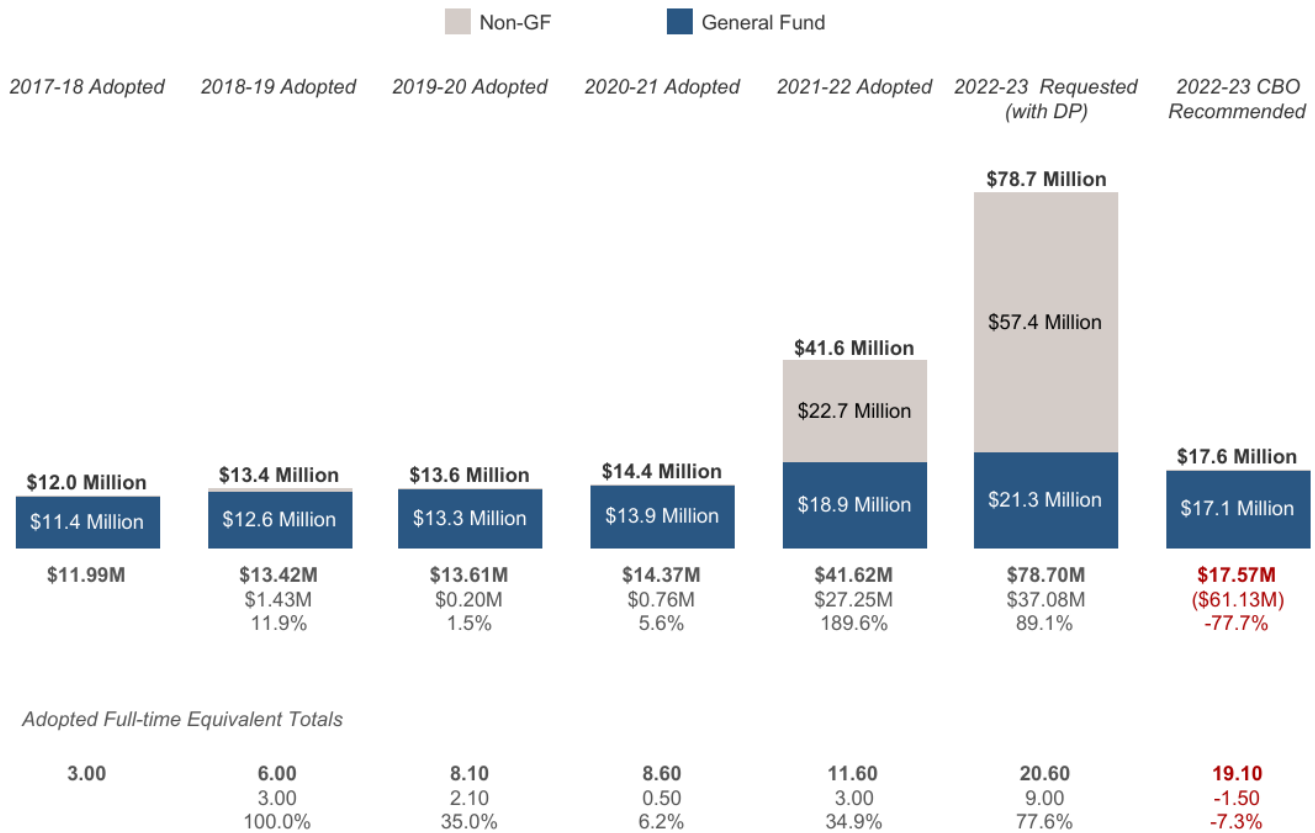




Special Appropriations

Adopted Budget Revenues | 5-Year Lookback



EXECUTIVE SUMMARY

The FY 2022-23 Special Appropriations Requested Budget totals \$78.7 million, including \$21.7 million in General Fund and \$57.0 million in continuation American Rescue Plan Act requests. Below are CBO’s recommendations for the nine General Fund decision packages. This review also highlights the continued need to review how the City has added funding and staff to Special Appropriations over the last several years in order to increase a) transparency and equity in how funding is allocated, b) support and oversight for grants and City programs, and c) accountability for the outcomes of these investments.

- DP 13011 and 13012, Request of \$1.38 million of one-time General Fund resources for two years of

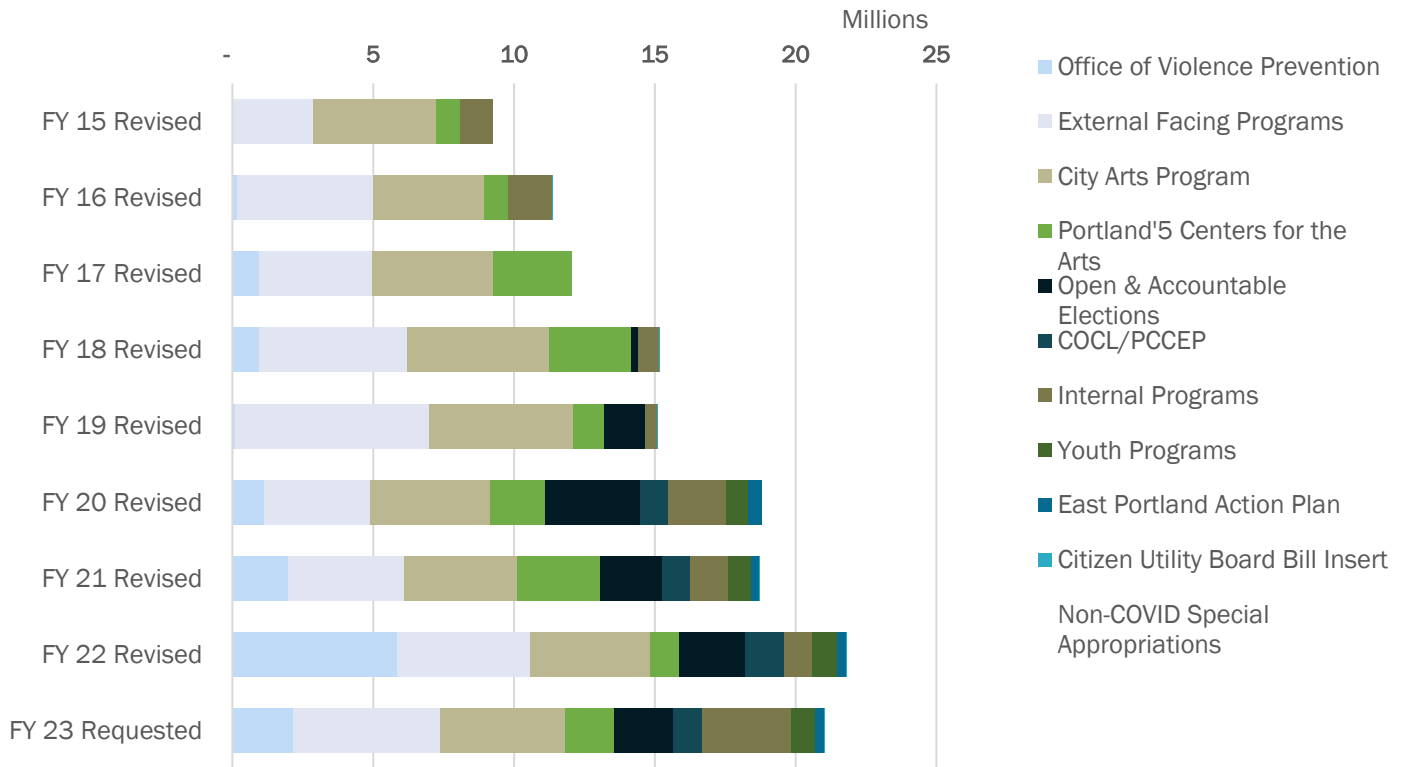
anticipated increased costs for the Small Donor Elections program (formerly Open & Accountable Elections). CBO recommends one year of funding due to limited resources and the need to revisit the ongoing Current Appropriation Level target moving forward.

- DP 13058, \$279,341 of one-time General Fund resources for potential Council transition costs in FY 2022-23. CBO recommends funding through General Fund excess fund balance in the Fall Supplemental Budget.
- DP 13060, \$700,000 of one-time General Fund resources for a new sewer connection at the Arlene Schnitzer Concert Hall. CBO recommends funding due to the need for the project to move forward and lack of funding alternatives.
- DP 13061, \$1.38 million of one-time General Fund resources for multi-bureau permitting process improvement efforts. CBO recommends partial funding due to limited resources and that the project team work with the Bureau of Development Services to provide options for Council.
- DP 13193, \$1.0 million of one-time General Fund resources for the third year of the Charter Review project budget. CBO recommends funding due to the independent nature of the Charter Commission, complexity of reform being considered, and the desire to facilitate robust engagement with historically underserved communities.
- DP 13132, \$248,756 of one-time General Fund resources to fund two years of a Community Grant Advocate position to help provide community-based organization capacity-building and technical assistance, as well as support implementation of the new Citywide Grants Management System. CBO recommends funding year one through anticipated current year vacancy savings and ongoing costs through interagency agreements with the bureaus that will be utilizing the Grants Management System.
- DP 13150, \$1.0 million of one-time General Fund resources to establish a Citywide Emergency Response fund. CBO recommends establishing a practice of allocating \$X of any General Fund excess fund balance to help ensure that this fund is continually replenished.
- DP 13151, \$741,447 in resources from General Fund policy set-aside for personnel and matching costs related to the Portland Metropolitan Levee System project. CBO recommends this request, as Council has already set aside funding for this purpose.

BASE BUDGET & KEY ISSUES

Special Appropriations is a “bureaucratic home” for expenditures that are not specific to a bureau, are multi-bureau efforts, or provide Citywide benefits. The majority of these allocations take the form of grants to community organizations, which drove the 2016 transition to place Special Appropriations in the care of the Grants Management Division (GMD) housed in the Office of Management & Finance (OMF). The GMD has admirably handled not only the slew of one-time and ongoing grants but also an increasing roster of programs and offices. From FY 2014-15 to the current fiscal year (FY 2021-22), ongoing General Fund allocated to Special Appropriations increased by \$4.5 million; this is 33.5% above inflation, second only to the Joint Office of Homeless Services (152.6%). In addition, this division has managed \$35.0 million in one-time General Fund allocations for grants. In total, 469 organizations received funding through Special Appropriations during this time period, and the number of City staff budget in Special Appropriations increased from two to over 20 FTE across eight programs in the FY 2022-23 Requested Budget.

The number of programs and volume of funding regularly managed through Special Appropriations has increased notably since FY 2014-15.



This chart excludes federal relief dollars and other resources allocated for pandemic response.

CBO continues to recommend that the City review both the ongoing and one-time allocations in Special Appropriations to determine whether that function remains a priority for the City, where those functions should be housed, and how to increase transparency and accountability for the specific bodies of work funded via Special Appropriations. FY 2022-23 is a timely year for this to occur, as the long-awaited Citywide Grants Management System, delayed due to the sizable additional workload placed upon the GMD during the pandemic, will be implemented. Alongside this, the new Assistant Controller being hired by the Bureau of Revenue & Financial Services (the Bureau that houses the Grants Management Division) will be focusing on developing new and strengthening existing City grant management policies. The City can help leverage this work by considering the following:

- Moving ongoing programs managed by City staff into City bureaus with a connection to the work.** Special Appropriations is seen as a viable “home” for programs that require political neutrality, or for which bureaus are not interested in managing. As a result, staff are often left without the administrative and technical support that would be found in a regular bureau, and rely on additional assistance from the GMD that falls outside of the scope of grants management. In FY 2015-16 and FY 2016-17 several special appropriations were moved into bureaus for oversight and management. Further complicating the practice of having positions assigned in Special Appropriations is that many of these positions are overseen directly by Council Offices and hired as “Commissioner Staff Representatives,” and this is likely not appropriate classification for the type of work these employees are carrying out.

- **Reviewing and rebidding ongoing Special Appropriations.** There are a number of allocations that the City has provided to organizations for many years, often championed by a single Commissioner. It is likely that some or all allocations are still aligned with key City priorities, but the landscape of the City and Portland more broadly have changed significantly over the last decade. A competitive funding process could help to ensure that allocations are best meeting the needs of Portland of the present, particularly as it relates to equity and effectiveness. CBO also recommends adding a process in Financial Policies to ensure agreement as to how special appropriations are awarded and managed.
- **Reinstating the competitive grant pool for one-time Special Appropriations.** According to City Financial Policy, grants should be awarded through a competitive application process. The policy further references the competitive funding pool that was briefly administered by Special Appropriations to provide grants to organizations for proposals in key priority areas determined by Council. This allocation was not continued for budgetary reasons; however, since that time, Council has awarded over \$4.5 million for one-time grants in Special Appropriations and has expressed the desire to provide an avenue for organizations to appeal directly to the City for funding. CBO has previously noted that this could potentially be funded from within the existing Special Appropriations budget, as suggested in the bullet point above.
- **Providing adequate support and oversight for all City-issued grants.** This includes policies that will help to reduce administrative workload (like master insurance requirement waivers), processes that will help to ensure consistency (such as requiring that all City bureaus utilize the new Grants Management System), and people to help provide technical support, monitoring, and reporting of outcomes to Council (like the City Grant Advocate requested in this budget). Although the City includes a 2% administrative fee in budgets for ongoing Special Appropriations, this is not allowable for all programs, does not cover the costs associated with one-time Special Appropriations, and does not provide sufficient capacity for support activities like training. Additional resources are likely required for this purpose, potentially in the form of an additional 2% administrative rate based on the bureau's Current Appropriation Level Target.
- **Developing performance measures for Special Appropriations.** The Grants Management Division worked with CBO several years ago to start developing performance measures for all Special Appropriations, but this work was understandably paused due to the strain on the GMD staff during the pandemic. Moreover, it should not be the responsibility of the Grants Management Division to develop and own performance measures for these programs. Depending on the outcome of the above recommendations, CBO suggests that the appropriate program, contract, or grant manager be responsible for identifying at least one performance measure for each Special Appropriation before FY 2023-24 budget development.
- **Reviewing the outcomes of Special Appropriations through an annual report.** Council has expressed interest in better understanding the results of grant allocations. To this end, the Grants Management Division lead has proposed a new annual report to Council that would share data from the Citywide Grants Management System. CBO supports this proposal and reiterates the need to ensure that GMD staff have the bandwidth to help support this work.

The City has been working to administer and deploy a massive wave of General Fund and federal resources with a system that was built to support a much smaller volume of dollars and grants. This is an opportunity to build on the lessons learned over the past few years as the City has navigated multiple and intersecting crises, deployed hundreds of millions of federal relief dollars, and significantly increased support to small and emerging community-based organizations.

DECISION PACKAGES

Small Donor Elections

DP 13011, \$0, 2.0 FTE (realignment)

DP 13012, \$1,378,914 (two-year request)

Request Summary

The Small Donor Elections program (formerly Open & Accountable Elections) has put forward two requests. First, the program is anticipating needing approximately 50% more resources than its current annual transfer from the General Fund due to expected increased participation rates in future election cycles, the result of a state Supreme Court decision to enforce contribution limits for candidates not participating in the program. The second request is to create two new permanent ongoing positions based on projected workload and lessons learned from the first election cycle of program implementation.

CBO Analysis

The Small Donor Elections program provides matching funds from the City for small contributions from Portlanders to certified candidates running for Mayor, Council, and Auditor. The Public Election Fund, now called the Small Donor Elections Fund, was established in 2016 and is funded by an annual transfer limited to 0.2% of the City's General Fund (approximately \$1.2 million at the time and a little over \$1.375 million in the current year). The program expects to see a dramatic increase in participation because the state Supreme Court upheld the campaign contribution limits voters passed for candidates not participating in the program. For the 2022 election cycle, 100% of candidates with a political committee – a total of seven candidates - submitted a Notice of Intent to participate as of the January 7th deadline.

The program has modeled out future costs and estimates needing at least 50% more funding in order to ensure that all certified candidates are able to receive up to the existing matching cap for every race in the biannual election cycle. For FY 2022-23, the program has requested \$1.4 million to fund two years' worth of additional anticipated matching costs and two positions to help support this workload.

CBO recognizes the importance of ensuring that the program has sufficient resources to meet the goal of removing financial barriers to running for office. At this time, due to limited projected available resources CBO recommends funding the first year of the request to ensure that resources are available through the 2022 election cycle. Small Donor Elections has expressed interest in revisiting the funding model for this program, which will likely be necessary moving forward:

- The results of charter reform proposals on the ballot in November of this year may impact the cost of future elections, potentially resulting in decreased costs due to the introduction of districts and a small number of voters targeted in a given campaign.
- Small Donor Elections has utilized a small amount of casual labor, a total of just over \$35,000 over the last three years, for assistance in addition to the two permanent staff funded by the program's ongoing allocation. The program expects that this will ramp up over the next few months. Moving forward, the program believes that workload should be managed by a total of four FTE with assistance from casual staff during peak workload closer to elections. Given that the program does not project to have sufficient resources within its ongoing allocation to create these positions, CBO recommends adding them as limited term in FY 2022-23 and considering the need for permanent full time FTE based on the experience and outcomes of the 2022 election cycle.

- Under the current administrative rules, the Program Director may reduce the matching funds or match rate for some or all covered offices if there is a “significant risk” that there will not be sufficient funding available to meet the match cap for participating candidates. In this event, the Program Director may also increase the amount that individual donors may contribute to candidates participating in the program from \$250 to \$500.

CBO Recommendation: \$689,457 one-time | 2.00 limited-term FTE

Council Transition

DP 13058, \$279,341, 0.00 FTE

Request Summary

In every election cycle, funding is put aside in Special Appropriations to account for potential transition costs if there is turnover in office. Current assumptions are approximately \$140,000 per office, which includes funding for transition staff, facilities improvements, computer equipment costs, and other expenses such as chairs, office supplies, and swearing-in ceremony costs. With two offices up for election in 2022, the total request is for approximately \$280,000. Under existing practices, any unspent resources would be returned to the General Fund.

CBO Analysis

Given that this is a regular expense, CBO recommends a new practice of setting aside a portion of General Fund excess fund balance annually in the Fall Supplemental Budget to go into policy set-aside for allocation as needed in election years. The set-aside would be capped at \$500,000, which would represent approximately the maximum estimated turnover costs under the current form of government in a year where two Commissioner Offices and the Mayor’s Office are up for election. The one-time and biannual costs of Council transitions could change significantly depending on the results of Charter Reform proposals, and this decision point would need to be revisiting pending any future approval to change City Charter. CBO would work with OMF to revisit and update this practice as needed to help ensure that transition costs are planned for in advance of an election year.

For FY 2022-23, CBO recommends allocating \$279,341 from excess ending fund balance in the Fall Budget Monitoring Process for this purpose. Any anticipated amount for known or potential current year transitions would be budgeted in Special Appropriations. The remaining balance would be deposited into a General Fund policy set-aside for future transitions. Any unspent resources from Special Appropriations would be added to this set-aside.

CBO Recommendation: \$279,341 from excess ending fund balance | \$0 new one-time General Fund discretionary resources

Arlene Schnitzer Sewer Connection

DP 13060, \$700,000, 0.00 FTE

Request Summary

Due to a Bureau of Environmental Services sewer main rehabilitation project, the Arlene Schnitzer Concert Hall needs a new sewer connection requiring significant changes to the internal plumbing of the building, as well as the installation of a large sewage collection tank and lift station. The concert hall is owned by the City and operated by Metro through the Portland’s 5 Centers for the Arts.

CBO Analysis

Historically, Portland's has typically been able to fund regular capital and repair costs within existing resources, as venue revenues exceeded operating costs. The dramatic impact of COVID-19 has wiped out reserves, and it remains to be seen how the venues will recover over the next few years. This will be important for the City to monitor given the large known future capital needs for several Portland's venues.

In the short-term, although partial funding was allocated in the Fall Supplemental Budget (\$150,000), it was known at that time that \$700,000 would be required to fund the new sewer connection. The cost was not identified until 2021 and therefore not included in any long-term planning. Timely completion of this construction is critical for the larger project as well as for allowing the concert hall to continue operating. CBO recommends this request.

CBO Recommendation: \$700,000 one-time

Multi-Bureau Permit Improvement Project

DP 13061, \$1,376,843, 4.00 FTE (5.00 FTE in Year 2)

Request Summary

This decision package would support the next phase of efforts by the Permit Improvement Task Force to address longstanding issues with the City's building permit process, which spans seven bureaus and lacks a centralized mission, authority, and accountability. This complements requests put forward by the Bureau of Development Services for bureau-specific process and technology improvement.

CBO Analysis

A [March 2021 audit](#) is the latest assessment highlighting the challenges of managing complex reviews across City bureaus; although significant work has gone toward improving timeliness and coordination of this process over the last few years – most notably implementation of the new online permitting system – the audit noted that “stronger governance [is] needed to solve system problems.” Heeding this call, Commissioner Ryan appointed a Permitting Improvement Task Force co-chaired with Commissioner Mapps, the initial findings of which were shared in a January Work Session.

Currently, there is only a single FTE – the Permit Improvement Strategies Manager – working full time on this project. A request of \$1.4 million has been put forward to create a two-year Permit Improvement Team consisting of:

- The Permit Improvement Strategies Manager (funded with one-time resources in the current fiscal year)
- Equity Coordinator
- Project Coordinator
- Data Analyst
- Communication Coordinator (year two)

Previous attempts at significant process improvements have stalled due to lack of dedicated staff capacity to implement the project. Given that fee-based permit programs are still recovering from the impacts of

the pandemic, the partner bureaus would be unlikely to be able to fund or staff this work within existing resources. Failure to move forward has an even greater cost to the City and customers, with currently \$1.2 billion in projects pending review; these delays increase expenses for commercial and residential customers, feeding into a reputation that is reported to lead developers to choose projects in other jurisdictions with faster turnaround, consistent expectations, and less complex regulations. The project goal is to help reduce the time to process a building permit by one-third (an average of over 25 days across all permit types, and more than 30 days for new construction for both residential and commercial projects).

This request is one of three budget requests submitted related to permitting process improvements, and combined these requests would total \$2.2 million and fund 10.0 FTE. Although not unreasonable for the scope of the project, due to limited General Fund resources, CBO is recommending a combined \$436,614 plus an estimated \$115,000 in carryover from the current year Special Appropriation allocation to help support this work. CBO recommends that the team work together to provide Council with scalable options prioritizing the most important work for next year, with a focus on the multi-bureau efforts given their criticality to the overall success of the system improvements. To the extent that partner bureaus are able to provide resources or in-kind support, or if additional one-time General Fund resources are identified in the April forecast, CBO recommends considering additional resources for this project in alignment with Council's priority for economic recovery.

CBO Recommendation: \$436,614 (plus carryover) in Special Appropriations, with potential to support costs in the Bureau of Development Services I TBD FTE, including continuation of current project manager position in Special Appropriations

Charter Review

DP 13193, \$1,006,394

Request Summary

This request represents the third year of Charter Review project budget, which to date totals \$973,541. The additional \$1.0 million requested in FY 2022-23 would continue support for the Community Engagement & Communications Coordinator, fund an additional 0.50 FTE on the Strategic Projects & Opportunities Team (SPOT), continue current year community education and engagement activities, funds Charter Commission stipends, meetings, and related costs, and adds \$475,000 for intensive voter education in preparation for the November 2022 election. It is likely that additional resources (roughly estimated at \$400,000) will be required in FY 2023-24 for issues referred to the voters as part of the "Phase II" added by the Charter Commission.

CBO Analysis

With this ask, the total budget for the decadal Charter Review would total \$1.9 million, and likely closer to \$2.3 million with anticipated costs in Year 4. The prior Charter Commission was provided with a total budget of \$600,000. The higher price tag of the current Charter Commission is largely driven by:

- The goal of focusing on education and engagement with communities historically left out of City decision-making, including a contract with the Coalition of Communities of Color and grants to other culturally-specific organizations;
- The decision by the Charter Commission – which functions as an independent body - to approach charter review in two phases, which doubled many costs for education and engagement activities

and extended the need for City staff support;

- The additional strategies employed to ensure robust community engagement during the COVID-19 pandemic; and
- The complexity of the issues being considered by the Charter Commission and potentially referred to voters, which far exceeds the scope of the last review (which resulted in nine housekeeping amendments). The Charter Review project manager worked with City bureaus that have recently navigated ballot measures (Parks and Transportation) to help develop cost estimates for digital, social, and print communications and mailers.

CBO recommends funding this decision package to ensure the success of the independent charter review process, especially considering the complexity of reform that needs to be communicated to help inform voters and the goal of having a robust engagement process with historically underserved communities. At this point, the project manager does not anticipate significant underspending in the current year, but will identify any estimated carryover as part of the Spring Budget Monitoring Process. As in FY 2021-22, CBO notes the Citywide benefits of the Charter Commission process and therefore recommends that a portion of this decision package (\$583,709) be funded through the General Fund overhead model, and the remainder (\$422,685) through General Fund discretionary.

CBO Recommendation: \$422,685 one-time General Fund discretionary, \$583,709 one-time General Fund overhead | 0.50 FTE

Community Grant Advocate

DP 13132, \$248,756, 1.0 FTE

Request Summary

In the Fall Supplemental Budget, Council authorized funding for a one-time Community-Based Organization capacity building and technical assistance program. This included \$150,000 for a position in the Grants Management Division. This decision package requests funding to extend this position for an additional two years to continue this work and help support broader efforts to improve City-issued grant processes.

CBO Analysis

CBO recommended funding this work in the Fall Supplemental Budget, recognizing the need to enhance the City's support structure for organizations that have not historically had the capacity to apply for, manage, and report on use of public dollars. Council allocated \$3.9 million in the Adopted Budget for organizations reducing the impact of gun violence, and it was determined that the City would waive standard requirements for grant eligibility, including nonprofit 501(c)3 status, to provide more flexibility in the types of organizations and proposals that could be supported. Similarly, the Portland Clean Energy Fund has provided capacity-building grant opportunities for CBOs to develop organizational readiness to deploy larger projects. There have been some notable challenges along the way, and as discussed above the Bureau of Revenue & Financial Services will be working to develop and strengthen Citywide grantmaking policies and processes to help address these issues.

This position will be critical for supporting that work, as well as aiding in the implementation of the new Citywide Grant Management System and providing direct technical assistance to CBOs. Since the position is not anticipated to be hired until April of 2022, CBO recommends funding in FY 2022-23 with one-time

carryover and ongoing funding moving forward via interagency agreements from the bureaus that will be using the new Citywide Grant Management System. This recognizes the importance of providing adequate oversight and support for City-issued grants, and will help to enhance consistency across bureaus.

CBO Recommendation: \$124,378 funded via one-time carryover in FY 2022-23 and converted to ongoing with support from interagency agreements in FY 2023-24 | 1.00 FTE

Citywide Emergency Response Fund

DP 13150, \$1.0 million, 0.0 FTE

Request Summary

The Grants Management Division and Portland Bureau of Emergency Management have put forward a request for \$1.0 million in one-time General Fund resources to establish a Citywide Emergency Response Fund. This will help to ensure that all bureaus are able to participate in emergency response efforts without financial penalty, and that emergency costs are tracked and managed centrally and consistently.

CBO Analysis

Historically, during an emergency like a severe winter weather event, bureaus cover costs and staff time from their own budgets. This is sometimes reimbursed by the General Fund or from grant resources, but this process can take time and inhibits participation from bureaus managing budgets with restricted funding sources or smaller budgets. If an emergency response budget were established in Special Appropriations, bureaus could immediately charge costs to an internal order that could cover these expenses. This would help to streamline the subsequent process of applying for and managing federal or state relief dollars, which are often provided during times of emergency. At present, some bureaus are able to better absorb and plan for emergency expenses, but the service delivery may suffer due to the ad hoc nature of not knowing if there will be dedicated resources to support an effort. The Grant Management Division would also pursue reimbursement from the Joint Office of Homeless Services for appropriate costs related to shelter, although there is still a need for the jurisdictions to come to an agreement for what costs will be covered by the City's allocation to the JOHS for emergency shelter.

This concept has been tested through Council's action in March 2020 to establish an Incident Budget for the City's COVID-19 pandemic response. The \$1.0 million allocated at that time has stretched two years, as many costs have been eligible for FEMA reimbursement. The City's General Fund contribution has allowed the budget bandwidth to act quickly as well as provided flexibility in covering costs that are not eligible for federal dollars but meet important community needs. As of February 2022, there is still approximately \$230,000 available from the incident budget, most of which will likely be used for current year severe winter weather costs.

CBO recommends establishing a formal Citywide Emergency Response Fund. In order to ensure that the fund is regularly replenished, CBO recommends a new practice of allocating a portion of any General Fund excess ending fund balance into a Special Appropriations Citywide Emergencies cost center for a balance of up to \$1.0 million as part of the annual Fall Budget Monitoring Process. The Grants Management Division would pursue reimbursement from other jurisdictions when eligible. To the extent that additional resources are available in the April forecast, Council could consider seeding this reserve as part of the FY 2022-23 Adopted Budget, potentially setting up a process to fund/reimburse emergency shelter coordination efforts as identified in a decision package from PBEM as a pilot process in FY 2022-23. Otherwise, CBO recommends a budget note committing to reimbursing bureaus for any summer

emergency costs in the Fall Supplemental Budget.

CBO Recommendation: up to \$1.0 million from excess General Fund ending fund balance | \$0 new one-time General Fund discretionary resources

Portland Metropolitan Levee System

DP 13151, \$741,447, 0.0 FTE

Request Summary

In the Fall Supplemental Budget, Council allocated \$1.6 million into a policy set-aside for multi-year, multi-bureau costs related to the Portland Metropolitan Levee System (PMLS). This request would draw down anticipated funds needed in FY 2022-23.

CBO Analysis

CBO recommends this request, as Council has already allocated funding for this purpose. The FY 2022-23 allocation includes continued funding for:

- Staff time in the Portland Bureau of Transportation, Bureau of Development Services, and Portland Parks & Recreation to coordinate and plan with other bureau and external partners;
- The City's match contributions for a pump station near the Portland International Raceway; and
- Short-term support for operations and financial solvency of the Peninsula-1 Drainage District.

This request may be updated later in the process based on updated information from City and project partners. Additional discussion and analysis of this request can be found [in CBO's FY 2021-22 Fall Supplemental Budget analysis](#).

CBO Recommendation: \$741,447 (from General Fund policy set-aside)

AMERICAN RESCUE PLAN ACT REQUESTS

The following list provides requests for Federal ARPA resources, which are evaluated and recommended separately from this budget review. CBO anticipates the report from the ARPA review team will be released the first week of March 2022.

ARPA LFRF: Streets to Stability

DP 13087, \$43,339,210, 0.50 FTE

ARPA LFRF: OVP Gun Violence Prevention

DP 13034, \$5,369,806

ARPA LFRF: Program Delivery

DP 13188, \$4,787,485

ARPA LFRF: City Vaccine Program

DP 13191, \$5.0 million

ARPA LFRF: Motel Shelter Strategy

DP 13193, \$8,261,000

SUMMARY OF REQUESTS AND RECOMMENDATIONS

Following is a summary of Special Appropriation’s total budget.

SUMMARY OF REQUESTS & RECOMMENDATIONS BY FUND

Special Appropriations

100 - General Fund

		2021-22 Adopted Budget	2022-23 Requested Base (A)	Bureau Decision Packages (B)	CBO Recommended Adjustments (C)	Total Recommended Budget (A+B+C)
Revenue	Fund Transfers - Revenue	\$315,000	\$0	\$0	\$0	\$0
	General Fund Discretionary	\$16,787,445	\$12,930,329	\$5,352,781	(\$3,468,265)	\$14,814,845
	General Fund Overhead	\$507,814	\$213,318	\$0	\$0	\$213,318
	Interagency Revenue	\$353,145	\$346,833	\$0	\$0	\$346,833
	Intergovernmental	\$130,871	\$130,871	\$0	\$0	\$130,871
Revenue	Sum:	\$18,094,275	\$13,621,351	\$5,352,781	(\$3,468,265)	\$15,505,867
Expense	External Materials and Services	\$16,526,430	\$11,597,415	\$3,634,900	(\$2,186,998)	\$13,045,317
	Internal Materials and Services	\$219,046	\$308,962	\$0	\$0	\$308,962
	Personnel	\$1,348,799	\$1,714,974	\$1,717,881	(\$1,281,267)	\$2,151,588
Expense	Sum:	\$18,094,275	\$13,621,351	\$5,352,781	(\$3,468,265)	\$15,505,867

SUMMARY OF REQUESTS & RECOMMENDATIONS (ALL FUNDS)

Special Appropriations

		2021-22 Adopted Budget	2022-23 Requested Base (A)	Bureau Decision Packages (B)	CBO Recommended Adjustments (C)	Total Recommended Budget (A+B+C)
Revenue	Intergovernmental	\$21,328,084	\$130,871	\$56,970,016	(\$56,970,016)	\$130,871
	Interagency Revenue	\$353,145	\$346,833	\$0	\$0	\$346,833
	General Fund Overhead	\$507,814	\$213,318	\$0	\$0	\$213,318
	General Fund Discretionary	\$16,787,445	\$12,930,329	\$5,352,781	(\$3,468,265)	\$14,814,845
	Fund Transfers - Revenue	\$1,644,073	\$1,378,913	\$1,378,914	(\$689,457)	\$2,068,370
	Beginning Fund Balance	\$1,000,000	\$0	\$0	\$0	\$0
Revenue	Sum:	\$41,620,561	\$15,000,264	\$63,701,711	(\$61,127,738)	\$17,574,237
Expense	Personnel	\$1,815,271	\$2,121,658	\$5,020,505	(\$4,412,787)	\$2,729,376
	Internal Materials and Services	\$268,088	\$366,441	\$0	\$0	\$366,441
	Fund Transfers - Expense	\$18,797,213	\$0	\$0	\$0	\$0
	External Materials and Services	\$20,739,989	\$12,512,165	\$58,681,206	(\$56,714,951)	\$14,478,420
Expense	Sum:	\$41,620,561	\$15,000,264	\$63,701,711	(\$61,127,738)	\$17,574,237