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September 7, 2022

TO: Jessica Kinard, City Budget Office
FR: Michael Jordan, Chief Administrative Officer 
CC: OMF Leadership Team
RE: OMF FY 2022-23 Fall Budget Monitoring Process Submission

Attached, please find the Office of Management and Finance's submission for the FY 2022-23 Fall Budget Monitoring Process Report.

If you have any questions about the submission, please contact Aaron Beck, Crystal Castruita, or Aaron Rivera in OMF Business Operations. Thank you for your review and consideration of OMF's Fall BMP submission.



An Equal Opportunity Employer

To help ensure equal access to programs, services and activities, the Office of Management & Finance will reasonably modify policies/procedures and provide auxiliary aids/services to persons with disabilities upon request.

OMF

Fall FY 2022-23 BMP report

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All OMF

Office of Management and Finance

Prior Year Performance Report – FY 2021-22

Notable Key Performance Measure Updates

Bureau of Human Resources

The Bureau of Human Resources reports the focused outreach program participants hired 38%, up from 23% in FY 2020-21 and is attributed in part to an additional limited term position part way through FY 2021-22, continued in the current fiscal year. The average time to complete a recruitment increased from 81 days in FY 2020-21 to 90 days in FY 2021-22 overall.

Bureau of Revenue and Financial Services

The Bureau of Revenue and Finance reports no audit deficiencies in FY 2021-22, and the City has retained Aaa bond rating by Moody's. The Cycle time for Procurement construction contracts has increased from 90 days to 119, due in part to increased activity. For example, Procurement Invitations to Bid increased 21% in the prior year. Procurement also completed 216% more Goods & Services Request for Proposal projects in FY 2021-22 contributing to a cycle-time increase from 250 to 305.

Risk Management performs comprehensive claims management designed to lower exposures and total cost of claims which arise. Risk has implemented extensive claims best practices and procedures, which have resulted in faster claim conclusions and lesser settlement costs, which is the main reason for actuals decreasing. However, there exists a constant risk of a low amount of high-cost claims, stemming from increasing litigation arising from political factors, large jury awards, and increased costs of damages. A reasonable increase in the target projection is therefore necessary

Bureau of Technology Services

The Bureau of Technology Services percentage of availability of network excluding scheduled maintenance decreased from 99.98% to 99.97% in FY 2021-22 due to unplanned outages associated with the replacements of City firewalls. These outages are not expected to reoccur as they were due to the complexity of needing both old and new firewalls in production during a lengthy migration window.

The BTS Helpdesk satisfaction rating metric increased from 4.80 to 4.91 on a 5-point scale. Although wait times for services are currently longer, BTS continues to receive positive feedback from customers following their remote and in person interaction with the BTS IT analysts.

P&D experienced more demand in mailers than expected, as the number of community events increased coming out of COVID restrictions.

The P&D basic copy rate per sheet increased from \$0.038 in FY 2020-21 to \$0.045 in FY 2021-22 due to paper shortages driving prices up. The shortage continues and prices to purchase replacement paper is more expensive.

Office of the Chief Administrative Officer

The 311 Program one call resolution rate decreased from 26.3% in FY 2020-21 to 24.00% in FY 2021-22. This performance metric is likely an under-estimate of current service levels as 311's contact types have become more diverse, now including phone calls as well as emails, webforms, and in-person interactions. 311 will propose changing this metric to a "one contact resolution rate" for FY 2023-24 to more accurately reflect resolution rates.

The Business Operations operational budget served increased from \$491 million to \$681 million in FY 2021-22. Investments in various programs and services such as Revenue Division tax collections for Metro and the County, the new Community Safety Division and other funds managed continue to grow operational budget served by the Division.

The Impact Reduction Program number of campsite cleanups increased from 248 to 1,087 in FY 2021-22. COVID-19 restrictions were completely lifted in March 2022, thus allowing for far more campsite removal project to proceed. There were an additional 765 intensive bio waste and hazardous material remediation projects performed the were not complete campsite removals. Tons of garbage collected increased from 3,965 tons to 5,318 tons in FY 2022-23.

Bureau of Human Resources

Bureau Performance Narrative

Key Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1178	Percentage of focused outreach program participants on an eligible list who are hired	OUTCOME	20%	23%	40%	38%	40%	50%	The City had overall an increase in recruitments, resulting in 690 eligible lists total. Additionally, BHR received funding for a Focused Outreach Recruiter part way through FY 2021-22. These changes resulted in overall increase of focused outreach requests by 15% compared to FY 2020-21. Funding for the Focused Outreach Recruiter was received for an additional year in FY 2022-23.
MF_1214	Average time to complete recruitment	EFFICIENCY	82	81	73	90	85	85	The average time to complete a recruitment for FY22 (and FY21) was calculated to include only non-casual recruitments. Casual recruitments have a very significant impact on the average time to complete a recruitment.

Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_0004	Percentage of payroll checks direct deposited	OUTCOME	96%	99%	98%	97%	98%	98%	
MF_1122	Percentage of diverse (protected class) applicants per fiscal year - female	OUTCOME	41%	46%	43%	46%	43%	41%	
MF_1123	Percentage of diverse (protected class) applicants per fiscal year - minority	OUTCOME	34%	34%	34%	36%	34%	34%	

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

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	Other Performance Measures	Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1174	Number of employees enrolled in health coaching programs	WORKLOAD	427	445	350	360	367	316	
MF_1211	Total number of human resource investigations	OUTCOME	66	87	100	174	100	103	
MF_1212	Number of days per human resource investigation	EFFICIENCY	81	49	60	53	55	57	
MF_1213	Percentage of merit eligible employees with a completed performance review each fiscal year.	OUTCOME	N/A	N/A	80%	N/A	80%	80%	Comprehensive data from SF PMGM will be available following the cycle close on 8/31/22. Data will need to be updated at a later time.
MF_1224	HR Business Partner customer satisfaction	OUTCOME	N/A	4.20	4.00	4.50	4.00	4.00	Prior years' data was reported a scale of 1-5. This was revised to a scale of 1-10 in FY 21-22. Data for FY 21-22 results reflect an overall satisfaction rate of 9 out of 10, which is converted to 4.5 to match prior years' scales and provide comparable data.
MF_1247	Completion rate of leadership training.	OUTPUT	N/A	N/A	75%	49%	75%	75%	The results are based on the number of managers/supervisors who took at least one LEAD training (360) compared with total managers/supervisors (728). First LEAD class offered 3/15/21, six LEAD classes available since.
MF_1248	Percentage of employees who self-identify as having a disability.	OUTCOME	4.40%	5.10%	4.30%	4.70%	5.00%	5.00%	Data includes a large number of casual/seasonal employees, who are less likely to have self-identified as having a disability.

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1249	Percentage of employees who self identify as veterans	OUTCOME	5.40%	5.50%	4.60%	5.30%	5.00%	5.00%	Data includes a large number of casual/seasonal employees, who are less likely to have self-identified as being veterans.
MF_1258	Number of employee engagement connections through workplace well-being opportunities	WORKLOAD	N/A	N/A	N/A	1,769	1,500	1,500	This excludes larger events that are non-specific to wellness which CityStrong attended and presented information (i.e. New Employee Orientation) or email click-through numbers for newsletters. Total number is 2,850 for all types of engagement events.
MF_1259	Percentage of employees who report feeling that work supports their health and well-being	OUTCOME	N/A	N/A	N/A	N/A	80%	80%	This was not incorporated into any survey during FY21-22 so the metric is not available yet. BHR plans to add this to course evaluations and Citywide surveys beginning in FY 22-23.
MF_1260	Number of days to complete pay equity reviews	EFFICIENCY	N/A	N/A	N/A	1	2	2	
MF_1261	Number of days to complete classification reviews	EFFICIENCY	N/A	N/A	N/A	22	15	10	Council approval of new classifications is achieved through the ordinance process which requires 44 days for non-emergency requests.

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1262	Percentage of evaluation panels that meet MEP requirements	OUTCOME	N/A	N/A	N/A	57%	88%	92%	BHR received a total of 37 MEP requests, successfully placing 22 MEP's on evaluation panels. Due to the pandemic, lack of volunteer availability, RFP's being cancelled, and conflicts of interest, BHR faced many challenges in gaining participation for the first time in the history of the 12 year program. The goal moving forward is to revitalize the program by increasing outreach to new potential participants and organizations and rebranding the program.
MF_1263	Percentage of the SummerWorks internship placements within city bureaus	OUTCOME	N/A	N/A	N/A	11%	35%	50%	Only 11 of the 100 available internship placements were made within City Bureaus due to low demand from the City. This was largely due to the pandemic and lack of in-person work opportunities. Many of youth were also not ready to go back to working in person. Overall the SummerWorks program utilized all of the funding by creating learning opportunities for 280 youth and internships for 158 youth, placing more youth in internships outside the City at non-profits and small businesses to make up for low City Bureau participation.

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1264	Number of partnerships and sponsorship support for culturally specific organizations	OUTCOME	N/A	N/A	N/A	36	20	30	Despite the lack of in-person events due to the pandemic, We Are Better Together (WABT) was still able to partner with culturally specific organizations to support their work in FY 2021-22.

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14303 -BHR - Technical Adjustments****Package Description**

This request is for technical adjustments to align the budget to projected spending including: adjustments within the general fund Bureau of Human Resources various program's EMS budget lines; corrections to the ARPA EMS and PS budget lines; and, a correction from EMS to IMS for funds received for PFMLA Implementations costs.

Service Impacts

N/A

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	External Materials and Services	(\$634,690)
	Internal Materials and Services	\$40,000
	Personnel	\$594,690
Expense	Sum:	\$0

2022-23 FALL Requested Adj

Revenue	Intergovernmental	\$0
Revenue	Sum:	\$0

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14311 -BHR - Fund 700 & 707 Technical Adjustments****Package Description**

This request is a technical adjustment to the beginning fund balance for fund 700 and 707 to align to year end balances.

The beginning balance for Health Insurance Operating Fund (700) decreased by \$6.9 million from the budgeted FY 2022-23 beginning fund balance, and PPA Health Insurance Fund (707) decreased by \$782,000 from the budgeted FY 2022-23 beginning fund balance.

Service Impacts

NA

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	Contingency	(\$7,688,246)
	External Materials and Services	\$0
	Personnel	\$0
Expense	Sum:	(\$7,688,246)

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	(\$7,688,246)
Revenue	Sum:	(\$7,688,246)

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14316 -BHR - IA with Parks**Package Description**

This request extends an interagency with Portland Parks and Recreation for additional recruitment support resulting from the 2020 Parks Operating Levy through June 30, 2023. It also carries over unspent funds from FY 2021-22, and increases the total agreement by \$25K.

Service Impacts

This interagency extension allows Portland Parks and Recreation to continue receiving recruitment support for the full fiscal year.

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	Personnel	\$43,321
Expense	Sum:	\$43,321

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$43,321
Revenue	Sum:	\$43,321

MF - Office of Management & Finance**DP Type****Encumbrance Carryover (Fund 100 ONLY)****Request Name:** 14318 -BHR - Encumbrance Carryforward**Package Description**

This request is for contract encumbrance carryforward totaling \$488,788. This amount includes: \$123,300 for expert services related to the City's pay equity study from the University of Southern California (PO 22293005/22308512); \$100,000 for a trauma informed care return-to-work consultant agreement with Cascadia Partners (PO 22308511); \$75,693 for employee testing with Bio Med Testing Services (PO 22308827); \$45,500 for a work history study with USC (PO 22308512); \$30,000 for recruitment ads with Macs List (PO 22308828); \$25,000 for employee testing with Bio-Med Testing Services (PO 22308827); \$10,500 for Equity and Inclusion Training (PO 22307878/22307879); \$10,000 for Civil Service Board Employment Hearings with Lluella Nelson (PO 22308886); \$9,000 for Process Improvement Training with Portland State University (PO 22307594); \$9,000 for Change Management Training with Portland State University (PO 22307858); \$5,000 for Executive Coaching with Aim Hire LLC (PO 22307431); \$5,000 for Strategic Planning with Equity Urban (PO 22308889); and \$795 for OSHA Certification Training with University of Washington (PO 22307595).

Service Impacts

NA

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$448,788
Expense	Sum:	\$448,788

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$448,788
Revenue	Sum:	\$448,788

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14454 -BHR - IA with Portland Fire and Rescue****Package Description**

This request is to recognize the remaining \$88,972 in IA funding from Portland Fire and Rescue for 1 Limited-Term FTE Human Resource Analyst II to perform a broad compliment of employee relations support duties including coordination of selection processes, workplace investigations, and various HR related training. The Human Resources Analyst II position is necessary as the service requested by Fire is beyond the base level of HR Business Partner support that BHR is able to provide within existing current service level resources. BHR will continue to provide Fire with base level employee and labor relations outside of this agreement.

Portland Fire and Rescue continues to trend much higher than other similar sized bureaus related to BHR employee and labor relations services. The volume of investigations, disciplinary proceedings, interim bargaining impacts, and selection activities consistently fall within the top three across all City Bureaus. Bureaus with similar levels of service needs currently enjoy the support of two dedicated HR Business Partners, such as the cases of Police, Parks and Recreation and PBOT. The continued addition of an HR Analyst will provide the current HR Business Partner with additional support that will in turn ensure that HR services are delivered in a timely and thorough manner.

Service Impacts

The Employee and Labor Relations team helps managers and leadership resolve some of the most sensitive and complex concerns that arise within our City staff. Without additional HR support within the Fire Bureau the likelihood of mishandled, unaddressed, and unresolved employee relations matters surges, as well as the potential for an increase in BOLI claims, litigation and other charges resulting in greater legal exposure and liability to the City. HR Business Partners are intimately linked to the City's ability to provide legally mandated workplace accommodations (Religious, ADA, and Pregnancy Related), investigate and respond to claims of discrimination, harassment or retaliation. These roles provide critical guidance at every major junction of the employee lifecycle, from selection to performance management to layoff, separation or retirement.

Equity Impacts

The efforts and strategies within Employee and Labor Relations focus on diversity, equity, and inclusion—benefiting communities of color and persons with disabilities by working to provide access to employment, resources, and opportunity. The team is also solely responsible for identifying 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, 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 and inclusive environment.

An investment in the HR Analyst role will allow BHR the capacity to ensure person-centered support to the Fire Bureau in a manner that is not compromised by capacity constraints and will allow this team the resources necessary to revamp and redesign existing procedures in a way that meets the needs of our black, indigenous, and employees of color.

2022-23 FALL Requested Adj

Expense	Personnel	\$88,972
Expense	Sum:	\$88,972

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$88,972
Revenue	Sum:	\$88,972

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14481 -BHR - FEMA COVID Vaccine Budget Adjustment****Package Description**

This is a technical adjustment to match the budget to reduced available FEMA funding resources for COVID vaccine clinics and return 4 FTE Limited-Term Medical Assistants (all vacant) allocated in the Adopted Budget.

Service Impacts

N/A

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	Personnel	(\$1,855,586)
Expense	Sum:	(\$1,855,586)

2022-23 FALL Requested Adj

Revenue	Intergovernmental	(\$1,855,586)
Revenue	Sum:	(\$1,855,586)

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14492 -BHR - Training Sub-Fund - Beginning Fund Balance****Package Description**

This request recognizes \$15,647 from the BHR Training Fund ending fund balance in FY 2021-22 as the FY 2022-23 beginning fund balance.

Service Impacts

Approving this request will allow BHR to conduct trainings during the course of the year.

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$15,647
Expense	Sum:	\$15,647

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$15,647
Revenue	Sum:	\$15,647

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name:** 14494 -BHR - ADA Sub-Fund - Beginning Balance Transfer from HF Contingency**Package Description**

This request appropriates the unspent balance from the American's with Disabilities Act (ADA) sub-fund seeded in FY 2019-2020 by recognizing \$130,990 from the ending fund balance in FY 2021-22 as the FY 2022-23 beginning fund balance.

Service Impacts

This request and carry forward of ADA funds enables the continued operation and service provision.

Equity Impacts

This request supports the Citywide accommodations program with centralized funding for a fair and equitable distribution of resources amongst service seekers. Without this funding, resources may be disproportionately available and dependent upon individual bureau cash/budget, or bureaus would be required to make purchases that they simply do not have the funding to execute, resulting in impactful service tradeoffs.

2022-23 FALL Requested Adj		
Expense	Contingency	(\$130,990)
	External Materials and Services	\$130,990
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14498 -BHR - Employee Central Implementation**Package Description**

This request is for 2 FTE and \$377,250 in one-time, multi-year general fund resources to fund two HR Systems Analysts for the period December 1, 2022, through December 31, 2023 to support the migration to SAP Employee Central from the City's SAP HR/Payroll software.

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. Two phases of the project require HR subject matter resources.

In the first phase of the project, 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 scope of the first phase of the implementation is expected to last from December 1, 2022, through December 31, 2023, for a total of 13 months. An additional six (6) months, January 1, 2024 to June 30, 2024, may be required in order to complete reengineering and implementation of new city HR processes, as applicable. Additional resources for these six months, if required, will be requested in the FY 2023-2024 Fall BMP. Existing HR staff are required to support the implementation as specific subject matter experts, responsible for helping identify legal, process and policy requirements, develop business scenarios, perform testing, and other HR systems related activities. BHR will be working in coordination with BTS staff who will performing technical support project activities.

Funding for the work to be completed in FY 2023-24 will be carried over from the balance at year-end. Further resources may be requested in the FY 2023-24 Fall BMP to support the continuation of these positions through the remainder of FY 2023-24, if required by the scope of work included in the implementation.

In the second implementation phase, of which phase one is a dependency, Employee Central Time and Payroll applications will be implemented. A total of three positions (HR Systems and Payroll Analyst positions) will be requested in the FY 2025-26 budget for a period of up to 18 months to support the second phase.

Service Impacts

The result of this request is the successful implementation of the Success Factors Employee Central Core Data. The consequence of not approving this package will be the inability to implement Employee Central, and loss of the desired critical administrative support from SAP.

Equity Impacts

SAP is the core HR and Payroll application through which all of the City's employees are paid and managed. The system provides the data through which employees to are equitably paid and workforce equity data is supported. Employee Central also has new features which allows greater access to data, reporting and improves the end user experience, all which support the City's equity and inclusion values.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$20,000
	Personnel	\$357,250
Expense	Sum:	\$377,250

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$377,250
Revenue	Sum:	\$377,250

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003067 - Human Resources Systems Specialist	2.00	115,885	0	8,865	49,904	174,654
Total	2.00	115,885	0		49,904	174,654

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14504 -BHR - Centralization of Family Medical Leave Administration**Package Description**

This request is for 2 FTE and \$165,500 in one-time general fund resources to fund two positions (Admin Specialist III) supporting Citywide FMLA and OFLA leave administration. Ongoing resources and position authority will be requested during the FY 2023-24 budget process. The goal is to move towards a sustainable strategy for ongoing funding in future budget cycles and to centralize required FMLA/OFLA administration within the Bureau of Human Resources. Centralizing leave administration would provide support for newly created bureaus, address current coordinator changes across the City, and reduce the need for cross-bureau coordinator support in advance of Paid Leave Oregon beginning in September of 2023. This is part of a multi-year strategy ultimately resulting in Citywide centralized leave administration within BHR.

BHR currently has one FMLA/OFLA Leave Program Administrator who is assigned several smaller bureaus and is also responsible for Bureau FMLA coordinator training and complex case support. Many other bureaus have a coordinator who typically spends 10-30% of their time on FMLA coordination with other duties (such as timekeeping) making up the rest of their FTE. Having de-centralized services causes confusion for employees who must reach out to multiple contacts to understand and access leave entitlements. Additionally, changes to leave laws require additional training and support for coordinators. Efficiencies in timing of leave decision, training, back up coverage, and overall employee support can be obtained by having all leave coordinators within one bureau.

Training new FMLA/OFLA coordinators takes months. FMLA/OFLA administration is complex and requires specific compliance to ensure we're not at risk for fines and additional costs such as attorney's fees and other judgements awarded. Having administrators across the City, with no general oversight, puts the City at risk of non-compliance. Additionally, as the City looks forward to Paid Leave Oregon, having centralized FMLA administration will help with coordination as employees qualify for multiple programs. Ongoing resources will be needed to manage and administer policies, systems and processes to comply with Family Medical Leave and Oregon Family Leave laws.

Service Impacts

The expected results/outcome of the additional staff is to centralize FMLA/OFLA administration to ensure compliance and support of City employees who need to access protected leave. BHR would begin to move FMLA administration inhouse, so employees have a central location to go for FMLA, OFLA, Paid Leave Oregon, disability, etc.

Over the past five years, the number of FMLA coordinators has dropped from 29 to 20 currently citywide, with additional decreases expected this fiscal year. Many bureaus who previously handled FMLA have turned over the duties to BHR without us having proper staffing for the increased workload. This led to delays in decisions and confusion for employees. Additional bureaus have been added, such as Portland Children's Levy, OCT, and IPR, which have required BHR's support and training. Training new FMLA coordinators is a heavy lift by staff already overwhelmed with increased applications for FMLA, OFLA, catastrophic leave, disability, and various COVID leave programs. Each FMLA application is unique, which requires an extreme attention to detail, and research to determine eligibility. Having trained FMLA coordinators who do this as their primary role will ensure the City is compliant and employees are receiving the appropriate types of leave.

If ongoing funding is not approved, the City will be at risk for fines and additional costs such as attorney's fees and other judgements awarded through potential lawsuits or grievances. This work should be centralized and the City is at risk if Bureaus do this work independently. Additionally, ongoing resources will be needed to continue towards the goal of centralized services and to absorb FMLA administrative duties for additional bureaus.

Equity Impacts

When employees request protected leave, we are meeting many of them at their most vulnerable state. They could have experienced a sudden illness or injury, loss of a family member, a domestic violence situation, etc. BHR needs to be available to support our most important assets which are our employees. Having timely, accurate and accessible support is imperative. Employees expect to get their leave information in one place, and it should be Human Resources. Oftentimes, we hear feedback from employees that they don't want to submit medical information to their bureau for fear it could be shared.

In an early 2018 survey with PBOT, employees cited confidentiality, processes, training for managers and supervisors as the top three improvements which could be made to FMLA administration. BHR and PBOT entered into a pilot inter-agency agreement on July 1, 2018, to take on their FMLA administration and surveyed employees regarding changes in the experience, once moved to BHR. Here are some results of before/after survey (scale 1-5, 5 being highest rating):

1. How accessible was the FMLA coordinator?
 - a. Previous average at PBOT 3.759
 - b. Current average at BHR 4.471
2. How adequate was the confidentiality of your medical information maintained by the FMLA coordinator?
 - a. Previous average at PBOT 3.950
 - b. Current average at BHR 4.547
3. How adequate was the FMLA process and deadlines communicated?
 - a. Previous average at PBOT 2.917
 - b. Current average at BHR 3.471
4. How knowledgeable are the Supervisors/Managers trained in their responsibility?
 - a. Previous average at PBOT 3.528
 - b. Current average at BHR 3.909
5. Are the roles and responsibilities of the FMLA Coordinator adequate?
 - a. Previous average at PBOT 3.717
 - b. Current average at BHR 4.034
6. Are the roles and responsibilities of the Manager/Supervisor adequate?
 - a. Previous average at PBOT 3.500
 - b. Current average at BHR 3.450
7. Are the roles and responsibilities of the timekeeper adequate?
 - a. Previous average at PBOT 3.596
 - b. Current average at BHR 3.675
8. Are the roles and responsibilities of the user (one who uses FMLA) adequate?
 - a. Previous average at PBOT 3.267
 - b. Current average at BHR 3.418

In all but one case, BHR improved the overall experience for employees when seeking out their protected leave options. The one area of decline was related to their supervisor, which could be improved with manager/supervisor training, rather than the services received by the FMLA coordinator. Unfortunately, due to budget constraints, PBOT pulled the IA from BHR for FY 2020-21 and absorbed the services back into the bureau. This also highlights the reasons BHR needs continued funding for this program.

We expect centralized FMLA services would result in improved experiences for all employees as this work is brought into BHR. Staff will be available by phone, Teams, email and in-person at various worksites across the City. Applications will be processed timely, and employees will be supported as their protected leave runs concurrent with Paid Leave Oregon, disability benefits, etc.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$10,000
	Personnel	\$155,500
Expense	Sum:	\$165,500

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$165,500
Revenue	Sum:	\$165,500

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003004 - Administrative Specialist III	2.00	96,908	0	7,414	42,160	146,482

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Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
Total	2.00	96,908	0		42,160	146,482

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14507 -BHR - Protech17 Classification & Compensation Study**Package Description**

This request is for 1.0 FTE and \$2,032,300 in one-time, multi-year general fund resources to fund one (1) Senior Classification and Compensation Analysts (HRAIII) and external contracting services in the amount of \$1,400,000 to support the Protech17 classification and compensation study. This is a multi-year project starting in FY21-22 going through to FY25-26 for a total of 3 years.

The City has agreed to conduct a Protech17 wide classification and compensation study. This is a significant project with great complexity. Without dedicated resources, there will be a significant slow-down of key classification and compensation functions such as other support to labor relations to set wages in negotiations, creating/modifying classifications to better meet council policy directives, reorganization support, implementation of COLA, and other pay actions. Performing the study with current resources only (this includes the two limited term positions) would increase position requests from 4-6 weeks to 16-18 weeks and pay equity reviews from 4-5 days to 8-10 days. This would cripple City bureaus from accomplishing their work.

The \$1,400,000 for contracting services and \$632,300 for one (1) full-time Sr. Classification and Compensation Analyst (HRAIII) will be used to support the Protech17 classification and compensation study agreed to during collective bargaining for the duration of the project.

Funding for future fiscal years will be carried over from the balance at year-end until the project is complete.

Service Impacts

Providing the requested resources will allow the City to meet our commitments and avoid an unfair labor practice by completing the Protech17 classification and compensation study as agreed to with our labor partners.

The assumptions are that the resources will be provided to allow for a continuation of services and agreements with our labor partners. That the City will be able to meet our obligations without a disruption of services to bureaus who are seeking quick, efficient, and competent services. That the City will be able to get a contractor to provide expert services in classification and compensation study.

The outcomes will be measured through the completion of the Protech17 study.

Equity Impacts

Meeting service demands by supporting the City with classifying and compensating city work equitably supports the City's goals of recruiting and retaining a diverse workforce. Expedient timelines help bureaus to create/classify positions quickly getting them ready for recruitment and turnaround pay equity analysis quickly. In a changing recruiting and working environment, it is important that we support our central services. Maintaining the City's classification and compensation structure requires regular classification and compensation studies. Ensuring jobs and pay at the City is an accurate representation and competitive with the market to attract talent is essential in managing City business.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$1,423,750
	Personnel	\$608,550
Expense	Sum:	\$2,032,300

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$2,032,300
Revenue	Sum:	\$2,032,300

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003065 - Human Resources Analyst III	1.00	62,182	0	4,757	24,550	91,489
Total	1.00	62,182	0		24,550	91,489

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14510 -BHR - HR Systems Analysts**Package Description**

This request is for 2.0 FTE HR Systems Analyst and \$177,750 in one-time general fund resources to support staffing needs in the HR Systems section of BHR Operations. This package has two components: one position will support both the base workload in the Time and Personnel Administration functional areas; and the second position will support internal coordination, customer outreach and training. Ongoing resources may be requested during the FY 2023-24 budget process.

Position 1: There is an urgent need for additional staffing to support the Time and Personnel Management areas in support of City's biweekly payroll processing. The workload has increased significantly for this team as the result of increased federal, state and local legal requirements, labor contract and city policy changes. Examples of these include multiple LOA's, MOU's and City ordinances in support of Covid, ongoing changes to leave management and options in support of changes due to Covid and diversity initiatives, Safety Net, Vaccine Attestations, PMGM implementation and NR Merit increase citywide changes, changes in P&F workflow processing requiring more work on the PA team in addition to added requirements relating to recruitment and pay in support of the city and state equity initiatives, multiple varying emergency closures requiring ongoing support in timekeeping guidance, processes and compensation, and Language premium development and implementation. Multiple SAP processes have been transitioned to the Operations team, including Win Shuttle, the SWIA App, and P&F Workflow agents' table. Many of these while driven by one-time emergencies require ongoing management and administration.

Without accurate resources to implement and manage these ongoing changes staff are unable to complete daily and biweekly processes and tasks which directly impacts onboarding and timely compensation for employees.

Additionally, the current staffing level does not allow capacity for employees to take leave, such as vacation and sick leave.

Additional staffing will also support the capacity in workload to focus on process improvements and citywide training.

Position 2: The city has a need for BHR to provide more proactive, comprehensive customer service outreach, in the format of internal coordination and citywide HR systems training. Internal coordination will provide the team with the capacity to do the work internally by collaborating with various teams and stakeholders to problem solve and streamline solutions with more efficiency and less complaints, reduced timeline for processing and increased satisfaction and ultimately timely and correct onboarding and payment of employees. This position will also encompass training roles and tasks that were lost when the training budget was cut from EBS, which provided training to city HR systems roles on process, compensation rules, and ongoing system changes. It will allow for more capacity of the subject matter experts to design and conduct more thorough initial and ongoing training for timekeepers, personnel administrators and other stakeholders within the City which will also provide more efficiencies and support citywide.

Service Impacts

Personnel Actions and time related processes are completed within the timeframe necessary to adhere to city, state and Boli requirements regarding payment and compensation of employees. Training plans are created to ensure thorough onboarding of bureau OBPA's and Timekeepers which reduces errors resulting in under/over or no payment of employees. City, state and union contract changes are implemented in a timely manner, reducing the risk of grievances and lawsuits. Current staffing is insufficient to prevent burnout which has led to increased stress, overtime, low morale, additional FMLA/OFLA and mental health absences as well as turnover. Having adequate staffing is crucial to employee retention, particularly in jobs which have a long training time and learning curve due to the complexity of city time and pay practices and number of contracts administered.

Operations PA staff will have the capacity to work through Issues that currently exist in relation to recruitment requirements, equity pay, and staff changes in support of all the varying contract & city rules and requirements inhouse by collaborating with the respective teams and other teams within BHR rather than returning requests and forms back to bureaus for follow up. The increase capacity will also allow for team to allocate substantial resources to improved, updated and comprehensive training curricula and provide improved ongoing training to new and current bureau processes. This will not only provide increased efficiencies but also reduce timelines, confusion, stress and increase customer satisfaction. Improved processes and timelines will also aid in ensuring employees compensation are correct, timely and adhere to city, contractual and state laws.

Measuring outcomes: A reduction in numbers of off cycle payroll corrections, overpayments, personnel forms returned due to errors and timelines of contractual and system change deadlines can be measured. A higher staffing level is expected to provide more timely and accurate work in support of the City's biweekly HR/payroll process. A higher level of customer satisfaction is also expected.

The risk of not approving this package includes BOLI violations, union grievances, lawsuits, general dissatisfaction of employees, incorrect compensation, and team member burnout due to the lack of resources commensurate with the workload.

Equity Impacts

Employees are heavily impacted by not receiving compensation in a timely manner, oftentimes the lowest paid staff are impacted the most due to the nature of casual hires and reduced access to and understanding of technology. As well as new staff, which reduces the overall first impression and experience for new employees in the city.

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Expense	External Materials and Services	\$10,000
	Personnel	\$167,750
Expense	Sum:	\$177,750

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$177,750
Revenue	Sum:	\$177,750

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003067 - Human Resources Systems Specialist	2.00	105,154	0	8,044	44,246	157,444
Total	2.00	105,154	0		44,246	157,444

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14513 -BHR - Class Comp, Pay Equity and NR Pay Structure**Package Description**

This request is for 2.0 FTE and \$265,000 in GF one-time funding to support the continued increase in ongoing workload and/or demands for classifying, compensating, and determining equitable pay on behalf of the City. This would fund one (1) Senior Classification and Compensation Analysts (HRAIII) and one (1) Classification and Compensation Analyst (HRAII).

The workload of the City's Classification, Compensation + Pay Equity team has increased substantially without staffing increases to support the demand on services. Prior to the City implementing the Oregon Equal Pay Act, the Classification, Compensation + Pay Equity team was cut staffing resources as a budget saving measure – creating limitations in the support provided by the team. This led to a lack of support in collective bargaining, ineffective implementation of pay equity, and overall customer dissatisfaction. It wasn't until FY2021-22 that the team received one ongoing FTE to support the City's Pay Equity program.

As the City is increasing positions, programs, and making new agreements with labor partners, the pay equity program has grown. Pay Equity reviews have increased year over year with no additional resources added to support the increased workload. As a result, we are seeing an increased turnaround time which creates challenges in hiring. Currently our timeline has gone from 1-2 days to 4-5 days turnaround. We've made great strides to improve efficiency and programming – automated request process, data storage, and better salary prediction tools. Unfortunately, without additional staffing support we will continue to see increased timelines. This is counterproductive to our recruitment efforts and must be solved by investing more resources into the support functions of BHR.

In addition, the current non-represented vs. represented pay structure is creating a separation in our workforce that adds challenges in attracting and retaining staff in key roles. We must work to create an equitable and sustainable pay structure that has parity with one another.

The 2 FTE will be used to support current and projected workload increases. This will allow us to keep up with bureau demands, keep our timelines for pay equity reviews and other actions lower, and work to redesign the City's non-represented pay structure.

BHR expects to request ongoing resources during the FY 2023-24 budget process.

Service Impacts

Providing the requested resources to the Classification, Compensation + Pay Equity team will allow for the us to meet the increased workload demands without increasing our timelines leading to better support of bureaus and City leadership. We will be able to meet our commitments and avoid an unfair labor practice by completing the Protech17 classification and compensation study as agreed to with our labor partners. We will also be able to review and redesign the City's non-represented pay structure to better meet the City's needs.

The assumptions are that the resources will be provided to allow for a continuation of services and agreements with our labor partners. That the City will be able to meet our obligations without a disruption of services to bureaus who are seeking quick, efficient, and competent services.

The outcomes will be measured through the proposal of a non-represented pay structure redesign. It will also be measured through a return to prior service timelines. A return to 1-2 days turnaround for pay equity reviews and a continuation of 4-6 weeks on other position request actions.

Equity Impacts

Meeting service demands by supporting the City with classifying and compensating city work equitably supports the City's goals of recruiting and retaining a diverse workforce. Expedient timelines help bureaus to create/classify positions quickly getting them ready for recruitment and turnaround pay equity analysis quickly. In a changing recruiting and working environment, it is important that we support our central services. Ensuring jobs and pay at the City is an accurate representation and competitive with the market to attract talent is essential in managing City business.

The current non-represented vs. represented pay structure is creating a separation in our workforce that creates challenges in attracting and retaining staff in key roles. We must work to create an equitable and sustainable pay structure that has parity with one another.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$10,000
	Personnel	\$255,000
Expense	Sum:	\$265,000

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Revenue	General Fund Discretionary	\$265,000
Revenue	Sum:	\$265,000

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003064 - Human Resources Analyst II	1.00	61,340	0	4,692	25,810	91,842
30003065 - Human Resources Analyst III	1.00	102,005	0	7,803	43,447	153,255
Total	2.00	163,345	0		69,257	245,097

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14514 -BHR - Bureau HR Support - HR Business Partners**Package Description**

This request for 4.0FTE HR Business Partners and \$475,500 in GF one-time resources in the City's centralized Employee and Labor Relations team.

The Employee and Labor Relations program seeks to add 4 HR Business Partners to Employee Relations. Historically, resources have been moved from this area to fund other BHR critical services. Since 2018 this team has lost a total of 4 FTE - 2 HR Site Team Manager positions, 1 Police HR Manager role, and 1 HR Technician position. This substantial loss in personnel has directly resulted in constrained service delivery to City bureaus, frustrated and ill-equipped managers, and overwhelmed BHR personnel. While FTE in this group has been reduced over the past several years, duties and workload have swollen. New duties over the last two years have included but are not limited to contact tracing, administration of illness in the workplace protocols, performance management support and administration tied to the SuccessFactors platform, Workshare administration, Safety Net program coordination, additional training requirements and many others including compliance with a wealth of new employment and leave laws. This group's ability has been compromised due to heavy daily workloads which could be mitigated by additional Business Partners. Four additional HR Business Partners would allow BHR to meet the daily demand for services in manner that considers the expansion of duties inherited by these roles.

HR Business Partners support a wide variety of critical services including labor negotiations, contract interpretation, strategic development, grievances, CDL and drug testing, Civil Service Board administration, labor costing/research, investigations, conflict resolution, mediation, performance management, Workshare coordination, ADA and religious accommodations, contact tracing, illness in the workplace coordination, advice/consultation/compliance on centralized infrastructure, trainings, succession planning, employee development, re-organization, layoff procedures, collection and analysis of data, seniority data maintenance, layoff, recall and redeployment. A central component of employee relations has also been in support of training. Often the Business Partner role is the primary facilitator of trainings. As Leadership training is launched more resources will be required to offer meaningful training in a timely manner

In addition, the city is quite simply underserved as it relates to HR Business Partner support. A recent national survey by HRAcuity in their 6th Annual Benchmark Study provides benchmark staffing ratios for HR Business Partners per 1,000 employees. For similarly situated organizations the size of the City of Portland, the report cites a median of 2.67 HRBPs per 1000 employees or a total of 19. The City currently supports over 7000 staff members with only 12.

BHR expects to request ongoing resources during the FY 2023-24 budget process.

Service Impacts

The Employee and Labor Relations team helps managers and leadership resolve some of the most sensitive and complex concerns that arise within our City staff. Without adequate HRBP support throughout the City the likelihood of mishandled, unaddressed, and unresolved employee relations matters surges, as well as the potential for an increase in BOLI claims, litigation and other charges resulting in greater legal exposure and liability to the City.

HR Business Partners are intimately linked to the City's ability to provide legally mandated workplace accommodations (Religious, ADA, and Pregnancy Related), investigate and respond to claims of discrimination, harassment or retaliation in compliance with ORS 243.319 and 243.321 and numerous longstanding and overarching federal employment laws.

These roles provide critical and practiced guidance at every major junction of the employee lifecycle, from selection to performance management to layoff, separation or retirement. Insufficient or decentralized HR Business Partner support results in a negative feedback loop where high stakes people matters are left unaddressed, mishandled or handled inconsistently which perpetuates more of the same. A practical example of this lies within the Portland Fire Bureau where as of the preparation of this document, there are 29 open investigations. This is an inordinate backlog that is directly attributable to a lack of HR Business Partner support.

Equity Impacts

The efforts and strategies within Employee and Labor Relations focus on diversity, equity, and inclusion—benefiting communities of color and persons with disabilities by working to provide access to employment, resources, and opportunity. The team is also solely responsible for identifying 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, 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 and inclusive environment.

An investment in the HR Business Partner role will allow BHR the capacity to ensure person-centered support to our City staff in a manner that is not compromised by capacity constraints and will allow this team the resources necessary to revamp and redesign existing procedures in a way that meets the needs of our black, indigenous, and employees of color.

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Expense	External Materials and Services	\$20,000
	Personnel	\$455,500
Expense	Sum:	\$475,500

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$475,500
Revenue	Sum:	\$475,500

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003066 - Human Resources Generalist	4.00	290,180	0	22,200	114,568	426,948
Total	4.00	290,180	0		114,568	426,948

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14519 -BHR - Labor Relations Increased Negotiations Support**Package Description**

This is a request for 2.0 FTE Labor Relations Coordinators (HR Analyst III) and \$237,750 in General Fund one-time resources for the Labor Relations program.

During the past four years, we have increased the number of CBAs from seven (7) to (11) eleven currently, and additional CBAs may be on the horizon. We have changed the way we manage each union contracts due to the Supreme Court Janus decision and Oregon's House Bill 2016. Currently, each Labor Relations Coordinator acts as the lead negotiator and assists as second chair for a minimum of four CBAs per year. This team has also been impacted by requirements to bargain the impacts of the pandemic, adding to the workload of this team. Two additional Labor Relations Coordinators would allow BHR to meet the daily demand for services in a professional manner in a highly unionized environment.

Labor Relations Coordinators support a wide variety of critical services including labor negotiations, contract interpretation, strategic development, grievances, arbitration preparation, CDL, random, National and Local Compensation Comparators for CBA's, reasonable suspicion drug testing, Civil Service Board administration, labor costing/research, conflict resolution, mediation, advice/consultation/ compliance for centralized infrastructure, trainings, collection and analysis of data, seniority data maintenance, layoff, recall and redeployment.

In addition, the City is quite simply underserved as it relates to Labor Relations support. A recent 2021 Bloomberg BNA's HR Department Benchmarks and Analysis reported, the rule of thumb is 1.4 full-time HR staff per 1000 employees. The city currently supports over 7000 staff members with only 5 Labor Relations staff.

BHR expects to request ongoing resources during the FY 2023-24 budget process.

Service Impacts

The Labor Relations team helps managers and leadership resolve some of the most sensitive and complex concerns which arise within our city staff. Without adequate Labor Relations support throughout the City, the likelihood of mishandled, unaddressed, and unresolved labor relations matters will continue to surge, as well as the potential for an increase in BOLI claims, costly litigation, and other charges resulting in greater legal exposure and liability for the City. Labor Relations staff are intimately linked to the City's ability to provide Collective Bargaining Agreement management. These roles provide critical guidance at every major junction of the employee lifecycle, including wages, benefits, and working conditions for 85% of the City employee population.

Equity Impacts

The efforts and strategies within Labor Relations focus on diversity, equity, and inclusion—benefiting communities of color and persons with disabilities—by working to provide access to employment, resources, and opportunities. The team is also solely responsible for identifying disability accommodations for City employees in accordance with ADA Title I.

This program area is responsible for identifying articles within the CBAs that may have unintended biases and terms which might create discriminatory practices. In addition, Labor Relations employees are tasked with responding to grievances that may have claims of discrimination, harassment, and retaliation.

An investment in the Labor Relations role allows BHR the capacity to ensure uncompromised person-centered support to our city staff by reducing capacity constraints and allowing this team the resources necessary to redistribute the bureau assignments, while providing additional support when negotiating multiple CBA's during any fiscal year. There are unrealized goals this team could provide that would increase employee satisfaction and contribute to better recruitment and retention of our current talent pool within our labor force. By retaining our current workers, the City would then be able to reduce overall costs of training new employees, reducing potential contract violations and complaints, and increasing productivity and efficiencies. Human Resources consultants list these employer attributes as the top elements to a happy workforce.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$10,000
	Personnel	\$227,750
Expense	Sum:	\$237,750

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$237,750
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Revenue	Sum:	\$237,750
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Position Detail						
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Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003065 - Human Resources Analyst III	2.00	145,090	0	11,100	57,284	213,474
Total	2.00	145,090	0		57,284	213,474

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14520 -BHR - Human Resources Administrative Rules (HRAR) Administrator**Package Description**

This request is for 1.0 FTE Human Resources Analyst III and \$103,500 in General Fund one-time resources to add one (1) Human Resources Administrative Rule Administrator. Responsibilities include Human Resources Administrative Rule (HRAR) analysis, revision, creation, stakeholder group organization, group facilitation and collaboration, ordinance preparation for rule amendments, posting amended rules to E-Council and for public comment, presenting to stakeholders and City Council, implementing and finalizing interim rules, creating timelines, collaborating with multiple subject matter experts, keeping rules in compliance with changing laws deadlines, creating, implementing process improvements and maintaining workflow consistency.

There are 87 HRARs. The development of new rules or revisions to existing rules generally occurs in one of two ways: through the regular review process of the rules (generally occurs on a bi annual basis) or due to changes in state or federal law or other policy changes that require new or revised rules. Each rule is uniquely impacted by internal and external factors. The challenge is to stay current and compliant in everchanging surroundings. Over the past two years there have been multiple law/policy changes due to a changed work and social environment Citywide. We have a remote, hybrid, on-site, and out of state workforce. Employees are taking various paid and unpaid leaves in different states with different laws. New rules have been created to cover employees living in Washington. Oregon laws have been revised and must be reflected in each relevant rule. There have been revisions to accommodations definitions, time coding, working retiree descriptions, medical coverage, a change in partnership with the City's employee assistance program provider, demographic reporting updates, collective bargaining influence, inclement weather impacts, efforts to be more inclusive, and most of all – the City's core values must be demonstrated throughout every single rule. Today.

Human Resources needs one (1) full-time Human Resources Administrative Rule Administrator dedicated solely to the ongoing responsibility of managing the City's rules. This role will support Citywide feedback, policy creation/change as well as state and federal law compliance through daily HRAR maintenance. Service will be delivered in a transparent manner internally through various internal communication avenues (i.e., BHR Bulletin, employee website, email, etc.) and to the community through public comment. Performance will be measured by revision/creation total and customer satisfaction.

BHR expects to request ongoing resources during the FY 2023-24 budget process.

Service Impacts

Employees of the City of Portland must have access to accurate and up-to-date rules, guidance and procedures related to their employment. The purpose of this role is to ensure that all official human resources rules are accurately formulated, formally approved, consistently formatted and communicated, and maintained centrally in Human Resources. New and revised rules must be distributed in a timely manner to ensure compliance with rule objectives and to establish accountability of individuals expected to follow the rule.

A full-time Human Resources Administrative Rule Administrator will fill a Citywide need, impacting how the City holds itself accountable with respect to office, bureau, individual and public servant levels. This centralized role will ensure Citywide clarity on rule interpretation and be the go-to individual when policy, law or social justice signal rule creation and/or revisions.

Success will be determined by productivity relative to process completion (i.e., taking a revision from feedback to bureau to stakeholders to more revisions back to bureau to subject matter experts to more revisions to City Attorney to public comment to more revisions to bureau to stakeholders to subject matter experts to City Attorney to bureau to Council approval to the Auditor's office).

If funding is not approved, rule revision will continue to pile up, the City will remain and/or risk being out of compliance, and stakeholders will continue to be frustrated with the sluggish pace, which affects all City employees. BHR will continue to rely on one individual to oversee HRARs in addition to a growing number of additional job duties – meaning, the responsibility will remain a part-time, inadequate effort.

Equity Impacts

In June 2020, City Council adopted resolution 37492 "Adopt Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility as the Core Values of the City of Portland resolution" to inform a unified workplace and city culture, systems, policies, practices, and procedures of the City of Portland's core values: Anti-racism, Equity, Transparency, Communication, Collaboration, Fiscal Responsibility.

With a central focus, this role will ensure the City's core values are implemented throughout each of the 87 Human Resources Administrative rules. Using simple inclusive language and re-evaluating intention vs. impact will help support a diverse workforce as well as set clear expectations and accountability guidelines for staff, which in turn affects retention, recruiting, and employee well-being.

An investment in the position of HRAR Administrator will allow BHR the capacity to raise service levels in additional areas, mainly communications, that impact all employees. This investment will also raise the level of timely service to City employees as a whole. Values-driven rules will eliminate employee confusion and promote a people-centered work culture.

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Expense	External Materials and Services	\$5,000
	Personnel	\$98,500
Expense	Sum:	\$103,500

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$103,500
Revenue	Sum:	\$103,500

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003065 - Human Resources Analyst III	1.00	62,182	0	4,757	24,550	91,489
Total	1.00	62,182	0		24,550	91,489

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14523 -BHR - Occupational Health and Well-being Assistant**Package Description**

This request is for \$79,750 in GF one-time funding to continue the voluntary employee COVID-19 testing as part of the City's pandemic response, and to support other occupational health and well-being work including vaccinations, OSHA mandated programs like lead testing, and health screenings which result in better compliance, employee wellness, broader and more equitable delivery of services across all bureaus, and lower cost for the health fund.

Occupational Health and Well-being expanded services during the pandemic through disaster funding, and without allocation of one-time budget to retain staff, the City will no longer be able to test staff voluntarily for COVID-19 and utilize the remaining 3,500 test kits and will be unable to provide certain other services that will need to be outsourced or stopped. These services include the hazardous exposure program for lead, in-house delivery of on-site flu shots, COVID-19 contact tracing support, and certain lab testing services.

Service delivery of Occupational Health and Well-being services is currently through one Nurse Practitioner Manager and one Well-being Coordinator. The proposed retention of one Medical Assistant will expand support and deliver more services in this three-person model. Number of touch points for service including lab tests, vaccinations, and Well-being event opportunities such as biometric screenings and coaching sessions are all expected to increase by 20% with the additional staff.

Service Impacts

Impact: COVID-19 testing sites will remain open for drop-in screening at two worksites locations Monday through Friday and be available on-site by appointment when needed at remote City worksites. Having onsite testing improves workplace safety and limits the spread of COVID-19 in the workplace and the impacts of exposure events by allowing operations to continue uninterrupted. Other expected impacts include continued in-house, on-site lead testing services for the Police bureau, flu shots delivered in-house and on-site, and well-being health promotion services (biometric screening, seminars, and coaching), all of which will result in cost savings and projected long-term savings to the health fund.

Assumptions: Outsourcing services will result in significantly higher cost from a vendor for lab tests and vaccine services and will require employees to go offsite or have limited on-site options that will result in service disruption or time away from work. Well-being assumptions include the idea that health promotion activities result in better health, early detection and treatment of health problems, and improved outcomes for those with chronic health conditions when they engage in lifestyle changes and educational events.

Measuring Outcomes: Number of Occupational Health services are quantified by number of tests performed, vaccines delivered, health encounters, and other deliverables such as training plans or classes. Well-being touchpoints are quantified by participation records. Cost savings are calculated by comparing in-house expenditures and vendor invoices for the same services.

Alternatives: The bureau has retained medical assistant support for occupational health through FEMA funding that ends 12/31/2022 unless the disaster declaration and funding is extended. Currently FEMA covers 90% and BHR is requesting additional one-time GF appropriations (\$19K) as part of this request to fund the remaining 10% through 12/31/2022. Without additional allocation of one-time funding, the medical assistant currently in this position will be laid off and BHR will have to absorb the 10% match using existing general fund appropriations. This will result in the closure of COVID-19 testing sites, outsourcing of flu shots and lead testing, and limited availability of on-site biometric screening or other Well-being activities based on worksite location and demand which would shift cost directly to the City health plans.

Equity Impacts

This package impacts equity Citywide by allowing more on-site delivery of Occupational Health and Well-being services across all bureaus and worksites. This will result in more opportunities for staff to engage in Well-being activities, stay up to date on their vaccinations, and be tested for COVID-19 regardless of their proximity to the downtown area. By increasing accessibility to health and well-being opportunities, this program also impacts whatever social determinates of health an employee faces outside of work including proximity to services, mistrust of the healthcare system, and affordability of services by delivering a positive and convenient experience at no cost. Service delivery locations and number of employees engaged at remote worksites will be demonstrably increased compared to current delivery patterns by retaining a medical assistant.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$5,000
	Personnel	\$74,750
Expense	Sum:	\$79,750

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$79,750
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F4 - BMP Amendment Request Report (Fall Requested)

Run Date: 9/7/22

BMP Amendment Request Report

Run Time: 10:20:49 AM

Revenue	Sum:	\$79,750
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MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14524 -BHR - People + Culture HR Consultants**Package Description**

This request is for \$243,500 in one-time general fund resources to fund the extension of two positions, including a Race + Equity HR Consultant (HRAIII) and a LGBTQ HR Consultant (HRAIII) supporting People and Culture through June 30, 2023.

The mission of the People & Culture team within the Bureau of Human Resources was established to ensure the Citywide core values of anti-racism, equity, communication, collaboration, transparency, and fiscal responsibility are centered and operationalized throughout BHR 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 by collaborating with equity managers, City bureaus, Affinity Groups, and the Office of Equity & Human Rights.

The People & Culture team sets key performance measures, metrics and tracks outcomes for the Bureau of Human Resources who is focused on people-centered outcomes. In FY19, 68% of the employees who left the City within one year of being hired or rehired were white and 32% were people of color. In FY22 52% of the employees who left the City within one year of being hired or rehired were white and 48% were people of color. The percentage who were people of color increased by 50%.

When looking at whether the employees who left the City within one year of being hired or rehired in those same two fiscal years left voluntarily or involuntarily, we saw the following. In FY19, 60% of employees who left voluntarily were white and 40% were people of color. In FY22, 51% of those who left voluntarily were white and 49% were people of color. The percentage who were people of color increased by 23%. In FY19, 78% of employees who left involuntarily were white and 22% were people of color. In FY22, 53% of those who left involuntarily were white and 47% were people of color. The percentage who were people of color increased by 114%.

The People & Culture team was established to address this type of data and improve the City culture by setting baseline targets to improve the overall employee experience, centering historically marginalized and underrepresented members of the City's workforce, specifically Black, Indigenous, and People of color, and people with disabilities. Essential data is necessary to inform targets and goals will be garnered through centralized exit surveys, employee engagement surveys, and existing HR analytics.

Currently, both HR Consultants (HRAIIIs) are only funded through approximately October 31, 2022 and additional resources are needed to fund these staff through June 30, 2023. The People + Culture team within the Bureau of Human Resources ensures Citywide core values of anti-racism, equity, communication, collaboration, transparency and fiscal responsibility is centered and operationalized throughout BHR programs, policies, procedures, and practices. The Race + Equity and LGBTQ HR Consultants are imperative to accomplishing the goals of creating a culture for employees within the City that embodies our core values. Without the support for ongoing resources for the Race + Equity and LGBTQ Consultants we will not be able to do the work to dismantle the systemic issues within our organization to help attract and retain Black, Indigenous, and People of Color. This work must be funded on an ongoing basis to solidify this newly created program and ensure the City moves forward with efforts to improve and enhance the workplace culture.

BHR expects to request ongoing resources during the FY 2023-24 budget process.

Service Impacts

The loss both HR Consultants will result in the following: a) the inability to improve the Bureau of Human Resources process for the reporting and investigation of employee's claims of workplace harassment, discrimination and retaliation as defined under HR Administrative Rule 2.02. The goal is to develop a process that is trauma informed to mitigate harm, be more transparent, and build trust. The primary focus is support during the process and solutions to create workspaces where employees are valued; b) Creating and expanding the Core Values training, operationalizing each individual value and expansion of comprehensive ADA training to include a racial ethnicity and gender lens (in collaboration with Training Team) within the Leadership Engagement and Development (LEAD) Program which is aligned with the requests outlined in the DEEP Affinity letter sent to council; c) Working with teams to create flexible work arrangements (FWA) to recruit, hire and retain employees. Providing and reviewing of existing flexible work arrangements offered by the City of Portland and/or tools for expanding the flexible work arrangement options which would provide the city with a non-monetary opportunity to elevate the City's desire to be an "Employer of Choice" (Resolution No. 37234) and elevate the employee experience; d) Creating a demographic survey to capture LGBTQ and Tribal experiences, establish categories and confidentiality to be able to identify, track, capture data to ensure we are being inclusive and understanding the impact of disparate treatment for these demographics and which lend to improving the employee experience.

Equity Impacts

People + Culture is a new team within BHR established to deploy and operationalize the Core Values of anti-racism, equity, communication, collaboration, transparency, and fiscal responsibility, adopted by City Council in 2020. The goal is to create a workplace culture where your identity doesn't become a barrier to success for employees. The People + Culture team acknowledges that diversity is a strength, and intends to create an inclusive environment, that promotes accountability, equitable access to opportunities and resources for all employees to thrive.

The City of Portland adopted the Core Values of Anti-Racism, Equity, Transparency, Communication, Collaboration and Fiscal Responsibility as recommended by the Bureau of Human Resources and Office of Equity and Human rights to inform a unified workplace and city culture, systems, policies, practices, and procedures.

Establishing Core Values is the foundation in which the city will instill shared beliefs and behaviors to guide our strategy and create a culture centering our people and establish a collective understanding among leaders on priorities, behaviors and how the CORE Values will define us. Value-Based Leadership is essential to creating a thriving and welcoming workplace that will attract and retain the most qualified, diverse employees (ultimately enhancing internal and external relationships with workforce, customers, community partners and increase effective collaboration with other government agencies).

In numerous meetings with stakeholders, letters from Deep Affinity Groups and the CAAN report, BHR has received the following feedback:

- Creating a flexible working environment as it relates to how employees reenter the workplace and elevating the voices of members of the ADA and Black, Indigenous, People of Color and LGBTQ communities.
- Prioritize the intentional recruitment, hiring and retention of Black, Indigenous, People of Color to diversify our workforce to better serve our internal and external customers.
- Continue to focus on tracking intentional data for underserve and marginalize communities to define how we show up and support staff identifying as Black Indigenous, People of Color, People with disabilities and LGBTQ.
- The need to enhance and create training for Managers and Supervisors that teaches them how to operationalize the Core Values.
- Creating People + Culture Strategic Plan with benchmarks and milestones that is aligned with the drafted culture philosophy to be implemented citywide.

The City is at a critical juncture, and an organizational culture based on strongly held and shared beliefs must be understood, developed, and supported by strategy and structure. People + Culture's role is to use the core values to shape employee perceptions, behaviors and understanding which sets the context for everything and creates a culture of accountability.

Here are few of the team's collaborative responsibilities:

- Recruiting to assist in the selection and hiring of applicants who share the belief of the City's core value
- Expanding onboarding to focus on the first year of employee hire
- Collaborate to create training and performance management programs that outline and reinforce the core values and make sure the City creates the appropriate recognition and rewards (through the yearly evaluation process) for employees to truly model the values is critical to being the change in the City.

Essentially, People + Culture helps lead change management throughout the City. Additional resources are necessary to stabilize the work so that the People + Culture team can support City staff, teams, and bureaus to actualize the potential of current and future employees. People + Culture is focused on more than productivity. The team seeks to also ensure effective training, responsive retention (with less staff leaving voluntarily), and strategically promoting a healthier environment for all City employees.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$10,000
	Personnel	\$233,500
Expense	Sum:	\$243,500

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$243,500
Revenue	Sum:	\$243,500

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14526 -BHR - Vaccine Mandate – Attestation Verification**Package Description**

This request is for \$86,750 in general fund one-time resources to staff vaccine mandate attestation verification. The Employee and Labor Relations team has been tasked with administering the City's Vaccine Mandate since July of 2021 and funded with federal funds. Federal funds allocated to this program are expected to be exhausted near the end of the calendar year, 2022. This requirement has necessitated a centralized approach to vaccine attestation through the use of a dedicated Admin Specialist II. This role has been solely responsible for verifying vaccine attestations for existing and incoming staff citywide.

Service Impacts

If funding for the Admin Specialist II is not extended in the Fall BMP process, BHR would not be able to support the COVID-19 vaccine requirement. This body of work is solely contingent on the need for this ongoing requirement.

Equity Impacts

If the City continues to require staff be fully vaccinated for COVID-19 and BHR does not have staff to support a centralized approach to verifying attestations, the City will risk a haphazard and inconsistent approach to this process.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$5,000
	Personnel	\$81,750
Expense	Sum:	\$86,750

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$86,750
Revenue	Sum:	\$86,750

Capital Program Status Report

Office of Management & Finance - MFHR

CIP Program Name	2021-22 Adopted Budget	2021-22 Revised Budget	2021-22 Actuals	PY Variance	PY Percent of Actuals to Revised	2022-23 Adopted Budget	2022-23 FALL Requested Total	2022-23 July Actuals	Fall Req. to Adopted Variance	Fall Req. to Adopted % Variance
Businesssolver	0	0	72,648	72,648		0	0	-0.01	0	#DIV/0
Sum:	0	0	72,648	72,648	#DIV/0	0	0	-0.01	0	#DIV/0

Prior Year Variance Description

Human Resources implemented benefit administration software within Fiscal Year 2021-22, Businesssolver. The expenditure reflects a contract implementation of \$47,000, and staff time tracked against the project during implementation. No additional resources or rate increases were requested. The benefit administration software replaces the existing outdated system to ensure record accuracy, timely and appropriate premium charges for bureaus and employees, and completion of mandatory reporting.

Current Year Variance Description

NA

Capital Program Status Report

Office of Management & Finance

CIP Program Name	Project	2021-22 Adopted Budget	2021-22 Revised Budget	2021-22 Actuals	PY Variance	PY Percent of Actuals to Revised	2022-23 Adopted Budget	2022-23 FALL Requested Total	2022-23 July Actuals
Businesssolver		0	0	72,648	72,648		0	0	-0.01
Sum:		0	0	72,648	72,648	#DIV/0	0	0	

Prior Year Variance Description

Human Resources implemented benefit administration software within Fiscal Year 2021-22, Businesssolver. The expenditure reflects a contract implementation of \$47,000, an

Current Year Variance Description

NA

Prior Year Fund Reconciliation Report

Office of Management & Finance

100 - General Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	10,739,392	10,368,979	96.55%
External Materials and Services	1,639,304	1,000,784	61.05%
Internal Materials and Services	1,322,022	1,278,485	96.71%
TOTAL EXPENDITURES	13,700,718	12,648,248	92.32%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	26,000	11,986	46.1%
General Fund Discretionary	7,059,930	0	0%
General Fund Overhead	5,970,394	0	0%
Miscellaneous	317,723	318,995	100.4%
Interagency Revenue	326,671	279,378	85.52%
TOTAL REVENUES	13,700,718	610,358	4.45%

Expenditure Discussion

External Materials and Services expenditures were below budget by 39%. BHR is requesting \$448,788 (27%) of encumbrance carryover for various HR programs. BHR is also requesting to recognize an additional \$15,647 (1%) of BHR's ending fund balance in FY 21-22 as the FY 22-23 beginning fund balance for the Training Fund.

Personnel Services and Internal Materials and Services were within 10% of budget.

Revenue Discussion

Charges for Services were 54% below budget due to much lower than anticipated Tri-Met pass revenues, as well as slightly lower than anticipated payroll garnishments, and reimbursements. Due to COVID-19 and the associated increased in telework agreements, Tri-Met pass usage by City employees decreased significantly, resulting in the loss of revenue (over \$10K) from monthly Tri-Met administrative fees.

Interagency Revenues was 14.5% below budget due to hiring delays. The associated work and funding will be carried into FY 22-23.

Miscellaneous revenues were within 10% of budget.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

700 - Health Insurance Operating Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	2,590,597	2,486,557	95.98%
External Materials and Services	122,828,075	115,858,832	94.33%
Internal Materials and Services	700,612	675,746	96.45%
Debt Service	49,391	49,391	100%
Contingency	27,386,432	0	0%
Fund Transfers - Expense	279,389	279,389	100%
TOTAL EXPENDITURES	153,834,496	119,349,916	77.58%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	121,454,847	112,051,238	92.26%
Miscellaneous	1,562,461	1,636,744	104.75%
Interagency Revenue	277,534	277,534	100%
Beginning Fund Balance	30,539,654	0	0%
TOTAL REVENUES	153,834,496	113,965,516	74.08%

Expenditure Discussion

Expenditures remained within the budgeted amount.

Revenue Discussion

Revenues remained within the budgeted amount.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

707 - Portland Police Assoc Health Insurnc Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
External Materials and Services	19,690,254	17,196,896	87.34%
Contingency	10,003,023	0	0%
TOTAL EXPENDITURES	29,693,277	17,196,896	57.92%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	18,139,527	15,352,991	84.64%
Miscellaneous	137,245	101,668	74.08%
Beginning Fund Balance	11,416,505	0	0%
TOTAL REVENUES	29,693,277	15,454,659	52.05%

Expenditure Discussion

External material and services, which is mostly comprised of medical claims, fell 12.7% below the budgeted amount. This was primarily due to lower number of PPA employees, which fell by 15.4% compared to FY 2020-21.

Revenue Discussion

Actual service charges and fees fell short of the budgeted amount by 10.7%, due to lower number of PPA employees, which fell by 15.4% compared to FY 2020-21.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

217 - Grants Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
External Materials and Services	82,400	82,400	100%
TOTAL EXPENDITURES	82,400	82,400	100.00%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Intergovernmental	82,400	82,400	100%
TOTAL REVENUES	82,400	82,400	100.00%

Expenditure Discussion

All expenses were within 10% of budget.

Revenue Discussion

All revenues were within 10% of budget.

Other Notes

Bureau of Revenue and Financial Services

Bureau Performance Narrative

Key Performance Measures	Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_0033 Citys unlimited tax General Obligation bond rating (1=Aaa)	OUTCOME	1	1	1	1	1	1	Debt Management provides internal advisory and policymaking to bureaus and City Council to manage debt and finances in an effort to maintain it's Aaa rating. Moody's local government rating criteria includes a mix of economic activity, liquidity, fund balance, debt and pension obligations and financial management.
MF_0041 Business License Tax Gap estimated difference between business taxes paid/owed (in millions)	EFFICIENCY	\$11.31	N/A	\$9.74	N/A	\$9.70	\$4.50	N/A for FY 2021-22 Actuals - The Revenue Division is still in the process of developing an updated methodology for this measure. No actuals will be determined for FY 2021-22.
MF_1170 Percentage of all subcontract dollars awarded to Disadvantaged, Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts	OUTCOME	55%	60%	55%	72%	60%	30%	25 of the 36 total contracts achieved a subcontracting result of 56% or higher, with 14 out of the 36 at 90% or higher, driving up the overall percentage.

MF_1186	Change in the cost of general liability claims over the prior four-year average	EFFICIENCY	-22%	-54%	8%	-66%	8%	0	Risk Management performs comprehensive claims management designed to lower exposures and total cost of claims which arise. Risk has implemented extensive claims best practices and procedures, which have resulted in faster claim conclusions and lesser settlement cost, which is the main reason for actuals decreasing. However, there exists a constant risk of a low amount of high cost claims, stemming from increasing litigation arising from political factors, large jury awards, and increased costs of damages. A reasonable increase in the target projection is therefore necessary.
MF_1192	Number of ACFR review audit deficiency comments from external auditors	OUTCOME	0	0	0	0	0	0	There were no review audit deficiency comments from external auditors this year.
MF_1215	Cycle-time for construction invitation to bid process	OUTCOME	85	63	90	119	70	N/A	Procurement completed 21% more Construction ITB projects in FY 2021-22 than in prior fiscal year. (29 as compared to 24 in the prior year.)
MF_1216	Cycle-time for Goods and Services request for proposals process	OUTCOME	354	202	250	305	200	N/A	Procurement completed 216% more Goods & Services RFP projects in FY 2021-22 than in prior fiscal year. (19 as compared to 6 in the prior year.)

Office of Management & Finance

Prior Year Performance Reporting

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MF_1217	Cycle-time for Goods and Services invitation to bid process	OUTCOME	60	42	44	96	40	N/A	Procurement completed 127% more Goods & Services ITB projects in FY 2021-22 than in prior fiscal year. (25 as compared to 11 in the prior year.)
MF_1218	Cycle-time for Design Services requests	OUTCOME	231	236	175	459	230	N/A	FY 2021-22 cycle time was skewed by projects wherein delays and extended processing (e.g., protracted contract negotiation, ordinance requirements) was substantially out of Procurement's control. Excluding outliers, cycle time was 359 days.
MF_1219	Cycle-time for Construction request for proposals process	OUTCOME	183	156	163	492	170	N/A	Procurement completed 50% more Construction RFP projects in FY 2021-22 than in prior fiscal year. (3 as compared to 2 in the prior year.) The prior year's actuals are also driven down due to a relatively uncomplicated project (job order contracting) as compared to those in FY 21-22.

Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_0022	Percentage of apprenticeship hours worked on City contracts	OUTCOME	20%	18%	22%	17%	20%	20%	
MF_0024	Percentage of minority and women hours worked on City construction contracts	OUTCOME	37%	42%	37%	43%	42%	27%	

Office of Management & Finance

Prior Year Performance Reporting

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1077	Investment portfolio yield - % of benchmark	OUTCOME	335%	555%	100%	144%	100%	100%	The City's investment portfolio performance benchmark (BAML 0-3 Yr. UST / G1QA) reflects real-time market yields. 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 underperform or overperform its stated benchmark.
MF_1187	Change in the cost of fleet liability claims over the prior four years	EFFICIENCY	-12%	-13%	4%	-48%	4%	0	Fleet costs have heald steady over the last 4 years, which allows projections to remain constant at this time.
MF_1190	Change in the cost of workers compensation claims over the prior four years	EFFICIENCY	-1%	2%	3%	30%	3%	0	Worker's Compensation claims typically have not significantly varied in the last 5 years, however, medical costs continue to rise, which needs to be factored in when projecting claim costs.Claim rate has stabilized at higher levels post the reduction seen during the COVID-19 timeframe, which created signifcant employee teleworking and a slight reduction in claims filed.
MF_1193	Number of days ACFR is completed after fiscal year end	WORKLOAD	120	120	120	120	120	120	
MF_1194	Cost per dollar collected by Revenue division (all programs)	EFFICIENCY	\$.02	\$.02	\$.02	\$.01	\$.02	\$.02	

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14305 -BRFS - Other Adjustments****Package Description**

This request includes adjustments that are either inter-fund transfers, beginning fund balance, City-neutral IA adjustments or fund related technical adjustments: 204 Enhanced Service District and 209 Improvement District beginning fund balance and IA adjustments; 223 Arts Education and Access beginning fund balance, IA adjustment and projected decrease in Arts Tax collection; 231003 COEP adjustments to appropriate beginning fund balance, adjust contingency to fund Prosper IGA Amendment 2 that was fully executed August 31, 2022 and corresponding transfers to general fund appropriations; 231002 ITS beginning fund balance and adjustments related to final cost allocation mode, debt service, and corresponding adjustment to the general fund.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj		
Expense	Contingency	\$2,664,673
	External Materials and Services	\$6,597,476
	Fund Transfers - Expense	\$1,620,227
	Internal Materials and Services	(\$7,216,899)
Expense	Sum:	\$3,665,477

2022-23 FALL Requested Adj		
Revenue	Beginning Fund Balance	\$5,023,989
	Fund Transfers - Revenue	\$1,859,292
	Interagency Revenue	(\$7,216,899)
	Intergovernmental	\$0
	Licenses & Permits	\$227,057
	Miscellaneous	(\$160,500)
	Taxes	\$3,932,538
Revenue	Sum:	\$3,665,477

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14306 -BRFS - Liquidated Damages****Package Description**

The BRFS Procurement Division is requesting Council approval to appropriate \$167,346 of budget associated with liquidated damages from FY 2021-22. Under Procurement Administrative Rules (ADM – 1.20), liquidated damages are assessed when contractors fail to comply with the Workforce Training & Hiring Program; this revenue is then granted to organizations supporting the Workforce Training & Hiring Program goals.

Service Impacts

The remaining funds have accumulated since our last grant application process. We intend on administering another process to grant out the remaining funds this fiscal year.

Equity Impacts

The funds collected are from construction contracts where contractors have not met the requirements for the City's Subcontractor Equity Program and the Workforce Training and Hiring Program. The associated administrative rules direct Procurement Services to use those funds to support workforce development in the construction industry.

The funds that have not been awarded via a grant application process should be re-invested into providing more opportunities for women and people of color in the construction industry. If not, Procurement Services would be in violation of its own administrative rules.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$167,346
Expense	Sum:	\$167,346

2022-23 FALL Requested Adj		
Revenue	Charges for Services	\$0
	General Fund Discretionary	\$167,346
Revenue	Sum:	\$167,346

MF - Office of Management & Finance**DP Type****Encumbrance Carryover (Fund 100 ONLY)****Request Name:** 14319 -BRFS - Encumbrance Carryforward**Package Description**

The Procurement, Accounting, and Revenue Divisions are requesting \$469,040 in appropriation carryover for different FY2022-23 initiatives. This amount includes \$150,000 to retain Latino Built Association, Samuel L Miller, and Professional Business Dev Group for services related to the social equity in contracting update (PO 20010034, 20010035, 22308829); \$134,773 for work in policy and procedure documentation provided by Civic Initiatives LLC (22307542); \$71,378 to retain Sustainable Northwest for services related to sustainable wood sourcing (PO 22292606); \$50,225 to retain Portland Development Commission for services related to COEP and workforce development (PO 22277637); \$49,488 to retain Equity and Results Consulting for services related to the social equity in contracting update (PO 22307701); \$7,500 for website migration services with Delaris (PO 22238072); \$2,963 for ongoing printing and mailing support provided by 1099 Pro (PO 20009817); \$1,480 for ongoing bureau-wide shredding services through Office Depot (PO 22304963); and \$1,233 to retain Aim Hire for one-time mentor coaching sessions (PO 22305120). These requests are one-time, unable to be funded within existing appropriations and critical for operations.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$469,040
Expense	Sum:	\$469,040

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$469,040
Revenue	Sum:	\$469,040

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14321 -BRFS - Clean Air Construction Carryover****Package Description**

This decision package requests \$166,390 of program carryover for the Clean Air Construction (CAC) Program in the Procurement Services Division. The carryover request is in accordance with section 3.C of the IGAs signed with partner agencies that states that \$30K of unused funds will be set aside in a "Rainy Day Fund" and any remaining amount in excess of \$30K will be carried over to the subsequent fiscal year for use on one-time Program activities. The City serves as the lead agency for the CAC Regional Program indicating a commitment to support all participating agencies in administering compliance with the CAC standard. An estimated program carryover request was made in the FY 2021-22 Spring BMP (\$154,916), but due to complications surrounding the COVID19 pandemic and loss of program staff, crucial front-end work necessary to ensure the CAC program's success has been delayed, resulting in additional program savings in last fiscal year. Total program savings in FY 2021-22 was \$321,306.

Service Impacts

If the request is not funded, the City will not be able to meet its obligations as the lead of the program's financial component to partner agencies. It may also signal to public partners that the City is not serious about leading the effort to reduce diesel emissions. Given the lack of regulation, public agencies in the Portland Metro area adopted the CAC requirements to reduce the impacts to air quality and health that result from construction project diesel equipment and vehicles.

Equity Impacts

The overall outcome of this request is the reduction in harmful diesel particulate matter (PM) pollution in the Portland Metro area which benefits all greater Portland residents, and diesel PM in the region disproportionately affects communities of color. According to the U.S. EPA, every dollar invested in reducing diesel pollution has a \$10 return on the investment (due to savings in health care costs, lost work time, etc.). One of the measurable outcomes of the program is the development of an online contractor equipment registration which will enable tracking and reporting.

Recognizing that this program may disproportionately impact smaller businesses, the CAC program funds requested here also provide technical assistance for COBID-certified firms. Near term performance measures related to this work include: 1) number of firms supported with fleet assessments according to COBID certification type; 2) number of pieces of equipment supported for grant funding; 3) number of firms registered in the online registration portal. The funding requested directly funds success in these key indicators and makes targeted outreach and support to COBID certified firms possible.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$166,390
Expense	Sum:	\$166,390

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$166,390
Revenue	Sum:	\$166,390

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name:** 14338 -Risk I&C Other Adjustments**Package Description**

This request increases the beginning fund balance by \$1,734,828 to true up the budgeted beginning fund balance for the Insurance and Claims Fund to match the actual balance on July 1, 2022. This request also moves \$18,337 in bureau contingency funds budgeted for cost of living and health care increases.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj

Expense	Contingency	\$1,716,491
	Personnel	\$18,337
Expense	Sum:	\$1,734,828

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	\$1,734,828
Revenue	Sum:	\$1,734,828

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name:** 14339 -Risk WC Other Adjustments**Package Description**

This request decreases the beginning fund balance by (\$493,291) to true up the budgeted beginning fund balance for the Workers' Compensation Fund to match the actual balance on July 1, 2022. The decrease was a result of higher number of claims payments than projected by the actuarial. This request also moves \$16,219 in bureau contingency funds budgeted for cost of living and health care increases.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj

Expense	Contingency	(\$509,510)
	Personnel	\$16,219
Expense	Sum:	(\$493,291)

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	(\$493,291)
Revenue	Sum:	(\$493,291)

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14344 -Risk Fund 704 and 705 Tech Adjustment**Package Description**

This package realigns the insurance and claims and workers' comp interagency in Civic Life Crime Prevention program to OMF Community Safety Division.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$0
Revenue	Sum:	\$0

MF - Office of Management & Finance

DP Type

**Urgent/Unforeseen GF
Contingency Request**

Request Name: 14352 -BRFS - SAP Implementation Support

Package Description

This request is for \$462,780 for 3 fiscal years to fund an Analyst III limited-term position in General Fund one-time multi-year resources. This position represents OMF Accounting and Procurement's joint commitment to revising our accounting and procurement processes to support the community to do business with the City, improve cyber security, and serve our City bureaus. SAP Ariba and SAP S/4 HANA have been identified as the system solution, and we need an Analyst to understand the system capabilities, assess our current processes, recommend improvements, and determine the resources needed for implementation. \$115,019 is estimated for FY 2023. An additional \$347,761 (\$228,040 in FY 2024 and \$119,721 in FY 2025) will be needed to cover the remaining time for the role in FY 2024 and FY 2025.

The City will be upgrading our ERP system, SAP, to SAP S/4 HANA beginning in late calendar year 2023. This new data model demands a look at how City financial processes may benefit and be improved. Additionally, with the recent cyber security failures, OMF Accounting and Procurement are ready to commit resources to an SAP Ariba implementation. Ariba will dramatically improve our cyber security by providing a vendor portal to allow banking information to be transmitted securely. It also has potential to bring huge cost savings if thoughtful process and policy changes are implemented. To prepare, we need to collaborate with BTS to understand system capabilities and solicit clear requirements from business owners. Moreover, this will ensure bureau customers are engaged with policy, procedure, and bureau specific software impacts. This analysis will provide decision makers prioritized stakeholder requirements, initial evaluation of system tool capabilities, and recommendations for additional consulting needed to improve the future timing and phasing of the software, policy, and procedure changes. This is the first phase to improve our SAP utilization by evaluating processes and creating clear requirements for an SAP S/4 HANA and SAP Ariba implementation.

Service Impacts

A comprehensive review of the SAP S/4 HANA upgrade, the SAP Ariba solution, and the City's current procure-to-pay processes will correct some of the long-standing issues with security and efficiency. Once this position is filled, we will have about 9 months to:

- 1) Gain a clear understanding of what SAP S/4 HANA and SAP Ariba are and what new capacities they will bring to the City.
- 2) Meet with all the City bureaus and assess the as-is status of the current systems and processes and identify the problems bureaus are having.
- 3) Based on the new capabilities of the systems, we will work with bureaus to identify what new functionality they want to implement.

Once the assessment and planning phases of the projects are completed this position will work with Accounting, Grants, Procurement, City bureaus and BTS to help us work through the implementation process.

We are striving for implementation of both solutions and elimination of this position by December 31, 2024, but it might need to continue into calendar year 2025, pending the results of this phase and project funding.

Equity Impacts

This position is intended to ensure Accounting and Procurement business owners are decision makers and thoughtfully engaged in how the SAP S/4 HANA implementation is executed. Specifically, business process owners will determine what functionality is converted and what functionality is redeveloped in SAP S/4 HANA and SAP Ariba. Since Accounting and Procurement serve all City bureaus as business process owners, this position will ensure that bureaus are heard and supported through these process changes. The Analyst and business owners will ensure that critical bureau systems, like E-Builder, Hanson, Cayenta, ITS, and Maximo, are considered.

With Ariba, we envision a platform that supports BIPOC businesses to engage with the City through an equitable and efficient portal.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$25,000
	Personnel	\$437,780
Expense	Sum:	\$462,780

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$462,780
Revenue	Sum:	\$462,780

F4 - BMP Amendment Request Report (Fall Requested)

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Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003008 - Analyst III	1.00	88,896	0	6,801	31,302	126,999
Total	1.00	88,896	0		31,302	126,999

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name: 14425 -Risk I&C - Analyst II Limited Term Position****Package Description**

This request is for 1 limited-term FTE (Analyst II) funded from Insurance and Claims reserves in FY 2022-23. Funding to make the position permanent and supported by IA revenue will be requested in the FY 2023-24 Requested Budget.

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. 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 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.

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) 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 adjusting. 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.

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. Addition of staffing will increase the time available for such KPI's, leading to increased proper performance of claim handling.

All overall 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, prior, 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 4 years – such claims are litigated in both State and Federal Courts, and current adjusters will be managing these claims for such timeframe, even as new claims are incoming.

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 as such are allocated to bureaus from whom the claim arises. Risk Management tracks internally claim closures and timelines required for each claim closure. Such data becomes a KPI set for Risk leadership to view and make internal claims assignment and handling decisions.

In the event the current temporary staffing agency adjuster chooses 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 option triggers to opportunity for 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.

Equity Impacts

F4 - BMP Amendment Request Report (Fall Requested)

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BMP Amendment Request Report

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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.

2022-23 FALL Requested Adj		
Expense	Contingency	(\$160,000)
	Personnel	\$160,000
Expense	Sum:	\$0

Expense	Contingency	(\$160,000)
	Personnel	\$160,000
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14503 -BRFS - Disparity Study**Package Description**

This request is for \$850,000 in General Fund one-time for a disparity study. A consultant will be hired to update the City's Disparity Study to continue to improve opportunities for minorities and women acting as business owners and as workers in the regional construction industry.

The goal of the FY 2022-23 Disparity Study will be to provide evidence to City Council that hard contract goals are needed to support long term wealth building growth for disadvantaged businesses in Portland. Procurement will also utilize data from the disparity study to support the usage of COEP Ratepayer funds for contractor technical assistance and future budget requests from council for technical assistance as well. Previous disparity studies resulted in program creation and temporary support but not sustainable long-term change for minority businesses. In 1996, the City of Portland conducted a disparity study in accordance with Ordinances 167574 and 17028. That Disparity Study led to the creation of the Fair Contracting and Employment Strategy in 1997 which was eventually adopted in 2001 via Ordinance 1997. This Disparity Study identified the need to invest in sustainable social equity and diversity contracting programs. However, the Disparity Study did not result in hard goals being set for City contractors. Despite evidence that there was a disparity in the City of Portland this did not result in permanent funding for programs. The City of Portland did not conduct another disparity study until 2011. That disparity study was completed under Resolution 36368. City Council adopted the Social Equity Contracting Strategy.

The estimated cost for this project is derived from the comparison of recent costs incurred by peer agencies to complete disparity studies. Procurement conducted benchmark assessments using the recent ODOT disparity study as well as the last Port of Portland disparity. Proposals for both studies ranged from \$425,000 - \$984,034. Both entities hired one primary consultant to conduct the study. Procurement intends to contract with one primary consultant with a contract length of one year. We estimate that the project will require 5000 consulting hours to complete. The request for proposal will be capped at \$850,000.

Service Impacts

The City of Portland adopted seven core values with the purpose of providing better service and outcomes to ratepayers and citizens of Portland. This Disparity Study particularly impacts four of the seven core values including Anti-Racism, Equity, Transparency and Fiscal Responsibility. The Disparity Study will provide City leaders with a current market assessment of how many minority businesses are available to compete for City owned contracts. This Disparity Study will provide the City Attorney's Office with the legal basis to work with Council and Procurement to set firm Minority and Women goals for the City of Portland. The City of Portland has not conducted a Disparity Study in 10+ years. The availability and capability of Small Businesses in this market has evolved.

Equity Impacts

The City of Portland adopted seven core values with the purpose of providing better service and outcomes to ratepayers and citizens of Portland. This Disparity Study particularly has a direct correlation to Anti-Racism and Equity. Currently, the City of Portland does not know what percentage of Contractors, both in Services and Construction are minority and women owned. In lieu of the last Disparity Study being completed in 2011 the Office of Procurement Services does not have current market data needed to adequately set goals for new and legacy Social Equity Programs. Recently, the Oregon Department of Transportation conducted a Disparity Study. That study revealed that the number of black owned businesses in Oregon have increased tremendously. The economic landscape has changed in Portland. The City of Portland must understand how that market has changed for disadvantaged businesses in order to properly advocate for those businesses. The Office of Procurement Services seeks to understand specifically how that market has evolved in order to better serve the Small and Diverse Business community in Portland. This Disparity Study will contribute to the City's Procurement strategy for the next decade specifically in the area of advocating for disadvantaged businesses.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$850,000
Expense	Sum:	\$850,000

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$850,000
Revenue	Sum:	\$850,000

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14505 -BRFS - Clean Air Construction Support**Package Description**

This request is for \$480,000 in one-time General Fund to assist contractors currently working on City construction projects with their compliance costs to retrofit nonroad diesel equipment in order to be compliant with the City's Clean Air Construction engine requirements.

Beginning January 1, 2022, the City's Clean Air Construction (CAC) requirements to reduce diesel particulate matter emissions on construction sites went into effect on construction contracts valued at \$1,000,000 or greater. The engine requirements are phased in over 4 years, becoming progressively more stringent. To verify compliance with the CAC requirements, contractors must register their applicable equipment in the CAC online registration system ("The Yard"). To date, there are 27 contractors registered in "The Yard", over half (14) of which are COBID certified firms. Within the fleets of these firms, there are currently 48 pieces of registered nonroad diesel equipment that will not be compliant with the CAC requirements come 2023 or 2024. The least-expensive option for bringing most nonroad diesel equipment into compliance is typically an after-market diesel emissions retrofit device. Prices for these devices vary by what is suitable for a specific piece of equipment, but typically range in cost from \$4,500 to \$18,000 per piece of equipment. To reduce the financial burden of compliance on firms currently performing work on City construction projects, the CAC Program proposes to reimburse these firms at either 50% of the cost of the compliance action or up to \$10,000, whichever is less, to bring their applicable equipment into compliance with the CAC requirements. The total amount requested, \$480,000 is based on budgeting the maximum \$10,000 for each of the applicable 48 pieces of equipment. If the full \$10,000 is not needed (e.g., 50% of the compliance cost is less than \$10,000), the remaining funds will be used towards either additional equipment that register in The Yard over the next few months (and are working on a City project), or by expanding the reimbursement opportunity to applicable on-road vehicles owned by these firms.

Service Impacts

The key impact of these funds is to provide compliance cost assistance to contractors working on City projects subject to the Clean Air Construction requirements. While the assistance would be made available to owners of applicable equipment regardless of what type of business they are, since many of the older (and thus higher-emitting) pieces of equipment are owned by disadvantaged, minority and/or woman-owned or emerging small businesses (DMWESBs), these funds would significantly help these firms with compliance costs. When they adopted the Clean Air Construction standard in December 2018, City Council specifically requested that program staff submit proposals for funding assistance for DMWESB construction firms working on construction projects for the City to help with complying with the CAC requirements. Now that contractors are registering their equipment in The Yard, the program has specific data on the assistance needed to date. Overall, the impact of this funding will be to help firms reduce their emissions of harmful diesel particulate matter and to support contractor diversity on construction projects.

If the funding is not approved, these firms will bear the full cost of bringing their equipment into compliance with the CAC requirements or be required to rent compliant equipment to complete the work for the City. Although there are some federal and state grant funds available to help equipment owners upgrade or retrofit older diesel equipment, the application process tends to be time consuming. By way of example, to date, very few DMWESB firms have applied for these grants. We believe this proposed approach, reimbursing firms for a portion of the compliance costs associated with a contract requirement (i.e., CAC requirements), is a more accessible and direct support path for firms. Also, in terms of existing resources: 1) existing construction project budgets do not have CAC compliance costs built in, since there was no data at the time those budgets were developed to estimate the project-specific need; 2) there is the issue of fairness, in terms of should a project that just happens to come early in the CAC compliance timeline bear the brunt of providing such financial assistance, when these contractors tend to work on many City projects over time; and 3) there is the legal issue of whether ratepayer funds could be used for this purpose. With these three challenges in mind, we are requesting General Funds as the funding source for this assistance program.

Equity Impacts

This decision package 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. Thus, this decision package helps support contractor equity goals by lowering the financial barriers to be in compliance with the CAC requirements. The CAC Program will be able to directly track which DMWESB firms will receive CAC compliance funds and for which pieces of equipment, as well as estimate how much particulate matter emission reduction is achieved due to the compliance action taken.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$480,000
Expense	Sum:	\$480,000

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$480,000
Revenue	Sum:	\$480,000

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14506 -BRFS - Sustainable Procurement Initiative**Package Description**

This request is for \$250,000 in one-time General Fund to launch a Materials and Supplier Carbon Reduction Initiative this fiscal year (FY 2023) within the City's Sustainable Procurement Program. The Initiative will support pilot testing low-embodied carbon materials, assessing the carbon reduction practices of key suppliers, and developing a supplier training program focused on business practices to reduce carbon emissions.

A funding request for ongoing funding for this initiative will be included in the FY 2024 budget development process, as the purpose of this one-time ask is to get the initiative started in FY 2023 given the Council's Declaration of a Climate Emergency and associated alignment with BPS's community-wide actions on consumption-based emissions.

As highlighted in the City's 2016 Sustainable Supply Chain Analysis, the greenhouse gas (GHG) emissions associated with the City's supply chain (i.e., with the supply of goods and services consumed by City operations), are over 4 times greater than those associated with the City's direct emissions (e.g., fuel and electricity used by City operations). While BPS has put together a Climate Emergency Work Plan for our City community as a whole, individual bureaus in charge of specific City operations can take action to lead by example within their core responsibilities, in this instance, in the procurement of low-carbon goods and services from carbon-responsible suppliers. This request includes \$150,000.00 for the first-year subscription dues for an online supplier assessment tool to assess suppliers on their carbon reduction activities, which will then inform an engagement and training program for suppliers, for which an initial \$50,000.00 is allocated. The final \$50,000.00 is targeted for expanding the pilot testing of low-carbon materials beyond concrete, which has been a key initiative of the Program since 2019 and will serve as an excellent model for addressing additional high-carbon-impact materials.

Service Impacts

The expected outcomes of this request include building the capacity of the Sustainable Procurement Program to assist City bureaus in reducing the embodied carbon of high-impact materials they use every day, understanding the carbon reduction practices and needs of our suppliers, and providing associated supplier training/support. Expected outcomes include the transition to lower-embodied carbon materials and a quantified level of assessment and engagement of City suppliers on their carbon emissions. In the context of the City's Climate Emergency Declaration, it has to be "all hands on deck" in that each core function of the City needs to perform work to reduce carbon emissions. Building the capacity for the Sustainable Procurement Program to further tackle embodied carbon and supplier-based carbon emissions is a significant example of the City walking its talk and also meaningful in terms of reducing global GHG emissions.

If the funding is not approved, the Sustainable Procurement Program will not be able to tackle supplier assessment and engagement and will have to only tackle the embodied carbon of materials that have minimal added cost associated with pilot testing. Currently, the only reoccurring funding allocated to the Sustainable Procurement Program (outside of Clean Air Construction targeted funds) is for one FTE and approximately \$18,000.00 for program expenses. Thus, all Program work is currently achieved through actions that involve "minimal-added-cost" or as surplus funds are available from other areas of the Procurement division's budget.

Equity Impacts

Similar to the stakeholder engagement process followed during the Sustainable Procurement Program's work with low-embodied carbon concrete, expanding pilot testing of low-carbon materials beyond concrete will include diverse stakeholders – both in terms of their role in specifying/providing/using/testing the materials, but also in terms of the stakeholder themselves (e.g., business size and ownership diversity). The development of a supplier carbon assessment approach and subsequent supplier training/support programming will have a strong equity lens, both in terms of stakeholder engagement during the development phase and in terms of understanding that assessment and training/support actions cannot take a "one-size-fits-all" approach. Specific performance metrics will include tracking of the diversity of stakeholders engaged and/or supported throughout all three action areas of this initiative.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$250,000
Expense	Sum:	\$250,000

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$250,000
Revenue	Sum:	\$250,000

Capital Program Status Report

Office of Management & Finance - MFRB

CIP Program Name	2021-22 Adopted Budget	2021-22 Revised Budget	2021-22 Actuals	PY Variance	PY Percent of Actuals to Revised	2022-23 Adopted Budget	2022-23 FALL Requested Total	2022-23 July Actuals	Fall Req. to Adopted Variance	Fall Req. to Adopted % Variance
Revenue	24,752,284	27,473,206	16,863,120	-10,610,086	61.38%	1,067,160	1,067,160	234,286.51	0	0%
Sum:	24,752,284	27,473,206	16,863,120	-10,610,086	-38.62%	1,067,160	1,067,160	234,286.51	0	0%

Prior Year Variance Description

The Integrated Tax System was completed and capitalized in FY 2021-22. The Metro and Multnomah County portion of the system is estimated to be completed November of 2022. Resources unused in FY 2021-22 will be appropriated in FY 2022-23 to complete development of the system for Metro and Multnomah County.

Current Year Variance Description

Prior Year Fund Reconciliation Report

Office of Management & Finance

100 - General Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	31,658,907	25,663,628	81.06%
External Materials and Services	34,266,085	16,471,411	48.07%
Internal Materials and Services	9,735,264	5,526,480	56.77%
Capital Outlay	0	0	
TOTAL EXPENDITURES	75,660,256	47,661,519	62.99%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	433,846	257,126	59.27%
Intergovernmental	36,720,898	22,539,871	61.38%
General Fund Discretionary	10,325,073	0	0%
General Fund Overhead	3,821,168	0	0%
Miscellaneous	1,807,262	1,905,409	105.43%
Interagency Revenue	13,895,893	8,458,264	60.87%
Bond & Note Proceeds	2,411,472	1,589,355	65.91%
Fund Transfers - Revenue	6,194,644	607,432	9.81%
Licenses & Permits	50,000	37,815	75.63%
TOTAL REVENUES	75,660,256	35,395,272	46.78%

Expenditure Discussion

The Bureau of Revenue & Financial Services (BRFS) expenditures were within budgeted amounts in FY 2021-22. Underspending is largely due to the Integrated Tax System that was impacted by COVID-19 and related logistical challenges such as recruiting, hiring and other factors. Between the City systems rollout and the Metro and County systems rollout, multiple funding sources and all major expenditure categories were impacted. The City project was capitalized in FY 2021-22, but the Metro and County project was re-budgeted in FY 2022-23.

The Community Opportunities Enhancement Program (COEP) also realized less than budgeted activity due to less than budgeted contract activity and utility resources paused while the City was engaged in a legal proceeding to review the program against utility use-of-funds considerations. The COEP program code and program design was validated by legal proceedings in March of 2022. COEP utility resources are expected to be spent in FY 2022-23.

Other underspending is less material overall relative to the magnitude of ITS and COEP, and BRFS utilized approximately \$12.3 million of the \$14.1 million in General Fund resources appropriated in FY 2021-22. Of the \$1.8 million in General Fund resources returned to the City at year end, \$469K will be requested in encumbrance carryover.

Revenue Discussion

Prior Year Fund Reconciliation Report

Office of Management & Finance

BRFS revenues are under-collected due to dynamics and issues similar to expenditure discussion and a large project delayed in FY 2021-22. The ITS Project budgeted greater than realized project across multiple revenue types associated with the City rollout (Bond and Note Proceeds) and the Metro and County rollout (Intergovernmental revenue). Fund transfers are associated with COEP and Bancroft Bond funds that are were not utilized in FY 2020-21 as they are largely a source of COEP utility funds and ITS project contingency.

The Community Opportunities Enhancement Program (COEP) realized less than budgeted revenues due to high budget estimates of bureau capital project activity, which is largely budgeted as Interagency Revenue. Other revenues are less material relative to the above noted impacts.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

201 - Assessment Collection Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Contingency	83,500	0	0%
TOTAL EXPENDITURES	83,500	0	0.00%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	500	507	101.35%
Beginning Fund Balance	83,000	0	0%
TOTAL REVENUES	83,500	507	0.61%

Expenditure Discussion

Revenue Discussion

There is no variance that meets the 10% threshold or significant programmatic changes or impact criteria.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

204 - Property Management License Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
External Materials and Services	7,933,884	7,395,116	93.21%
Internal Materials and Services	222,586	254,286	114.24%
Fund Transfers - Expense	25,000	25,000	100%
TOTAL EXPENDITURES	8,181,470	7,674,401	93.80%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	6,570	5,339	81.26%
Interagency Revenue	0	0	
Licenses & Permits	8,140,000	8,207,844	100.83%
Beginning Fund Balance	34,900	0	0%
TOTAL REVENUES	8,181,470	8,213,183	100.39%

Expenditure Discussion

Internal Materials and Services Expenses increased due to an increase in license and permit fees revenues.

Revenue Discussion

Miscellaneous revenue is interest income that was lower due to the City's lower cash reserve balance for interest allocation to the bureau because of one time prior year grant funding from the pandemic.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

209 - Convention and Tourism Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
External Materials and Services	16,202,933	15,591,573	96.23%
Internal Materials and Services	705,067	669,699	94.98%
Fund Transfers - Expense	25,000	25,000	100%
TOTAL EXPENDITURES	16,933,000	16,286,271	96.18%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	13,000	14,987	115.29%
Taxes	16,920,000	16,297,543	96.32%
TOTAL REVENUES	16,933,000	16,312,530	96.34%

Expenditure Discussion

There is no variance that meets the 10% threshold or significant programmatic changes or impact criteria.

Revenue Discussion

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

223 - Arts Education & Access Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
External Materials and Services	13,684,000	10,339,485	75.56%
Internal Materials and Services	1,564,543	1,358,276	86.82%
Contingency	7,257,187	0	0%
Fund Transfers - Expense	25,000	25,000	100%
TOTAL EXPENDITURES	22,530,730	11,722,760	52.03%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	64,000	62,196	97.18%
Taxes	14,200,000	12,207,341	85.97%
Beginning Fund Balance	8,266,730	0	0%
TOTAL REVENUES	22,530,730	12,269,538	54.46%

Expenditure Discussion

External Materials and Services and Internal Materials and Services are lower than expected due to lower school enrollment as a result of the pandemic. The disbursement amount expense is based on a formula percentage of enrollment and directly correlated to collected tax revenue.

Revenue Discussion

The tax revenue is lower as a result of the pandemic and is economy driven because in comparison to the previous five year average, the amount of taxes collected this year is lower than the five year average and also lower than the period when the pandemic began.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

401 - Local Improvement District Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
External Materials and Services	25,000	13,226	52.9%
Internal Materials and Services	1,685,797	1,442,052	85.54%
Debt Service	14,274,442	8,654,662	60.63%
Contingency	5,016,217	0	0%
Fund Transfers - Expense	20,879,857	4,778,624	22.89%
TOTAL EXPENDITURES	41,881,313	14,888,565	35.55%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	1,204,500	1,118,611	92.87%
Miscellaneous	1,138,400	3,661,390	321.63%
Interagency Revenue	400,000	389,753	97.44%
Bond & Note Proceeds	33,744,137	8,227,517	24.38%
Beginning Fund Balance	5,394,276	0	0%
TOTAL REVENUES	41,881,313	13,397,270	31.99%

Expenditure Discussion

External Materials and Services and Internal Materials and Services were lower than expected due to PBOT not requesting a LOC draw. External Materials and Services had a lower fee for the amount charged related to the available unused LOC for PBOT LIDs. Internal Materials and Services resulted in lower Revenue Collection fees because of vacancy savings for the Coordinator III position. Debt Service was lower due to a lower than expected need for PBOT construction draws and more property owners paying off initial assessments. The Fund Transfers – Expense was lower than expected due to PBOT not requiring reimbursement for LID construction projects.

Revenue Discussion

Miscellaneous Revenues were higher than expected PBOT was able to assess their backlog of LID projects and property owners paid the assessments upfront rather than financing over time on a contract. The Bond & Note Proceeds were lower than expected because of PBOT's changed planned. They asked us to budget \$24M for their construction draw and during the FY22, did not request a draw against the LOC for LID projects.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

311 - Bancroft Bond Interest and Sinking Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Debt Service	4,612,500	7,320,203	158.7%
Fund Transfers - Expense	2,334,450	0	0%
Debt Service Reserves	19,325,002	0	0%
TOTAL EXPENDITURES	26,271,952	7,320,203	27.86%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	7,312,500	7,478,863	102.28%
Beginning Fund Balance	18,959,452	0	0%
TOTAL REVENUES	26,271,952	7,478,863	28.47%

Expenditure Discussion

The City will apply Assessment Payments to redeem the Term Bonds to the extent that Assessment Payments received by the City exceed the amount the City determines it should retain to allow the City to pay scheduled debt service on the 2022 Series B Bonds from Assessment Payments.

Revenue Discussion

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

704 - Insurance and Claims Operating Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	1,749,185	1,579,501	90.3%
External Materials and Services	11,430,244	9,311,685	81.47%
Internal Materials and Services	3,592,686	3,566,433	99.27%
Debt Service	116,720	116,720	100%
Contingency	26,050,831	0	0%
Fund Transfers - Expense	210,714	210,714	100%
TOTAL EXPENDITURES	43,150,380	14,785,053	34.26%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	261,230	354,466	135.69%
Interagency Revenue	12,337,740	12,200,121	98.88%
Beginning Fund Balance	30,551,410	0	0%
TOTAL REVENUES	43,150,380	12,554,587	29.09%

Expenditure Discussion

Variance in External Materials and Services is due to claims received were less than the worse case scenario projected by OMF and the actuary.

Revenue Discussion

Miscellaneous revenue is higher due to uncertainty of the amount of interest collected and subrogation income.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

705 - Workers' Comp. Self Insurance Operating Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	1,620,706	1,479,828	91.31%
External Materials and Services	4,717,111	3,923,548	83.18%
Internal Materials and Services	758,393	732,261	96.55%
Debt Service	109,178	109,178	100%
Contingency	12,450,406	0	0%
Fund Transfers - Expense	101,475	101,475	100%
TOTAL EXPENDITURES	19,757,269	6,346,290	32.12%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Miscellaneous	84,941	93,299	109.84%
Interagency Revenue	5,242,627	5,206,490	99.31%
Beginning Fund Balance	14,429,701	0	0%
TOTAL REVENUES	19,757,269	5,299,789	26.82%

Expenditure Discussion

Variance in External Materials and Services is due to claims received were less than the worse case scenario projected by OMF and the actuary.

Revenue Discussion

Miscellaneous revenue is higher due to the uncertainty of interest collected and subrogation income.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

231 - Citywide Obligations Reserve Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
External Materials and Services	666,667	3,007,196	451.08%
Internal Materials and Services	3,143,315	0	0%
Contingency	1,856,391	0	0%
Fund Transfers - Expense	4,835,392	1,582,630	32.73%
TOTAL EXPENDITURES	10,501,765	4,589,826	43.71%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Intergovernmental	1,570,710	3,212,515	204.53%
Miscellaneous	0	67,090	
Interagency Revenue	4,284,289	2,226,510	51.97%
Fund Transfers - Revenue	1,940,066	1,940,066	100%
Beginning Fund Balance	2,706,700	0	0%
TOTAL REVENUES	10,501,765	7,446,180	70.90%

Expenditure Discussion

Fund 231 contains activity from the Community Enhancement and Opportunities Program (COEP) and the Integrated Tax System (ITS) in FY 2021-22.

ITS External Materials & Services exceeds budgeted amount due to actuals not accurately classed to Internal Materials & Services. This is a technical issue that will be corrected in FY 2022-23.

COEP budgeted cash transfer includes BES and Water funds that the program was unable to utilize until the City received a ruling on how these funds could be used. The City received the ruling and will be able to use BES and Water funds in FY 2022-23.

Revenue Discussion

ITS Intergovernmental Revenue is higher than what was budgeted because the Metro IGA was budgeted in Interagency Revenue. The overall variance doesn't meet the 10% threshold or significant programmatic changes or impact criteria for this program.

COEP Interagency Revenue are estimated by the bureau during budget development and charged based upon 1% of the actual contracts executed that exceed \$500,000. Budgeted resources were estimated greater than actual contract activity within the fiscal year.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

217 - Grants Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	673,325	725,803	107.79%
External Materials and Services	75,000	34,307	45.74%
Internal Materials and Services	0	928	
Debt Service	30,000,000	30,000,000	100%
TOTAL EXPENDITURES	30,748,325	30,761,037	100.04%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Intergovernmental	748,325	762,537	101.9%
Bond & Note Proceeds	0	40,000,000	
Beginning Fund Balance	30,000,000	0	0%
TOTAL REVENUES	30,748,325	40,762,537	132.57%

Expenditure Discussion

Revenue Discussion

Grant validity does not align FY budgeting. Grants can cross multiple fiscal years. Projections are completed to determine the amount of grant funds that are expended and received in a fiscal year. All grants are reimbursement based and the receipt of revenue depends on bureau timing of grant reimbursement requests. Grant funded projects can move faster and or slower that projected.

Other Notes

Bureau of Technology Services

Bureau Performance Narrative

Key Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1140	Percentage availability of network excluding scheduled maintenance	OUTPUT	99.99%	99.98%	99.99%	99.97%	99.99%	99.96%	In addition to issues such as WAN fiber cuts, several unplanned outages occurred due to the replacements of the City firewalls. These will not recur as they were due to the complexity of needing to have both old and new firewalls in production during a lengthy migration window.
MF_1195	Help Desk satisfaction rating (scale 1 to 5)	OUTCOME	4.89	4.80	4.75	4.91	4.75	4.75	Although wait times for services are currently longer, BTS continues to receive positive feedback from customers following their remote and in person interaction with the BTS IT analysts.
MF_1235	Pieces of US mail processed per distribution employee	EFFICIENCY	1,150,300	1,085,349	986,000	1,104,591	1,000,000	986,000	P&D experienced more demand in mailers than expected, as the number of community events increased coming out of COVID restrictions.
MF_1239	Basic Copy Center rate per sheet	EFFICIENCY	\$.0375	\$.0380	\$.0375	\$.0450	\$.0490	\$.0375	The paper shortages are driving prices up.
Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1005	Percentage of Service Requests shipped on time	OUTPUT	99.90%	100.00%	99.99%	99.99%	99.00%	100.00%	
MF_1013	Percentage uptime for phone switch	OUTPUT	99.99%	99.99%	99.99%	99.94%	99.99%	100.00%	Unplanned impacts from maintenance resulted in customer-impacting outages.

Office of Management & Finance

Prior Year Performance Reporting

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1016	Percentage of time radio system operated without failure	OUTPUT	100.00%	99.99%	99.99%	100.00%	99.99%	99.99%	While unprecedented technology supply chain problems have had an impact on ability to quickly support City employees, the larger and more significant impact has been City staff moving to an ongoing hybrid work model. This change has resulted in many City staff working in multiple physical locations, which requires the BTS Support Center to support technology in at least one additional unmanaged location for each City employee that works in a hybrid model. As a result, the BTS Support Center is receiving a historic number of customer requests customers. Unfortunately, BTS could not forecast the full impact of this change ahead of time, making it much more difficult to budget solutions and pivot to better support this new normal hybrid model. In the short term, BTS is bringing on additional temporary staff to assist with the increased workload for the next 12 months. Concurrently, BTS is implementing new technology to assist with standardizing and modernizing the bureau's approach to
MF_1019	First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff	OUTCOME	74.60%	72.20%	80.00%	68.00%	75.00%	80.00%	

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1025	Percentage Internet availability	OUTPUT	99.88%	99.99%	99.99%	99.96%	99.99%	99.99%	In addition to issues such as DDOS attacks, several unplanned outages occurred due to the replacements of the City firewalls. These will not recur as they were due to the complexity of needing to have both old and new firewalls in production during a lengthy migration window.
MF_1083	Customer service satisfaction rating number (scale 1 to 5)	OUTCOME	N/A	N/A	3.00	3.00	3.00	3.00	
MF_1115	Percentage of customers rating project management service provided as excellent	OUTCOME	100%	75%	75%	100%	75%	75%	
MF_1118	Number of days elapsed from ordering a new desktop PC to installation	OUTPUT	4	4	4	N/A	3	3	This KPM hasn't been tracked this year due to unprecedented challenges with technology supply chain resulting in months of wait times for some types of orders to arrive (including desktop and laptop hardware)

Office of Management & Finance

Prior Year Performance Reporting

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1141	Percentage of calls answered within 20 seconds	EFFICIENCY	77.90%	68.20%	80.00%	60.00%	75.00%	80.00%	While unprecedented technology supply chain problems have had an impact on ability to quickly support City employees, the larger and more significant impact has been City staff moving to an ongoing hybrid work model. This change has resulted in many City staff working in multiple physical locations, which requires the BTS Support Center to support technology in at least one additional unmanaged location for each City employee that works in a hybrid model. As a result, the BTS Support Center is receiving a historic number of customer requests customers. Unfortunately, BTS could not forecast the full impact of this change ahead of time, making it much more difficult to budget solutions and pivot to better support this new normal hybrid model. In the short term, BTS is bringing on additional temporary staff to assist with the increased workload for the next 12 months. Concurrently, BTS is implementing new technology to assist with standardizing and modernizing the bureau's approach to
MF_1147	Mobile Report Entry (MRE) availability (excluding scheduled maintenance)	OUTPUT	100.0%	100.0%	100.0%	100.0%	100.0%	100%	

Office of Management & Finance

Prior Year Performance Reporting

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	Other Performance Measures	Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1152	Percentage of computers (workstations and servers) able to accept security patching	OUTPUT	99%	99%	99%	99%	99%	99%	
MF_1153	Percentage of mission critical production system availability for Cayenta	OUTPUT	99.98%	99.99%	99.97%	99.91%	99.97%	99.97%	
MF_1154	Percentage of mission critical production system availability for SAP	OUTPUT	99.99%	99.99%	99.96%	100.00%	99.96%	99.96%	
MF_1155	Percentage of email availability excluding scheduled maintenance	OUTPUT	99.98%	99.85%	99.90%	99.88%	99.90%	99.90%	Impacts to on-premise email from patching and configuration issues. These issues will be remediated as part of Police's move to Office 365.
MF_1156	Percentage of public safety system availability - Bureau of Emergency Communications	OUTPUT	99.99%	99.99%	99.99%	99.97%	99.99%	99.99%	
MF_1157	Public Safety systems availability - Police (excluding scheduled maintenance)	OUTPUT	99.99%	99.99%	99.99%	99.97%	99.99%	99.99%	Application and database changes resulted in Ops Floor impacts requiring back-out. Worked with vendor to tighten up change testing protocols.
MF_1177	Average number of days a SAP Helpdesk customer ticket is open	EFFICIENCY	8.36	8.00	8.00	8.00	7.75	8.00	
MF_1205	Citywide Technology Leadership Rating (per customer survey, 1-5 scale)	OUTCOME	N/A	N/A	3.40	3.20	4.00	4.00	Last year BTS changed questions and survey approach as well as used last years survey to set a new baseline so target and actuals will be affected.

Office of Management & Finance

Prior Year Performance Reporting

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1206	Portlandoregon.gov uptime percentage	OUTPUT	99.99%	99.99%	99.99%	99.93%	99.99%	99.99%	Majority of outages were due to network issues. No major issues with the platform. Would like to adjust target to more realistic number as 99.99 is only 52min of downtime a year. Most commercial hosting providers can't even meet 99.9. Would like to move to 99.9 as our environment isn't designed to provide 99.99% availability.
MF_1207	PortlandMaps.com uptime percentage	OUTPUT	99.99%	99.99%	99.99%	99.75%	99.99%	99.99%	Majority of small outages were due to network issues. Larger outages were caused by issues with the City HNAS storage system not responding. We have since migrated away from using the HNAS and things have stabilized. Would like to adjust target to more realistic number as 99.99 is only 52min of downtime a year. Most commercial hosting providers can't even meet 99.9. Would like to move to 99.9 as our environment isn't designed to provide 99.99% availability.
MF_1208	Service Requests per FTE	EFFICIENCY	1,358	941	1,800	1,950	1,200	2,700	
MF_1237	Percentage of black and white impressions of total program volume	OUTCOME	69%	65%	71%	70%	69%	70%	
MF_1238	Ratio of customer FTE directly served by BTS Admin Team FTE	WORKLOAD	89	96	90	105	93	90	

Capital Program Status Report

Office of Management & Finance - MFTS

CIP Program Name	2021-22 Adopted Budget	2021-22 Revised Budget	2021-22 Actuals	PY Variance	PY Percent of Actuals to Revised	2022-23 Adopted Budget	2022-23 FALL Requested Total	2022-23 July Actuals	Fall Req. to Adopted Variance	Fall Req. to Adopted % Variance
BTS	12,844,060	19,861,234	7,675,402	-12,185,832	38.65%	10,608,309	17,611,985	405,434.8	7,003,676	39.77%
CityFleet	0	0	0	0		0	0	0	0	#DIV/0
Facilities	0	0	0	0		0	0	0	0	#DIV/0
Revenue	0	0	0	0		0	0	0	0	#DIV/0
Sum:	12,844,060	19,861,234	7,675,402	-12,185,832	-61.35%	10,608,309	17,611,985	405,434.8	7,003,676	39.77%

Prior Year Variance Description

Technology Services - As in prior years, BTS underspent on their projects. There are multiple reasons why this happens. BTS managers continue to budget for projects based on what they'd like to get done rather than what prior history shows is possible to get done. The two reasons why projects aren't completed on time are staffing and availability of personnel. Too many vacant positions forces the remaining personnel to focus more on operations, limiting the amount of time they have available to work on projects. Also, some projects require staff from multiple BTS programs. Finding opportunities when personnel from multiple programs can all work together on a project is a challenge.

Current Year Variance Description

Capital Program Status Report

Technology Services - Related to the prior year variance, many of the project budgets unspent in FY 2021-22 were carried over into FY 2022-23 so project work could be continued and completed. In some cases, project budgets that had been pushed out to FY 2023-24 were moved forward and added to the FY 2022-23 budget.

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name:** 14308 -BTS - Project Adjustments**Package Description**

This request is to adjust appropriation for BTS projects in Fund 706. The majority of the adjustments are where BTS didn't fully spend project appropriation in FY 2021-22 and the balance of funds are being carried over to the projects in FY 2022-23. In a few cases, prior year budgets were overexpended and the current year budget is being reduced for that overexpenditure. Also, one project (Server Technology Refresh) was budgeted as an operating project, but needed to be a CIP. So a new funded program was created and appropriation is being moved from the old to the new funded program.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj

Expense	Contingency	(\$6,890,361)
	External Materials and Services	\$6,834,332
	Internal Materials and Services	\$56,029
	Personnel	\$0
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name:** 14310 -BTS - Other Adjustments**Package Description**

This request is to make Fund 706 other contingency-related (technology reserve and salary contingency) adjustments to the Technology Services fund. Included is the recognition of additional beginning fund balance, interagency changes both as service provider and service receiver, salary contingency allocation, and an increase to budget appropriation to cover an expense overlooked in the adopted budget.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj

Expense	Contingency	\$5,166,533
	External Materials and Services	\$136,000
	Internal Materials and Services	\$7,790
	Personnel	\$2,750,959
Expense	Sum:	\$8,061,282

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	\$7,911,282
	Interagency Revenue	\$150,000
Revenue	Sum:	\$8,061,282

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14322 -BTS - Technical Adjustments****Package Description**

This request is to move appropriation between BTS cost centers in Fund 706. The Communications program in BTS is moving towards separate budgets and expense tracking for the Telecom group and IRNE operations. Appropriation is also being adjusted for the grant-funded Business Intelligence/Data Visualization project, moving resources and requirement into the correct cost center and project funded program. Lastly, the community safety program is moving from the Office of Civic Life to OMF Community Safety.

Service Impacts

None

Equity Impacts

None

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$0
	Personnel	\$0
Expense	Sum:	\$0

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$0
	Intergovernmental	\$0
Revenue	Sum:	\$0

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14341 -BTS - Printing & Distribution Technical Adjustments****Package Description**

BTS Fund 703 Technical Adjustments & True-ups (ie; match Bureau IA adjustments, correct FA/GL coding)

Service Impacts

NA

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$0
Expense	Sum:	\$0

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$0
Revenue	Sum:	\$0

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name:** 14350 -BTS - Printing & Distribution - Other Adjustments**Package Description**

Other Non-General Fund Change/Adjustments for BTS Fund 703 -Contingency related (i.e.; Beg Fund Bal true-up, moving Salary Contingency, etc.)

Service Impacts

NA

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	Contingency	\$113,870
	External Materials and Services	\$20,000
	Personnel	\$333,899
Expense	Sum:	\$467,769

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	\$447,769
	Interagency Revenue	\$20,000
Revenue	Sum:	\$467,769

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14443 -BTS - PROTEC One-time GF and CAL Target Adjustment**Package Description**

The request is for one-time General Fund funding on behalf of all bureaus in the City to cover the FY 2022-23 impacts to BTS of PROTEC contract-negotiated increases totaling \$857K. Additionally, BTS will request CAL target adjustments for General Fund funded bureaus in FY 23-24 and FY 24-25, as the out-year impacts to BTS of PROTEC contract-related cost increases are projected at \$1.6 million and \$1.9 million, respectively. So, the cost increase is expected to double in FY 23-24 and then increase again in FY 24-25.

This Fall BMP decision package and CAL adjustment is the result of the recently approved PROTEC labor contract in which Council approved a \$3 million ongoing increase in costs. Approximately 62% of BTS' positions are represented by PROTEC and the contract included market adjustments to the pay for multiple classifications. Due to the timing of the contract negotiations and the FY 22-23 budget development process being on different paths, the ability for BTS to include the increased personal services costs in the FY 22-23 adopted budget rates could not be achieved.

Service Impacts

The City has made a commitment to pay this cost. The timing of the increase prevented the ability to plan for it during the FY 2022-23 budget development process. Without the funding requested via this decision package, paying the costs would, in effect, be a cut to current year budgets by BTS and/or Bureaus as they are forced to realign resources to cover these mandatory costs. Citywide service impacts could result if the General Fund request is only given to General Fund bureaus or not given at all. BTS is attempting to mitigate the impact customer bureaus would be responsible for covering by requesting a complete offset of current year costs by the General Fund. Some non-General Fund customer bureaus voiced in the Technology Executive Steering Committee briefing that having to absorb the increase would lead to a cut in positions or a need to leave positions vacant this year. If no funding is granted as a result of this request and BTS were to cover the entirety of the amount, it would further reduce BTS' flexibility to react to the support impacts of the Future of Work discussion, continued changes in the technology and security environment, supply chain cost increases, as well as the ability to fund FY 2023-24 CIPs. BTS CIPs are funded from reserves, the same source that would have to absorb this substantial mid-year cost increase. Current estimated funding for FY 2023-24 BTS CIPs is \$4.2 million, and projected need is \$15.2 million.

Equity Impacts

The increases to BTS classification pay bands was done with an equity focus and brings classifications up to market rates. PROTEC employees will continue to go through the City's pay equity process to determine where an employee lands in the pay grade. The request for General Fund funding on behalf of bureaus is in order to mitigate disproportionately available resources dependent upon individual bureau cash/budget, and reduce the need for impactful midyear service tradeoffs by bureaus to cover BTS rate increases.

2022-23 FALL Requested Adj

Expense	Personnel	\$856,938
Expense	Sum:	\$856,938

2022-23 FALL Requested Adj

Revenue	Fund Transfers - Revenue	\$856,938
Revenue	Sum:	\$856,938

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14446 -BTS - Council A/V Support**Package Description**

This request is for \$165K in General Fund one-time funding. At the request of Council Offices, BTS is currently providing up to 32 hours per week of onsite support in Council Chambers to audio-visual and desktop systems to ensure successful and smooth hybrid Council meetings and work sessions. At present, a BTS Video Team member and a BTS Desktop Support Team member are on site to test and verify systems prior to each Council meeting and are remaining in Chambers for the duration of each meeting to provide immediate troubleshooting as needed. In weeks that include a Tuesday work session, Wednesday morning and afternoon meeting, and Thursday meetings, this results in approximately 32 hours of time.

Service Impacts

The BTS Video Team has 4 FTE to support all conference room technology and security cameras citywide. Due to bureau and Council recognition that this level of support is insufficient, BTS has already received a one-time FTE approved in the current fiscal year as part of a decision package. This one-time FTE will be working on troubleshooting current AV needs and tickets, helping to outfit shared Portland Building room and other conference room spaces, and designing and installing bureau specific A/V needs. The members of the Video team also had multiple non-A/V related requests in FY 22-23, which include responding to the substantial increase in demand for security video installs city-wide. All of this demand preceded the directive from Council Offices to have BTS staff fully present on site during all City Council meetings and work sessions. Including setup and shutdown time, this requires up to 32 hours per week of BTS time solely dedicated to Council Chambers/Council meeting support (16 hours x 2 FTE). This request will allow the team to give dedicated support to the City's most important public meetings while also being responsive to the needs and requests of bureaus with conference room technology and security cameras.

This is a one-time request to allow hybrid Council meeting requirements to stabilize and to allow time for BTS, the Office for Community Technology, Facilities, and the Auditor's Office to partner on a mid-term solution. BTS and OCT are currently working with broadcaster OpenSignal to clarify their needs, requirements, and contract terms as well as with contractor Delta AV for enhanced audio-visual equipment and support.

It is important to note that there are likely to be significant equipment and facility investment needs to be addressed in the longer term for Council Chambers, particularly if charter reform results in a different City Council configuration. This request and set of activities do not address these longer-term needs.

Equity Impacts

The Council Chambers specific A/V support would manage all components and troubleshoot any issues during Council meetings to ensure Portlanders have access to participate and interact with Council. Portlanders come from a variety of backgrounds and this resource would ensure the management of a hybrid Council meeting environment that helps more community members interact with their government and have their voices heard. This work includes ensuring broadcasting, internet, and closed captioning services used to reach more members of the public are functional.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$165,000
Expense	Sum:	\$165,000

2022-23 FALL Requested Adj

Revenue	Fund Transfers - Revenue	\$165,000
Revenue	Sum:	\$165,000

Prior Year Fund Reconciliation Report

Office of Management & Finance

706 - Technology Services Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	41,385,269	37,931,063	91.65%
External Materials and Services	38,674,368	31,978,973	82.69%
Internal Materials and Services	5,952,420	5,437,459	91.35%
Capital Outlay	1,594,701	151,724	9.51%
Debt Service	742,901	742,901	100%
Contingency	26,142,176	0	0%
Fund Transfers - Expense	2,313,503	2,313,503	100%
TOTAL EXPENDITURES	116,805,338	78,555,624	67.25%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	236,009	93,813	39.75%
Intergovernmental	4,982,305	4,502,776	90.38%
Miscellaneous	1,134,844	661,074	58.25%
Interagency Revenue	71,406,757	69,427,239	97.23%
Beginning Fund Balance	39,045,423	0	0%
TOTAL REVENUES	116,805,338	74,684,901	63.94%

Expenditure Discussion

Variances in both External Materials & Services and Capital Outlay are related to BTS projects. This is an ongoing pattern for BTS where project managers budget for what they hope can be accomplished on a project, but actual expenses are held to lower amounts due to vacant positions and a need for employees to focus more on operations. With available funding for projects becoming more restricted, this issue may resolve itself as managers are forced to work with smaller project budgets.

Revenue Discussion

Variances in revenues for Technology Services were evident in two areas, Charges for Services and Miscellaneous. Charges for Services represents earnings on leases. The GASB 87 change in accounting for leases resulted in Facilities Project Management controlling the entering and resulting recording of lease revenue in SAP. With some leases under negotiation for renewal, they were not entered into SAP for billing purposes. Miscellaneous revenues include interest earnings and billable telecom earnings recorded as "sales miscellaneous." Interest earnings were expected to increase slightly over the prior year, but instead decreased as rates continued to remain low. Some billable telecom revenue was anticipated from non-city agencies, but none materialized during the year.

Prior Year Fund Reconciliation Report

Office of Management & Finance

Other Notes

Removing project data from these year-end results provides a view of how the BTS operating budget did during the year. The technology services industry is showing huge increases well beyond inflation in support and maintenance costs for software applications and even more so in the cost of technology equipment. Supply chain issues are one of the contributing factors to these price hikes. Looking at just the BTS operating budget, minor equipment & tools was overspent by \$770,000, operating supplies overspent by \$815,000, and services (repair & maintenance and miscellaneous) overspent by \$770,000. The modest increase in interagency rates BTS is allowed through the inflation factor is far from sufficient in terms of keeping up with these price hikes. This will be an even greater issue during FY 2022-23 that will affect not only the BTS operating budget, but also their ability to fund most of their capital projects.

Prior Year Fund Reconciliation Report

Office of Management & Finance

703 - Printing & Distribution Services Operating Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	1,880,097	1,421,839	75.63%
External Materials and Services	3,288,195	2,682,396	81.58%
Internal Materials and Services	907,066	819,089	90.3%
Capital Outlay	150,000	0	0%
Debt Service	211,822	211,821	100%
Contingency	1,364,185	0	0%
Fund Transfers - Expense	248,959	248,959	100%
TOTAL EXPENDITURES	8,050,324	5,384,105	66.88%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	37,000	5,846	15.8%
Intergovernmental	778,573	768,992	98.77%
Miscellaneous	35,349	41,451	117.26%
Interagency Revenue	6,285,986	5,097,136	81.09%
Beginning Fund Balance	913,416	0	0%
TOTAL REVENUES	8,050,324	5,913,424	73.46%

Expenditure Discussion

Budgeted expenditures in Personal Services were purposely under utilized through holding vacancies and reduced spending in External Materials and Services was done to offset the reduction in revenue collection.

Revenue Discussion

Service Charges & Fees and Interagency Revenues were under collected primarily due to the unpredictability of customers' needs for printing and distribution (P&D) services. P&D's services are mostly variable and are provided when the customers specifically request services.

FY2021-22 budgeted revenues were based on pre-pandemic service volumes. Despite some return-to-office, Pandemic is proving problematic with consistently lower than expected revenues.

Pandemic continues to result in reduced staffing and/or staff working remotely. Services are increasing but still less than pre-covid levels.

Other Notes

Office of the CAO

Bureau Performance Narrative

Key Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1180	Percentage of sedans that are electric or plug-in hybrid	EFFICIENCY	43%	45%	50%	45%	50%	100%	Adoption slowed due to limitations with the city's charging infrastructure. Adoption is expected to accelerate over the next several years with the City's new charging-as-a-service (CAAS) contract.
MF_1196	Percent of Accounts Payable within 30 days	OUTPUT	79%	74%	95%	69%	90%	90%	
MF_1220	Number of campsite reports received and processed	WORKLOAD	41,717	60,320	40,000	75,731	0	0	
MF_1221	Number of campsite cleanups performed	OUTPUT	2,104	248	300	1,087	2,100	4,000	COVID-19 restrictions were completely lifted in March 2022, thus allowing for far more campsite removal project to proceed. There was an additional 765 intensive bio waste and hazardous material remediation projects preformed, they were not complete campsite removals
MF_1222	Total cleanup costs	EFFICIENCY	\$3,424,524	\$4,173,582	\$4,250,000	\$4,398,370	\$6,650,000	\$4,250,000	
MF_1223	Tons of garbage collected	WORKLOAD	3,275	3,965	3,900	5,318	4,100	3,900	Significant FY 2021-22 Fall BMP investments allowed IRP to overperform

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1225	Change in average energy use intensity over the prior year average	EFFICIENCY	-12.5%	-760.0%	20.5%	-1.2%	-1.0%	-1%	Even with the Portland Building fully operational for a full year iin FY21-22 (as opposed to a partial year in FY20-21), with new equipment at City Hall and 1900, and the Portland Building using less energy than forecast (which anticipated full occupancy), energy use intensity declined slightly rather than increasing as anticipated.
MF_1226	Average customer demand workorder turnaround time	OUTPUT	23.90	22.20	19.00	20.20	15.00	10.00	Slightly unfavorable to target, yet the best result since 2012.
MF_1227	Percent of on-time preventive maintenance compliance	OUTPUT	63%	4,680%	63%	38%	65%	80%	Facilities Operations is under new management and in the process of re-imagining its preventive maintenance program in anticipation of the enhanced capabilities of the new asset management system coming online in 2023. Staff attrition and difficulty backfilling, the pandemic, and management turnover throughout the fiscal year also contributed to a decline in on-time PM completion.

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

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Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1228	Average maintenance and operations cost per square foot	EFFICIENCY	\$10.79	\$7.06	\$11.79	\$8.80	\$12.14	\$12.51	With the Portland Building and Vanport Memorial fully operational for a full year in FY21-22 (as opposed to a partial year in FY20-21), operations and maintenance costs per square foot were lower than forecast and better than target. This is most likely due to lower occupancy than expected in the FY21-22 forecast.
MF_1229	Percentage of construction projects completed on-time	OUTPUT	80%	8,000%	80%	83%	89%	90%	5 of 6 large projects were completed on time.
MF_1230	Percentage of construction projects completed under budget	OUTPUT	80%	8,000%	80%	100%	89%	90%	6 of 6 large projects were completed under budget.
MF_1231	Average occupancy rate	OUTCOME	75%	8,200%	75%	75%	82%	98%	Property Management was able to hold occupancy steady despite the pandemic . Vacant units persist at Union Station due to the location and lack of amenities.
MF_1236	Percentage of minimum Spectator Venue & Visitor Activities Fund operating reserved maintained	OUTCOME	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
MF_1240	Average cost per mile (\$)	EFFICIENCY	\$.96	\$.99	\$1.02	\$1.26	\$1.05	\$1.12	Exceeded target due to unforeseen fuel price increases caused by the war in Ukraine.
MF_1241	Cumulative percentage change in total carbon emissions from FY 2006-07 levels	OUTCOME	-41%	-43%	-43%	-45%	-44%	-100%	Fuel use declined 14% over the last two years, primarily due to the pandemic. This resulted in less emissions than expected and a favorable variance to target.

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

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Other Performance Measures	Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1242 Average Fleet Availability (%)	OUTPUT	95%	95%	95%	94%	95%	98%	Fleet availability held steady despite the pandemic and difficulty hiring technicians.
MF_1243 Business Operations operational budget served	WORKLOAD	\$530,458,328	\$491,734,652	\$575,000,000	\$681,642,074	N/A	N/A	Investments in various programs and services such as Revenue Division tax collections for Metro and the County, IRP and others in addition to reorganizations such as the CSD continue to grow operational budget served by Business Operations.
MF_1244 Business Operations budget as a percentage of OMF bureau operational budget served.	EFFICIENCY	1.1%	1.2%	1.1%	1.0%	1.1%	1%	
MF_1245 FTE served by the OMF Business Operations Administrative Team	WORKLOAD	217	311	225	341	N/A	N/A	The addition of Community Safety Division, increase in 311 Program, and incorporation of additional BRFS customers and limited duration positions drive this metric above FY 2020-21 Actuals.
MF_1246 Ratio of CAO Admin Team FTE to customer FTE directly served (i.e. 1:10 entered as 10)	EFFICIENCY	54	62	50	68	50	50	
MF_1251 Percentage of professional services consultant contracts awarded to Oregon certified COBID firms	OUTCOME	60.00%	62.00%	30.00%	62.00%	40.00%	30.00%	
MF_1252 Number of phone calls and emails responded to	WORKLOAD	91,736	94,837	110,000	130,393	160,000	N/A	

Office of Management & Finance

Prior Year Performance Reporting

Run Date: 9/6/22

Run Time: 5:40:17 PM

Other Performance Measures		Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
MF_1253	One call resolution rate	OUTCOME	26.08%	26.30%	33.00%	24.00%	50.00%	50.00%	This performance metric is likely an under-estimate of current service levels as 311's contact types have become more diverse, now including phone calls as well as emails, webforms, and in-person interactions. 311 will propose changing this metric to a "one contact resolution rate" for FY 2023-24 to more accurately reflect resolution rates.
MF_1254	Percentage of calls answered in less than 25 seconds	EFFICIENCY	89.42%	90.00%	89.56%	85.05%	90.00%	90.00%	
MF_1255	% of City staff with a "good" or "very good" awareness of security procedures	OUTCOME	0	N/A	N/A	85.00%	100.00%	100.00%	
MF_1256	Total campsite assessment costs	OUTPUT	0	666,154.00	0	1,663,707.00	2,558,757.00	N/A	
MF_1257	Total number of assessments performed	OUTPUT	0	13,374	0	21,347	15,000	15,000	

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14301 -Bus Ops - IA with CSD**Package Description**

This request increases an interagency with the Community Safety Division for OMF Business Operations support services from a \$25,000 placeholder to a \$175,000 SLA.

Service Impacts

This interagency allows the Community Safety Division to receive support services from OMF Business Operations. The cost of the interagency is less than the cost the Community Safety Division would incur hiring direct staff.

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	Personnel	\$150,000
Expense	Sum:	\$150,000

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$150,000
Revenue	Sum:	\$150,000

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14302 -Bus Ops - IA with IPR**Package Description**

This request creates a \$125,000 interagency with Independent Police Review for OMF Business Operations support services.

Service Impacts

This interagency allows Independent Police Review (IPR) to receive support services from OMF Business Operations. The cost of the interagency is less than the cost IPR would incur hiring direct staff.

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	Personnel	\$125,000
Expense	Sum:	\$125,000

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$125,000
Revenue	Sum:	\$125,000

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14307 -Spectator Venues - Beginning FB Adjustment**Package Description**

This request is a technical adjustment to true-up the Spectator Venues beginning balance to match the actual ending fund balance from FY 2021-22.

Service Impacts

NA

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	Contingency	\$2,930,874
Expense	Sum:	\$2,930,874

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	\$2,930,874
Revenue	Sum:	\$2,930,874

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14317 -CAO-Tech Adjustment****Package Description**

This request is for the following technical adjustments: BusOps, moves \$100,000 from external materials and services to personnel services; CSD, move \$15,078 from EM&S to Facilities rent for City Hall space charges.

Service Impacts

This technical request aligns budget with projected spending.

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	External Materials and Services	(\$115,078)
	Internal Materials and Services	\$15,078
	Personnel	\$100,000
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Encumbrance Carryover (Fund 100 ONLY)****Request Name:** 14320 -CAO-Encumbrance Carryforward**Package Description**

This request is for contract encumbrance carryforward for the following:

\$314,932 Broadway Cab, LLC PDX Wav, (PO 22308127, 20009926); \$153,539 Lones Management Consulting, LLC (BECHN service),(PO 22307679); \$80,900 California Partnership gun violence data analysis, (PO 22298699); \$100,000 Northwest Health Foundation Fund reimagining safety, (PO 22308830); \$90,000 Portland State University Hatfield Fellow, (PO 22308923); \$76,000 3Ts Consulting, Inc. gun violence prevention services, (PO 22308164); \$531 Buffalo Cloud consulting, (PO 22306420); \$27,238 Synergy International Systems, Inc. (PO 22284345); and \$106,418 Makers Architecture & Urban Design Citywide space planning study, (PO 22292574).

Service Impacts

NA

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$949,559
Expense	Sum:	\$949,559

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$949,559
Revenue	Sum:	\$949,559

MF - Office of Management & Finance**DP Type****Policy Set-aside****Request Name:** 14356 -DAM-GFCSA-Justice Center Bus Duct Funding**Package Description**

This request is for additional funds to pay for the City's remaining share of an in-flight Multnomah County project to replace the Justice Center's incoming electrical service, risers, and distribution system. The FY22-23 budget included \$5,500,000 in one-time Capital Set Aside resources to partially fund the City's portion of the project. Under the condominium agreement by-laws, the city is legally responsible for 41.34% of all capital costs that mutually benefit the association. The City's current estimated share of the project is \$12 million, resulting in this request for \$6.5 million.

The project is progressing quickly. The County has hired design consultants who are developing the 100% construction documents with completion expected in 2022. Construction bidding is expected to be completed in the first half of 2023.

For background, the Justice Center was built in 1981 and the incoming electrical service, vertical and horizontal busway risers, and electrical distribution equipment are mostly of original construction and at end of life. A condition assessment of the electrical system was completed in 2017 after a catastrophic bus duct failure at Multnomah County's Inverness Jail. The Justice Center's incoming electrical service and risers were found to be at end of life and in critical need of replacement due to its age and inadequate maintenance over the lifetime of the system.

The Police major maintenance fund balance is 100% subscribed by projects already in progress, with an estimated \$15M in additional unfunded projects identified. Therefore, funding for this package is requested from the General Fund. However, OMF is open to working with CBO and the Council on alternative sources of funding that may be available for this project, including a loan on offer by Multnomah County.

Service Impacts

A catastrophic failure would likely jeopardize occupant safety and result in a complete building outage that would take several years to repair and create severe and long-lasting Police service impacts that would jeopardize critical police and detention center operations, and thus community safety.

Equity Impacts

No known equity impacts.

2022-23 FALL Requested Adj

Expense	Capital Outlay	\$6,500,000
Expense	Sum:	\$6,500,000

2022-23 FALL Requested Adj

Revenue	Fund Transfers - Revenue	\$6,500,000
Revenue	Sum:	\$6,500,000

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name:** 14362 -CityFleet Other Adjustments**Package Description**

This request decreases the beginning fund balance by (\$1,308,832) to true up the budgeted beginning fund balance for the CityFleet Fund to match the actual balance on July 1, 2022. This request also includes an adjustment to establish budget for debt issuance for fuel management.

Service Impacts**Equity Impacts****2022-23 FALL Requested Adj**

Expense	Contingency	(\$1,316,232)
	Debt Service	\$7,400
Expense	Sum:	(\$1,308,832)

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	(\$1,308,832)
Revenue	Sum:	(\$1,308,832)

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14363 -CityFleet - Carryover appropriation for replacement purchases**Package Description**

CityFleet is requesting \$10,371,552 in appropriation carryover of FY 2021-22 projects. These funds represent the remaining balances for FY 2021-22 replacement of vehicles and equipment.

Service Impacts**Equity Impacts**

2022-23 FALL Requested Adj		
Expense	Capital Outlay	\$10,371,551
	Contingency	(\$10,371,551)
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Non GF Contingency****Request Name: 14372 -DAM Facilities - Compliance Staffing for OMF Facilities Services****Package Description**

This request is for 3 limited duration FTE to support contractual, financial, and policy compliance activities in Facilities Services that are currently not staffed and therefore not performed, or not performed with the required expertise and/or oversight. The annual cost of these 3 positions is \$448,000 (\$161,540 in FY 2022-23, assuming March 1 start dates). These 3 FTE, along with 4 additional compliance-related FTE that support safety, financial, and legal compliance tasks in Facilities – and that are currently staffed via temporary means (by limited duration or contracted staff, with funding provided by vacancy savings and/or reserves) – will all be advocated for in Facilities' FY 2023-24 budget to ensure that Facilities can fund and perform mandatory compliance work in rates, in perpetuity. Each position is detailed below.

O&M Contract Administrator/Vendor Coordinator (Coordinator III – 1 FTE):

Facilities is responsible for overseeing more than \$6 million/year in contracted O&M work (e.g., elevator inspections/maintenance, emergency backup generator maintenance, emergency snow removal, janitorial, pest control, etc.). Currently, oversight of the ~35 vendors who perform this work is very limited, performed ad hoc by O&M staff supervisors. A dedicated contract/vendor manager is needed to understand Facilities' contracts, inspect vendor performance on-site, ensure vendor compliance with our contracts, direct and support contract modifications, and oversee invoice approvals. This FTE will be housed in our O&M group. The position would be funded by the Facilities corporate rate, and the fund's operating reserve, if there are not sufficient savings in the corporate rate. Their performance metrics are TBD but will align with our Success Factors organizational goals related to asset health, customer satisfaction, and value delivery.

Policy Analyst/Project 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 all of our mandates, determine how they should best be effectuated within our buildings, support project development, provide compliance oversight, and report on our performance. Facilities also belongs to four condominium associations that each develop investment policies, priorities, and plans that we are legally required to fund. At present, these meetings are attended ad hoc due to a lack of staff capacity, meaning our interests in condo policy formation are not well-represented (a problem that also holds true in City policymaking forums). This FTE would work in our Capital Projects group to serve these functions. The position would be funded by the Facilities corporate rate, and the fund's operating reserve, if there are not sufficient savings in the corporate rate. Their performance metrics are TBD but will align with our Success Factors organizational goals related to asset health and value delivery.

Building and Asset Information Manager (Facilities Specialist – 1 FTE):

Good information is the basis of good asset management, as noted in the City's new asset management policy. As Facilities onboards its new enterprise asset management system, it plans to conduct a Facility Condition Assessment that will survey all OMF facility assets and ensure that asset information in the new system is correct. However, new assets that come online after the FCA is complete will need an information owner. This is the person that enters new asset information into the system (nameplate data, warranty information, operating information, and preventive maintenance schedules, among other data points). This person also needs to own and maintain building-level information, such as as-built drawings, which show how facilities are actually constructed in the field, and allow O&M staff to navigate, maintain, and operate buildings efficiently. Additional information management needs include updating non-OMF databases (such as OEHR's ADA transition plan) with completed project information, and managing all furniture asset and warranty information, as furniture is an \$11 million asset base with no 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 would work in Capital Projects, although it would liaise between Projects and O&M (to support new asset/facility handoffs to maintenance, including training). The position would be funded by the Facilities corporate rate, and the fund's operating reserve, if there are not sufficient savings in the corporate rate. The performance metrics are TBD but will align with our Success Factors organizational goals related to asset health, customer satisfaction, and value delivery.

Service Impacts

O&M Contract Administrator/Vendor Coordinator (Coordinator III – 1 FTE):

We assume that we will be able to hire someone who has expertise in facility contract/vendor management and that one FTE will be sufficient to handle the large volume of contracts managed by the O&M team. As a result of this hire, we anticipate that we will be able to better support safety reporting (e.g., record vendor elevator inspection and maintenance activities for OSHA, which we recently discovered we have not done in several years); likewise, identify when vendors are not doing work that they've claimed to be doing (e.g., in the past several months, we've identified over \$100,000 in work that we believe we were charged for either erroneously or fraudulently on the part of three vendors, which we are now working with Procurement and Legal to try to get reimbursed). This position would allow us to continuously monitor services received for vendors to avoid potential financial and safety risk. The Success Factors goals/measures for this role are still TBD, but we intuitively know that we should see increased contract compliance and performance on the part of vendors, and enhanced support for safety management and financial controls internally. If funding is not approved, we will continue doing this work ad hoc. There are no resources available to reprioritize for this FTE.

Policy Analyst/Project Planner (Analyst II – 1 FTE):

We assume that one FTE will be sufficient to handle this work and believe that as a result of this hire, we will improve our compliance with the law and City policy. For example, right now we identify and address facility ADA issues opportunistically (when we're already doing work in a building). We do not proactively scan OEHR's database of identified ADA issues, develop mitigation projects, and build these projects into our capital plans and funding requests, as we have no staff to do this level of project planning. Having an FTE to be proactive in this manner would allow us to make much greater strides in implementing the ADA transition plan; likewise, other City policies and plans, particularly those related to equity and resilience. The outcomes associated with hiring this role are to be determined, as frankly we don't know what we need to be doing because we're missing this position. However, we know that we should see an increase in the number of capital projects that either focus on or feature legal or policy requirements, and thus, an increase in our overall compliance. We should also have a stronger knowledge of our condo building financial obligations (e.g., Justice Center), because we will have better representation. If funding is not approved, we will continue addressing these needs ad hoc. There are no resources available to reprioritize for this FTE.

Building and Asset Information Manager (Facilities Specialist – 1 FTE):

We assume that we will be able to hire someone who has expertise in facility information management and believe that one FTE will be sufficient to handle asset and facility information management needs, including handoff and training support for O&M staff in new asset operations and maintenance requirements. As a result of this hire, we anticipate that we will be able to maintain the high quality of asset and building information that we hope to establish upon the completion of our Facility Condition Assessment. Likewise, greatly enhance drawing management practices for as-builts, and create a furniture asset management program, which is long overdue. All of this work is the basis of sound asset management practice and is not performed at present, although it is required by City asset management policy. The Success Factors goals/measures for this role are still to be determined, but we intuitively know that we should see more effective and cost-efficient asset maintenance practices, and better customer experiences in our buildings. If funding is not approved, we will either continue to not perform work due to a lack of capacity (warranty management, database updates, and furniture asset management), or perform the most basic aspects of this work in an ad hoc manner (asset data entry, as-builts). There are no resources available to reprioritize for this FTE.

Equity Impacts**O&M Contract Administrator/Vendor Coordinator (Coordinator III – 1 FTE):**

There are no equity impacts in hiring this FTE. This work is purely focused on contracting compliance and financial controls.

Policy Analyst/Project Planner (Analyst II – 1 FTE):

We anticipate better compliance with the goals and plans of all of the bureaus at the City that shape policy or are responsible for ensuring City compliance with legal mandates, including BPS, PBEM, OEHR, and Council at large, and thus improved outcomes for all of the groups that these bureaus represent and serve. The projects likely to come forward due to this role include but are not limited to energy efficiency projects, seismic upgrades, warming/cooling shelter supports, all-user restrooms, ADA projects, and potentially City security projects, if future policy is passed on this topic.

Building and Asset Information Manager (Facilities Specialist – 1 FTE):

There are no equity impacts in hiring this FTE. This work is purely focused on information management, support for good financial management, and policy compliance.

2022-23 FALL Requested Adj

Expense	Contingency	(\$161,540)
	Personnel	\$161,540
Expense	Sum:	\$0

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Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003007 - Analyst II	1.00	31,169	0	2,384	13,768	47,321
30003029 - Coordinator III	1.00	46,753	0	3,577	20,651	70,981
30003053 - Facilities Project Specialist	1.00	28,097	0	2,149	12,992	43,238
Total	3.00	106,019	0		47,411	161,540

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14373 -DAM Facilities-Correct Duplicate Limited-Term Positions**Package Description**

The purpose of this budget adjustment request is to remove two limited-term positions that were not removed when the decision package to make them permanent was approved.

Service Impacts

Not applicable

Equity Impacts

Not applicable

2022-23 FALL Requested Adj		
Expense	Contingency	\$291,312
	Personnel	(\$291,312)
Expense	Sum:	\$0

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003012 - Business Systems Analyst III	-1.00	-103,522	0	-7,919	-43,828	-155,269
30003029 - Coordinator III	-1.00	-89,055	0	-6,812	-40,176	-136,043
Total	-2.00	-192,577	0		-84,004	-291,312

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14377 -PEMO - Create Budget****Package Description**

The purpose of this budget adjustment request is to create the budget for the Public Environment Management Office.

An Emergency Declaration to expedite post-pandemic recovery by coordinating efforts to clean public spaces was signed on May 11, 2022. The declaration approved the office and set the PEMO director as the Mayor's designee for the declaration.

The office has one-time money available to it from two sources that need to be appropriated to the office's new cost center in the Fall BMP.

The first source is \$1.25 million of General Fund money coming to the Facilities Services Fund via a cash transfer in the FY 2022-23 Adopted Budget. This cash transfer was established in the Approved budget phase to support citywide neighborhood coordination around trash abatement. The \$1.25 million is currently in an Impact Reduction Program cost center and needs to be moved to a PEMO cost center.

The second source is \$3.85M originally approved for additional storage and hygiene solutions for 250-300 unsanctioned camps in the Fall BMP. Since this money was transferred to Facilities from the General Fund and never used, it is currently in the fund's ending balance.

This budget adjustment request will appropriate this \$5.1 million as follows:

- Four limited-term positions, including the PEMO director, an Incident Commander, an Analyst III, and a Coordinator III
- Program support costs in external materials and services and internal materials and services
- Contracted services costs in external materials and services and internal materials and services

Service Impacts

The City's Public Environment Management Office Director will serve as the Mayor's designee under this Emergency Declaration. A copy of the declaration is attached in the BFM application.

Equity Impacts

PEMO is engaging business districts and neighborhood coalitions across the entire city through direct dialogue and access to solutions. "Problem solver meetings" by geographic area cycle weekly to intake, address, and report issues related to clean up and beautification in direct support of local businesses and communities. By engaging the offices/bureaus of equity, transportation, Prosper Portland, planning and sustainability, and management and finance, to name a few, local communities have direct access to city problem solvers. For example, APANO has been invited to attend the Lents/Montavilla Problem Solver meetings to engage with their membership across the city. This direct dialogue supplements a person's current means of reporting issues in the public spaces, but underway with significant improvements via electronic or phone reporting using our 311 system.

2022-23 FALL Requested Adj		
Expense	Contingency	(\$3,850,000)
	External Materials and Services	\$2,547,401
	Internal Materials and Services	\$553,077
	Personnel	\$749,522
Expense	Sum:	\$0

2022-23 FALL Requested Adj		
Revenue	Fund Transfers - Revenue	\$0
Revenue	Sum:	\$0

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003008 - Analyst III	1.00	108,701	0	8,315	45,129	162,145

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Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003029 - Coordinator III	1.00	93,506	0	7,153	41,302	141,961
30003082 - Manager II	1.00	141,513	0	10,826	53,377	205,716
30003083 - Manager III	1.00	167,107	0	12,784	59,809	239,700
Total	4.00	510,827	0		199,617	749,522

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14378 -CAO IRP - Carryover appropriation from PY**Package Description**

The purpose of this budget adjustment request is to appropriate \$4,235,812 of Impact Reduction Program money carried over from FY 2021-22. This money comes from unused one-time money the program had received and savings in the programs operating budget. The money will be used to continue the expanded clean-up operations throughout the City.

Service Impacts

The City will see an expanded level of campsite clean-ups.

Equity Impacts

2022-23 FALL Requested Adj		
Expense	Contingency	(\$4,235,812)
	External Materials and Services	\$4,235,812
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14379 -DAM Facilities - Budget for BDS relocation project**Package Description**

The purpose of this budget adjustment request is to transfer \$1,286,546 from Facilities Services fund contingency to fund a project to move BDS from the Jacobs Center to the 1900 Building's 3rd floor and construct tenant improvements. This space is available as a result of BTS consolidating operations in the Portland Building and the Portland Communications Center. The projects costs will be paid back over 1.55 years thru reduced lease payment as the Jacobs Center lease lapses.

Service Impacts

BDS staff will be moved to improved space in the 1900 Building from the Jacobs Center.

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	Contingency	(\$1,286,546)
	External Materials and Services	\$1,286,546
	Personnel	\$0
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14380 -DAM Facilities - Increase IA with Mayor's Office**Package Description**

The purpose of this budget adjustment request is to increase the IA with the Mayor's Office as receiver and Facilities Services as provider for additional space in City Hall by \$41,027. The Mayor's Office is expanding into 811 square feet of space that was previously occupied by Civic Life. Civic Life moved to the Portland Building to consolidate its operations.

Service Impacts

The Mayor's Office will have additional office space.

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$41,027
Expense	Sum:	\$41,027

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$41,027
Revenue	Sum:	\$41,027

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14381 -DAM Facilities - Establish IAs for Pettygrove rent**Package Description**

The purpose of this budget adjustment request is to establish IAs with the PEMO, SSCC, and Safer Summer as receivers and Facilities Services as provider for occupying space in City Hall's Pettygrove room. These new programs need space and the Pettygrove room, which was formerly a conference room, is available for them.

Service Impacts

The three programs will have office space for their operations.

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$30,155
	Internal Materials and Services	(\$15,077)
Expense	Sum:	\$15,078

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$15,078
Revenue	Sum:	\$15,078

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14382 -DAM Facilities - Establish IA with Arts Program**Package Description**

The purpose of this budget adjustment request is to establish an IA with the City's Arts program as receiver and Facilities Services as provider for leasing space for the program. The location of the leased space is not yet identified.

Service Impacts

The program will have space for its operations.

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$35,000
Expense	Sum:	\$35,000

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$35,000
Revenue	Sum:	\$35,000

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14383 -DAM Facilities - Receive Cash Transfer Revenue**Package Description**

The purpose of this budget adjustment request is to establish a cash transfer with the Governmental Bond Fund as provider and Facilities Services as receiver for returning cash to the fund. This will correct an error where a Moody's invoice for 2021B bonds were paid. The error resulted in more dollars paid by the Facilities fund than should have been.

Service Impacts

Not applicable

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	Contingency	\$14,038
Expense	Sum:	\$14,038

2022-23 FALL Requested Adj

Revenue	Fund Transfers - Revenue	\$14,038
Revenue	Sum:	\$14,038

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14399 -Bus Ops - IA with PEMO**Package Description**

This request creates a \$40,000 interagency with the Public Environment Management Office (PEMO) for OMF Business Operations services.

Service Impacts

This interagency allows the Public Environment Management Office to receive support services from OMF Business Operations. The cost of the interagency is less than the cost PEMO would incur hiring direct staff.

Equity Impacts

N/A

2022-23 FALL Requested Adj

Expense	Personnel	\$40,000
Expense	Sum:	\$40,000

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$40,000
Revenue	Sum:	\$40,000

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14407 -CityFleet - IA Adjustments****Package Description**

This request is to match interagency adjustments that the bureaus request.

Service Impacts**Equity Impacts****2022-23 FALL Requested Adj**

Expense	Capital Outlay	\$873,130
	Contingency	\$0
Expense	Sum:	\$873,130

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$873,130
Revenue	Sum:	\$873,130

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14414 -CAO-CSD Civic Life Crime Prevention Realignment**Package Description**

This request is a realignment of \$131,835 is comprised of two adjustments: Adds \$67,869 internal materials and supplies to OMF CSD and returns \$119,714 to Civic Life for the Crime Prevention personnel that was realigned in the FY 2022-23 Adopted Budget. This is a net-zero technical request for the City overall that will be balanced by a reduction of IM&S and increase of personnel services by Civic Life.

Service Impacts

NA

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	Internal Materials and Services	\$67,869
	Personnel	(\$199,714)
Expense	Sum:	(\$131,845)

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	(\$131,845)
Revenue	Sum:	(\$131,845)

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14422 -DAM Admin - Administrative Support for Director****Package Description**

This request is for one limited duration Coordinator III position to provide administrative support for the DAM Manager (Maty Sauter); this position will also be requested permanently in the FY 2023-24 budget. This position is being requested because DAM is a large division, with two organizations (OMF Facilities and Fleet) and a staff of 145 permanent and limited-term positions. However, the DAM Manager does not have administrative support, which means that many lower-level administrative tasks are left to the manager. To help with the daily needs of the division, and to free up the DAM Manager to focus on more strategic work, additional help is required. The Coordinator III will be housed in DAM itself, with the position funded by IAs with Fleet and Facilities. The position is funded by IA's with the Fleet and Facilities divisions of DAM. The position has a \$153,000 annual cost, and a \$75,981 projected cost in FY 2022-23, assuming a January 1 start date.

Service Impacts

This request assumes that one FTE will be sufficient to handle the work noted below. The impact of hiring this position means that all of 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' rate model redesign/service level development, the establishment of a long-range citywide facility planning function, CityFleet's relocation out of the Kerby Garage, overseeing the City's green fleet transition, and supporting CAMG's work in improving infrastructure asset management practices at the City. 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.

Organizational leadership 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

Equity Impacts

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There are no clear equity impacts of this position.

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Expense	External Materials and Services	\$5,000
	Internal Materials and Services	\$0
	Personnel	\$70,981
Expense	Sum:	\$75,981

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$75,981
Revenue	Sum:	\$75,981

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003029 - Coordinator III	1.00	46,753	0	3,577	20,651	70,981
Total	1.00	46,753	0		20,651	70,981

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14424 -DAM Facilities - Match DAM Admin add package**Package Description**

The purpose of this budget adjustment request is to increase the IA with DAM Administration as provider and Facilities as receiver for their package to add a limited-term Coordinator 3 position for administrative support. Please see that package for details.

Service Impacts

The fund will receive a higher level of administrative support from DAM Administration.

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	Contingency	(\$37,991)
	Internal Materials and Services	\$37,991
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14426 -City Fleet - Match DAM Admin Package**Package Description**

The purpose of this budget adjustment request is to increase the IA with DAM Administration as provider and Fleet as receiver for their package to add a limited-term Coordinator 3 position for administrative support. Please see that package for details.

Service Impacts**Equity Impacts**

2022-23 FALL Requested Adj		
Expense	Contingency	(\$37,990)
	Internal Materials and Services	\$37,990
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14445 -DAM Administration - Return Discretionary \$****Package Description**

The purpose of this budget adjustment request is to return to the General Fund \$150,000 of discretionary appropriation added to the DAM Administration budget for a third party study of City owned properties for affordable housing opportunities so that it could be budgeted in an organization better suited to this work.

Service Impacts

Not applicable

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	External Materials and Services	(\$150,000)
Expense	Sum:	(\$150,000)

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	(\$150,000)
Revenue	Sum:	(\$150,000)

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14452 -DAM Facilities - Beginning Fund Balance****Package Description**

The purpose of this budget adjustment request is to appropriate that portion of the actual beginning fund balance that exceeded the budgeted beginning fund balance. These monies will be budgeted as contingency.

Service Impacts

Not applicable

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	Contingency	\$23,547,656
Expense	Sum:	\$23,547,656

2022-23 FALL Requested Adj

Revenue	Beginning Fund Balance	\$23,547,656
Revenue	Sum:	\$23,547,656

MF - Office of Management & Finance**DP Type****Policy Set-aside****Request Name:** 14453 -DAM Facilities - HVAC Project for Radio Sites**Package Description**

The purpose of this budget adjustment request is to increase the interagency agreement between Facilities and BTS to accommodate needed replacement of HVAC units at 800 MHz radio sites.

Service Impacts

Not applicable

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$56,029
Expense	Sum:	\$56,029

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$56,029
Revenue	Sum:	\$56,029

MF - Office of Management & Finance**DP Type****Policy Set-aside****Request Name: 14456 -DAM Facilities - City Hall Security Improvements****Package Description**

In 2020 and 2021, the area surrounding City Hall was the site of numerous social unrest protests that included violence against individuals, vandalism of the property and threats of violence against occupants. The City of Portland has also seen a rise of criminal activity, and these requested security measures are intended to help mitigate any potential risks to City Hall staff and visitors.

In consultation with industry experts and in line with industry standards and best practice, Facilities is recommending the following security upgrades to harden City Hall and help safeguard occupants against future attacks:

Exterior:

- Install anti-ram decorative concrete planters
- Reinforce existing 5th Ave bollards
- Reinforce exterior doors

Interior:

- Install 8 interior suite saferoom reinforced doors, and high security positive locking system
- Install entry turnstiles at the 5th Avenue employee entrance
- Install Evolv Edge weapon detection system at 4th street side entrance

The City Hall major maintenance fund balance of approximately \$1.1M is 100% subscribed by projects already in progress (including highest-priority security upgrades), with an estimated \$7M in additional unfunded projects identified. Therefore, funding for this package is requested from the General Fund Capital Set Aside. However, OMF is open to working with CBO and the Council on alternative sources of funding that may be available for this project.

Service Impacts

While no amount of spending can guarantee the safety of all occupants nor prevent damage to the property, especially in consideration of limitations imposed by the 125-year-old building design, the measures identified can reasonably be expected to reduce the threat and impact of vehicle ramming attacks, concealed weapons, knife and gun violence, and unauthorized and forced entry. These measures will also improve alert and response times and buy time for help to arrive. Without funding, City Hall will continue to have these vulnerabilities.

Equity Impacts

City Hall is the seat of the city's government which serves all Portlanders. Any interruption of city programs or services caused by an attack would disproportionately impact underserved communities most reliant on those programs.

2022-23 FALL Requested Adj

Expense	Capital Outlay	\$285,000
Expense	Sum:	\$285,000

2022-23 FALL Requested Adj

Revenue	Fund Transfers - Revenue	\$285,000
Revenue	Sum:	\$285,000

MF - Office of Management & Finance**DP Type****Policy Set-aside****Request Name: 14457 -DAM Facilities - Kerby Security Improvements****Package Description**

OMF is requesting \$93,600 in one-time General Fund for the installation of the Genetec Enterprise Security System at PBOT Stanton Yard Maintenance Building. One-time funding for this package is requested from the General Fund Capital Set Aside. Ongoing of \$16,400 will be funded separately through an IA with PBOT as receiver and the Integrated Security Program as provider.

Problem Statement: PBOT, along with most other OMF Facilities customers/sites, currently use a building security system named INET7. This system has multiple problems due to its age that create vulnerabilities for the City and its facility occupants. Primarily, the system is reliant on Windows 7, for which Microsoft has officially ended its technical support (including extended support, which expired in December 2021). The system also has physical components that cannot be repaired or replaced when they degrade (e.g., door hardware), and thus can only be sustained through parts scavenging (e.g., on eBay).

Windows 7 is widely recognized as the most vulnerable operating system and is also the operating system most frequently attacked by malicious entities. Per a March 2021 BTS risk assessment, Windows 7 servers can act as unlocked doors into the City network; in short, they create an opportunity for a malicious entity to gain access to the City's system and data, potentially jeopardizing all City functions. This risk is reduced by BTS disallowing the servers that host INET7 from connecting to the external internet. However, BTS still feels that the system poses a cyber risk to the City, as stated in their risk assessment.

Additionally, because Windows 7 is no longer supported, there are no operating system fixes (e.g., patches and upgrades). The City has only a few Windows 7 machines running, nearly exclusively to support INET7, and failures do occur. For example, in February 2021, a Windows 7 video archiver suddenly failed, which resulted in lost video data. Should one of OMF's INET7 servers go down for any reason, physical security to OMF's INET7 facilities would be compromised immediately and indefinitely, resulting in the need to revert to all-manual operation of the City's security functions (i.e., locked buildings, with OMF Security staff manning all entry/exit points that were disabled due to the outage, potentially indefinitely).

Due to these technical and physical risks, OMF is in the process of replacing INET7 with a system called Genetec. Genetec has the obvious benefit to the City of being stable and supported. Genetec also has "upgrade benefits," meaning that the new system comes with what are current standard security features, but what are to OMF/the City "enhanced" security features (e.g., automated door locking/controls).

While all OMF facilities and customers will benefit from this upgrade, implementation has had to be phased as each installation is unique given the condition of the underlying asset (physical configuration, electrical design, door design, and other installation conditions); likewise, not every OMF customer has the ability to pay for the upgrade. The Portland Building was reconstructed with the new system in place; the Vanport Building also utilizes Genetec. The 911 Center/Emergency Coordination Center (ECC) are having the new system installed at present and City Hall is scheduled for implementation soon (along with the installation of other critical security upgrades, should they be funded). Police have also been identified as a high-priority customer to support in this transition due to the nature of their work and the civil unrest that has been in flight for some time, targeting their facilities.

As an example of the need at PBOT Stanton Yard facilities, portions of the Pelco video installation at Stanton Yards have failed, resulting in an inability to monitor the building and surrounding area to prevent any criminal activity. Thus, PBOT have had to deal with unwanted individuals gaining access into the facility without prior warning creating risks to themselves and other facility occupants.

Service Impacts

Impact: The requested improvements will significantly lessen the threat of a failure of security technology at PBOT Stanton Yard facility and a reduce the risk of a facility breach, reducing the risk of unauthorized or forced entry, concealed weapons, vandalism, and violence at PBOT Stanton Yard Maintenance Facility. More broadly, it also reduces the opportunity for security vulnerabilities to disrupt PBOT operations and impact emergency response across the city. Likewise, the requested improvements will enhance cyber security at the City by eliminating from use a vulnerable operating system (Windows 7).

Assumptions: The primary benefit of this project is risk avoidance; should the project be funded, the system will function in a manner that avoids the risks inherent in the current system (in its design state), and risks of the current system failing (even worse than the designed state). This project also has "upgrade benefits." Assumptions about the risks and upgrade benefits have been articulated, above.

Measuring Outcomes: The most relevant metrics include whether or not the project can be delivered on scope, schedule, and budget. Those metric targets are TBD as the project is in its scoping phase right now.

Alternatives: There are no alternatives to doing this project, practically speaking. The only alternatives to consider are doing it now or later (in which case, both indirect risk and direct risk are likely to escalate, improving the b/c ratio with each year that passes as risk will be increasing), or to fund the project through an alternative means like debt. Debt financing is an option, but as interest costs will need to be paid on debt service, it will be more expensive than if the work is done via a partial general fund allocation.

The risks of not funding Genetec installations across the City are difficult to quantify, as are the "upgrade benefits" of the new system. Qualitatively, however, they include:

- * Reduced asset failure probability: The asset to be replaced is past end of life with a demonstrated pattern of component part failure; thus, the probability of failure in the near future is very high.
- * High consequences of failure, including:
 - Safety risks: Property damage and the potential for injuries or loss of life. Note that these risks exist whether or not the INET7 system fails, due to the manual nature of the security functions that need to be performed with the current system working as designed. However, a failure of INET7 would certainly heighten safety risks, as video monitoring would not be able to be performed and security functions would need to be performed manually for an indefinite period of time.
 - Direct financial risks: Should the system go down, buildings will have to be locked and manually staffed with OMF Security, at a high labor cost to the City. Note that it is difficult to forecast which sites would need what level of support given the variety of failure scenarios that exist (which facilities would be impacted, what security programs would be put in place, etc.).
 - Indirect financial risks: Risks of lawsuits should the City fail to perform its protective functions for City staff and facility occupants, resulting in injury or loss of life.
 - Data risks: While very difficult to quantify, some probability of an all-system data breach does exist with the INET7 system in place, per BTS; however even if a data breach is a low-probability event, the consequences of such a breach occurring are likely very high with regard to reduced City operability for a period of time and direct harm to City operations.
- * Upgrade benefits:
 - Inverse risk: Some upgrade benefits are simply the inverse of the risks we are incurring in the current state, with the INET7 system functioning as designed (e.g., manual controls would be eliminated; likewise, enhanced video monitoring would expand security support for the City).
 - Greater operational productivity/efficiency: Additional upgrade benefits include more efficient security operations, due to an ability to standardize security operations across buildings and automate things like site monitoring via the installation of more and better video cameras.

Equity Impacts

OMF would like to provide a user experience to all bureau customers in which the facilities they occupy at least meet the most basic requirements: safe, sound, modern, accessible, and resilient. Unfortunately, a large number of City workers (primarily, those who do not work in downtown office spaces) work in City facilities that do not meet this standard. In suit, OMF Facilities is partnering with OMF Security to support the implementation of a common "safety" standard for access control. All City employees deserve to work at sites that have modern security systems. Not providing this creates an inequitable work experience.

The equity impacts to the public of this investment are more difficult to definitively quantify but should a PBOT facility lose its building security controls for a sustained period of time, it will hamper operations at that site. Depending on what site it is, PBOT service levels could be uneven for the public.

2022-23 FALL Requested Adj

Expense	Capital Outlay	\$93,600
Expense	Sum:	\$93,600

2022-23 FALL Requested Adj

Revenue	Fund Transfers - Revenue	\$93,600
Revenue	Sum:	\$93,600

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14475 -CAO-CSD CPTED Improvement in Priority Areas**Package Description**

This request is for \$250,000 in one-time General Funds to fund critical Crime Prevention through Environmental Design (CPTED) improvements to properties posing safety issues in their communities in areas of Portland most in need of community safety resources. Additionally, these funds would be used to support critical properties with placemaking investments, bringing positive activity into the space.

The City's recent efforts in the area around Madison Suites at 82nd and Milton have illuminated how a single property can pose safety issues that impact an entire neighborhood. Community Safety Coordinators (formerly in Civic Life and moved to the Community Safety Division in July 2022) are certified in CPTED and provide security assessments for any property (with the permission of the property owner) as a free service. However, Coordinators have never had the resources to fund the recommendations coming out of their assessments and often leave properties in need knowing that the owners do not have the resources to implement the recommended improvements. These funds would be used to fund improvements for properties posing larger safety issues for the community when property owners do not have the resources to do so themselves. The funds would be strategically focused in areas of the city experiencing the most community safety issues, using data to identify areas with the highest incidences of violence, theft, and vandalism.

Service Impacts

These funds would enable Community Safety Coordinators to offer both CPTED technical expertise and resources to make a real difference for properties with needed safety improvements that are posing larger safety issues for the community.

If the funding is not approved, Community Safety Coordinators would continue to operate under the status quo, providing security assessments as a free service, but depending on property owners to fund their own improvements.

Equity Impacts

Under the status quo, it is often the communities most in need of safety resources and improvements that are least likely to be able to implement those improvements themselves. This disparity disproportionately impacts communities of color facing the most acute security challenges. Making small amounts of resources available to fund the most critical CPTED improvements for properties in areas most in need would improve safety in underserved and historically marginalized areas of the city.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$250,000
Expense	Sum:	\$250,000

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$250,000
Revenue	Sum:	\$250,000

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14476 -CAO-CSD BECHN contract extension**Package Description**

This request is for \$335,000 in General Fund Discretionary resources to fund an amendment of to the Lones Management Consulting contract for BECHN support.

Service Impacts

This funding is to complete the network development plan for a crisis triage center.

BHECN (Behavioral Health Emergency Coordination Network) is the local Multnomah County/Portland effort to plan for a crisis triage center. The initiative is supported by a broad coalition of stakeholders in the behavioral health and criminal justice systems. The vision for BHECN is to provide a 24/7 single point of access for help for people experiencing a mental health or substance abuse crisis.

When LE, EMS and other first responders attend to people in crisis BHECN will provide an alternative to taking them to jail and gearing up the criminal justice system. BECHN will have both mental health and sobering crisis services. When a person is stabilized referrals to appropriate community resources will be made. BECHN will reduce the responsibility of first responders, including corrections, to act as the conduit to behavioral health services for persons who end up in the system by default when they are transported to jail because there is no easy alternative.

Effective facilitation of the needs and perspective of law enforcement and other stakeholders in the criminal justice system in the planning process for the BHECN project:

- A consultant supporting the project with expertise, experience and relationships from the local CJ system
- Capacity to support alignment of the goals of the criminal justice system and goals of the behavioral health system
- A third-party consultant capable of acting as a liaison between criminal justice stakeholders and the BHECN stakeholder community

Equity Impacts

BECHN will reduce the numbers of persons who repeatedly cycle through the court system. This deflection of low-risk high need persons from the criminal justice system to the behavioral health system will also reduce the stress on the Aid and Assist system.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$335,000
Expense	Sum:	\$335,000

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$335,000
Revenue	Sum:	\$335,000

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14478 -CAO-CSD Citizen Review Committee Staff Support**Package Description**

This request is for 1.0 FTE (Analyst II) and \$114,904 General Fund Discretionary one-time for staff support for the Citizen Review Committee. Continuing resources will be requested during the FY 2023-24 budget process.

The Citizen Review Committee (CRC), an advisory and appellate body to the City administrative accountability process for sworn officers and supervisors in the Portland Police Bureau (PPB), has been receiving administrative support from a position in the Auditor's Office under its Independent Police Review (IPR) agency. On July 1, IPR became an independent bureau and reclassified this position to handle other administrative tasks. The Citizen Review Committee will receive project management and administrative support from the Community Safety Division. The Community Safety Division's Advisory Boards and Commissions Unit needs a Project Manager to provide support to the CRC and needs position authority and budget support to provide this staff support. The position is being requested at the Analyst II level to align with project management for other ongoing advisory bodies within the unit (the Focused Intervention Team Community Oversight Group and the Portland Committee on Community-Engaged Policing). Creating this position provides the project management support necessary to ensure compliance with the Settlement Agreement's requirements to keep the current accountability system intact and functional (until the new system created by the Police Accountability Commission can take effect). In the absence of this decision package, the CRC, which will need to operate past the end of FY 2022-23, will not have staff support.

This package also provides the necessary resources to fund ASL interpretation, Spanish and other spoken-language interpretation, and IMS/EMS for the CRC members. In the absence of this Decision Package, the CRC will not have interpretation support, and will be unable to fulfil the City's core values of transparency, collaboration, communication, anti-racism, and equity.

Service Impacts

The Project Manager manages the advisory body's workplan, and provides administrative and substantive support during meetings of the CRC and in preparation thereof. This requires creating high-quality work of a time-sensitive and critical nature, and exercising independent decision-making. It also may require confidentiality and discretion when dealing with casefile information that is private. CRC outcomes can be measured by the successful hearing of appeals within established timelines, adequate public notice and communication, and support for City Council appointment of replacement members to refill and maintain full status of CRC membership. CRC is currently not resources to the level that it takes to appropriately maintain the program. This decision package provides the CRC with the necessary resources for successful implementation and project management support.

Equity Impacts

This decision package promotes the City's core values, including equity, by ensuring current systems allow for community members to have their voices heard in the administrative accountability process for Portland police in ways that reduce inequities; a successful Citizen Review Committee will reduce barriers to appeal for community members who have filed misconduct complaints, as well as ensure community voice in the development of policy recommendations in response to patterns of misconduct allegations.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$20,264
	Personnel	\$94,640
Expense	Sum:	\$114,904

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$114,904
Revenue	Sum:	\$114,904

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003007 - Analyst II	1.00	62,338	0	4,769	27,533	94,640
Total	1.00	62,338	0		27,533	94,640

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14479 -CAO-CSD Dr. John Jay contract**Package Description**

This request is for \$90,000 in General Fund one-time resources to continue the consulting service of Dr. Jonathan Jay to support the Community Safety Division and Director as an expert consultant on community firearm violence prevention. He will brief city officials and community partners on evidence-based interventions to reduce community firearm violence. Provide technical assistance on the interpretation and application of results from his research on the relationship between community firearm violence and the social and physical environment in Portland and other U.S. cities (including application of the Shape-Up algorithm). Technical assistance activities may include drafting reports, delivering presentations, conducting workshops, contributing to data systems, and similar. Activities will be determined by request of Director Myers and other officials.

Service Impacts

Dr. Jay works with the intersection of data science and community health, focusing on relationships between the built environment and health and safety risks. His work can provide insight to where improvement will have the biggest impact on gun violence utilizing aerial imagery, and community intelligence of problems in the neighborhood. His work will contribute to the goal of a 10% reduction in gun violence in the city.

Equity Impacts

A Bureau of Planning and Sustainability analysis of our city neighborhoods reveals a connection between firearm violence and COVID-19 and shows that our Black, Indigenous, Latinx and Pacific Islanders communities are disproportionately impacted by both epidemics. Social and economic disparities such as limited access to economic opportunities, social support, and food and housing insecurities, put communities at high risk for COVID-19 and firearm violence. Dr. Jay will assist in providing evidence-place based interventions that have shown to reduce violence while building resilience in communities.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$90,000
Expense	Sum:	\$90,000

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$90,000
Revenue	Sum:	\$90,000

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14480 -CAO-CSD Executive Admin Assistant**Package Description**

This request is for 1.0 FTE Admin Spec III and 98,324 General Fund one-time to hire an Executive Assistant for the CSD Director. Ongoing resources will be requested during the FY 2023-24 budget process.

Service Impacts

The Executive Administrative Specialist manages work and attends meetings, which require a high-level of confidentiality, discretion, and independent decision making, as assigned by the CSD Director which is often of a time-sensitive and critical nature. The position receives, assesses, and routes all written communication/requests to CSD to appropriate personnel within CSD and to all business partners. The position responds to correspondence and inquiries received at CSD, and prepares replies as needed for the CSD Director's signature. The position intercepts and re-directs calls and voice mails sent to the CSD Director to appropriate personnel Bureau-wide. The incumbent serves as the Director's executive assistant with the authority to assign tasks to administrative staff. This role includes managing the Director's correspondence, calendar, and phone messages.

Equity Impacts

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$2,500
	Personnel	\$95,824
Expense	Sum:	\$98,324

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$98,324
Revenue	Sum:	\$98,324

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003004 - Administrative Specialist III	1.00	56,195	0	4,299	25,981	86,475
Total	1.00	56,195	0		25,981	86,475

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name: 14487 -CAO-CSD Safer Summer Cash Transfer to PBOT****Package Description**

This request is a cash transfer of \$800,000 existing General Fund resources to Portland Bureau of Transportation for Safer Summer services.

Portland is experiencing two interrelated urban health crises: an unprecedented number of fatal traffic crashes and a sharp increase in gun violence.

PBOT is a key partner in an emerging citywide strategy to address these and other community safety concerns through an array of interventions. The Integrated Street Safety Initiative complements this cross-bureau work (led by Community Safety Transition Director Mike Myers) to utilize data and environmental improvements to prevent firearm violence.

In Fall 2021, PBOT worked with Transportation Commissioner Jo Ann Hardesty and her staff to plan and install temporary traffic calming in a six-block radius around an area experiencing intense and frequent gun violence. Early evaluation shows fewer shootings in the area, likely resulting at least in part from various interventions, including traffic calming which discourages cut-through traffic and slows speeding cars.

Known as the Integrated Street Safety Initiative, this program would use data and lessons learned from the traffic calming piloted in the Mt. Scott neighborhood in 2021-22. This program would be grounded in three core principles:

- Community engagement, including input from historically underserved Portlanders
- Equity and anti-racism, using data to select locations and identify actions that maximize benefit and avoid burdens for Portlanders who are Black, Indigenous, or people of color (BIPOC).
- Evaluation, documentation, and reporting that informs program development and evolution over time.

Service Impacts

PBOT has been asked to respond to this growing crisis and to help Safer Summer PDX implement as many interventions as possible that build on the Fall 2021 test pilot in the Mt. Scott neighborhood that has shown to be an effective measure in decreasing shootings.

Equity Impacts

This program will advance equity benefits by addressing firearm violence, which disproportionately affects Black, Indigenous and People of Color in Portland; developing a clear framework for location selection, including criteria that ensure choices are informed by racial equity; and ensuring program planning, communications and evaluation centers BIPOC communities.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	(\$800,000)
	Fund Transfers - Expense	\$800,000
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14488 -CSD-CAO Transfer BoyStrength Director to Special Appropriations**Package Description**

This request is a realignment of \$122,838 in General Fund resources to move the funding for the BoyStrength Director and program from OMF CSD to Special Appropriations.

Service Impacts

The BoyStrength Program is a primary violence prevention program, focused on middle-school aged boys. As we better align safety and violence prevention resources within the City and within the Community Safety Division, it makes sense for primary violence prevention programs be within the Office of Violence Prevention. The Program Director and program will be better supported by being within a team of violence prevention professionals.

Equity Impacts

N/A. The BoyStrength program and services themselves will not change.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	(\$2,000)
	Personnel	(\$120,838)
Expense	Sum:	(\$122,838)

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	(\$122,838)
Revenue	Sum:	(\$122,838)

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14489 -CAO-CSD Director Funding Realignment**Package Description**

This request is a realignment of \$123,222 from PBEM and Portland Fire Bureau to fund a portion of the Community Safety Director position. The Community Safety Director had 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 \$25,000 from PBEM and \$98,222 from Portland Fire Bureau to the existing resources sent from BOEC and Police Bureau to CSD during budget development.

Service Impacts

If this request is not funded, the Community Safety Division would continue analysis of needs to formulate an acceptable funding methodology for the Community Safety Director.

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	Personnel	\$123,222
Expense	Sum:	\$123,222

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$123,222
Revenue	Sum:	\$123,222

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14490 -CAO-CSD Business Operations IA**Package Description**

This request is to establish an interagency charge of \$175,000 to the Community Safety Division for budget, finance and other service provided by OMF Business Operations. This request adds \$150,000 to the existing placeholder IA of \$25,000.

Service Impacts

This request pays for the budget, finance, communications and management support provided by OMF Business Operations.

Equity Impacts

NA

2022-23 FALL Requested Adj

Expense	Internal Materials and Services	\$150,000
	Personnel	(\$150,000)
Expense	Sum:	\$0

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14525 -CityFleet - Kerby Replacement Land Acquisition**Package Description**

This request is for \$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 in August 2022, Facilities believes the purchase of real property to accommodate a new fleet maintenance facility is a prudent first step towards replacement of the obsolete Kerby facility, which ranks highest on the priority list based on its poor, and deteriorating, condition and essential nature supporting City operations. Additionally, given the ongoing and rapid escalation of industrial land prices in Portland, and the 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. 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.

For background, 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 within 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. Preliminary analysis projects that relocating CityFleet will cost the City just under \$9.25 million/year for the next 20 years.

After consulting with commercial real estate experts in August 2022, Facilities believes the purchase of real property to accommodate a new fleet maintenance facility is a prudent first step towards replacement of the obsolete Kerby facility, which ranks highest on the priority list based on its poor, and deteriorating, condition and essential nature supporting City operations. Additionally, given the ongoing and rapid escalation of industrial land prices in Portland, and the 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. 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.

Service Impacts

Impact: 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.

Assumptions: 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.

Measuring Outcomes: 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.

Alternatives: 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.

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:

1. 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;
2. 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.
3. 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:

4. 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.
5. 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.
6. 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.

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.

F4 - BMP Amendment Request Report (Fall Requested)

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BMP Amendment Request Report

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	External Materials and Services	\$712,000
Expense	Sum:	\$9,220,000

2022-23 FALL Requested Adj

Revenue	Fund Transfers - Revenue	\$9,220,000
Revenue	Sum:	\$9,220,000

MF - Office of Management & Finance**DP Type****Urgent/Unforeseen GF
Contingency Request****Request Name:** 14531 -CAO-CSD Evaluation of Safer Summer PDX, CSD Programs**Package Description**

This request is for \$500,000 in one-time General Funds for Evaluation support for the 2-year Safer Summer PDX effort (\$380k) and the new Community Safety Division Programs Unit (\$120k), composed of the Office of Violence Prevention, the Community Safety Program (formerly in Civic Life), and the Strengths Self-Defense Program (in addition to the Safer Summer PDX Focused Investment team). This support will be delivered through contracted services.

The Safer Summer PDX effort launched in July 2022 with the Mayor's announcement of an emergency declaration around gun violence. The effort, while launched in summer, is meant to be a two-year effort to bring the City's resources together in order to see a 10% reduction in gun violence. While metrics for success have been developed, there is a need for a professional third-party to provide ongoing evaluation design and implementation support throughout the two-year effort. The intent of the evaluation is not just to report at the end of the two-year period on whether the effort was successful, but to provide ongoing support and feedback throughout the effort to allow for real-time course correction and adaptation. The evaluation team would follow a Developmental Evaluation (DE) model, whereby they are active and ongoing participants on the Safer Summer PDX team. It is estimated that this two-year effort would cost approximately \$380k.

Concurrently with the Safer Summer PDX effort, the Community Safety Division formed a new Programs Unit in July 2022, as the Office of Violence Prevention, Community Safety Program, and Strengths Self-Defense Programs moved to CSD from the mayor's office, Civic Life, and PPB respectively. This move enables greater alignment and coordination among community safety-focused programs, which is ultimately better for Portlanders. However, as Portland faces unprecedented community safety challenges, it is imperative that this new community investment Programs Unit can demonstrate the impact our efforts are having, and how the activities of the individual programs are adding up to overall safety improvements for our community. CSD intends to procure contracted services for evaluation support for one year, which we estimate will cost approximately \$120k. These services would support the teams in identifying intended outcomes and in evaluation design and implementation.

Service Impacts

The first goal of evaluation is learning. The intent of these services is to help our teams establish feedback loops that enable learning and adaptation, in order to best achieve our intended outcomes and improve our services to make Portland safer. The second goal of evaluation is accountability, to demonstrate the effectiveness of the resources used to improve community safety. Currently, all evaluation for both the Safer Summer PDX effort and the CSD Programs Team is conducted internally by program management professionals who may not have specific evaluation technical skills and who are busy managing day-to-day management of programs. All too often, when evaluation resources are not specifically supported, evaluation falls to the wayside. The ability to contract specific evaluation support would allow us to learn more efficiently and better tell our story about the effects and outcomes of our work.

CSD currently does not have the existing resources to fund either the Safer Summer PDX evaluation or evaluation services for the Programs Unit. If this funding is not approved, we would not be able to conduct a third-party evaluation of Safer Summer PDX or engage external evaluation services for the Programs Unit.

Equity Impacts

The Gun Violence Problem Analysis conducted by California Partnerships for Safer Communities clearly shows that African Americans, specifically African American males, are disproportionately impact by gun violence (as both victims and shooting suspects). While African Americans are just 5.7% of Portland's population, they comprise nearly half (47.2%) of those directly impacted by gun violence. This reality highlights enormous inequities in our system, specifically the systems intended to keep Portlanders safe. These communities are demanding accountability for the resources the City is spending on gun violence reduction and safety improvements, and we are currently insufficiently able to respond to these demands. Professional evaluation services would allow us to be more accountable to the communities of color most impacted by gun violence.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$500,000
Expense	Sum:	\$500,000

2022-23 FALL Requested Adj

Revenue	General Fund Discretionary	\$500,000
Revenue	Sum:	\$500,000

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14533 -DAM Facilities - 1900 Building Square Footage Adj.**Package Description**

The purpose of this budget adjustment request is to increase the interagency agreement between Facilities and BTS to reflect use of 908 square feet in the 1900 Building that was not reflected in the original interagency agreement.

Service Impacts

Not applicable.

Equity Impacts

Not applicable.

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$10,757
Expense	Sum:	\$10,757

2022-23 FALL Requested Adj

Revenue	Interagency Revenue	\$10,757
Revenue	Sum:	\$10,757

MF - Office of Management & Finance**DP Type****Technical Adjustments & True-ups****Request Name:** 14536 -PEMO - Budget for Metro Grant**Package Description**

The purpose of this budget adjustment request is to recognize grant revenue from Metro to support graffiti removal. This grant provides the city with supplemental funds to remove and abate graffiti tagging on public surfaces. Funds will be focused on removal along significant routes and events in the city. Outcome expected is cleaning surfaces in the public realm in a timely manner. Data gathering measures include response time, location, and surface area.

Service Impacts

This grant will increase graffiti removal.

Equity Impacts

Not applicable

2022-23 FALL Requested Adj

Expense	External Materials and Services	\$100,000
Expense	Sum:	\$100,000

2022-23 FALL Requested Adj

Revenue	Intergovernmental	\$100,000
Revenue	Sum:	\$100,000

Capital Program Status Report

Office of Management & Finance - MFDR

CIP Program Name	2021-22 Adopted Budget	2021-22 Revised Budget	2021-22 Actuals	PY Variance	PY Percent of Actuals to Revised	2022-23 Adopted Budget	2022-23 FALL Requested Total	2022-23 July Actuals	Fall Req. to Adopted Variance	Fall Req. to Adopted % Variance
CityFleet	18,332,083	27,059,581	4,696,648	-22,362,933	17.36%	10,705,392	30,296,943	461,616.42	19,591,551	64.67%
Facilities	16,110,724	25,128,187	8,589,148	-16,539,039	34.18%	17,000,512	18,428,672	-224,653.22	1,428,160	7.75%
	73,500	73,500	401	-73,100	0.54%	1,684,324	1,684,324	0	0	0%
Sum:	34,516,307	52,261,268	13,286,196	-38,975,072	-74.58%	29,390,228	50,409,939	236,963.2	21,019,711	41.7%

Prior Year Variance Description

The fund spent less than budget in FY 2021-22 for two reasons.

First, the Portland Building reconstruction project had overall savings and it also saw post project costs delayed to FY 2022-23. Second, major maintenance projects were not completed as quickly as planned or delayed. This was primarily at City Hall, 1900 Building, and Police facilities (Kelly Building, North Precinct, and Justice Center).

CityFleet's capital budget was underspent due to two primary reasons. First, vehicle and equipment orders were not received in FY 2022 due to delays from manufactures and the supply chain . These will be carried over into FY 2023. Second, the final work for the fuel station was delayed in FY 2022 and rescheduled for FY 2023.

Current Year Variance Description

Capital Program Status Report

The current year variance is due to a decision package for funding the purchase of land for the replacement of the Kerby Garage and the carryover of appropriation for vehicles ordered last year but that won't be received until FY 2022-23.

Prior Year Fund Reconciliation Report

Office of Management & Finance

100 - General Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	10,141,206	9,242,507	91.14%
External Materials and Services	5,248,738	2,360,499	44.97%
Internal Materials and Services	2,062,581	1,768,965	85.76%
Fund Transfers - Expense	4,160,100	4,156,000	99.9%
TOTAL EXPENDITURES	21,612,625	17,527,971	81.10%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	0	0	
Intergovernmental	361,663	361,663	100%
General Fund Discretionary	12,543,051	0	0%
General Fund Overhead	2,856,878	0	0%
Miscellaneous	0	-776	
Interagency Revenue	5,851,033	5,496,944	93.95%
TOTAL REVENUES	21,612,625	5,857,831	27.10%

Expenditure Discussion

EMS: There were several 1x projects within Community Safety that were not completed during the fiscal year causing a large unspent EMS budget at year-end. In addition, OMF-CAO is requesting over \$1M of encumbrance carryovers in the Fall Bump.

IMS: The majority of underspending for IMS was within 311. The 311 program budgeted for a BTS Analyst to assist with software installation. That analyst was not used during the fiscal year but is doing work for 311 in FY 2022-23.

Revenue Discussion

All revenues were within 10% of budget

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

217 - Grants Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	475,315	144,395	30.38%
External Materials and Services	60,000	2,316	3.86%
TOTAL EXPENDITURES	535,315	146,711	27.41%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Intergovernmental	535,315	146,711	27.41%
TOTAL REVENUES	535,315	146,711	27.41%

Expenditure Discussion

IGA Revenue was added in the amount of the expenditures.

Revenue Discussion

Grant validity does not align FY budgeting. Grants can cross multiple fiscal years. Projections are completed to determine the amount of grant funds that are expended and received in a fiscal year. All grants are reimbursement based and the receipt of revenue depends on bureau timing of grant reimbursement requests. Grant funded projects can move faster and or slower than projected.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

702 - CityFleet Operating Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	10,282,234	8,876,543	86.33%
External Materials and Services	15,342,292	14,353,647	93.56%
Internal Materials and Services	2,611,720	2,449,748	93.8%
Capital Outlay	31,981,165	4,321,226	13.51%
Debt Service	5,381,047	646,637	12.02%
Contingency	21,783,597	0	0%
Fund Transfers - Expense	1,168,470	1,168,470	100%
TOTAL EXPENDITURES	88,550,525	31,816,272	35.93%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Intergovernmental	1,150,893	725,244	63.02%
Miscellaneous	1,654,297	1,027,017	62.08%
Interagency Revenue	50,486,691	40,650,750	80.52%
Bond & Note Proceeds	5,519,000	142,418	2.58%
Beginning Fund Balance	29,739,644	0	0%
TOTAL REVENUES	88,550,525	42,545,428	48.05%

Expenditure Discussion

The variance in personnel expenses is due to vacancy savings in several positions. CityFleet Capital Outlay was under spent due to the timing of the receipt of vehicles and equipment that are on order and carried over into the next fiscal year.

Revenue Discussion

Intergovernmental Revenues are under collected due to the unpredictability of customers' need for services. Revenue from the purchase of new vehicles is lower due to replacement schedules or when a bureau request a new vehicle.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

701 - Facilities Services Operating Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	6,773,400	6,036,916	89.13%
External Materials and Services	51,913,115	35,293,876	67.99%
Internal Materials and Services	10,986,988	6,560,091	59.71%
Capital Outlay	9,249,463	43,372	0.47%
Debt Service	12,979,843	12,965,806	99.89%
Contingency	31,978,600	0	0%
Fund Transfers - Expense	2,752,321	2,746,278	99.78%
TOTAL EXPENDITURES	126,633,730	63,646,339	50.26%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	1,099,016	1,165,253	106.03%
Intergovernmental	2,168,122	2,213,003	102.07%
Miscellaneous	1,562,000	3,201,989	204.99%
Interagency Revenue	56,671,979	51,243,953	90.42%
Fund Transfers - Revenue	14,749,976	14,749,976	100%
Beginning Fund Balance	50,382,637	0	0%
TOTAL REVENUES	126,633,730	72,574,174	57.31%

Expenditure Discussion

Prior Year Fund Reconciliation Report

Office of Management & Finance

Personnel Services

The fund had a number of vacancies due to staffing transitions. Several of these positions were left vacant so the savings could be used for contracted services. Additionally, like other bureaus in the City with trades positions, the fund has had difficulty recruiting for maintenance technician positions.

EMS

EMS spending was less than budget for three reasons. First, the Portland Building reconstruction project had overall savings and it also saw post project costs delayed to FY 2022-23. Second, service requests from customers for Operations and Maintenance and Project Management program work were reduced as bureaus cut back to address revenue shortfalls and reduced budgets. Third, many major maintenance projects were not completed as planned.

IMS

The fund budgeted for the services of its maintenance technicians to its owned buildings in IMS account 651307. This is where the cost posts to when the fund's work order system interfaces with SAP. We had budgeted the corresponding revenue in account 641307. We have found out that instead it shows up in SAP as a negative 651307 amount. So we had budget in 651307 that was not needed and this contributed to saving in IMS.

Capital

Capital spending was less than budget for two reasons. First, certain Portland Building post projects were budgeted under capital and expensed under EMS. Second, the fund received a credit from the Portland Building reconstruction project contractor in its final billing and this was for work that had previously been charged to the capital account.

Revenue Discussion

Miscellaneous

The fund received some revenue that was of a one-time nature and we did not budget for this. This included a settlement check from a contractor for work at North Precinct, ETO incentives, and reimbursements from downtown office space lease landlords. Also, the CLM module is recording revenue in Miscellaneous Revenue major object code that was budgeted in the Service Charges and Fees major object code.

Other Notes

Prior Year Fund Reconciliation Report

Office of Management & Finance

607 - Spectator Venues & Visitor Activities Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	475,493	410,931	86.42%
External Materials and Services	3,966,964	2,242,711	56.53%
Internal Materials and Services	614,101	568,159	92.52%
Capital Outlay	2,141,715	595,052	27.78%
Debt Service	3,444,440	3,444,440	100%
Contingency	6,733,222	0	0%
Fund Transfers - Expense	146,150	146,150	100%
TOTAL EXPENDITURES	17,522,085	7,407,443	42.27%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	3,556,684	8,161,388	229.47%
Intergovernmental	1,167,413	1,344,413	115.16%
Miscellaneous	55,000	83,552	151.91%
Fund Transfers - Revenue	748,964	748,964	100%
Beginning Fund Balance	11,994,024	0	0%
TOTAL REVENUES	17,522,085	10,338,317	59.00%

Expenditure Discussion

All expenditures were within budget appropriation.

Revenue Discussion

Due to a higher than anticipated number of venue events and relatively strong attendance, Charges for Services exceeded budget by 119%.

Intergovernmental Revenue exceeded budget by 15% due to VFTA proceeds for the Rose Quarter surpassing expectations.

Unforeseen CARES funding resulted in Miscellaneous Revenue exceeding budget by 52%

Other Notes