services.

Local Improvement District Fund

Community Development Service Area Funds

Managing Agency Office of Management & Finance, Bureau of Revenue & Financial Services

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Intergovernmental	729,200	3,849,715	7,300,330	7,537,595	7,537,595
Miscellaneous	44,162	67,090	20,000	10,000	10,000
External Revenues Total	773,362	3,916,805	7,320,330	7,547,595	7,547,595
Internal Revenues					
Fund Transfers - Revenue	5,831,491	5,692,866	12,238,769	9,378,896	9,378,896
Interagency Revenue	2,430,540	2,226,510	2,427,125	12,383,826	12,383,826
Internal Revenues Total	8,262,031	7,919,376	14,665,894	21,762,722	21,762,722
Beginning Fund Balance	0	6,930,877	10,013,745	6,362,959	6,362,959
Resources Total	9,035,393	18,767,057	31,999,969	35,673,276	35,673,276
Requirements					
Bureau Expenditures					
External Materials and Services	0	3,007,196	1,921,901	551,286	551,286
Internal Materials and Services	0	0	6,698,628	8,358,436	8,358,436
Bureau Expenditures Total	0	3,007,196	8,620,529	8,909,722	8,909,722
Fund Expenditures					
Contingency	0	0	10,695,735	22,346,672	22,346,672
Fund Transfers - Expense	2,104,516	5,722,356	12,683,705	4,416,882	4,416,882
Fund Expenditures Total	2,104,516	5,722,356	23,379,440	26,763,554	26,763,554
Ending Fund Balance	6,930,877	0	0	0	0
Requirements Total	9,035,393	8,729,552	31,999,969	35,673,276	35,673,276

Fund Overview

The Citywide Obligations Reserve Fund (CORF) was established in December 2019. The CORF supports the goals of the City's comprehensive financial management policies to guide decision making, to support long-term planning, to maintain assets and infrastructure, and to minimize financial risk. This fund promotes intra-bureau collaboration by creating a mechanism for multiple bureaus and funds to contribute to Citywide goals in a central location. Resources supporting CORF are dependent on the obligation against which is being reserved. The participating bureaus or funds will contribute to the fund as appropriate and approved by City Council. The most significant multi-bureau expense in the CORF is for the Portland Harbor Superfund clean-up. The CORF also includes sub-funds for the Revenue Division's Integrated Tax System (ITS) cost share, Procurement Services' Community Opportunities and Enhancements Program (COEP), the Columbia Ready Levee project, the Police Oversight Board, and the Citywide Legal Priorities Reserve Fund.

Citywide Obligations Reserve Fund

City Funds

Managing Agency Office of Management & Finance

Significant Changes From Prior Year

In FY 2023-24, additional resources will be added to the CORF Harbor subfund to address Superfund cleanup, for which the City is expected to have a significant liability. Resources also will be added to the Police Oversight Board subfund to pre-fund the future costs of its implementation.

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Miscellaneous	442,280	354,466	211,394	708,716	708,716
External Revenues Total	442,280	354,466	211,394	708,716	708,716
Internal Revenues					
Interagency Revenue	10,771,728	12,200,121	14,914,743	17,056,701	17,216,460
Internal Revenues Total	10,771,728	12,200,121	14,914,743	17,056,701	17,216,460
Beginning Fund Balance	35,056,309	30,833,248	28,278,911	24,539,638	24,539,638
Resources Total	46,270,318	43,387,835	43,405,048	42,305,055	42,464,814
Requirements					
Bureau Expenditures					
Personnel Services	1,385,963	1,579,509	2,040,738	2,251,992	2,397,073
External Materials and Services	10,326,362	9,311,811	11,777,728	12,494,438	12,509,116
Internal Materials and Services	3,406,413	3,566,433	3,957,166	4,905,962	4,905,962
Bureau Expenditures Total	15,118,739	14,457,752	17,775,632	19,652,392	19,812,151
Fund Expenditures					
Debt Service	112,219	116,720	121,389	126,243	126,243
Contingency	0	0	25,219,022	22,172,325	22,172,325
Fund Transfers - Expense	206,112	210,714	289,005	354,095	354,095
Fund Expenditures Total	318,331	327,434	25,629,416	22,652,663	22,652,663
Ending Fund Balance	30,833,248	28,602,647	0	0	0
Requirements Total	46,270,318	43,387,833	43,405,048	42,305,055	42,464,814

Fund Overview

The Insurance and Claims Operating Fund provides tort, general liability, and fleet liability claims administration; management of the liability self-insurance program; management of the City's commercial insurance portfolio; and Citywide leadership in loss prevention.

Fund expenditures are primarily for claims-related payments. Projected claims are based on an independent actuarial study, which includes a projection for the current fiscal year and for the next five years.

The reserve requirement is based on the actuarial study, which recommends a range for the reserve levels needed to cover outstanding incurred liabilities. The range is produced by calculating reserves at various confidence levels (i.e., the probability that actual losses will not exceed the reserve level). Reserves are stated at a discounted level, which takes into account the interest the fund earns on the

Insurance and Claims Operating Fund

City Support Services Service Area Funds

fund balance. The Insurance and Claims Operating Fund reserves are forecasted at a discounted confidence level of 80%. Interagency revenues are projected on a five-year basis so that, by year five, the fund will achieve the required claims reserve forecasted for the fifth year by the actuary. This five-year smoothing of interagency rates is designed to mitigate large fluctuations in rates from year to year.

Managing Agency Office of Management & Finance, Bureau of Revenue & Financial Services

Significant Changes from Prior Year

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.

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Charges for Services	0	0	0	0	0
Miscellaneous	145,813	93,299	69,837	313,600	313,600
External Revenues Total	145,813	93,299	69,837	313,600	313,600
Internal Revenues					
Interagency Revenue	5,180,597	5,206,490	5,206,081	5,497,460	5,627,316
Internal Revenues Total	5,180,597	5,206,490	5,206,081	5,497,460	5,627,316
Beginning Fund Balance	14,125,658	14,300,346	13,363,614	12,281,072	12,281,072
Resources Total	19,452,067	19,600,135	18,639,532	18,092,132	18,221,988
Requirements					
Bureau Expenditures					
Personnel Services	1,365,736	1,479,835	1,545,828	1,756,482	1,854,769
External Materials and Services	2,857,049	3,923,548	3,285,336	3,501,075	3,532,644
Internal Materials and Services	717,394	732,261	797,887	846,892	846,892
Bureau Expenditures Total	4,940,178	6,135,645	5,629,051	6,104,449	6,234,305
Fund Expenditures					
Debt Service	104,968	109,178	113,544	118,084	118,084
Contingency	0	0	12,780,590	11,722,653	11,722,653
Fund Transfers - Expense	106,575	101,475	116,347	146,946	146,946
Fund Expenditures Total	211,543	210,653	13,010,481	11,987,683	11,987,683
Ending Fund Balance	14,300,346	13,253,836	0	0	0
Requirements Total	19,452,067	19,600,134	18,639,532	18,092,132	18,221,988

Fund Overview

The Workers' Compensation Self Insurance Operating Fund supports the City's self-insured workers' compensation program, including claims administration and Citywide loss prevention.

Fund expenditures are primarily for claims-related payments. Projected claims are based on an independent actuarial study, which includes a projection for the current fiscal year and for the next five years.

The reserve requirement is derived from the annual actuarial study, which recommends a range of reserve levels needed to cover outstanding incurred liabilities. The range of estimates is produced by calculating reserves at various confidence levels (i.e., the probability that actual losses will not exceed the reserve level). Reserves are stated at a discounted level, which takes into account the interest the fund earns on the fund balance. The fund reserves are currently

Workers' Comp. Self Insurance Operating Fund

City Support Services Service Area Funds

forecasted at a discounted confidence level of 75%. Interagency revenues are projected on a five-year basis, so that, by year five, the fund will arrive at the required claims reserve forecasted for the fifth year by the actuary. This five-year smoothing of interagency rates is designed to mitigate large fluctuations in rates from year to year.

Managing Agency Office of Management & Finance, Bureau of Revenue & Financial Services

Significant Change from Prior year

There are no significant changes from the prior year.

Bureau of Technology Services

Bureau of Technology Services

Bureau Mission

To deliver strategic leadership through effective, innovative, reliable, and secure technology services for our stakeholders.

Bureau Overview

The Bureau of Technology Services (BTS) is responsible for management, policy setting, strategic planning, and leadership in the use of computer, data, radio, video, and telecommunications technologies to support the delivery of effective government services to the City of Portland and its regional partners. BTS delivers core infrastructure (fiber/network, data centers and servers, communications towers, etc.) and services while assessing and integrating emerging technologies.

BTS focuses on modernizing technology services by strengthening security, mobility and accessibility. By working closely with the Technology Executive Steering Committee (TESC), BTS is able to refine its focus to core enterprise projects supported by the TESC and other stakeholders. BTS's service catalogue also includes responding to service issues through the BTS Help Desk, enabling the City's hybrid work capabilities, developing and maintaining the City's website – Portland.gov, overseeing telecom and software support, and long-range technology planning. While BTS's highest priority is running, maintaining, and securing our technology environment, the bureau also focuses on five strategic areas:

1. Workforce Mobility
2. Business Intelligence
3. Technology Modernization
4. Information Security, and
5. Equitable & Inclusive Technology and Technology Use

Base Budget Adjustments

The Bureau of Technology Services adjusted applications and services to address the ongoing impacts of a significant increase in hybrid and remote endpoints, remote network connections, and increased overall system transactions. These adjustments led to some resource shifts within the base budget allocation. BTS rates were also adjusted to reflect increased personnel costs as many technology job classifications received expanded compensation scales and pay adjustments during labor contract negotiations to remain competitive with market rates.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
EFFICIENCY					
CTO's Office-Ratio of customer FTE directly served by BTS Admin Team FTE	96	105	93	100	90
P&D-Service Requests per FTE	941	1,950	1,200	2,000	2,700
P&D-Pieces of US mail processed per distribution employee	1,085,349	1,104,591	1,000,000	1,100,000	986,000
EBS-Average number of days a SAP Helpdesk customer ticket is open	8.00	8.00	7.75	7.00	8.00
P&D-Basic Copy Center rate per sheet	\$0.0380	\$0.0450	\$0.0490	\$0.0048	\$0.0375
Support Center-Percentage of calls answered within 20 seconds	68.20%	60.00%	75.00%	75.00%	80.00%
OUTCOME					
Support Center-Average number of unique users accessing the BTS technology help portal (monthly)	800	1,100	1,200	1,750	2,500
Support Center-Help Desk satisfaction rating (scale 1 to 5)	4.80	4.91	4.75	4.75	4.75
BETS-Citywide Technology Leadership Rating (per customer survey, 1-5 scale)	NA	3.20	4.00	4.00	4.00
EBS-Percentage of EBS customers who rate SAP support services as favorable	NA	NA	NA	50%	50%
P&D-Percentage of black and white impressions of total program volume	65%	70%	69%	70%	70%
PMO-Percentage of customers rating project management service provided as excellent	75%	100%	75%	75%	75%
Support Center-First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	72.20%	68.00%	75.00%	75.00%	80.00%
Support Center-Percentage of computers distributed to City staff by direct drop ship from manufacturer	NA	NA	NA	50.00%	75.00%
OUTPUT					
Business Solutions-Number of BTS Portal tickets triaged to e-Government team	NA	NA	1,728	1,706	1,706
Information Security-Percentage of computers (workstations and servers) able to accept security patching	99%	99%	99%	99%	99%
PST-Mobile Report Entry (MRE) availability (excluding scheduled maintenance)	100%	100%	100%	100%	100%
Business Solutions-Portland.gov uptime percentage	99.99%	99.93%	99.99%	99.90%	99.99%
Communications-Percentage Internet availability	99.99%	99.96%	99.99%	99.99%	99.99%
Production Services-Percentage of public safety system availability - Bureau of Emergency Communications	99.99%	99.97%	99.99%	99.99%	99.99%
Production Services-Percentage of mission critical production system availability for Cayenta	99.99%	99.91%	99.97%	99.97%	99.97%
Production Services-Percentage of mission critical production system availability for SAP	99.99%	100.00%	99.96%	99.96%	99.96%
Business Solutions-PortlandMaps.com uptime percentage	99.99%	99.75%	99.99%	99.00%	99.99%

City Support Services Service Area

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
P&D-Percentage of Service Requests shipped on time	100.00%	99.99%	99.00%	99.00%	100.00%
Production Services-Percentage of email availability excluding scheduled maintenance	99.85%	99.88%	99.90%	99.90%	99.90%
Production Services-Public Safety systems availability - Police (excluding scheduled maintenance)	99.99%	99.97%	99.99%	99.99%	99.99%
Communications-Percentage availability of network excluding scheduled maintenance	99.98%	99.97%	99.99%	99.99%	99.96%
PST-Percentage of time radio system operated without failure	99.99%	100.00%	99.99%	99.99%	99.99%

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
External Revenues					
Charges for Services	283,899	99,658	419,848	267,867	267,867
Intergovernmental	5,629,255	5,271,768	7,685,707	4,459,845	4,459,845
Miscellaneous	716,252	702,524	977,179	681,803	681,803
External Revenues Total	\$6,629,405	\$6,073,950	\$9,082,734	\$5,409,515	\$5,409,515
Internal Revenues					
Fund Transfers - Revenue	0	0	175,689	0	0
Interagency Revenue	68,964,865	74,524,375	81,655,800	90,328,791	93,898,791
Internal Revenues Total	\$68,964,865	\$74,524,375	\$81,831,489	\$90,328,791	\$93,898,791
Beginning Fund Balance	\$38,217,267	\$39,959,224	\$36,608,326	\$27,632,783	\$27,632,783
Resources Total	\$113,811,537	\$120,557,549	\$127,522,549	\$123,371,089	\$126,941,089
Bureau Expenditures					
Personnel Services	37,803,665	39,352,903	46,897,650	47,726,764	50,360,092
External Materials and Services	26,159,049	34,661,369	41,798,021	30,715,049	31,651,721
Internal Materials and Services	6,189,991	6,256,548	6,855,180	6,895,264	6,895,264
Capital Outlay	88,765	151,724	102,900	272,500	272,500
Bureau Expenditures Total	\$70,241,469	\$80,422,544	\$95,653,751	\$85,609,577	\$89,179,577
Fund Expenditures					
Debt Service	917,912	954,722	992,911	1,032,611	1,032,611
Contingency	0	0	27,702,712	33,340,769	33,340,769
Fund Transfers - Expense	2,692,932	2,562,462	3,173,175	3,388,132	3,388,132
Fund Expenditures Total	\$3,610,844	\$3,517,184	\$31,868,798	\$37,761,512	\$37,761,512
Ending Fund Balance	\$39,959,224	\$36,626,793	\$0	\$0	\$0
Requirements Total	\$113,811,537	\$120,566,521	\$127,522,549	\$123,371,089	\$126,941,089
Programs					
Business Engagement & Technology Strategy	2,228,104	2,450,644	2,505,696	3,083,379	3,083,379
Business Solutions	7,812,788	9,192,123	13,747,417	11,488,309	13,063,309
Communications	9,701,643	15,041,673	20,013,967	15,219,788	16,169,788
Copy Services	227,850	110,545	401,505	454,942	454,942
CTO Office	—	(77)	—	—	—
Distribution	1,724,911	1,892,955	1,804,777	2,291,996	2,291,996
Duplicating	2,789,308	2,919,832	3,458,230	2,864,436	2,864,436
Enterprise Business Solution	6,930,996	7,406,404	8,605,751	8,495,994	8,495,994
Information Security	2,606,092	2,864,146	4,780,979	3,492,737	3,992,737
Infrastructure & Engineering	—	(27)	—	—	—
Office of the CTO	9,843,799	9,434,138	4,845,181	4,029,536	4,029,536
PC Deployment	—	200	—	—	—

City Support Services Service Area

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
Police Applications	(869)	—	—	—	—
Police Infrastructure Support	(218,946)	(225,730)	—	—	—
Printing & Distribution	89,972	(8)	—	—	—
Production Services	7,314,230	8,424,698	10,545,080	7,781,021	7,781,021
Project Management	1,497,482	1,805,583	1,484,082	1,961,718	1,961,718
Public Safety Technology	8,677,579	7,406,459	9,318,839	9,253,655	9,253,655
Replacement	217,061	—	—	—	—
Stores & Order Fulfillment	(117,859)	526,414	—	—	—
Support Center	8,970,478	11,172,571	14,142,247	15,192,066	15,737,066
Telecomm Operations	(51,786)	—	—	—	—
Vertical Applications	(1,363)	—	—	—	—
Total Programs	\$70,241,469	\$80,422,544	\$95,653,751	\$85,609,577	\$89,179,577

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003003	Administrative Specialist II	\$48,277	\$107,325	1.00	\$79,477	1.00	\$79,477	1.00	\$79,477
30003007	Analyst II	63,336	126,311	2.00	215,758	2.00	215,758	2.00	215,758
30003008	Analyst III	69,805	151,438	2.00	242,361	9.00	1,127,485	9.00	1,127,485
30000203	Applications Analyst II-Generalist	58,902	102,124	3.00	276,495	3.00	276,495	4.00	386,495
30000204	Applications Analyst III-Generalist	91,749	129,118	12.00	1,266,028	11.00	1,231,065	11.00	1,231,065
30000207	Applications Analyst IV-Generalist	95,763	141,501	11.90	1,434,746	12.00	1,488,247	12.00	1,488,247
30000206	Applications Analyst IV-GIS,Enterprise	50,712	118,788	2.00	256,672	2.00	256,672	2.00	256,672
30001234	Applications Analyst IV-Web Developer	50,712	118,788	1.00	110,864	1.00	110,864	2.00	245,864
30003011	Business Systems Analyst II	87,318	128,987	2.00	208,146	2.00	216,603	2.00	216,603
30003012	Business Systems Analyst III	100,422	148,315	16.00	1,953,848	9.00	1,117,001	9.00	1,117,001
30000700	Communications Engineer	95,763	141,501	1.00	128,336	1.00	133,692	1.00	133,692
30003024	Communications Engineer II	69,805	151,438	2.00	242,611	2.00	242,611	2.00	242,611
30000238	Communications Switch Technician	61,818	96,598	1.00	91,998	0.00	0	0.00	0
30003025	Communications System Administrator	80,205	168,219	1.00	142,646	1.00	142,646	1.00	142,646
30003235	Coordinator I - E	48,277	107,325	1.00	76,388	1.00	76,388	2.00	166,388
30003038	Director II	130,478	250,259	1.00	230,901	1.00	230,901	1.00	230,901
30000041	Distribution Technician	42,432	67,049	3.00	179,816	3.00	183,435	3.00	183,435
30000042	Distribution Technician, Lead	44,574	70,325	1.00	66,976	1.00	66,976	1.00	66,976
30000234	Electronics Technician I: Communications	52,790	82,621	2.00	156,959	3.00	226,657	3.00	226,657
30000236	Electronics Technician II: Commun	61,818	96,598	6.00	543,419	6.00	543,782	9.00	819,776
30002610	Electronics Technician III: Commun	73,632	103,369	3.00	267,822	4.00	374,692	4.00	374,692
30003300	Electronics Technician, Assistant	44,491	62,353	1.00	54,600	0.00	0	0.00	0
30000342	GIS Technician II	55,973	92,361	1.00	75,962	1.00	79,369	1.00	79,369
30000218	Inf Syst Analyst, Principal-Gen	102,898	152,006	34.00	4,499,075	36.00	4,927,067	38.00	5,216,603
30000217	Inf Syst Analyst, Principal-GIS Enterprs	62,200	133,355	5.00	684,424	6.00	779,792	6.00	779,792
30000880	Inf Syst Analyst, Principal-GIS,Vertical	62,200	133,355	3.00	413,649	3.00	413,649	3.00	413,649
30000219	Inf Syst Analyst, Principal-Proj Mgmt	62,200	133,355	6.00	711,066	6.00	758,265	6.00	758,265
30000198	Inf Syst Tech Analyst I-Generalist	46,342	86,137	4.00	249,018	4.00	249,018	6.00	413,088
30000199	Inf Syst Tech Analyst II-Generalist	49,774	92,580	12.00	862,139	12.00	821,119	13.00	909,290

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000200	Inf Syst Tech Analyst III- Generalist	59,252	97,210	4.00	344,031	5.00	419,296	7.00	604,458
30000210	Inf Syst Tech Analyst IV- Generalist	58,902	102,124	17.00	1,574,408	16.00	1,557,320	16.00	1,557,320
30000211	Inf Syst Tech Analyst IV- Telecomm	58,902	102,124	3.00	308,423	3.00	308,423	3.00	308,423
30000213	Inf Syst Tech Analyst V-Generalist	53,792	112,782	23.00	2,498,538	23.00	2,514,681	23.00	2,514,681
30002608	Inf Syst Tech Analyst V-Telecomm	53,792	112,782	2.00	197,954	1.00	106,205	1.00	106,205
30000214	Inf Syst Tech Analyst V-Vertical GIS	53,792	112,782	2.00	191,565	1.00	106,205	1.00	106,205
30000215	Inf Syst Tech Analyst VI- Generalist	50,712	118,788	17.00	1,938,918	17.00	1,914,558	20.00	2,304,558
30002108	Information Security Architect	49,162	138,728	3.00	367,079	3.00	367,079	3.00	367,079
30003068	Information Security Manager	92,851	194,786	1.00	180,107	1.00	180,107	1.00	180,107
30003069	Information Systems Manager I	80,205	168,219	11.00	1,617,325	14.00	2,034,178	14.00	2,034,178
30003070	Information Systems Manager II	91,728	182,549	4.00	653,307	4.00	653,307	4.00	653,307
30003071	Information Systems Manager III	92,851	194,786	5.00	834,735	5.00	834,735	5.00	834,735
30003072	Information Systems Supervisor	69,805	151,438	10.95	1,438,659	8.00	1,026,959	8.00	1,026,959
30003081	Manager I	80,205	168,219	1.00	122,220	0.00	0	0.00	0
30003083	Manager III	111,696	227,584	1.00	182,062	1.00	182,062	1.00	182,062
30000044	Printing & Distrib Custmr Svc Rep, Lead	52,208	84,281	1.00	80,267	1.00	80,266	1.00	80,266
30000043	Printing & Distrib Customer Svc Rep	45,406	73,208	3.00	182,326	2.00	134,318	2.00	134,318
30000047	Reprographic Operator I	37,482	61,938	5.00	255,944	3.00	165,995	3.00	165,995
30000048	Reprographic Operator II	45,406	73,208	2.00	111,530	1.00	58,219	1.00	58,219
30000049	Reprographic Operator III	52,208	84,281	2.00	160,534	2.00	160,534	2.00	160,534
30000053	Storekeeper/Acquisition Specialist I	45,302	71,482	2.00	136,156	2.00	136,156	2.00	136,156
30000054	Storekeeper/Acquisition Specialist II	47,611	75,086	2.00	125,463	2.00	133,920	2.00	133,920
30000056	Storekeeper/Acquisition Specialist III	53,789	86,159	1.00	82,056	1.00	82,056	1.00	82,056
30003104	Supervisor II	69,805	151,438	1.00	127,046	1.00	127,046	1.00	127,046
30003107	Technology Business Representative	80,205	168,219	6.00	844,875	6.00	844,875	6.00	844,875
30003108	Technology Capital Project Manager	91,728	182,549	2.00	327,725	2.00	327,725	2.00	327,725
	Total Full-Time Positions			272.85	\$30,605,453	268.00	\$30,825,951	284.00	\$32,553,884
30003012	Business Systems Analyst III	\$100,422	\$148,315	1.00	\$107,847	0.00	\$0	0.00	\$0

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000236	Electronics Technician II: Commun	61,818	96,598	1.00	69,524	0.00	0	0.00	0
30000219	Inf Syst Analyst, Principal-Proj Mgmt	62,200	133,355	1.00	102,898	0.00	0	0.00	0
30000211	Inf Syst Tech Analyst IV- Telecomm	58,902	102,124	1.00	55,096	0.00	0	0.00	0
Total Limited Term Positions				4.00	\$335,365	0.00	\$0	0.00	\$0
Grand Total				276.85	\$30,940,818	268.00	\$30,825,951	284.00	\$32,553,884

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 265+ 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 Support 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 OMF Business Operations to develop and monitor BTS’s annual budget.

In FY 2023-24, 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
CTO’s Office-Ratio of customer FTE directly served by BTS Admin Team FTE	96	105	93	100	90

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 new Management & Finance Racial 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 CTO, like all City programs, has considerably changed how it conducts business as a result of the ongoing COVID-19 pandemic. The Office of the 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 2023-24, Technology Services will support customer bureaus' evaluations of service levels and support requests for service and cost reductions to help balance budgets. An influx of City employees reporting to work in hybrid and remote environments will require systemic increases to some rates throughout FY 2023-24 as decisions regarding the Future of the Workplace and associated technology support evolve. Additionally, the Office of the CTO will respond to Technology Support needs and service level tradeoffs stemming from the November 2022 voter-approved charter reform.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	2,955,932	2,339,624	2,515,454	1,522,629	1,522,629
External Materials and Services	221,792	374,010	218,000	310,500	310,500
Internal Materials and Services	6,666,075	6,720,504	2,111,727	2,196,407	2,196,407
Bureau Expenditures Total	9,843,799	9,434,138	4,845,181	4,029,536	4,029,536
Fund Expenditures					
Debt Service	714,258	742,901	772,617	803,510	803,510
Contingency	0	0	4,916,722	7,336,857	7,336,857
Fund Transfers - Expense	2,415,358	2,313,503	2,900,234	3,129,115	3,129,115
Fund Expenditures Total	3,129,616	3,056,404	8,589,573	11,269,482	11,269,482
Requirements Total	12,973,415	12,490,542	13,434,754	15,299,018	15,299,018
FTE	14.00	14.00	14.00	6.00	6.00

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 future customer business needs and technology trends and direction. BETS provides transparent and timely communications, builds strong relationships between the bureau and its customers, 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 customer bureaus and offices, BETS evaluates current and anticipated technology systems and requisite requirements, manages the BTS 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 (BTS) and its customers, for example the Customer Stakeholder Group, which includes representatives from every City office and bureau. This group helps BTS understand customer needs, partners on bureau projects, helps establish service levels, and is a key communication conduit between the bureau and its customers. BETS is also responsible for monitoring customer satisfaction including the Bureau Customer Survey, through which customer feedback is solicited and measured about BTS 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
BETS-Citywide Technology Leadership Rating (per customer survey, 1-5 scale)	NA	3.20	4.00	4.00	4.00

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 (BTS) and the City’s equity goals.

As the voice of the customer in BTS, BETS works to help BTS understand and prioritize customer needs, including equity and accessibility-related needs. BETS has been working to include accessibility tools as part of the City’s standard suite of technology. This helps to ensure that accessibility tools will work with the City’s technology environment and reduces the time needed to purchase and deploy these tools, making the accommodation process more efficient.

Changes to Program

Due to the ongoing COVID-19 pandemic, the BETS team continues to rapidly respond to emergency requests to help customers meet their business needs. This occurred as bureau customers had to fundamentally change how they conduct their business. The BETS team will also be critical to understanding and handling customer requests as the City continues to contemplate the future of work. The BETS team is instrumental in communicating rapidly changing technology priorities as a result of the crisis. This is expected to continue into FY 2023-24 as the City continues to support an ongoing remote hybrid and onsite workforce and shifting technology priorities. The BETS team serves a critical role in supporting partner bureaus' evaluations of service levels to help balance budgets.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,669,646	1,831,721	2,000,232	2,153,225	2,153,225
External Materials and Services	29,757	38,164	381,345	791,900	791,900
Internal Materials and Services	528,702	580,759	124,119	138,254	138,254
Bureau Expenditures Total	2,228,104	2,450,644	2,505,696	3,083,379	3,083,379
Requirements Total	2,228,104	2,450,644	2,505,696	3,083,379	3,083,379
FTE	11.00	10.00	12.00	10.00	10.00

BTS - Business Solutions

Program Description & Goals

The Bureau of Technology Services (BTS) 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 BTS Technology Portal tickets triaged to the e-government (e-Gov) team.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Business Solutions-Number of BTS Portal tickets triaged to e-Government team	NA	NA	1,728	1,706	1,706

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 continues to focus on implementing additional functionalities in Portland.gov to better meet the needs of its customers and the community. Focus areas in FY 2023-24 include completing bureau migrations of all public content, content editor training, language translation on Portland.gov, and fully implementing the City's employee intranet.

For FY 2023-24, to address customer service level changes that may vary as a result of the COVID-19 pandemic, Business Solutions will support partner bureaus' evaluations of service levels, including requests to reduce services and costs to help balance budgets. Business Solutions will also provide support for bureaus' return to work via the use of new technologies to support scheduling of socially distanced work areas via mapping data.

Business Solutions will continue the Business Intelligence (BI) & Data Visualization (DV) pilot project in FY 2023-24. This project is for the design and implementation of an enterprise business intelligence and data visualization service that will result in a scalable BI platform that can readily grow as demand increases and source data systems are added.

In FY 2023-24, Business Solutions will implement Corporate Geographic Information System (CGIS) Indoors. CGIS Indoors is a solution designed to help bureaus advance their ability to space plan and deploy space flexible workstations, and hoteling zones throughout City-owned and leased spaces. CGIS Indoors will incur ongoing costs for licensing and staff time for system administration and content management. Business Solutions will continue rollout of a new workflow management platform (ZenDesk), which will replace Track-It and incur a new rate to bureau customers for licensing, software, and ongoing support. Customers were previously not charged for the legacy (Track-It) system.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	7,569,335	8,391,138	10,393,457	9,718,894	11,097,887
External Materials and Services	1,156,565	1,762,720	2,719,685	1,080,652	1,276,659
Internal Materials and Services	(913,113)	(961,734)	634,275	688,763	688,763
Bureau Expenditures Total	7,812,788	9,192,123	13,747,417	11,488,309	13,063,309
Requirements Total	7,812,788	9,192,123	13,747,417	11,488,309	13,063,309
FTE	52.90	52.90	54.90	52.00	59.00

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 maintains the City's telecommunications system, radio services, audio/visual services, video services, and the network. Responsibilities of the Communications program include servicing critical voice, video, and network support issues; and engineering and maintaining the City's communications systems and networks. This infrastructure includes the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-Net) through franchise agreements that serve local government agencies throughout Multnomah County.

Communications is primarily focused on the reliability and availability of critical network and communication system infrastructure with comparable availability to public and private industry best practices and standards.

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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Communications-Percentage availability of network excluding scheduled maintenance	99.98%	99.97%	99.99%	99.99%	99.96%
Communications-Percentage Internet availability	99.99%	99.96%	99.99%	99.99%	99.99%

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.

Communications engages Benson Polytechnic High School as a means for bringing area youth into technical apprenticeship opportunities and ongoing employment opportunities. Additional activities are planned in FY 2023-24, including instituting the Benson High School program as an ongoing bureau program.

Metro regional partners, public safety agencies, and transportation 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 Bureau of Technology Services must build an expanded fiber optic network to prepare the City for 5G and the need for significantly higher bandwidth required for Smart Cities and other digital solutions. In FY 2019-20, the bureau began a Fiber Expansion Program which explores using existing pole space for the core infrastructure buildout. This is an aerial and underground build-out which could include new routes for redundancy and network resiliency. The bureau is currently working with City and external partners for current and future build opportunities to help reduce time and cost of construction. The bureau is also exploring potential partnership opportunities with Multnomah County and other regional partners to help defer costs and construction time.

Included in the FY 2022-23 Adopted budget was one-time funding for AV upgrades to existing office spaces and an FTE to support an ongoing hybrid workforce. The ongoing funding for a more robust AV team is being requested in the BTS FY 2023-24 budget. The 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. Council chamber's AV needs continue to be assessed in support of a hybrid environment and new policy standards.

Communications is exploring changes to the current shop and vehicle service delivery model. BTS is partnering with Fleet to explore opportunities to provide cost effective electronic installation services. Service demand has decreased significantly while increasing overhead to maintain support infrastructure continues.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	4,357,573	4,439,777	5,618,041	6,224,371	6,653,524
External Materials and Services	7,939,998	13,142,892	13,515,958	8,420,693	8,941,540
Internal Materials and Services	(2,595,928)	(2,547,134)	879,968	574,724	574,724
Capital Outlay	0	6,138	0	0	0
Bureau Expenditures Total	9,701,643	15,041,673	20,013,967	15,219,788	16,169,788
Fund Expenditures					
Contingency	0	0	12,257,742	11,922,985	11,922,985
Fund Expenditures Total	0	0	12,257,742	11,922,985	11,922,985
Requirements Total	9,701,643	15,041,673	32,271,709	27,142,773	28,092,773
FTE	33.00	34.00	35.00	37.00	40.00

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 is comprised of 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, 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 HelpDesk ticket is open.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
EBS-Average number of days a SAP Helpdesk customer ticket is open	8.00	8.00	7.75	7.00	8.00
EBS-Percentage of EBS customers who rate SAP support services as favorable	NA	NA	NA	50%	50%

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 BTS 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 is already 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.

Changes to Program

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, conduct regression tests more efficiently by implementing a testing automation tool, and standardize annual patch project.

EBS is collaborating with BETS on a pilot project to improve data informed decision-making capabilities across City bureaus. Pending budget approval, EBS will integrate the Intelligent Spend Management module to improve enterprise procurement and vendor management.

Additionally, EBS will strategically start migrating HCM core data to the SAP Cloud platform to provide improved capabilities for HR services.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	4,056,705	4,067,682	4,795,280	5,069,688	5,069,688
External Materials and Services	2,308,474	2,957,299	3,437,350	3,058,357	3,058,357
Internal Materials and Services	565,816	381,422	373,121	367,949	367,949
Bureau Expenditures Total	6,930,996	7,406,404	8,605,751	8,495,994	8,495,994
Requirements Total	6,930,996	7,406,404	8,605,751	8,495,994	8,495,994
FTE	25.00	25.00	25.00	25.00	25.00

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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Information Security-Percentage of computers (workstations and servers) able to accept security patching	99%	99%	99%	99%	99%

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 BTS's 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's budget requirements for FY 2023-24 continue to incur high ongoing support costs due to completion of projects with ongoing expenses that enhance the City's cyber stance against malware, identity theft, and ransomware. In FY 2023-24, Information Security will continue to provide required core services that support the data integrity and security requirements necessary to support an ongoing remote and hybrid workforce. The need to improve endpoint protection is more critical than ever with more than 2,300 new computers and laptops and 4,000 connected assets introduced to the network since March 2020. Information Security is leading vital projects to improve endpoint protection and multi-factor authentication across the enterprise – as Citywide teleworking is expected to continue for the foreseeable future and no reduction in network monitored devices is expected. Information security anticipates adjustments to services derived from an increase in bureaus leveraging a hybrid work environment throughout FY 2023-24.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	903,326	1,112,065	1,331,616	1,236,297	1,523,969
External Materials and Services	1,595,416	1,668,001	3,349,910	2,145,047	2,357,375
Internal Materials and Services	89,767	84,080	99,453	111,393	111,393
Capital Outlay	17,582	0	0	0	0
Bureau Expenditures Total	2,606,092	2,864,146	4,780,979	3,492,737	3,992,737
Requirements Total	2,606,092	2,864,146	4,780,979	3,492,737	3,992,737
FTE	4.00	5.00	5.00	6.00	8.00

BTS - Printing and Distribution

Program Description & Goals

Printing and Distribution (P&D) provides centralized print service management and mail delivery services for City of Portland bureaus and several partner agencies. The program is comprised of three subdivisions including copy services, duplicating services, and distribution services.

The Copy Services program at P&D provides convenient Multi-Function Devices (MFDs) used by City employees for individual office printing and small copy work. P&D works closely with bureaus to ensure minimal usage of more expensive color output. 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 lower the number of color copies produced on City MFDs.

Duplicating Services is the City's centralized print shop, which captures economies of scale by providing the most frequently requested services in-house, and by procuring outside services for less frequent items. The print shop provides centralized printing and binding, pre-press services, paper purchases, scanning, and customer service program. A Key Performance Measure (KPM) for Printing & Distribution is the annual number of service requests per FTE.

Distribution Services maintains mail and delivery services on behalf of bureaus and to community members living in Portland by processing of all the City's US mail, interoffice mail delivery and pick-up, and print delivery to City customers and external customers including Multnomah County, Metro, and others. The program processes incoming and outgoing US mail. Distribution monitors all postage usage and garners sizable discounts by commingling City mail. Distribution assesses capacity and workload by the number of US mail pieces handled per team member.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
P&D-Pieces of US mail processed per distribution employee	1,085,349	1,104,591	1,000,000	1,100,000	986,000
P&D-Service Requests per FTE	941	1,950	1,200	2,000	2,700
P&D-Basic Copy Center rate per sheet	\$0.0380	\$0.0450	\$0.0490	\$0.0048	\$0.0375
P&D-Percentage of black and white impressions of total program volume	65%	70%	69%	70%	70%
P&D-Percentage of Service Requests shipped on time	100.00%	99.99%	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 2021-22, BTS contracted with an external consultant to perform an independent assessment of P&D's operations, trends before and during the COVID-19 pandemic, as well as projections for future utilization in the next 2–5 years. The findings from this assessment, along with the accompanying recommendations, are intended to inform BTS as it strategizes how to move P&D forward in the post-pandemic environment and beyond.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,632,168	1,421,848	1,716,056	1,566,051	1,566,051
External Materials and Services	2,336,195	2,682,396	2,756,782	2,746,300	2,746,300
Internal Materials and Services	224,145	54,772	1,088,774	1,026,523	1,026,523
Capital Outlay	49,495	0	102,900	272,500	272,500
Bureau Expenditures Total	4,242,003	4,159,015	5,664,512	5,611,374	5,611,374
Fund Expenditures					
Debt Service	203,654	211,821	220,294	229,101	229,101
Contingency	0	0	1,571,480	1,793,440	1,793,440
Fund Transfers - Expense	249,831	248,959	272,941	278,675	278,675
Fund Expenditures Total	453,485	460,780	2,064,715	2,301,216	2,301,216
Requirements Total	4,695,487	4,619,795	7,729,227	7,912,590	7,912,590
FTE	19.00	15.00	14.00	14.00	14.00

BTS - Production Services

Program Description & Goals

BTS 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 BTS 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Production Services-Percentage of email availability excluding scheduled maintenance	99.85%	99.88%	99.90%	99.90%	99.90%
Production Services-Percentage of mission critical production system availability for Cayenta	99.99%	99.91%	99.97%	99.97%	99.97%
Production Services-Percentage of mission critical production system availability for SAP	99.99%	100.00%	99.96%	99.96%	99.96%
Production Services-Percentage of public safety system availability - Bureau of Emergency Communications	99.99%	99.97%	99.99%	99.99%	99.99%
Production Services-Public Safety systems availability - Police (excluding scheduled maintenance)	99.99%	99.97%	99.99%	99.99%	99.99%

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 BTS 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

To address customer service level changes that may vary as a result of the COVID-19 pandemic, Production Services will support partner bureaus' evaluation of service levels and be supportive of requests for service reductions.

To provide improved capabilities and resilience, Production Services is completing the move of Police email to Office 365, enabling the use of more modern technologies while maintaining the security of criminal justice information.

Production Services will also be expanding capabilities for BTS through the FY 2022-23 ServiceNow project to substantially improve service management to better enable bureau's ability to self-serve support information and resources. Additionally, Production Services collaborating in FY 2023-24 with select pilot bureaus to deliver the ServiceNow platform for substantially improved service management to better enable bureaus to offer self-service and manage their workloads.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	3,025,873	3,322,837	5,014,494	4,347,847	4,347,847
External Materials and Services	3,331,092	4,062,457	5,252,076	3,121,222	3,121,222
Internal Materials and Services	935,577	964,464	278,510	311,952	311,952
Capital Outlay	21,687	74,941	0	0	0
Bureau Expenditures Total	7,314,230	8,424,698	10,545,080	7,781,021	7,781,021
Requirements Total	7,314,230	8,424,698	10,545,080	7,781,021	7,781,021
FTE	22.00	23.00	21.00	23.00	23.00

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 BTS 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.”

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
PMO-Percentage of customers rating project management service provided as excellent	75%	100%	75%	75%	75%

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 BTS and the City’s equity goals. The PMO’s equity goals are in alignment with the City’s core values and BTS’s goals for racial equity and inclusion. The PMO works regularly with other BTS teams and City employees, which creates opportunities to demonstrate intentional partnership and action in dismantling racism. the PMO has two members who serve on the BTS Equity Committee. These team members attend regular training to further their education.

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

In FY 2022-23, the PMO continued to partner with customers to prioritize and communicate project demands as the City was beginning to emerge from the COVID-19 pandemic. In addition to providing project management services, the team implemented BTS Project Dashboards to provide greater visibility into technology projects. After piloting Business Systems Analyst services to bureau customers, PMO established the service as a permanent offering to address the ongoing need for these services. Additionally, the team continued to offer technology moves, adds, changes, and decommissions (TMACD) services, which experienced a sharp uptick citywide over the previous 2.5 years through the pandemic, and higher than years prior to 2020. In FY 2023-24, the PMO expects this trend will continue with more employees returning to in-person work and increased support stemming from Charter Reform. To improve organizational agility as it relates to projects, the PMO is piloting alternative service delivery models (Agile) in FY 2022-23 and expects to add an alternative approach to traditional project management in FY 2023-24.

BTS Project Dashboards are located here: <https://employees.portland.gov/technology/bts-dashboards>

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,122,754	1,213,133	1,256,135	1,719,837	1,719,837
External Materials and Services	215,051	398,323	111,900	111,900	111,900
Internal Materials and Services	159,677	194,127	116,047	129,981	129,981
Bureau Expenditures Total	1,497,482	1,805,583	1,484,082	1,961,718	1,961,718
Requirements Total	1,497,482	1,805,583	1,484,082	1,961,718	1,961,718
FTE	10.00	10.00	11.00	10.00	10.00

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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	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	99.99%	100.00%	99.99%	99.99%	99.99%

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 BTS and the City's equity goals.

The Portland Police Bureau (PPB), 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 a fully implemented program throughout the state of Oregon. Public Safety Technology and PPB are working to implement this system in jurisdictions across the country, with over 20 jurisdictions benefiting from the system. PST received a third federal grant to continue SAMS rollout from September 2022 – 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

Body Worn Cameras: Over the next two years, PPB will be adding a Body Worn Camera program which will be supported by the Public Safety Technology Division. The program will collect video from about 600 police officers. PST will support the docking of the cameras and upload of the video which will be redacted by PPB's Records Division and stored for long term record keeping.

Office 365: Police email service will be moving to Microsoft Office 365 in 2023. Moving to Office 365 will also give PPB access to Microsoft Teams for meetings and collaboration and OneDrive to store and collaborate on documents. They will also utilize SharePoint for workflow to meet DOJ requirements for use of force. This will result in PPB's ability to better collaborate with other City bureaus that are already on the Office 365 platform.

Versaterm Records Management System (RMS) Upgrade: PST will move the Records Management System to a cloud-based implementation, scheduled to begin in FY 2022-23. The RMS will also be upgraded to the latest version as part of this move.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	5,854,921	6,223,848	6,577,567	6,848,917	6,848,917
External Materials and Services	3,378,334	1,667,622	2,114,368	1,629,281	1,629,281
Internal Materials and Services	(555,676)	(555,656)	626,904	775,457	775,457
Capital Outlay	0	70,646	0	0	0
Bureau Expenditures Total	8,677,579	7,406,459	9,318,839	9,253,655	9,253,655
Requirements Total	8,677,579	7,406,459	9,318,839	9,253,655	9,253,655
FTE	35.00	35.00	40.00	37.00	37.00

BTS - Support Center

Program Description & Goals

The BTS 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 workstations, monitors and mobile devices. Support Center provides account support for City login, email, file permissions, and passwords for all City employees and provides patching for Citywide end-point systems and software.

The Key Performance Measure for the Support Center is the Help Desk satisfaction rating. Support Center performance is also measured by the percentage of Help Desk calls answered within 20 seconds and the percentage of problems resolved by Help Desk without escalation to field staff. The Support Center measures the percentage of computers distributed directly to City staff from the manufacturer. The metric assesses the bureau's yearning to increase efficiency of procuring 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 Help Desk tracks the monthly average of unique users who access the BTS technology portal to receive service from a BTS 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 workstations, 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Support Center-Percentage of calls answered within 20 seconds	68.20%	60.00%	75.00%	75.00%	80.00%
Support Center-Average number of unique users accessing the BTS technology help portal (monthly)	800	1,100	1,200	1,750	2,500
Support Center-Help Desk satisfaction rating (scale 1 to 5)	4.80	4.91	4.75	4.75	4.75
Support Center-First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	72.20%	68.00%	75.00%	75.00%	80.00%
Support Center-Percentage of computers distributed to City staff by direct drop ship from manufacturer	NA	NA	NA	50.00%	75.00%

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 BTS and the City’s equity goals.

The Support Center implemented 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.

BTS has experienced much 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

During the pandemic and throughout the City’s shift to remote and hybrid work, the BTS Support Center has deployed more than 2,200 laptops and 2,350 smartphones to City of Portland employees.

The Support Center continues to be affected by the pandemic. Unprecedented technology supply chain problems have prolonged ordering and delivery of common technologies including laptops, monitors, and many other electronic devices. The Support Center continues to review ways to meet increasing service demands including implementing tools to automate and standardize the way BTS supports technology remotely, such as ServiceNow and Workspace One (UEM).

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	4,786,987	5,215,074	5,679,318	7,319,008	7,856,518
External Materials and Services	3,600,357	5,380,870	7,940,647	7,299,197	7,306,687
Internal Materials and Services	583,134	576,628	522,282	573,861	573,861
Bureau Expenditures Total	8,970,478	11,172,571	14,142,247	15,192,066	15,737,066
Fund Expenditures					
Contingency	0	0	8,956,768	12,571,731	12,571,731
Fund Expenditures Total	0	0	8,956,768	12,571,731	12,571,731
Requirements Total	8,970,478	11,172,571	23,099,015	27,763,797	28,308,797
FTE	37.00	38.00	40.00	48.00	52.00

DP: 14780 - BTS-Hybrid Meeting Technology Support**DP Type****Priority**NONGFA
DD

1

Package Description

This is an ongoing request for \$950,000 in Interagency Funding, with \$155,000 requested in offset to General Fund Bureaus, and 3 FTE to provide support for hybrid meetings in City facilities, including dedicated on-site support during City Council meetings, and to enhance the City's security efforts through supporting security cameras.

Service Impacts

Prior to March of 2020, most City meetings, both internally and with members of the public, took place in person and Audio/Video (A/V) technology was designed and deployed predominantly with this assumption. As the City recognizes the benefits of remote meeting technologies used during the last three years and envisions the Future of Work, there is a strong desire and, in the case of public meetings, a legal requirement to keep the accessibility and interaction gains of updated meeting technology, but with a mix of in-person and remote attendees. In the FY 2022-23 Adopted Budget, Council granted one-time funding to BTS for one Electronics Technician II FTE to provide support for meetings in City facilities. Additionally in the FY 2022-23 Fall BMP, BTS requested but did not receive \$165,000 in General Fund one-time funding to support a directive from Council Offices that BTS provide dedicated onsite A/V support in Council Chambers of all City Council meetings and work sessions. This funding was intended to cover 6-months of funding for onsite work currently taking up to 32 person-hours per week. City employees currently spend nearly 58,000 hours per month in Teams meetings, sharing video during over 51,000 of those hours. With coming guidance regarding the Future of Work likely to cement hybrid work into our practices, additional A/V support is needed for City bureaus and Council.

In addition, City employees continue to experience physical security challenges, leading to needs for increased investment in security personnel and infrastructure, like security cameras. At the end of calendar year 2022, BTS was supporting approximately 700 security cameras in facilities across the City, with an additional 1,100 planned to be added in the next year and additional requests in the pipeline.

The BTS Video Team currently has 4 ongoing FTE to support all conference room technology and security cameras citywide and cannot keep up with service demand without permanently augmented resources.

Note that, with a change in the Charter and composition of Council, additional A/V infrastructure and support investments beyond this request will likely be needed in the future.

In FY 2023-24, BTS is requesting three (3) Electronics Technician II FTE (\$450k), including; the conversion of the one-time funding to ongoing for the Electronics Technician II FTE (\$150k) for A/V support, an additional FTE focused on A/V support, and an additional FTE focused on security camera infrastructure.

Ongoing Materials & Services funding for contracted onsite A/V support of City Council meetings and work sessions, as well as for bureau meeting support on an as-requested/billable basis (\$500k).

Following a meeting of BTS's Customer Stakeholder Group to review budget proposals, held on December 14, 2022 and attended by more than 100 bureau technology and financial representatives, BTS sent a survey to bureaus to gauge their support. Fifteen bureaus responded.

For this Decision Package:

To the question: I support this decision package?

-12 bureaus responded Yes

-3 bureaus responded No. One (1) bureau said No with a caveat that they would support a scaled down version of the requested add.

To the question: Would your bureau support this proposal if a General Fund offset is not approved and you have to absorb the cost?

-8 bureaus responded Yes

-7 bureaus responded No

When asked to rank the five decision packages from BTS, the average bureau ranking for this decision package was: Tied for 3rd Place.

Equity Impacts

Up until the pandemic, all City Council meetings were held at City Hall, without an option for community members to provide testimony from a virtual setting. Council meetings were always recorded and broadcasted, but even this option did not provide an opportunity for community members to share their perspective or provide input on decisions that impacted their lives. Fully funding the Hybrid Meeting & Security Camera Technology Support will provide BTS and our community members with dedicated resources to ensure continuity of A/V support in Council Chambers for all City Council meetings and work sessions. Continuing this service eliminates potential barriers to community member participation and interaction during live public meetings. For public meetings, enabling remote access for people who cannot easily attend a meeting in downtown Portland, cannot afford the expense of a trip downtown, or does not have the technology to interact with government in a remote setting, is a major equity consideration. There is a continued desire (and, in the case of public meetings, a legal requirement to comply with Oregon House Bill 2560) to keep the accessibility and interaction gains of updated meeting technology, but now with a mix of in-person and remote attendees.

Decision Package Summary

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Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
701000	Internal Materials and Servic	750,191	0	0	0	0
706000	External Materials and Servi	520,847	0	0	0	0
706000	Personnel	429,153	0	0	0	0
Sum:		1,700,191	0	0	0	0

Major Object Name		Revenue				
701000	Interagency Revenue	750,191	0	0	0	0
706000	Interagency Revenue	950,000	0	0	0	0
Sum:		1,700,191	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000236 - Electronics Technician II: Commun	3.00	275,994	0	132,045	429,153
Total	3.00	275,994	0	132,045	429,153

Decision Package Summary

Run Date: 1/24/23

Details

Run Time: 9:01:58 AM

DP: 14826 - BTS-Data-Informed Decision Making**DP Type****Priority**NONGFA
DD

2

Package Description

This decision package requests \$975,000 in ongoing interagency revenues, including \$815,000 for 4 FTE and \$160,000 for software licensing and support, with \$423,234 requested in offset to General Fund Bureaus, to cover ongoing costs and permanent support of the Data-Informed Decision Making (formerly known as business intelligence and data visualization) service within the Bureau of Technology Services. This investment provides an arena to enable cross-bureau data to become uniformly available to the enterprise; thus, enabling the enterprise-wide ability to use data to inform decision making, reducing the possibility of duplicative data and requests, and optimizing current and future investments.

The City of Portland lacks a holistic and enterprise-wide system that readily allows decision-makers to analyze cross-bureau data to make informed policy decisions. The City funded a pilot initiative for the current fiscal year via American Rescue Plan Act (ARPA) and one-time funds, and Council directed BTS to request ongoing funding in the FY 2023-24 budget cycle via a Budget Note. The system will position bureaus and City Council to make accurate and data-informed decisions on some of the City's most prevalent issues including, but not limited to, public safety, houselessness, and economic development.

The package includes funding for 4.0 FTE (1 Information System Analyst, Principal and 3 Information System Technology Analyst VI) to manage the data service offerings and licensing costs for platform components. Additionally, some of the program's costs will be charged back to bureaus based on direct usage of licensed tools.

Service Impacts

Data Informed Decision-Making stitches together numerous data sources and platforms (e.g., Microsoft Power Business Intelligence, Enterprise Tableau, Smart Sheets, and the City's mapping platform) to enhance City service delivery through the creation of a technology service that links source data from multiple systems (e.g., SAP and ARPA data reporting) and exposes it to a suite of analysis tools using a standardized methodology. This package supports City staff in building information products that transform data into actionable knowledge. Upon implementation, bureaus will have the ability to become more data driven in decision making and more equipped to share information with community members and organizations.

Business intelligence will remain a core strategy of the City and BTS. These efforts leverage work by the Bureau of Planning and Sustainability (BPS) around open data and citywide data governance with the work of the multi-bureau ARPA team in developing outcome-based and equity-informed metrics to report ARPA investment results to the public. Charter reform will require data-informed decision making that has never been done before to support new service delivery models, e.g. drawing a legislative representation of districts, analyzing and right-sizing community safety investments across the social safety net, and economic development initiatives.

If this decision package is not approved and fully funded, the City will not have an enterprise data-driven decision making solution and the work currently underway will become obsolete as it is only funded through FY 2022-23 and the limited duration of ARPA funds. Bureaus that can afford to will continue to 'go it alone', access to data will be inequitable, data owners will continue to get multiple requests for the same data, full value will not be achieved, and investments will continue to be duplicative, 'one-off' and disparate; moreover, data access and usability problems will remain unresolved.

This request succeeds a one-time FY 2022-23 Adopted Budget decision package to pilot the program. The pilot decision package is for the design and implementation of this solution for two pilot use cases, which will result in a scalable business intelligence platform that can readily grow as demand increases and source data systems are added. City Council also directed BTS to request ongoing resources to continue this effort via a FY 2023-24 budget note. Without ongoing funding, the time, programming, and deployment effort that went into this will become obsolete and unsupported.

Municipalities and community organizations throughout the region are actively working to develop their data-informed decision making capabilities for the same reasons underscoring this decision package. In some cases, the City is trailing behind in these efforts. This decision package builds upon efforts currently underway to create an enterprise service, positioning the City to become a regional leader in these efforts.

Following a meeting of BTS's Customer Stakeholder Group to review budget proposals, held on December 14, 2022 and attended by more than 100 bureau technology and financial representatives, BTS sent a survey to bureaus to gauge bureau support. Fifteen (15) bureaus responded to the survey.

For this Decision Package:

To the question: I support this decision package?

-11 bureaus responded Yes

-4 bureaus responded No. One (1) bureau said No with a caveat that they would support a scaled down version of the requested add.

-While they did not respond via the survey instrument, the Mayor's Office separately emailed their Business Relationship Manager indicating support for this package.

To the question: Would your bureau support this proposal if a General Fund offset is not approved and you have to absorb the cost?

-8 bureaus responded Yes

-7 bureaus responded No

When asked to rank the five decision packages proposed by BTS, the average bureau ranking for this decision package was: Tied for 3rd place

City of Portland
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Equity Impacts

The City aspires to be a municipal leader in integrating data and measurable outcomes into policy decisions that have impacts on demographics of communities and geographies across the City. By continuing investment in the data-informed decision making solution at the enterprise level, the City will build capacity to collaborate with community partners and across bureaus around data-informed decisions as they relate to equity and inclusion. The solution design efforts currently underway leverage community engagement-informed data governance work by BPS and the Rescue Plan Equity Toolkit best practices. Failure to fund this program will result in wasted time, programming, and deployment for the current pilot project currently underway.

Portland has historically under-resourced regions of the City, particularly East Portland, at an alarming rate, which has presented a disparity in the quality of life for community members who live and recreate in areas that have been underinvested. Once fully designed and implemented, the data-informed decision making solution will equip decision makers with a resource to forecast how City policy will impact communities across the City. By starting with a program that is centered on transparency, responsive to Title VI requirements, and is developing requirements for disaggregation around key population demographics like race, gender, and disability, we can build a system that accommodates, standardizes, and incents these requirements for future data sharing.

Budget Detail						
Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
706000	External Materials and Servi	178,309	0	0	0	0
706000	Personnel	796,691	0	0	0	0
	Sum:	975,000	0	0	0	0
	Major Object Name	Revenue				
706000	Interagency Revenue	975,000	0	0	0	0
	Sum:	975,000	0	0	0	0

Position Detail					
Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000215 - Inf Syst Tech Analyst VI-Generalist	3.00	390,000	0	162,777	582,612
30000218 - Inf Syst Analyst, Principal-Gen	1.00	144,768	0	58,236	214,079
Total	4.00	534,768	0	221,013	796,691

Decision Package Summary

Run Date: 1/24/23

Details

Run Time: 9:01:58 AM

DP: 14827 - BTS-Mature Information Security**DP Type****Priority**NONGFA
DD

3

Package Description

This is an ongoing request for \$500,000 in ongoing Interagency Funding, with \$217,000 requested in offset to General Fund Bureaus, and 2 FTE to meet increasing cyber threats and cyber-insurance requirements with appropriate security capabilities. This request also updates the funding methodology for Information Security services, with an additional \$590K requested in offset to General Fund Bureaus for resulting impacts.

Service Impacts

Cybersecurity insurers require covered entities to meet minimum standards for coverage, and these standards increase as the cyber security landscape becomes riskier and more complex. This decision package assures the City will meet current minimum insurance standards and positions the City to more effectively meet the challenge of increasing cyber threats. BTS proposes a cyber defense package of appropriate capabilities that includes 1) an enhanced endpoint detection and response (EDR) capability to protect more than 8,000 Citywide devices, especially while teleworking, 2) an Identity and Access Management (IAM) capability to align and simplify the 7,000 active directory accounts across the City, and 3) a Data Loss Prevention (DLP) capability to identify and protect the more than 1 million documents containing Citywide confidential information. These capabilities affirm the City's commitment to a continuously improving cybersecurity program and continue to mature BTS's support of remote and hybrid work.

This request also seeks support for changing the cost allocation methodology used to fund information security services, including offsetting the impacts of resulting cost swings to the General Fund. Traditionally, the Information Security program costs were recouped through the BTS Corporate allocation rate, which is a metric based on the size of customer bureaus' adopted budget BTS IAs. BTS instead proposes to move to an allocation based on bureau FTE. Moving to a rate methodology that is easier to understand and would make the BTS service model flexible enough to grow and shrink with demand. Specifically, it creates more stable funding to BTS for ebbs and flows of City growth and shifts the BTS metrics to become more people-based, rather than place-based. This change aligns with industry practice, more accurately reflects cyber risk, and will also foster better relationships with customer bureaus.

In FY 2023-24, BTS is requesting:

- Ongoing Materials & Services for vendor-provided endpoint detection and response services (net \$200k).
- 1 ongoing Information Systems Tech Analyst III FTE to support Identity and Access Management tools and capabilities (\$150K)
- 1 ongoing Information Systems Tech Analyst III FTE to support Data Loss Prevention and overall cybersecurity operations (\$150K)

Secondly, BTS is requesting General Fund offset to support a change in Information Security rate methodology, shifting to using FTEs as a more appropriate proxy of security service requirements and risks (\$590K).

Following a meeting of BTS's Customer Stakeholder Group to review budget proposals, held on December 14, 2022 and attended by more than 100 bureau technology and financial representatives, BTS sent a survey to bureaus to gauge bureau support. Fifteen (15) bureaus responded to the survey.

For this Decision Package:

To the question: I support this decision package?

-13 bureaus responded Yes

-2 bureaus responded No

-While they did not respond via the survey instrument, the Mayor's Office separately emailed their Business Relationship Manager indicating support for this package.

To the question: Would your bureau support this proposal if a General Fund offset is not approved and you have to absorb the cost?

-10 bureaus responded Yes

-5 bureaus responded No

When asked to rank the five decision packages proposed by BTS, the average bureau ranking for this decision package was: Tied for 1st place

Equity Impacts

Cybercriminals are performing social engineering (phishing), ransomware, denial of service, and other attacks to obtain unauthorized access to confidential information and City funds at an alarming rate. Community members have an expectation that their tax dollars are being optimized to create a government that is safe, highly functional, and fiscally responsible. Community engagement work performed by the Bureau of Planning and Sustainability around open data and government use of community data also underscores the importance of privacy and information protection. Investing in BTS's information security capabilities will create the cyber resiliency to help safeguard information on behalf of all City stakeholders.

Decision Package Summary

Run Date: 1/24/23

Details

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Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
706000	External Materials and Servi	212,328	0	0	0	0
706000	Personnel	287,672	0	0	0	0
Sum:		500,000	0	0	0	0
Major Object Name		Revenue				
706000	Interagency Revenue	500,000	0	0	0	0
Sum:		500,000	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000200 - Inf Syst Tech Analyst III-Generalist	2.00	185,162	0	88,346	287,672
Total	2.00	185,162	0	88,346	287,672

DP: 14828 - BTS-Unified Community Engagement**DP Type****Priority**NONGFA
DD

4

Package Description

This decision package requests \$600,000 in ongoing interagency rates, \$256,000 in General Fund offset, and 3.0 FTE to address resource gaps within two of the City's main customer engagement and business platforms – Zendesk and Portland.gov. Portland.gov, the City's completely redeveloped web presence, is transitioning from a capital project to an operational service and information-sharing platform. It is a much more modern, robust, and community-friendly platform than its predecessor, Portlandoregon.gov. The support team does not have sufficient resources to fully operationalize, maintain, and continue developing the platform. Zendesk is an emerging technology being leveraged by the City's 311 program and will serve as a first stop for triaging requests from community members. Beyond one-time capital resources, BTS does not currently have the resources needed to support the ongoing development and adoption of the Zendesk platform, nor resources necessary for run and maintain support.

Service Impacts

BTS, in partnership with City communications teams, has completely redeveloped and redesigned the City's website over the last several years, enabling community members to conduct their civic engagement and business through an innovative website. The effort is transitioning from a project to an ongoing operation and needs resources to run, maintain, and continuously improve the system. With current capacity, BTS has been unable to reduce the outstanding backlog to complete the website transition. Roughly 70% of the website has been integrated and the City is still heavily reliant on PortlandOnline (the old website) to perform functions that have not been built on Portland.gov. These functions include internal and external user authentication, accessibility features for ADA compliance, and language translation. To meet community needs and bureau expectations, Portland.gov needs ongoing resources to support, secure, and continuously improve functionality.

Zendesk is a system that, once fully integrated, will serve as the technology backbone for the City's 311 efforts. It will not only replace the custom-developed and antiquated (though still heavily used) customer service intake medium known as "Track-It," but it is being leveraged to provide more efficient and improved business process flows to ease community member service delivery. Track-it has been a beneficial customer service intake tool but has reached the end of its useful life and will be decommissioned with the previous website. Zendesk provides a cloud-based backing which requires licensing, development, and technology resources to run and maintain the system. Zendesk comes at a time when the City is experiencing exponential growth in the amount of service requests and engagement with community members. Zendesk currently supports more than 250 types of service requests on behalf of the 311 program. In 2022, the 311 program received more than 240,000 individual requests or reports from community members. From October 2021 through October 2022, contacts to the PDX 311 program grew by 27%. It can be anticipated that this number will continue to grow as community members learn about and leverage the program. Efficiencies created by the Zendesk solution are anticipated to help the 311 program accelerate its response and report triaging capacity. Without ongoing additional resources, BTS will not be able to keep up with the needs of the 311 program and the public.

If this decision package is approved, 2.0 FTE (1 Information System Analyst, Principal and 1 Applications Analyst II) would be resourced to provide additional ongoing administration and support of Portland.gov, 1.0 Applications Analyst IV FTE will administer the Zendesk platform.

Following a meeting of BTS's Customer Stakeholder Group to review budget proposals, held on December 14, 2022 and attended by more than 100 bureau technology and financial representatives, BTS sent a survey to bureaus to gauge bureau support. Fifteen (15) bureaus responded to the survey.

For this Decision Package:

To the question: I support this decision package?

-9 bureaus responded Yes

-5 bureaus responded No. One (1) bureau said No with a caveat that they would support a scaled down version of the requested add.

To the question: Would your bureau support this proposal if a General Fund offset is not approved and you have to absorb the cost?

-7 bureaus responded Yes

-8 bureaus responded No

When asked to rank the five decision packages proposed by BTS, the average bureau ranking for this decision package was: 5th Place

Equity Impacts

Portland.gov is oftentimes referred to as the "front door" of the City. The website has been designed with accessibility standards in mind and enhances user functionality from mobile devices. The website serves as a portal for community members to discover information about an upcoming event or road closure, pay a bill, learn about a committee meeting and/or take care of an array of civic matters. Schools, organizations, and non-profits interact with the City's website and 311 program to obtain information that's relevant to the communities they serve – in many cases, these are the communities that have been historically underrepresented regarding government service offerings. With Charter Reform underway, the City is at a critical point where we need holistic engagement with our community members to spawn a Portland City Government that's relied upon and respected by its community. With Zendesk and Portland.gov serving as the two main community engagement portals, under-resourcing these tools has the potential to perpetuate inequities by continuing to only engage demographics who have ability, knowledge, and access to engage with the City. Investing in Portland.gov and Zendesk grants BTS with resources needed to maintain these critical community engagement tools.

Decision Package Summary

Run Date: 1/24/23

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Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
706000	External Materials and Servi	17,698	0	0	0	0
706000	Personnel	582,302	0	0	0	0
	Sum:	600,000	0	0	0	0
Major Object Name		Revenue				
706000	Interagency Revenue	600,000	0	0	0	0
	Sum:	600,000	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000203 - Applications Analyst II-Generalist	1.00	110,000	0	48,874	167,289
30000218 - Inf Syst Analyst, Principal-Gen	1.00	144,768	0	58,236	214,079
30001234 - Applications Analyst IV-Web Developer	1.00	135,000	0	55,606	200,934
Total	3.00	389,768	0	162,716	582,302

Decision Package Summary

Run Date: 1/24/23

Details

Run Time: 9:01:58 AM

DP: 14829 - BTS-Bolster Technology Support**DP Type****Priority**NONGFA
DD

5

Package Description

This is an ongoing request for \$545,000 in interagency funding, with \$237K requested in offset to General Fund Bureaus, and 4 FTE to focus on technology customer service with the goal of meeting customer service goals more consistently. BTS customers have continuously expressed concern about the length of time it takes to close Help Desk tickets and receive technology equipment. This decision package provides the Support Center with resources needed to decrease service turnaround time to bureau customers and better meet their increasingly complex support needs.

Service Impacts

Prior to March of 2020, City employees were mostly located onsite in City managed buildings where technology solutions could be standardized and maintained by BTS. Since the onset of both remote work and later hybrid work, the BTS Support Center has fielded an unprecedented number of technology support tickets and procurement requests related to the fact that City technology must now be supported in multiple locations, both inside City Buildings and in remote work locations. More than 2,000 new laptops and 1,000 new phones were procured and issued to City staff during the pandemic with no increase in Support Center resources. In 2019, the BTS Service Desk received 17,680 calls and 6,189 portal tickets. Three years later, the BTS Service Desk received 20,148 calls and 18,830 portal tickets – resulting in a 162% overall increase in technology-related service requests from 2019. An upward trend in Service Desk requests is anticipated as the City hires more employees and implements charter-related reforms in the coming years. In 2022, the BTS Service Desk broke all-time records for number of monthly Help Desk calls in two separate months; 1,965 calls in May and 1,972 calls in August. While praising service quality, customers have escalated concerns about service timeliness to BTS leadership. The Support Center has been leveraging limited term and/or contractor assistance on a one-time basis to better meet service demands, but this need is clearly ongoing. BTS is also investing in mid- and long-term solutions like process improvement, increasing automation, and updated employee training. However, the City's way of doing business has permanently changed and the number of City employees and technology endpoints BTS supports continues to grow, surpassing our ability to keep up without additional resources. With the resources requested, the Support Center hopes to maintain less than 50 unassigned tickets in the Service Desk, Technology Procurement and Desktop Support work queues (during the period since hybrid work started, these numbers would, at times, exceed 200 in each queue). This will result in overall faster service and turnaround of work requests from City employees related to all three programs.

In FY 2023-24, BTS is requesting:

- Two Information Systems Technology Analyst I FTE (\$250K) and one Information Systems Technology Analyst II FTE to provide additional customer support via the Service Desk and Desktop Support (\$145k).
- One Coordinator I position to provide additional technology procurement support (\$150k)

Following a meeting of BTS's Customer Stakeholder Group to review budget proposals, held on December 14, 2022 and attended by more than 100 bureau technology and financial representatives, BTS sent a survey to bureaus to gauge bureau support. Fifteen (15) bureaus responded to the survey.

For this Decision Package:

To the question: I support this decision package?

- 11 bureaus responded Yes
- 3 bureaus responded No. One (1) bureau said No with a caveat that they would support a scaled down version of the requested add.

To the question: Would your bureau support this proposal if a General Fund offset is not approved and you have to absorb the cost?

- 10 bureaus responded Yes
- 4 bureaus responded No

When asked to rank the five decision packages proposed by BTS, the average bureau ranking for this decision package was: Tied for 1st place

Equity Impacts

Delays in equipment delivery and Help Desk ticket closure creates barriers for BTS's customer bureaus and impacts the overall quality of government services provided to community members. In FY 2023-24, BTS will begin reporting on the average number of unique users accessing the BTS technology help portal and the percentage of computers distributed to City staff by direct drop ship from the manufacturer, efficiency measures aimed at providing self-help and faster delivery. However, these efforts alone are not sufficient to meet increasing and increasingly complex customer needs. Funding this decision package will yield favorable outcomes for this highly sought BTS service.

Decision Package Summary

Run Date: 1/24/23

Details

Run Time: 9:01:58 AM

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
706000	External Materials and Servi	7,490	0	0	0	0
706000	Personnel	537,510	0	0	0	0
	Sum:	545,000	0	0	0	0

	Major Object Name	Revenue				
706000	Interagency Revenue	545,000	0	0	0	0
	Sum:	545,000	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000198 - Inf Syst Tech Analyst I-Generalist	2.00	164,070	0	82,634	259,256
30000199 - Inf Syst Tech Analyst II-Generalist	1.00	88,171	0	42,979	137,895
30003235 - Coordinator I - E	1.00	90,000	0	43,474	140,359
Total	4.00	342,241	0	169,087	537,510

FY 2023-24 BUDGET EQUITY ASSESSMENT TOOL

BUREAU/OFFICE/DEPARTMENT: BUREAU OF TECHNOLOGY SERVICES

INTRODUCTION

The FY 2023-24 budget development process continues to utilize the City's Program Offer framework where there is intended to be a clear and concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, as well as a dedicated section to provide equity information specific to that program. Bureaus will also be expected to identify benefits and/or burdens in submitted decision packages for Council consideration.

The Budget Equity Tool will continue to serve as a guide for more robust equity analysis. In your responses below, please consider the Bureau's Requested Budget as a whole.

SECTION 1: BUREAU OPERATIONS

1. How does the Requested Budget advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan?
 - a. In what ways does the Requested Budget benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?
 - b. In what ways does the Requested Budget negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

BTS is an internal service provider that strives to use the City's Core Values, the Office of Equity and Human Rights (OEHR) equity lens, and the goals of the bureau's Five-Year Racial Equity Plan (REP) when making budgetary, staffing, and procurement decisions. The Equity Lens includes the following considerations:

1. Is my implicit bias impacting how I think about this issue?
2. How will this issue impact communities of color?
3. How will this issue impact people with disabilities?
4. Is there an opportunity to reduce disparities?

One example that BTS uses universally is the requirement that all resume reviewers/subject matter experts (SME), interview panelists, and hiring managers complete bias awareness training prior to their involvement with any BTS recruitment.

This also meets the BTS REP's five-year objective of ensuring competency in eliminating institutional and personal racial bias in the recruitment process. Additionally, BTS uses the City's Minority Evaluator Program when issuing RFPs and supports the Summer Youth Employment Program.

BTS is working to implement a template that hiring managers can use to source equity-based interview questions for job candidates. The template will provide an avenue for continuity and integrity throughout equity questions for all forthcoming BTS recruitments.

BTS has succeeded in maintaining ongoing funding for the bureau internship program. This longstanding program has resulted in training opportunities and in many cases, permanent employment to a diverse group of employees from underserved communities. BTS also engages with Benson Polytechnic High

School as a means for bringing area youth into technical apprenticeship opportunities with continued opportunities planned for FY 2023-24.

The BTS Requested Budget does not negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

In FY 2023-24 the BTS Equity Committee looks forward to engaging with the OMF Racial Equity Program Manager to update its Five-Year Racial Equity Plan (REP) to ensure it aligns with the City's Core Values of Anti-racism, Communication, Collaboration, Equity, Transparency and Fiscal Responsibility, as well as OEHR's updated Strategic Plan.

2. How has the bureau engaged with communities in the budget request to identify the priorities, particularly with Indigenous people, Black people, people of color, immigrants and refugees, multilingual, multicultural, and people with disabilities. How are these priorities reflected in this Proposed Budget?

As an internal service provider, BTS provides information technology and telecommunications services primarily to internal City customers. BTS' Customer Stakeholder Group meets monthly to align bureau technology needs that impact underserved communities. An example of BTS supporting internal customers in ways that support equity goals is the collaboration between OMF and BTS on the 311 Program and introducing new technology solutions that further enable the community to interact with government. The refreshed Portland.gov website also features an Access and ADA Accommodations page that services both internal and external customers. BTS is seeking additional resources in the FY 2023-24 budget via a decision package to bolster the support and development of the technology underpinning both 311 and the website. Additionally, BTS strives to use the OEHR equity lens and the goals of the bureau's Five-Year Racial Equity Plan when making budgetary, staffing, and procurement decisions. BTS strives to leverage captioning and screen reading capabilities in standard collaboration tools (i.e., Microsoft Teams).

3. What are the insufficiencies in the base budget that inhibit the bureau's achievement of equity or the goals outlined in the Racial Equity Plan?

BTS has a volunteer Equity Committee, however there is not a dedicated Equity Manager for the bureau itself. OMF hired a Racial Equity Program Manager in FY 2021-22, but we have not had an opportunity to sync or collaborate on equity initiatives. Moving forward, BTS will be working with the OMF Racial Equity Program Manager to ensure BTS' equity goals and updated five-year Racial Equity Plan are in alignment with the City's Core Values and OEHR's updated strategic plan.

4. Have you made significant realignments or changes to the bureau's budget? If so, how/do these changes impact the community? Is this different for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities?

There have been no significant realignments that advance or inhibit equity. However, any alignments to the base budget are always made with the City's Core Values, OEHR's equity lens, and BTS' Five-Year Racial Equity Plan in mind. The FY 2023-24 Requested Budget includes a decision package to enhance two of the City's main customer engagement and business platforms – Zendesk and Portland.gov. These technologies serve as the “front door” to the City as many community members use these solutions for conducting everyday business with the city – from reporting potholes, to paying water bills and permit fees, or learning about major incidents happening in the City. Investing in the resilience and redundancy of these systems are critical components of an accessible and reliable web/virtual presence.

5. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the bureau's Transition Plan barrier removal schedule?

N/A

6. What funding have you allocated in the bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI?

This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages
- Engagement efforts with multilingual and multicultural communities

Internal funding for Title II and Civil Rights Title VI requirements including translation, interpretation, and ADA accommodation are funded as set out in BTS's five-year Racial Equity Plan. BTS also provides automated translation services to other internal City customers. BTS continues its work on streamlining the Reasonable Accommodations request process, as outlined in HRAR 2.06. The refreshed Portland.gov hosts an [Access and ADA Accommodations](#) page that services both internal and external customers. BTS made improvements to the technology procurement request form to quickly recognize and appropriately escalate requests for technology associated with reasonable accommodations. Several products have been included in the BTS Standards Directory for use as ADA assistive technologies. These products have been identified in the document with an ADA tag. These products are also listed under the ADA index entry. BTS worked with BHR and OEHR to develop the list. The products were identified through discussion with external agencies such as the Oregon Commission for the Blind and via review of products currently in use within the City infrastructure. While not an exhaustive list, it represents products thought to be most used. Products included in the BTS standards directory have been vetted for compliance and compatibility with BTS's technology environment. This eliminates the need for a separately evaluated exception request and streamlines the processes for acquisition and installation.

7. Please take a look at the City of Portland's workforce demographic dashboard as provided by the Bureau of Human Resources: [Public Human Resources Analytics Dashboard - September 2022 | City of Portland Public Analytics Dashboards | The City of Portland, Oregon \(portlandoregon.gov\)](#). How does the bureau's Requested Budget

support employee equity in hiring, retention, and inclusion, particularly for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

BTS works with BHR's Workforce Recruitment & Training unit on recruitment plans for each advertised position, including outreach aimed at veterans, women, and racially diverse candidates. In FY 2023-24 the BTS Equity Committee, in partnership with the Office of the CTO, will further refine and measure the effectiveness of outreach activities to attract racially, ethnically, and gender diverse candidates in technology, as part of the BTS recruitment process. When BTS works with contractors to complete capital projects, we expect that vendors exemplify equity and provide diverse candidate pools – standard language specifying this requirement and citing the City's Core Values has been added to contractor request forms. BTS is also working to refine its equity interview questions to ensure prospective employees have competence and experience in diversity, equity and inclusion issues.

8. If the bureau has capital assets, how does the Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations)?

Over the last year, BTS has worked with the Citywide Asset Management Group (CAMG) to assess asset management maturity within BTS. Through this assessment, BTS will be analyzing strategies to incorporate and improve the use of an equity lens throughout the asset management lifecycle process. This plan is still in its inaugural stage and will be further fleshed out throughout FY 2022-23 and into FY 2023-24.

9. If applicable, how does the bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

BTS always uses the OEHR's equity lens and the outreach opportunities provided by Procurement Services to increase the number of contractors from D/M/W/ESB businesses in its solicitations. BTS encourages and requests staff augmentation vendors to provide diverse candidate pools for consideration on BTS capital projects that require external resources.

10. If the bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing the bureau's Requested Budget?

BTS does not have a dedicated Equity Manager but reviews and confers with the bureau Equity Committee Co-Chairs on the annual Budget Equity Assessment, to ensure it aligns with the City's Core Values, BTS equity values, and the bureau five-year Racial Equity plan. Moving forward, BTS looks

forward to establishing a partnership with the OMF Racial Equity Program Manager to ensure its goals are in alignment with the City Core Values, and OEHR's updated Strategic Plan.

SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS

11. How does this budget build capacity within the bureau to engage with and include communities most impacted by inequities?

(e.g., improved leadership for outreach and engagement coordinators, public information or relations officers, advisory committees, commissions, targeted community meetings, stakeholder groups, increased engagement, etc.)

BTS continues its development of a community-oriented website (Portland.gov) through the Portland Oregon Website Replacement (POWR) project. This project strives to make municipal services easy to find, easy to access, and easy to understand. The site is highly searchable and customized to meet the City of Portland service offerings, is secure and protects personal information, and is community focused allowing the ability to conduct business with the City quickly and easily. The site has been designed with accessibility standards in mind and enhances user functionality from mobile devices. The FY 2023-24 Requested Budget includes a package to continue refining the website to optimize performance and ensure community members can readily and accessibly access government services. Additionally, BTS is a key stakeholder in supporting equity goals as part of enterprise program efforts such as Smart Cities, which has developed an equity priorities framework and privacy protection principals to protect underserved and vulnerable communities.

12. How does this budget build capacity and power in communities most impacted by inequities?

(e.g., leadership development for communities and guidance from communities, etc.)

BTS is primarily an internally focused provider of services to City Council and City bureaus. Community members do not directly engage with BTS in the development of the Requested Budget. BTS uses a variety of committees including; the citizen represented Technology Oversight Committee (TOC), the Technology Executive Steering Committee (TESC), and the Customer Stakeholder Group (CSG) to ensure City technology projects are meeting the needs of BTS customers and the communities they serve.

13. How does the bureau use quantitative and qualitative data to track program access and service outcomes for different populations? Please provide the data source(s)

What additional disaggregated demographic data will the bureau collect, track, and evaluate to assess equity impacts in community moving forward, and inform future budget decisions?

As an internal service provider, BTS provides demographic data including data visualization dashboards that are used by our partner bureaus to track program access and service outcomes for different populations. BTS's FY 2023-24 Requested Budget includes a decision package to enhance the City's ability to utilize data in order to inform decision-making processes. This decision package builds upon a one-time funded package to create a technology solution that stitches together numerous data sources and exposes data to a suite of analysis tools using a standardized methodology. The pilot effort for this work focuses on building technology underpinnings for community-facing outcome reporting of investments using the City's American Rescue Plan Act funding. The reporting methodology was created in partnership with OEHR and builds in disaggregation best practices. If fully funded, the technology will allow the City to disaggregate data to make informed decisions on some of the City's most prevalent issues such as public safety, houselessness, and economic development.

IDENTIFYING IMPACTS WORKSHEET

The following chart is intended to assist in identification of impacts affecting equitable delivery of City services in the bureau's submitted Requested Budget.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Black, Indigenous, and People of Color Communities	Increased Black, Indigenous, and People of Color employment as a result of increased recruitment outreach activities and accessibility improvements to Portland.gov.	
Veterans	Increased Veterans employment as a result of increased recruitment outreach activities and accessibility improvements to Portland.gov.	
People with Disabilities	Increased People with Disabilities' employment as a result of increased recruitment outreach activities and accessibility improvements to Portland.gov and Zendesk.	
Women	Increased employment of women as a result of increased recruitment outreach activities and accessibility improvements to Portland.gov.	
Non-Binary People	Increased employment of non-binary people as a result of increased recruitment outreach activities and accessibility improvements to Portland.gov.	

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Taxes	0	0	0	0	0
Charges for Services	268,150	93,813	247,848	252,867	252,867
Intergovernmental	5,119,265	4,502,776	5,672,578	3,356,995	3,356,995
Miscellaneous	679,911	661,074	936,330	621,453	621,453
External Revenues Total	6,067,326	5,257,662	6,856,756	4,231,315	4,231,315
Internal Revenues					
Fund Transfers - Revenue	0	0	175,689	0	0
Interagency Revenue	65,112,720	69,427,239	76,533,872	84,870,952	88,440,952
Internal Revenues Total	65,112,720	69,427,239	76,709,561	84,870,952	88,440,952
Beginning Fund Balance	36,404,422	39,045,424	35,165,605	26,356,232	26,356,232
Resources Total	107,584,468	113,730,325	118,731,922	115,458,499	119,028,499
Requirements					
Bureau Expenditures					
Personnel Services	36,081,874	37,931,063	44,766,794	46,160,713	48,794,041
External Materials and Services	23,822,753	31,978,973	38,394,639	27,968,749	28,905,421
Internal Materials and Services	5,465,532	5,437,459	5,766,406	5,868,741	5,868,741
Capital Outlay	39,270	151,724	0	0	0
Bureau Expenditures Total	65,409,428	75,499,220	88,927,839	79,998,203	83,568,203
Fund Expenditures					
Debt Service	714,258	742,901	772,617	803,510	803,510
Contingency	0	0	26,131,232	31,527,671	31,527,671
Fund Transfers - Expense	2,415,358	2,313,503	2,900,234	3,129,115	3,129,115
Fund Expenditures Total	3,129,616	3,056,404	29,804,083	35,460,296	35,460,296
Ending Fund Balance	39,045,424	35,184,070	0	0	0
Requirements Total	107,584,468	113,739,694	118,731,922	115,458,499	119,028,499

Fund Overview

The Technology Services Fund provides technology support to all City bureaus and some non-City agencies. Fund activities are managed by the Bureau of Technology Services.

The fund's major source of revenue is service reimbursements from City bureaus and outside agencies.

Managing Agency

Office of Management & Finance, Bureau of Technology Services

Technology Services Fund

City Support Services Service Area Funds

Significant Changes from Prior Year

There were no significant changes to the Technology Services Fund from the prior year.

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Charges for Services	15,749	5,846	172,000	15,000	15,000
Intergovernmental	509,608	768,992	951,729	1,102,850	1,102,850
Miscellaneous	36,341	41,451	40,849	60,350	60,350
External Revenues Total	561,698	816,288	1,164,578	1,178,200	1,178,200
Internal Revenues					
Interagency Revenue	3,852,144	5,097,136	5,121,928	5,457,839	5,457,839
Internal Revenues Total	3,852,144	5,097,136	5,121,928	5,457,839	5,457,839
Beginning Fund Balance	1,812,845	913,418	1,442,721	1,276,551	1,276,551
Resources Total	6,226,687	6,826,842	7,729,227	7,912,590	7,912,590
Requirements					
Bureau Expenditures					
Personnel Services	1,721,791	1,421,856	1,716,056	1,566,051	1,566,051
External Materials and Services	2,336,296	2,682,396	2,756,782	2,746,300	2,746,300
Internal Materials and Services	724,460	819,089	1,088,774	1,026,523	1,026,523
Capital Outlay	49,495	0	102,900	272,500	272,500
Bureau Expenditures Total	4,832,041	4,923,341	5,664,512	5,611,374	5,611,374
Fund Expenditures					
Debt Service	203,654	211,821	220,294	229,101	229,101
Contingency	0	0	1,571,480	1,813,098	1,813,098
Fund Transfers - Expense	277,574	248,959	272,941	259,017	259,017
Fund Expenditures Total	481,228	460,780	2,064,715	2,301,216	2,301,216
Ending Fund Balance	913,418	1,442,723	0	0	0
Requirements Total	6,226,687	6,826,844	7,729,227	7,912,590	7,912,590

Fund Overview

The Printing & Distribution Services Operating Fund is an internal service fund established to account for Printing & Distribution Division (P&D) revenues and expenditures. The division provides support services to all City bureaus, Multnomah County, Portland-area State of Oregon departments, and other local governmental agencies. Services include traditional printing and binding; digital printing and pre-press services; variable data printing; reprographics; the purchase and maintenance of copy machines; citywide paper procurement and management; United States Postal Service mail processing; and inserting, addressing, and delivering mail and supplies.

Printing & Distribution Services Operating Fund

City Support Services Service Area Funds

The main source of revenue is reimbursement from other City bureaus and outside agencies for services provided.

Managing Agency Office of Management & Finance, Bureau of Technology Services

Significant Changes from Prior Year

As City employees return to City offices, P&D expects an increase in Copier Service volumes. P&D anticipates being able to reduce the 8% surcharge down to 6%. The surcharge was implemented in FY 2021-22 as a mitigation strategy to help rebuild reserves back up to policy standards.

Office of the CAO

Office of the Chief Administrative Officer

Overview

At the helm of the Office of Management and Finance, the Office of the Chief Administrative Officer leads Citywide programs and projects – and brings together teams across bureaus to develop shared approaches.

The office houses three major divisions: Community Safety, 311 Customer Service and Asset Management – home to Fleet and Facilities teams. Ongoing programs and services include Spectator Venues and Visitor Activities, City Arts, Enhanced Service Districts, the City Hearings Office, the Homelessness and Urban Camping Impact Reduction Program and more.

Within the office, the Business Operations Team provides financial analysis, communications, strategic planning, project management and administrative support across the Office of Management and Finance. This places the CAO team at the center of many Citywide initiatives, such as the charter review process and resulting transformation in Portland’s election system and form of government.

As a liaison to City Hall, the CAO’s team also provides financial and administrative services for City Council offices and programs.

Program offers within the Office of the CAO are organized as follows:

- ◆ Division of Asset Management (Fleet and Facilities)
- ◆ 311 Customer Service
- ◆ Business Operations
- ◆ Project Management for Citywide Initiatives
- ◆ Spectator Venues & Visitor Activities Program
- ◆ Office of the CAO
- ◆ Integrated Security Program
- ◆ Community Safety Division
- ◆ Hearings Office
- ◆ Homelessness and Urban Camping Impact Reduction Program

The Chief Administrative Officer leads the development of the bureau’s strategic plan and ongoing reporting on the completion of strategies as well as overseeing the bureaus of Human Resources, Revenue and Financial Services, and Technology Services. The CAO provides leadership, oversight, and support for a variety of Citywide projects, and provides direction to managers who perform an array of financial management, policy development, and project management services for Council and City bureaus. It is also home to the Strategic Projects and Opportunities Team. The primary project of the SPOT team is managing the

implementation of the amendments to the charter passed by the voters in November 2022. In FY 2021-22, Portland City Council implemented a new Division of Community Safety to bridge gaps across public safety bureaus and programs and create community-driven and informed strategies to enhance safety and reduce crime.

The Division of Community Safety is administratively housed within the Office of the Chief Administrative Officer but reports to all of City Council. The Division is leading four action areas to propel Portland's public safety system, into a community safety system.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
EFFICIENCY					
Ratio of CAO Admin Team FTE to customer FTE directly served (i.e. 1:10 entered as 10)	62	68	50	60	50
Total cleanup costs	\$4,173,582	\$4,398,370	\$6,650,000	\$6,650,000	\$4,250,000
Average maintenance and operations cost per square foot	\$7.06	\$8.80	\$12.14	\$9.68	\$12.51
Average cost per mile (S)	\$0.99	\$1.26	\$1.05	\$1.25	\$1.12
Percentage of sedans that are electric or plug-in hybrid	45%	45%	50%	50%	100%
Business Operations budget as a percentage of OMF bureau operational budget served.	1%	1%	1%	1%	1%
Change in average energy use intensity over the prior year average	-8%	-1%	-1%	-1%	-1%
Percentage of calls answered in less than 25 seconds	90.00%	85.05%	90.00%	90.00%	90.00%
OUTCOME					
Average occupancy rate	82%	75%	82%	75%	98%
Cumulative percentage change in total carbon emissions from FY 2006-07 levels	-43%	-45%	-44%	-47%	-100%
Percentage of minimum Spectator Venue & Visitor Activities Fund operating reserved maintained	100.00%	100.00%	100.00%	100.00%	100.00%
% of City staff with a "good" or "very good" awareness of security procedures	NA	85.00%	100.00%	100.00%	100.00%
Percentage of professional services consultant contracts awarded to Oregon certified COBID firms	62.00%	62.00%	40.00%	40.00%	30.00%
One call resolution rate	26.30%	24.00%	50.00%	50.00%	50.00%
OUTPUT					
Total number of assessments performed	13,374	21,347	15,000	27,000	27,000
Number of campsite cleanups performed	248	1,087	2,100	4,000	4,000
Average customer demand workorder turnaround time	22.20	20.20	15.00	20.00	10.00
Total campsite assessment costs	666,154.00	1,663,707.00	2,558,757.00	2,588,757.00	2,588,757.00
Percent of on-time preventive maintenance compliance	47%	38%	65%	50%	80%
Percentage of construction projects completed on-time	80%	83%	89%	85%	90%
Average Fleet Availability (%)	95%	94%	95%	95%	98%
Percentage of construction projects completed under budget	80%	100%	89%	85%	90%
Percent of Accounts Payable within 30 days	74%	69%	90%	90%	90%
WORKLOAD					

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Tons of garbage collected	3,965	5,318	4,100	5,000	3,900
FTE served by the OMF Business Operations Administrative Team	311	341	350	350	350
Number of phone calls and emails handled by 311; not all contacts require a response	94,837	130,393	160,000	190,000	NA
Number of campsite reports received and processed	60,320	75,731	0	NA	NA
Business Operations operational budget served	\$491,734,652	\$681,642,074	\$650,000,000	\$700,000,000	\$750,000,000

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
External Revenues					
Charges for Services	2,397,802	9,326,641	8,015,712	9,525,435	9,525,435
Intergovernmental	3,642,908	4,791,034	5,459,738	3,734,324	3,754,887
Bond & Note	10,004,269	142,418	0	0	2,117,137
Miscellaneous	15,221,760	4,311,782	1,809,154	2,852,286	2,852,286
External Revenues Total	\$31,266,739	\$18,571,875	\$15,284,604	\$16,112,045	\$18,249,745
Internal Revenues					
General Fund Discretionary	1,260,276	9,776,613	44,283,885	12,245,430	12,234,884
General Fund Overhead	2,541,295	2,856,878	4,741,131	4,696,155	4,696,155
Fund Transfers - Revenue	4,351,542	15,498,940	17,132,386	4,210,618	4,217,403
Interagency Revenue	92,468,405	97,391,646	105,829,259	113,081,076	127,795,547
Internal Revenues Total	\$100,621,518	\$125,524,077	\$171,986,661	\$134,233,279	\$148,943,989
Beginning Fund Balance	\$120,362,529	\$132,625,967	\$107,419,054	\$105,675,734	\$105,675,734
Resources Total	\$252,250,786	\$276,721,920	\$294,690,319	\$256,021,058	\$272,869,468
Bureau Expenditures					
Personnel Services	21,852,089	24,711,324	41,067,502	41,399,107	43,697,700
External Materials and Services	47,677,925	54,253,174	102,928,405	50,073,375	50,155,693
Internal Materials and Services	11,383,666	11,346,964	12,398,782	12,962,456	13,881,149
Capital Outlay	11,163,321	4,959,650	34,083,946	30,731,051	32,848,188
Bureau Expenditures Total	\$92,077,001	\$95,271,113	\$190,478,635	\$135,165,989	\$140,582,730
Fund Expenditures					
Debt Service	35,930,695	17,056,883	14,721,192	15,325,092	15,602,066
Contingency	0	0	84,565,114	102,138,817	113,293,512
Fund Transfers - Expense	4,616,826	8,216,898	4,925,378	3,391,160	3,391,160
Fund Expenditures Total	\$40,547,521	\$25,273,781	\$104,211,684	\$120,855,069	\$132,286,738
Ending Fund Balance	\$132,625,967	\$109,028,641	\$0	\$0	\$0
Requirements Total	\$265,250,489	\$229,573,535	\$294,690,319	\$256,021,058	\$272,869,468
Programs					
311 Program-CAO	—	—	521,814	—	—
Administration & Support	4,832,045	5,804,037	6,698,557	5,764,570	5,764,570
Asset Management	575,686	733,376	761,906	809,316	1,146,320
CAO Public Safety	71,077	2,327,061	36,654,137	8,930,155	8,919,609
CAO's Office	746,175	1,186,329	1,635,350	892,529	892,529
Debt Management	6,703	4,626	—	—	—
Facilities Strategic Plan	4,316	—	—	—	—
Fuel Management	17,407	18,927	—	—	—
Fuel Management Program	1,022	—	—	—	—

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
Hearings Office	766,946	843,721	917,143	928,605	928,605
HUCIRP	5,705,549	9,006,580	20,534,331	8,846,646	8,846,646
Information & Referral	586,992	665,344	—	—	—
Information and Referral-CAO	698,959	1,184,477	4,917,254	4,854,671	4,854,671
Maintenance & Repair	23,518	16,190	—	—	—
Maintenance and Repair	17,436,516	19,491,097	15,061,715	15,005,199	15,125,199
New & Replacement Acquisitions	64,398	1,920,314	—	—	—
New and Replacement Acqs	15,328,507	8,465,912	39,681,112	33,257,610	35,530,422
Operations and Maintenance	19,909,062	17,149,710	16,434,310	17,292,511	18,701,220
Operations and Strategic Support	456,909	—	—	—	—
Planning and Portfolio Management	1,144,475	4,775,140	4,790,676	4,842,420	5,676,941
Procurement Services	—	100	—	—	—
Project Management	12,146,505	8,565,004	18,916,368	13,386,036	13,541,616
Property Management	—	(0)	—	—	—
Security	1,464,802	4,301,722	7,692,674	6,156,812	6,156,812
Spectator Facilities	5,183,512	3,816,853	6,728,081	8,552,256	8,717,796
SPOT Team	513,721	598,898	3,750,765	809,379	809,379
Support Services	4,367,791	4,311,612	4,669,399	4,687,892	4,821,013
Total Rewards	(54,505)	—	—	—	—
Vehicle Pool	78,912	84,083	113,043	149,382	149,382
Total Programs	\$92,077,001	\$95,271,113	\$190,478,635	\$135,165,989	\$140,582,730

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003400	311 Customer Service Rep I	\$37,336	\$69,408	\$24.00	\$1,189,165	\$24.00	\$1,299,567	\$24.00	\$1,299,567
30003401	311 Customer Service Rep II	44,512	76,025	5.00	294,713	5.00	306,430	5.00	306,430
30000062	Accountant I	41,995	82,446	3.00	230,859	3.00	235,560	3.00	235,560
30000063	Accountant II	54,912	89,107	7.00	578,791	7.00	585,730	7.00	585,730
30003002	Administrative Specialist I	44,075	79,251	2.00	129,584	2.00	129,584	2.00	129,584
30003003	Administrative Specialist II	48,277	107,325	5.00	415,105	5.00	415,105	5.00	415,105
30003004	Administrative Specialist III	53,290	118,437	3.00	265,720	3.00	265,720	3.00	265,720
30003006	Analyst I	53,290	118,437	3.00	293,300	3.00	293,300	4.00	377,927
30003007	Analyst II	63,336	126,311	6.00	561,493	7.00	668,456	9.00	856,208
30003008	Analyst III	69,805	151,438	8.50	992,369	8.00	918,986	10.00	1,137,224
30003009	Analyst IV	80,205	168,219	2.85	382,047	4.00	529,132	4.00	529,132
30003010	Business Systems Analyst I	77,771	115,009	1.00	77,771	2.00	160,267	2.00	160,267
30003011	Business Systems Analyst II	87,318	128,987	0.95	83,503	1.00	92,294	1.00	92,294
30003012	Business Systems Analyst III	100,422	148,315	2.95	316,410	3.00	324,533	3.00	324,533
30003013	Capital Project Manager II	93,454	125,231	2.00	201,635	2.00	207,764	2.00	207,764
30003014	Capital Project Manager III	69,805	151,438	3.00	330,845	3.00	330,845	3.00	330,845
30003015	Capital Project Manager IV	80,205	168,219	1.00	123,323	0.00	0	0.00	0
30003016	Chief Administrative Officer	147,035	281,977	1.00	260,728	1.00	260,728	1.00	260,728
30000004	Commissioner's Admin Support Specialist	40,248	78,711	1.00	68,640	1.00	68,640	1.00	68,640
30002511	Commissioner's Senior Staff Rep	67,933	128,043	2.00	199,773	2.00	199,773	2.00	199,773
30000005	Commissioner's Staff Rep	51,126	118,572	3.00	245,630	3.00	293,551	3.00	293,551
30003551	Community Safety Transition Dir	111,696	227,584	0.00	0	1.00	210,434	1.00	210,434
30003235	Coordinator I - E	48,277	107,325	3.00	255,507	3.00	255,507	4.00	332,199
30003027	Coordinator I - NE	48,277	107,325	1.00	61,111	1.00	61,111	1.00	61,111
30003028	Coordinator II	53,290	118,437	12.00	1,113,070	12.00	1,114,279	14.00	1,283,533
30003029	Coordinator III	63,336	126,311	7.00	651,352	5.00	495,327	7.00	683,079
30003030	Coordinator IV	69,805	151,438	1.00	106,434	1.00	108,701	1.00	108,701
30000309	Crime Prevention Program Administrator	48,942	84,586	12.00	841,586	12.00	859,866	12.00	859,866
30003032	Deputy Chief Administrative Officer	111,696	227,584	1.00	205,150	1.00	205,150	1.00	205,150
30003046	Engineer II	108,368	153,339	1.00	139,069	1.00	139,069	1.00	139,069
30000711	Facilities Maint Dispatch/ Scheduler	49,067	90,418	3.00	201,241	2.00	152,524	2.00	152,524
30003500	Facilities Maintenance Specialist	44,075	79,251	1.00	71,053	2.00	126,017	2.00	126,017
30000070	Facilities Maintenance Tech Apprentice	41,413	84,499	1.00	50,835	1.00	52,946	1.00	52,946
30000071	Facilities Maintenance Technician	62,026	88,954	14.00	1,156,210	10.00	846,961	10.00	846,961

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000072	Facilities Maintenance Technician, Lead	62,546	93,038	0.00	0	2.00	183,266	2.00	183,266
30003053	Facilities Project Specialist	53,290	118,437	0.00	0	0.00	0	1.00	84,627
30003377	Facilities Worker	48,381	67,049	6.00	378,484	5.00	319,280	5.00	319,280
30003055	Financial Analyst II	63,336	126,311	8.00	810,330	8.00	840,486	8.00	840,486
30003056	Financial Analyst III	69,805	151,438	4.00	464,839	4.00	464,839	5.00	573,540
30003058	Fire Chief, Deputy	92,851	194,786	1.00	173,805	1.00	173,805	1.00	173,805
30000798	Fire Lieutenant	81,842	118,258	1.00	112,627	1.00	112,627	1.00	112,627
30000028	Hearings Clerk	48,173	81,660	2.00	155,542	2.00	155,542	2.00	155,542
30003451	Hearings Officer, Chief	92,851	194,786	1.00	132,246	1.00	132,246	1.00	132,246
30000239	Instrument Technician	71,074	100,224	0.00	0	1.00	91,915	1.00	91,915
30003080	Maintenance Supervisor II	69,805	151,438	0.00	0	4.00	439,542	4.00	439,542
30003081	Manager I	80,205	168,219	10.00	1,337,482	11.00	1,461,280	11.00	1,461,280
30003082	Manager II	92,851	194,786	3.00	404,466	3.00	404,465	3.00	404,465
30003083	Manager III	111,696	227,584	2.00	327,787	2.00	327,787	2.00	327,787
30000012	Office Support Specialist II	34,798	64,406	3.00	150,552	3.00	154,172	3.00	154,172
30000013	Office Support Specialist III	44,512	76,025	0.00	0	1.00	63,539	1.00	63,539
30000024	Police Administrative Support Specialist	42,162	68,490	1.00	65,229	1.00	65,229	1.00	65,229
30003096	Public Information Manager	80,205	168,219	1.00	138,736	2.00	260,957	2.00	260,957
30003097	Public Information Officer	63,336	126,311	0.00	0	1.00	93,506	1.00	93,506
30003701	Real Estate Portfolio Manager	91,728	182,549	1.00	135,231	1.00	135,231	1.00	135,231
30003100	Risk Specialist II	63,336	126,311	0.00	0	0.00	0	1.00	93,876
30002483	Storekeeper/Acquisition Specialist I-CL	46,301	79,410	0.00	0	1.00	56,607	1.00	56,607
30000055	Storekeepr/Acquisition II:Auto Part Spec	48,651	78,209	1.00	68,099	3.00	204,297	3.00	204,297
30003103	Supervisor I - E	63,336	126,311	6.00	614,670	7.00	723,496	7.00	723,496
30003104	Supervisor II	69,805	151,438	3.95	446,756	4.00	452,586	4.00	452,586
30000131	Vehicle & Equipment Mechanic	57,346	82,795	50.40	3,811,953	51.00	3,934,369	51.00	3,934,369
30000132	Vehicle & Equipment Mechanic, Lead	60,154	86,814	2.00	148,266	2.00	158,765	2.00	158,765
30000123	Welder	62,483	76,702	2.00	146,100	2.00	146,100	2.00	146,100
	Total Full-Time Positions			\$253.60	\$22,117,222	\$265.00	\$23,769,791	\$278.00	\$24,981,310
30003400	311 Customer Service Rep I	\$37,336	\$69,408	\$5.00	\$180,514	\$5.00	\$52,416	\$5.00	\$52,416
30003401	311 Customer Service Rep II	44,512	76,025	1.00	40,138	1.00	14,690	1.00	14,690
30003004	Administrative Specialist III	53,290	118,437	1.00	35,122	0.00	0	0.00	0
30003006	Analyst I	53,290	118,437	1.00	101,005	1.00	92,588	1.00	92,588
30003007	Analyst II	63,336	126,311	1.00	100,027	1.00	100,027	1.00	100,027

City Support Services Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003008	Analyst III	69,805	151,438	5.00	425,746	1.00	108,701	1.00	108,701
30003011	Business Systems Analyst II	87,318	128,987	1.00	36,383	0.00	0	0.00	0
30003013	Capital Project Manager II	93,454	125,231	1.00	87,599	1.00	93,814	1.00	93,814
30003020	City Attorney, Deputy	91,728	182,549	2.00	112,692	0.00	0	0.00	0
30003551	Community Safety Transition Dir	111,696	227,584	1.00	210,434	0.00	0	0.00	0
30003235	Coordinator I - E	48,277	107,325	0.00	0	2.00	153,384	2.00	153,384
30003028	Coordinator II	53,290	118,437	7.00	447,476	4.00	327,803	4.00	327,803
30003029	Coordinator III	63,336	126,311	7.00	511,467	8.00	680,793	8.00	680,793
30003056	Financial Analyst III	69,805	151,438	2.00	122,288	0.00	0	0.00	0
30003066	Human Resources Generalist	69,805	151,438	1.00	45,292	0.00	0	0.00	0
30003082	Manager II	92,851	194,786	1.00	141,513	1.00	156,558	1.00	156,558
30003083	Manager III	111,696	227,584	1.00	167,107	1.00	211,243	1.00	211,243
30000059	Procurement Specialist	52,478	87,644	1.00	27,629	0.00	0	0.00	0
30000060	Procurement Specialist, Sr	61,797	106,404	1.00	32,526	0.00	0	0.00	0
30003097	Public Information Officer	63,336	126,311	2.00	146,372	0.00	0	0.00	0
30003100	Risk Specialist II	63,336	126,311	0.00	0	1.00	93,876	1.00	93,876
30003103	Supervisor I - E	63,336	126,311	1.00	68,713	1.00	25,148	1.00	25,148
	Total Limited Term Positions			\$43.00	\$3,040,043	\$28.00	\$2,111,041	\$28.00	\$2,111,041
30003450	Hearings Officer	\$69,805	\$151,438	\$1.00	\$54,381	\$1.00	\$54,381	\$1.00	\$54,381
	Total Part-Time Positions			\$1.00	\$54,381	\$1.00	\$54,381	\$1.00	\$54,381
Grand Total				\$297.60	\$25,211,646	\$294.00	\$25,935,213	\$307.00	\$27,146,732

CAO - 311

Program Description & Goals

PDX 311, 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 13,000 contacts per month. The program is making continuous progress toward 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 311 Program's mission, structure, and phased implementation was heavily influenced by a representative community survey and complementary language-specific surveys conducted in 2018.

311 Program staff help community members find information, report issues, and request City services online, over the phone, and within City buildings. The 311 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 311 Program is working with public safety and infrastructure bureaus to migrate appropriate non-emergency calls away from BOEC/911 and to 311. The 311 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 is also playing a critical role in driving citywide customer service innovation. 311 staff are working in close collaboration with BTS and service bureaus to modernize online customer service through curated content on [Portland.gov](https://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.

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 is also continuing efforts to increase public awareness and use of 311 for non-emergency, local government needs through community outreach and communications.

This Program Offer reflects resources necessary in FY 2023-24 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 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of calls answered in less than 25 seconds	90.00%	85.05%	90.00%	90.00%	90.00%
One call resolution rate	26.30%	24.00%	50.00%	50.00%	50.00%
Number of phone calls and emails handled by 311; not all contacts require a response	94,837	130,393	160,000	190,000	NA

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 311 Program 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, an additional \$1,855,124 of General Fund resources provided for 10.0 permanent FTE and 6.0 FTE limited term positions to support expanded operating hours and fund the overnight shift. Of note, because the 6.0 FTE limited term positions are funded on a one-time basis by City Council, they will expire during FY 2023-24 without additional funding.

Program Budget	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	515,314	724,806	3,868,075	4,079,684	4,079,684
External Materials and Services	13,186	137,847	559,975	147,485	147,485
Internal Materials and Services	170,460	321,824	489,204	627,502	627,502
Bureau Expenditures Total	698,959	1,184,477	4,917,254	4,854,671	4,854,671
Requirements Total	698,959	1,184,477	4,917,254	4,854,671	4,854,671
FTE	5.00	19.00	37.00	43.00	43.00

CAO - Business Operations

Program Description & Goals

Business Operations is the Office of Management & Finance’s centralized provider of financial management, communications, administrative, and business services. Major functions include financial oversight of Management & Finance’s 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, monitors the Management & Finance Strategic Plan, and coordinates bureau and Citywide strategic communications. 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. Business Operations workload measures include 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.

The Office of Management & Finance is a “bureau of bureaus” with an annual budget of over \$755 million in total appropriations, and over 800 employees. Business Operations provides three key centralized services to the organizations of Management & Finance:

- ◆ Communications and strategic planning.
- ◆ Budget development and monitoring.
- ◆ Personnel-related business services including timekeeping, medical claims, and personnel actions.

The Deputy Chief Administrative Officer and Communications Team provide strategic direction, centralized messaging, change management support, Management & Finance performance management oversight, media and public information, project and program management, committee and advisory body staff support and community involvement services for Management & Finance projects and initiatives.

Financial management services include coordinating Management & Finance financial management processes, budget development and monitoring, financial analysis services, accounting function and accounts payable services, and other financial services.

Personnel-related business services include timekeeping and payroll, personnel actions and organizational maintenance, medical claim services, contract and purchasing services, and other support services.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Ratio of CAO Admin Team FTE to customer FTE directly served (i.e. 1:10 entered as 10)	62	68	50	60	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	74%	69%	90%	90%	90%
FTE served by the OMF Business Operations Administrative Team	311	341	350	350	350
Business Operations operational budget served	\$491,734,652	\$681,642,074	\$650,000,000	\$700,000,000	\$750,000,000

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.

Changes to Program

The Business Operations Division underwent changes to its organizational structure: the Communications Team now reports directly to the Chief Administrative Officer and a second Deputy Chief Administrative Officer has been brought on to assist with the organizational planning and transition as part of the Charter Reform implementation. With the continued growth and development of the Community Safety Division within the Office of the Chief Administrative Officer, the Business Operations Division entered into an interagency agreement with CSD for management, financial, and business services support from the Division. Business Operations similarly entered into an interagency agreement with the Independent Police Review (IPR) for budget monitoring and financial analysis. This interagency will be requested by IPR again for FY 2023-24 in a later stage of the budget.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	3,940,783	4,254,022	5,242,710	4,808,538	4,808,538
External Materials and Services	141,433	765,800	602,098	90,000	90,000
Internal Materials and Services	750,279	785,039	853,749	866,032	866,032
Bureau Expenditures Total	4,832,495	5,804,862	6,698,557	5,764,570	5,764,570
Requirements Total	4,832,495	5,804,862	6,698,557	5,764,570	5,764,570
FTE	30.00	32.00	28.00	29.00	29.00

CAO - 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 works 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of sedans that are electric or plug-in hybrid	45%	45%	50%	50%	100%
Cumulative percentage change in total carbon emissions from FY 2006-07 levels	-43%	-45%	-44%	-47%	-100%

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

Business Operations hired its first Green Fleet Analyst III in December 2020. This role had an immediate and positive effect on the City's green fleet transition work, supporting the scaling of EV infrastructure, data-based decision-making for vehicle procurement, vendor management and incentives. To date, the City has been awarded a total of \$3.4 million from Oregon DEQ to replace 13 heavy diesel with electric vehicle plus eight new fast chargers.

Starting in FY 2022-23, CityFleet began operating under its first formal service level agreements with bureau customers. These agreements specify the roles and responsibilities of CityFleet and its bureau operators and articulate key performance indicators for certain operational activities.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,105,680	1,039,713	1,684,744	2,071,992	2,227,667
External Materials and Services	5,740,046	5,141,530	11,505,401	12,911,213	12,911,213
Internal Materials and Services	(109,638)	(111,143)	671,683	1,107,891	1,107,891
Capital Outlay	8,592,419	2,395,811	25,819,284	17,166,514	19,283,651
Bureau Expenditures Total	15,328,507	8,465,912	39,681,112	33,257,610	35,530,422
Fund Expenditures					
Debt Service	0	0	108,889	105,197	382,171
Contingency	0	0	21,134,908	23,714,778	23,713,067
Fund Transfers - Expense	1,136,121	0	16,895	17,513	17,513
Fund Expenditures Total	1,136,121	0	21,260,692	23,837,488	24,112,751
Requirements Total	16,464,628	8,465,912	60,941,804	57,095,098	59,643,173
FTE	8.60	12.10	7.80	12.75	13.75

CAO - 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Average cost per mile (\$)	\$0.99	\$1.26	\$1.05	\$1.25	\$1.12
Average Fleet Availability (%)	95%	94%	95%	95%	98%

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

CityFleet's Garage Operations program experienced few changes in FY 2022-23, other than the change to its revenue model which was carried out in collaboration with bureau customers to help stabilize CityFleet's financial picture and better-enable CityFleet to match the growth of its business model (particularly staffing) with bureau asset demand. In FY 2022-23, CityFleet modified the interagency agreement for repair and maintenance from a variable service charged on time and materials to a fixed unit rate model. Bureau's interagency agreements are based on the average cost at the vehicle class level. An hourly rate is charged for services not included in the unit rate methodology. CityFleet also applies a mark-up on vended work. Along with this, CityFleet developed its first formal service level agreement, which articulates the roles and responsibilities of CityFleet and its bureau customers, and key performance indicators for certain operational activities, including Garage Operations.

In FY 2023-24, Garage Operations will be studying internal process improvements required to deliver on the key performance indicators specified in its service agreements. CityFleet is also pursuing, via OMF Facilities Services, the acquisition of a new facility to support its primary operations.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	7,619,320	7,836,813	9,136,819	9,262,592	9,262,592
External Materials and Services	6,185,897	9,197,199	3,949,240	3,953,967	4,073,967
Internal Materials and Services	2,708,281	2,424,713	1,824,794	1,558,640	1,558,640
Capital Outlay	923,018	32,371	150,862	230,000	230,000
Bureau Expenditures Total	17,436,516	19,491,097	15,061,715	15,005,199	15,125,199
Fund Expenditures					
Debt Service	600,964	625,064	544,610	570,510	570,510
Contingency	0	0	10,967,005	26,750,153	35,875,153
Fund Transfers - Expense	1,118,478	1,064,419	1,359,602	1,362,695	1,362,695
Fund Expenditures Total	1,719,442	1,689,483	12,871,217	28,683,358	37,808,358
Requirements Total	19,155,958	21,180,580	27,932,932	43,688,557	52,933,557
FTE	70.40	67.45	72.20	67.95	67.99

CAO - 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of sedans that are electric or plug-in hybrid	45%	45%	50%	50%	100%

Equity Impacts

None

Changes to Program

CityFleet is in the process of “right-sizing” the motor pool vehicles due to high costs and low utilization. CityFleet is planning to reduce some of the motor pool fleet at 1st and Jefferson garage by the end of FY 2022-23 (June 30, 2023), finding new homes for some of the sedans currently in the motor pool. Fleet plans to continue offering a few vehicles (pickups and minivans) for specialty use cases. Alternatives to motor pool for City business transportation include: car share, bike share, rideshare, traditional car rental, and taxi.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	0	0	5,653	30,955	30,955
External Materials and Services	0	0	93,974	114,690	114,690
Internal Materials and Services	78,912	84,083	13,416	3,737	3,737
Bureau Expenditures Total	78,912	84,083	113,043	149,382	149,382
Fund Expenditures					
Debt Service	0	0	3,967	353	353
Contingency	0	0	172	880	880
Fund Transfers - Expense	0	0	660	59	59
Fund Expenditures Total	0	0	4,799	1,292	1,292
Requirements Total	78,912	84,083	117,842	150,674	150,674
FTE	0.00	0.45	0.00	0.26	0.26

CAO - Community Safety Division

Program Description & Goals

The Community Safety Division works 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 bureau programs, 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 division is to transition Portland’s current public safety model, in which four public safety bureaus operate independently of one another, into a holistic community safety system that aligns City bureaus and resources to improve services and outcomes for the community.

As of the FY2022-23 Adopted Budget, the division includes the Street Services Coordination Center, the Advisory Boards & Commissions Unit, and the Community Safety Program Unit, which includes Alternative Response and Community Investment. In addition, strategy and performance, finance and accounting, and payroll and organizational management for the public safety bureaus are now housed centrally within CSD, with the partial exception of the PF&R budget and finance team.

The division has committed to four action areas to advance community safety:

- ◆ Build Alternative Emergency Service Models: Build alternative emergency service models and refocus existing programs so that the community feels that the responses to their safety needs are adequate, appropriate, and don’t cause harm.
- ◆ Send the Right Responder to the Call: Triage emergency calls and dispatch to the appropriate provider, including new service models. Ensure that every call for help gets an appropriate response.
- ◆ Align Governance Structure with Goals: Align the City’s internal governance and staffing to support a modernized and accountable community safety system that reflects community values.
- ◆ Reduce the Need for Public Safety Response: Support upstream interventions through local programs (including housing, health, education, gun reduction) which reduce the need for public safety response and build vibrant, resilient communities.
- ◆

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
There are no performance measures associated with this program	NA	NA	NA	NA	NA

Equity Impacts

The Community Safety Division is committed to the City of Portland’s core values—anti-racism, communication, collaboration, equity, transparency, and fiscal responsibility—throughout its programs and processes.

The division 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, 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 homelessness, gun violence, and building resilience in the context of climate change while breaking down silos and helping to build a cohesive community safety system.

The Division is home to the City's Police Accountability Commission. The Police Accountability Commission is composed of 20 Council-appointed community members that will develop a framework for a new police oversight and accountability system. The commission was formed after a November 2020 ballot measure passed which approved creation of a new police oversight board.

The Division 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.

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 experiencing 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.

The Division is pursuing fiscal responsibility through its action area which aligns the City's internal governance and staffing to support a modernized and accountable community safety system. In the FY2022-23 Adopted Budget, the Community Safety Division acquired positions that will aid in providing streamlined financial monitoring, planning, and transparency the Portland Police Bureau, Portland Fire & Rescue, Portland Bureau of Emergency Management, and the Bureau of Emergency Communications.

Changes to Program

The Community Safety Division works with bureaus and local partners to deploy equitable, transparent, and effective community safety solutions. Many of the division's projects may take multiple years to realize results due to their complex and multifaceted nature. The Community Safety Division is developing strategic plan which is anticipated to guide future changes for the City of Portland's public safety system.

The Community Safety Division FY 2023-24 Requested Budget includes several requests for decision packages. FY 2023-24 requests include a transfer of funding for the Community Safety Transition Director. FY 2023-24 requests also include resources for Advisory Board & Commissions Unit, facility space for staff, and programmatic requests for crime prevention work.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	69,136	1,033,883	7,375,117	7,511,595	7,640,978
External Materials and Services	1,377	1,267,189	29,014,862	1,118,216	978,287
Internal Materials and Services	564	25,989	264,158	300,344	300,344
Bureau Expenditures Total	71,077	2,327,061	36,654,137	8,930,155	8,919,609
Fund Expenditures					
Fund Transfers - Expense	0	6,000	800,000	0	0
Fund Expenditures Total	0	6,000	800,000	0	0
Requirements Total	71,077	2,333,061	37,454,137	8,930,155	8,919,609
FTE	0.00	6.00	30.00	55.00	55.00

CAO - Division of Asset Management

Program Description & Goals

The Division of Asset Management (DAM) provides leadership and strategic support for the City's CityFleet and Facilities Services organizations, and the Division's approximately 140 employees.

CityFleet is responsible for acquiring, maintaining, repairing, and fueling the City's 3,600 vehicles and pieces of specialized equipment, excepting Portland Fire & Rescue's fire apparatus. CityFleet is also responsible for the vehicles of several local jurisdictions via interagency agreements.

Facilities Services is responsible for operating and maintaining 17 OMF-owned buildings and numerous non-OMF-owned structures and sites for customer bureaus via interagency agreements. Facilities Services also provides capital project and property management services to all City Bureaus.

DAM ensures that CityFleet and Facilities Services deliver a high-quality customer experience to their bureau and municipal customers; engage in value-driven spending that maximizes long-term public benefit; and provide employees with a safe, engaging, and empowering work experience.

DAM provides the following services to the CityFleet and Facilities Services organizations and staff:

- ◆ Strategic/financial analysis and planning, organizational development leadership and support, and performance management leadership.
- ◆ Formal representation of division needs and positions to support bureau customers and stakeholders.
- ◆ Performance management dashboard development and reporting for all division operations and bureau customers.
- ◆ Analytical and project management support for issues that CityFleet and Facilities Services are not able to assess or manage internally (e.g., leadership of CityFleet and Management & Finance Facilities departmental reorganizations, development of Facilities Services asset management system requirements, etc.).
- ◆ Strategic partnership development for significant issues that affect or could be affected by DAM operations (e.g., climate change and the need for EV charging infrastructure), and issues that impact or could be of importance to other bureaus (e.g., facility condition assessing services).
- ◆ Training and development for CityFleet and Facilities Services managers and supervisors.
- ◆ Oversight of all divisional workforce planning and major human resources issues.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Change in average energy use intensity over the prior year average	-8%	-1%	-1%	-1%	-1%
Percent of on-time preventive maintenance compliance	47%	38%	65%	50%	80%

Equity Impacts

DAM advances equity by ensuring an equity lens is part of CityFleet and Facilities Services' performance management frameworks and incorporated into all managerial tools – from departmental, managerial, and employee scorecards, to a business case tool which guides capital investment decisions in Facilities.

Additionally, DAM supports focused minority outreach for position recruitments and monitors racial and gender diversity within the overall organization and its managerial ranks.

Changes to Program

For FY 2023-24, DAM anticipates adding a permanent Human Resources Support Coordinator to administer all HR-related administrative processes and tasks, coordinate recruitment and onboarding activities, and oversee training and professional development programs for DAM.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	322,464	561,023	499,924	637,046	795,548
External Materials and Services	149,289	51,879	158,628	70,625	80,625
Internal Materials and Services	103,934	120,474	103,354	101,645	270,147
Bureau Expenditures Total	575,686	733,376	761,906	809,316	1,146,320
Requirements Total	575,686	733,376	761,906	809,316	1,146,320
FTE	1.00	7.00	4.00	3.00	4.00

CAO - Facilities - Administration

Program Description & Goals

Facilities Administration is responsible for the strategic leadership of the Office of Management & Finance 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, DAM's organizational goals, and key customer/employee requirements.

Core Service Responsibilities

- ◆ Average 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 include the following

- ◆ 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 developed new performance management goals for Facilities Services. Facilities Administration guides and monitors the initiatives that support these goals.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Average maintenance and operations cost per square foot	\$7.06	\$8.80	\$12.14	\$9.68	\$12.51
Change in average energy use intensity over the prior year average	-8%	-1%	-1%	-1%	-1%
Average occupancy rate	82%	75%	82%	75%	98%
Average customer demand workorder turnaround time	22.20	20.20	15.00	20.00	10.00
Percentage of construction projects completed on-time	80%	83%	89%	85%	90%
Percentage of construction projects completed under budget	80%	100%	89%	85%	90%

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

Facilities Administration has historically had 1.0 FTE: the Facilities Manager. This position was held vacant for FY 2021-22 and FY 2022-23 to free up funding for critical organizational development work but is anticipated to be rehired in 2023. In addition, several FTE were moved from DAM to the Facilities Administration team in FY 2022-23.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,168,607	4,565	754,184	786,731	919,852
External Materials and Services	29,612	751,238	757,372	644,280	644,280
Internal Materials and Services	3,169,573	3,555,809	3,082,043	3,256,881	3,256,881
Capital Outlay	0	0	75,800	0	0
Bureau Expenditures Total	4,367,791	4,311,612	4,669,399	4,687,892	4,821,013

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Fund Expenditures					
Debt Service	0	265,993	276,633	287,694	287,694
Contingency	0	0	45,418,936	38,390,074	40,587,020
Fund Transfers - Expense	2,021,272	2,212,742	2,376,677	1,779,285	1,779,285
Fund Expenditures Total	2,021,272	2,478,735	48,072,246	40,457,053	42,653,999
Requirements Total	6,389,063	6,790,347	52,741,645	45,144,945	47,475,012
FTE	1.00	2.50	5.00	5.00	6.00

CAO - Facilities - Capital Projects

Program Description & Goals

Facilities Capital Projects manages all types of capital projects for the City's bureau-owned real estate portfolio including new construction, renovations, major maintenance, and component replacements. Additionally, the team manages facility projects for customer bureaus and bureau moves. 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.

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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of construction projects completed on-time	80%	83%	89%	85%	90%
Percentage of construction projects completed under budget	80%	100%	89%	85%	90%

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.

Changes to Program

To better serve customers, in FY 2023-24 the Capital Projects team is planning to add a Requirements Analyst/Major Maintenance Planner who will be responsible for analyzing the laws and policies that impact our buildings and sites and for developing projects that satisfy our legal and policy requirements. Examples of such laws and policies include the City's ADA transition plan, the City's climate action plan, and the City's equity commitments.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	1,100,775	1,504,499	1,574,720	1,575,348	1,720,928
External Materials and Services	9,147,115	6,995,743	11,582,974	1,000,000	1,010,000
Internal Materials and Services	878,635	27,432	258,674	231,151	231,151
Capital Outlay	1,019,981	37,329	5,500,000	10,579,537	10,579,537
Bureau Expenditures Total	12,146,505	8,565,004	18,916,368	13,386,036	13,541,616
Fund Expenditures					
Debt Service	17,021,950	0	0	0	0
Contingency	0	0	557,765	53,458	53,458
Fund Transfers - Expense	0	529,229	0	0	0
Fund Expenditures Total	17,021,950	529,229	557,765	53,458	53,458
Requirements Total	29,168,455	9,094,233	19,474,133	13,439,494	13,595,074
FTE	8.00	10.00	8.00	9.00	10.00

CAO - Facilities - Operations & Maintenance

Program Description & Goals

Facilities Operations & Maintenance is responsible for the maintenance and repair of city facilities and the design and administration of facility programs including janitorial, landscaping, and pest services.

Operations & Maintenance fully services bureau-owned facilities, meaning bureau tenants receive all common building services in exchange for a lease or 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, Rivergate Vehicle Storage, the Police Property Warehouse, and the Jerome Sears building.

Operations & Maintenance also maintains facilities for other bureaus on a time and materials basis. Facilities operated under this model include PBOT's operations and maintenance buildings including its SmartPark garages; various office buildings, warehouses, and laboratories owned by the Bureau of Environmental Services; the Water Bureau's support facilities and Bull Run headworks; Union Station, on behalf of Prosper Portland; and various other private facilities leased by bureaus.

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 OMF 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.
- ◆ Design and administration of tenant service level agreements.
- ◆

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Average maintenance and operations cost per square foot	\$7.06	\$8.80	\$12.14	\$9.68	\$12.51
Change in average energy use intensity over the prior year average	-8%	-1%	-1%	-1%	-1%
Average customer demand workorder turnaround time	22.20	20.20	15.00	20.00	10.00
Percent of on-time preventive maintenance compliance	47%	38%	65%	50%	80%

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

To better serve customers, in FY 2022-23 Operations & Maintenance reorganized into three teams: 1) The Compliance and Oversight Team will be responsible for all compliance and administrative activities including safety, contract oversight and invoice processing, resource management and building programs, 2) The Workflow Management Team will be responsible for maintenance planning and scheduling, inventory, and dispatch. 3) The Maintenance Management Team will have two platform teams each with a maintenance supervisor overseeing a team of facilities maintenance technicians, facility specialists, facility workers, and instrument specialists.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	2,365,881	3,386,434	3,741,066	4,680,008	5,299,738
External Materials and Services	14,901,305	12,144,926	11,245,037	11,145,545	11,179,194
Internal Materials and Services	2,641,875	1,617,822	1,448,207	1,466,958	2,222,288
Bureau Expenditures Total	19,909,062	17,149,181	16,434,310	17,292,511	18,701,220
Fund Expenditures					
Debt Service	(123,375)	123,375	11,107,600	11,100,850	11,100,850
Contingency	0	0	0	150,990	150,990
Fund Expenditures Total	(123,375)	123,375	11,107,600	11,251,840	11,251,840
Requirements Total	19,785,687	17,272,556	27,541,910	28,544,351	29,953,060
FTE	35.00	32.00	30.00	34.00	38.00

CAO - Facilities - Planning and Portfolio Management

Program Description & Goals

Planning & Portfolio Management is a new department for Office of Management & Finance Facilities that is launching in Spring 2022 to provide the organization with long-range planning, real estate portfolio management, facility condition assessment, and bureau space planning services. This department is also absorbing Facilities' longstanding Property & Real Estate Management program.

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 Office of Management & Finance 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).

Once fully staffed, Planning & Portfolio Management will provide 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.

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.

Routine assessment of facility conditions, following industry best practices, via a designated Facilities Condition Assessor position, and routine forecasting of changes in space use at the City (bureau expansions, contractions, and use type changes) via a Bureau Space Planner. These assessment and forecasting functions will provide key inputs into the capital and services planning activities of the program. Bureau space planning work also includes the creation and management of occupancy agreements for bureaus in OMF facilities.

Real property management services, including consultations with bureaus to understand their real property needs; management of approximately 150 City leases; management of external brokerage 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 requests or concerns, utility bill collection and payment, etc.); and the internal leadership of real property sales and purchases.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Average occupancy rate	82%	75%	82%	75%	98%

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 Office of Management & Finance 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

For years, City bureaus were growing and thus in continuous need of new workspace, particularly for office workers. As a result, the Property team was overwhelmed with the number of leases it needed to manage alongside the purchase and sale of properties. Many operations changed in FY 2020-21 due to the pandemic. Rather than supporting bureaus with space acquisition, Properties spent much of the year helping tenants enroll in rent abatement programs, terminating leases, and ascertaining consolidation of bureau space. This required the addition of a limited duration Planning & Property Management Coordinator and a limited duration Interior Designer and Technical Space Planner. These positions were funded from Facilities reserves.

With changes in the way people work now expected to be permanent, space optimization is now foreseen as a critical need for this program, as bureaus could need less space than they needed prior to the pandemic, due to hybrid work models. To facilitate this work, in FY 2023-24 P&PM anticipates converting the two limited duration positions to permanent, and adding several additional permanent positions, including a Locational Analyst and Needs Assessor to plan for long-range facility needs, a Real Estate Portfolio Analyst to manage the City’s portfolio in accordance with those needs, and a Policy/Plan Analyst to develop and maintain the policies and plans necessary for effective administration of the portfolio, such as the Facility Handbook, Occupancy Agreements, Service Level Agreements, MOUs, building Asset Management Plans, and applicable reporting.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	288,974	426,313	798,053	1,203,648	1,994,710
External Materials and Services	774,157	3,962,251	3,133,770	2,831,308	2,881,308
Internal Materials and Services	81,344	386,576	858,853	807,464	800,923
Bureau Expenditures Total	1,144,475	4,775,140	4,790,676	4,842,420	5,676,941
Fund Expenditures					
Contingency	0	0	0	41,128	41,128
Fund Expenditures Total	0	0	0	41,128	41,128
Requirements Total	1,144,475	4,775,140	4,790,676	4,883,548	5,718,069
FTE	3.00	3.00	6.00	7.00	12.00

CAO - Impact Reduction Program

Program Description & Goals

IRP

Program focus is centered on deploying multi-tiered intervention strategies with vendors—Trash for Peace, Clean Start (CS PDX), City of Roses Recycling and Disposal, and Rapid Response Bio Clean (RRBC). The multi-tiered approach includes outreach and litter pickup, risk assessment and debris removal, and full campsite removals and property storage. This system allows the program to respond to issues based on risks posed, as opposed to the number of reports generated. 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. Working with the SSCC 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.

PEMO

The program centralizes City programs to stabilize and expedite the cleaning of trash, graffiti, abandoned vehicles and structures, and other unsafe and unsanitary conditions in the City and prevent such conditions reoccurring. We are engaging directly and regularly with business district leaders and coalitions across the city to create quality places in the city thru resources, addressing problems, and creating activation opportunities. Our focus is getting business districts and small business owners in the city to share their needs related to quality places in the neighborhood and apply priorities and resources to clean up and beautify the areas for safety and pandemic recovery. As an example, we are distributing resources to light streets, parks, and public places quickly this winter. PEMO Ensures preventative measures are in place such as activating public spaces with positive means such as food carts, planters, more positive barriers, or reconfiguration of the public space. PEMO is providing direct connections across the city in 2-week recurring problem solver meetings and on- site orientation and prioritization discussions.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Total cleanup costs	\$4,173,582	\$4,398,370	\$6,650,000	\$6,650,000	\$4,250,000
Number of campsite cleanups performed	248	1,087	2,100	4,000	4,000
Total number of assessments performed	13,374	21,347	15,000	27,000	27,000
Total campsite assessment costs	666,154.00	1,663,707.00	2,558,757.00	2,588,757.00	2,588,757.00
Number of campsite reports received and processed	60,320	75,731	0	NA	NA
Tons of garbage collected	3,965	5,318	4,100	5,000	3,900

Equity Impacts

IRP

The Impact Reduction Program's base budget includes resources to sustain a partnership with CS PDX. The program received ongoing funding in FY 2021-22 to double the capacity of the CS PDX fleet and is seeking ongoing funding to partner with Trash for Peace and other community-based organizations to provide peer-led support and facilitate positive interactions for individuals experiencing homelessness. Both CS PDX and the developing partnership with Trash for Peace provide low barrier employment opportunities to individuals with lived experience involving the criminal justice system, substance use disorders, behavioral health challenges and/or housing insecurity. 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.

PEMO

Opportunities to advance cleaning and graffiti abatement contracts with people of color are underway. This will continue in the life of the program for completing the work and advancing black, indigenous, people of color prime and sub-contracting work. Fundamentally the outreach of PEMO is to connect with each business district and neighborhood coalition and hear what their needs are to get them help thru this recovery. In rolling out the plan and where to prioritize, equity matrices including low income, non-English speakers, and people of color were considered first and coupled with where hot spots of clean up opportunities exist. Communicate coalitions have been engaging with us and allow us to connect resources to non-English speakers and small businesses. One example is the translation of community flyer into languages spoken in a particular area. Dumpster day clean ups and graffiti abatement is focused on neighborhood needs to get services out to people that may not be able to otherwise clean and dispose of household waste themselves.

Changes to Program

IRP

IRP received direction from the Office of Mayor Ted Wheeler to resume standard operating procedures in March of 2022. RIP suspended its COVID-19 Operations Protocol has since removed over 1,700 unsanctioned encampments. IRP has executed a price agreement with City of Roses Disposal and Recycling as an auxiliary campsite removal contractor which provides two (4 person) crews. IRP will continue operating at a double capacity, with 22 campsite removal crews, through the remainder of FY 2022-23 using one-time funds from the FY 2021-22 and FY 2022-23 Fall BMP but will need to prepare to scale back to 10 crews unless a future budget allocation allows for expanded service into the future. Finally, IRP's electronic data collection system has been fully operationalized, thus allowing for the creation of a publicly available data dashboard allowing for real updates, progress reports, and before and after photos.

PEMO

In FY 2022-23 the Public Environment Management Office was added to this program. An Emergency Declaration to expedite post-pandemic recovery by coordinating efforts to clean public spaces created this office on May 11, 2022. The office was added to the program in the Fall Budget Monitoring Process Report. Focus will continue on graffiti and creating quality public places and addressing safety and maintenance of the right of way and supporting the IRP and SSCC and Safe Streets missions.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	425,066	449,507	1,456,079	1,826,601	1,826,601
External Materials and Services	5,246,331	8,382,440	18,430,903	6,580,517	6,579,115
Internal Materials and Services	34,152	168,589	647,349	439,528	440,930
Capital Outlay	0	6,043	0	0	0
Bureau Expenditures Total	5,705,549	9,006,580	20,534,331	8,846,646	8,846,646
Fund Expenditures					
Contingency	0	0	(4,235,812)	177,665	177,665
Fund Transfers - Expense	0	4,154,307	200,000	0	0
Fund Expenditures Total	0	4,154,307	(4,035,812)	177,665	177,665
Requirements Total	5,705,549	13,160,886	16,498,519	9,024,311	9,024,311
FTE	3.00	3.00	5.00	10.00	10.00

CAO - Office of the Chief Administrative Officer

Program Description & Goals

The Office of Management & Finance provides internal services to support the operational needs of City bureaus, as well as coordination and leadership on central administrative services. Management & Finance is overseen by the Chief Administrative Officer (CAO).

The Office of the CAO provides leadership and oversight for a variety of Citywide projects and programs and plans and directs an array of financial management, policy development, and project management services for Council and City bureaus. The CAO leads the development of the bureau’s strategic plan and ongoing reporting on the completion of strategic objectives and initiatives. The CAO oversees the bureaus of Human Resources, Revenue and Financial Services, and Technology Services.

The Office of the CAO furthers the City goal to deliver efficient, effective, and accountable municipal services. In FY 2022-23, the bureau managed a budget of over \$850 million in 18 funds, and over 900 employees.

Performance of the Office of the CAO is measured by the program’s ability to carry out enterprise solutions on behalf of Council and the City of Portland.

The Office of the CAO provides leadership, oversight, and direction to internal and operational service managers in Management & Finance. The Office of the CAO also provides citywide leadership in the broader vision of the City, convening bureau directors to improve the day-to-day operations and future enterprise efforts. The update of the Office of Management & Finance Strategic Plan positions the bureau to lead the City towards more unified day-to-day business operations through a community first/city government for the future strategy. Initiatives include developing a transparent and sustainable funding structure for central services; modernizing Portland’s community safety system; adopting a comprehensive financial plan that aligns long-term liabilities with revenue; modernizing technology services to strengthen security, mobility, and accessibility for employees and community members; and building a City asset management plan.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
There are no performance measures associated with this program	NA	NA	NA	NA	NA

Equity Impacts

The Office of the CAO provides strategic leadership and direction to Management & Finance, including emphasis on diversity, equity, and inclusion efforts within the organization and in support of broader social equity efforts in the community. Efforts within the Office of the CAO include both management and staff-level racial equity advancement training championed by OMF’s Racial Equity Manager and the development and implementation of a workforce plan that improves recruitment, retention, and promotion of employees from historically marginalized communities.

Changes to Program

The Chief Administrative Officer has begun convening City bureau directors as the City's Executive Leadership Team, to discuss and collectively address citywide issues impacting bureau operations. In particular, the CAO has directed BHR to facilitate a workgroup to refine and enhance the City's Pay Equity program and compensation structure for non-represented classifications. A second initiative is intended to add additional capacity for the Procurement Division.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	478,431	872,487	683,732	719,193	719,193
External Materials and Services	7,644	39,576	871,668	83,000	83,000
Internal Materials and Services	260,099	274,265	79,950	90,336	90,336
Bureau Expenditures Total	746,175	1,186,329	1,635,350	892,529	892,529
Requirements Total	746,175	1,186,329	1,635,350	892,529	892,529
FTE	3.00	5.00	3.00	3.00	3.00

CAO - Project Management for Citywide Initiatives

Program Description & Goals

The OMF Strategic Projects and Opportunities Team (SPOT) is housed in the Business Operations Division of the Office of the Chief Administrator and manages complex multi-bureau, citywide, and intergovernmental initiatives and projects. SPOT projects typically require multidisciplinary project management and a collaborative, multi-bureau approach to issue identification, resolution, and decision-making. Projects strive to improve service delivery and internal operations or processes. SPOT provides a centralized approach to project management, often taking on initiatives that do not have a natural hub or sponsor within the City's structure.

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

SPOT's main body of work in FY 2023-24 is management of the voter-directed transition of the City's form of government. Changes in the measure approved by voters include:

- ◆ Allowing voters to rank candidates in order of their preference, using ranked choice voting.
- ◆ Creating four geographic districts with three members elected to each district, expanding the council size to twelve.
- ◆ Replacing the commission form of government with a legislative council, executive mayor, and city administrator.

If funding is reduced or this program is not funded, 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 because of a lack of capacity within the impacted bureaus. Resourcing SPOT to prioritize and centrally manage these projects means they can be addressed and resolved. As the City faces a major organizational 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 be nimble and responsive to changes in how we do business. This is especially critical to implement voter-directed charter changes, economic recovery initiatives and create a more just local government.

SPOT brings a citywide perspective to projects that touch multiple bureaus, implement citywide 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 citywide, 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 span from a few months to a few years, depending on the complexity of the work.

Current projects underway include the following:

- ◆ Charter Transition Implementation Project: Managing implementation of amendments to the City Charter, including election methods, roles and responsibilities of elected officials and leadership, establishing a new budgeting process and preparing the city to recruit and appoint a city administrator.
- ◆ Charter Commission: Continuing the management of the Charter Commission and advancing recommendations and referrals to the 2024 ballot.
- ◆ Office of Management & Finance Policy Development and Updates: Providing a coordinated approach to policies affecting Management & Finance bureaus and of citywide significance.
- ◆ Transition to a Project Management Office: Supporting City leadership to develop project selection criteria and a process to identify and resource priority projects; we anticipate SPOT will provide a central project management function in this process.
- ◆ Enhanced Services District (ESD) Coordination: the Enhanced Services District Coordinator limited-term position was created by Council during FY 2020-21 and is housed within the SPOT budget although the position reports to the External Partnerships and Programs Manager. This program and position was created in direct response to an August 2020 Audit of the City's ESD program and provides increased oversight, reporting and transparency of the program. The cost of the single FTE is partially funded by contributions from the ESDs and partially by General Fund resources.
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Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
There are no performance measures associated with this program	NA	NA	NA	NA	NA

Equity Impacts

The Strategic Projects and Opportunities Team is connected to the broader equity vision of the City to benefit communities by implementing components of OMF's Racial Equity Plan. In addition to participating in equity training through the Office of Equity, the Office of the CAO has invested in a year-long equity training with the Center for Equity and Inclusion. 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 part of our project management philosophy.

Projects that highlight our effort to center equity in our work are the Charter Commission and the development of the charter transition implementation strategy. After an extensive engagement and outreach to Black, Indigenous, and Communities of Color, which have been underrepresented in City policy development, City Council appointed a diverse and representative Charter Commission. SPOT ensures equitable and anti-racist outcomes are central to this project, including through recruitment, appointment, work plan development, and community engagement strategies. Additionally, implementation of the voter-directed changes will center the City's core values by engaging a Governance Transition Advisory Committee and by designing recruitment strategies for the Independent District Commission and other advisory bodies to reach and appoint a wide range of Portlanders.

Changes to Program

The program is currently staffed with four full-time positions: one Analyst IV and three Analyst IIIs. In the FY 2022-23 budget and Fall Supplemental Budget, SPOT was provided additional position authority to hire limited-term positions related to Charter implementation. These positions do not show up in the Requested Budget as the funding for Charter will be added to this program at a later budget stage. SPOT is transitioning to a project management office approach to project selection and prioritization. Working with the Chief Administrative Officer and a Deputy Chief Administrative Officer, the SPOT Manager is supporting the creation of a central, citywide project development and management process guided by City bureau directors.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	504,913	575,005	2,248,972	688,644	688,644
External Materials and Services	2,586	17,059	1,501,793	10,000	10,000
Internal Materials and Services	6,222	6,834	0	110,735	110,735
Bureau Expenditures Total	513,721	598,898	3,750,765	809,379	809,379
Requirements Total	513,721	598,898	3,750,765	809,379	809,379
FTE	3.75	5.75	2.50	4.00	4.00

CAO - 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's 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 goals are to 1) support successful operations of the venues, 2) meet all program expense obligations while protecting the General Fund, 3) provide resources for activities and investments that improve the condition and viability of the venues, and 4) support growth of the sports, travel, and tourism industry in Portland.

Historically, the program has relied on the Rose Quarter venues (including the privately-owned Moda Center) 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. With dramatically reduced revenues in FY 2020-21, due to COVID-19's impact on spectator events, the program experienced strong financial recovery in FY 2021-22. FY 2022-23 is anticipated to more closely reflect pre-pandemic operations and revenues and should allow the fund to continue rebuilding reserves, potentially allowing more significant investments in the VMC in FY2023-24 and beyond.

The program is responsible for overseeing a City-owned portfolio of venues valued at over \$500 million and maintaining effective and mutually beneficial professional relationships with the venue operators. Overseeing the contractual agreements with the operators is a key function of the program. Major program activities include facility operations, maintenance, repair, and capital improvements; financial planning and contract administration; special projects; and liaison activities among City bureaus, other governmental agencies, and private parties including a broad range of organizations engaged in travel, tourism, and visitor development activities.

In the years leading up to the pandemic, program activities contributed to increased use and profitability at the VMC and Rose Quarter garages, providing oversight to the 2019 Providence Park expansion, undertaking engineering studies to improve seismic resiliency at the Keller Auditorium and VMC, negotiation of an amendment to the Visitor Facilities Intergovernmental Agreement, and ongoing investments in the venues to improve reliability and address deferred maintenance. Within the program, community members have been involved in specific project related matters including an advisory group for the VMC renovation design and the development of a Title II ADA Transition Plan to improve access. The program supports climate action initiatives by investing in projects to increase the efficiency of the venues. Providence Park Stadium was recently awarded LEED Gold certification, and with partners at the Rose Quarter, the program is working on efforts to renovate the VMC, a project which has the potential to greatly improve efficiency.

In addition, Spectator Venues and Visitor Activities staff work with the venue operators to encourage sustainable transportation choices by venue patrons, including upgrading electric vehicle charging stations in the Rose Quarter Garages and helping Providence Park develop and implement a transportation plan which, in 2019, yielded 53% of Timbers game attendees traveling to and from Providence Park without driving and parking a personal vehicle in the Central City. The pandemic has altered travel patterns, but it is not yet clear the extent of the changes, or how lasting they may be.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	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%	62.00%	40.00%	40.00%	30.00%

Equity Impacts

By accommodating a wide range of events including professional and amateur sports; large and small concerts; amateur, professional, and youth performing arts; ballet; opera; symphony; traveling Broadway theater; conferences; exhibitions; meetings; religious events; reunions; and non-profit community events, the venues collectively serve a broad and diverse segment of residents and visitors to Portland. The venues are also important economic engines for the City as they generate hundreds of direct jobs and support many more through the direct and indirect spending associated with event production and attendees.

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 2022, 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 continuation of initial design work for 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. In FY 2023-24, negotiation of a Rose Quarter lease extension is anticipated to require significant program resources.

Demands for major capital renovations at several of the facilities greatly exceed projected SVVAF revenues and the program is seeking other revenue source for key projects.

With reorganization of the Office of the Chief Administrative Officer (CAO), the program is now housed within the External Partnerships and Programs Work Group under the supervision of a newly created Deputy CAO. As part of this change, the program now shares the resources of a Financial Analyst and Program Manager with the other programs of the work group (Enhanced Service District Coordination and the City Arts Program). This arrangement replaces the service area agreement with Business Operations for financial, contracting, and other support services. With the addition of the Financial Analyst, the program staff is 3.0 FTE, though two of the staff work on other programs within the work group and charge some of their time to those programs.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	440,047	410,931	407,034	393,442	558,982
External Materials and Services	3,731,873	2,242,711	3,386,096	4,810,100	4,810,100
Internal Materials and Services	439,516	568,159	646,951	593,714	593,714
Capital Outlay	572,076	595,052	2,288,000	2,755,000	2,755,000
Bureau Expenditures Total	5,183,512	3,816,853	6,728,081	8,552,256	8,717,796
Fund Expenditures					
Debt Service	3,442,346	3,444,440	2,679,493	3,260,488	3,260,488
Contingency	3,143,918	7,517,455	12,716,164	12,838,819	12,676,708
Fund Transfers - Expense	224,248	146,150	171,544	235,037	231,608
Fund Expenditures Total	6,810,512	11,108,045	15,567,201	16,334,344	16,168,804
Requirements Total	11,994,024	14,924,898	22,295,282	24,886,600	24,886,600
FTE	2.15	2.15	4.00	2.00	3.00

CAO - Citywide 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 Management & Finance 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 Management & Finance 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.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
% of City staff with a "good" or "very good" awareness of security procedures	NA	85.00%	100.00%	100.00%	100.00%

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. A security reporting form was developed to more closely track these incidents and help inform where additional physical security enhancements or other measures are needed. The Security Program recently onboarded the new Business Systems Analyst III position to administer the enterprise access control system and the hiring of the Analyst II position funded in the FY 2022-23 Adopted Budget is imminent. Working closely with the Bureau of Human Resources, the program is developing a citywide personal and physical safety training on the e-Learner/SAP platform that is expected to be rolled out in early 2023.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	62,518	430,818	532,850	518,929	518,929
External Materials and Services	1,496,755	3,063,623	6,044,839	4,477,310	4,477,310
Internal Materials and Services	(94,471)	807,282	864,985	1,160,573	1,160,573
Capital Outlay	0	0	250,000	0	0
Bureau Expenditures Total	1,464,802	4,301,722	7,692,674	6,156,812	6,156,812
Fund Expenditures					
Contingency	0	0	0	17,443	17,443
Fund Expenditures Total	0	0	0	17,443	17,443
Requirements Total	1,464,802	4,301,722	7,692,674	6,174,255	6,174,255
FTE	1.00	1.50	3.00	3.00	3.00

CAO - Hearings Office

Program Description & Goals

City Council authorizes administrative appeals in City Code (Title 22, Title 14B.10, Title 19, Title 16, Title 33) to create 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. The purpose of the office as described by Title 22.01.010 is “to provide a fast, fair, and impartial adjudication of the 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.” This dispute resolution process is often the only accessible avenue for residents or property owners to contest a City action that negatively affects them. Decisions rendered by Hearings Officers may also point out areas in City Code that need City Council legislation or management attention.

The Hearings Office conducts impartial quasi-judicial hearings and renders decisions on land use, Code enforcement, and appeals of City actions, including vehicle tows and other administrative matters. Orders issued by the Hearings Office can be appealed to a variety of jurisdictions, including the Oregon Land Use Board of Appeals, Multnomah County Circuit Court, and City Council. The Hearings Office provides a downtown physical office space sufficient for participants to present their cases and for the public to observe. Hearings are supported by a clerk, who helps the Hearings Officer and participants submit and organize evidence and ensures the proceedings are recorded. The two clerks assist the parties to the case in navigating the policies and procedures as well as the online case management system. During the City’s response to COVID-19, all hearings are conducted by remote participation through the Zoom platform and email submissions of documents/evidence are accepted. Remote attendance at hearings via Zoom is now the default standard for Hearings. We believe that allowing the parties to attend virtually removes barriers to attending their hearing because it is no longer necessary to travel to the downtown office location, locate and pay for parking, take time off from work, or arrange dependent care. We still utilize the Hearings Room when we receive an accommodation request and for hybrid access land use hearings. The Hearings Office invested in a fully electronic case management system (CMS). This software, hosted on a third-party website, allows the public to request a hearing. The CMS automatically applies an exhibit label to any documents or photographs submitted as evidence. It generates an exhibit list, a daily docket, auto-populates the hearing on the City’s new website calendar, and automatically archives all closed cases directly into TRIM. The CMS sends out automated emails alerting the parties to new evidence or actions taken in the case.

Equity Impacts

In 2015, City Council began to require bureaus to inform people of their rights to appeal and to prohibit inconsistent and sometimes exorbitant fees to be charged for hearings. Council’s action opened the Hearings Office to people who otherwise could not afford the fees some bureaus charged to access an impartial appeals process. The legislation made the Hearings Office the central location for filing hearings requests and Title 22 was amended to prohibit the charging of a fee to the public.

The next step for the Hearings Office to improve equity in services is to collect demographic information from community members who access the Office's services and to identify barriers to access. The Hearings Office removes barriers to accessing hearings and facilitates the submission of evidence by having an entirely electronic case management system. This system allows a party to request a hearing, upload evidence, and view the City's evidence 24/7 with an internet connection. The bureau provides a remote participation option in order to further reduce barriers of taking time off from work, finding parking, and securing childcare by allowing the public to appear by Zoom or telephone. We are engaged in a limited pilot program whereby we attach a cover sheet to the orders that is written at an 8th grade reading level, whereas the legal decision itself is written at a less accessible 12th grade reading level. We are also investigating areas of great Hearings Officer discretion such as "good cause" and "unjustified" findings and application to ensure equitable results. We also have a paid internship program that offers work experience to folks without prior work experience removing barriers to future employment.

Changes to Program

The Hearings Office provides an essential service to the City in the form of due process. The office is funded in two parts: general funds and inter-agency agreements. Title 22 is the section of City code that establishes the Hearings Office as a centralized and independent location within the City to resolve disputes. If a bureau uses the Hearings Office's services outside of Title 22, the bureau and the Hearings Office enter into an inter-agency agreement. This is a distinction without much significance. The Hearings Office provides one type of service across all case types City-wide and minor variations in code provisions (example, deadline to schedule a hearing) are immaterial. Therefore, the Hearings Office recommends that it be funded solely through general funds. It is inappropriate to expect the Chief Hearings Officer to negotiate a payment agreement with the bureaus over which it provides legal oversight and a check on the City's enforcement powers. This is a conflict of interest that is untenable and must be corrected. The Hearings Office is working with the City Budget Office to advocate for this change.

Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
Requirements					
Bureau Expenditures					
Personnel Services	454,683	534,530	535,956	604,161	604,161
External Materials and Services	83,385	77,243	89,775	85,118	85,118
Internal Materials and Services	228,877	231,948	291,412	239,326	239,326
Bureau Expenditures Total	766,946	843,721	917,143	928,605	928,605
Requirements Total	766,946	843,721	917,143	928,605	928,605
FTE	4.00	4.00	4.00	4.00	4.00

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DP: 14791 - Administrative Support for DAM Manager**DP Type****Priority****New**NONGFA
DD

4

No

Package Description

This request is for one permanent Coordinator III position to provide human resource, organizational development, communications, and administrative support for the DAM Manager. DAM is a large division with approximately 150 employees. When DAM was formed in 2019, the DAM Manager was not granted an executive assistant. However, the tasks above take approximately 40-50% of the DAM Manager's time since there is no one to whom the administrative aspects of the tasks above can be delegated. In mid-2022, the DAM Manager decided to pull from vacancy savings to staff this role via a temporary contractor from Robert Half. The addition of this support person to the ranks has been enormously helpful for the DAM Manager, but the support is only temporary since the vacancy from which the savings were pulled needs to be filled. Overall, the DAM Manager needs to be freed up to focus on more strategic and significant activities. The specific duties of the role are listed below. The Coordinator will report directly to the DAM Manager with the position funded by IAs with Fleet and Facilities.

OMF is requesting that General Fund bureaus receive target budget adjustments for their allocation of the IA rate increases resulting from this package.

Service Impacts

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This request assumes that one FTE will be sufficient to handle the work noted below. The impact of hiring this position means that all the tasks below, which are currently performed by the DAM Manager, will be done by a high-level administrator instead. This will free up the DAM Manager to focus on more strategic work, such as Facilities' policy and service level agreement development, the establishment of a long-range citywide facility planning function, leadership of facility planning for Charter Reform and CityFleet's effort to relocate out of the Kerby Garage, overseeing the City's green fleet transition, supporting CAMG's work in improving infrastructure asset management practices at the City, and supporting OMF in rate policy development. The Success Factors goals for this FTE will be determined upon their hire. If the position and/or funding are not approved, the work will continue to be done by the DAM Manager, but the DAM Manager will need to stop performing work of strategic value to the City due to inherent capacity constraints and the emerging risk of burnout. There are no resources available to reprioritize for this FTE. Tasks to be performed are listed below.

Organizational development support:

Strategic planning and annual planning coordination and support (one month per year in August)

All Hands meeting coordination and support (once/year for DAM; once/quarter for organizations)

Issuing customer and employee satisfaction surveys and reporting on results (once/year)

Change management and positive culture development coordination and support (ongoing)

Communications support (all ongoing):

Maintaining the DAM Customer-Stakeholder Group roster (~120 people/roles/positions)

Setting up the customer meeting/communication annual calendar and scheduling meetings

Managing all DAM communication collateral (meeting note template, report/PPT formats, etc.)

Managing the DAM intranet site, including all customer portals (meeting minute repository, etc.)

Human resources support (all ongoing):

Supporting DAM managers/supervisors with Success Factors setup (group objectives)

Developing in-depth recruitment strategies for key Facilities and Fleet positions

Supporting managers/supervisors in executing recruitment strategies (e.g., attending job fairs)

Supporting DAM managers/supervisors in onboarding staff (DAM's portion of this work)

Supporting DAM managers/supervisors in promoting professional development for staff

Monitoring mandatory trainings for non-represented staff, including manager trainings

Setting up/facilitating trainings when needed, particularly for managers/supervisors (e.g., SAP)

Supporting DAM managers/supervisors with position management paperwork

Supporting DAM managers/supervisors with discipline issues, particularly documentation strategies and monitoring of due process progressions for problem employees

Administrative support (ongoing): general support for the DAM Manager as needed.

Equity Impacts

There are no identifiable equity impacts of this position.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	10,000	0	0	0	0
100000	Personnel	158,502	0	0	0	0
701000	Internal Materials and Servic	84,251	0	0	0	0
702000	Internal Materials and Servic	84,251	237 0	0	0	0

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Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
Sum:		337,004	0	0	0	0
Major Object Name		Revenue				
100000	Interagency Revenue	168,502	0	0	0	0
701000	Fund Transfers - Revenue	490	0	0	0	0
701000	Interagency Revenue	83,761	0	0	0	0
702000	Interagency Revenue	84,251	0	0	0	0
Sum:		337,004	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003029 - Coordinator III	1.00	93,876	0	44,523	145,580
Total	1.00	93,876	0	44,523	145,580

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DP: 14792 - Long-Range Facil & Real Estate Staff

DP Type

Priority

New

NONGFA

DD

2

No

Package Description

This request is for 3 permanent FTE to comprise a comprehensive, citywide facilities and real estate planning team that will be housed in OMF Facility Services' Planning & Portfolio Management Group. No bureau currently has such a team even though thoughtful planning could greatly improve and optimize facility space use, capital planning, and capital spending. The absence of a citywide facilities and real estate planning team is notable given the size of the City's facility asset base, which has a ballpark value of \$2 to \$5 billion (depending on what facilities are included and how the values are calculated); the poor to very poor condition of many of these facilities; the looming need for facility recapitalization (and in some cases bureau relocation); pressure on OMF to carry out certain facility planning tasks very soon (e.g., accommodate facility needs that are driven by Charter Reform), and the complete absence of a facility, real estate, and financial plan to guide City action. Thoughtful and comprehensive planning for infrastructure, such as the City's facilities, is also required by City asset management policy. The team's performance will be evaluated by assessing the following types of metrics: perceived suitability of facilities for bureau operations, asset utilization, facility health, risk minimization, and the financial sustainability of the portfolio. The cost of the 3 positions is \$544,708 annually, funded out of Facilities' corporate services rate. The 3 positions are described below.

OMF is requesting that General Fund bureaus receive target budget adjustments for their allocation of the IA rate increases resulting from this package.

Facility Needs Assessor & Planner (Analyst III – 1 FTE):

OMF sees a critical need for routine cross-bureau conversations regarding long-term facility requirements and a proactive citywide strategy for major facility and real estate investments. The Needs Assessor & Planner will help this effort by developing relationships with City bureaus to understand their long-term growth, contraction, and transition plans; translating those plans into a clear and unified City forecast of facility and real estate needs by space type, square footage/acreage, and location; identifying current facility availability within the City's portfolio of existing assets; and facilitating conversations on how to bridge the gap between what the City has and what it's forecasted to need. Working alongside the Real Estate Portfolio Analyst (see below), the Needs Assessor & Planner will facilitate conversations between bureaus regarding co-location and collaboration on existing and new facility needs, help shape the City's real estate strategy, and support long-range capital planning on the part of OMF and the City as a whole. This role is generally important to the City; it has become imperative for OMF given Charter Reform, the need to plan for new commissioners (both downtown spaces and district offices), and the impact Charter Reform is likely to have on bureau operational and locational requirements. This position is not currently staffed and the work above is not being performed by any group or staff member at the City.

Real Estate Portfolio Analyst (Analyst III – 1 FTE):

OMF's Real Estate Portfolio Analyst will lead the development of the City's long-range capital plan and real estate strategy for facility assets (including usable vacant land). Specifically, the Analyst will be responsible for determining the financial health of individual facilities (annual capital, maintenance, and operating costs in relation to the funds available to support the facilities); work with other members of the planning team to recommend facility dispositions, recapitalizations, and acquisitions based on the physical and financial health of the portfolio; carry out tradeoff and business case analyses for different approaches to meeting gaps in the City's facility portfolio (e.g., rent vs. buy decisions or different recapitalization alternatives); lead the creation of the City's long-range capital improvement plan for facility assets; and lead the creation of a financial strategy to fund the capital plan. OMF is also contemplating the proposal of a "capital fee" for City facility investments, akin to the blended rate but including all non-process City facilities owned by general fund bureaus and OMF. This position would be responsible for researching, modeling, and managing the financial aspects of this fee, including coordination with BRFS' grants, revenue, and debt management functions. This position is not currently staffed, and while some of the work is performed by OMF Business Operations, the workload and topic require a full time, dedicated specialist to address issues holistically.

Planning Analyst (Analyst II – 1 FTE):

This position will play a supporting role for the Needs Assessor, the Real Estate Portfolio Analyst, and an existing position that rounds out the planning team (a Facility Condition Assessor, hired in 2022). This role will help coordinate the daily work of the three more senior-level staff on the team and serve as a support analyst and apprentice for condition, needs, and financial assessments. This role will also have primary responsibility for drafting, vetting, finalizing, and maintaining facility asset management policies (e.g., asset utilization policies, facility condition/health policies, portfolio financial policies, etc.); drafting and maintaining facility-level Asset Management Plans and the portfolio-level Long-Range Facilities Master Plan; leading all departmental reporting requirements (e.g., the CAMG annual report); and leading the cross-bureau pursuit of and proposal writing for third party funding (e.g., infrastructure grants). If a capital fee is created, this position would also oversee the governance and administration of that entity – e.g., lead a cross-bureau Capital Review Group and any associated public engagement processes, or whatever mechanism is put in place to help prioritize projects and allocate capital in a way that best achieves the City's goals for facility portfolio management (e.g., asset utilization, risk minimization, financial sustainability, etc.). This position is not currently staffed and the work above is not being performed by any group or staff member at the City.

Service Impacts

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These positions are part of an integrated team that will vastly improve the City's ability to provide the basic facility planning and real estate portfolio management services that the City requires to manage its physical and financial risks, and to be compliant with City asset management policy. The City's facility asset base is in poor condition and there is no benefit to being unprepared to handle what is to come. By investing in the positions required to tackle this problem, the City will improve its ability to support bureau operations, utilize its facility assets as fully as possible, ensure facility health, minimize facility risks, and strategically plan for the large financial investment in facility assets that is invariably on the horizon.

Regarding financial matters specifically, thoughtful planning is important given the dollar value of major facility projects. The City's most recent recapitalization (the Portland Building) was nearly \$200 million, and OMF, which owns only about a third of the City's facility portfolio, has an additional \$500 - \$750 million of estimated recapitalization needs on the horizon for which there is no plan. Other facility-owning bureaus likely have similar issues, again with no plan. At present, Facilities also has no staff to lead the facility planning side of Charter Reform; to be responsive to the will of the voters, Facilities needs these positions.

The core assumption underlying this request is that the positions listed are sufficient to handle the volume of work that the team will need to take on. High-level outcomes for the team have been established, but specific metric targets have not yet been determined. There are no resources in Facilities to reprioritize to fund this work, given historic constraints on target and large gap in staffing that already exists to perform basic facility management functions within OMF. Regionally, nationally, and internationally, facility planning is the norm for organizations that own facilities, campuses, and real estate portfolios of any significance, whether the organization is a municipal organization or a corporate entity; we are the outlier in this regard.

Equity Impacts

From an equity standpoint, it is well-known that certain classes of City employees work in more degraded facilities than others (e.g., maintenance staff at the Kerby Garage; PBOT snow and ice workers; etc.) - sometimes without basic life safety systems in place to protect them. These are unacceptable working conditions, and yet the City has focused no political will on addressing them. For example, there have been 9 master plans to address the operational and life safety problems at the Kerby Garage in the last 46 years, all completed ad hoc by external consultants and promoted by individual champions within the various manifestations of OMF, but not one of these efforts has resulted in a reconstruction of the building or a relocation of CityFleet to a new and more appropriate site.

Creating an internal planning team that consistently assesses citywide facility risks, leads a Capital Review Group that works across bureaus and with the public to prioritize the facility investments to be made by Council, and strategizes for how to lessen the City's large facility financial liabilities so that investments are more likely to happen (e.g., by encouraging co-location between bureaus, seeking out third party funding, leveraging the real estate market to be opportunistic, etc.), will all help address our longstanding workplace equity issues, at the very least by articulating and quantifying the City's facility risks, which are currently largely unarticulated, and keeping the need for substantial facility investments on the radar. Without this group, these problems are likely to continue unarticulated, unseen and unaddressed.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
701000	External Materials and Servi	30,000	0	0	0	0
701000	Personnel	514,708	0	0	0	0
	Sum:	544,708	0	0	0	0
	Major Object Name	Revenue				
701000	Interagency Revenue	544,708	0	0	0	0
	Sum:	544,708	0	0	0	0

Position Detail

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Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003007 - Analyst II	1.00	93,876	0	44,523	145,580
30003008 - Analyst III	2.00	218,238	0	97,272	332,204
Total	3.00	312,114	0	141,795	477,784

Decision Package Summary

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DP: 14793 - Selective Increase in Major Maintenance**DP Type****Priority****New**

NONGFA

DD

6

No

Package Description

The major maintenance programs for certain Facilities buildings are in poor shape. These programs have older buildings and rental rates have not funded the programs adequately for many decades. Additionally, costs for major maintenance projects have out-paced the general inflation factor used to set CAL targets, further contributing to the diminishment of these funds over time and the ongoing deterioration of OMF buildings.

This package has two components. The first will phase in rental rate increases for Facilities Services owned buildings over a five-year period to a level that annually funds major maintenance at 3% of replacement value in line with industry standard. This increases overall funding from approximately \$7M per year to \$23M per year at the end of 5 years. The second will address funding existing deficits (maintenance backlogs) for certain buildings in the programs* over a period of 10 years. This has an annual cost of \$4.2M. (* Buildings excluded from this package include City Hall, the St Johns facility, the Justice Center, and the Police Bureau's Kelly Building. These facilities require either recapitalization – which no increase to major maintenance can address – or are being considered for disposition.)

Background: The City of Portland, like many cities around the nation, has a large and aging infrastructure. Also like many cities, Portland struggles to maintain its infrastructure while also meeting the growing needs of its population. The difficulty in balancing these priorities has created a funding gap, meaning that the level of resources dedicated to maintaining the City's infrastructure is insufficient when compared to the overall need.

The funding gap has been documented in the Citywide Assets Report since 2002. Additionally, the City's external auditor has previously expressed concerns over the City's declining net asset position, which is in part linked to a lack of investment in the City's existing infrastructure assets.

The annual Citywide Assets Report documents that the annual funding gap for infrastructure maintenance and replacement of existing assets for Transportation, Parks, Water, Environmental Services, and Civic Assets is in excess of \$300M. This gap is likely to widen over the next several years as assets continue to deteriorate, along with reduced levels of service. City Hall and the Portland Communications Center (911) are prime examples of how underinvestment in asset maintenance plays out. A recent internal review of City Hall maintenance needs over the next 30 years found a latent need for \$3M of component replacements and a funding gap of \$7M over the next 10 years. Due to the major maintenance funding deficit at the PCC (911), a multi-million dollar general fund appropriation had to be made in order to fix roof, exterior membrane, and seismic deficiencies. In both cases, it is likely that costs are multiples of what they would have been had the buildings been properly maintained over time. These examples underscore the fact that City assets require continuous investment. Deferring those investments results in higher long-term costs and uncertainty in the form of large General Fund discretionary requests.

Despite the previous efforts of Council and the bureaus, the funding gap remains and continues to grow. As directed by Council, the City Budget Office and representatives of bureaus identified available financial mechanisms for addressing the backlog along with the pros and cons of each option. The October 2014 CBO report "Closing the Major Maintenance and Asset Replacement Funding Gap-Funding Options Report" recommended the following:

"Incremental Rate Increases for Internal Service Funds. Council should direct the City's internal service funds to submit decision packages to phase-in closing the gap that exists for funding major maintenance and replacement of the City's internal service fund assets. The packages will be funded by rate increases to customers. The phase-in will be over a number of years." This package makes good on that recommendation and phases in rate increases over five years.

OMF is requesting that General Fund bureaus receive target budget adjustments for their allocation of the IA rate increases resulting from this package.

Service Impacts

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At the end of five years rental rates charged to tenants of Facilities Services owned facilities will include a major maintenance component equal to 3% of replacement values for the facilities. Building up reserves over time for large maintenance and component replacement projects is the industry standard approach because statistically most building components will all have to be replaced over a 30 year period. By building a major maintenance component into the rates, the City will be able to maintain a stable funding source for these important projects and avoid successive big-ticket general fund appropriations. It is assumed that by completing these major maintenance projects each year, or saving resources to do large-scale projects in the future, the City will be able to utilize its civic assets for the full extent of their rated useful lives in the service of all Portlanders.

When major maintenance programs are not fully funded the following occur:

- Increased likelihood of catastrophic equipment failure
- Internal and external deterioration of building components and their appearance
- Extended periods between painting, water proofing, and replacement of building components
- Delayed adaptation of new technologies and more efficient building systems, which contributes to functional obsolescence

Approval of this package will clear Facilities' deferred maintenance backlog and create a stable ongoing funding stream that will allow the City to avoid these problems and properly and sustainably maintain the City's civic assets, reduce long-term costs through preventive maintenance, and enable timely building component repairs, replacements and efficiency improvements. The package recognizes the large financial impact the rate increases will have on tenants, and therefore recommends it to be phased in over a five-year period.

Equity Impacts

No direct equity impacts anticipated.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
701000	Contingency	2,196,946	0	0	0	0
	Sum:	2,196,946	0	0	0	0
Major Object Name		Revenue				
701000	Interagency Revenue	2,196,946	0	0	0	0
	Sum:	2,196,946	0	0	0	0

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DP: 14794 - Lease Administrator for OMF Facilities S**DP Type****Priority****New**NONGFA
DD**5**

No

Package Description

This request is for 1 permanent Coordinator II to support compliant management of the approximately 100 commercial leases that OMF administers, primarily on behalf of non-OMF bureaus or for commercial spaces in non-OMF properties. This function has historically not been staffed and thus this work was either not performed or not performed with the required expertise. Since July 2022, this work has been performed by a limited duration employee with expertise in this area who, upon onboarding, performed an informal internal audit of Facilities' lease management practices and performance and found a number of problems (see below). This limited duration FTE is being funded out of Facilities Services vacancy savings, but the empty positions that have provided the cash flow are either being filled or need to be filled soon (e.g., the Facility Director). The annual cost to make this position permanent is \$153,232. The position's cost will be funded via a new Facilities rate billed to the bureaus that use this service. The position will be housed in Facilities' Planning & Portfolio Management team.

A Lease Administrator plays a key role on a property management team, primarily carrying out specialized administrative and financial tasks that ensure that an organization's leases comply with lease accounting rules and are administered according to the terms of the lease. The tasks for this FTE will include tenant lease data entry and management in SAP-CLM, rent roll management, tenant ledger management and reconciliation, property tax payments, common area maintenance charge management, and internal audits. This position will also lead collections and evictions, which OMF hasn't historically carried out. These activities are important for good lease management practice in general; they are particularly important with GASB 87 taking effect in 2021, which defined complex new lease accounting standards for the public sector.

The absence of a Lease Administrator position in OMF has resulted in a number of performance issues, most of which were identified by Facilities' new limited duration coordinator/lease administrator, who onboarded in Summer/Fall 2022. For example, approximately 59% of the leases on OMF's rent roll are expired or will be expiring in the next six months; many leases have incorrect terms and conditions entered into CLM, challenging coherent lease administration and revealing a deficiency from an audit perspective; and while the City directed OMF to provide rent abatement for commercial tenants in City properties if they needed relief during COVID, Facilities didn't follow consistent and clear accounting methods when applying ARPA grant funding in the accounting system when tenants were approved for rent assistance. These issues are being fixed by the limited duration coordinator, which will take about a year, but the need to do this work correctly will exist in perpetuity, or for at least as long as OMF performs this function on behalf of other bureaus.

OMF is requesting that General Fund bureaus receive target budget adjustments for their allocation of the IA rate increases resulting from this package.

Service Impacts

Adding a permanent Lease Administrator to Facilities' staff will allow OMF to perform compliant lease management and administration functions on behalf of the City, thereby reducing the risk of audit failure. Commercial tenants in City properties will also experience better customer service from the City, and the bureaus that OMF serves will receive better cost recovery due to improved lease management and lower account delinquency rates. Metrics to evaluate the success of this effort will include (but are not limited to) the percentage of leases that are current (not expired), tenant delinquency rates, and percentage of tenant property taxes paid on time. The City should also be expected to pass any relevant audits. Metrics are currently in place to measure all of these outcomes.

This request assumes that bureaus are willing to pay for this service. Unfortunately, neither PBOT nor PPB – the two primary users of OMF's commercial leasing and property management services – supported Facilities' request for this position in its recent budget survey. Should this position not be funded, OMF will move to divest itself of leasing and property management work on behalf of non-OMF bureaus as soon as possible, since OMF is not required by City code to do this work for other bureaus and OMF is not comfortable doing this kind of regulated work poorly due to low staffing. This will leave the bureaus to perform this work either with their own staff or via a third-party property management company, whom they will pay directly.

Equity Impacts

There are no identifiable equity impacts from this position.

Budget Detail

Fund	2023-24 Request - V52 with DP	2023-24 CBO	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
		Recommended- V53			

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Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
701000	Contingency	0	0	0	0	0
701000	External Materials and Servi	-7,753	0	0	0	0
701000	Internal Materials and Servic	0	0	0	0	0
701000	Personnel	143,233	0	0	0	0
	Sum:	135,480	0	0	0	0

	Major Object Name	Revenue				
701000	Fund Transfers - Revenue	426	0	0	0	0
701000	Interagency Revenue	135,054	0	0	0	0
	Sum:	135,480	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003028 - Coordinator II	1.00	84,627	0	42,020	133,121
Total	1.00	84,627	0	42,020	133,121

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DP: 14795 - Compliance Staffing for OMF Facilities S**DP Type****Priority****New**

NONGFA

DD

1

No

Package Description

This request is for 7 permanent FTE to support contractual, financial, and policy compliance activities in Facilities Services that have not historically been staffed and therefore not performed, or not performed with the required expertise and/or oversight. These positions are being requested in response to a staffing analysis that Facilities did in 2022 that listed all of Facilities' organizational responsibilities and mapped them to the Facilities positions performing those duties. This analysis made clear that many back-office functions were missing from Facilities' organizational structure (i.e., there was no position to map a responsibility to), as Facilities' limited resources have instead been directed to front-line services for the bureaus for many years. As such, there are critical gaps that need to be filled to ensure that Facilities does its work in a safe, legally compliant and efficient manner. Four of the requested positions go hand-in-hand with a reorganization of O&M functions that is already underway, in which 7 line positions and 4 supervisor positions are being completely changed to improve organizational workflows and fill gaps. An additional requested FTE fills a gap in the Capital Projects team, another FTE addresses needs in the Planning & Portfolio Management team, and the final FTE will complete Facilities' technology team and will be housed in the Facilities Administration group. The annual cost of the 7 positions is \$1,101,552.

OMF is requesting that General Fund bureaus receive target budget adjustments for their allocation of the IA rate increases resulting from this package.

A description of each position being requested is included on an attached document.

Service Impacts

The addition of these positions to Facilities' staff will enable Facilities to achieve and maintain compliance with laws, regulations, and policies at the federal and state level that govern human rights, workplace safety, financial management, and contracting. These positions will also allow Facilities to comply with City-level goals and policies related to equity and climate change. Lastly, the positions requested will create substantial improvements to Facilities' core goals of asset health, customer satisfaction, and value delivery by allowing Facilities to physically improve our planning for and on-site management of buildings, be a better administrator of and partner to the vendors from whom we need to get quality service, optimize our use of City spaces, and get better value overall for our Facilities spending. We will also enhance our ability to foresee, financially plan for, and fulfill our legal obligations for four condominium associations.

In addition to these benefits, the City will diminish its risks, many of which are already materializing. For example, Facilities hired a new O&M manager in Spring 2022. That manager discovered that no safety program existed for Facilities, that O&M staff had experienced accidents and injuries that had gone unreported, that elevator inspections and emergency backup generator maintenance had not been carried out by vendors as they were supposed to have been for a prolonged period of time, and an array of other safety hazards for both Facilities employees and those who use facility assets (City staff and the public). Further assessing vendor issues, Facilities further found nearly \$100,000 in questionable vendor charges from assessing the contracts, work, and invoices of just three of Facilities' vendors. We also discovered that many vendors, even high-quality ones, were being paid very slowly, sometimes with up to a years' delay in payment. Utility bill payments were also delayed, with shutoffs not uncommon.

With regard to the risks of poor planning and design, ADA, OSHA, and code are all legal frameworks that require compliance. Facilities is just standing up its first ADA program, with the help of our limited duration Interior Designer/Technical Space Planner, which lays out who-does-what when BHR contacts us about an accommodation for a specific employee, or when systemic compliance problems are found in a building's design or construction (e.g., Portland Building bathroom doors were recently found to be not compliant with code, as they were too heavy to allow for ingress and egress for some employees with disabilities, necessitating a solution). Likewise, Facilities would like to be compliant with the City's climate goals, but absent Requirements Planning staff who can determine how best to do this and coordinate on solutions, we are unable to be an effective partner to BPS. This inability to be a sound partner to peer organizations, such as BHR, OEHR, and BPS, has been longstanding and is well-documented.

Lastly, the risks of poor or non-existent information are profound for any modern organization. Facilities is implementing a new asset management system and will be carrying out facility condition assessments when doing so, which will mean that facility asset data and equipment inventories are relatively current when the system goes live in Fall 2023. However, this data must be kept up-to-date over time, and there is an enormous amount of facility data that cannot be "logged" in the same way that an asset can be logged. For example, without accurate as-built drawings, response times in emergencies lag as actual conditions do not match what's rendered on a drawing. Similarly, inaccurate floorplans or spatial data make a mess of rent calculations and make it very difficult to manage bureau square footages and City space optimally.

Facilities expects to see improvements in all its performance areas: asset health, customer satisfaction, value delivery, and compliance, although quantitative improvements will be difficult to track a before-and-after picture for since Facilities cannot track its current metrics very well due to the long-term lack of an information system (the new system goes live in Fall 2023). That said, we believe that the impacts to all of our customers will be positive, even if these positions do not equate to a direct service level increase for bureaus.

Finally, this request assumes that bureaus are willing to pay for this service. Unfortunately, very few bureaus have supported Facilities' request for these position in its recent budget survey, primarily due to a stated lack of funding. Should these positions not be funded, OMF will need to find some way to rework its business model to fund these positions within "target," as OMF is not comfortable doing work that has legal, regulatory, and policy ramifications poorly (or not at all).

Equity Impacts

We anticipate being able to better-support the goals and plans of all the bureaus at the City that are responsible for ensuring City compliance with legal requirements and City policy goals, including BHR, BRFS, OEHR, BPS, and Council at large, and thus improved outcomes for all the mandates, missions, and groups that these bureaus serve. Areas that will specifically see improved service include ADA and energy efficiency. Our interior designer has also already helped, and will continue to help, with warming/cooling shelter designs at the Portland Building.

Budget Detail

Fund	2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name	Expense				

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Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
701000	External Materials and Servi	70,000	0	0	0	0
701000	Personnel	1,031,552	0	0	0	0
	Sum:	1,101,552	0	0	0	0

Major Object Name		Revenue				
701000	Fund Transfers - Revenue	5,869	0	0	0	0
701000	Interagency Revenue	1,095,683	0	0	0	0
	Sum:	1,101,552	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003006 - Analyst I	1.00	84,627	0	42,020	133,121
30003007 - Analyst II	1.00	93,876	0	44,523	145,580
30003028 - Coordinator II	1.00	84,627	0	42,020	133,121
30003029 - Coordinator III	1.00	93,876	0	44,523	145,580
30003053 - Facilities Project Specialist	1.00	84,627	0	42,020	133,121
30003100 - Risk Specialist II	1.00	93,876	0	44,523	145,580
30003235 - Coordinator I - E	1.00	76,692	0	39,872	122,431
Total	7.00	612,201	0	299,501	958,534

Compliance Staffing for OMF Facilities Services Attachment

The following are descriptions of each position being requested in the Facilities Compliance Staffing decision package.

Operations & Maintenance Positions

Facilities Safety Manager (Risk Specialist II – 1 FTE):

Facilities' Safety Manager will own and administer a comprehensive safety management and loss control program in compliance with OSHA and all City, State, and federal regulations. While the position will be housed in Facilities' Operations & Maintenance department, it will provide services to all of Facilities' field functions, including Capital Projects. The position will manage OSHA compliance programs; perform job hazard analyses; lead accident/injury investigations; perform audits and inspections; conduct safety data analyses and make safety recommendations; provide in-house expertise and training on safety topics; provide subject matter expertise on construction projects; manage liability exposure; promote a safety conscious work culture; and collaborate with Safety Managers from other Bureaus to establish consistency in safety practices. This work has not been consistently or adequately performed in Facilities since 2015 due to the lack of a position. It is currently staffed by a limited duration non-expert who assumed safety program responsibilities in Summer 2022 after rolling off another project, and who is being paid out of reserves. A permanent FTE is needed so that Facilities can recruit for a qualified subject matter expert to take the role. The position's contributions to the team will be measured in alignment with Facilities' Success Factors goals related to compliance, as well as industry standard safety metrics.

Contracts Manager (Field) (Coordinator III – 1 FTE):

Facilities is responsible for overseeing more than \$6 million/year in contracted O&M work (e.g., janitorial, elevator inspections/maintenance, emergency backup generator maintenance, emergency snow removal, pest control, etc.). Currently, oversight of the vendors who perform this work is done in an ad hoc manner by O&M supervisors, when time allows; there have not been and are not currently any dedicated staff carrying out this work. A dedicated contract/vendor manager is needed to understand Facilities' contracts, inspect vendor performance on-site, ensure vendor compliance with our contracts, support vendor development when performance issues exist, oversee the development and monitoring of Cure notices and responses should they need to be created, direct and support contract modifications, and oversee invoice approvals. The position's contributions to the team will be measured in alignment with Facilities' Success Factors goals related to compliance, customer satisfaction, and value delivery.

Contracts Coordinator (Office) (Coordinator I – 1 FTE):

O&M processes 500-750 invoices each month from the vendors who work in the sites that we own and administer. The Contract Invoicing Coordinator will work with the Contract Field Manager to process these invoices in accordance with City and State administrative rules. Responsibilities will include reviewing and validating the accuracy of goods and services invoices; allocating O&M expenses to work orders and accounts; monitoring the progress of approvals; and ensuring timely payments. This work is currently performed by a contract employee and funded by Facility Director vacancy savings, but a Facility Director needs to be hired. Should this position not be made permanent, this position will need to be eliminated and the work will need to be redistributed to other team members to perform ad

hoc, as time allows and as it has been performed in the past. This position's contributions to the team will be measured in alignment with Facilities' Success Factors goals related to compliance and value delivery.

Resource Management Coordinator (Coordinator II – 1 FTE):

A Resource Management Coordinator is needed to own responsibility for OMF utility bill management and payment and to manage Facilities' participation in energy efficiency programs. The role will be responsible for receiving, inputting, paying and allocating to internal accounts the hundreds of utility bills OMF receives each month (gas, electric, water, refuse). This position will also keep Facilities aligned and compliant with City goals and policies related to climate change, as the role will be responsible for entering utility data into the EnergyCAP utility bill system; monitoring energy use trends using EnergyCap; coordinating with O&M staff and others when energy use trends seem abnormal or sub-optimal; leading Facilities' participation in Energy Trust's Strategic Energy Management program; and submitting for, tracking, and applying energy efficiency incentive payments when they are available. This role will also hold primary responsibility for all resource use reporting, such as EnergyStar compliance reports and internal and external reports (BPS, Energy Trust, etc.), and lead Facilities' collaboration with BPS and others on resource management topics. The tasks above, including utility bill payment (which is a core Facilities function) have been performed ad hoc by various Facilities staff since 2018 due to the lack of dedicated staff to carry out these duties. This request would partially restore a position cut in 2018. This position's contributions to the team will be measured in alignment with Facilities' Success Factors goals related to compliance and value delivery.

Capital Projects Positions

Requirements Analyst/Major Maintenance Planner (Analyst II – 1 FTE):

Facilities is responsible for understanding the laws and policies that impact our buildings and sites, and for developing projects that satisfy our legal and policy requirements. Examples of such laws and policies include the City's ADA transition plan, the City's Climate Action Plan, and the City's equity commitments. At present, no staff exist to track Facilities' mandates, determine how they should best be implemented in our buildings, ensure these needs are represented in our major maintenance and financial plans, support project development, and report on our performance. Facilities also belongs to four condo associations that all have investment policies, priorities, and plans that we are legally required to fund. At present, we are underserving both these associations and the City as condo priorities are often not well understood or represented in our major maintenance and financial plans due to the lack of coordination staff. Hiring a project manager that is dedicated to analyzing and planning for our capital requirements would address these gaps substantially; unlike other capital project managers, however, this position would need to bill to Facilities' corporate rate and thus requires budget support. This position's contributions to the team will be measured in alignment with Facilities' Success Factors goals related to compliance, asset health, and value delivery.

Planning & Portfolio Management Positions

Interior Designer & Technical Space Planner (Analyst I – 1 FTE):

This position is responsible for all of Facilities' technical design work for interior spaces. In addition to providing direct support to bureau customers for interior design and move requests, this position carries out key back-office functions that ensure bureau rents are correctly calculated and that Facilities' spaces are ADA, OHSA, and code compliant. Spatial

modeling and data management responsibilities include owning Facilities' BOMA methodology and policies, reviewing and maintaining BOMA square footage drawings when bureaus move (the basis for rents charged to bureaus by OMF), and helping OMF with financial scenario modeling when different master-level space management approaches are under consideration (as is happening now with the Future of Work). ADA, OHSA, and code responsibilities include being the point of contact for BHR ADA accommodation requests; troubleshooting existing buildings for ADA, OSHA, and code compliance issues; and reviewing proposed designs for ADA, OSHA, and code compliance. More general interior design responsibilities include maintaining Facilities' design and furniture standards and supporting furniture management. This work is currently performed by a limited duration employee and funded by Facility Director vacancy savings, but a Facility Director needs to be hired. Should this position not be made permanent, this position will need to be eliminated and the work will again go undone or will be periodically performed by vendors. This position's contributions to the team will be measured based on compliance, customer satisfaction, and value delivery.

Facilities Administration Positions (Technology Team)

Data and Information Manager (Facilities Project Specialist – 1 FTE):

Good information is the basis of good asset management. This FTE will be responsible for entering new asset data into Facilities' information system (nameplate data, warranty information, operating information, and preventive maintenance schedules, among other data points); owning and maintaining building-level information, such as as-built drawings, which show how facilities are constructed in the field and allow O&M staff to navigate, maintain, and operate buildings efficiently; updating non-OMF databases (such as OEHR's ADA transition plan) with completed information from Capital Projects; and managing all furniture asset and warranty information, as furniture is an \$11 million asset base that currently has no dedicated manager. None of this work is done at present, other than as-built drawing management, which is done ad hoc by capital project managers. This FTE will also serve as a liaison between the Capital Project and O&M teams to support new asset/facility handoffs to the maintenance group, such as equipment training. The position's contributions to the team will be measured in alignment with Facilities' Success Factors goals related to asset health and value delivery.

DP: 14799 - CityFleet Relocation out of the Kerby Ga**DP Type****Priority****New**

NONGFA

DD

7

No

Package Description

This request is for funding to relocate CityFleet out of the Kerby Garage and Kerby Complex. This request is seeking pre-approval for the funding required to launch a real estate search, engage in a real estate transaction/procurement, and build out the specialized facility that's needed to meet the City's fleet maintenance and repair needs, based on programming and real estate analyses conducted in 2021. This request also includes annual ongoing major maintenance funding for the new facility, in a manner sufficient to keep up with the new facility's projected major maintenance needs. This work will not only support everyday CityFleet maintenance and repair needs, but also advance the City's green fleet goals by enabling on-site electric vehicle infrastructure development (e.g., DC fast charging for heavy duty vehicles) and construction of the specialized maintenance facilities required to support fuel system maintenance for vehicles fueled with renewable/compressed natural gas.

Facilities believes the purchase of real property to accommodate a new fleet maintenance facility would be a prudent first step towards replacement of the obsolete Kerby facility. Facilities anticipates costs of \$9.22M for the Kerby fleet maintenance facility replacement land acquisition, internal facilities property team costs, plus brokerage fees and professional services to complete the necessary due diligence. After consulting with commercial real estate experts and given the ongoing and rapid escalation of industrial land prices in Portland amid a tightening supply of commercial land within a reasonable proximity to the geographic center of the city, finding a suitable site is expected to become increasingly difficult in the coming years. Commercial land has risen from an average of \$12/sf a year ago to \$16-25/sf on recent purchases. This is being driven by an explosion in demand for warehouse space as large national retailers are selling more goods online and stocking inventories closer to their customers, as well as adding additional weeks' worth of inventory due to ongoing global supply chain constraints. Lastly, purchasing a large commercial or industrial property, an increasingly rare and valuable commodity in Portland, is seen as a relatively low-risk way to advance this necessary project without committing the City to the construction project itself.

CityFleet maintains over 4,000 vehicles and pieces of specialized equipment for City of Portland bureaus. The Kerby Garage is home to CityFleet, functioning as its headquarters and primary garage. Kerby was built as the City's original Public Works building in 1922 and is functionally obsolete for modern-day use given its small footprint and poor ability to accommodate heavy-duty equipment, which constitutes the bulk of CityFleet's inventory. Kerby also lacks a modern fire/life safety system (smoke detectors, a fire alarm, and sprinklers) and an ability to accommodate ergonomically appropriate work equipment, and has outdated electrical, a failing HVAC system, a failing roof, and is located in a landslide zone. Approximately \$17.8 million in code, safety, and structural repairs are needed in the next five to seven years, none of which will address the facility's capacity or resiliency deficiencies or allow CityFleet to accommodate the City's green fleet goals. CityFleet must relocate to a new site and its staff need to be housed in a reasonably safe, sound, modern, accessible, and resilient facility.

Please see Attachment A, Programming, for a breakdown of the costs and cost assumptions for the new facility. Please see Attachment B, Financial Plan, for a breakdown of the financing plan associated with the new facility. Please see Attachment C, Cost Allocation, for a breakdown of how these 20-year costs will be allocated to the bureaus. Please also note that absent clarity from the City on how massive new facility costs such as a new CityFleet ought to be funded, DAM has assumed that OMF Facilities, as the owner of the new facility, will allocate the costs of the new facility to CityFleet customers based on the size of the bureaus' respective Fleet IAs. DAM is open to hearing alternative recommendations on how to allocate these costs should better ideas exist.

The one-time requirement of this package will be funded through a combination of debt financing and cash financing. Cash financing is in the form of cash the Fleet fund has for a relocation project, major maintenance money for the Kerby Garage, and the eventual sale proceeds of the Kerby Garage and an adjacent property. Debt financing will cover the rest of the project's funding requirements. It is envisioned that line of credit financing will be used until a site is located and a construction contract is awarded. This will be retired with a long-term bond sale. Another line of credit would fund the project's final costs until the Kerby Garage can be sold, when it would be replaced with long-term bonds. Annual debt service, and an increase in operations and maintenance costs, would be funded by additional IA charges to Fleet's customer bureaus. Currently this is envisioned as a new separate rate to each bureau based on the size of their IA with Fleet.

If approved, this project will be administered by OMF Facilities akin to the way in which the Portland Building was designed, developed, and delivered. Thus, OMF's cost estimate assumes that an alternative procurement method (design-build) will be used, as was used for the Portland Building, as it provided substantial time and financial savings over traditional construction procurement processes used for new facility construction. In suit, the project will hire on internal consultant project managers, billable to the project, to monitor and ensure the performance of the design-build vendor. Many of the Portland Building processes (e.g., building handbook development, warranty onboarding) can also be leveraged and re-used for this project. As one difference, a property search will need to be conducted for the CityFleet relocation. OMF anticipates using the services of a contracted broker to meet this need.

Service Impacts

At its most basic, relocating CityFleet will prevent the catastrophic failure of not only a core City facility, but a core City function that's housed in that facility. If support for this relocation effort cannot be garnered, CityFleet will instead be looking for contingency plans to outsource its core functions in the case of building failure, which can and will be difficult given the on call/emergency responder role CityFleet plays to support things like snow and ice events, and the volume of specialized equipment CityFleet maintains, many of which are difficult to service in market. Likewise, relocation will allow CityFleet to support the City's green fleet goals and energy efficiency goals, which simply cannot be accommodated in the current facility. Of note, moving CityFleet will also have a positive impact on CityFleet employees, who have, for quite some time, worked in one of the City's riskiest and most inoperable facilities, and who often state that they feel like second-class citizens within the employee ranks. Note as well that operating in such a sub-standard facility poses real human risks; should a fire occur, and

employees be hurt, the City will without question be held accountable for its inaction given its knowledge of the building's risks.

Substantial effort went into the preliminary programming that informed this decision package request, supported by Makers (an architectural firm), Leland Consulting (a real estate consulting firm), and consulting support from Roger Thompson, a fleet facility design specialist who works nationwide. Interviews were conducted with CityFleet staff and customer stakeholders (PBOT, Water, BES, PPB), needs were documented, and visioning was conducted to understand big-picture goals for CityFleet's operations and the resulting facility requirements (e.g., green fleet, green building, seismic resilience, etc.), and the everyday needs of the bureaus (e.g., proximity to the bureaus' respective operations, maintenance and repair turnaround time requirements, etc.). Likewise, the programming effort assessed probable changes to the size of the City's fleet given bureau growth and development trends.

Based on this research, programming requirements for the site (acreage, location, parking, etc.) and the facility (area, height, space use, workflows, amenities, etc.) were defined. These, in turn, were the basis of a cost estimate for the development of the project.

At its core, the program's assumptions are as follows:

Site: CityFleet needs a 6 to 8.2 acre site located within City limits; close to arterial roads and/or highways; within 5 if not 3 miles of the existing Kerby site so as to support adjacency to the major fleet-owning bureaus; in central or general commercially-zoned land, or general or heavy industrially-zoned land. The site must also be located outside of hazard zones given CityFleet's resiliency and first responder support obligations, or have hazards that can be reasonably mitigated during construction.

Facility: CityFleet needs an approximately 90,000 SF facility that can accommodate light, medium, and heavy-duty vehicle maintenance and repair activities, along with new vehicle processing activities; parts management activities; and general administrative (office) and employee activities (e.g., showers, lockers, break rooms, etc.). The site must also accommodate approximately 75,000 SF in parking for heavy duty and standard vehicles, allow for vehicle storage, allow for electric vehicle fast charging, and have space for other green fleet infrastructure as it develops (e.g., CNG, hydrogen fuel cell charging, etc.).

Other: Many programming specifics were also defined, e.g., sufficient building height to support heavy duty vehicle lifts; a building layout/design that allows for appropriate workflows so as to avoid stackups and backups like those currently experienced at Kerby; appropriate lane/driveway widths and angled parking, so as to support safe and efficient vehicle maneuvering; and customer waiting spaces.

The outcomes used to track the design and development of the new site will be comparable to those used for the Portland Building, and standard for the new construction industry (scope, schedule, budget adherence, etc.). With regard to the facility, a new development will allow OMF Facilities to ensure the City that more of its portfolio meets DAM's goals for facility safety, soundness, modernity, accessibility, and resilience.

Based on the programming requirements above, a cost consultant hired by CityFleet's architect developed a project cost estimate using standard cost estimating inputs. Costs were calculated using 2021 dollars and are relevant for the Portland/Pacific Northwest market.

This cost estimate produced a project cost range of \$86.2-\$101.3 million. Using this data, DAM refined the programming, project approach, and cost estimate to generate a project total of \$92.0 million, and then added in inflation during the project approval, design, development, and construction years, as well as debt service, to generate the expenses forecast for this decision package. (See Attachments.)

Of note, six alternatives were considered before full cost estimating occurred. Of these six alternatives, three ideas were dismissed outright given their lack of adherence to the program requirements or obvious bone-headedness. They included:

Staying at the Kerby Garage/Kerby Complex and Doing No Repairs (\$0): deemed "not viable" given the condition of the building and resulting risks to staff safety, bureau operations, and the City at large;

Staying at the Kerby Garage/Kerby Complex and Investing in Code/Safety/Structural Issues (\$17.8M): deemed "not viable" because this solution does not address any of the functional obsolescence issues that preclude productivity for the bureaus, site resilience issues, or CityFleet's inability to accommodate green fleet goals, and because many of the work safety issues (e.g., sloped floors) cannot be remediated.

Staying at the Kerby Garage/Kerby Complex and Rebuilding the Garage from the Ground Up and Remediating the Site Conditions (\$337M): deemed not viable as an earlier project explored this option and thus the costs of site remediation (injecting the site with stabilizers to prevent landslides) were already known and were exorbitant (approximately \$250M alone).

Three other alternatives were also explored, two of which are viable and one of which is viable but risky and possibly financially imprudent. They include:

Leaving the Kerby Garage/Complex and Leasing an Existing Site/Completing Improvements (\$100M): this analysis assumed a 50-year lease would be attainable in a facility that reasonably aligns with our programming requirements. The benefit of this option is that it could get us "off the hook" for things like major maintenance costs and future-year recapitalization; the drawback of this option is that it might be very difficult to find a site that meets CityFleet's programming needs in the locations required.

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Leaving the Kerby Garage/Complex and Building a Custom Site (PREFERRED OPTION) (\$120M): the option of building a custom site, while expensive, would allow us to find a location and construct a facility that is maximally suitable for our programming needs.

Leaving the Kerby Garage/Complex and Buying a Pre-Existing Site (\$Unknown): Purchasing a site that is pre-existing could be substantially less expensive than buying land and building a custom site. The risks of finding something that meets our requirements are the same as that for leasing (Alternative #4, above). However, should CityFleet, during its property search, locate a viable option, it will absolutely consider this alternative if the costs of renovation are cheaper than the costs of a custom build.

On Attachment D a discussion of regional perspectives of the package is included.

Equity Impacts

The DAM organizations do not serve City of Portland residents directly. However, we are concerned about keeping service levels relatively equal for our bureau customers. Even though CityFleet is one of DAM's organizations, and although DAM does not have an apples-to-apples comparison of risk for all City-owned facilities (OMF-owned or not) -- as such risk assessment methods have not yet been fully developed or deployed City-wide -- it is our firm opinion that the condition of the Kerby Garage is one of the worst at the City, with safety risks borne by CityFleet employees at rates far disproportionate to employees in almost any other City facility. The risks themselves are plainly unacceptable and present the City with substantial legal liability, but they are also deeply unfair to employees who deserve, as much as any other City employee, a work environment that is reasonably safe, sound, modern, accessible, and resilient.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
702000	Contingency	9,125,000	0	0	0	0
702000	External Materials and Servi	120,000	0	0	0	0
	Sum:	9,245,000	0	0	0	0
	Major Object Name	Revenue				
702000	Interagency Revenue	9,245,000	0	0	0	0
	Sum:	9,245,000	0	0	0	0

Kerby garage relocation financing plan - Attachment A

Sources and uses

Requirements	Source	Build new budget	Inflation rates	Years of inflation	Build new budget in inflated \$
Land	8 acres at \$12/sf	\$4,181,760	10.00%	3.00	\$5,567,376
Construction (and landscaping)	Makers	\$53,320,720	7.00%	5.00	\$74,798,932
Direct capital costs		\$57,502,480			\$80,366,308
Other capital costs					
FFE	Included in Make	\$0	2.60%	5.00	\$0
Shop equipment	Included in Make	\$0	2.60%	5.00	\$0
BTS fiber	Included in Make	\$0	7.00%	5.00	\$0
Total capital costs		\$57,502,480			\$80,366,308
Design	15.00%	\$8,625,372			\$12,054,946
Art	2.00%	\$1,150,050			\$1,607,326
COEP	1.00%	\$575,025			\$803,663
1.5% for Green Technology	1.50%	\$862,537			\$1,205,495
BOLI	0.10%	\$57,502			\$80,366
Permitting	2.00%	\$1,150,050			\$1,607,326
Other Professional Services	1.00%	\$575,025			\$803,663
Misc. Costs	0.50%	\$287,512			\$401,832
BTS voice and data wiring	2.50%	\$1,437,562			\$2,009,158
Moving costs	Not in Makers rec	\$250,000	2.60%	6.00	\$291,645
Total indirect		\$14,970,635			\$20,865,420
Total direct and indirect		\$72,473,115			\$101,231,728
Project Management	7.00%	\$5,073,118			\$7,086,221
Contingency	20.00%	\$15,509,247			\$21,663,590
Total project cost		\$93,055,480			\$129,981,539

Kerby garage relocation financing plan - Attachment B

Summary for CIP			<u>Budget process</u>	<u>Land acquisition</u>	<u>Land purchase and design/procurement</u>	<u>Construction</u>		<u>Occupancy</u>	<u>Occupancy and sale of Kerby</u>
			FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
	Build new budget	Build new budget in inflated \$							
Requirements									
Land	\$4,182,000	\$5,567,000	\$0	\$0	\$5,567,000	\$0	\$0	\$0	\$0
Construction	\$53,321,000	\$74,799,000	\$0	\$0	\$0	\$37,399,000	\$37,399,000	\$0	\$0
Direct capital costs	\$57,503,000	\$80,366,000	\$0	\$0	\$5,567,000	\$37,399,000	\$37,399,000	\$0	\$0
Indirect costs	\$14,971,000	\$20,865,000	\$0	\$0	\$11,305,000	\$8,264,000	\$1,296,000	\$0	\$0
Project management and co	\$20,582,000	\$28,750,000	\$100,000	\$120,000	\$4,792,000	\$12,969,000	\$10,770,000	\$0	\$0
Total project	\$93,056,000	\$129,981,000	\$100,000	\$120,000	\$21,664,000	\$58,632,000	\$49,465,000	\$0	\$0
Financing costs	\$28,700,000	\$28,822,000	\$0	\$0	\$963,000	\$9,461,000	\$9,199,000	\$9,198,000	\$0
Total requirements	\$121,756,000	\$158,803,000	\$100,000	\$120,000	\$22,627,000	\$68,093,000	\$58,664,000	\$9,198,000	\$0
Resources									
Major maintenance account	\$2,630,000	\$2,638,000	\$100,000	\$2,538,000	\$0	\$0	\$0	\$0	\$0
Kerby Garage sale (net) anc	\$6,033,000	\$10,370,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,370,000
IA funding for debt service	\$28,042,000	\$28,042,000	\$0	\$0	\$963,000	\$8,681,000	\$9,199,000	\$9,198,000	\$0
Bond financing	\$85,052,000	\$117,754,000	\$0	\$0	\$0	\$117,754,000	\$0	\$0	\$0
LOC financing	\$0	\$0	\$0	\$0	\$19,266,000	(\$19,266,000)	\$10,370,000	\$0	(\$10,370,000)
Total resources	\$121,757,000	\$158,804,000	\$100,000	\$2,538,000	\$20,229,000	\$107,169,000	\$19,569,000	\$9,198,000	\$0
Cash balance/(deficit)	\$1,000	\$1,000	\$0	\$2,418,000	(\$2,398,000)	\$39,076,000	(\$39,096,000)	\$0	\$0
Cumulative cash balance/(defic	\$1,000	\$1,000	\$0	\$2,418,000	\$20,000	\$39,096,000	\$0	\$0	\$0

Kerby garage relocation financing plan - Attachment C

Allocation of additional costs funded by increased IA's

Note: Assumes no participation from outside agencies. Any additional charge

Allocation of additional debt service and O&M costs

			<u>Land purchase and design/procurement</u>	<u>Construction</u>		<u>Occupancy</u>	<u>Occupancy and sale of Kerby</u>
			\$963,298	\$8,680,643	\$9,199,137	\$9,199,137	\$9,244,643
Bureau	Total FY 2022-23 IA with adj to include Water and BES replacement	Percent of total FY 2023-24 IA	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
BDS	\$681,656	1.659%	\$15,984	\$144,040	\$152,643	\$152,643	\$153,398
PBEM	\$27,861	0.068%	\$653	\$5,887	\$6,239	\$6,239	\$6,270
BES	\$1,115,279	2.715%	\$26,152	\$235,668	\$249,744	\$249,744	\$250,980
Fire	\$1,977,192	4.813%	\$46,363	\$417,798	\$442,753	\$442,753	\$444,943
Gov Rel	\$34,879	0.085%	\$818	\$7,370	\$7,810	\$7,810	\$7,849
OMF	\$392,303	0.955%	\$9,199	\$82,897	\$87,848	\$87,848	\$88,283
Mayor	\$10,236	0.025%	\$240	\$2,163	\$2,292	\$2,292	\$2,303
Civic Life	\$29,904	0.073%	\$701	\$6,319	\$6,696	\$6,696	\$6,730
Parks	\$5,590,596	13.609%	\$131,094	\$1,181,341	\$1,251,902	\$1,251,902	\$1,258,095
Police	\$10,095,452	24.575%	\$236,729	\$2,133,256	\$2,260,675	\$2,260,675	\$2,271,858
BPS	\$13,769	0.034%	\$323	\$2,910	\$3,083	\$3,083	\$3,099
PBOT	\$16,477,964	40.111%	\$386,393	\$3,481,936	\$3,689,911	\$3,689,911	\$3,708,165
Water	\$4,633,311	11.279%	\$108,647	\$979,059	\$1,037,538	\$1,037,538	\$1,042,670
Totals for IA's	\$41,080,402	100.000%	\$963,298	\$8,680,643	\$9,199,137	\$9,199,137	\$9,244,643
Total General Fund			\$416,922	\$3,757,044	\$3,981,452	\$3,981,452	\$4,001,147

CityFleet Relocation out of the Kerby Garage

Attachment D

Regional perspective

During programming, CityFleet did high-level outreach to adjacent municipal partners to assess the possibility of co-locating or collaborating on a new facility. However, no viable partnerships were located, as CityFleet's size dwarfed that of adjacent municipalities (we are the largest municipal fleet in the state), and no other cities that we chatted with had fleet-specific needs on the horizon. Likewise, Multnomah County recently built a new fleet facility, so there is no possibility of a partnership there.

One consideration would be to try to attempt a cross-bureau partnership (e.g., moving CityFleet and PBOT simultaneously; or, having CityFleet partner with Fire on a new facility), but CityFleet's outreach to these other bureaus has not been fruitful.

PBOT expressed that it wanted to stay at the Kerby Complex (although doing so puts their fleet at risk, even with the soil remediated, as the PBOT fleet is parked under the Fremont Bridge, which is not seismically resilient), and is having such substantial financial trouble that relocating its operations is not its top priority, particularly since its main on-site facility is in reasonably better condition than the Kerby Garage.

Fire has hitherto not been interested in engaging in a discussion about collaboration, but we feel that a co-location with some of Fire Bureau's training/logistics functions (primarily, co-locating with their fire apparatus maintenance and repair functions) would be a splendid idea, given the similarity of the functions, and reduce the programmatic complexity of their known and established facility need, which is to relocate its Training and Logistics function. If partnership in this manner is desired by Council, CityFleet's program can be scaled up to accommodate additional vehicles, at an additional cost. However, some additional attention will need to be paid to location, as Fire Bureau fire apparatus maintenance activities might have different geographical location requirements than CityFleet's operational activities. And, as noted, additional square footage and costs would be added to CityFleet's program.

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DP: 14802 - CityFleet Electric Vehicle Make-Ready In**DP Type****Priority****New**

NONGFA

DD

3

No

Package Description

Background: City Council declared a climate emergency in 2020 and directed the city Bureaus to meet two targets to reduce carbon: decrease Portland's carbon emissions by 50% or more by 2030 and reduce carbon emissions to net-zero by 2050. In 2022, the City adopted the 2022-2025 Climate Emergency Workplan that identifies action items and strategies to address this climate emergency. One strategy eliminates carbon from City operations in the transportation sector by reducing the use of fossil fuels in city owned vehicles and heavy-duty equipment. The conversion of the City's vehicles from internal combustion engines (ICE) to electric vehicles (EV) will require new costs and investments. Ultimately these will be offset by the significantly lower operating and maintenance costs of EVs versus ICE vehicles.

To respond to these actions and directives, CityFleet has developed timelines and engaged in discussions with City bureaus on their transition pathway, helping identify what vehicles the bureaus have in their inventory that will qualify for cost-effective transition when the bureau next replaces that vehicle. Cost-effectiveness tests look at the availability of market-ready vehicles in the vehicle classes that the bureaus use, the cost of those vehicles, and the reliability/risk of those vehicles and their manufacturers. In some select cases, CityFleet has also applied for and received grants to purchase and pilot the use of electric vehicles and equipment that would not pass our cost-effectiveness tests, but that are important for us to procure and use to support overall market development and our own learning as an organization – for example, heavy duty dump trucks, for which CityFleet received a \$2.6 million grant from the Oregon Department of Energy in 2022 to fund the purchase of 6 trucks and associated fast charging.

In all cases, bureaus that are participating in CityFleet's green fleet transition program must have two additional resources available to them to allow them to operate, beyond the vehicle itself. The first is a charging station – the equipment that plugs into and charges the electric vehicle. The second is something called "make ready," which is the physical connection between the charging equipment and the electrical grid. Both of these resources have costs associated with them, and require a funding and management paradigm to design, develop, and install. For charging equipment, a paradigm must also be in place for day-to-day operational management.

CityFleet has entered into a contract for the design, development, installation, and daily management of electric vehicle charging stations for participating bureaus, called Charging as a Service (CaaS). With Council's approval, the City selected OpConnect as its CaaS vendor in 2022. CaaS provides a turnkey solution for charging electric vehicles, shifting upfront capital costs to an ongoing operating expense by using a price per kilowatt hour charge or a monthly subscription charge per charging port.

"Make ready" installations are one-time capital projects that are performed by a third-party contractor that is coordinating with the electric utility that oversees the territory in which the infrastructure is to be located (PGE or Pacific Power). Make-ready equipment includes meters, electrical panels, transformers, and switchgear. Once the make-ready is installed, it is connected by the utility to the grid via underground cable or overhead wire. The cost of make-ready installations and grid connections can vary widely due to both installation and site conditions.

As the City converts its fleet from internal combustion to electric, the charging infrastructure for the fleet needs to be developed. This decision package funds the one-time and ongoing costs of this infrastructure. The one-time costs for the infrastructure over the next 7 years are estimated at \$4.95 million. This will be debt financed with the debt service (ultimately \$597,000 per year) added to CityFleet's new per unit fuel rate. The ongoing cost of one position (job class to be determined) to manage CityFleet's fueling program is also included in this package, and in CityFleet's new per unit fuel rate.

Service Impacts

Because electric vehicle CaaS and make ready costs could not be allocated to participating bureaus using CityFleet's longstanding fuel rate methodology (which allocated all overhead costs, including fuel station debt service, on a per gallon basis), CityFleet modified its fuel rate methodology to allocate its fuel program costs on a per unit basis starting in FY 2023-24. Bureau fuel budgets were modified accordingly, starting with the FY 2023-24 Interagency Agreements.

In addition to the rate model change, a decision package is needed to fund the incremental costs that are new to the City as a result of the green fleet transition. This includes the charging equipment and make-ready infrastructure costs, which are only being billed to bureaus that have signed up for the green fleet program, and one FTE to manage the daily operation of CityFleet's expanded and more complex fueling program, billed to all bureaus.

Regarding infrastructure and equipment, CityFleet has worked with participating bureaus to identify what fleet depots need new infrastructure (or upgrades to existing infrastructure, in some cases) to complete their near-term vehicle conversions; for these projects, firm or estimated project costs are known. CityFleet has also developed a high-level forecast for infrastructure and charging equipment costs for the vehicles and equipment that will become cost-effective to convert over the next seven years, based on a 2021 study of the entirety of the fleet. These cost estimates and forecasts comprise our request for authorization to pull a line of credit for \$4.95 million and allocate those costs back to the bureaus as charging infrastructure comes online. Please note that there is also the potential for the City to receive utility incentives that will offset some bureaus' infrastructure costs, but because they are not certain, they have not been included in CityFleet's forecast. If they materialize, however, they will lower the amount borrowed and charged back to bureaus.

Regarding the position, this decision package requests one FTE to manage CityFleet's fueling program. This position is forecast to cost \$156,000 per year. The justification for this addition is that CityFleet's fueling program has never had any dedicated FTE and the administrative burden of the work was already quite high. Expanding the fueling program to include EVs will make the work both more complex and burdensome, and CityFleet cannot support this work without a dedicated position. Tasks will include bulk fuel level monitoring, ordering, and invoice processing; Voyager card administration; EJ Ward software and hardware support; annual and monthly inspections of the City's 9 liquid fuel tanks and 2 mobile trucks; maintenance and repair oversight for the sites and trucks; mobile fueling support; recordkeeping and reporting for State fueling permits; CaaS vendor oversight and monthly invoice management; project management support for new charging equipment and make ready installations; kWh data management and analysis to support carbon emissions reporting and program refinement; and daily bureau service support for the entirety of the fuel program (liquid, electric, gaseous, and mobile).

Fleet will work with Debt Management to establish a line of credit for financing the make ready infrastructure costs, estimated at \$4.95 million. This approach was used for the replacement of liquid fuel tanks recently. The line of credit works well with a project with a long-time frame and costs that have the potential to vary due to unknown site conditions. At the end of the program the line of credit debt will be retired with bonds. Fleet will estimate project costs and draws on the line of credit for the upcoming year and build the debt service costs into rate for the IAs with bureaus.

Impact on rates: With EVs now becoming a larger part of Fleet's inventory of vehicles, and with the financing of capital costs for EVs, Fleet changed its cost recovery methods associated with fuel (both electricity and liquid). Currently, the fund has a fuel markup added to each gallon of liquid fuel. This markup covers the administrative costs of the Fuel program and costs to support the dispensing of liquid fuel. In addition, Fleet has a fixed charge to bureaus for debt service on the project that replaced liquid fuel tanks. The allocation to bureaus is based on fuel consumption. For FY 2023-24 Fleet creates a new per unit rate for fuel (both electricity and liquid). The components of this rate include:

- Administrative and support costs, including an additional position

- Make-ready debt service

- Liquid fuel tank debt service

- Charging as a service subscription costs

Liquid fuel will continue to be a pass thru cost based on actual fuel usage. This plan will allow the startup costs for EVs (the make ready infrastructure) to be allocated to all vehicles within the Bureau requesting charging infrastructure. Vehicles charged the fixed rate will include all City vehicles, regardless of whether maintained by Fleet or not.

Equity Impacts

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The benefits of reducing emissions to avoid the most catastrophic impacts of climate change will accrue disproportionately to frontline communities that stand to bear the brunt of climate impacts. Electrifying human activities is seen as a step towards creating a more fair, just, and equitable world. EV usage will significantly reduce the City's transportation emissions - the City's largest source of emissions – and thus contribute to that vision.

EV adoption will also reduce vehicle exhaust and the chemicals and particulates harmful to human health. Marginalized communities are often found near freeways and industrial areas and receive higher concentrations of these pollutants. EV adoption will reduce the human health impacts of these pollutants and improve livability in the most impacted neighborhoods.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
702000	Capital Outlay	2,117,137	0	0	0	0
702000	Contingency	-1,711	0	0	0	0
702000	Debt Service	276,974	0	0	0	0
702000	Personnel	155,675	0	0	0	0
	Sum:	2,548,075	0	0	0	0
	Major Object Name	Revenue				
702000	Bond & Note Proceeds	2,117,137	0	0	0	0
702000	Interagency Revenue	410,375	0	0	0	0
702000	Intergovernmental	20,563	0	0	0	0
	Sum:	2,548,075	0	0	0	0

EV charging infrastructure financing plan
Decision Package for Requested Budget

	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Total IA funding	\$432,649	\$557,828	\$682,846	\$775,398	\$844,660	\$1,046,564
Requirements						
LOC Debt Service	\$276,974	\$336,453	\$387,872	\$415,391	\$447,933	\$586,190
Charging as a service cont	\$0	\$65,700	\$139,300	\$204,332	\$241,052	\$304,700
Coordinator II Position	\$155,675	\$155,675	\$155,675	\$155,675	\$155,675	\$155,675
Total	\$432,649	\$557,828	\$682,847	\$775,399	\$844,661	\$1,046,565

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DP: 14832 - CSD - Director Position Funding Realigm

DP Type

Priority

New

REAL

1

No

Package Description

This request is an ongoing realignment of \$129,383 (combined contributions from PBEM and Portland Fire Bureau) to fund a portion of the Community Safety Director position.

The Community Safety Director has previously been funded by interagency charges to the Public Safety Bureaus, in FY 2022-23 a realignment of resources was proposed in lieu of IA charges. This request effectuates this funding arrangement with \$26,250 from PBEM and \$103,133 from Portland Fire Bureau to the existing resources from BOEC (via IA) and the Police Bureau (realigned in FY2022-23).

Service Impacts

Realigning these resources to the director's home bureau provides ongoing funding for the regular position, allowing for better adherence to FIN 2.04. If this package does not go through, the bureau(s) will need to reassess funding methodologies and mechanisms for future years.

Equity Impacts

There are no direct equity impacts from this realignment.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
100000	Personnel	129,383	0	0	0	0
	Sum:	129,383	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	129,383	0	0	0	0
	Sum:	129,383	0	0	0	0

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DP: 14843 - CSD - Realignment with Civic Life

DP Type

Priority

New

REAL

2

No

Package Description

In the Fall, funding was returned to Civic Life for a position that was NOT transferred to OMF Community Safety (but the funding WAS), and related to interagency costs were transferred to OMF Community Safety for budgeted costs that had not been transferred along with the positions. In order to replicate that ongoing change in the CAL figure for FY 2023-24, and in conferring with CBO, it seems appropriate to make a re-alignment package between our bureaus.

Service Impacts

Realigning these resources to Civic Life provides ongoing funding for the regular position, allowing for better adherence to FIN 2.04. If this package does not go through, the bureau(s) will need to reassess funding methodologies and mechanisms for future years.

Equity Impacts

There are no direct equity impacts to this decision.

Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	-139,929	0	0	0	0
	Sum:	-139,929	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	-139,929	0	0	0	0
	Sum:	-139,929	0	0	0	0

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DP: 14833 - EPP - Convert LT Financial Analyst III t**DP Type****Priority****New**

REAL

1

No

Package Description

This request is to convert the limited-term Financial Analyst III position in the External Partnerships and Programs division to permanent status.

The newly formed External Partnerships and Programs (EPP) Division is comprised of three programs: the City Arts Program, the Enhanced Service District, and Spectator Venues and Visitor Activities Programs. To facilitate the large scope of financial needs, the EPP Division recruited and hired a limited-term Financial Analyst III. To ensure the financial needs of program remain congruent, continuous and functioning at a high level, the term of the position is requested to transition from limited-term to permanent.

Service Impacts

Solidifying this position ensures an extensive range of program specific financial services remain uninterrupted for the program.

Funding for this position is secured via ongoing operating revenue generated by the program and a reduction in IA cost with OMF Business Operations. No general fund resources are sought with this package

Equity Impacts

There are no equity impacts from this realignment request.

Budget Detail

Fund	Major Object Name	Expense	2023-24 Request	2023-24 CBO	2023-24	2023-24	2023-24 Adopted
			- V52 with DP	Recommended-V53	Proposed-V54	Approved - V55	- V56
607000	Contingency		-165,540	0	0	0	0
607000	Personnel		165,540	0	0	0	0
	Sum:		0	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003056 - Financial Analyst III	1.00	108,701	0	48,524	165,540
Total	1.00	108,701	0	48,524	165,540



This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how equity is prioritized and addressed within the development of bureau budgets each fiscal year. This analysis will also hopefully highlight opportunities to implement changes, both in the short- and long-term, to help meet bureau and City equity goals.

We highly recommend that every manager making a program offer should attempt to use this guide and respond to the questions as much as it is applicable to your program.

CITY POLICY

The City of Portland is committed to policies, practices, and procedures that center equity in the services and support we provide to the community.

POLICY

The Portland City Council unanimously passed Resolution 37144 on July 8, 2015 ratifying Citywide Racial Equity Goals and Strategies and directing City bureaus to use available tools to implement their Racial Equity Plans.

The Portland City Council unanimously passed Resolution 37247 on October 2, 2016 requiring City Bureaus to use the City's Budget Equity Assessment Tool on all budget proposals and base budgets and tie those budget requests to implementation of their Racial Equity Plans and ADA Transition Plan tasks. On October 2, 2019, The Portland City Council unanimously passed Resolution 37450 directing the Office of Equity and Human Rights to coordinate Civil Rights Title VI and ADA Title II compliance by setting Citywide policies and accountability measures.

The Portland City Council unanimously passed Resolution 37492 on June 17, 2020 adopting Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility as the Core Values of the City of Portland. These values inform a unified workplace and city culture, systems, policies, practices, and procedures.

The City of Portland Citywide Racial Equity Goals and Strategies communicate the following:

Equity Goal #1

We will end disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

Equity Goal #2

We will strengthen outreach, public engagement, and access to City services for communities of color, and immigrant and refugee communities, and support or change existing services using racial equity best practices.

Equity Goal #3

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

Overall Strategies

1. Use a racial equity framework.
2. Build organizational capacity.
3. Implement a racial equity lens.
4. Be data driven.
5. Partner with other institutions and communities.
6. Operate with urgency and accountability.

The City of Portland has integrated the Budget Equity Assessment Tool into the budget proposal requirements starting in 2013-14. This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how budget allocations benefit and/or burden communities, especially Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. This analysis is required and critical to implement changes, both in the short- and long-term, to help meet bureau and City equity goals. The goals for the use of the Budget Equity Assessment Tool are:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve public participation in government and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.

It is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons.

Therefore, this Budget Equity Assessment Tool is required and helpful for City bureaus to evaluate the impacts of the policies, the services, the programs, and the resource allocations on all residents.

The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

INTRODUCTION

The FY 2023-24 budget development process continues to utilize the City's Program Offer framework where there is intended to be a clear and concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, as well as a dedicated section to provide equity information specific to that program. Bureaus will also be expected to identify benefits and/or burdens in submitted decision packages for Council consideration.

The Budget Equity Tool will continue to serve as a guide for more robust equity analysis. In your responses below, please consider the Bureau's Requested Budget as a whole.

SECTION 1: BUREAU OPERATIONS

1. How does the Requested Budget advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan?
 - a. In what ways does the Requested Budget benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?
 - b. In what ways does the Requested Budget negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

The Office of the Chief Administrative Officer within the Office of Management and Finance (OMF) delivers a range of services that work best at a Citywide scale. Many of these programs serve City bureaus such as asset management, business operations and security. Others serve the public: the Homelessness and Urban Camping Impact Reduction Program, Hearings Office, the 311 Program and the communications team.

The Office of the CAO's base requested budget supports efforts to pursue equitable outcomes in its delivery of services and meet workforce equity and retention goals. In 2022 the Office of the CAO hired a Racial Equity Program Manager, who plays a vital role in operationalizing the commitment to equity within the organization. The Equity Manager serves as a strategic advisor, developing policies and practices, and helping embed equity across OMF programs and organizations. They also report on outcomes and maximize communications, elevating attention to equity across OMF.

To promote equitable outcomes, the Office of the CAO convenes a Racial Equity Advancement Group of employees from across the organization, training participants to deepen expertise in equity and inclusion and providing them with tools to integrate and sustain equitable practices and protocols. Under the leadership of the Equity Manager, the group has become more active over the past year. They recently launched a survey, inviting OMF staff to help identify equity-related training needs and barriers. The results of the survey will inform the creation of customized training to better support the Office's achievement of equitable outcomes.

The Division of Asset Management (DAM) is committed to applying an equity lens to daily operations across its facilities and fleet teams. As an internal service provider, equity work is focused on advancing workforce development goals through targeted recruitments for living wage jobs and more equitable representation of diverse populations within leadership ranks. Additionally, Facilities supports equity goals by aligning with City procurement practices related to minority participation in contractor hiring.

DAM/Facilities plans ADA Title II compliance efforts for the buildings it operates and coordinates with the bureaus and offices for which it provides services. Facilities engages with occupants for requests to provide reasonable accommodations to buildings, fixtures, and furniture for improved accessibility.

Most disconcerting is that there are clear areas where DAM is contributing to inequities, but they are not defined as problems using the racial equity lens -- and the absence of data and data analysts precludes DAM from being able to articulate these unique issues effectively. Phase I of the Long-Range Facilities Master Plan identified that operations and maintenance facilities that serve non-office workers are in substantially poorer condition than those that serve office workers. From an equity standpoint, this means that non-office workers (i.e., people who work with their hands and bodies) are generally in facilities that are in poorer condition and less safe than those who work desk jobs.

CityFleet is developing a green fleet trajectory and timeline. As the fleet electrifies, emissions will be reduced, which is a benefit to populations that have, historically, been disproportionately impacted by climate change and diesel particulate emissions.

Neither Facilities nor CityFleet's budget creates a direct negative impact on Black, Indigenous people, people of color, immigrants and refugees, and people living with disabilities. And both organizations are looking to take on operational improvements that will increase their efficiency, and in turn, enhance other bureaus' capacity to carry out their work, inclusive of their equity work.

The Spectator Venues program oversees a City-owned portfolio of venues valued at over \$500 million and maintains effective and mutually beneficial professional relationships with the venue operators. 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 to implement the Council-approved 20-year mitigation workplans for each building. As of fall 2020, the program has addressed 486, or 17.7%, of the inventoried barriers. COVID-19 resulted in delays in removing some barriers at the Portland's Centers for the Arts.

The Homelessness and Urban Camping Impact Reduction Program and its vendors deliver essential services that prioritize health and safety. Clean Start, the program's first responder to reports received, employs people who were formerly houseless -- creating low-barrier employment opportunities for individuals with lived experience involving the criminal justice system, substance abuse, behavioral/mental health issues and/or housing insecurity. Rapid Response Bio Clean is another vendor that humanely works with high-impact encampments to assist with removal of biohazardous materials, minimizing public health hazards to unhoused people living in that encampment as well as the surrounding community.

As part of the City's response to COVID-19, the Impact Reduction Program placed and maintains approximately 100 hygiene stations in strategic locations throughout the community. These units are serviced six days per week and provide hygiene access where there were few to no options for community members -- especially individuals experiencing homelessness.

The Strategic Projects and Opportunities Team (SPOT) provides project management leadership for multidisciplinary projects of citywide, and occasionally regional, significance. Because these projects can impact substantial portions of City operations, staff or service

design, it is critical that team members center equity in the project development and outcome delivery.

In particular, the team embedded equity throughout the charter review process that led to the passage of Measure 26-228 in November 2022, changing Portland's election system and form of government. The Charter Commission incorporated equity in its values and desired outcomes. They also invested in partnerships with community organizations to ensure that people who have historically been left out of city hall decision-making had a voice in this process. This focus on equity is reflected in the package of reforms that was ultimately approved and is continued in the implementation work being led by the Office of the CAO.

While this budget helps advance the City's commitment to equity, the limited funding available constrains the amount of progress we can make for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. Accelerating our goals would require more significant investment.

2. How has the bureau engaged with communities in the budget request to identify the priorities, particularly with Indigenous people, Black people, people of color, immigrants and refugees, multilingual, multicultural, and people with disabilities. How are these priorities reflected in this Proposed Budget?

Throughout the charter review process, the City received extensive feedback from diverse community stakeholders about what they need from their city government. Now, as we shift into implementation, we have the opportunity – and responsibility – to embed that feedback in our approach to shaping city government for the future. For example, we heard that community members want an opportunity to participate in the process and know that their feedback is being heard. This informed decisions around community engagement staffing and contracting.

Additionally, the charter review process invested in contracts with community organizations to co-create and conduct engagement with the communities they serve. We anticipate that approach continuing during the coming year as the City implements voters' direction, utilizing community engagement funds to build capacity in partner organizations while ensuring that we hear from a diverse cross-section of Portlanders.

3. What are the insufficiencies in the base budget that inhibit the bureau's achievement of equity or the goals outlined in the Racial Equity Plan?

The OMF Racial Equity Program Manager is working with the reconvened Office of the CAO Racial Equity Advancement Group to identify interim priorities to focus the work during the charter reform transition. OMF leadership and the Racial Equity Program Manager agree that the transition is a time when OMF can concentrate on improving its foundational racial equity practices rather than a time to launch a new strategic planning process or big initiatives. Once the future of OMF in relation to the new form of government is known, we can develop a bigger planning process. We expect this to take place sometime in 2025.

Generally, DAM has inadequate funding for data systems and data analysts; therefore, it's difficult to identify the full extent to which DAM's strategies would benefit the City's goals and to measure/report on the efficacy of DAM's work.

4. Have you made significant realignments or changes to the bureau's budget? If so, how/do these changes impact the community? Is this different for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities?

Although the Office of the CAO has absorbed some additional programs and shifted supervisory duties, we have not made significant realignments in the budget or delivery of those programs.

5. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the bureau's Transition Plan barrier removal schedule?

The Spectator Venues Program manages the 20-year implementation of the City's Title II Transition Plan at the venues within the portfolio, including the Rose Quarter facilities, Providence Park Stadium, and the Portland's Centers for the Arts. Program staff work with third-party venue operators and consultants to develop and implement physical and programmatic approaches to removing identified barriers. The program uses a database to track the 2,739 barriers across the venues included the plan.

As of fall 2022, 486 barriers (17.7%) have been addressed. The anticipated renovation project at the Veterans Memorial Coliseum should address the majority of the 642 identified barriers in that facility and greatly increase accessibility. Design on that project began in earnest in FY 2020-21. COVID-19 has impacted the timing of funding availability and construction is now anticipated to take place over several years beginning in summer 2024.

Approximately 50% of the identified barriers at the Stadium and 96% of the potential barriers at the Rose Quarter Garages have now been addressed. Because the Portland's Centers for the Arts venues were added to the Transition Plan later than other venues in the program, work has just begun. Spectator Venues Program staff continues working with Portland's to make progress on the plan and increase accessibility at the performing arts venues.

6. What funding have you allocated in the bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI?

This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages
- Engagement efforts with multilingual and multicultural communities

Facilities is responsible for the maintenance and operations of technology that enables the Office for Community Technology to provide closed captioning of Council Sessions. The Impact Reduction Program has translated its One Point of Contact program brochure into the 10 safe harbor languages to help increase awareness of the services this program provides. Additionally, the information included on Portland.gov is translatable. The Impact Reduction Program regularly engages with multilingual and multicultural communities. Additionally, the Impact Reduction Program has completed a close captioned video about One Point of Contact to help explain how the program works.

The 311 Program is working to create a welcoming and inclusive customer service experience that increases equitable access and services. The 311 Customer Service Program includes four

staff who are fluent in Spanish and has resources to assist community members in additional languages by phone, email, or in-person. Additionally, the Program is working to centralize ADA and language access requests and complaints to reduce barriers to accessing City services and programs.

The Charter Commission Project – and resulting transition – are investing heavily in community engagement. Translation and interpretation are keys to engaging multilingual communities. In addition, the project is planning to fund community-based organizations to reach multicultural communities. Similar approaches are being developed for the work of the Independent District Commission and the Government Transition Advisory Committee, which will be working intensively with the community throughout 2023.

7. Please take a look at the City of Portland's workforce demographic dashboard as provided by the Bureau of Human Resources: [Public Human Resources Analytics Dashboard - September 2022 | City of Portland Public Analytics Dashboards | The City of Portland, Oregon \(portlandoregon.gov\)](#). How does the bureau's Requested Budget support employee equity in hiring, retention, and inclusion, particularly for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

As stated above, the OMF Racial Equity Program Manager is working with the reconvened Office of the CAO Racial Equity Advancement Group to identify interim racial equity priorities during the charter reform transition. We anticipate focusing on foundational racial equity practices for now and transitioning to more complex planning efforts and initiatives sometime in 2025.

DAM routinely engages in targeted recruitment outreach when new positions are posted. DAM also engages in targeted outreach to women in trades when hiring for craft labor positions. In the past, it has been challenging to implement equitable hiring practices when recruiting Facilities Maintenance Technicians due to licensure requirements. To attract a more equitable pool of candidates, Facilities has successfully used the Facilities Worker job classification, which aligns the requirements of the position with the skills necessary to perform the assigned tasks. This position creates a pathway for jobs at the City without the need for licensure.

The Impact Reduction Program partners with organizations that provide and create opportunities for people experiencing homelessness. This includes contracting with Central City Concern's Clean Start program and Trash for Peace's Ground Score Glitter Association, which employ individuals that have barriers to employment. Through our procurement process we have placed emphasis on requiring our campsite removal contractors hire and provide opportunities for people with lived experience in housing instability, addiction and recovery and criminal justice system involvement.

8. If the bureau has capital assets, how does the Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations)?

The Spectator Venues Program is engaged in design work for a major renovation of the Veterans Memorial Coliseum. This will be the first major renovation in the building's 60-year history and should position the building to serve generations to come, providing a home for a

wide range of sports, entertainment, civic, and other events as well as significant regional economic impacts. A significant portion of the funding needed for the project has been committed from the Visitor Facilities Trust Account, funded with existing allocations of transient lodging tax revenues. However, with the dramatic decline in transient lodging tax revenues associated with COVID-19, funding from this source was delayed for several years and phased construction is now anticipated to begin in summer 2024 and be completed by 2026. To realize the building's full potential, the renovation project will require additional resources. The program will continue to seek additional public and private revenues over the next several years.

Providence Park has been through three major renovations in the past 25 years (2001, 2011, 2019) and the 94-year-old facility is well positioned to serve the City for many years to come. While the first two renovations were funded in part with public dollars, the design and construction cost of the latest expansion project was privately financed.

The three buildings and five theaters of the Portland's Centers for the Arts (Antoinette Hatfield Hall, Arlene Schnitzer Concert Hall, and Keller Auditorium) form the backbone of the region's performing arts scene and host over 1,000 music, theater, dance, and lecture performances each year. Roughly one million people attend events at the venues annually. In addition, Portland's provides critical access to arts performances and educational curriculum for underprivileged students at regional Title I schools.

All three buildings are aging and suffering from deferred maintenance. While some revenues have been identified through the Visitor Facilities Trust Account for a future renovation (timing uncertain but after FY 2025-26), additional resources will be needed to ensure the venues continue to serve future generations as they have in the past. In the coming years, the City will need to engage with Portland's and Metro in conversations about future funding and financial sustainability. Portland's depends on event-related revenue for over 80% of its normal operating budget and in recent years has relied on surplus operating income to address capital needs. The extended COVID-19 venue closure and rapidly rising operating costs have left the organization with very limited resources to meet the growing capital needs of the aging buildings.

9. If applicable, how does the bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

The Office of the CAO works with Procurement Services Division to meet or exceed social equity in contracting goals and promote opportunities for DMWESB firms.

The Spectator Venues Program is a strong supporter of using certified DMWESB/COBID firms for professional and technical services and frequently uses the direct contracting method to procure them through a streamlined process. The Spectator Venues Program is managing 10 professional, technical or expert service contracts that will be in effect in Fiscal Year 2022-2023, seven of which are with COBID-certified firms. Contracts in this category total \$3.6 million –with \$1.4 million, or 38%, awarded to COBID firms.

10. If the bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing the bureau's Requested Budget [?]

In January 2022, OMF hired a Racial Equity Program Manager, who serves on the OMF Leadership Team. As a member of that team, he is involved in all strategic discussions about

the budget. The Equity Manager also participates in the OMF Budget Advisory Committee meetings and provides advice and reviews to the OMF bureaus and Office of the CAO Budget Equity Tool documents.

SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS

11. How does this budget build capacity within the bureau to engage with and include communities most impacted by inequities?
(e.g., improved leadership for outreach and engagement coordinators, public information or relations officers, advisory committees, commissions, targeted community meetings, stakeholder groups, increased engagement, etc.)

The Division of Community Safety is home to the City's Police Accountability Commission. The Police Accountability Commission is comprised of 20 Council-appointed community members who are serving Portland to provide a framework for what is required of a new police oversight and accountability system. The commission was formed after a November 2020 ballot measure passed which approved creation of a new police oversight board. The Commission was formed in response to historical practices of over policing and inequitable treatment when police encounter black, brown, and indigenous communities.

The Strategic Projects and Opportunities Team (SPOT) is connected to the broader equity vision of the City to benefit communities by implementing components of OMF's Racial Equity Plan. All members of the team participated in training through the Office of Equity and Human Right's program, but more importantly, the team is committed to meaningfully engaging the community in the delivery of its work.

SPOT is managing the implementation of the charter amendments passed by Portland voters in November 2022. The charter change implementation project is guided by the desired outcomes of the charter commission, which are rooted in building an equitable and inclusive government.

SPOT is building the capacity and talent for meaningful public involvement within the bureau and building a future government that will be more responsive to the needs of communities with a focus on communities that have been historically left out of decision-making and negatively impacted by the system of white supremacy of the City. This work will span the next few years and result in a more representative, transparent, reflective, responsible, accountable and trustworthy government.

12. How does this budget build capacity and power in communities most impacted by inequities?
(e.g., leadership development for communities and guidance from communities, etc.)

The Impact Reduction Program partners with organizations that provide and create opportunities for people experiencing homelessness. This includes contracting with Central City Concern's Clean Start program and Trash for Peace's Ground Score Glitter Association, which employ individuals that have barriers to employment. The program has built a reporting service delivery system that maximizes equity by objectively assessing the negative impacts of unpermitted campsites regardless of location or neighborhood demographics.

13. How does the bureau use quantitative and qualitative data to track program access and service outcomes for different populations? Please provide the data source(s)

What additional disaggregated demographic data will the bureau collect, track, and evaluate to assess equity impacts in community moving forward, and inform future budget decisions?

For more than five years, OMF has focused on recruiting and retaining an inclusive, talented workforce. The Office of the CAO continues to track data through performance evaluations and exit interviews, while also working to amend these processes to improve the usefulness of the data received. The Office of the CAO is considering deployment of routine surveys to assess equity impacts in the workplace and through the work generated by the division.

DAM is reliant on other groups, such as human resources and procurement, to track and report on things like minority hiring success, promotions within leadership ranks, and contract goal achievement.

While the Impact Reduction Program may not directly track demographic data related to individuals experiencing homelessness, this data is tracked through the Joint Office of Homeless Services (JOHS) and the Homeless Management Information System.

Facilities within the Spectator Venues portfolio are operated by third parties under the terms of the various legal operating agreements. Those agreements generally assign all rights and responsibilities associated with venue operations, including ticketing and ticket pricing, to the operators. However, in the case of the Veterans Memorial Coliseum and Providence Park, the operating agreements require the operators to make the venues available, at cost, for a certain number of community events per year – and provide reports to the City. At the Coliseum, an average of eight to 10 community events have been held each year (excepting during the COVID-19 closure).

OMF's City Arts Program has partnered with the City's arts agent, the Regional Arts & Culture Council (RACC) in a cultural mapping project that collects funding, demographic, and/or geolocation data for the following groups:

- Arts-related organizations, venues and studio locations
- Location of public art (sculptures, murals, portable works)
- Grant applicants and awardees
- Artist information for all public art submissions and acquisitions
- Artist and grant selection panels

These datasets will be analyzed individually and holistically to determine:

- Who is receiving arts funding and what populations are being served/underserved?
- What is each neighborhood's density and proximity to arts organization and public art?
- How is the data changing over time?

The cultural mapping project will create a baseline collection of datasets and maps that will inform the development of a Cultural Arts Plan, which will articulate the goals and funding

priorities for the City and region. With equity at the center, a large emphasis will be placed on reaching out to and equalizing voices of marginalized and underserved communities.

IDENTIFYING IMPACTS WORKSHEET

The following chart is intended to assist in identification of impacts affecting equitable delivery of City services in the bureau's submitted Requested Budget.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Indigenous people, Black people, people of color, people with disabilities, immigrants and refugees	Recruitment, hiring and retention of employees from these communities throughout all Office of the CAO programs.	
Indigenous people, Black people, people of color, people with disabilities, immigrants and refugees	Contracting with firms rooted in these communities, to increase their income and wealth.	
Indigenous people, Black people, people of color, people with disabilities, immigrants and refugees	Increased community engagement to inform and support the Transition to the new form of government approved by the voters in 2022, which will have significant, positive impacts	
Indigenous people, Black people, people of color, people with disabilities, immigrants and refugees		Inadequate funding in certain programs and bodies of work, especially in DAM, may result in the negative health and wellbeing impacts to blue collar employees, a number of whom belong to these communities.

Juan Carlos Ocaña-Chíu _____
Name of Staff Contact

Michael Jordan

Name of Bureau Director

Date

Rev: October 2022

FREQUENTLY ASKED QUESTIONS

How should a bureau use this tool to develop its budget?

Notably, the tool not only provides decision-makers with information on how budget decisions impact the bureau/city's equity goals, but the tool is also intended to guide budget development. In this sense, the process of using the tool is equally as valuable as the information it yields.

What are some ways in which the bureau advisory committee can use the tool?

Working through the tool should provide answers to impacts and opportunities, as well as uncover unintended consequences. It will also allow BAC's to see deficiencies in base budgets concerning equity and advocate on their bureau's behalf.

How will this information be used? Who is the audience?

The Office of Equity and Human Rights established the Budget Equity Tool in order to give greater consideration of how budget decisions impact different communities across the City and move forward the City's equity goals, beginning in the FY 2015-16 budget process. This tool includes a series of prompts that are intended to increase the consideration of equity in the development of bureau base budgets and decision packages in addition to providing decision-makers and the public with information on how underserved communities will be impacted by budget decisions.

The information will be reviewed by the Office of Equity and Human Rights and the City Budget Office. During the budget sessions, both will offer thoughts, questions, and possibly recommendations based on the information within the document. The Office of Equity and Human Rights may engage with the bureau director prior to the presentation of the budget at the scheduled council session.

How will bureaus receive feedback on the tool?

Bureaus may receive general feedback from the Office of Equity and Human Rights on their completion of the tool. Staff capacity precludes a formal report from being prepared. The Office of Equity and Human Rights will provide technical assistance upon request by bureaus.

Who can I contact for assistance?

Please contact Asena Canbaz-Lawrence, Equity Manager or Christy Owen in the CBO with questions.

ADDITIONAL RESOURCES

Link to Racial Equity Plans

<https://www.portlandoregon.gov/oehr/70048>

City Budget Office Contacts

<https://www.portlandoregon.gov/cbo/article/474294>

Office of Equity and Human Rights

Asena.lawrence3@portlandoregon.gov

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Charges for Services	769,820	8,161,388	6,742,000	9,153,600	9,153,600
Intergovernmental	1,241,839	1,344,413	588,384	383,000	383,000
Miscellaneous	160,544	83,552	40,000	350,000	350,000
External Revenues Total	2,172,204	9,589,353	7,370,384	9,886,600	9,886,600
Internal Revenues					
Fund Transfers - Revenue	0	748,964	0	0	0
Internal Revenues Total	0	748,964	0	0	0
Beginning Fund Balance	18,671,927	11,994,025	14,924,898	15,000,000	15,000,000
Resources Total	20,844,131	22,332,342	22,295,282	24,886,600	24,886,600
Requirements					
Bureau Expenditures					
Personnel Services	440,047	410,931	407,034	393,442	558,982
External Materials and Services	3,731,873	2,242,711	3,386,096	4,810,100	4,810,100
Internal Materials and Services	439,516	568,159	646,951	593,714	593,714
Capital Outlay	572,076	595,052	2,288,000	2,755,000	2,755,000
Bureau Expenditures Total	5,183,512	3,816,853	6,728,081	8,552,256	8,717,796
Fund Expenditures					
Debt Service	3,442,346	3,444,440	2,679,493	3,260,488	3,260,488
Contingency	0	0	12,716,164	12,838,819	12,673,279
Fund Transfers - Expense	224,248	146,150	171,544	235,037	235,037
Fund Expenditures Total	3,666,594	3,590,590	15,567,201	16,334,344	16,168,804
Ending Fund Balance	11,994,025	14,924,897	0	0	0
Requirements Total	20,844,131	22,332,340	22,295,282	24,886,600	24,886,600

Fund Overview

The Spectator Venues & Visitor Activities Fund (SVVAF) is a self-sustaining enterprise fund established to provide oversight of City-owned spectator and performing arts facilities and to support City travel, tourism, and visitor development efforts. The fund accounts for resources and requirements for program activities and administration of the facilities. Additionally, it is responsible for City-obligated direct expenses at the City-owned facilities and payments on certain debt obligations.

Major program activities include facility operations; maintenance, repair, and capital improvements; financial planning and contract administration; special projects; and liaison activities among City bureaus, other governmental agencies, and private parties, including a broad range of organizations engaged in travel, tourism, and visitor development activities.

Rose Quarter

Rose Quarter facilities include the Moda Center, Veterans Memorial (VMC) Coliseum, East/West Parking Garages, Plaza, Benton Lot, and Phase II Lot. The Moda Center is the home venue for the Portland Trail Blazers, a National Basketball Association franchise team. The VMC is the home venue for the Portland Winterhawks, a Western Hockey League franchise team. The Rose Quarter venues host a variety of other sports, entertainment, community, and arts and/or cultural events, as well as a variety of expositions, conferences, and trade shows. User fees and parking receipts from the Rose Quarter venues typically account for over 75% of the annual projected revenue for the fund.

Rose Quarter facilities are operated under several agreements, including the Veterans Memorial Coliseum Operating Agreement (VMC OA) and the Arena Ground Lease (AGL). The current terms of both agreements end in October 2025. Because the Rose Quarter revenues account for a large proportion of the SVVAF revenue, timely discussion and agreement regarding the future of these agreements is a priority in FY 2023-24.

Providence Park

Providence Park, a Major League Soccer (MLS) facility since 2011, serves as the home venue for the Portland Timbers, a Major League Soccer franchise team; and the Portland Thorns, a National Women's Soccer League (NWSL) franchise team. The stadium also periodically has hosted college football games, including those of the Portland State University Vikings, though none have been played there in recent seasons. The City's share of the 2011 renovation cost is being paid through 20-year bonds that are expected to be retired in FY 2026-27. Final payment on the 20-year bonds for the stadium's 2001 renovation will be made in FY 2022-23.

A 25-year operating agreement with Peregrine Sports, LLC took effect on January 1, 2011, and provided the fund with a gradually-increasing flow of revenue from user fees and license payments for the first seven years of the agreement. Those payments decreased in operating-year eight (calendar year 2018). FY 2017-18 was the last year in which any license payments were made to the City. In late 2017, City Council approved the final documents allowing a 4,000-seat expansion to the stadium. The \$75 million project was privately financed and opened in June 2019. To help offset project costs, certain limited-term exemptions on payments of surplus user fees owed to the City were granted to Peregrine Sports. The end of license payments and limited-term exemptions mean that FY 2022-23 was the first year the City received ticket revenues since FY 2017-18. However, the City will not collect surplus user fees on the new expansion seats until operating year 2026-27. The City's net expenses to operate and maintain Providence Park, and to cover the associated debt service, relies on net income from Rose Quarter operations.

Portland's Centers for the Arts

In FY 2015-16, the Portland's Centers for the Arts venues were added to the SVVAF program portfolio. The Portland's venues, which are operated on the City's behalf by Metro, consist of three buildings: Keller Auditorium, Schnitzer Concert Hall, and Antoinette Hatfield Hall. In FY 2020-21, SVVAF staff assisted Metro/Portland's in obtaining emergency financial assistance from various sources to survive the prolonged COVID-19 closure. Typically, the City's only payment to Portland's is a required annual General Fund Special Appropriation for operating and capital assistance. Any participation in funding capital needs at these facilities requires City Council approval.

Veterans Memorial Coliseum

Based on a City Council decision in 2010, the SVVAF program, through the Rose Quarter's contracted operators, continues to operate the VMC as a spectator and event facility. The City has continued to invest in strategic enhancements and critical deferred maintenance necessary to keep the venue operational. However, to extend the life of the building, increase reliability and appeal for events and patrons, the VMC needs a major capital investment beyond the capacity of the SVVAF.

The approval of the Second Amendment to the Visitor Facilities Intergovernmental Agreement (VFIGA) in spring 2020, provides up to \$40 million (escalated) of bond financing for a VMC renovation. This debt service is backed by the Visitor Facilities Trust Account (funded from transient lodging and rental car taxes). Because of recent COVID-19-related declines in these revenues, timing of funding availability was delayed until FY 2024-25. The program is refining the scope of the project with a design team and working to secure additional public and private funding for the project in the coming years, as the \$40 million will not be sufficient to address all the building's needs.

Tourism Support

Program staff perform liaison activities for the City to the sports, travel and tourism industry — success is critical to the venues and the City's overall economy. In FY 2020-21, City Council authorized spending \$200,000 from the SVVAF on efforts to aid in recovery of the retail and travel industry. Funds were directed to Prosper Portland and Travel Portland for implementation. Any additional future funding for these activities would require Council approval.

Managing Agency

Office of Management & Finance, Office of the Chief Administrative Officer

Significant Changes from Prior Year

The FY 2021-22 was a recovery year for the SVVAF as event revenues began to return post the COVID-19 closure. FY 2022-23 is on-track to come close to pre-pandemic revenue levels and the fund is rebuilding its reserves while continuing to undertake necessary and strategic investments at the facilities. Fund balance increased from \$12.0 million at the start of FY 2021-22 to almost \$14 million at the start of FY 2022-23. The primary electrical systems (including emergency generator, switch gear and transformers) at the VMC are anticipated to be replaced in summer 2024 (FY 2024-25). The project cost is estimated at \$7 million which will be funded from SVVAF reserves over several years due to the timing of equipment orders and necessary deposits. This project is a foundational step towards future renovations anticipated in 2025 and beyond as those projects require modern electrical infrastructure to be easily implemented.

Spectator Venues & Visitor Activities Fund

The current fund balance is anticipated to be adequate to meet all obligations in FY 2023-24

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Charges for Services	1,622,297	1,165,253	1,273,712	371,835	371,835
Intergovernmental	1,354,389	2,213,003	2,076,000	2,133,713	2,133,713
Bond & Note	8,825,847	0	0	0	0
Miscellaneous	13,184,126	3,201,989	150,000	1,025,000	1,025,000
External Revenues Total	24,986,659	6,580,245	3,499,712	3,530,548	3,530,548
Internal Revenues					
Fund Transfers - Revenue	4,351,542	14,749,976	16,932,386	4,210,618	4,217,403
Interagency Revenue	49,613,844	51,243,953	54,198,079	56,476,514	61,282,857
Internal Revenues Total	53,965,386	65,993,929	71,130,465	60,687,132	65,500,260
Beginning Fund Balance	44,124,919	44,442,572	54,009,380	42,993,224	42,993,224
Resources Total	123,076,965	117,016,746	128,639,557	107,210,904	112,024,032
Requirements					
Bureau Expenditures					
Personnel Services	5,411,821	6,036,916	8,856,952	10,591,265	12,280,758
External Materials and Services	31,579,117	35,293,876	51,094,895	26,678,960	26,771,207
Internal Materials and Services	6,698,583	6,560,091	7,160,111	7,362,555	8,196,997
Capital Outlay	1,019,981	43,372	5,825,800	10,579,537	10,579,537
Bureau Expenditures Total	44,709,502	47,934,255	72,937,758	55,212,317	57,828,499
Fund Expenditures					
Debt Service	31,868,779	12,965,806	11,384,233	11,388,544	11,388,544
Contingency	0	0	41,740,889	38,830,758	41,027,704
Fund Transfers - Expense	2,056,111	2,746,278	2,576,677	1,779,285	1,779,285
Fund Expenditures Total	33,924,890	15,712,084	55,701,799	51,998,587	54,195,533
Ending Fund Balance	44,442,572	53,607,994	0	0	0
Requirements Total	123,076,965	117,254,333	128,639,557	107,210,904	112,024,032

Fund Overview

The Facilities Services Operating Fund accounts for all of the facilities-related programs and capital projects managed by the Office of Management & Finance. The fund is generally self-sufficient; however, Facilities Services may request General Fund support on behalf of a General Fund bureau to cover project expenses specific to that bureau's facility requirements, or for projects related to General Fund capital set-aside requests.

Facilities Services Operating Fund

City Support Services Service Area Funds

The fund's primary sources of revenue are service reimbursements from City bureaus for space rental and other services, and revenues from tenants occupying City-owned space. Debt issuance is also a resource for capital projects, with the resulting principal and interest obligations generally being incorporated into the rental rates. Services to City-owned space include building operations, maintenance services, interior space remodels and reconfigurations, janitorial services, security services, property and capital project management, and strategic planning and development.

Managing Agency Office of Management & Finance, Office of the Chief Administrative Officer

Significant Changes from Prior Year

The fund had no significant changes from the prior year.

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Base Budget FY 2023-24	Requested FY 2023-24
Resources					
External Revenues					
Intergovernmental	644,024	725,244	776,590	824,109	844,672
Bond & Note	1,178,422	142,418	0	0	2,117,137
Miscellaneous	1,876,881	1,027,017	1,619,154	1,477,286	1,477,286
External Revenues Total	3,699,327	1,894,679	2,395,744	2,301,395	4,439,095
Internal Revenues					
Fund Transfers - Revenue	0	0	200,000	0	0
Interagency Revenue	37,830,912	40,650,750	45,918,034	50,950,424	60,690,050
Internal Revenues Total	37,830,912	40,650,750	46,118,034	50,950,424	60,690,050
Beginning Fund Balance	24,141,206	29,749,642	40,478,800	47,682,510	47,682,510
Resources Total	65,671,444	72,295,070	88,992,578	100,934,329	112,811,655
Requirements					
Bureau Expenditures					
Personnel Services	8,725,000	8,876,543	10,827,216	11,365,539	11,521,214
External Materials and Services	11,956,649	14,353,647	15,548,615	16,979,870	17,099,870
Internal Materials and Services	2,712,852	2,449,748	2,509,893	2,670,268	2,754,519
Capital Outlay	9,571,265	4,321,226	25,970,146	17,396,514	19,513,651
Bureau Expenditures Total	32,965,766	30,001,164	54,855,870	48,412,191	50,889,254
Fund Expenditures					
Debt Service	619,569	646,637	657,466	676,060	953,034
Contingency	0	0	32,102,085	50,465,811	59,589,100
Fund Transfers - Expense	2,336,467	1,168,470	1,377,157	1,380,267	1,380,267
Fund Expenditures Total	2,956,036	1,815,107	34,136,708	52,522,138	61,922,401
Ending Fund Balance	29,749,642	40,495,750	0	0	0
Requirements Total	65,671,444	72,312,022	88,992,578	100,934,329	112,811,655

Fund Overview

The CityFleet Operating Fund accounts for the revenues and expenditures associated with CityFleet's operations. CityFleet's services include vehicle and equipment acquisitions, maintenance operations, fueling stations, parts management, automotive body repairs, motor pool, rental programs, sustainability program, and metal fabrication. CityFleet also provides fleet policies and procedures related to fleet operations and has established Intergovernmental Agreements to provide a regional approach for professional fleet services and sustainability goals.

City Fleet Operating Fund

City Support Services Service Area Funds

The fund's major source of revenue is service reimbursement transfers from City bureaus. Outside agencies also pay the City for vehicle maintenance services provided.

Managing Agency Office of Management & Finance, Office of the Chief Administrative Officer

Significant Changes from Prior Year

The fund had no significant changes from the prior year.

Capital Improvement Plans

C3 - Capital Improvement Plan Summaries - Requested

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Capital Improvement Plan

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance**BTS****Replace Telecomm Management System****New Project: NO****Total Project Cost: \$866,556****Area: Southeast****Confidence Level: Optimal****Original Project Cost: \$294,000****Objective: Replacement****Project Description**

This project replaces the current telecommunications management and billing system, StellarRad Plus, with CAIRS, a unified telecommunications management solution. This new system will serve to centralize and streamline customer support and delivery processes with a requirement to automate financial accounting functions. The project is underway and is expected to be completed prior to the end of FY 2022-23.

Revenue Source(s)

Technology Reserves

Total Requirements	0	438,321	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

BTS

Wireless Network Expansion

New Project: NO

Total Project Cost: \$3,797,283

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$240,000

Objective: Replacement

Project Description

This project deploys Wi-Fi network coverage in City buildings and facilities with a six-year replacement plan and funding model. Included in the project is replacement of existing secure and public Wi-Fi access points and expansion of secure and public Wi-Fi network coverage throughout the Police Bureau with a five-year replacement plan and funding model.

Revenue Source(s)

Technology Reserves

Total Requirements	0	186,790	0	792,653	1,266,432	278,801	211,559	2,549,445
Operating and Maintenance Costs	0	0	0	53,930	116,255	134,805	144,630	449,620

SAN Storage Expansion

New Project: NO

Total Project Cost: \$8,127,825

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$4,751,326

Objective: Replacement

Project Description

This project provides lifecycle replacement and increased capacity of centralized storage and enterprise backup to meet demand from projects and existing data growth.

Revenue Source(s)

Technology Reserves and Interagency Revenues

Total Requirements	0	700,362	812,853	871,261	437,408	218,593	533,008	2,873,123
Operating and Maintenance Costs	0	0	0	9,600	12,600	15,495	8,301	45,996

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Office of Management & Finance

BTS

IRNE Network Technology Refresh

New Project: NO

Total Project Cost: \$4,688,097

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$653,316

Objective: Replacement

Project Description

This project establishes a 6-year lifecycle replacement program for IRNE network switch and router equipment. The CIP provides funding to replace portions of the network infrastructure on a yearly basis. It ensures that network hardware and software are supportable from the vendor, and provides bandwidth and feature upgrades. It also ensures that there is adequate capacity, and that the network continues to provide the functionality, security, and high availability required to support City business applications.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	1,440,216	408,520	44,070	44,070	44,070	44,070	584,800
Operating and Maintenance Costs	0	0	0	5,850	9,750	13,650	17,550	46,800

Enterprise Network Technology Refresh

New Project: NO

Total Project Cost: \$11,763,948

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$2,913,500

Objective: Replacement

Project Description

This project establishes a six-year lifecycle replacement program for network switch and router equipment, providing a technology refresh for the City's computer network infrastructure.

Revenue Source(s)

Technology Reserves and Interagency Revenues

Total Requirements	0	614,931	1,996,776	1,991,806	582,206	1,047,266	1,047,266	6,665,320
Operating and Maintenance Costs	0	0	0	124,000	374,000	422,100	509,200	1,429,300

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Office of Management & Finance

BTS

Office 365 Implementation

New Project: NO

Total Project Cost: \$2,786,592

Area: Citywide

Confidence Level: High

Original Project Cost: \$1,753,265

Objective: Efficiency

Project Description

This project will allow the City to take advantage of new and changing Office 365 online services. The focus will be on both the maintenance of the current system as well as implementation of additional collaboration and training tools. Benefits will include improved customer experience, effectiveness and efficiency.

Revenue Source(s)

Technology Reserves

Total Requirements	0	525,689	0	461,000	0	0	0	461,000
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Microwave Radio Upgrades for Spur Sites

New Project: NO

Total Project Cost: \$302,717

Area: Southeast

Confidence Level: Moderate

Original Project Cost: \$625,000

Objective: Replacement

Project Description

BTS upgraded the main microwave loop with Aviat Eclipse radios. This project will upgrade the spur microwave links to an internet protocol (IP) based Eclipse radio with TDM (T1 - fiber optic line for digital transmission service) capabilities. There is a need for more IP bandwidth at sites, and this will help to improve BTS capabilities to provide it. This also allows for easier maintenance of the system by putting it all on a single platform. The project is underway and is expected to be completed prior to the end of FY 2022-23.

Revenue Source(s)

Technology Reserves

Total Requirements	0	54,335	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance								
BTS								
ITSM Refresh (Cherwell Expansion)	New Project: NO		Total Project Cost: \$3,560,110			Area: Citywide		
	Confidence Level: Moderate		Original Project Cost: \$50,000			Objective: Efficiency		
Project Description								
This project will continue the BTS Support Center's build-out of the Cherwell Help Desk system, adding an Information Technology Service Management (ITSM) solution for Enterprise use. This system will improve the customer experience through use of a single interface, integrating the service catalog, leveraging with other systems, integrating functions currently performed by other systems, and empowering customers with more self-serve tools.								
Revenue Source(s)								
Technology Reserves								
Total Requirements	0	517,100	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

BTS

Web Site Replacement

New Project: NO

Total Project Cost: \$4,612,318

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$1,475,020

Objective: Efficiency

Project Description

This project continues the replacement of the in-house developed City website content management system (CMS) with technology that meets the dynamic needs of the City's online presence. CMS is a computer application that supports the creation and modification of digital content. Benefits of the new system will include easier inclusion of new features and changes, better support of application frameworks and web browsers, improved security, and more effective management and sharing of digital assets.

Revenue Source(s)

Technology Reserves

Total Requirements	0	762,764	0	1,146,932	0	0	0	1,146,932
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Workflow Application

New Project: NO

Total Project Cost: \$9,057,700

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$255,500

Objective: Efficiency

Project Description

This project replaces the existing TRACK-IT system with an Enterprise Business Process Management (BPM) platform. TRACK-IT, a 20-year-old internally developed application, is outdated and difficult to support. The replacement BPM will enable City staff to create webforms and associated processing and workflows to enable more streamlined collaboration and efficient City services.

Revenue Source(s)

Technology Reserves

Total Requirements	0	1,090,132	0	3,157,320	1,071,324	850,324	0	5,078,968
Operating and Maintenance Costs	0	0	0	0	0	0	1,004,288	1,004,288

Video Centralized Management Upgrade

New Project: NO

Total Project Cost: \$2,020,747

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$100,000

Objective: Efficiency

Project Description

BTS is replacing their current unsupported video archiving platform and upgrading to Internet Protocol (IP) based systems that support Closed-Circuit TV security requirements. They will align this video technology with the Facilities Genetec system to provide a more unified security system approach.

Revenue Source(s)

Technology Reserves

Total Requirements	0	768,601	0	830,928	250,120	250,120	250,120	1,581,288
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

IRNE Fiber Expansion Program

New Project: NO

Total Project Cost: \$7,536,499

Area: Citywide

Confidence Level: Low

Original Project Cost: \$6,250,000

Objective: Replacement

Project Description

The purpose of this project is to continue expansion of the IRNE fiber optic network in order to prepare the City for 5G and meet the need for significant bandwidth required for Smart Cities and all digital initiatives. The current I-Net network is not scalable or affordable going forward. The new Fiber Expansion Program will plan and prioritize fiber-builds yearly that facilitate the expansion of the network in an efficient and affordable manner. In conjunction with this project, BTS is exploring potential partnership opportunities with Multnomah County to help defray some of the costs and build-time.

Revenue Source(s)

Technology Reserves

Total Requirements	0	519,320	0	816,850	300,000	400,000	300,000	1,816,850
Operating and Maintenance Costs	0	0	0	1,555	7,085	10,835	15,835	35,310

Public Safety Data Center

New Project: NO

Total Project Cost: \$3,454,599

Area: Citywide

Confidence Level: High

Original Project Cost: \$1,304,250

Objective: Replacement

Project Description

This project will establish a secondary data center for public safety servers and data. Initially a low-latency network link to the City's primary data center will be established. Once that is in place, BTS will design a complete primary/secondary solution, implement that solution, and transition services to those new facilities.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	3,449,580	0	0	0	3,449,580
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Secondary Data Center

New Project: NO

Total Project Cost: \$371,070

Area: Citywide

Confidence Level: High

Original Project Cost: \$873,000

Objective: Replacement

Project Description

The Secondary Data Center is the next step in Technology Service's progression to disaster recovery capabilities. This project will allow for the deployment of appropriate firewall, VPN (Virtual Private Network), and multi-factor technologies to provide remote access to City resources at the secondary data center in the event the primary data center is unavailable.

Revenue Source(s)

Technology Reserves

Total Requirements	0	167,200	0	203,870	0	0	0	203,870
Operating and Maintenance Costs	0	0	0	10,000	10,000	10,000	10,000	40,000

Goat Mountain IR Site Move

New Project: NO

Total Project Cost: \$75,000

Area: Southeast

Confidence Level: Moderate

Original Project Cost: \$300,000

Objective: Efficiency

Project Description

This project will move the 800 MHz IR (IntelliRepeater) site from Goat Mountain to a new location at the Clackamas County site. There will be two phases to the project. The first will be to engineer a new site and work through the land use process. The second phase will be to construct the site. The project is underway and is expected to be completed prior to the end of FY 2022-23.

Revenue Source(s)

Technology Reserves

Total Requirements	0	75,000	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Firewall Technology Refresh

New Project: NO

Total Project Cost: \$2,986,694

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$1,070,458

Objective: Expansion

Project Description

This project allows BTS to refresh Citywide firewalls per an established lifecycle, allowing for maintaining next generation standards and deployment of additional security enhancements. Consistent and regular refreshment of firewalls ensures City networks meet security due care and diligence requirements.

Revenue Source(s)

Technology Reserves and Interagency Revenues

Total Requirements	0	1,106,760	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Telecom Lab Systems Implementation

New Project: NO

Total Project Cost: \$465,958

Area: Southeast

Confidence Level: Low

Original Project Cost: \$372,423

Objective: Expansion

Project Description

This project will provide the BTS Telecommunications program with an environment to test and validate security patches, software updates and architecture changes prior to implementation in the production systems. It will design and deploy a comprehensive telecommunications laboratory environment to mimic production as closely as possible.

Revenue Source(s)

Technology Reserves

Total Requirements	0	45,050	0	420,908	0	0	0	420,908
Operating and Maintenance Costs	0	0	0	45,000	45,000	45,000	45,000	180,000

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Office of Management & Finance**BTS****DWDM System Lifecycle Replacement****New Project: NO****Total Project Cost: \$4,409,391****Area: Southeast****Confidence Level: Optimal****Original Project Cost: \$2,316,000****Objective: Replacement****Project Description**

This project will provide for the lifecycle replacement of the Cisco Dense Wavelength Division Multiplexing (DWDM) system. The current DWDM system is at end-of-life and support will end in September 2023, making parts and support for the hardware no longer available after that date. The project will replace the DWDM system/equipment at the original 16 core sites and move all live data network services to a new 100 Gbps lightwave system. This will meet future bandwidth requirement needs for the City and external IRNE/I-Net customers.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	2,047,590	2,142,980	218,821	0	4,409,391
Operating and Maintenance Costs	0	0	0	0	211,120	403,276	414,970	1,029,366

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Office of Management & Finance

BTS

Enterprise Service Management Implementation

New Project: NO

Total Project Cost: \$4,453,496

Area: Citywide

Confidence Level: High

Original Project Cost: \$1,748,965

Objective: Efficiency

Project Description

This project will implement an enterprise solution for service management to provide a workflow engine, automation, work and asset tracking, metrics, and service portal capabilities for multiple bureaus and functions. This solution will integrate and federate data from various City sources to provide a broad view into services and operations. Bureaus will realize cost savings through use of automation and workflow technologies and the reduction of rework.

Revenue Source(s)

Technology Reserves

Total Requirements	0	1,644,753	0	2,126,631	550,000	0	0	2,676,631
Operating and Maintenance Costs	0	0	0	275,000	285,000	292,000	301,000	1,153,000

SAP SuccessFactors Emp. Central Payroll

New Project: NO

Total Project Cost: \$989,420

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$522,150

Objective: Expansion

Project Description

This project implements SAP's SuccessFactors Employee Central Payroll module. This will move the City's existing payroll functionality from on-premise SAP implementation to the suite of SuccessFactors cloud solutions. This will extend and enhance previous SuccessFactors applications implemented by the City: Learning Management, Performance/Goals Management, and Onboarding.

Revenue Source(s)

Technology Reserves and Interagency Revenues

Total Requirements	0	0	0	0	827,035	162,385	0	989,420
Operating and Maintenance Costs	0	0	0	0	0	0	441,840	441,840

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Office of Management & Finance

BTS

SAP SuccessFactors Emp. Time & Att.

New Project: NO

Total Project Cost: \$1,789,859

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$704,500

Objective: Expansion

Project Description

This project implements SAP's SuccessFactors Time and Attendance module. This application moves the City's existing time and attendance functionality from on-premise SAP implementation to the suite of SuccessFactors cloud solutions. This will extend and enhance other SuccessFactor implementations: Learning Management, Performance/Goals Management, and Onboarding.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	1,276,400	513,459	0	0	0	0	513,459
Operating and Maintenance Costs	0	0	0	244,339	244,339	244,339	244,339	977,356

SAP S4 HANA

New Project: NO

Total Project Cost: \$1,337,720

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$661,000

Objective: Expansion

Project Description

The City is moving to SAP's Suite on HANA. This project is the next step in the roadmap to that move. S4 HANA provides a host of improved and new capabilities such as a simplified, but more robust finance model, enhanced asset operations and maintenance, and improved treasury and financial risk processes.

Revenue Source(s)

Technology Reserves and Interagency Revenues

Total Requirements	0	0	0	843,860	493,860	0	0	1,337,720
Operating and Maintenance Costs	0	0	0	0	262,210	262,210	262,210	786,630

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Office of Management & Finance

BTS

Worksoft Testing Automation Tool for SAP

New Project: NO

Total Project Cost: \$300,000

Area: Citywide

Confidence Level: Low

Original Project Cost: \$300,000

Objective: Expansion

Project Description

This project will implement Worksoft, an industry-leading test automation solution for enterprise applications that include SAP. Worksoft will automate testing of the SAP suite, which will enable BTS to accelerate the initial implementation of SAP's SuccessFactors solutions as well as any new modules added to the existing platform and will expedite testing for ongoing release cycles. The project is underway and is expected to be completed prior to the end of FY 2022-23.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	300,000	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Radio Site Maintenance & Enhancements

New Project: NO

Total Project Cost: \$1,089,000

Area: Citywide

Confidence Level: Low

Original Project Cost: \$400,000

Objective: Efficiency

Project Description

This project provides for major maintenance needed at the 800 MHz radio sites.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	217,800	217,800	217,800	217,800	217,800	1,089,000
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Replace HVAC Units

New Project: NO

Total Project Cost: \$81,033

Area: Southeast

Confidence Level: Moderate

Original Project Cost: \$220,000

Objective: Efficiency

Project Description

This project addresses HVAC major maintenance needs at the 800 MHz radio sites. Specifically, the units at Mt. Scott, Willalatin Tank, and Lookout Point all need to be replaced. The system's reliability and availability for public safety use is contingent on BTS keeping it up to date and in good repair. The project is underway and is expected to be completed prior to the end of FY 2022-23.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	56,029	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Upgrade Microwave Links

New Project: NO

Total Project Cost: \$196,359

Area: Citywide

Confidence Level: High

Original Project Cost: \$360,000

Objective: Efficiency

Project Description

This project will upgrade the microwave links at the Portland Communications Center, Goat Mountain and the Portland Building. These upgrades are needed in order to maintain reliability of the public safety radio system.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	128,500	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Police Cyber Recovery Solution

New Project: NO

Total Project Cost: \$197,880

Area: Citywide

Confidence Level: High

Original Project Cost: \$206,140

Objective: Maintenance-Safety

Project Description

The Police Cyber Recovery solution project will allow BTS to move critical Police data to an air-gapped appliance that is less vulnerable to attacks designed to destroy data. This solution is needed due to increased phishing attacks, social engineering and other attempts to gain access to the Police network related to the rise in ongoing protests. The project is underway and is expected to be completed prior to the end of FY 2022-23.

Revenue Source(s)

Technology Reserves

Total Requirements	0	197,880	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

I-Net Replacement

New Project: NO

Total Project Cost: \$3,485,772

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$2,396,337

Objective: Replacement

Project Description

The BTS contract with Comcast for I-Net (Institutional Network) sites expired at the end of calendar year 2021. There are currently 300 sites on I-Net and BTS is working to move these customers to a dark fiber carrier. The dark fiber will provide the potential for unlimited bandwidth with speeds determined by a customer's electronics.

Revenue Source(s)

Technology Reserves

Total Requirements	0	2,781,592	0	480,486	0	0	0	480,486
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Avaya Mobility Enhancements

New Project: NO

Total Project Cost: \$284,380

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$317,776

Objective: Expansion

Project Description

With the shifting focus to working from remote work environments, BTS needs to expand the Avaya telecommunications system to provide employees with additional mobile and remote work options, reducing reliance on desk phones. This project will enhance the Avaya system to improve employee efficiency within the City's new revised work environment.

Revenue Source(s)

Technology Reserves

Total Requirements	0	61,450	0	222,930	0	0	0	222,930
Operating and Maintenance Costs	0	0	0	25,000	30,000	30,000	30,000	115,000

Endpoint Management

New Project: NO

Total Project Cost: \$2,160,709

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$2,065,509

Objective: Efficiency

Project Description

The Endpoint Management project will provide BTS with the ability to develop tools and systems to improve customer service in a remote work environment. This will better enable BTS personnel to manage devices on behalf of the ever-increasing customer base that is now working outside of the office.

Revenue Source(s)

Technology Reserves

Total Requirements	0	404,573	0	688,040	0	0	0	688,040
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Business Intelligence Service Pilot

New Project: NO

Total Project Cost: \$1,061,400

Area: Citywide

Confidence Level: Low

Original Project Cost: \$1,061,400

Objective: Expansion

Project Description

This project creates an enterprise business intelligence and data visualization pilot service that provides capabilities across all City bureaus and within the local community. The initial service will track American Rescue Plan Act projects and their outcomes.

Revenue Source(s)

Grant Funded

Total Requirements	0	1,061,400	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

SAP Success Factors Integration

New Project: NO

Total Project Cost: \$253,050

Area: Citywide

Confidence Level: Low

Original Project Cost: \$178,050

Objective: Expansion

Project Description

The Success Factors Integration with Occupational Health and Immunization Software project will be a long-term, Citywide solution for services provided by the Bureau of Human Resources (BHR) Health & Wellness division. It will also fulfill other requirements needed by BHR for onboarding validations. Included will be COVID online attestation and documentation uploads as well as tracking of other types of immunizations such as flu shots and OSHA required immunizations for certain job categories.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	253,050	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

GIS Infrastructure Tech Refresh

New Project: NO

Total Project Cost: \$588,390

Area: Citywide

Confidence Level: High

Original Project Cost: \$56,283

Objective: Replacement

Project Description

This project provides for expansion and lifecycle management of the GIS infrastructure, which provides for the City's core Geographic Information Systems databases and mapping applications, such as Portland Maps. The goal is to provide higher performance and reliability at a lower cost by keeping hardware current and under support. This project also includes expansion of existing hardware to support business growth and demand, while increasing software licenses as needed to maintain compliance with growth.

Revenue Source(s)

GIS Reserves

Total Requirements	0	111,650	54,225	0	295,210	0	54,225	403,660
Operating and Maintenance Costs	0	0	0	3,000	3,000	6,000	6,000	18,000

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Office of Management & Finance

BTS

Server Tech. Refresh

New Project: NO

Total Project Cost: \$1,125,596

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$261,590

Objective: Replacement

Project Description

This project provides for the ongoing life cycle management of server infrastructure, providing a higher level of performance and reliability at a lower cost by keeping hardware current and under manufacturer support. Also included in this project is expansion of existing hardware to support business growth and demand, while increasing software licenses to maintain compliance with related growth.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	282,908	68,561	397,165	40,780	81,560	241,298	829,364
Operating and Maintenance Costs	0	0	0	3,000	6,000	9,000	12,000	30,000

TACACS Installation

New Project: YES

Total Project Cost: \$39,229

Area: Southeast

Confidence Level: Moderate

Original Project Cost: \$39,229

Objective: Replacement

Project Description

The BTS transport team's TACACS servers and software are at end of life and need to be replaced. Funds are in the operating budget to cover this expense, but the costs qualify as a capital expense and are being reappropriated as a CIP project.

Revenue Source(s)

Interagency rate funded

Total Requirements	0	39,229	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

Transport Core Lifecycle

New Project: YES

Total Project Cost: \$528,996

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$528,996

Objective: Replacement

Project Description

Core transport network switches will reach end of life and end of support during FY 2025-26. This project will replace that equipment, allowing City sites to continue to communicate with each other and with the City's data centers and avoid any risk from security vulnerabilities due to non-supported equipment firmware and/or software.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	1,780	527,216	0	0	528,996
Operating and Maintenance Costs	0	0	0	0	0	34,985	35,985	70,970

Transport Management Router Lifecycle

New Project: YES

Total Project Cost: \$69,710

Area: Citywide

Confidence Level: High

Original Project Cost: \$69,710

Objective: Replacement

Project Description

Management routers on the City's network will reach end of life and end of support during FY 2024-25. This project will replace this equipment, allowing BTS to continue managing their optical transport network equipment. This equipment supports the network infrastructure throughout the City and other government partner agencies.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	69,710	0	0	0	69,710
Operating and Maintenance Costs	0	0	0	0	4,550	4,550	4,550	13,650

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Office of Management & Finance

BTS

Transport Network Traffic Monitoring Tool

New Project: YES

Total Project Cost: \$23,220

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$23,220

Objective: Expansion

Project Description

This project will provide the Communications Network Engineering & Support team with a network management tool to give them the functionality they need to better respond to critical events.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	23,220	0	0	0	23,220
Operating and Maintenance Costs	0	0	0	2,000	2,000	2,000	2,000	8,000

Unified Network Management Toolset

New Project: YES

Total Project Cost: \$1,240,800

Area: Citywide

Confidence Level: High

Original Project Cost: \$1,240,800

Objective: Expansion

Project Description

This project will benefit the Communications Network Engineering & Support team by researching, integrating, implementing and configuring a selection of tools needed for improved response to network issues.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	173,400	911,400	78,000	78,000	1,240,800
Operating and Maintenance Costs	0	0	0	0	0	60,000	60,000	120,000

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Office of Management & Finance

BTS

Voicemail Conversion

New Project: YES

Total Project Cost: \$151,035

Area: Citywide

Confidence Level: Low

Original Project Cost: \$151,035

Objective: Replacement

Project Description

This project will replace the City's Call Express voicemail system with the Avaya Aura Voice Messaging system. As a way of reducing continued annual support cost increases from the existing system, BTS will switch to an Avaya system in which they already have license entitlements to their voice messaging platform. An added benefit will be a reduction in the skillsets required to support the voice environment as BTS technicians already have training in the Avaya core voice systems.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	151,035	0	0	0	151,035
Operating and Maintenance Costs	0	0	0	5,000	5,000	5,000	5,000	20,000

IS Secure Remote Access

New Project: YES

Total Project Cost: \$226,390

Area: Citywide

Confidence Level: High

Original Project Cost: \$226,390

Objective: Replacement

Project Description

The current hardware platform for remote access will be end-of-life in FY 2024-25. BTS needs to begin in FY 2023-24 to implement a replacement remote access gateway at the primary data center, back-up data center and VPN test platform.

Revenue Source(s)

Interagency Revenues.

Total Requirements	0	0	226,390	0	0	0	0	226,390
Operating and Maintenance Costs	0	0	0	142,490	142,490	142,490	142,490	569,960

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Office of Management & Finance

BTS

IAM Foundation

New Project: YES

Total Project Cost: \$850,250

Area: Citywide

Confidence Level: High

Original Project Cost: \$850,250

Objective: Expansion

Project Description

This project will revamp the existing identity and access management system, including the tools and processes used by BTS to manage user identities across the City. It will directly address current challenges with managing identities and authentication which are negatively impacting BTS and customer bureaus. The project will impact all users within the City and how the public accesses City resources.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	850,250	0	0	0	0	850,250
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

PPM Tool Replacement Research Phase

New Project: YES

Total Project Cost: \$149,520

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$149,520

Objective: Replacement

Project Description

The BTS Project Management Office needs to replace the application they're currently using, Planview, because it doesn't meet their needs for effectively managing projects, portfolios and resources. This project will review possible solutions that will lead to either an upgrade or replacement of Planview.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	169,020	0	0	0	169,020
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

BTS

SAP Intelligent Spend Management - Ariba

New Project: YES

Total Project Cost: \$810,490

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$810,490

Objective: Expansion

Project Description

This project will benefit the BRFs Procurement Division by implementing SAP's Intelligent Spend Management System (also known as Ariba). Implementation will include three modules: Sourcing, Contracts and Supplier Lifecycle & Performance.

Revenue Source(s)

Interagency Revenues

Total Requirements	0	0	426,833	383,657	0	0	0	810,490
Operating and Maintenance Costs	0	0	0	0	442,560	442,560	442,560	1,327,680

Identity Access Management Implementation

New Project: YES

Total Project Cost: \$310,800

Area: Citywide

Confidence Level: Moderate

Original Project Cost: \$310,800

Objective: Expansion

Project Description

BTS needs an Identity Access Management capability which they can get by optimizing their existing Microsoft Azure Active Directory service. This will then allow them to meet increasing Citywide mobility and telework requirements. It will address the issue of City bureaus adopting cloud-based services that have no engagement of alignment with BTS.

Revenue Source(s)

Technology Reserves and Interagency Rates

Total Requirements	0	0	257,510	0	0	0	0	257,510
Operating and Maintenance Costs	0	0	0	310,800	310,800	310,800	310,800	1,243,200

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Office of Management & Finance

BTS

Cloud Architecture Proof of Concept

New Project: NO

Total Project Cost: \$427,575

Area: Citywide

Confidence Level: High

Original Project Cost: \$169,759

Objective: Growth

Project Description

This project will develop a cloud strategy followed by an enterprise cloud service design focused on delivering cloud architecture technologies for viable use within the City for various business requirements.

Revenue Source(s)

Technology Reserves

Total Requirements	0	0	0	353,375	0	0	0	353,375
Operating and Maintenance Costs	0	0	0	20,000	20,000	20,000	20,000	80,000

CityFleet

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Office of Management & Finance**CityFleet****FY 2023-24 CityFleet Kerby Garage
replacement project****New Project: YES****Total Project Cost: \$129,981,539****Area: Central City****Confidence Level: High****Original Project Cost: \$129,981,539****Objective: Expansion****Project Description**

The Kerby Garage, CityFleet's principal maintenance facility, is functionally obsolete, in poor condition, and does not meet the requirements of a safe, modern fleet facility. Most of the facility deficiencies that affect CityFleet workflows and service delivery to the bureaus are irremediable (e.g., sloped floors that make vehicle management difficult; floor weight restrictions limit CityFleet's capacity to work on heavy duty equipment, etc.). Additionally, there are substantial concerns about worker safety due to the condition of the building's electrical, its overall risk of fire, and the lack of an adequate fire suppression system. Finally, there are major repairs in the offing if CityFleet continues to work at the Kerby Garage, in the ballpark of \$15 to \$20 million. Given the overall inadequacy of the site – including its inability to support green fuel conversion and its location in a landslide zone – it seems unwise to make any further major investments in the Kerby Garage. Rather, a new home is needed for CityFleet.

This project will purchase land and construct a new Kerby Garage with infrastructure to support green fleet operations. Funding is from a mix of bonds, cash, and land sale proceeds.

Revenue Source(s)

Bonds, cash, and land sale proceeds

Total Requirements	0	100,000	120,000	21,664,000	58,632,000	49,445,000	0	129,861,000
Operating and Maintenance Costs	0	0	0	0	0	0	564,000	564,000

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Office of Management & Finance

CityFleet

CityFleet EV Make-Ready Infrastructure

New Project: YES

Total Project Cost: \$4,948,686

Area: Citywide

Confidence Level: High

Original Project Cost: \$4,948,686

Objective: Replacement

Project Description

As the City converts its fleet from internal combustion to electric, the charging infrastructure for the fleet needs to be developed. This decision package funds the one-time and ongoing costs of this infrastructure. The one-time costs for the infrastructure over the next 7 years are estimated at \$4.95 million. This will be debt financed with the debt service (ultimately \$597,000 per year) added to CityFleet's new per unit fuel rate. The ongoing cost of one position (job class to be determined) to manage CityFleet's fueling program is also included in this package, and in CityFleet's new per unit fuel rate.

Revenue Source(s)

Debt service and interagencies through fuel rate model

Total Requirements	0	0	2,117,137	903,147	397,040	212,500	251,281	3,881,105
Operating and Maintenance Costs	0	0	0	65,700	139,300	204,332	241,052	650,384

FY 2022-23 Vehicle Replacement for OMF Bureaus

New Project: YES

Total Project Cost: 351,986

Area: Central City

Confidence Level: High

Original Project Cost: 351,986

Objective: Replacement

Project Description

Scheduled vehicle and equipment replacement for several divisions in the Office of Management and Finance including Printing & Distribution, Bureau of Technology Services, CityFleet, and Facilities

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	351,986	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

CityFleet

FY 2023-24 Vehicle Replacement for OMF Bureaus

New Project: YES

Total Project Cost: 46,961

Area: Central City

Confidence Level: High

Original Project Cost: 46,961

Objective: Replacement

Project Description

Scheduled vehicle and equipment replacement for several divisions in the Office of Management and Finance including Printing & Distribution, Bureau of Technology Services, CityFleet, and Facilities.

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	0	46,961	72,846	204,757	394,165	154,942	873,671
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

FY 2022-23 Vehicle Replacement for Fire Bureau

New Project: YES

Total Project Cost: 951,136

Area: Central City

Confidence Level: High

Original Project Cost: 951,136

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Fire Bureau

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	951,136	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

CityFleet

FY 2023-24 Vehicle Replacement for Fire Bureau

New Project: YES

Total Project Cost: 408,142

Area: Central City

Confidence Level: High

Original Project Cost: 408,142

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Fire Bureau

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	0	408,142	1,223,766	592,642	1,613,086	441,388	4,279,024
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

FY 2022-23 Vehicle Replacement for Golf Fund

New Project: YES

Total Project Cost: 891,608

Area: Central City

Confidence Level: High

Original Project Cost: 891,608

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Golf Fund

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	891,608	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

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Office of Management & Finance

CityFleet

FY 2023-24 Vehicle Replacement for Golf Fund

New Project: YES

Total Project Cost: 338,782

Area: Central City

Confidence Level: High

Original Project Cost: 338,782

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Golf Fund

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	0	338,782	838,543	432,891	120,690	139,477	1,870,383
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

FY 2022-23 Vehicle Replacement for Parks Bureau

New Project: YES

Total Project Cost: 2,641,238

Area: Central City

Confidence Level: High

Original Project Cost: 2,641,238

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Park Bureau

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	2,641,238	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

CityFleet

FY 2023-24 Vehicle Replacement for Parks Bureau

New Project: YES

Total Project Cost: 1,787,137

Area: Central City

Confidence Level: High

Original Project Cost: 1,787,137

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Park Bureau

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	0	1,787,137	2,000,576	2,070,707	1,139,284	1,523,307	8,521,011
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

FY 2022-23 Vehicle Replacement for Police Bureau

New Project: YES

Total Project Cost: 2,747,065

Area: Central City

Confidence Level: High

Original Project Cost: 2,747,065

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Police Bureau

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	2,894,493	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

CityFleet

FY 2023-24 Vehicle Replacement for Police Bureau

New Project: YES

Total Project Cost: 4,625,815

Area: Central City

Confidence Level: High

Original Project Cost: 4,625,815

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Police Bureau

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	0	4,625,815	4,926,596	1,456,288	2,546,738	1,375,436	14,930,873
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

FY 2022-23 Vehicle Replacement for PBOT

New Project: YES

Total Project Cost: 3,022,359

Area: Central City

Confidence Level: High

Original Project Cost: 3,022,359

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Portland Bureau of Transportation

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	3,022,359	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

CityFleet

FY 2023-24 Vehicle Replacement for PBOT

New Project: YES

Total Project Cost: 5,259,677

Area: Central City

Confidence Level: High

Original Project Cost: 5,259,677

Objective: Replacement

Project Description

Scheduled replacement of vehicle and equipment for the Portland Bureau of Transportation

Revenue Source(s)

This project is funded with interagency revenue.

Total Requirements	0	0	5,259,677	7,512,473	2,159,954	3,106,192	6,312,974	24,351,270
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Facilities

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance**Facilities****Portland Building Reconstruction Project**

New Project: NO

Total Project Cost: \$195,000,000

Area: Southwest

Confidence Level: Moderate

Original Project Cost: \$195,000,000

Objective: Maintenance-Preservation

Project Description

In October 2015, City Council approved Resolution #37158 in which OMF was directed to complete the Portland Building Reconstruction project by the year 2020 for a cost not to exceed \$195 million. \$1 million is remaining in the project's budget for FY 2023-24 for improvements identified for accommodating the return of employees to the building, most of whom will be working hybrid schedules of teleworking and in-building work.

Revenue Source(s)

This project is funded using \$9,750,000 in cash, and \$185,250,000 in debt financing.

Total Requirements	0	1,000,000	1,060,000	0	0	0	0	1,060,000
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance**Facilities****Facilities Services Core Operating/Asset
Management Needs****New Project: YES****Total Project Cost: \$800,000****Area: Undetermined****Confidence Level: Moderate****Original Project Cost: \$800,000****Objective: Efficiency****Project Description**

This project includes two components. The first is a Facilities Condition Assessment (FCA) for all Facilities-owned properties. FCAs assess the basic condition of facilities and are the basis for crafting facility safety, soundness, climate, and equity goals, and long-range plans. The second is an Asset Management Software System (AM). An AM system is the core information system that any asset-owning organization needs to run its operations. AM systems house system-of-record data for critical assets (such as asset location, nameplate, and FCA information); allow for asset work order development/completion (e.g., customer work order submittals, or the design/scheduling of preventive maintenance routes); track asset costs (employee work order time tracking, materials and supplies management, etc.); and make possible performance management tracking/reporting. Facilities' asset management system stopped being supported by vendors six years ago and is now too fragile to modify.

Revenue Source(s)

Major Maintenance

Total Requirements	0	1,915,660	302,201	0	0	0	0	302,201
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Facilities

Genetec security systems installation at City Facilities

New Project: YES

Total Project Cost: \$3,445,000

Area: Undetermined

Confidence Level: Low

Original Project Cost: \$3,445,000

Objective: Replacement

Project Description

This project is installing the Genetec enterprise security system at City facilities. This is occurring because the current I-Net 7 building access controls system is not supported and at end of life and the City needs an enterprise approach to security that integrates access controls, security video cameras, and security operations functions.

The project is funded through Facilities owned buildings major maintenance accounts, a request from the General Fund Capital Set-Aside, and IA billings to bureaus that own other buildings the system will installed in.

Revenue Source(s)

Major maintenance and IA billings

Total Requirements	0	1,725,800	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

City Hall Major Maintenance Projects

New Project: B0MM46

Total Project Cost: N/A

Area: Central City

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at City Hall in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	956,555	706,555	394,017	1,442,911	197,907	397,609	0	2,432,444
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Facilities

1900 Building Major Maintenance

New Project: YES

Total Project Cost: N/A

Area: Central City

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the 1900 Building in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	4,691,944	4,185,872	3,797,467	1,529,395	548,933	1,126,022	740,179	7,741,996
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Portland Communications Center Major
Maintenance Projects

New Project: YES

Total Project Cost: N/A

Area: Southeast

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Portland Communication Center in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	799,429	538,243	390,000	391,643	228,200	0	0	1,009,843
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Facilities

Kelly Building Major Maintenance Projects

New Project: YES

Total Project Cost: N/A

Area: Northeast

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Kelly Building in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	141,000	116,000	0	53,000	53,061	0	0	106,061
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Airport Way Police Training Major Maintenance Projects

New Project: YES

Total Project Cost: N/A

Area: Northeast

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at Police Training facility at Airport Way in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	1,684,324	1,684,324	827,996	14,744	143,615	0	0	986,355
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Facilities

Rivergate Vehicle Storage Major Maintenance Projects

New Project: YES

Total Project Cost: N/A

Area: Northwest

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Rivergate Vehicle Storage in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	410,089	410,089	34,366	196,522	0	0	0	230,888
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

North Precinct Major Maintenance Projects

New Project: NO

Total Project Cost: N/A

Area: Northeast

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Police Bureau's North Precinct in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	253,073	230,893	497,958	466,852	44,527	252,316	0	1,261,653
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Facilities

East Precinct Major Maintenance Projects

New Project: YES

Total Project Cost: N/A

Area: Southeast

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at East Precinct in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	1,219,560	1,219,560	635,472	1,120,274	252,317	0	0	2,008,063
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Justice Center Major Maintenance Projects

New Project: YES

Total Project Cost: N/A

Area: Central City

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Justice Center in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	1,467,776	5,594,000	1,431,605	5,396,237	0	0	0	6,827,842
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

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Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance**Facilities****Kerby Building Major Maintenance Projects**

New Project: YES

Total Project Cost: N/A

Area: North

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Fleet Kerby Garage in the next five years.

Revenue Source(s)

Major maintenance projects are funded by Fleet rates.

Total Requirements	224,000	224,000	1,390,576	874,386	0	0	0	2,264,962
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Emergency Communication Center Major Maintenance Projects

New Project: YES

Total Project Cost: N/A

Area: Southeast

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Emergency Coordination Center in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	504,600	0	366,800	0	0	0	0	366,800
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Facilities

St Johns Major Maintenance

New Project:

Total Project Cost: N/A

Area: North

Confidence Level:

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the St Johns facility in the next five years.

Revenue Source(s)

The projects are funded out of rental rates charged to tenants.

Total Requirements	562,000	562,000	494,685	0	0	0	0	494,685
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Walnut Park Commercial Space Major Maintenance

New Project: YES

Total Project Cost: N/A

Area: Northeast

Confidence Level: Low

Original Project Cost: N/A

Objective: Maintenance & Repair

Project Description

This project is for all major maintenance projects at the Walnut Park Commercial Space in the next five years.

Revenue Source(s)

Major maintenance projects are funded by rental rates charged to tenant bureaus.

Total Requirements	0	0	318,595	53,595	0	0	0	372,190
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Revenue

Integrated Tax System

New Project: NO

Total Project Cost: \$65,579,868

Area: Citywide

Confidence Level: Optimal

Original Project Cost: \$26,645,205

Objective: Replacement

Project Description

The Revenue Division replaced its aging tax administration systems with a single integrated tax system that is capable of administering existing and future tax programs, improves reliability of our technical support structure, allows the secure integration of federal tax information (FTI), and increases customer service levels to meet today's expectations for accessibility and self-service. The project was completed in FY 2023. Ongoing operations and maintenance costs to be funded by interagency agreement, intergovernmental agreement, and ongoing General Fund funding.

Revenue Source(s)

Intergovernmental Agreements

Total Requirements	0	1,067,160	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Risk Management

C3 - Capital Improvement Plan Summaries - Requested

Run Date: 1/25/23

Capital Improvement Plan

Run Time: 2:17:47 PM

Project Name	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
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Office of Management & Finance

Risk Management

RMIS replacement for Risk Management

New Project: YES

Total Project Cost: \$280,000

Area: Central City

Confidence Level: High

Original Project Cost: \$280,000

Objective: Replacement

Project Description

This project replaces the current RMIS system used for tracking claims in Risk Management.

Revenue Source(s)

Interagency rates

Total Requirements	0	0	280,000	0	0	0	0	280,000
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C4 - Capital Projects by Geographic Area - Requested

Capital Improvement Plan

Run Date: 1/25/23

Run Time: 2:20:14 PM

Geographic Area	Prior Year CIP	2022-23 Revised Budget	2023-24 Request	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	5-Year Total
Office of Management & Finance								
Central City	7,116,275	21,339,247	18,489,603	46,607,343	66,296,079	59,888,786	11,251,703	202,533,514
Citywide	0	17,971,181	7,950,314	22,272,790	10,638,840	6,518,570	7,500,257	54,880,771
North	786,000	986,000	1,885,261	874,386	0	0	0	2,759,647
Northeast	2,078,397	2,031,217	1,644,549	588,191	241,203	252,316	0	2,726,259
Northwest	410,089	410,089	34,366	196,522	0	0	0	230,888
Southeast	2,523,589	2,465,767	1,392,272	4,025,415	2,879,617	667,097	459,970	9,424,371
Southwest	0	1,000,000	1,060,000	0	0	0	0	1,060,000
Undetermined	0	3,641,460	302,201	0	0	0	0	302,201
Total Office of Management & Finance	12,914,350	49,844,961	32,758,566	74,564,647	80,055,739	67,326,769	19,211,930	273,917,651
Total	12,914,350	49,844,961	32,758,566	74,564,647	80,055,739	67,326,769	19,211,930	273,917,651

Five-Year Plans

Fund & Bureau Name: General Fund, Office of Management and Finance

Bureau of Human Resources Plan Overview

The Bureau of Human Resources (BHR) is focused on providing core services to attract, retain, develop and support employees through a safe, equitable, inclusive work environment. BHR will accomplish this by valuing equity, communication, collaboration, anti-racism, fiscal responsibility and transparency. These core values have been adopted by City Council as the City's universal values throughout each Bureau.

The following is a summary of programmatic priorities framing BHR's expected accomplishments over the next five (5) years. This summary includes the anticipated changes in BHR programs and staffing resources to meet City demands for central services. It is the Bureaus' hope that changes in the way the City funds central services will resolve BHR's severely underfunded programs and services. Please note: Health & Financial Benefits and Occupational Health programs are within the Bureau of Human Resources but have separate funding and are described within the Health Fund and Portland Police Association (PPA) Health Fund five (5) year plans.

Classification, Compensation, and Pay Equity

Classification, Compensation, and Pay Equity develop and maintain the City's classification, compensation, and pay equity program. The classification framework provides a consistent standardized description of work and the required knowledge, skills, and abilities. 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.

The Classification, Compensation, and Pay Equity program is responsible for the administrative oversight and coordination of two (2) new programs. The first program is the Language Pay Differential. This program was developed to support the implementation of City Council Resolution No. 37525 authorizing a Language Pay Differential policy to compensate qualifying multilingual City employees who use their language skill to assist the community.

The second program is the administration of the Salary Commission. The establishment and administration of a Salary Commission was approved by City of Portland voters and is a part of the newly adopted Portland City Charter Section 2-207. The Salary Commission supports transparency in government actions by working through an objective process to determine pay for the City's elected officials. The Classification, Compensation, and Pay Equity Manager is responsible to lead the establishment, recruitment, and facilitation of the Commission's activities to set the wages for the City's Mayor, Auditor, and Commissioners.

In addition to the expansion of programs, the Classification, Compensation, and Pay Equity team is working to revise the City's pay equity predictive pay model and redesign the City's non-represented pay structure and system. This work is critical to address structural challenges and ensure an equitable and a sustainable pay structure and system for the City. Leaving these structures and systems challenges unaddressed leads to recruitment and retention challenges making it difficult to accomplish the mission of the City.

BHR is also conducting a study of all ProTech17 job classifications as agreed to during FY21-22 negotiations. This is a multi-year project starting in FY 22-23 going through FY 25-26, for a total of three years.

Workforce Recruitment and Training

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.

WRT successfully continued the Citywide manager/supervisor training through the Leadership Engagement and Development (LEAD) collaboration program. Starting in FY 2022-23, four new required LEAD courses are planned for implementation, including the Operationalizing the City's Core Values Workshops, and three elective courses.

WRT's reduced Enterprise Business System training function been funded through a diminishing interagency agreement with the Bureaus of Technology Services. This will be reduced to zero by FY 2024-25, with the initial revenue of \$235K 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 needed to support Citywide training needs. Data and trending software and the people to support this will be needed in the coming fiscal years.

The Human Resources budget model does not adapt to the changing needs of the organization and is continually challenged and plagued by staffing shortages and limited duration funding for positions that require ongoing work. BHR is at a crucial tipping point for current staff and the challenges ahead. This is acutely seen within the Workforce, Recruitment and Training team with seven positions funded through one-time dollars (e.g. general fund, ARPA, FEMA) This is not a sustainable solution and a plan for continued increases in on-going funding will be needed within the 5 year plan.

Employment and Labor Relations

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 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 12+ 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.

In early 2023 the Employee and Labor Relations team will be tasked with helping bureaus and City leadership navigate Council direction on Future of Work, including developing and conducting training for managers/supervisors, assessing exceptions and accommodations related to this new approach, and bargaining any impacts with labor unions.

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 just the last year. Labor organizations have also grown their membership by organizing several new formerly non-represented City staff into their units. All of these developments have resulted in increased workload for a small team which has seen several recent promotions out of the workgroup. The work continues in complexity, and nuance, strengthening these group will be vital to the internal success of the city's infrastructure – its employees.

Operations and Strategic Support

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, payroll, time administration programs, the contract for the child development center (CityKids), and payments to 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 changes are incorporated into system requirements 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.

Operations and Strategic Support is responsible for the City's implementation, administration, compliance, and customer service needs associated with Washington and Oregon's Paid Family Medical Leave Act (PFMLA). Washington State Paid Family Medical Leave contributions were retroactive to March 2020, and Oregon State Paid Family Medical Leave contributions are expected to begin January 1, 2023. Washington State Paid Family and Medical Leave benefits began effective March 2020, and

Oregon State Paid Family and Medical Leave benefits are expected to begin September 1, 2023. Nearly all the City's workforce are expected to be covered under the Oregon State Paid Family Medical Leave Act. These are critical functions that will need ongoing and building support of the next 5 years.

SAP is beginning to end support of the City's on-premises SAP HCM software. As a result, there is an imminent need to begin the implementation of SAP Success Factors Employee Central and migrate the City's SAP HCM application, data and HR business processes into the SAP Success Factors software platform. In the first phase of the project, occurring through June 30, 2024, Core Data in Employee Central in Success Factors will be implemented. This includes Personnel Administration, Organizational Management, Employee Services, Employee Development, Performance Management, and Onboarding. The second phase to implement Employee Central Time and Payroll applications will begin in FY 24-25 for a period of up to 18 months. Additional one-time resources for phase two will be required in future budget cycles.

People and Culture

The People and Culture division's mission 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 and 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 new program, the Culture division is setting baseline targets to improve the overall employee experience, centered on historically marginalized and underrepresented members of the City's workforce, specifically Black, Indigenous, people of color, and people with disabilities by using essential data to inform targets and goals. This will include centralized exit surveys, employee engagement surveys, and existing bureau analytics. In order for this program to be successful, a future financial investment is needed for staffing and technology.

Office of The Chief Administrative Officer Plan Overview

The Chief Administrative Officer (CAO) is responsible for overseeing all bureaus, divisions, and programs within the Office of Management and Finance (OMF), as well as ensuring Council and City Bureau Directors and staff are aware of financial issues impacting service delivery. The CAO implements Council priorities, the OMF Strategic Plan, and citywide initiatives. Based in the Office of the Chief Administrative Officer, a city project team is responsible for implementing voter-approved changes to the City's election system and form of government. Three community groups will be appointed to ensure the City of Portland implements voters' direction effectively and efficiently, while advancing the city's values of equity and anti-racism.

- An [Independent District Commission](#) will establish geographic districts.
- A [Salary Commission](#) will set salaries for elected officials.
- A Charter Transition Advisory Committee will advise on the overall process

Business Operations Citywide Support

The Business Operations Division provides centralized budget development, monitoring and reporting services for OMF, the Mayor and Council Offices. The Division also provides centralized timekeeping, personnel, recruiting, onboarding, and purchasing support for the Office of the CAO and portions of the Bureau of Revenue and Financial services and the Division of Asset Management. The Business Operations Division continues to participate in, lead, and/or support Citywide projects such as the Business Hour, the Technology Executive Steering Committee, small bureau support, the direct appointment reporting tool, Citywide training opportunities, Council Office transitions, and others. The Division supports the CAO in identifying and developing efforts to build capacity for business process improvement projects.

Homelessness and Urban Camping Impact Reduction Program (HUCIRP)

The City's Homelessness and Urban Camping Impact Reduction Program (HUCIRP) is responsible for coordinating cleanup, abatement, and removal/storage of personal property from unsanctioned campsites on City owned properties/rights-of-way in compliance with the Anderson Settlement Agreement, ODOT/City of Portland IGA, and HB 4054. The program also manages the City's One Point of Contact campsite reporting system. HUCIRP develops and implements impact reduction strategies and coordinates services with outside agencies and jurisdictions within the City of Portland. The program is funded through interagency agreements with property-owning bureaus (\$1.5 million), the solid waste disposal fund (\$1 million), the General Fund (\$1 million), and through an intergovernmental agreement (IGA) with the Oregon Department of Transportation (ODOT) to conduct campsite cleanup activities on ODOT property (\$2 million).

Hearings Office

City Council authorizes administrative appeals in City Code to create value for both the public and the City through increased transparency and accountability. "The Hearings Office plays an important role as a check on City power. As such, the independence of that office is critical to ensure its impartiality and maintain public trust." (City Council Letter April 29, 2020). The Hearings Office is a cost-effective venue for disputes to be aired which 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 legal officer. It often is the only avenue for residents or property owners to contest a City action that affects them. Decisions rendered by Hearings Officers may also point out areas that need City Council or management attention. In order to maximize the legitimacy of this office we seek to improve our model of service and expand our programming over the next five years. The focus will be on the following areas:

Bolster Independence and Perception of Independence: As part of the overall Charter reform transition, an assessment will be made regarding the location of the Hearings Office within the organizational structure of the City. Quasi-judicial evidentiary hearings must be free from external pressures and the appearance of oversight by the Mayor suggests impropriety that has required the Hearings Office to conflict out of any matters involving OMF/CAO (See Nyland case numbers 3200031 and 3200032).

Stabilize Hearings Office Budget: The Business Operations team is assisting the Chief Hearings Officer with financial analysis and is preparing financial plans and proposed funding models to advance a sustainable level of service. The goals are to develop a funding model that maintains core required

Hearings Office services while also implementing an appropriate funding mechanism that would apply if additional services are added.

Bureau of Revenue and Financial Services Plan Overview

The following is a discussion of major financial and program issues for each division within the Bureau of Revenue and Financial Services (BRFS). In addition to the items listed below, BRFS will continue to develop financial metrics and indicators to help assess the City's long-term fiscal health and will also continue efforts to explore technology improvements and business efficiencies.

Accounting Division

Over the past few years, the Accounting Division has streamlined operations and implemented process improvements to enable the division to work more effectively and efficiently. However, the following steps are needed to continue to effectively manage the City's accounting policies, systems, and processes.

Governmental accounting is complex, and requirements continue to evolve – creating a need for highly trained accounting professionals. To ensure Accounting Division staff are properly educated in this area and to support career progression opportunities, there is a continued need for professional development, specifically in the areas of governmental accounting, internal controls, and fraud. To address this need, various training options and methods are being researched and used. Also, BRFS has designed a program to support employees who are seeking applicable experience to obtain their Certified Public Accountant (CPA) certification. Three employees have been certified in the Division.

The *Financial Systems and Training* section within the division has been quite successful in its focus on providing guidance, training, and system improvements to the bureaus in the past. During the pandemic it has been a struggle to keep positions staffed with highly trained employees. Also, as bureaus continue to see turnover in administrative areas, the need for this guidance and oversight is even more critical. The division will strive to rebuild and continue to develop a comprehensive training program and seek innovative ways of communicating this critical information to the bureaus. The Division has created a YouTube channel and is populating it with trainings on government finance, accounting and internal controls to assist with training City-wide.

To meet the demand for timelier reporting of municipal finances, the City has reduced the time spent in the compilation and production of the Annual Comprehensive Financial Report (ACFR). A new software system for producing the ACFR and other reports was implemented during FY 2018-19 and was successfully used in the preparation of the subsequent ACFRs. In FY 2019-20, Accounting began using the software for FPDR's financial statements and for Accounting Division's new monthly report.

Over the period of FY 2024-28, there will be radical changes in accounting. EBS is planning to implement Ariba to improve procurement and internal controls and upgrade SAP to the S4 version which will migrate the division into an age of artificial intelligence. This will result in a need for more advanced analytics, data visualization and information technology skills. During this same timeframe, Accounting will implement a radical innovation in financial reporting that is being required by the Governmental Accounting Standards Board. Accomplishing these goals will be difficult due to the constant turnover of staff and difficulties recruiting new people. Accounting will reevaluate all positions to ensure

recruitment and retention of employees who are capable of working in the artificial intelligence environment.

Debt Management

Regulatory Environment and Disclosure

The municipal bond market continues to undergo developments that expand the City's disclosure requirements. In December 2022, U.S. President Biden signed into law the Financial Data Transparency Act (FDTA). FDTA is a landmark bill that will have significant impacts on the securities markets' disclosure practices and affect the City's financial disclosure procedures in the coming years. A clear impact is the requirement for municipal bond issuers to provide annual financial disclosure in machine-readable format metadata; however, implementation requirements and timing are yet to be determined by the Municipal Securities Rulemaking Board (MSRB). Debt Management will be working closely with its bond counsel and municipal advisors and coordinating with the Accounting Division to meet all resulting financial disclosure requirements within the FDTA.

Debt Management Policy

In November 2022, Moody's Investor Service, which provides credit ratings for the City's bonds, revised its local government rating methodology with significant changes to how U.S. cities and counties are analyzed for general credit risk. Debt Management will be considering future revisions to the current Debt Management policy to address the new methodology in order to preserve the City's credit rating and ensure the most advantageous borrowing cost from capital markets.

Grants Management

Federal grant requirements are complex, and the Grants Management Division's Citywide role is to ensure that the City is complying. To ensure the Grants Management Division staff are properly educated in this area and to support career progression opportunities, there is an ongoing need for professional development and internal training specifically in the field of federal grant management. To address this need, various training options are being researched and used.

In fiscal year 2021-2022 the Division oversaw the spending of \$213.4 million of Federal Grants. This will continue at this level at least through fiscal year 2024-2025. Despite the significant increase in spending and working with many small sub-recipients to provide services, the City's fiscal year 2021-2022 single audit resulted in an unmodified opinion and no findings. This extraordinary feat is a direct result of the diligent work of professionals in the Division. The Division provided training to City staff involved in grants as well as training for sub-recipients to help ensure monies were spent in accordance with federal laws and regulations.

In FY 2020-21, the Grants Management Division implemented a Grant Management System that is currently being utilized for reporting outgoing COVID grants. The system will also be utilized by other bureaus. Over the next two years, the Grants Management Division will work with bureaus to create comprehensive outgoing grant policies and procedures. This system will enable consistent tracking and reporting and accounting of all grants awarded to organizations from all city bureaus.

Procurement Services

Procurement Data System Upgrade

The Procurement Services division relies on two core data systems (Buyspeed and B2G Now/LCP Tracker) to manage the procurement of goods & services for City bureaus and the administration of programs that ensure compliance with City equity requirements of contractors. In partnership with BTS and the Accounting Division, Procurement Services is in the initial planning and assessment phase of begun a project to replace the current systems and implement a higher degree of needed functionality in their place via the SAP Ariba suite of modules. The budget for this project has not yet been established, but initial analysis indicates the costs of implementation of the system will largely or entirely be met within resources set aside by BTS for SAP system upgrade. As part of this planning and assessment phase, the project team will identify the ongoing impact associated with running and maintaining the system and associated new business processes.

Disparity Study

In 2022, Council signaled support to conduct a new disparity study in order to improve opportunities for minorities and women acting as business owners and as workers in the regional construction industry. This study would serve to help the City deeply understand the businesses that exist in our regional market, where the disaggregated disparities lie and what tactics and strategies the City can best employ to address these disparities. Procurement estimates the one-time cost for the study to be \$850,000.

Prime Contracting Development Program

Work resulting from collaborations across several focus groups convened to address social equity in contracting and inclusive contracting practices have highlighted the need for a re-investment in the City's prime contracting development efforts. Community partners and stakeholders have consistently communicated that a re-invigorated Prime Contractor Development Program has the most potential to develop BIPOC firms. The division estimates the ongoing cost to implement the program would be approximately \$310,000.

Equity Goals and Workforce Compliance

If procurement is viewed as a strategic function of the City, then it can be an effective economic development and equity building tool. Construction careers provide our region's workers with living wages and benefits such as healthcare and a pension which allow them to support themselves and their families. Through these policy strategies, the City has the means to ensure that community members who have largely been excluded from high-wage employment opportunities, including women, low-wage workers, immigrants, and Black, Indigenous and other residents of color, move from poverty to the middle class. The Procurement Services Division estimates \$425,000 ongoing is needed to meet the City's increasing commitment to equitable outcomes. These resources would strengthen inclusion and diversity programs at the City by expanding staffing resources allocated to administering the programs that establish equity goals for contractors and enforce compliance with them.

Carbon Reduction

The Sustainability Program leads City efforts to achieve organizational sustainability objectives related to the goods, services, and suppliers along the City's supply chains. In order to achieve these objectives and meet City goals, additional resources are needed. Procurement estimates \$375,000 ongoing is needed to implement programming and resources that will help the City to shift to additional lower-embodied carbon materials. These resources would implement programming and resources that

include establishing implement program mandates (including work on low-embodied carbon materials); a supplier assessment tool to assess suppliers on their carbon reduction activities; a supplier-focused carbon reduction engagement and training program.

Clean Air Construction

In 2018, City Council adopted a regional approach that requires nonroad diesel equipment, diesel concrete mixers, and diesel dump trucks used on agency construction projects to meet progressively stringent particulate matter reduction requirements over a four-year period, beginning January 1, 2022. Regional partners who have adopted the CAC Standard and who are participating in the regional program include Multnomah County, Port of Portland, Metro, and Washington County. This partnership was formalized in September 2020 through an intergovernmental agreement (IGA) signed by all partner agencies, in which the City is identified as the CAC Program Administrator.

This program needs additional resources in order to assist contractors currently doing business on City construction projects with their compliance costs to retrofit nonroad diesel equipment so that they can comply with the City's Clean Air Construction engine requirements. Procurement estimates \$480,000 one-time resources are needed. This will directly benefit DMWESB firms currently doing construction work for the City, while also reducing diesel particulate matter, which studies show, more adversely impacts communities of color in the Portland Metro Area.

Revenue Division

New Revenue

The Revenue Division advises City Council on the potential and feasibility of new revenue sources to meet the City's operational needs. The Revenue Division anticipates continuing in this role over the next five years.

Metro Supportive Housing Services Tax Program

In May 2020, Metro voters approved Measure 26-210, which funds supportive housing services through new business and personal income tax programs. The business income tax is 1% of net income and follows the general methodology of the existing City and Multnomah County business income taxes and applies to businesses that have at least \$5 million in gross income. The personal income tax is 1% of Oregon Taxable Income for 1) Metro residents and 2) Metro non-residents with income earned in Metro. It applies to single filers that earn over \$125,000 and joint filers that earn over \$200,000. Both the business and the personal income taxes are effective starting with the 2021 tax year and the first tax returns were generally due on April 15, 2022.

In September 2020, the City entered into an IGA with Metro for the Revenue Division to administer these taxes. Metro is paying actual one-time implementation and ongoing operational costs of the program. The new taxes are currently being implemented by the Revenue Division and payments from employer withholding began to be accepted in mid-2021. Approximately 52 staff (15 for implementation and 37 for ongoing operations) were added to implement and administer the programs.

Multnomah County Preschool for All Tax Program

In November 2020, County voters approved Measure 26-214, which funds preschool education through a new personal income tax program. The new County tax is very similar to the Metro Supportive Housing Services personal income tax. The key difference is that the County tax is 1.5% for income

above \$125,000 (\$200,000 for joint filers) and there is an additional tax of 1.5% (3% total) for income above \$250,000 (\$400,000 for joint filers).

In February 2021, the City entered into an IGA with Multnomah County for the Revenue Division to administer these taxes. The County is also paying actual one-time implementation and ongoing operational costs of the program. Approximately 17 staff have been added to implement and administer this program.

Clean Energy Surcharge

In November 2018, Portland voters approved Measure 26-201 (the Portland Clean Energy Community Benefits Initiative), which imposes a surcharge on certain retailers to fund clean energy projects and jobs training. The Revenue Division is responsible for collecting the Clean Energy Surcharge (CES) along with the existing City Business License Tax. The Revenue Division has added four positions related to the administration of the CES.

Integrated Tax System

In September 2020, the Revenue Division replaced its aging tax administration systems with an Integrated Tax System (ITS) which can administer existing and future tax programs, improve reliability of technical support, allow federal tax information (FTI) integration, and increase our customer service levels to meet today's expectations for accessibility and self-service. The implementation of ITS solidifies the Revenue Division's placement as a regional tax agency, creating economies of scale and other benefits to the City, its partners and the public. ITS uses the same system (GenTax) that is used by the Oregon Department of Revenue to administer their income tax programs. The Arts Tax, transient lodging tax, combined business taxes, Clean Energy Surcharge, enhanced service districts, and regulatory programs are now integrated into one system. The new Metro and Multnomah County taxes are also being administered in ITS. The new system enables direct deposit of refunds and Modernized e-Filing (MeF). The Revenue Division is now working with several MeF vendors and expects several more vendors to offer MeF in the near future. ITS will allow the efficient and safe use of FTI obtained through an exchange agreement with the IRS.

Treasury

Cost Effective Financial Solutions

In recent years, the Treasury Division has focused on modernizing its operation through use of technology. In collaboration with City bureaus and business partners, Treasury has identified and employed "best practices" to promote efficiency, manage risk, and ensure equitable access to all City services. Treasury will continue seeking opportunities to automate processes and reduce risk.

The Treasury Division also functions as a resource to City bureaus through an outreach program which includes enhanced financial tools, treasury management consultation, and training. In recent years, the Treasury Division developed a new cash handling and fraud prevention awareness program. The Treasury Division will continue playing a key role in the City's Procure-to-Pay initiative, which focuses on streamlining procurement processes and employing the most cost effective and secure payment methods.

Foreclosures

After a hiatus of more than 45 years, City Council reinstituted the use of the Foreclosure process to address livability issues and non-payment of liens on vacant and abandoned single-family properties. By City Code, the Treasurer is responsible for carrying out the Foreclosure Sale process on behalf of the City. Treasury will continue to work closely with the Revenue Division and the City Attorney's Office to streamline the Foreclosure process and to ensure compliance with City policy.

Investment Program

The City's Investment Policy remains more restrictive than State law requires, as it has chosen not to include corporate issuers involved with industries such as fossil fuels, financial services, and the retail sale of firearms. In December 2021, the City Council formalized this approach to socially responsible investing by authorizing a "Prohibited Industrial Classifications" approach for Investment Grade Corporate Bonds. This new approach provides a more objective framework for the Treasury Division to manage the investment portfolio. The expanded ability to invest in corporate securities will facilitate diversification of the investment portfolio and provide an opportunity to earn additional yield over alternative investment types, such as U.S. Treasury and U.S. Agency securities.

The new approach focuses more objectively on the credit quality of the Corporate Issuer, while allowing the City to avoid investing in industries that are incongruent with the City's values.

Revenue Assumptions

The Office of Management and Finance General Fund Five-Year Plan includes a mix of General Fund discretionary, overhead, interagency, and other fund activity. Revenue assumptions include standard inflation factors for staffing and materials and supplies. For the basis of the projection, it is assumed that General Fund revenue, combined with interagency and outside revenues, will keep pace with expenditures.

Expenditure Assumptions

The biggest cost for the OMF General Fund is personnel. It is assumed that personnel costs will continue to grow at a steady rate over the course of the Five-Year Plan. A combination of COLA, merit, and pay equity adjustments, including new hires coming in typically at mid-range or higher, will put stress on OMF General Fund bureaus to maintain current service level if target resources provided by CBO are not sufficient to cover these increased costs.

Materials and Services are projected to grow at around 3% annually over the course of the Five-Year Plan. It is important to note that for Internal Materials and Services, their inflation costs will be in large part dependent on the inflation rate for personnel costs in the City. General Fund bureaus typically don't get target adjustments for these increased labor contracts. (A recent example is the PROTEC17 contract with BTS). OMF General Fund bureaus will likely continue to look for savings within both external and internal materials and services in order to maintain staffing levels if resources don't keep pace with expenditures.

FY 2023-28 Requested Budget Five Year Plan

Expenditure Risks to the Forecast and Confidence Level

The overall confidence level is medium given the following risks:

- Impacts of charter reform on the OMF General Fund
- General Fund targets not keeping pace with expenditures, in particular personnel cost factors such as merit, COLA, labor contracts and pay equity
- New initiatives/programs unrelated to charter reform that OMF is tasked with leading and funding

OMF General Fund						
Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Licenses & Permits	50,000	189,518	195,538	201,748	208,157	214,768
Charges for Services	459,846	337,644	348,369	359,434	370,850	382,629
Intergovernmental	37,082,561	14,949,711	15,424,555	15,914,481	16,419,969	16,941,513
Interagency Revenue	20,073,597	24,915,873	25,664,270	26,479,438	27,320,498	28,188,272
Fund Transfers - Revenue	6,194,644	336,829	0	0	0	0
Bond & Note Proceeds	2,411,472	0	0	0	0	0
Miscellaneous	2,124,985	2,714,203	2,800,414	2,889,362	2,981,137	3,075,826
General Fund Discretionary & Overhead	42,528,707	44,886,078	46,702,311	47,837,919	48,876,430	49,951,658
Resource Total	110,925,812	88,329,856	91,135,456	93,682,383	96,177,040	98,754,666

Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel	52,539,505	63,488,368	65,662,471	67,557,220	69,388,493	71,269,996
External Materials and Services	41,106,340	14,615,217	14,936,752	15,265,360	15,585,933	15,913,237
Internal Materials and Services	13,119,867	10,226,271	10,536,233	10,859,802	11,202,614	11,571,432
Fund Transfers - Expense	4,160,100	0	0	0	0	0
Expense Total	110,925,812	88,329,856	91,135,456	93,682,383	96,177,040	98,754,666

Planned FTE Total (Including LT's)	451.13	444.63	444.63	444.63	444.63	444.63
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Fund & Bureau Name: Health Insurance Operating Fund, OMF Bureau of Human Resources.

Plan Overview

The Health Insurance Fund collects revenue and pays expenses incurred for medical, dental, vision and prescription drug claims, claims administration, internal administration and occupational health and wellbeing programs, chronic disease management, and stop-loss insurance for the insured programs (e.g. Kaiser medical/dental/vision, life insurance and disability programs) and self-funded CityCore, CityBasic and dental programs elected by most City employees, COBRA enrollees, retirees and other casual employees who gain access to coverage through the Affordable Care Act or a collective bargaining agreement. This Operating Fund is separate from the PPA Health Fund.

Health Plan Funding

Health care costs are predominately measured in terms of premiums the City pays to obtain coverage through an insurance carrier (e.g., Kaiser) and the “premium equivalents” assessed for the City’s self-funded health, dental and vision plans. The City generally shares the cost of its medical, dental, and vision plan offerings with full-time employees by contributing 95% of the total cost with employees contributing the remaining 5% balance. All covered employees enrolled in the City’s CityCore or Kaiser medical plan (not eligible dependents) are incented to seek preventive care services (physical check-up once every two calendar years) with their primary care provider to maintain their 5% bundled premium share. Should an employee not meet the standard outlined within the Employee Benefit Handbook, or their collective bargaining contract, the member’s bundled premium share increases from 5% to 10%. Groups outside this funding model are casual employees who gain access to coverage either through the Affordable Care Act or through other collective bargaining units that are enrolled in the CityBasic plan. For these separate groups, the City contributes 90% of the total cost with employees contributing the remaining 10% balance.

Health Fund Reserve

The fund maintains two components to its reserves. The first component is a restricted reserve covering the Incurred But Not Paid (IBNP) requirements. This component of the reserve is in accordance with standard industry practices and guidelines and includes all liability components incurred but not yet paid. AON Consulting has estimated the Incurred But Not Paid (IBNP) liability for the City of Portland’s self-funded medical, prescription drugs, dental, and vision plans to be \$9,227,000 for Non-PPA health plans as of June 30, 2022.

In addition to the IBNP reserve, an additional \$12.5 million Risk Based Capital (RBC) reserve has been set aside pursuant to National Association of Insurance Commissioners (NAIC) requirements. The four major components of the RBC formulae are: underwriting risk (insufficient premiums relative to expense), asset risk (default, reinsurance failure), credit risk (stop loss recoveries, fully insured medical, dental and vision premiums, administrative service agreements, fees, and prescription rebates), and business risk (expense overruns).

The RBC is used to determine and calculate when it is appropriate to use excess reserves to moderate future rate increases. The policy recommends targeting any reserve surplus above 150% of RBC for use as a subsidy (buy-down) on future rate increases. Conversely, the policy recommends targeting any

reserve deficit below 75% of the RBC as the threshold by which the plan actuary would calculate a surcharge into future rate increases, building up the RBC reserve to a fully funded level. Claims above \$1 million from participants enrolled in the self-funded plans are covered by stop loss insurance and the City pays a premium to its third-party administrator for the coverage through this Fund.

Occupational Health and Well-being

CityStrong Well-being (CityStrong) provides evidenced based expertise with person-centered workplace wellness opportunities, resources, and support to all City of Portland employees to encourage physical, emotional, and mental well-being. This program is currently funded through a combination of interagency funding and internal administrative fees to bureaus. Occupational Health provides nurse practitioner led safety programs, incident response, OSHA compliance services, preventative health services, education, advocacy, and consultation to all employees. Program goals include increased engagement of employees with their own health and well-being that results in a safer, healthier, happier, and more productive workforce. Additional goals include proactive use of healthcare services including EAP, and utilization of on-site opportunities so employees have a positive workplace wellness experience. Destigmatizing mental health challenges and helping staff with skills to recognize and respond to those affected with appropriate support and resources remains the primary focus of our programs. CityStrong also works to help the City take a trauma informed and person-centered approach to designing work, engaging with staff, and developing inclusive policies and procedures.

Management and Finance's FY 2023-24 budget requests ongoing interagency resources for the occupational health software previously funded with one-time American Rescue Plan funds in FY 22-23. Additional interagency resources are being requested for one FTE to support ongoing and expanded occupational health and well-being work including OSHA mandated training and vaccines for Police Bureau recruits, COVID-19 testing, hazard/exposure management, and CityStrong health engagement events. It will be imperative to the requirements and internal services offered within this program to ensure ongoing funding and new resources in the coming years.

Revenue Assumptions

The City projects its health fund costs over a five-year forecast period. AON Consulting assists the City in its continuing plan design, review, and preparation of the five-year forecast. It is important to note the forecast is based on several assumptions that may not remain static over a five-year period. As a result, the actual fund balance is expected to vary from what is projected within the forecast. Updates are provided to the City every six months.

Occupational Health revenue assumptions include standard inflation factors for staffing and materials and supplies. For the basis of the projection, it is assumed that interagency revenue for Occupational Health will keep pace with expenditures.

Expenditure Assumptions

Based on the most recent forecast in December 2022, the City anticipates a rate increase of 5% for medical plans in FY 2023-24 and anticipates the average annual growth to be 5.5% over the five-year forecast period. The City will continue its use of an aggressive strategy related to the use of excess reserves

to mitigate increases to City Bureaus. The projected FY 2023-24 rate increase and annual growth assumptions by AON Consulting does include the use of a calculated reserve subsidy valued up to 4%. It is anticipated that funds will be available to lower increases by at least 3% for FY 2023-24. Increased claims could result in higher than expected costs and could lead to changes within plan design to mitigate future impacts.

Occupational Health expenditure assumptions include standard inflation factors for staffing and materials and supplies.

Expenditure Risks to the Forecast and Confidence Level

In FY 2022-23, the City increased the premium equivalent rates for the self-insured medical and Rx plan by 0%. When combined with all insured Kaiser options and self-funded dental and vision plans, the combined increase cost to bureaus and employees was 1.3%.

The 2022-23 plan year is impacted by the continued effects of COVID and the City's plans are experiencing the return of previously delayed claims, new claims due to COVID, and increased mental health coverage. Health care costs are vulnerable to catastrophic illnesses or accidents and the City could see an increase of up to 5.5% in medical claims in the upcoming years.

Prescription drug claims are trending higher than expected due to increases in overall costs, specifically related to specialty medications which represent almost 60% of prescriptions claims costs. The plan is experiencing increases in generic fill rates and participation in mail order pharmacy, which are cost effective for the plan. Continued plan management, expanded program options, rebates, and member education may help mitigate future cost increases.

Ensuring the City is successful keeping employees engaged via the Preventive Care Initiative, ensuring successful access with widespread acceptance of COVID-19 vaccine and having programs in place for early detection of cancer and/or related risk factors will be important future years.

Overall confidence level is medium.

FY 2023-28 Requested Budget Five Year Plan

Bureau of Human Resources - Health Insurance Operating Fund						
Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	21,155,254	21,714,818	17,256,006	17,137,392	17,860,479	19,381,512
IA Revenue	314,794	381,136	373,144	382,077	391,224	400,591
Miscellaneous	1,919,988	2,265,303	2,275,152	2,313,937	2,362,296	2,425,874
Charges for Services	120,333,637	125,739,792	136,162,153	143,404,933	150,891,013	159,654,659
Resource Total	143,723,673	150,101,049	156,066,455	163,238,339	171,505,012	181,862,636

Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel Services	2,636,261	3,027,228	3,216,039	3,357,289	3,615,443	3,763,500
External M&S	117,944,466	128,386,280	134,574,129	140,853,304	147,311,705	154,097,816
Internal M&S	735,261	718,165	736,119	753,786	771,877	790,402
Cash Transfer	8,551	330,223	9,249	9,619	10,003	62,749
Debt Service	51,366	53,419	55,557	57,779	60,085	10,151
Other Fund Level	308,991	329,728	337,971	346,082	354,388	362,893
Ending Fund Balance/Contingency	22,038,777	17,256,006	17,137,392	17,860,479	19,381,512	22,775,125
Expense Total	143,723,673	150,101,049	156,066,455	163,238,339	171,505,012	181,862,636

Planned Permanent FTE Total	17.2100	17.2100	17.2100	17.2100	17.2100	17.2100
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Fund & Bureau Name: Portland Police Association Operating Insurance Fund, OMF Bureau of Human Resources.

Plan Overview

The PPA Health Operating Insurance Fund collects revenue and pays expenses incurred for medical, dental, vision and prescription drug claims, claims administration, internal administration, chronic disease management, and stop-loss insurance for the self-funded CityNet medical and dental/vision programs and the insured programs (e.g. Kaiser medical/dental and vision). The claims and premiums of sworn employees of the Police Bureau who are members of the Portland Police Association (PPA), retirees of the PPA, and COBRA participants who are eligible employees or dependents of a PPA, are managed and paid within this Fund.

Health Plan Funding

Health care costs are predominately measured in terms of the premiums the City pays to obtain coverage through an insurance carrier (e.g., Kaiser) and the “premium equivalents” assessed for the City’s self-insured health and dental plans. The City generally shares the cost of its medical, dental, and vision plan offerings with full-time employees by contributing 95% of the total cost with employees contributing the remaining 5% balance. All covered employees enrolled in the CityNet or Kaiser medical plan (not eligible dependents) are incented to seek preventive care services (physical check-up once every two calendar years) with their primary care provider to maintain their 5% bundled premium share. Should a PPA member not meet the standard outlined within its collective bargaining contract, the member’s bundled premium share will increase from 5% to 10% when enrolled in the CityNet plan. Kaiser participants will see a 5% increase to their premium share but the way in which the collective bargaining contract is written, a separate calculation required. Members of the PPA enrolled in the insured Kaiser option pay a premium share that is equivalent to the difference in value between the CityNet/VSP/Delta Dental bundled option and the participant’s election. Currently, some PPA Kaiser participants do not have a premium share contribution within eligible tiers (e.g., employee, employee +1).

Health Fund Reserve

The fund maintains two components to its reserves. In accordance with standard industry practices and guidelines, the first component is a restricted reserve covering the Incurred But Not Paid (IBNP) requirements and includes all liability components incurred but not yet paid. The Incurred But Not Paid (IBNP) liability for PPA’s self-funded medical, prescription drugs, dental, and vision plans is estimated to be \$1,527,000 as of June 30, 2022. This increased from last year due to slightly higher CityNet plan experience.

In addition to the IBNP reserve, an additional \$2.3 million Risk Based Capital (RBC) reserve has been set aside in compliance with National Association of Insurance Commissioners (NAIC) requirements. The four major components of the RBC formula are: underwriting risk (insufficient premiums relative to expense), asset risk (default, reinsurance failure), credit risk (stop loss recoveries, fully insured medical, dental and vision premiums, administrative service agreements, fees, and prescription rebates), and

business risk (expense overruns). The RBC is used to determine and calculate when it is appropriate to use excess reserves to moderate future rate increases. The policy recommends targeting any reserve surplus above 125% of RBC for use as a subsidy (buy-down) on future rate increases. Conversely, the policy recommends targeting any reserve deficit below 75% of the RBC as the threshold by which the plan actuary would calculate a surcharge into future rate increases, building up the RBC reserve to a fully funded level. Claims submitted by plan participants enrolled in the CityNet plan that are more than \$250,000 are covered by stop loss insurance and the City pays a premium to its third-party administrator for the coverage.

Revenue Assumptions

The City projects its health fund costs over a five-year forecast period. AON Consulting assists the City in its continuing plan design, review, and preparation of the five-year forecast. It is important to note the forecast is based on several assumptions that may not remain static over a five-year period. As a result, the actual fund balance is expected to vary from what is projected within the forecast. Updates are provided to the City every six months.

Expenditure Assumptions

Based on the most recent forecast in December 2022, the City anticipates a rate increase of 5% for medical plans in FY 2023-24 and anticipates the average annual growth to be 5.5 % over the five-year forecast period. The City will continue its use an aggressive strategy related to the use of excess reserves to mitigate increases to the Portland Police Bureau. The projected FY 2023-24 rate increase and annual growth assumptions by AON Consulting does include the use of a calculated reserve subsidy valued at 4%. It is anticipated that funds will be available to lower increases by at least 3% for FY 2023-24 and beyond.

Expenditure Risks to the Forecast and Confidence Level

In FY 2022-23, the City increased the premium equivalent rates for the self-insured plan by 3%. Combined with all insured Kaiser options and self-funded dental and vision, the combined increased cost to bureaus and employees was 5.6%.

The 2023-24 plan year may be impacted by the continued pandemic and the City's plans are experiencing the return of previously delayed claims and new claims due to COVID. Health care costs are vulnerable to catastrophic illnesses or accidents and the City could see medical claim increases in the upcoming years.

The City will continue to pursue effective chronic disease management programs and evaluate plan design options to reward employees for healthy behaviors as a strategy to moderate future cost growth. The projected FY 2023-24 rate recommendations and annual growth assumptions by AON Consulting does not include calculated reserve subsidies.

FY 2023-28 Requested Budget Five Year Plan

Overall confidence level is medium.

Bureau of Human Resources - Portland Police Association Health Insurance Fund						
Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	9,742,571	9,716,517	9,393,701	8,761,451	7,814,667	6,573,685
Miscellaneous	147,511	458,379	458,224	453,577	444,224	430,425
Charges for Services	16,194,884	16,895,552	17,541,200	18,211,520	18,907,457	19,629,988
Resource Total	26,084,966	27,070,448	27,393,125	27,426,548	27,166,348	26,634,098
Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
External M&S	17,322,765	17,676,747	18,631,673	19,611,881	20,592,662	21,624,122
Ending Fund Balance/Contingency	8,762,201	9,393,701	8,761,452	7,814,667	6,573,686	5,009,976
Expense Total	26,084,966	27,070,448	27,393,125	27,426,548	27,166,348	26,634,098
Planned Permanent FTE Total	-	-	-	-	-	-

Fund & Bureau Name: City Fleet Operating Fund, Office of Management and Finance

Plan Overview

Background Information

The CityFleet Operating Fund accounts for the revenues and expenditures associated with CityFleet operations. CityFleet manages approximately 3,600 fleet vehicles and pieces of specialized equipment. CityFleet's services include vehicle and equipment acquisitions, rentals, and lifecycle management; fuel procurement and fuel station management; vehicle outfitting; vehicle and equipment maintenance and repair; parts management; and administration of a small motor pool for City employees who need short-term transportation support. CityFleet also crafts policies and procedures related to citywide fleet operations and has Intergovernmental Agreements with several municipal partners for its fleet services.

The fund's major source of revenue is service reimbursement from City bureaus. Outside agencies also pay the City for vehicle maintenance services.

For each vehicle in the City's fleet, with limited exceptions, the fund charges a class-based Maintenance & Repair rate for comprehensive vehicle maintenance services. These rates are set annually based on historical average maintenance costs resulting from normal use. Additional services are charged on a time and material basis. The fund also charges bureaus a renewal fee for each unit in a bureau's fleet, which covers the eventual replacement cost of that unit, as well as a rate fee to cover the cost of CityFleet's acquisitions team. The fund also administers a motor pool rental program.

Key Issues

Work Design and Operational Improvements

CityFleet is currently identifying and assessing key organizational improvements designed to improve service delivery. The following concepts are slated to be assessed over the next few years, with those promising to be impactful and cost-effective moving to implementation:

- Acquisitions Workflow/Process Analysis (goal: shorten vehicle delivery timelines)
- Total Cost of Ownership/Lifecycle Analysis (goal: reassess the service life of major vehicle asset classes, which might enable CityFleet to reduce some classes' monthly depreciation payments)
- Fleet Utilization Analysis (goal: enhance overall utilization of the City's fleet, reduce waste)
- Vehicle Standardization Assessment (goal: decrease fleet diversity to improve garage workflow efficiency and decrease labor, training, and parts costs)
- Garage Operations Workflow/Process Analysis (goal: identify highest-value work design and/or process changes in the garages to improve turnaround times and overall vehicle uptime)
- Establishment of Maintenance 'Team' Structure: (goal: enable more efficient garage operations by enabling teams of vehicle technicians to specialize in the maintenance of specific vehicle asset classes)

- Vehicle Management Analysis (goal: increase work time by eliminating time spent moving vehicles in the Kerby Garage via better layouts/vehicle management practices)
- Shift Design/Incentive Pay Analysis (goal: enable higher facility utilization by shifting work schedules and pay differentials to support 24/7 operations)
- Warranty/Recall Program Analysis (goal: enable CityFleet to capture rebates/savings by getting Original Equipment Manufacturer certification and monitoring warranties more closely)

Green Fleet Initiatives

CityFleet continues to reduce carbon emissions from the City of Portland's fleet in alignment with the Portland Climate Action Plan, and the Climate Emergency Declaration (Resolution #37494) passed in June 2020, which commits the City to reducing carbon emissions to 50% of 1990 levels (or lower) by 2030 and achieving net zero carbon emissions before 2050.

Work continues on the City's green fleet conversion plan. Analyses are underway on total cost of ownership and lifecycle modeling, utilization, vehicle standardization, and long-term charging and liquid/gaseous fuel strategy.

Meanwhile, CityFleet has partnered with a vendor for Charging-As-A-Service (CAAS) to install and maintain charging stations at City facilities. CityFleet has also requested funds in the FY23-24 budget for additional 'make-ready' infrastructure in locations not already equipped with the electrical capacity to support charging stations. CityFleet has also proposed a new fixed fuel rate model which amortizes the significant startup and ongoing electric and liquid fuel infrastructure costs over all vehicles regardless of how they're powered.

These analytical methods and convenient, affordable charging will enable green fleet conversion to happen at scale.

CityFleet Relocation

The Kerby Garage, CityFleet's principal maintenance facility, is functionally obsolete, in poor condition, and does not meet the requirements of a safe, modern fleet facility. Most of the facility deficiencies that affect CityFleet workflows and service delivery to the bureaus are incurable (e.g., sloped floors that make vehicle management difficult; floor weight restrictions limit CityFleet's capacity to work on heavy duty equipment, etc.). Additionally, there are substantial concerns about worker safety due to the condition of the building's electrical, its overall risk of fire, and the lack of an adequate fire suppression system. Finally, there are major repairs in the offing if CityFleet continues to work at the Kerby Garage, in the ballpark of \$15 to \$20 million. Given the overall inadequacy of the site – including its inability to support green fuel conversion and its location in a landslide zone – it seems unwise to make any further major investments in the Kerby Garage. Rather, a new home is needed for CityFleet, and Facilities Services has requested \$120 million in the FY23-24 budget for land acquisition, design and construction.

Vehicle Maintenance Technician Recruiting

The availability of skilled technicians is at an all-time low as less and less attention is being given to building a skilled labor force nationwide. CityFleet would like to develop an apprenticeship program to address several goals related to fleet recruitment and succession planning, and the City's equity goals. The program would develop an outreach plan to include traditionally underrepresented communities of color and women, and to offer access to school and training for livable wage careers in skilled trades. In

addition, CityFleet has an interest in developing more aggressive and innovative recruitment methods to staff vehicle maintenance technician roles, specifically using high-volume, demographic-specific social media channels to advertise openings to diverse employees (e.g., Trades Women of Instagram).

Revenue Assumptions

CityFleet's revenue forecast is based on current service levels and the number of vehicles in the fleet, plus planned additions or reductions.

Expenditure Assumptions

For all but capital costs, CityFleet's expenditure forecast is based on the number of vehicles in the fleet and their actual historical costs plus inflation.

Capital costs are based on the lifecycle replacement plans for vehicles reaching the end of their life in the five-year period and plans for the replacement of shop equipment

Expenditure Risks to the Forecast and Confidence Level

Facilities costs are a significant risk due to the condition of the fund's main facility, the Kerby Garage, which needs replacement and is expected to cost \$120 million (see Key Issues above). Along with this are risks driven by deferred shop capital equipment investments. Because no asset management plan exists for capital equipment, it is not known when expensive equipment will fail, raising the risk of major unplanned capital expenditures. Strategic changes are also on the horizon that present risks to CityFleet's expenditure fund. The cost to fully-convert the fleet to "green" vehicle and equipment models is still coming into view – particularly the cost of electric vehicle charging and RNG/CNG fueling. Similarly, the City's overall fueling strategy needs to be revisited, which may affect the current capital plan for fuel station rebuilding.

Overall, the expense risk to the fund is high.

FY 2023-28 Requested Budget Five Year Plan

CAO - CityFleet

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	40,495,750	47,682,510	50,465,811	54,237,981	67,365,986	78,622,920
IA Revenue	43,927,613	50,950,424	52,204,765	53,454,603	54,715,429	56,005,994
Fund Transfers	-	-	-	-	-	-
Intergovernmental Revenues	507,142	824,109	844,397	864,613	885,007	905,882
Miscellaneous	1,791,526	1,477,286	1,513,655	1,549,894	1,586,451	1,623,870
Charges for Services	-	-	-	-	-	-
Bond & Note Proceeds	5,592,715	-	-	-	-	-
Resource Total	92,314,747	100,934,329	105,028,628	110,107,091	124,552,873	137,158,666

Expenditures	CY Estimate	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan
Personnel Services	8,460,192	11,365,539	12,036,106	13,162,986	13,834,298	15,079,960
External M&S	15,497,531	16,979,870	17,353,428	17,735,203	18,107,642	18,487,902
Internal M&S	2,308,816	2,670,268	2,736,006	2,801,509	2,867,588	2,935,225
Capital	11,573,529	17,396,514	16,574,799	6,917,240	8,962,102	9,994,976
Cash Transfer	1,377,157	1,380,267	1,414,248	1,448,107	1,482,263	1,517,225
Debt Service	5,415,011	676,060	676,060	676,060	676,060	676,060
Other Fund Level	-	-	-	-	-	-
Ending Fund Balance/Contingency	47,682,510	50,465,811	54,237,981	67,365,986	78,622,920	88,467,318
Expense Total	92,314,747	100,934,329	105,028,628	110,107,091	124,552,873	137,158,666
Planned Permanent FTE Total	81.0000	81.0000	81.0000	81.0000	81.0000	81.0000

OMF
Office of the CAO - CityFleet
CityFleet Shop Equipment
Funded Projects

Projects	FY 2023-24 Requested Budget	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
CityFleet Shop Maintenance Equipment	225,000	220,000	207,000	218,500	218,500
Total 5-Year Plan	<u>\$225,000</u>	<u>\$220,000</u>	<u>\$207,000</u>	<u>\$218,500</u>	<u>\$218,500</u>

Does not include CIP projects

Fund & Bureau Name: Facilities Operating Fund, Office of Management & Finance.

Plan Overview

Background Information

Facilities Services manages and maintains facilities that support City operations and public use. Services are provided for 3.5 million square feet of buildings and properties including office buildings, police precincts, labs, parking structures, emergency services facilities, telecommunications towers, the Bull Run headworks, and other critical infrastructure. Services include building maintenance, building service management, capital project management, tenant improvements, and property acquisition and management.

The Facilities Services Operating Fund accounts for all facilities-related programs and capital projects managed by the Office of Management & Finance. The fund is generally self-sufficient; however, Facilities Services may request General Fund support on behalf of a General Fund bureau to cover project expenses specific to that bureau's facility requirements.

The fund's primary sources of revenue are inter-bureau allocations for space rent and other building services, plus revenues from third-party tenants renting City-owned space. Rental rates are designed to cover all operations and maintenance costs plus administrative overheads. Debt issuance is also a resource for capital projects, with the resulting principal and interest obligations generally being incorporated into the rental rates. Rental rates are charged to tenants of the facilities the fund owns. For services not covered by rental rates or services to facilities the funds do not own, the fund charges hourly rates for staff labor and/or the actual cost of any materials, supplies, or contracted services needed.

Key Issues

Service Model and Rate Innovation

As work has begun to build out Facilities' asset management capabilities, several issues with Facilities' service model and rate structure have been identified. There are critical functions that Facilities does not perform that need to be incorporated into its organizational model and funded. Functions include facility capital planning, real estate portfolio management, and several compliance activities embedded in both capital project management and operations and maintenance functions. Absent these functions, the division cannot conduct the routine and periodic analyses necessary to strategically manage its \$912 million asset base, including identifying building issues, prioritizing issues according to risk, developing major maintenance plans, developing cost-benefit analyses for proposed investments, and maintaining a financially sustainable strategy to address a major anticipated need for new facility acquisitions or rehabilitations in the coming years. In addition to staffing these functions – which are foundational for any infrastructure-owning organization – a funding mechanism to pay for these needs is necessary, given that most bureaus serviced by Facilities have expressed that they have limited to no willingness to pay for higher OMF facility costs. The work to discuss Facilities' service/organizational model, and how

to pay for these fundamental needs is being shepherded through Facilities' Customer Stakeholder Group. These needs are discussed in more detail below.

Safety and Compliance Staffing

Facilities Services has requested ongoing funding for 8 permanent positions in the FY23-24 budget in order to meet existing compliance requirements. The compliance responsibilities include core safety (OSHA), financial/contractual (vendor, tenant) and legal requirements (ADA). These positions are currently not staffed, and this work is either not performed, or not performed with an acceptable level of expertise and oversight.

Facilities Planning Staffing

Facilities Services has requested 3 permanent FTE to stand up a comprehensive city-wide facilities and real estate planning team that will be housed in OMF Facility Services. This team will be responsible for developing and maintaining the strategic space plan for the City.

Asset Management System Implementation

Facilities Services has purchased Facility Force software to replace an outdated and unsupported work order and asset management system as its system of record for facility assets and managing daily operations. This system will support records management, asset condition and criticality assessments, work order management, and other core functions. This is a multi-phased implementation with initial functionality expected in 2023 and project completion in 2024.

Major Maintenance Reserve Funding

Facilities Services' major maintenance accounts are known to be critically underfunded due to a persistent under-representation of major maintenance needs in the lease rates paid by bureau tenants. Historically, Facilities Services collected an average of 0.8% of building replacement values each year for major maintenance, which is less than the 3% industry standard. Facilities is currently developing its condition assessment capacity and protocols and will be assessing the condition of its buildings throughout 2023. Based on the findings of the facility condition assessment, major maintenance plans for the buildings will become clearer, as will the funding required to meet core facility safety and soundness targets. However, concerns exist that once these funding needs are known, the bureaus will not have the financial capacity to fund major maintenance properly due to rate pressure from the Portland Building and Vanport Memorial Building debt service. This issue needs to be addressed along with the service model/rate innovation effort.

New Facility Investment Funding

In addition to Major Maintenance underfunding, Facilities Services lacks a strategy to generate funding for capital planning and construction activities that are outside of the major maintenance paradigm – e.g., site acquisitions, new construction, and major rehabilitations of existing assets. This is of concern because many City facility assets are aging and in need of a level of rehabilitation (or replacement) akin to that carried out for the Portland Building, yet neither Facilities nor the bureaus have a clear financial strategy to address these needs. CityFleet's Kerby Garage and the Police Bureau's Justice Center and Kelly Building are prime examples. Similarly, the City's priorities for facility infrastructure are evolving with higher expectations for building resilience, energy efficiency, and technology. For Facilities to meet basic site safety and soundness targets, and to keep pace with evolving expectations related to facility attributes and amenities, sustained funding for new site acquisition and rehabilitation must be put into place, along with the requisite pre-construction analytical work. If these needs are not funded, the City

will continue to experience high levels of urgent and unplanned facility capital investments. This issue needs to be addressed along with the service model/rate innovation effort.

CityFleet Relocation

CityFleet maintains over 4,000 vehicles and pieces of specialized equipment for City of Portland bureaus. The Kerby Garage is home to CityFleet, functioning as its headquarters and primary garage. Kerby was built as the City's original Public Works building in 1922 and is functionally obsolete for modern-day use given its small footprint and poor ability to accommodate heavy-duty equipment, which constitutes the bulk of CityFleet's inventory. Kerby also lacks a modern fire/life safety system (smoke detectors, a fire alarm, and sprinklers) and an ability to accommodate ergonomically appropriate work equipment, and has outdated electrical, a failing HVAC system, a failing roof, and is located in a landslide zone.

Approximately \$18 million in code, safety, and structural repairs are needed in the next five to seven years, none of which will address the facility's capacity or resiliency deficiencies or allow CityFleet to accommodate the City's Green Fleet goals. CityFleet must relocate to a new site and its staff need to be housed in a reasonably safe, sound, modern, accessible, and resilient facility. After a multi-year needs-assessment process and exhaustive review of alternatives, Facilities and Fleet have proposed spending \$120 million to acquire a new land parcel within reasonable proximity to the city's core and design and construct a purpose-built facility that will serve the City's fleet needs for generations to come. Partly defrayed by the sale of the Kerby site, Facilities expects to fund the project with those funds plus debt financing with resulting debt service and additional operations and maintenance costs of \$9.25 million per year. As an alternative, given the rapid escalation of industrial land prices in the Portland area, Facilities has proposed spending \$9.22 million one-time for land acquisition as a prudent first step towards realization of the project.

Police Facility Deterioration & Obsolescence

Due to a lack of investment over decades and the lack of a long-term strategic facility planning function, the City's police facilities are, in all cases, deteriorating and, in some cases, under-sized, obsolete, or poorly situated to meet the needs of a modern police force. Unfortunately, Facilities continues to invest significant resources into aging facilities at a time when they likely should be replaced. As an example, the Justice Center, a 1980's era building jointly owned with Multnomah County, requires millions of dollars for a complete electrical distribution system replacement and exterior renovations to improve safety and security for its occupants.

Complete recapitalization of the aging building will be needed within 10-20 years. However, even as the City is spending millions on its rehabilitation, the Justice Center has become obsolete as a police headquarters and central precinct as the City and its police force have grown, and public safety needs have changed. The Kelly Building is in similar straights. The City will need to invest potentially hundreds of millions of dollars in the coming decades to renew or replace these and other facilities for Police to carry out its mission in service of Portlanders.

Charter Reform

By charter, Facilities Services is responsible for providing the facilities that the City needs to function. The recent charter reform ballot measure passed by Portlanders in November 2022 will require Facilities to plan for expansion of council chambers, development of new district

offices for the 12 commissioners across the four quadrants of the city, new downtown civic collaboration spaces and offices for those commissioners and their staff, and for any other space needs stemming from the anticipated reorganizations stemming from the new form of government.

Revenue Assumptions

Facilities' revenue forecast is based on current service levels. It assumes revenues will grow at the level of inflation. As a result, it does not include increases in revenue from additional services requested from City bureaus, nor an increase in the quantity of facilities.

Expenditure Assumptions

For all but capital costs and major maintenance costs, Facilities' expenditure forecast is based on average historical costs by facility, plus security costs administered by a separate program.

Capital costs as per approved projects for EAM/FCA and closing out the Portland Building project. Major maintenance costs as per the plans developed for each building and funded thru rental rates

Expenditure Risks to the Forecast and Confidence Level

The primary risks to Facilities' expense fund are threefold: 1) deferred or imminent re-capitalization needs likely in excess of \$500 million in the coming decades. 2) The facilities organization requires ongoing funds to complete the buildout of its organization in order to provide existing service levels and meet demands for new services. 3. Operations and maintenance budgets, including major maintenance, for existing buildings also need to be augmented to meet existing service levels

As detailed in the Key Issues section above, Facilities is facing deferred and looming recapitalization needs in excess of \$500 million. Without funding for the requested planning team, Facilities does not have the capacity or expertise to develop the long-term strategic space plan that is required to meet this challenge.

Facilities needs safety & compliance, analysis, planning, and administrative support staff. However, because Facilities' uses a cost-recovery model for ratemaking and there is a hard cap on the extent to which Facilities' can increase its rate budget annually (actual costs plus inflation), it is unclear how Facilities is to fund needs that are essential but that were never part of its organizational model or cost structure. Given the poor condition of many of Facilities' assets, along with bureau growth and new facility investment needs, not funding Facilities' organizational needs presents an extreme risk to the City in terms of worker safety, bureau inefficiency, an inability to push forward on resilience and climate goals, and thoughtful capital investment. Thus, a strong need exists to discuss Facilities' service model, its funding mechanism(s), and its current rates.

Operations and maintenance costs feed into this as well and are a risk due to the condition of many of the fund's buildings and the amount of money set aside in major maintenance reserves for updating or

FY 2023-28 Requested Budget Five Year Plan

replacing building systems that are at end of life; if a major system fails, Facilities will need to replace it, regardless of whether the money exists to do the work. This is a significant risk for major maintenance fund stability.

Overall, the expense risk to the fund is high.

OMF CAO's Office - DAM - Facilities Services Fund

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	54,009,380	42,993,224	38,830,758	34,501,330	40,543,829	47,514,199
IA Revenue	54,198,079	56,476,514	58,431,666	60,414,899	62,444,045	64,091,844
Fund Transfers	16,932,386	4,210,618	4,398,491	4,503,796	4,610,026	4,718,762
Intergovernmental Revenues	2,076,000	2,133,713	2,186,243	2,238,584	2,291,385	2,345,432
Miscellaneous	150,000	1,025,000	1,050,234	1,075,378	1,100,743	1,126,706
Charges for Services	1,273,712	371,835	380,989	390,110	399,311	408,729
Bond & Note Proceeds	-	-	-	-	-	-
Resource Total	128,639,557	107,210,904	105,278,381	103,124,097	111,389,339	120,205,672

Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel Services	8,856,952	10,591,265	11,216,150	12,266,262	12,891,841	14,052,643
External M&S	49,842,560	26,678,960	27,265,897	27,865,747	28,450,928	29,048,397
Internal M&S	7,160,111	7,362,555	7,543,812	7,724,419	7,906,614	8,093,106
Capital	5,825,800	10,579,537	11,539,559	1,468,560	1,775,947	740,179
Cash Transfer	2,576,677	1,779,285	1,823,089	1,866,736	1,910,766	1,955,835
Debt Service	11,384,233	11,388,544	11,388,544	11,388,544	10,939,044	10,939,044
Other Fund Level	-	-	-	-	-	-
Ending Fund Balance/Contingency	42,993,224	38,830,758	34,501,330	40,543,829	47,514,199	55,376,468
Expense Total	128,639,557	107,210,904	105,278,381	103,124,097	111,389,339	120,205,672

Planned Permanent FTE Total	54.0000	54.0000	54.0000	54.0000	54.0000	54.0000
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Unfunded/unscheduled projects in Facilities Services FY 2023-24 to FY 2027-28 major maintenance plan

Building	Project Title	Amount
City Hall	All User Restroom - First Floor	\$8,000
	Carpet - Attorney and SE Commissioner Suites	\$55,000
	Carpet replacement 2nd fl Se Com + 1st fl Attorney	\$55,341
	Council Chambers safety (Balcony Railing Upgrade and seating)	\$390,000
	Interior paint patch & paint	\$831,000
	Restrooms - all other CH restrooms	\$1,002,845
	CH Heat Pumps	\$2,125,000
	City Hall Security Package	\$2,200,000
	Total for City Hall	\$6,667,186
Archives Center	Genetec	\$78,525
	Total for Archives Center	\$78,525
Emergency Coordinations Center	Elevator Modernization	\$514,400
	Total for ECC	\$514,400
Kerby Garage	Sanitary storm structures (cardno)	\$23,000
	Retaining wall replacemnet (cardno)	\$26,000
	Roll Up Doors Replacement (included in budget for Garage Exhaust & Roll up Dr	\$53,023
	paint and carpet replacement	\$138,305
	Garage Exhaust & Roll-up Doors Replacement	\$154,171
	HVAC RTU Upgrade	\$205,505
	Elevator Modernization	\$297,852
	Roll-up door replacement (complete package)	\$629,708
	Exterior lighting upgrade (whole complex)	\$970,622
	Rooftop HVAC Replacement	\$1,194,638
	Roof Replacement	\$1,617,887
	Electrical Upgrade	\$3,988,050
	Seismic upgrade (cardno)	\$7,466,497
	Total for Kerby Garage	\$16,765,258
Portland Communications Center	PCC ADA Assessment	\$59,513
	Total for PCC	\$59,513
St Johns	Exterior Masonry & Woodwork Improvements	\$1,091,539
	Fire Sprinklers & Fire Panel Replacement	\$272,800
	LED Lighting Upgrade	\$174,502
	Total for St Johns	\$1,538,841
Walnut Park Commercial Space	Walnut Park Exterior Renovation	\$759,449
	Total for Walnut Park Commercial Space	\$759,449
Justice Center	Acoustic Ceiling Tile Replacement	\$597,385
	City - Carpet & Paint Floors 1, 11-15, partial 16	\$1,980,231
	Condo - Electrical Bus	\$6,500,000
	Condo - Replace 5 Monitor Control Panels	\$264,000
	Condo - replace Electrical Panel	\$118,343
	Condo - Security Enhancements (Phase 1)	\$248,000
	Condo - Security Enhancements (Phase 2)	\$411,000
	Kitchen & Break Room Updates	\$97,617
	LED Lighting Upgrade	\$431,234
	Total for Justice Center	\$10,647,810
Kelly Building	Elevator Modernization	\$423,388
	IRNE HVAC	\$0
	Kelly AHU/MUA Replacement	\$213,114
	Replace B-2 Boiler	\$84,813
	Replace Haylon system with wet sprinkler system	\$35,405
	Roof Replacement	\$873,543
	Structural Improvements	\$4,000,000
	Upgrade Interior Building Lighting	\$123,015
	Total for Kelly Building	\$5,753,279
North Precinct	Correct N. Pct Police Building Flooring	\$75,000
	Exterior Renovation - ON INDEFINITE HOLD	\$472,758
	Total for North Precinct	\$547,758
Property Warehouse	Electrical System Replacement	\$501,314
	LED Lighting Upgrade	\$262,958
	Total for Property Warehouse	\$764,272
Rivergate Vehicle Storage	RVS Replace Electrical System	\$469,621
	Total for Rivergate Vehicle Storage	\$469,621
Total for all buildings		\$44,565,911

Fund & Bureau Name: Spectator Venues and Visitor Activities Fund, Office of Management and Finance

Plan Overview

The following is a discussion of the major financial issues the Spectator Venues and Visitor Activities Fund (SVVAF) will address over the next five years.

Background

Rose Quarter

At the Rose Quarter, the SVVAF collects revenues and makes expenditures according to the terms of the Veterans Memorial Coliseum Operating Agreement and Arena Ground Lease. These agreements date from the early 1990s and along with a series of development agreements, led to the construction of the Rose Garden Arena (now Moda Center). Both of these agreements will end in October 2025, if not extended. Program staff is working with the operators to establish a schedule for negotiating agreement extensions. User fees on event tickets and parking revenues from the Rose Quarter are the largest sources of revenue to the SVVAF.

Design work is underway for a major renovation of the Veterans Memorial Coliseum. Repair, replacement, and capital improvement costs associated with operating the aging arena are the largest ongoing expenses to the SVVAF at the Rose Quarter and have averaged \$1.5 million per year over the past five years. A major renovation will dramatically reduce ongoing repair costs and increase profitability at the facility. \$40+ million in bond financing has been secured for the project from the Visitor Facilities Trust Account (funded by dedicated tourism taxes) Those bonds may be sold as soon as Summer 2024. The Spectator Venues and Visitor Activity Fund will also contribute \$5-\$10 million to the project, depending on fund performance and resources between now and 2025. Working with the operators, improvements are tentatively scheduled to be constructed in two primary phases, an electrical upgrade project in Summer 2024, followed by more extensive interior upgrades in the seating bowl and restrooms during 2025. Additional resources will need to be identified to fully address building needs and maximize its potential.

In addition to costs associated with repairs and improvements to the Veterans Memorial Coliseum, the SVVAF spends on repairs, replacements, and improvements at the Rose Quarter Plaza and City-owned Rose Quarter Garages. Modest budgets for additional major maintenance and repair/replacement costs are included in each of the next five years.

Stadium

Under the Stadium Operating Agreement, the SVVAF is responsible for a portion of most repairs and some capital improvements at Providence Park, including a fixed annual contribution to fund periodic artificial turf replacement.

The east side expansion of the stadium opened in June 2019 with 4,000 new seats in three new levels above the existing concourse and seating bowl. The approximately \$75 million design and construction cost of the project was privately funded, however, the SVVAF did incur legal and design/construction oversight costs of approximately \$600,000 between FY 2017-18 and FY 2019-20. In addition, to help

defray the cost of the project, City Council agreed to exempt the operators from certain payments of ticket taxes they otherwise would have paid to the SVVAF for a period of several years. Those exemptions began to expire in 2022 and ticket revenues are again being collected by the City.

Annual repair, replacement and capital costs at the stadium have averaged just under \$500,000 over the past five years. During FY 2023-24, the City anticipates spending approximately \$200,000 in ongoing mitigation of groundwater infiltration into the building. Other efforts likely to see expenditures in the five-year forecast period include periodic turf replacements (fixed annual cost), strategic structural preservation work to extend the life of the building and control future City costs, a structural and seismic evaluation of the older parts of the stadium, and implementation of measures to address identified ADA barriers.

Portland's

SVVAF Fund Statement allows the program to spend resources on administration and oversight of the three City-owned theater buildings operated by Portland's under the umbrella of Metro: Antoinette Hatfield Hall, Arlene Schnitzer Concert Hall, and Keller Auditorium. The SVVAF receives no funding from Portland's, nor does it contribute to capital projects without specific City Council Approval. The City's annual special appropriation for Portland's operations that is required by the operating agreement with Metro comes from the City's General Fund.

In FY 2020-21, the City Council approved a one-time expenditure of up to \$1.5 million from the SVVAF to complete the installation of a new electronic acoustical system for the Arlene Schnitzer Concert Hall that will replace the Oregon Symphony's existing physical shell, which is past its useful life span. The overall project costs are approximately \$9.8 million. Any resources from the SVVAF used for this purpose are to be repaid to the SVVAF from bond proceeds associated with a future renovation project. The timing of that project is uncertain, and may be outside the 5-year forecast.

The aging Portland's facilities will require significant investments in the coming years in order to continue serving as the backbone of the region's performing arts ecosystem. \$40+ million in future bond funding has been committed from the Visitor Facilities Trust Account for a renovation of the Arlene Schnitzer Concert Hall and/or Antionette Hatfield Hall, and preliminary design work will begin within the next two years. The Keller Auditorium has far greater capital needs which are currently unfunded. The Keller Auditorium is the only venue in the region capable of accommodating touring Broadway shows and large-format opera and ballet. The Keller also generates nearly half of Portland's annual revenue, despite hosting comparatively few shows.

Travel & Tourism

The Spectator Venues Program serves as the City's staff liaison to the sports, travel and tourism industry. In this capacity, staff works closely with Travel Portland and Sport Oregon who provide destination marketing and promotion services to the City helping to bring travelers and events to our region benefiting the City's venues, the local economy, the SVVAF, and the City's General Fund by generating transient lodging taxes.

Ongoing costs to the SVVAF for this purpose are limited, although the SVVAF maintains a \$55,000 annual contract with Sport Oregon to provide marketing and promotional services to bring sporting events to Portland and the City's venues.

Key Issues

COVID-19

The COVID-19 pandemic drastically impacted revenues to the SVVAF. Over the past five-years, Rose Quarter events have contributed an average of \$8 million annually to the fund through user fees on tickets and parking charges. In FY 2020-21, the amount was essentially zero. Beginning in 2021-22, event revenues have been recovering, and 2022-23 is continuing that trend, however they are still below 2018-19 levels. The SVVAF Fund balance is slowly recovering from COVID-19-related losses.

Timing of Committed Capital Funding from Tourism Funds

The Visitor Facilities Intergovernmental Agreement commits \$40 million each for a renovation project at the Veterans Memorial Coliseum and the Portland's facilities. In the original agreement, funding for both of those projects was to become available by 2024-25. Unfortunately, revenues from transient lodging and vehicle rental taxes that flow to the Visitor Facilities Trust Account declined dramatically as a result of COVID-19's impact on travel and tourism and Portland's ongoing struggles to regain its reputation as a desirable destination. As a result, the availability of this funding was delayed by several years. The VMC Renovation Bonds are now anticipated to be issued in FY2024-25 with the Portland's Bonds not until several years later. The debt service on these new bonds will strain the VFTA's resources and may require additional cuts to annual payments to the Visitor Development Fund, Multnomah County and the owners/operators of the various venues.

Rose Quarter Agreement Negotiations

The Rose Quarter Ground Lease covers the operation of the entire campus including the Moda Center and requires the Trail Blazers to remain in Portland. The Ground Lease reaches the end of its initial 30-year term in second quarter of FY 2025-26, within the current five-year forecast period. As the Rose Quarter is the primary source of revenue to the SVVAF, securing an extension or renegotiation of the Ground Lease will be a primary focus for the program in the next two years. Depending on the outcome, this negotiation has the potential to dramatically impact the future resources of the SVVAF.

Portland's Recovery and Long-Term Capital Needs

While the SVVAF is not required by the current operating agreement to support Portland's financially or invest in capital projects, it does have administrative oversight and planning responsibilities. Bolstered by City, Metro, and Federal grants during the COVID-19 closure, Portland's operational recovery is well underway in FY2023-24. However, there are significant capital needs throughout the buildings over the next five years – majority are currently unfunded. If new sources of capital funding are not identified for these facilities, and they become difficult to successfully operate, it is possible that Metro could seek to return them to the City.

Revenue Assumptions

Revenues to the SVVAF are subject to specific terms contained in a series of agreements with the venue operators. The Rose Quarter facilities are operated by Rip City Management, Providence Park is operated by Peregrine Sports, LLC, and the performing arts facilities are operated by Portland's Center for the Arts, which is part of Metro. The revenue arrangements vary significantly between the different venues according to the terms of the applicable agreements.

FY 2023-28 Requested Budget Five Year Plan

In recent years, over 75% of SVVAF revenues come from Rose Quarter operations including ticket user fees and parking fees. These revenues are dependent on the performance of the Rose Quarter Venues: number of events held at the Moda Center and VMC, price and number of tickets are sold, number of attendees parking in City garages. Fewer events, lower attendance, lower ticket prices, or fewer cars parking in the garages all impact revenues. The COVID-19 prohibition of large events has decimated revenues to the SVVAF.

Until March 2020 and the COVID-19 related closures, Rose Quarter revenues to the SVVAF had grown consistently over five years as the Moda Center and Veterans Memorial Coliseum had performed well in terms of number of events and attendance. However, considering the unpredictability of the sports and entertainment industry, good recent financial performance does not guarantee similar future revenues. COVID-19 has proven this point to the extreme.

In order to prepare for potential unexpected and rapid declines in revenues, OMF takes a conservative approach in estimating future revenues. Future revenue growth assumptions are based not on revenues from the most recent years, but rather on an analysis done looking at historic growth rates in both user fees and parking revenues over a longer period, including some more lackluster years. This approach and the maintenance of a minimum operating reserve (estimated to be enough to cover program expenses in a year with no event revenues) is intended to protect the City's General Fund from any obligation to cover the debt payments on the venues.

As of January 2023, event activity has returned to near pre-pandemic levels. In 2017, after the first seven years of the Stadium Operating Agreement term, the annual License Payment and City's minimum share of ticket revenue required of Peregrine Sports are treated as reimbursement for pre-payment by Peregrine Sports for their contribution to the FY 2010-11 renovation project costs and these payments to the City terminated. Revenues from the stadium are not anticipated to be enough to cover City costs for the remainder of the operating term (through 2035) and revenues from other sources will be used to fully meet obligations.

In addition to supporting debt payments on future renovation projects at the VMC and the Portland's, the Visitor Facilities Intergovernmental Agreement includes an allocation (from dedicated transient lodging taxes) for the City's Rose Quarter properties and other tourism related programs and services. This annual allocation was \$590,000 in FY 2019-20 and escalates annually based on changes in the construction price index. Due to COVID-19 and subsequent declines in transient lodging tax revenues to the Visitor Facilities Trust Account, this allocation was reduced by 80% in FY 2020-21 and continues to see annual reductions of 30-50%. The Visitor Facilities Intergovernmental Agreement also includes an annual payment towards debt service on one of the two series of stadium bonds. That payment will end when those bonds are paid off in FY 2022-23. The second set of stadium bonds will not be paid off until FY 2026-27 and the responsibility for payment of debt service on those bonds is entirely on the SVVAF.

Expenditure Assumptions

Expenses to the SVVAF and service level assumptions are subject to terms and conditions contained in a series of agreements with the venue operators and are largely impacted by the City's obligations to pay for specified costs, debt obligations and program personnel costs.

The forecast assumes continued gradually escalating costs for required repairs and replacements at the Veterans Memorial Coliseum and Providence Park. If a major renovation is undertaken at the Veterans Memorial Coliseum, those costs will go down significantly after it is completed.

Administrative spending at the Rose Quarter is expected to remain higher than average for the next several years as the program works to advance the renovation project and reserves funding to include outside legal counsel in negotiations regarding the agreements.

Administrative costs at Providence Park cover ongoing participation in repair and replacement activities as required under the Stadium Operating Agreement. Other efforts at the stadium likely to see expenditures in the five-year forecast period include a structural and seismic evaluation of the older parts of the stadium, ongoing groundwater mitigation costs, and a project to permanently protect an exposed roof beam from the weather.

The SVVAF forecast includes costs related to implementation of the ADA Transition Plan at Providence Park, but not at the Veterans Memorial Coliseum where the renovation project is anticipated to address the majority of the identified ADA barriers.

At the Portland's, the program has been working on a preliminary engineering and architectural analysis to better understand the options for seismically strengthening the Keller Auditorium. Additional conversations about the future of that facility will need to occur during the forecast period. The fund receives no revenue from Portland's, and there are no resources currently identified for the needed renovations at the Keller. Other program costs associated with the management and oversight of these facilities that are likely to see expenditures in the five-year forecast period include a seismic structural assessment of the Arlene Schnitzer Concert Hall and ADA refinement plans for all three buildings.

All bonded debt obligations associated with the Rose Quarter developments were paid off in 2016-17, but the SVVAF will continue to make annual stadium bond debt payments ranging from \$2.3 million in FY 2020-21 to \$3.2 million in FY 2025-26. According to current schedules, the final payments on the stadium bonds will be made in FY 2026-27.

Expenditure Risks to the Forecast and Confidence Level

COVID-19

The pandemic demonstrated that the factors determining revenues to the SVVAF are highly dependent on forces well outside the City's control. While the event-closures are behind us, any new event requiring closure of the venues would negatively impact projected revenues and alter the forecast.

Volatility in the industry

The sports and entertainment industry is unpredictable and subject to significant fluctuation due to trends and issues well beyond the City's control. Key factors to consider in predicting revenues to the SVVAF include:

- The overall performance of the Portland Trail Blazers including the team's ability to win games, support higher ticket prices, and consistently fill the Moda Center. Playoff games generate additional revenues. If fewer games are played for any reason, such as an NBA players' strike,

revenue to the fund is reduced. The same is true for the Portland Winterhawks, but on a much smaller scale.

- The number of major concerts that come to Portland and choose to play the Moda Center or the Veterans Memorial Coliseum has a major impact on revenues to the SVVAF. A single popular concert that sells out the Moda Center at high ticket prices can generate over \$100,000 in user fees alone. The number of major concerts in a given year can fluctuate significantly.
- A prolonged economic recession would impact attendance and ticket prices at events as people seek to reduce discretionary expenses. Historically, spending on entertainment is among the first to see reductions in an economic downturn and one of the last to recover.

End of Rose Quarter Agreements

Rose Quarter revenues to the SVVAF depend on a series of agreements from the mid-1990s expire in 2023. Risks to the SVVAF stemming from expiring agreements are unknown and are not incorporated in this forecast. Negotiations regarding the agreements with the operators are anticipated to begin in FY2022-23 and are likely to include requests for revenue reductions or additional financial commitments, or both, in future years. Public participation in needed enhancements to the Moda Center and Rose Quarter campus are likely to be central in the discussions. As the Moda will be 30 years old in 2025, it will require major reinvestments to continue to be viable as an NBA arena. Arenas of similar age have been decommissioned or completely renovated elsewhere.

Unexpected Major Repairs

The aging facilities have the potential to experience unexpected and costly equipment failures or other emergency repairs, and under the terms of the agreements, the SVVAF is generally responsible and obligated to perform them. One example of this is the \$200,000 design and installation of a collection and pump system to remove unexpected ground water from a portion of the stadium in FY 2020-21. There is always the possibility of emergency repairs at the Veterans Memorial Coliseum as many of the building's mechanical systems are now 60 years old.

Overall, the risks to both revenue and expenditures for the SVVAF are significant, and as a result, confidence in the accuracy of the five-year forecast is low.

FY 2023-28 Requested Budget Five Year Plan

Spectator Venues and Visitor Activities

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	14,924,898	15,000,000	12,676,708	10,347,055	8,012,570	7,320,049
Charges for Services	6,742,000	9,153,600	7,281,523	7,471,206	7,813,658	8,017,025
Intergovernmental	588,384	383,000	644,562	660,676	677,193	694,122
Miscellaneous	40,000	350,000	100,000	100,000	1,600,000	100,000
Resource Total	22,295,282	24,886,600	20,702,793	18,578,937	18,103,421	16,131,196

Expenditures		FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel	407,034	558,982	575,751	591,584	607,853	623,657
External Materials and Services	3,386,096	4,810,100	4,973,643	5,142,747	5,317,600	5,429,270
Internal Materials and Services	788,817	736,574	761,544	786,827	812,950	841,608
Capital Outlay	2,288,000	2,755,000	750,000	750,000	750,000	750,000
Debt Service	2,679,493	3,260,488	3,262,700	3,261,825	3,260,250	-
Fund Transfers - Expense	29,678	88,748	32,100	33,384	34,719	36,108
Contingency	12,716,164	12,676,708	10,347,055	8,012,570	7,320,049	8,450,553
Expense Total	22,295,282	24,886,600	20,702,793	18,578,937	18,103,421	16,131,196
Planned FTE Total	3.00	3.00	3.00	3.00	3.00	3.00

Fund & Bureau Name: Insurance and Claims Operating Fund, OMF Bureau of Revenue and Financial Services

Plan Overview

Risk Management minimizes the City's financial risk while promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation programs. Risk Management also manages the City's portfolio of insurance coverage, which includes property, excess workers' compensation, and excess liability. Through its loss prevention program, Risk Management advises and assists City bureaus in managing their risk of injury involving employees, City property, and the public.

The Insurance and Claims Operating Fund provides tort, general liability, and fleet liability claims administration, management of the liability excess insurance program, management of the City's commercial insurance portfolio, and Citywide leadership in loss prevention.

Fund expenditures are primarily for claims-related payments. Projected claims are based on an independent actuarial study which includes a projection for the current fiscal year and for the next five years.

The reserve requirement is based on the actuarial study which recommends a range for the reserve levels needed to cover outstanding incurred liabilities. The range is produced by calculating reserves at various confidence levels (i.e., the probability that actual losses will not exceed the reserve level). Reserves are stated at a discounted level, which takes into account the interest the fund earns on the fund balance. The Insurance and Claims Operating Fund reserves are forecasted at a discounted confidence level of 80%. Interagency revenues are projected on a five-year basis so that by year five, the fund will achieve the required claims reserve forecasted for the fifth year by the actuary. This five-year smoothing of interagency rates is designed to mitigate large fluctuations in rates from year to year.

Self-insurance premiums are allocated to bureaus based on the insurance measures of experience (prior year payroll costs) and exposure (a four-year average of claims costs for general liability and a two-year average of miles driven for fleet liability).

Property insurance is allocated to bureaus based on the replacement value of their properties. Other commercial insurance is charged to the bureaus that the insurance is for and is based on actual costs.

Key Issues

Risk Management serves all bureaus by performing claims administration of actions brought against the City, management of the City's Worker's Compensation program, administration of the City's excess-insurance and commercial insurance program, and management of loss prevention programs designed to reduce injuries and loss.

Challenges for the next five years:

- **Specialized Tasks:** One issue includes retaining and recruiting specialized talent for Risk Management data processing and technical roles in claims, insurance, loss prevention, and safety. The City faces expanding risks from many sectors of the external environment, expanding Risk Management's role and the services upon which it advises. City Risk is marginally staffed to continue core services, most of which are required by statute or rule. Staff reductions would correspond to a requirement to decrease needed services, resulting in the possibility of bureaus being asked to take on additional functions in the event of staff reductions.
- **Risk retention or transfer to insurance:** The City of Portland continues to self-insure with a mixture of high self-insured retentions and excess insurance policies and self-administer two major operational risks: harm to others due to employee negligence (tort liability including auto) and employee on-the-job injury (workers' compensation). Other major risks are retained or transferred to commercial insurance when appropriate and fiscally feasible or via the contracting process.
- **Both tort and workers' compensation self-insured exposures** are adequately funded at 80% and 75% confidence respectively. These self-funded losses are expected to continually rise. Workers' compensation is wage and medical inflation sensitive. Auto liability is expected to continue to increase as the cost of vehicle repair, allowance for diminished value, and cost of bodily injury continues to climb. General liability claims are sensitive to community expectations and the increase in the tort caps.
- **Commercial Excess Policies** are purchased to protect the funds from catastrophic loss. Tort liability excess coverage warrants concern. The national liability market for public entities has severely contracted due to COVID-19 exposures, large verdicts and extensive protests nationally. As a result, policy coverage availability has been reduced by the excess carriers, carriers are requesting self-insured retentions to be raised, and premium pricing has dramatically risen. The City's deductibles for most exposures increased to \$1.25 and \$2million per occurrence, with a split retention for law enforcement liability increasing to \$3 million per occurrence. At this time, there are no claims reserved at or above the noted self-insured retentions. Nationally, auto liability markets have suffered high losses. The City incurred a 13% increase for all liability policies in FY 21-22 alone. These increases can be attributed the carrier's concerns of COVID-19 exposures, liability from protests and resulting law enforcement actions, as well as continual increase of nationwide auto exposures. This substantial increase was a result of market forces, and not the City's overall claims experience –which remains positive.
- **On average, IA rates charged to bureaus** increase 13% in FY 2021-22 and are projected to increase around 15% for the remainder of the five-year planning forecast. Factors contributing to this are large increases in property insurance, specialty commercial insurance, excess liability insurance, and one-time draws on the fund's Rate Stabilization Reserve to mitigate large unplanned rate increases to bureaus. These draws were for an increase in property insurance in December 2019 and an increase in costs and reduction in coverage for excess liability insurance in December 2020. The timing of this cost increase for excess liability insurance in December 2020 was to prevent these costs from being passed to bureaus in FY 2020-21 or FY 2021-22. The Rate Stabilization Reserve covered these cost increases. But, without this money available for the rest of the five-year

planning horizon, and due to assuming rates for excess liability insurance will remain high, rates will increase by 15% each year beginning in FY 2022-23 instead of the previously planned 13%.

- Loss to major City-owned buildings and contents are transferred to commercial property insurance. Coverage for loss due to earthquake and flood is sub-limited. The City experienced reduced coverage for earthquake risk in 2011. Over time, coverage and premiums have stabilized. However, with a \$75 million limit with varying deductibles and the uncertainty of FEMA funding, it is prudent for the City to continue to focus on resiliency efforts and plan for additional financing options to fund restoring essential City services following a major earthquake. The 2020 property renewal included a 19% rate increase; a combination of the national property market severely contracting and the additions of several large City properties to the insurance program. Water Bureau's Hydro Works returned to the City property portfolio, the Portland Building and Providence Park renovations were completed and placed back under policy coverage. In FY 22, additional properties in the amount of \$14.5 million were added to the property program, incurring additional premium charges, and updated appraisals of existing properties corresponded to a further insured value increase of \$77 million, also creating premium increases. Risk is making concerted efforts to ensure collaboration and clarity in the property Statement of Values and in tracking inclusion of high-cost equipment the City owns.
- In FY 2019-20 property insurance costs increased 24% more than the rate of inflation. Cost increases were primarily due to a high rate of natural disasters around the world. Since this was after IAs had been established, the increase was covered with the fund's Rate Stabilization Reserve. In FY 2020-21 OMF forecasted a rate increase of 20% and decided to use the Rate Stabilization Reserve to cover costs greater than the rate of inflation. Bureaus are still responsible for increases resulting from increased values insured. The use of the Rate Stabilization Reserve to mitigate cost increases will be evaluated each fiscal year. Ongoing property insurance premium increases are expected to continue in part due to escalating repair cost, building material pricing rising, and supply chain issues.
- During 2016, the City began to acquire residential properties. This new line of business changed the City's property risk profile. Risk collaborated with the Housing Bureau and the City Attorney, and contractually transferred portions of this risk to Property Management vendors in order to properly manage this exposure in a fiscally prudent and properly insured manner. Other risks have been placed within an Affordable Housing Insurance Pool. This is a scalable approach that should allow the rapid acquisition of new properties while properly protecting the City's property policy and ensuring coverage.

Cyber risk continues to be a significant exposure for the City. City Risk has placed a comprehensive cyber liability policy to transfer such exposure, with coverage for data breach, business interruption costs, and liability coverage to protect the City. This market domestically and internationally has witnessed significant premium increases due increased cyber attacks and losses nationally.

The insurance team continues to advise on contract language to include proper insurance policies, limits, and indemnity language for major contracts such as remodels at Veterans Memorial Coliseum, Providence Park, and the Joyce Hotel. This work is expected to continue as the city takes on major construction projects going into the future.

- **Claims Administration:** As a self-insured entity for workers' compensation, City Risk continually monitors and adjusts to changes in rules and regulations. Oregon Workers' compensation rules and statutes are often the subject of legislation which may include both statutory and administrative rule changes. The Workers' Compensation Division routinely monitors changes and impacts via regular collaboration with the Office of Government Relations, and enacts necessary changes affecting the Administrative Rules through public advisory committees.

Proposed legislative concepts and bills are presented by various parties, including but not limited to Oregon Trial Lawyers Association, Oregon Physical Therapists in Independent Practice, Oregon Chiropractic Association, Oregon Chapter of the International Association of Rehabilitation Professionals, Oregon Society of Physicians Assistants, the Workers' Compensation Division, and the Oregon State Fire Fighters Council.

In recent years, legislation has increased costs of attorney fees, complicated the process for which the average weekly wage of an injured worker is calculated, expanded the pool of allowed medical providers, and expanded the scope of the firefighter's cancer presumption law. Further, advances in medicine, along with inflation and uncertainty in the market affect and increase claim costs.

Civic activism has resulted in an increase in protests, some requiring police intervention. The city continues to experience an increase in claims and litigation because of such interventions, and this is expected to continue due to the state and national political environment. Community members have also filed claims for property damage caused by the actions of people experiencing homelessness. A mild winter decreased the number of filed claims for potholes from the previous year, however resident expectations of government's duty to pay for damage for harm that they suffer is expected to continue.

Loss Prevention, Safety and Occupational Health

In addition to maximizing affordability of coverage, City Risk has worked to help bureaus increase resiliency around property loss. Risk continues to work with the Insurer's loss prevention engineers and bureaus to develop and implement property protection policies, procedures, and programs to control exposures, minimize loss, and improve mitigation. This will enable bureaus to restore essential properties and resume operations as quickly as possible. This work is expected to continue as pressure on property markets is expected to increase coverage pricing for the upcoming years.

As an Oregon Workers' Compensation self-insured entity, the City must assure OSHA required safety programs, loss prevention, and employee safety and health is implemented in each City workplace. Increasingly, bureaus are asking for assistance on environmental health and construction safety issues.

Developing loss prevention issues include collaboration and advising with bureau Loss Prevention Plans, a three-year review of the Defensive Driver Program, the expansion of self-insured reviews of Hazardous Waste Assessments, the Safety Incentive Program for Bureaus, and the Employee Safety Survey.

Revenue Assumptions

The forecast is based on a five-year model that calculates how much the fund needs to collect from City bureaus to cover claims costs and reserve levels as per an actuarial study, insurance costs, and the costs of the staff that administer claims, manage and administer the division, and manage and administer the commercial insurance and loss prevention programs. If the fund has a higher fund balance than is required for actuarial reserves, the model draws this down over the five-year term to provide rate stability to customers.

Expenditure Assumptions

Except for claims payments, the forecast is based on current service levels. It assumes expenses will grow at the level of inflation. As a result, it does not include increases in expenses to provide additional services requested from City bureaus, nor an increase in activities that are insured through commercial insurance. It should be noted that the inflation rate for property insurance is projected to be 20% in FY 2021-22 and 10% for year two of the forecast period, and 5% per year after that. The projection has these cost increases passed onto customer bureaus. Excess liability costs are doubling in FY 2021-22 from FY 2019-20 levels. Risk Management has assumed 15% increases in FY 2022-23 and then 5% for the remainder of the five-year period. This is a very volatile expense now.

The forecast for claims payments are as per the fund's actuarial consultant.

Expenditure Risks to the Forecast and Confidence Level

The expense risks to the fund are in staff and support costs. Many of the fund's costs, such as claims and insurance, are passed through to customers at cost. But staff costs and support costs are the two largest costs that the fund must maintain within inflationary growth levels. Staff costs are subject to changes in union contracts, PERS rate increases, and health benefits inflation. Support costs are a risk due to the need to continually invest in staff and technology to stay efficient and current with best practices.

Separately, expense risks to the fund that are passed on to our customers are in the area of increasing claims costs, increasing quantity of claims, increases in the costs to defend claims, and increases in costs of insurance. The property insurance market has been quite volatile lately and the City has seen two years of 20% plus increases. Due to this the expenditure risk to the fund has increased.

Overall, the expense risk to the fund is medium-high.

FY 2023-28 Requested Budget Five Year Plan

BRFS - Insurance & Claims

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	28,246,675	24,539,638	22,128,933	21,649,525	23,092,031	26,927,938
IA Revenue	14,800,712	17,056,701	19,683,026	22,698,466	26,175,871	30,186,014
Fund Transfers	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Miscellaneous	370,315	708,716	890,842	906,779	999,041	1,184,226
Charges for Services	-	-	-	-	-	-
Bond & Note Proceeds	-	-	-	-	-	-
Resource Total	43,417,702	42,305,055	42,702,801	45,254,770	50,266,943	58,298,178

Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel Services	1,712,692	2,251,992	2,342,750	2,409,871	2,474,556	2,540,994
External M&S	15,730,108	16,850,107	16,862,913	17,854,662	18,915,338	20,112,720
Internal M&S	708,098	550,294	1,325,548	1,360,031	1,395,385	1,432,363
Capital	-	-	-	-	-	-
Cash Transfer	191,284	354,095	323,574	331,540	339,477	347,484
Debt Service	141,596	147,258	153,148	159,274	165,645	172,271
Other Fund Level	-	-	-	-	-	-
Ending Fund Balance/Contingency	24,933,924	22,151,309	21,694,868	23,139,392	26,976,542	33,692,346
Expense Total	43,417,702	42,305,055	42,702,801	45,254,770	50,266,943	58,298,178
Planned Permanent FTE Total	11.5800	14.5800	14.5800	14.5800	14.5800	14.5800

Fund & Bureau Name: Workers' Compensation Self Insurance Operating Fund, OMF Bureau of Revenue and Financial Services

Plan Overview

Risk Management minimizes the City's financial risk while promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation programs. Risk Management also manages the City's portfolio of insurance coverage, which includes property, excess workers' compensation, and excess liability. Through its loss prevention program, Risk Management advises and assists City bureaus in managing their risk of injury involving employees, City property, and the public.

The Workers' Compensation Self Insurance Operating Fund supports the City's self-insured workers' compensation program, including claims administration and Citywide loss prevention.

Fund expenditures are primarily for claims-related payments. Projected claims are based on an independent actuarial study, which includes a projection for the current fiscal year and for the next five years.

The fund's reserve requirement is derived from the annual actuarial study, which recommends a range of reserve levels needed to cover outstanding incurred liabilities. The range of estimates is produced by calculating reserves at various confidence levels (i.e., the probability that actual losses will not exceed the reserve level). Reserves are stated at a discounted level, which accounts for interest the fund earns on the fund's balance. The fund reserves are currently forecasted at a discounted confidence level of 75%. Interagency revenues are projected on a five-year basis. By year five, the fund will arrive at the required claims reserve forecasted for the fifth year by the actuary. This five-year smoothing of interagency rates is designed to mitigate large fluctuations in rates from year to year.

Self-insurance premiums are allocated to bureaus based on the insurance measures of experience (prior year payroll costs) and exposure (a four-year average of claims costs).

Key issues

Risk Management serves all bureaus by performing claims administration of actions brought against the City, management of the City's Worker's Compensation program, administration of the City's self-insurance and commercial insurance program, and loss prevention programs designed to reduce injuries and loss.

Challenges for the next five years include:

- Retaining and recruiting specialized talent for Risk Management data processing and technical risk management roles in claims, insurance and loss prevention, and safety. The City faces expanding risks from many sectors of the external environment, expanding the role and services which Risk Management advises upon. City Risk is marginally staffed to continue core services, most of which are required by statute or rule. Staff reductions would correspond to a requirement to decrease needed services, resulting in the possibility of bureaus being asked to take on additional functions in the event of staff reductions.

- Risk retention or transfer to insurance: The City continues to self-insure and self-administer two major operational risks: harm to others due to employee negligence (tort liability including auto) and employee on-the-job injury (workers' compensation). Other major risks are retained or transferred to commercial insurance when appropriate and fiscally feasible or via the contracting process.
 - Both tort and workers' compensation self-insured exposures are adequately funded at 80% and 75% confidence respectively. These self-funded losses are expected to continually rise. Workers' compensation is wage and medical inflation sensitive. Auto liability is expected to continue to increase as the cost of vehicle repair, allowance for diminished value, and cost of bodily injury climbs. General liability claims are sensitive to community expectations and the increase in the tort caps.
 - Commercial Excess Policies are purchased to protect the funds from catastrophic loss. The Workers' Compensation Excess market has experienced increasing pressures. The City's carrier is satisfied with the current self-insured retention of \$850,000 per claim with only modest premium increases, which is reflected by a moderate 5% increase in premium rate.
- Claims Administration: As a self-insured entity for workers' compensation, City Risk continually monitors and adjusts to changes in rules and regulations. Oregon Workers' compensation rules and statutes are often the subject of legislation which may include both statutory and administrative rule changes. The Workers' Compensation Division routinely monitors changes and impacts via regular collaboration with the Office of Government Relations, and enacts necessary changes affecting the Administrative Rules through public advisory committees.

Proposed legislative concepts and bills are presented by various parties, including but not limited to the Oregon Trial Lawyers Association, Oregon Physical Therapists in Independent Practice, Oregon Chiropractic Association, Oregon Chapter of the International Association of Rehabilitation Professionals, Oregon Society of Physicians Assistants, the Workers' Compensation Division, and the Oregon State Fire Fighters Council.

In recent years, legislation has increased costs of attorney fees, complicated the process of calculating the average weekly wage of an injured worker, expanded the pool of allowed medical providers, and expanded the scope of the firefighter's cancer presumption law. Further, advances in medicine, along with inflation and uncertainty in the market, affect and increase claim costs.

The COVID-19 pandemic has increased the City's claims exposure for communicable disease. As of January 2021, minimal claims experience directly related to the pandemic has been noted. This is attributable to the City's prompt response and ongoing safety measures put in place to protect City employees.

Civic activism has resulted in an increase in protests, some requiring police intervention. The City continues to experience an increase in claims and litigation because of such interventions, and this is expected to continue due to the state and national political environment. Community members have also filed claims for property damage caused by the actions of homeless individuals. A mild winter decreased the number of filed claims for potholes from the previous year, however community member expectations of government's duty to pay for damage for harm that they suffer is expected to continue.

- Safety and Occupational Health

- As an Oregon Workers' Compensation self-insured entity, the City must assure OSHA required safety programs, loss prevention, and employee safety and health are implemented in each City workplace. Increasingly, bureaus are asking for assistance on environmental health and construction safety issues.
- Developing Loss Prevention issues include a three-year review of the Defensive Driver Program, the expansion of self-insured reviews of Hazardous Waste Assessments, the Safety Incentive Program for Bureaus, and the Employee Safety Survey.

Revenue Assumptions

The forecast is based on a five-year model that calculates how much the fund needs to collect from City bureaus to cover costs. These include claims costs, reserve levels as per an actuarial study, insurance costs, state workers' compensation costs, and staff costs for administering claims, managing and administering the division, and overseeing the commercial insurance and loss prevention programs. If the fund has a higher fund balance than is required for actuarial reserves, the model draws this down over the five-year term to provide rate stability to customers.

Expenditure Assumptions

Except for claims payments, the forecast is based on current service levels. It assumes expenses will grow at the level of inflation. As a result, it does not include increases in expenses to provide additional services requested from City bureaus.

The forecast for claims payments are as per the fund's actuarial consultant.

Expenditure Risks to the Forecast and Confidence Level

The expense risks to the fund are in staff and support costs. Many of the fund's costs, such as claims and insurance, are passed through to customers at cost. Staff costs and support costs are the two largest costs that the fund must keep within inflationary growth levels. Staff costs are subject to changes in union contracts, PERS rate increases, and health benefits inflation. Support costs are a risk due to the need to continually invest in staff and technology to stay efficient and current with best practices.

Separately, expense risks to the fund that are passed on to our customers are increasing claims costs (including medical inflation), increasing quantity of claims, increases in the costs to defend claims, and increases in costs of insurance.

Overall, the expense risk to the fund is medium.

FY 2023-28 Requested Budget Five Year Plan

BRFS - Workers' Comp

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	13,363,614	12,281,072	11,695,507	11,247,502	10,863,928	10,576,447
IA Revenue	5,211,807	5,497,460	5,811,873	6,137,338	6,481,029	6,843,967
Fund Transfers	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Miscellaneous	145,208	313,600	415,722	400,778	388,364	380,083
Charges for Services	-	-	-	-	-	-
Bond & Note Proceeds	-	-	-	-	-	-
Resource Total	18,720,629	18,092,132	17,923,102	17,785,618	17,733,321	17,800,497

Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel Services	1,545,828	1,756,482	1,768,119	1,818,842	1,867,749	1,917,984
External M&S	3,698,232	3,867,767	4,125,811	4,297,879	4,460,972	4,643,303
Internal M&S	452,569	480,199	486,849	499,900	513,354	527,441
Capital	-	-	-	-	-	-
Cash Transfer	97,447	146,946	122,791	125,731	128,697	131,733
Debt Service	132,444	137,741	143,251	148,981	154,940	161,138
Other Fund Level	-	-	-	-	-	-
Ending Fund Balance/Contingency	12,794,109	11,702,997	11,276,281	10,894,285	10,607,609	10,418,898
Expense Total	18,720,629	18,092,132	17,923,102	17,785,618	17,733,321	17,800,497

Planned Permanent FTE Total	9.5800	9.5800	9.5800	9.5800	9.5800	9.5800
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Fund & Bureau Name: Technology Services Fund, OMF Bureau of Technology Services

Plan Overview

The Bureau of Technology Service's (BTS) FY 2023-24 Five-Year Plan aligns its projects with the Technology Executive Steering Committee (TESC) approved Technology work plan priority initiatives and Technology Strategy focus areas of Technology Modernization, Business Intelligence, Workforce Mobility, Information Security, and Equitable & Inclusive Technology and Technology Use. Even above these priorities and strategic focus areas, BTS's highest priority remains securely running and maintaining the City's technology environment.

Changes in the City's work environment in the past few years have had a tremendous effect on the work performed and services provided by Technology Services. BTS and its customer bureaus are well aware of both these environmental changes and technology trends and have developed a Five-Year Plan that includes CIPs and Operating Projects to address these needs. Finding sufficient resources, both monetary and personnel, is creating the largest impediment to completing these projects. Many of the projects BTS will focus on in FY 2023-24 are directly in line with what industry experts are seeing as local government technology trends for the coming year. Listed below are four IT trends for 2023 followed by BTS Operating Projects, some of which will directly address those trends.

Business Intelligence & Data Sharing

Currently the City has what might be called data compartmentalization, where multiple service management platforms are used by BTS and customer bureaus to meet a defined and narrow set of deliverables. Business Intelligence & Data sharing is an enterprise solution that allows for the reuse of data to meet a wide variety of business needs for bureaus throughout the City. It's more cost effective than supporting multiple platforms and aggregating data from these separate sources, and it establishes technology infrastructure that allows for more data-informed decision making by leaders.

Security and Cyber AI

Cyberattacks have become much more common and BTS has had to increase spending on Information Security to reinforce system vulnerabilities. Projects funded for FY 2023-24 that will help improve security include Identity Access Management, IS Secure Remote Access and Network Access Control. The industry trend will be to couple these changes with the use of Artificial Intelligence (AI) tools. Using AI will better allow governments to automate threat detection and response. These AI tools will be able to assist analysts in focusing on prevention, detection and remediation, and establish a more aggressive, resilient security posture.

Smart Devices and the Mobile Workforce

BTS is continuing to see an increase in the use of smart devices beyond phones and laptops, including tablets, watches and building security systems. It can be a challenge controlling the use of these devices within a City building in a secured environment, but the challenge multiplies exponentially with a mobile workforce and the new standard hybrid environment. The mobile workforce requires that government voice and data services be available anywhere, anytime, and on any device. BTS projects in multiple divisions are focused on addressing all facets of this issue.

Digital Identity

A digital identity is information used by computer systems to represent an external agent. That external agent might be a person, organization, application or device. Digital identities allow access to services provided with computers to be automated. For instance, a City employee logging in to update their timesheet is leveraging a digital identity to grant them access to information they should see (their timesheet) and not information they shouldn't see (their Director's timesheet). Digital identity is a key component of security, mobility, and information access in a hybrid environment. BTS is experiencing challenges with the existing system used to manage identities and authentication. Those challenges are having a negative impact both on BTS and customer bureaus. Revamping this system will address those challenges and provide BTS with the tools and processes it needs for managing user identities throughout the City.

BTS Operating Projects

Privileged Access Management (PAM)

Provides the ability to track and provision access to sensitive data via shared, service or administrative accounts. PAM solutions control elevated rights for authorized access, provide workflow, and audit and report on use.

Network Access Control

Provides the ability to authorize each device on the City's network and prohibit non-trusted devices. By authorizing devices, the City is able to ensure sensitive data and communications are kept confidential.

Police Office 365 Migration

Provides for the deployment of a new Office 365 tenant for the Police Bureau and the migration of all remaining on-premises email accounts to the Office 365 environment. It includes reconfiguring email routing away from on-premises to Office 365 and migrating all City email accounts to Exchange Online Protection for antispy.

E-Government Infrastructure Technology Refresh

Upgrades the E-Government server and select network infrastructure to provide ongoing support for E-Government services including the redesign of the City's web portal as part of the Portland Oregon Web Replacement (POWR) project.

Server Automation and Monitoring Tools

Increases BTS' automation and monitoring capabilities and provides toolsets for use on server infrastructure to reduce the ongoing operational impacts of building new servers, retiring old servers, controlling configuration drift, performing monthly patching, and reporting on overall system and service health.

Portable Generator Replacement

This project will replace an aging portable diesel generator with a new unit. The existing unit is not reliable. The Public Safety Technology Division needs a reliable backup generator to ensure that the 800 MHz Public Safety Radio system remains fully operational at all times.

Utility Violation Remediation

Addresses utility pole attachment violations and/or complaints associated with the Portland Fire and Rescue (PF&R) coaxial cable network and all remaining existing fiber infrastructure. The project will undertake the inspection and repair of safety violations, allowing BTS to hire vendors to bring the infrastructure up to safety compliance. Completion of the project is necessary in order to resolve outstanding NJUNS (National Joint Utilities Notifications) ticket issues.

Revenue Assumptions

BTS receives revenue from multiple sources. The majority of it is interagency revenue, followed by non-City agency earnings, with nominal amounts from various other sources. Interagency revenues are primarily rate-based, meaning rates are developed, applied to customer equipment or unit inventories, and bureaus are charged an amount for equipment or services provided by BTS. For those revenues, it is assumed that customer inventories will remain relatively consistent over the five-year period and that rates will increase by inflation each fiscal year. Some interagency revenues are based on an allocation of costs BTS incurs for corporate services provided to the City as a whole. Again, with those revenues the assumption is that recovery of costs through interagency rates will increase each year by inflation. Other interagency revenues are from variable billings to customers for requested services. The assumption for the five-year plan is that requested service levels in the first year of the five-year plan will remain consistent throughout all five years. Note that BTS is working to simplify rates and/or adjust methodologies based on industry best practices over the next several fiscal years.

Should inflationary projections change, those would lead directly to a change in the revenue forecast. Also, any customer bureau decisions for changes to inventories or requested billable services of a material amount would also affect revenue projections.

Expenditure Assumptions

With the exception of costs associated with CIPs and Operating Projects, BTS builds its forecast on current service levels. The assumption is that expenditures will increase at the rate of inflation. Expenditures associated with billable services provided to bureau customers will also increase at inflation. Customer bureau requests for services often increase and decrease according to the local economy and the financial condition of the City. Since it's generally not known in which direction the economy will go in the long term, the safest and most accurate forecast is to assume changes at inflation.

It should be noted that while BTS is using standard inflation figures in their 5-Year projections, these do not reflect the current reality they are experiencing in pricing from vendors and what industry experts are forecasting for FY 2023-24. Supply chain issues are resulting in both lengthy delays and double-digit inflation on technology equipment. Similarly, changes in personnel costs resulting from collective bargaining agreements, talent scarcity, and record cost of living increases are impacting BTS costs above the rate of inflation. With BTS limited to increasing interagency rates at an inflation rate provided by the City economist, the net result will be a decrease in available funding for CIPs and Operating Projects.

Costs associated with CIPs and Operating Projects are forecasted over the five-year period on a per-project basis. What that means specifically for BTS is that higher costs are estimated for the first two years, with costs beyond that significantly falling. That's more indicative of the unknown direction of future technology changes than it is of an assumption by BTS that future project costs will be less than they currently are.

Should BTS have any future funding gaps, they would most likely result from projects where major maintenance funding was insufficient to cover the cost. Should that be the case, BTS would prioritize projects and use technology reserves to fund the highest priority projects. This prioritizing of projects is necessary in FY 2023-24 where BTS has \$16.8M in planned projects, but only \$5.9M in available funding. For high priority projects exceeding funding available to BTS, additional funding would have to be requested through the budget process.

Expenditure Risks to the Forecast and Confidence Level

One of the challenges in working with BTS projections is the rapid pace of technology changes. The rate of change makes it difficult to forecast what might occur or be required beyond the next two-to-three years. In addition, with Technology Services being an interagency service provider, much of the expense budget is interwoven with the bureaus receiving services. So, as the needs and requirements of customer bureaus evolve and change, BTS responds to those changes financially by adjusting budgeted requirements. The risk here is the unknown, where BTS can't always anticipate what customer bureaus will be doing, and, instead, can only react to it. Lastly, global supply chain issues are having a major impact on the technology services industry. Where once we could expect a major new piece of technology every few years, that's been reduced to months in some cases. Spikes in demand have also driven prices up and increased wait times. As long as these supply chain issues continue to remain unresolved, BTS will be challenged with meeting customer demands and maintaining required service levels.

CAO's Office - Technology Services

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	35,165,605	26,356,232	31,527,671	15,809,584	12,257,115	14,856,321
IA Revenue	76,533,872	84,870,952	86,958,777	89,037,092	91,138,367	93,289,232
Fund Transfers	175,689	-	-	-	-	-
Intergovernmental Revenues	5,672,578	3,356,995	3,439,577	3,521,783	3,604,897	3,689,973
Miscellaneous	936,330	621,453	636,741	651,959	667,345	683,094
Charges for Services	247,848	252,867	259,088	265,280	271,541	277,949
Bond & Note Proceeds	-	-	-	-	-	-
Resource Total	118,731,922	115,458,499	122,821,854	109,285,698	107,939,265	112,796,569

Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel Services	44,766,794	46,160,713	47,499,374	48,591,860	49,612,289	50,654,147
External M&S	38,169,639	27,968,749	49,442,049	38,102,754	32,871,784	34,046,125
Internal M&S	5,766,406	5,868,741	6,013,112	6,156,825	6,302,126	6,450,856
Capital	-	-	-	-	-	-
Cash Transfer	2,900,234	3,129,115	3,216,730	3,297,148	3,376,280	3,457,311
Debt Service	772,617	803,510	841,005	879,996	920,465	962,752
Other Fund Level	-	-	-	-	-	-
Ending Fund Balance/Contingency	26,356,232	31,527,671	15,809,584	12,257,115	14,856,321	17,225,378
Expense Total	118,731,922	115,458,499	122,821,854	109,285,698	107,939,265	112,796,569

Planned Permanent FTE Total	254.0000	254.0000	254.0000	254.0000	254.0000	254.0000
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OMF
Technology Services
Unfunded Operating/Major Maintenance Projects

Projects	FY 2023-24 Total Requested Budget	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Utility Violation Remediation	\$0	\$489,304	\$259,152	\$259,152	\$221,652
Server Automation and Monitoring Tools	\$0	\$93,200	\$0	\$0	\$0
E-Government Infrastructure Technology Refresh	\$0	\$38,416	\$17,005	\$0	\$0
Police Office 365 Migration	\$0	\$154,546	\$0	\$0	\$0
	<u>\$0</u>	<u>\$775,466</u>	<u>\$276,157</u>	<u>\$259,152</u>	<u>\$221,652</u>

Does not include CIP projects

Fund & Bureau Name: Printing and Distribution, OMF Bureau of Technology Services

Plan Overview

Printing and Distribution, a division within BTS, is responsible for managing all City printing, mailing, and photocopying equipment. P&D works with bureaus to streamline communication budgets and services, enabling bureaus to focus on core missions. In collaboration with Procurement, P&D manages the City's sustainable paper policy to ensure proper paper purchasing. P&D will continue working with bureaus to ensure they are able to meet their public outreach goals and stay within budget.

Technological and Service Change

Technological changes will continue to be a major issue for the P&D fund over the next five years. P&D must keep current with new technologies and maintain ability to finance equipment in order to continue providing customers with a high level of service. The ongoing upgrade and replacement of production systems, which the financial plan assumes, will facilitate this effort. P&D is working to assemble a five-year CIP plan to help the division navigate everchanging production needs – including technology and equipment that impact service offerings.

In 2021, BTS and P&D contracted with Synergy Resources Group to perform an independent assessment of P&D's operations, trends before and during the COVID-19 pandemic, as well as projections for customer utilization in the next 2-5 years. Recommendations and trends identified by that report will continue to inform P&D service design and investment over the next several years.

Digital Color

Full digital color has become less expensive and more accessible to the bureaus through their copiers and printers. Color documents printed on these dry toner devices cost significantly less per page than prints produced on laser jets. Office copier usage is down more than 50% due to many City employees teleworking. The Print Shop is still operating at nearly full service. City volume is down compared to pre-pandemic levels but has increased steadily over the last several months.

Paper Costs

In the last two years, overall cost of printing has been impacted by the inflated cost of paper. Although some areas of P&D costs have decreased, overall pricing for print services are continually increasing due to inflated costs of paper supplies.

Revenue Assumptions

About 90% of P&D revenues are from City IAs. The remaining balances are from local area governmental agencies, non-profits and the public. Post-COVID revenue is up, but not to the levels of pre-COVID revenue. P&D anticipates revenues to climb over the next five-years as the workforce and businesses continue to evolve and is using trends identified by the consultant report, which included surveys and interviews with City bureau staff, to inform revenue assumptions.

Expenditure Assumptions

FY 2023-28 Requested Budget Five Year Plan

P&D's expenses ebb and flow with the pass-through expenses of US postage and paper. With most postage rates tied to inflation, these total costs increase with a higher volume of mailed communications. P&D anticipates that the volume of target mailings will be relatively stable over this five-year period.

Expenditure Risks to the Forecast and Confidence Level

Economies continue to experience compression in the paper supply market, which continues to raise prices. P&D expects that trend to continue. Bureaus provided forecasted service utilization assumptions as part of the 2021 consultant study which inform P&D planning. While communications continue to trend online, there remain mandated paper and mailing functions for City services, and many communities need outreach strategies involving paper, mailing, signage, etc.

Printing and Distribution, OMF Bureau of Technology Services

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	1,442,721	1,276,551	1,793,440	2,302,911	2,723,993	3,119,895
IA Revenue	5,051,129	5,457,839	5,609,677	5,747,781	5,885,389	6,024,207
Fund Transfers	-	-	-	-	-	-
Intergovernmental Revenues	769,053	1,102,850	1,133,532	1,161,438	1,189,244	1,217,295
Miscellaneous	41,986	60,350	62,029	63,556	65,078	66,613
Charges for Services	5,845	15,000	15,417	15,797	16,175	16,557
Bond & Note Proceeds	-	-	-	-	-	-
Resource Total	7,310,734	7,912,590	8,614,095	9,291,483	9,879,879	10,444,567

[illegible]