



REQUESTED BUDGET

 Bureau of Planning and Sustainability
Innovation. Collaboration. Practical Solutions.
City of Portland, Oregon





Bureau of Planning and Sustainability
 Innovation. Collaboration. Practical Solutions.

Bureau of Planning and Sustainability

FY 2021-22 Requested Budget

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Commissioner Carmen Rubio

TO: Mayor Ted Wheeler
Commissioner Jo Ann Hardesty
Commissioner Mingus Mapps
Commissioner Dan Ryan

FROM: Commissioner Carmen Rubio

DATE: January 29, 2021

SUBJECT: Bureau of Planning and Sustainability FY 2021-22 Budget Request

Below, please find the Bureau of Planning and Sustainability's (BPS) FY 2021-22 Budget Request. We thank you for your consideration and appreciate your ongoing support.

BPS acts to shape the future of Portland and advance climate protection for a more prosperous, healthy, equitable and resilient city. Our strategic priorities remain closely aligned to the Portland Climate Action Plan and the 2035 Comprehensive Plan, with an increased focus on working with frontline communities. Our budget reflects long-range planning to address the climate emergency, racial inequities, and the housing crisis.

In response to the Mayor's budget guidance, BPS has developed four decision packages.

In priority ranking, these are:

5% General Fund Reduction: \$493,256

As required in the FY 2021-22 budget request, BPS developed a constraint package totaling \$493,256. Given recent reductions in one-time funding sources and interagency agreements, BPS was unable to meet this reduction target without loss of staff. Like many bureaus facing revenue shortfall, BPS leadership sought to balance maintaining staffing for core services and projects that directly support our communities, unfortunately this was not feasible. In addition to the 5% GF reduction, the Solid Waste Management Fund has been impacted by the pandemic and subsequent economic downturn resulting in a 12% reduction in revenues. In total, BPS' GF reduction will result in \$395,714 in salary cuts and \$97,786 in external materials and services resources that would otherwise support our climate justice and community engagement efforts.

Maintaining Core Planning Capacity to Meet Community and Development Needs add back: \$263,061

The staffing level in Planning Programs at BPS has steadily been reduced over the last 3 years, resulting in a loss of 8 FTE. Additional staff cuts this year continues this trend and will significantly limit the ability to respond to emergent planning and development issues. As we continue to seek solutions to house our homeless and provide meaningful opportunities for Portlanders to have housing options, we need to ensure we have the technical capacity in planning to deliver these ideas. More clearly than ever, the additional cuts this year will reduce a layer of core staffing needed for BPS to reliably and manageably reach the level and volume of work required by our mandates and expectations by the communities we serve. Most critically, we will not be able to respond to additional mandated work or emerging issues even though experience makes it clear that additional work will be needed, expected, and demanded.

Implementing the Climate Emergency Declaration add back: \$53,500

For the City to meet our ambitious, but necessary, goals outlined in our Climate Emergency Declaration, BPS needs to move quickly on multiple policy fronts. Equally as important is to ensure we are able to provide resources to our community partners in policy and program co-creation.

The proposed cut to the Climate, Energy, and Sustainable Development program represents a 20% decrease in the program's non-personnel (EMS) funds. Given the relatively small number of staff charged with meeting the City's increasingly aggressive climate justice goals and targets, these funds add critical intellectual and technical capacity to the program, primarily in the form of contract dollars for professional, technical, and community expertise. While this amount is modest, we cannot afford to continually underfund programs that advance solutions to tackle the climate crisis.

Smart City PDX Community Leads one-time funding request: \$125,000

The City of Portland continues to lead in the critical space of digital justice and addressing privacy issues like addressing facial recognition technology. Successful initiatives like the CARES Act digital divide project established new partnerships 24 community organizations and provided culturally-specific training to BIPOC community members and people living with disabilities to provides tools and resources across Portland. Continuing this type of work is at the core of our Council's values.

The decision package will expand upon the successful Equity Consulting Advisor pilot from FY 2019-20 and integrate it with elements from the community designed COVID-19 Digital Divide Work Group in FY 2020-21. Four Community Consultants will be hired as subcontractors to work with City staff to help lead and transition the existing COVID-19 Digital Divide Work Group Frontline Outreach team to develop and implement an engagement process for the creation of new privacy policies for the City and to support the work of OCT under the Digital Equity Action Plan. City Council has identified the need for centering impacted communities in data and technology projects and provided

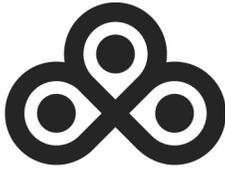
direction to several teams across bureaus to collaborate on this. However, these efforts are not resourced and added to existing, full work plans of City staff and programs.

I ask my fellow Council members to weigh these decisions carefully and evaluate the trade-offs between near-term savings and long-term impacts.

Thank you for your consideration.

A handwritten signature in black ink, appearing to read "Carmen Rubio". The signature is fluid and cursive, with the first name "Carmen" written in a larger, more prominent script than the last name "Rubio".

Commissioner Carmen Rubio



Bureau of Planning and Sustainability
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To: Mayor Ted Wheeler
Commissioner Joanne Hardesty
Commissioner Mingus Mapps
Commissioner Carmen Rubio
Commissioner Dan Ryan
Auditor Mary Hull Caballero

From: **Budget Advisory Committee for the Bureau of Planning and Sustainability (BPS)**
Rachel Bernstein — Community Involvement Committee
Chris Dornan — BPS employee; non-represented
Troy Doss — BPS employee; represented PTE17
Bob Earnest — East Portland Action Plan; Department of Justice (retired)
NaTasha Gaskin — BPS employee; represented AFSCME 189 (DCTU)
Katie Larsell — East Portland advocate; Planning and Sustainability Commission
Oriana Magnera — Verde; Planning and Sustainability Commission
Valeria McWilliams — Metro; Community Involvement Committee

Date: January 29, 2021

RE: Recommendations for BPS FY 2021-22 Requested Budget

BPS Role in the City

BPS has a unique role and distinct skill at convening City bureaus and partners to find implementable approaches to pressing issues facing cities today — economic, social and environmental justice, climate action, land use, urban design, job creation, housing, resource conservation, and sustainable development. BPS is an important bureau because the plans and policies they develop are key to actualizing the priorities elected officials, such as yourselves, and the Portland community wish to see.

Financial Overview and Require Cut Impacts

General Fund cuts to BPS every year since the bureau's creation in 2009 have caused chronic disruption; both the planning and sustainability sides of the bureau have had staff reductions each year. And this year, the required 5% cut for all General Fund bureaus, continues this trend of over-



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stretching BPS staff capacity, decreasing opportunity to do the best work for our community, and slowing down key projects that would be most beneficial to improving opportunities in our city.

In taking the 5% cut, BPS is not proposing to cut one full program/project; the impact will be dispersed throughout the bureau's staff and a small amount from the EMS budget. The BAC has struggled with prioritizing what we ask Council to add back (not cut) from the bureau's proposal as any and all cuts will impact the effectiveness and speed of outreach and implementation of the plans and, more importantly, community outreach, staff will be able to accomplish.

Dispersed cuts mean BPS can't work as whole and comprehensively as possible. We don't want to drop work that is serving our community, but the bureau has almost no relief valve to create capacity to do their work as well as possible – community outreach and the ability to course-correct during project implementation are particular areas of concern with further staff cuts.

BPS is proposing two add back decision packages. The BAC supports the requests ranked in order:

1. Maintaining core planning capacity to meet community and development needs

The staffing level in Planning Programs at BPS has steadily been reduced over the last 3 years, resulting in a loss of 8 FTE. Additional staff cuts this year will significantly limit the ability to respond to emergent planning and development issues.

The Associate Planner cut will be detrimental to working on the Mayor's priority projects; in FY20-21, this position has made the Expanding Opportunities for Affordable Housing (part 2; specific sites) and the work on the extension of housing emergency possible. Without this additional planning support, quick turn-around projects that arise in the year are not possible or will pull staff from other priority projects to complete, thus slowing down longer-term, larger projects. Actions are compromised and will take longer to accomplish with fewer staff and services due to cuts.

The other position, a City Planner II, fills a District Planning role. District planning continue to serve all Portlanders, both for BPS-specific programs and for other bureaus. Cutting this position limits the focus and capacity staff can do, in terms of area-specific outreach and connecting with all communities that may be affected by plans, particularly BIPOC and historically under-served communities such as in East Portland. The District Liaison program level of service has an extremely decreased capacity because these staff are getting dispersed in their work to cover other previous staff cuts.

2. Implementing the Climate Emergency

The proposed cut to the Climate, Energy, and Sustainable Development program represents a 20% decrease in the program's non-personnel (EMS) funds. Given the relatively small number of staff charged with meeting the City's increasingly aggressive climate justice goals and targets, EMS funds add critical intellectual and technical capacity to the program, primarily in the form of contract dollars for professional, technical, and community expertise. The requested add back will equitably transition our community into a fossil-fuel free future while the multiplier effects in the

local economy will allow BPS to grow its capacity working with frontline communities which are more inequitably impacted by climate change.

While BPS' required cuts are smaller dollar figures compared to other bureaus' required cuts, the capacity lost by these staffing cuts significantly decrease the bureau's ability to move projects forward – projects that are often priorities throughout the city and address some of the most urgent needs for our community members. These cuts have real consequences on the City's effectiveness — digging into the heart of some of the services that Council and other bureaus depend on to move forward. The slowdown and disruption to these functions create a bottleneck for work at the citywide scale, affecting our most important job: providing coordination and strategic leadership on the issues Council is asking us all to solve. This hampers our ability to serve our community.

The annual cycle of potential cuts and one-time funding is damaging to staff morale and organizational stability. While these cuts may free up resources in the near term, they hamper the City's work to address overarching priorities in the longer-term.

BAC Continued Involvement

BAC role with BPS after the Requested Budget submission: This year's BAC will again continue to work with BPS after this Requested Budget submission, a process that was put on hold due to this year's extreme upheaval with the COVID-19 pandemic. Our goal will be to help create a long-term, ongoing budget process with the bureau and a BAC that informs workplans and budget priorities in advance of the City's formal budget process. We will be working with the bureau to ensure additional voices are brought into the conversation, particularly from communities of color, low-income populations, and other under-served communities that have historically not had access to such deliberations and decisions.

BAC role with Council: We recognize that the budget process has several important stages still ahead. If members of the BPS BAC can contribute to your review and decision making in the months ahead, please let us know. We welcome the opportunity to engage with you.



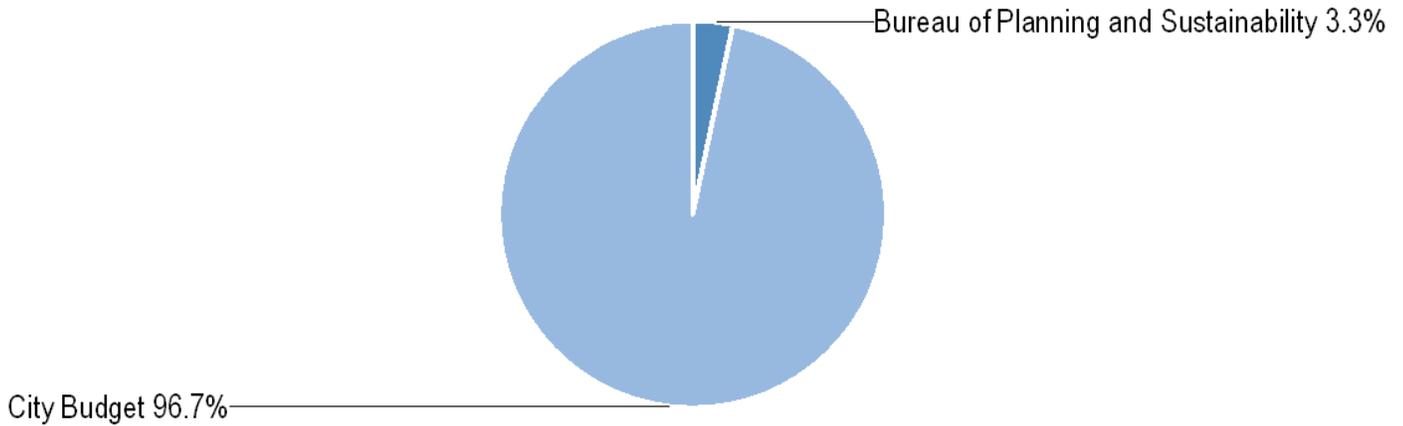
Bureau of Planning and Sustainability

Community Development Service Area

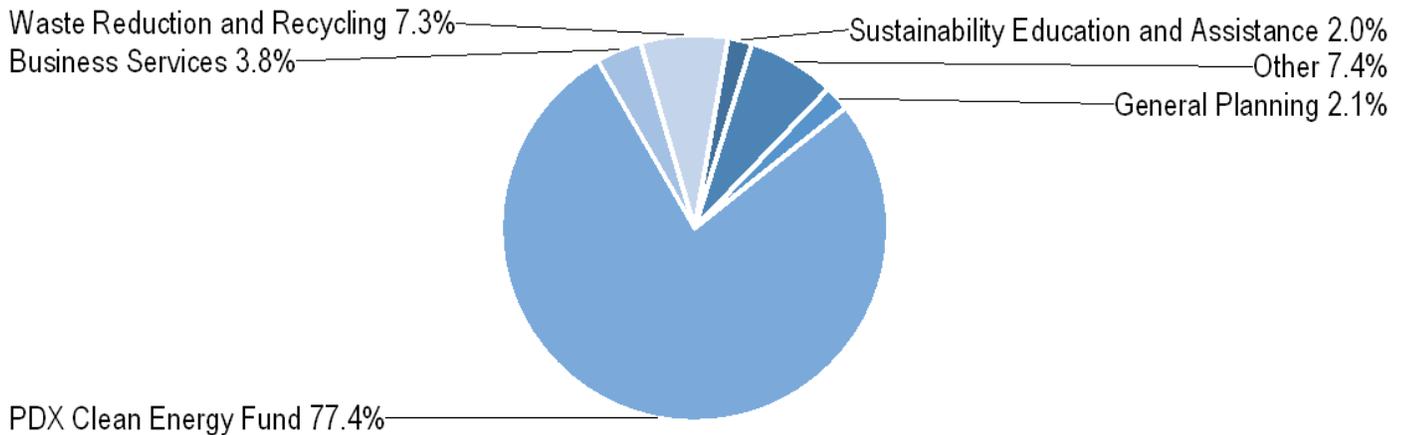
Carmen Rubio, Commissioner-in-Charge

Andrea Durbin, Director

Percent of City Budget Graph



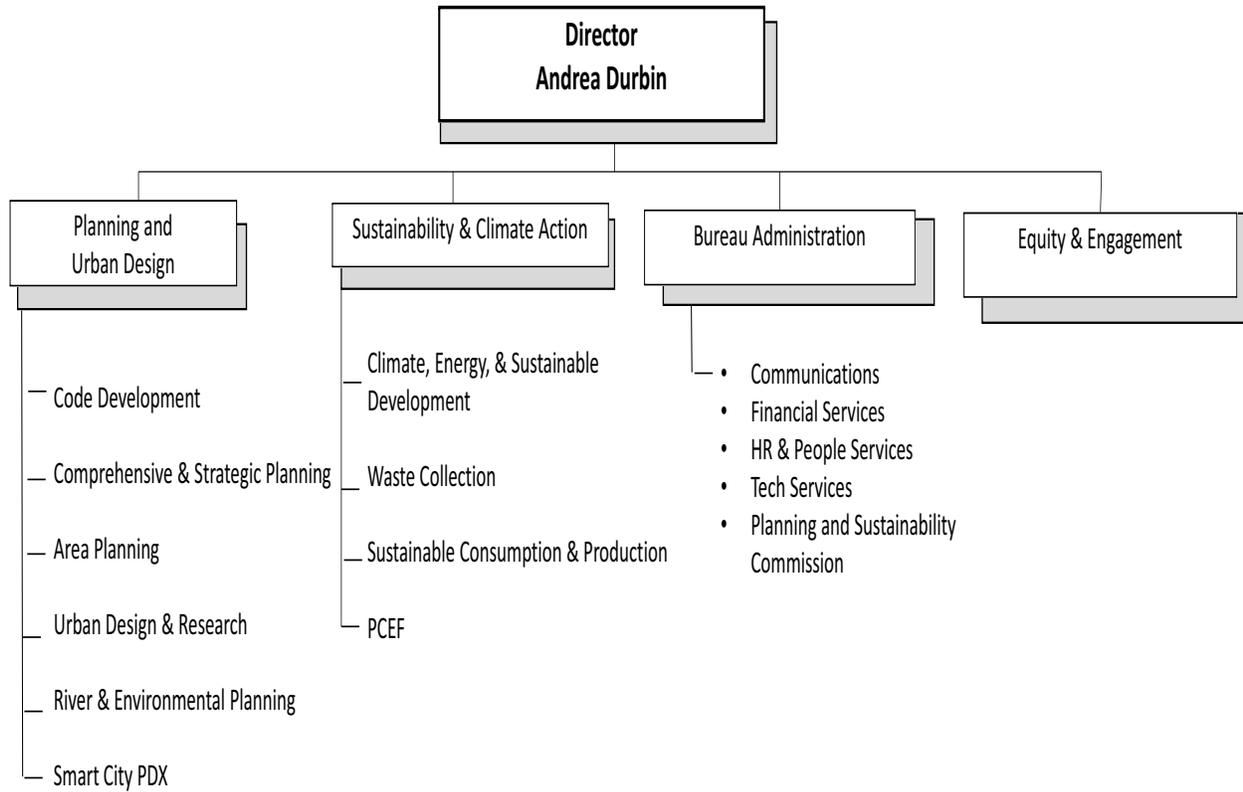
Bureau Programs



Bureau Overview

Requirements	Revised FY 2020-21	Requested FY 2021-22	Change from Prior Year	Percent Change
Operating	\$143,099,286	\$186,455,495	\$43,356,209	30%
Capital				
Total	\$143,099,286	\$186,455,495	\$43,356,209	30%
Authorized Positions	110.70	103.50	(7.20)	(6.50)%

Bureau of Planning and Sustainability



Bureau Summary

Bureau Mission

The Bureau of Planning and Sustainability (BPS) takes action to shape the future of Portland and advance climate justice for a more prosperous, healthy, equitable, and resilient city.

Bureau Overview

At its heart, BPS is a convener and coordinator for complex projects that balance multiple objectives and set the direction for Portland's future. BPS integrates sustainability principles into the core of Portland's strategic planning, land use planning, development policies, and climate and energy programs.

But fundamentally, the bureau is committed to advancing racial equity internally and externally to benefit Black people, Indigenous people, immigrants and refugees, and people of color. Several initiatives borne out of prior plans and commitments are being reshaped to lead with racial equity, and we have simultaneously begun the process of aligning our workplans and long-term strategies to meet the needs of our communities. And yet we know it is not enough. In collaboration with partners and the community, BPS aligns resources and actions for the next generation of urban strategies that will achieve racial justice and community goals through:

- Comprehensive land use, neighborhood, district, economic, historic and environmental planning, and urban design.
- Research, policy and technical services to advance green building, energy efficiency and the use of solar and renewable energy, waste prevention, composting and recycling, and a sustainable food system.
- Policy and actions to address climate change.
- Regulation of Portland's garbage, recycling, and compost collection system.

All of this is in service to promoting a more prosperous, resilient, healthy, and equitable city, as called for in the Portland Plan, the City's strategic plan.

Strategic Direction

Within the context of growth and change, BPS collaborates with partners and the community to help design and implement the next generation of urban strategies to achieve community goals. With a focus on Portland's future, and leveraging our longstanding leadership in climate justice and urban planning, BPS focuses on the major issues facing our city today.

BPS creates and champions big picture plans that set the city on a smart, equitable course for the future.

BPS continues to focus on implementation of the 2035 Comprehensive Plan, working through state mandates and collaborating with other bureaus and community partners to initiate strategic actions to implement the plan. The ‘complete neighborhoods’ growth strategy takes a wholistic view of what makes a community successful, emphasizing access to transportation options, services, housing options, parks and nature, quality schools, and cultural facilities.

On the heels of the Climate Emergency Declaration, BPS continues to advance policy and programs that pursue City and frontline community goals for an equitable, carbon-free Portland. Unfortunately, Portland is no longer on a trajectory to cut emissions in half by 2030 or to achieve net zero by 2050, targets we must meet to avert the most catastrophic impacts of climate change. Climate change, like COVID-19, impacts Black, Indigenous and people of color (BIPOC) communities first and worst. The latest climate science tells us we have 10 years to take dramatic and bold actions to transition off fossil fuels. The coming year will be focused on identifying and beginning implementation of critical program and policy interventions needed to address the crisis of climate change.

In addition to overseeing world class waste collection services for the city, BPS continues to advance equity and diversity in Portland’s garbage and recycling collection programs. Over the next three years, BPS will be evaluating opportunities that reduce barriers to economic opportunities for minority-owned and woman-owned companies. BPS is currently focusing on implementing actions in the Waste Equity Workplan related to creating more access and opportunity for COBID-certified contractors with the City of Portland’s own waste collection contracts.

BPS develops rules, zoning regulations, development standards, and other code provisions to implement the big picture plans.

Following the completion of several major plans that support the creation of more housing opportunities in Portland, BPS will add a greater focus on addressing housing access inequities and displacement issues in Portland. For FY 2021-22, the bureau will be launching the Spatial Justice Project that will explore how to use zoning and related tools to correct past harms to Black and Indigenous communities. The program will advance actions identified in existing community-led plans, such as the PAALF Peoples Plan, Reimagine Oregon, and State of Black Oregon.

In FY 2021-22, BPS will continue development and begin implementation of Anti-Displacement Action Plan (ADAP), which is a joint community/City process to implement the anti-displacement policies adopted with the 2035 Comprehensive Plan. The ADAP will shift to focus on how BPS tools can address anti-displacement and advance equitable development.

The bureau also continues work on the SW Corridor Equitable Housing Strategy, which aims to get affordable housing and other equitable community benefits with the new light rail line; and will complete the Residential Infill Project to be fully compliant with Oregon House Bill 2001. In FY 2021-22, BPS will also update the Economic Opportunities Analysis (EOA), a State-required assessment of the City’s 20-year supply and demand for employment land to enabling living-wage job growth.

To advance climate justice and sustainability goals, BPS is actively implementing the Climate Emergency Declaration. The Climate Justice Initiative follows years of community collaboration and will result in the next iteration of Portland’s climate action planning. The bureau continues to work with stakeholders to set up the necessary resources to ensure Portland can implement our ambitions, but necessary climate objectives while tackling the increasingly poor air quality within our city.

And new in FY 2021-22, BPS is launching The Sustainable Consumption and Production Strategy to prioritize local government activities that support a shift to lower-carbon consumption patterns. The result of this work will be a citywide consumption and production strategy. The vision and leadership for this strategy will be developed in partnership with BIPOC community, with a goal of reducing emissions, environmental harm, and human health impacts, as well as creating benefits for BIPOC community and creating wealth-generation opportunities.

The bureau is committed to being an anti-racist organization while continuing to center racial equity and analyze impacts of our work through an equity lens.

BPS is excited to launch the Equity and Engagement Program in FY 2021-22. Several years in the making, BPS’ newest program oversees the design, implementation, and evaluation of the BPS Equity Roadmap by focusing on both organizational policy change and community investment and partnership strategies. The program will work to create an inclusive culture, a diverse workforce, and measurable equity results through trainings, discussion forums, and racial identity caucuses. The program also leads BPS’ community partnership work to engage diverse, often under-served or under-represented, communities in land use and sustainability initiatives.

Community engagement is a vitally important tool in the success of the bureau’s entire workplan, and this program will lead the transformation of local governance practices to community-led models, fostering democratic participation and equity through community-driven decision making. Community engagement is the tool we use to bridge the divide between community and governance so that we are better able to improve access, participation, and outcomes for groups that have been historically under-represented.

Major Issues

Like many bureaus, BPS is experiencing severe revenue shortfall resulting in staff layoffs and vacant positions remaining unfilled. For BPS’ Planning and Urban Design programs, the inability to fill vacancies has been a consistent pattern over the past several years and the staffing reductions are having unavoidable impacts on our ability to provide the mandates of Oregon’s land use laws, Council directives and community commitments. BPS has a relatively diverse funding base, and, in most years, this is a good thing. But with the recent reduction in one-time General Fund, reductions in interagency agreements and the availability of state and federal grant dollars, BPS has been unable to fill 8 full time, permanent positions within the Planning program. Bureau-wide staffing levels have not been affected as the introduction of the Portland Clean Energy Fund concealed the FTE reduction and capacity loss.

While BPS was been able to navigate tough decisions without layoffs in the past, recent staff reductions have resulted in direct impact to core work and services. BPS' planning work has historically been reliant on one-time funding, which does not reflect the ongoing nature of long-range planning. This hinders BPS' ability to move projects forward in a timely way and to thoughtfully resource projects and community partners. Stable funding is foundationally critical to long-range planning initiatives to provide equitable service and results in the community.

Funding for the City's climate policy work continues to fall short of the need given the increasing impacts of the crisis. If the City is to meet our 2030 and 2050 goals, larger commitments must be made to successfully navigate a just energy transition and ensure the policies and programs implemented are meeting the needs of all Portlanders. Begun in FY 2020-21, BPS has been working with stakeholders to develop proposals to generate the necessary revenues for the City's climate initiatives. If passed, these proposals would accelerate the work and put Portland back on track.

Nearly 35% of the bureau's non-PCEF funding comes from the Solid Waste Management Fund. Typically a stable resource for the bureau's waste collection and sustainability programs, the COVID-19 pandemic and subsequent economic impacts had a sizable impact on the fund. The bureau had to navigate a 15% reduction in FY 2020-21 and anticipates an additional \$700,000 reduction (12% from five year forecast target) in FY 2021-22.

Summary of Budget Decisions

As directed in the Mayor's Budget Guidance, BPS is submitting a decision package that recommends a 5% constraint package, two add back packages and (one) one-time General Fund request.

5% General Fund Reduction

As required in the FY 2021-22 budget request, BPS developed a constraint package totaling \$493,256. Given recent reductions in one-time funding sources and interagency agreements, BPS was unable to meet this reduction target without loss of staff. Like many bureaus facing revenue shortfall, BPS leadership sought to balance maintaining staffing for core services and projects that directly support our communities, unfortunately this was not feasible.

Adds

BPS is requesting ongoing General Fund for two add back packages and a third package for Smart City PDX one-time funding:

Maintaining Core Planning Capacity to Meet Community and Development Needs add back

The staffing level in Planning Programs at BPS has steadily been reduced over the last 3 years, resulting in a loss of 8 FTE. Additional staff cuts this year continues this trend and will significantly limit the ability to respond to emergent planning and development issues. As we continue to seek solutions to house our homeless and provide meaningful opportunities for Portlanders to have housing options, we need to ensure we have the technical capacity in planning to deliver these ideas. More clearly than ever, the additional cuts this year will reduce a layer of core

staffing needed for BPS to reliably and manageably reach the level and volume of work required by our mandates and expectations by the communities we serve. Most critically, we will not be able to respond to additional mandated work or emerging issues even though experience makes it clear that additional work will be needed, expected, and demanded.

Implementing the Climate Emergency Declaration add back

For the City to meet our ambitious, but necessary, goals outlined in our Climate Emergency Declaration, BPS needs to move quickly on multiple policy fronts. Equally as important is to ensure we can provide resources to our community partners in policy and program co-creation.

The proposed cut to the Climate, Energy, and Sustainable Development program represents a 20% decrease in the program's non-personnel (EMS) funds. Given the relatively small number of staff charged with meeting the City's increasingly aggressive climate justice goals and targets, these funds add critical intellectual and technical capacity to the program, primarily in the form of contract dollars for professional, technical, and community expertise. While this amount is modest, we cannot afford to continually underfund programs that advance solutions to tackle the climate crisis.

Smart City PDX Community Leads one-time funding

The City of Portland continues to lead in the critical space of digital justice and addressing privacy issues like addressing facial recognition technology. Successful initiatives like the CARES Act digital divide project established new partnerships 24 community organizations and provided culturally specific training to BIPOC community members and people living with disabilities to provides tools and resources across Portland. Continuing this type of work is at the core of our Council's values.

The decision package will expand upon the successful Equity Consulting Advisor pilot from FY 2019-20 and integrate it with elements from the community designed COVID-19 Digital Divide Work Group in FY 2020-21. Four Community Consultants will be hired as subcontractors to work with City staff to help lead and transition the existing COVID-19 Digital Divide Work Group Frontline Outreach team to develop and implement an engagement process for the creation of new privacy policies for the City and to support the work of OCT under the Digital Equity Action Plan. City Council has identified the need for centering impacted communities in data and technology projects and provided direction to several teams across bureaus to collaborate on this. However, these efforts are not resourced and added to existing, full work plans of City staff and programs.

Bureau of Planning and Sustainability

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target FY 2020-21	Target FY 2021-22	Strategic Target
OUTCOME					
Amount of public testimony received by the Planning and Sustainability Commission (in person, via the MapApp or otherwise in writing)	116	1,500	2,000	0	2,700
PCEF grant application solicitations	0	0	1	1	1
New Central City Housing Units	0	1,653	2,000	0	2,000
Number of data review and privacy impact assessment services provided by Smart City PDX to City Bureaus/Offices and external partners.	0	4	10	15	30
Number of external/internal Smart City PDX outreach/training/engagement events	0	34	15	15	20
Number of datasets available for download on the City of Portland's Open Data portal(s)	320	300	350	400	500
Annual middle housing production as a percentage of overall housing production	0.14	0.13	NA	0.00	NA
Number of Home Energy Scores	0.00	16,357.00	23,350.00	0.00	NA
Utility savings to City from energy-efficiency projects (million dollars)	\$10.01	\$6.20	\$6.20	\$0.00	\$6.00
Compliance rate for mandatory residential energy performance disclosure	0%	60%	70%	0%	NA
Energy efficiency improvement in the commercial building sector	0%	4%	4%	0%	NA
Percentage reduction in per person carbon emissions from 1990 levels	42%	NA	45%	0%	90%
Portlanders' satisfaction with quality of garbage, recycling, and composting services	0%	NA	75%	75%	75%
Percentage of regulated commercial building owners complying with Ordinance No. 187095 (Commercial Energy Performance Reporting)	0%	93%	90%	0%	NA
Percentage of waste recycled or composted	54%	54%	55%	55%	90%
Retain community inclusivity as neighborhoods grow and change	24%	26%	29%	0%	29%
Percentage of seven-county region's new employment growth that is in Portland	39.0%	33.0%	31.0%	0.0%	31.0%
Percentage of seven-county region's new housing that is in Portland.	40.0%	38.0%	25.0%	0.0%	25.0%
Percentage of new housing units that are in Centers and Corridors	89.0%	90.0%	89.0%	89.0%	80.0%
Percentage of Portlanders Living in a Complete Community	67.0%	66.0%	69.0%	0.0%	80.0%
Percentage of significant natural resources protected through non-regulatory and/or regulatory measures	84.0%	84.0%	86.0%	0.0%	90.0%
Typical curbside residential bill as a percent of median income	0.62%	59.00%	0.60%	0.00%	0.60%
Central City FAR Utilization	0.00%	90.00%	100.00%	0.00%	100.00%
OUTPUT					
Number of net zero carbon buildings	0	1	2	3	NA
PCEF targeted engagement events	0	13	12	0	NA
Number of outreach/training/engagement events or meetings with PCEF staff participation excluding PCEF Committee meetings	0	37	20	0	NA
Per person residential energy use (million BTUs)	15.00	25.90	23.00	0.00	41.80
Total amount of outside funding or in-kind support for the Smart Cities program secured through grants, partnerships or other funding mechanisms	\$170,000	\$23,000	\$150,000	\$15,000	\$500,000

Bureau of Planning and Sustainability

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target FY 2020-21	Target FY 2021-22	Strategic Target
Representation of typically under-represented groups in decision-making processes	21.0%	14.0%	30.0%	0.0%	30.0%
Percentage of City electricity use from renewable resources	100.0%	100.0%	100.0%	0.0%	100.0%
WORKLOAD					
Number of multifamily units provided with waste education	5,923	5,713	25,000	25,000	50,000
Number of businesses consulted with on sustainability requirements	2,103	4,339	3,000	2,000	6,000
Residents reached with sustainability engagement/training	0	17,673	17,000	17,000	NA
Percent of employees that attended at least one equity-related training per year	98%	100%	100%	0%	100%

Bureau of Planning and Sustainability

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Taxes	6,382,669	62,655,771	44,000,000	52,000,000	52,000,000
Licenses & Permits	3,283,389	3,306,810	3,452,612	3,619,551	3,619,551
Charges for Services	4,120,802	3,833,228	4,519,510	4,091,749	4,091,749
Intergovernmental	1,377,251	1,797,107	5,429,491	1,104,726	1,104,726
Miscellaneous	156,636	188,053	145,635	160,116	160,116
External Revenues Total	15,320,746	71,780,968	57,547,248	60,976,142	60,976,142
Internal Revenues					
General Fund Discretionary	7,744,324	8,504,754	9,526,129	9,137,500	9,085,805
General Fund Overhead	798,609	762,776	857,477	727,610	727,610
Fund Transfers - Revenue	0	9	3	0	0
Interagency Revenue	1,783,311	932,437	823,812	414,269	414,269
Internal Revenues Total	10,326,244	10,199,976	11,207,421	10,279,379	10,227,684
Beginning Fund Balance	4,211,967	11,475,925	74,344,617	115,251,669	115,251,669
Resources Total	29,858,957	93,456,869	143,099,286	186,507,190	186,455,495
Requirements					
Bureau Expenditures					
Personnel Services	12,497,172	13,740,606	15,038,503	14,044,648	13,909,953
External Materials and Services	2,801,841	3,001,063	18,633,242	65,570,661	65,653,661
Internal Materials and Services	1,809,518	1,856,622	3,798,760	4,622,286	4,622,286
Bureau Expenditures Total	17,108,531	18,598,291	37,470,505	84,237,595	84,185,900
Fund Expenditures					
Debt Service	72,001	76,818	79,889	83,092	83,092
Contingency	0	0	54,840,256	110,736	110,736
Fund Transfers - Expense	1,202,500	1,180,283	1,179,794	1,197,600	1,197,600
Fund Expenditures Total	1,274,501	1,257,101	56,099,939	1,391,428	1,391,428
Ending Fund Balance	11,475,925	73,601,477	49,528,842	100,878,167	100,878,167
Requirements Total	29,858,958	93,456,869	143,099,286	186,507,190	186,455,495
Programs					
Administration & Support	—	—	30,261	—	—
Area Planning	15,917	(399)	—	—	—
Bureau Operating Costs	1,309,572	—	—	—	—
Business Services	906,113	3,795,302	7,218,794	3,259,088	3,217,088
Business Sustainability Assistance	877,822	(6,548)	—	—	—
Central City Planning	614,756	(4,278)	—	—	—
Clean Energy	609,924	(4,693)	—	—	—
Climate Policy & Planning	611,221	(4,107)	—	—	—
Code Development	1,114,543	(2,405)	—	—	—
Communications	721,795	813	—	—	—

Bureau of Planning and Sustainability

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base FY 2021-22	Requested FY 2021-22
Director's Office	441,932	281,585	—	—	—
District Planning	775,467	1,111,872	1,014,772	1,285,301	1,285,301
Equity	—	—	—	704,481	704,481
General Planning	768,481	1,472,787	1,510,904	1,902,644	1,767,949
Green Building & Development	437,919	(57)	—	—	—
Intergovernmental Coordination	17	—	—	—	—
Multifamily	374,568	(1,642)	—	—	—
PDX Clean Energy Fund	—	1,590	13,479,543	65,147,576	65,147,576
Policy & Research	408,152	(486)	—	—	—
Policy, Research & Innovation	79,667	2,661,136	2,130,921	1,333,592	1,333,592
Portland & Comprehensive Plan	1,846,065	1,716,787	1,618,482	978,381	978,381
Residential Outreach	698,332	(3,584)	—	—	—
River & Environmental	622,818	1,005,688	899,063	519,364	519,364
Smart Cities Program	358,402	375,875	346,230	323,740	448,740
Solid Waste Commercial	1,380,932	(2,860)	—	—	—
Solid Waste Residential	858,908	2,739	—	—	—
Sustainability Education & Assistance	24,076	1,760,143	1,951,275	1,696,544	1,696,544
Sustainable City Government	9,879	—	—	—	—
Sustainable Food	54,964	—	—	—	—
Technical Administrative Support	751,513	965	—	—	—
Urban Design	434,776	1,530,673	1,581,072	935,638	935,638
Waste Reduction & Recycling	—	2,911,392	5,689,188	6,151,246	6,151,246
Total Programs	17,108,531	18,598,291	37,470,505	84,237,595	84,185,900

Bureau of Planning and Sustainability

Class	Title	Salary Range		Revised FY 2020-21		Requested No DP FY 2021-22		Requested FY 2021-22	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	81,151	1.00	78,437	1.00	79,560	1.00	79,560
30003002	Administrative Specialist I	44,075	70,055	1.00	68,682	1.00	68,682	1.00	68,682
30003003	Administrative Specialist II	48,277	94,878	1.00	77,542	1.00	77,542	1.00	77,542
30003006	Analyst I	53,290	104,701	4.00	344,282	4.00	344,282	4.00	344,282
30003007	Analyst II	63,336	111,681	1.00	96,741	1.00	96,741	1.00	96,741
30003008	Analyst III	69,805	133,873	4.00	423,850	4.00	423,850	4.00	423,850
30003010	Business Systems Analyst I	53,290	104,701	1.00	98,052	1.00	98,051	1.00	98,051
30000184	Code Specialist II	50,939	73,556	1.00	53,705	1.00	0	1.00	0
30003027	Coordinator I - NE	48,277	94,878	4.90	353,433	4.90	353,435	4.90	353,435
30003028	Coordinator II	53,290	104,701	16.80	1,436,733	16.80	1,436,735	16.80	1,436,735
30003029	Coordinator III	63,336	111,681	8.00	743,185	8.00	743,185	7.00	652,060
30003030	Coordinator IV	69,805	133,873	3.00	319,695	3.00	319,695	3.00	319,695
30003034	Deputy Director I	91,728	161,390	1.00	122,637	1.00	122,637	1.00	122,637
30003037	Director I	111,696	201,191	1.00	182,874	1.00	182,874	1.00	182,874
30003054	Financial Analyst I	53,290	104,701	2.00	166,317	2.00	166,317	2.00	166,317
30003055	Financial Analyst II	63,336	111,681	1.00	87,651	1.00	87,651	1.00	87,651
30003056	Financial Analyst III	69,805	133,873	1.00	112,632	1.00	112,632	1.00	112,632
30000373	Graphics Designer III	67,974	100,224	1.00	92,279	1.00	96,671	1.00	96,671
30000212	Inf Syst Tech Analyst IV-Vertical GIS	63,419	97,636	1.00	95,722	1.00	95,722	1.00	95,722
30003081	Manager I	80,205	148,724	3.00	365,955	3.00	365,955	3.00	365,955
30003082	Manager II	92,851	172,210	2.00	257,570	2.00	124,918	2.00	124,918
30003083	Manager III	111,696	201,191	1.00	187,886	1.00	187,886	1.00	187,886
30000011	Office Support Specialist I	31,678	53,125	1.00	51,345	1.00	52,083	1.00	52,083
30000012	Office Support Specialist II	34,798	58,662	1.00	56,701	1.00	57,512	1.00	57,512
30000383	Planner II. City-Economic	65,395	100,373	1.00	83,814	1.00	89,357	1.00	89,357
30000384	Planner II. City-Environmental	65,395	100,373	1.00	77,617	1.00	78,724	1.00	78,724
30000385	Planner II. City-Land Use	65,395	100,373	10.00	957,012	10.00	885,644	10.00	885,644
30000375	Planner, Associate	53,976	79,327	0.00	0	0.00	0	0.00	0
30003089	Planner, Principal	91,728	161,390	2.00	291,033	2.00	291,033	2.00	291,033
30000391	Planner, Sr City-Economic	82,514	107,862	2.00	194,366	2.00	202,992	2.00	202,992
30000392	Planner, Sr City-Environmental	82,514	107,862	1.00	90,106	1.00	96,855	1.00	96,855
30000393	Planner, Sr City-Land Use	82,514	107,862	6.00	611,406	6.00	422,988	6.00	422,988
30000397	Planner, Sr City-Urban Design	82,514	107,862	2.00	208,520	2.00	211,494	2.00	211,494
30003090	Planner, Supervising	80,205	148,724	3.00	366,038	3.00	251,472	3.00	251,472
30003096	Public Information Manager	80,205	148,724	1.00	114,566	1.00	28,642	1.00	28,642
30003103	Supervisor I - E	63,336	111,681	1.00	96,824	1.00	96,824	1.00	96,824
30003104	Supervisor II	69,805	133,873	1.00	126,236	1.00	126,236	1.00	126,236
	Total Full-Time Positions			93.70	9,091,444	93.70	8,476,877	92.70	8,385,752

Bureau of Planning and Sustainability

Class	Title	Salary Range		Revised FY 2020-21		Requested No DP FY 2021-22		Requested FY 2021-22	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003002	Administrative Specialist I	44,075	70,055	1.00	38,161	1.00	57,242	1.00	57,242
30003003	Administrative Specialist II	48,277	94,878	1.00	50,170	1.00	50,170	1.00	50,170
30003006	Analyst I	53,290	104,701	1.00	79,373	1.00	79,373	1.00	79,373
30003007	Analyst II	63,336	111,681	1.00	85,494	0.00	0	0.00	0
30003235	Coordinator I - E	48,277	94,878	1.00	80,704	0.00	0	0.00	0
30003028	Coordinator II	106,580	209,402	4.00	318,829	2.80	240,136	2.80	240,136
30003029	Coordinator III	63,336	111,681	1.00	58,434	1.00	87,651	1.00	87,651
30000343	GIS Technician III	67,974	100,224	1.00	78,444	1.00	80,850	1.00	80,850
30000372	Graphics Designer II	55,973	82,467	1.00	68,817	0.00	0	0.00	0
30000381	Planner I, City-Urban Design	59,488	87,283	1.00	84,365	1.00	85,571	1.00	85,571
30000384	Planner II, City-Environmental	65,395	100,373	1.00	52,832	0.00	0	0.00	0
30000375	Planner, Associate	53,976	79,327	1.00	76,679	1.00	77,771	1.00	77,771
30000374	Planning Assistant	34,944	51,491	2.00	95,858	1.00	49,056	1.00	49,056
	Total Limited Term Positions			17.00	1,168,160	10.80	807,820	10.80	807,820
	Grand Total			110.70	10,259,604	104.50	9,284,697	103.50	9,193,572



	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Miscellaneous	9,722	8,401	9,949	8,401	8,401
External Revenues Total	9,722	8,401	9,949	8,401	8,401
Internal Revenues					
Fund Transfers - Revenue	0	9	3	0	0
Internal Revenues Total	0	9	3	0	0
Beginning Fund Balance	62,345	71,988	93,647	88,799	88,799
Resources Total	72,067	80,398	103,599	97,200	97,200
Requirements					
Fund Expenditures					
Fund Transfers - Expense	78	0	0	0	0
Fund Expenditures Total	78	0	0	0	0
Ending Fund Balance	71,988	80,398	103,599	97,200	97,200
Requirements Total	72,066	80,398	103,599	97,200	97,200

Fund Overview

The Community Solar Fund accounts for expenses and revenues associated with the installation of solar electric systems on publicly-owned facilities.

The fund receives revenue from two sources:(1) The electric utility companies, in the form of a 15-year stream of incentive payments based on the energy produced from each solar energy system; and(2) Donations from individuals, businesses and organizations who provide voluntary contributions.

The accrued revenue is intended to be used to offset capital expenses association with solar electric system installation on public buildings.

The fund has not solicited or accepted individual or corporate donations since 2014. The only ongoing revenue source for this fund is the electric utility incentive payments.

Managing Agency Bureau of Planning & Sustainability (BPS)

Significant Changes from Prior Year

BPS has been waiting for a few years to see how the Oregon Community Solar Program (OCSP), mandated by state law passed in 2016, finally would take shape in FY 2020-21. It is now clear that not much community solar is being installed on public buildings.

Over the last year, BPS received excellent technical support from the American Cities Climate Challenge that helped us evaluate the City's ongoing role in the OCSP. Based on this advice, the City has begun subscribing to third-party owned, utility-scale community solar projects that are part of the OCSP to offset City electric bills. These expenses are not capital expenses and are therefore not eligible to be supported by revenue from the Community Solar fund.

Now that the fund balance has accrued a meaningful amount of revenue, opportunities likely will arise for these funds to be deployed on solar installed on City facilities within the next few fiscal years. Portland Parks & Recreation (PP&R) has the nearest-term plans for building energy improvements, including solar. BPS would like to prioritize partnership with PP&R for the use of these funds.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Taxes	6,382,669	62,655,771	44,000,000	52,000,000	52,000,000
Miscellaneous	(12)	67,181	0	110,550	110,550
External Revenues Total	6,382,657	62,722,952	44,000,000	52,110,550	52,110,550
Beginning Fund Balance	0	6,342,613	67,943,859	109,361,139	109,361,139
Resources Total	6,382,657	69,065,565	111,943,859	161,471,689	161,471,689
Requirements					
Bureau Expenditures					
Personnel Services	16,641	948,314	1,653,041	1,620,898	1,620,898
External Materials and Services	17,413	91,492	10,158,100	61,286,000	61,286,000
Internal Materials and Services	5,990	81,901	1,685,409	2,240,678	2,240,678
Bureau Expenditures Total	40,044	1,121,706	13,496,550	65,147,576	65,147,576
Fund Expenditures					
Contingency	0	0	54,447,309	42,143	42,143
Fund Expenditures Total	0	0	54,447,309	42,143	42,143
Ending Fund Balance	6,342,613	67,943,859	44,000,000	96,281,970	96,281,970
Requirements Total	6,382,657	69,065,565	111,943,859	161,471,689	161,471,689

Fund Overview

The Portland Clean Energy Fund (PCEF) accounts for expenses and revenues associated with the City's collection of the Clean Energy Surcharge, administration of the PCEF grant program, and distribution of grants. The fund supports the bureau's implementation of the Climate Action Plan in a manner that supports social and economic benefits for all Portlanders through investments in community-led projects and programs that reduce greenhouse gas emissions. Revenue for PCEF comes from the proceeds of a one-percent surcharge on the retail sales of certain large retailers within Portland.

Managing Agency Bureau of Planning & Sustainability

Significant Changes from Prior Year

PCEF was a new program offer in FY 2020-21. The ongoing design and development of the PCEF program will necessitate the development of additional performance measures in the following two to three fiscal years related to the outcomes of program investments. Performance measures will be developed in collaboration with the PCEF Committee. Additional notable changes in FY 2021-2022 is the increase in outgoing grants to \$60 million from \$9 million in FY 2020-2021.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Licenses & Permits	3,283,389	3,306,810	3,452,612	3,619,551	3,619,551
Charges for Services	4,120,802	3,833,109	4,519,510	4,091,749	4,091,749
Intergovernmental	0	52	0	0	0
Miscellaneous	141,752	106,013	135,686	41,165	41,165
External Revenues Total	7,545,942	7,245,984	8,107,808	7,752,465	7,752,465
Internal Revenues					
Interagency Revenue	5,000	3,925	5,000	5,000	5,000
Internal Revenues Total	5,000	3,925	5,000	5,000	5,000
Beginning Fund Balance	4,994,931	5,995,774	6,307,111	5,801,731	5,801,731
Resources Total	12,545,873	13,245,683	14,419,919	13,559,196	13,559,196
Requirements					
Bureau Expenditures					
Personnel Services	2,348,636	2,609,290	2,707,979	2,650,053	2,650,053
External Materials and Services	1,360,142	1,567,636	2,856,691	3,243,866	3,243,866
Internal Materials and Services	1,566,898	1,504,546	1,787,028	1,816,995	1,816,995
Bureau Expenditures Total	5,275,677	5,681,471	7,351,698	7,710,914	7,710,914
Fund Expenditures					
Debt Service	72,001	76,818	79,889	83,092	83,092
Contingency	0	0	383,295	68,593	68,593
Fund Transfers - Expense	1,202,422	1,180,283	1,179,794	1,197,600	1,197,600
Fund Expenditures Total	1,274,423	1,257,101	1,642,978	1,349,285	1,349,285
Ending Fund Balance	5,995,774	6,307,111	5,425,243	4,498,997	4,498,997
Requirements Total	12,545,874	13,245,683	14,419,919	13,559,196	13,559,196

Fund Overview

The Solid Waste Management Fund accounts for expenses and revenues associated with the City's oversight of garbage, recycling and compost collection activities in Portland and the City's efforts to reduce the amount of waste and increase recycling and composting. The fund supports the bureau's 1) Waste Collection program, including the public trash can program; 2) the Climate, Energy, and Sustainable Development program; and 3) the Sustainable Consumption and Production team.

The fund also supports the Bureau of Development Services Residential Nuisance Abatement program and the Office of Management and Finance Homeless Urban Camping Impact Reduction Program. Revenue sources for the Solid Waste Management Fund include residential franchise, commercial tonnage, and permit fees.

Managing Agency Bureau of Planning & Sustainability

Significant Changes from Prior Year

The most significant change to the Solid Waste Management fund is related to COVID-19 economic impacts. Portland businesses experienced less economic activity, thus generating fewer tons of solid waste that are subject to the commercial tonnage fee. Though the forecast projects greater economic activity and more solid waste being generated, continued slowing of the economy would reduce revenue for the program.

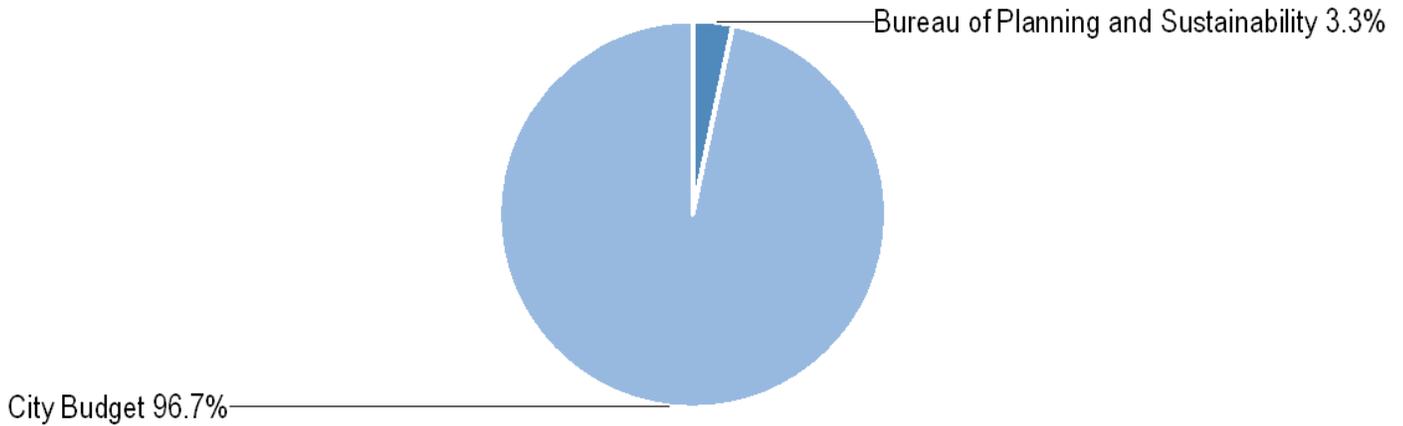
Bureau of Planning and Sustainability

Community Development Service Area

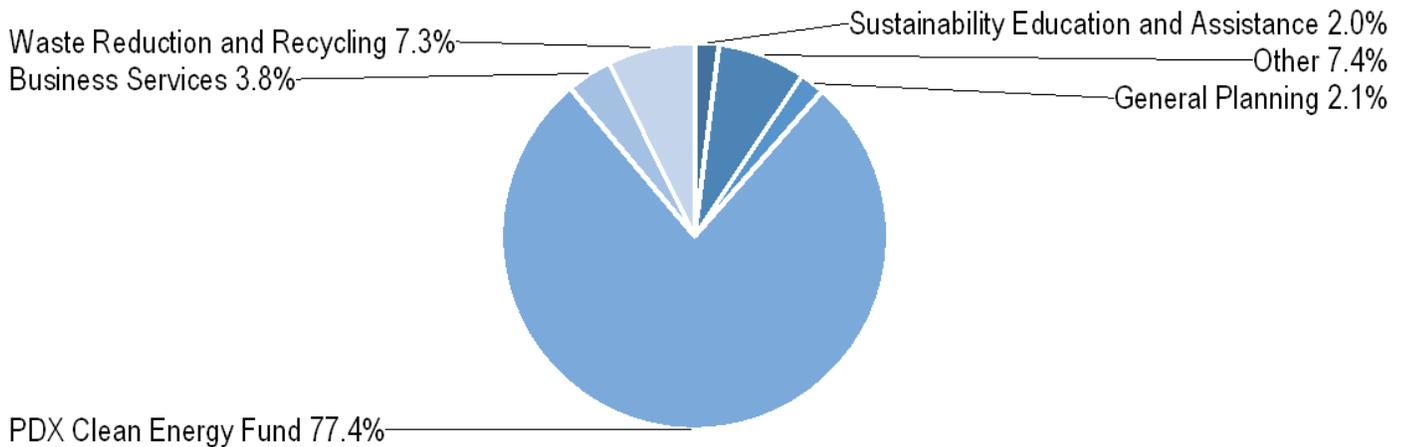
Carmen Rubio, Commissioner-in-Charge

Andrea Durbin, Director

Percent of City Budget Graph



Bureau Programs



Bureau Overview

Requirements	Revised FY 2020-21	Requested FY 2021-22	Change from Prior Year	Percent Change
Operating	\$143,099,286	\$186,455,495	\$43,356,209	30%
Capital				
Total	\$143,099,286	\$186,455,495	\$43,356,209	30%
Authorized Positions	110.70	103.50	(7.20)	(6.50)%

Area Planning

Program Description & Goals

This program is part of the bureau’s core work to meet City goals through managing growth and development. The focus in Area Planning is to ensure the work includes the voice and priorities of communities and results in equitable development that meets community needs. Program staff work on area planning projects and citywide projects that affect their districts. They liaison with communities and stakeholders in their districts on growth, development and equity issues. They contribute to the work of other bureau’s though district knowledge and relationships.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
New Central City Housing Units	0	1,653	2,000	0	2,000
Retain community inclusivity as neighborhoods grow and change	24%	26%	29%	0%	29%
Central City FAR Utilization	0.00%	90.00%	100.00%	0.00%	100.00%
Representation of typically under-represented groups in decision-making processes	21%	14%	30%	0%	30%

Explanation of Services

The Area Planning Program staff pursues equitable development outcomes that benefit communities through project selection and design and through the continuity of relationships with community and stakeholders that program staff build. This approach is intended to benefit our work and other city initiatives by increasing our capacity to more meaningfully center community. In recent years the program’s work has emphasized working with BIPOC communities. Recent examples include the SW Transit Corridor Equitable Development Strategy, the Expanding Opportunities for Affordable Housing project, and work in East Portland with Historic Parkrose, Imagine Black, and East Portland Action Plan.

District Planning: This group focuses on local- and place-based planning and development across five districts — West, Southeast, North, Northeast, and East. District Planners use their expertise of local conditions and interests to work with communities on projects that address development and equity issues related to topics such as zoning, design, housing, community development, environment, transportation, and transit. Staff contribute and collaborate in projects managed by other agency partners as a resource to connect projects with community stakeholders. In FY 2021-22, the program will complete area planning projects in Parkrose and Brentwood-Darlington neighborhoods and community visioning project with Unite Oregon focused on East Portland BIPOC communities.

Central City Planning: The Central City group acts as District Planners for the Central City — from Lloyd to Lower Albina, the Pearl, Downtown, the South Waterfront, and the Central Eastside. They implement the Central City 2035 Plan through specific plans, code and guideline development, and design studies. The team consults and collaborates with community (e.g., Albina Vision Trust), development interests, and other bureaus on Central City projects. Current and upcoming work focuses on catalytic development projects and recovery from the impact that the pandemic, housing crisis, and demonstrations have had on the Central City and its residents and businesses.

Equity Impacts

The District Planning team is focused on engaging under-represented communities. In SW Portland, staff have been working to engage the Muslim immigrant community in the West Portland Town Center. In East and SE Portland, staff worked with the community to obtain two grants to address community needs in two areas with infrastructure deficiencies and a higher share of communities of color. More than half of the City’s regulated affordable housing is in the Central City, largely the result of past development agreements for the River District and South Waterfront, which the Central City Team helped negotiate. Through the Central City 2035 Plan, the team restructured the Central City bonus density system to support additional affordable housing production through inclusionary housing. The team is currently working with Prosper Portland to plan for the Broadway Corridor and other development sites that are expected to include affordable housing.

Changes to Program

In FY 2021-22, the proposed cut of a City Planner II position in the District Planning program is offset by transferring a City Planning II position from the Urban Design and Research program. This cut and transfer will maintain the District Planning capacity and recognizes the overlapping work with the Anti-Displacement Action Plan project that will rely on the community relationships developed by the District Planning program. Finally, the District Planning program supervisor position was left vacant in the FY 2020-21 budget and covered by the Housing and Economic Team supervisor. In FY 2021-22, this supervisor will now manage both programs. There are no changes proposed for the Central City team.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	752,416	1,028,222	953,268	1,256,801	1,256,801
External Materials and Services	22,294	81,992	56,800	25,000	25,000
Internal Materials and Services	757	1,657	4,704	3,500	3,500
Bureau Expenditures Total	775,467	1,111,872	1,014,772	1,285,301	1,285,301
Ending Fund Balance					
Requirements Total	775,467	1,111,872	1,014,772	1,285,301	1,285,301
FTE	0.00	8.00	8.00	10.00	10.00

Budget Narrative

Resources The program receives funding from General Fund, grant-funded projects, and Intergovernmental Agreements for specific projects. In FY 2021-22, 1 FTE is partially funded by grant funding.

Bureau of Planning and Sustainability

- Expenses** Staffing is 90 percent of the budget for this program. Projects typically also require funds for consultant and other professional services. Most of the consultant budget in recent years has been grant-funded. With current funding levels, the program is largely dependent on seeking grant funding to carry out any discretionary projects.
- Staffing** In FY 2021-22, the program is staffed by 8 FTE. The District Planning Team will share a supervisor with the Housing and Economic Interventions Team. The Central City Planning Team will share a supervisor with the River and Environmental Team.
- Assets and Liabilities** The program provides a community development and public engagement service and does not operate or own any assets.

Program Information

- Program Contact:** Sallie Edmunds
- Contact Phone:** 503-823-6950
- Website:** <https://www.portland.gov/bps/contact-your-district-liaison>

Bureau Administration

Program Description & Goals

This program includes the Director’s Office and all BPS’ internal operations teams including Communications, Technical Services, Finance, People Services, Human Resources, and Administrative Support.

The teams in this Program Offer support BPS goals and equity initiatives by creating:

1. An inclusive and equitable culture that ensures bureau strategic direction, processes and decisions are clearly communicated and developed in a collaborative space with all staff.
2. A diverse workforce with recruitment and retention of employees of color, community building, on-boarding, and creating an inclusive organizational structure.
3. Accessible materials and online engagement tools and content to engage Portlanders in creating a more healthy, prosperous, equitable, and resilient city.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Amount of public testimony received by the Planning and Sustainability Commission (in person, via the MapApp or otherwise in writing)	116	1,500	2,000	0	2,700

Explanation of Services

This program offer includes eight distinct sections:

1. Director’s Office: Provides executive-level management of a large workforce, including policy development and implementation, tracking outcomes, budgeting, and asset and personnel management.
2. Finance: Oversees budget planning and development, financial management including procurements of goods and services, accounting, and monitoring and reporting of bureau financial activities.
3. Day-to-day management of bureau facilities and goods including transportation and travel coordination, database management, archiving, and printing services.
4. People Services: Provides new staff on-boarding, training, internal equity & inclusion initiatives, bureau-wide meeting coordination, and contract management.
5. External Affairs and Strategic Projects: Manages external relations with Council offices, bureaus, and external partners. Manages the Planning and Sustainability Commission.

Bureau of Planning and Sustainability

6. Media Relations, Strategic Communications, and Design: Transforms technical information and data into compelling materials to engage Portlanders in planning the future of the city and helping Portland reach climate action and sustainability goals. Produces newsletters, blog posts, graphic design of print and digital materials, talking points, media relations and editorials, BPS E-news, social media, website coordination, video/audio storytelling, and translations.

7. Technical Services: Provides GIS services, database services, and web application development to help Portlanders understand and engage in the process of change throughout the city, to support BPS programs, and help BPS do research and analysis on demographic and economic trends.

Equity Impacts

The BPS five-year Racial Equity Plan has committed to: (1) Advancing an Inclusive and Equitable Organizational Culture — Developing staff capacity through trainings; (2) Creating Measurable Equity Results for communities of color; and (3) Accommodations — Consults with Language Access Teams to meet the requirements of ADA, Title II, and Civil Rights Title VI requirements. PSC meetings are broadcast online and cable access for community members who cannot attend in person. For FY 2021-22, BPS will be updating our Racial Equity Plan, starting with the creation of the Equity Program as a standalone program area within the bureau. In addition, BPS will be publishing and updated Strategic Plan that emphasizes bureau leadership’s commitment to being an anti-racist organization with a commitment to co-creation of new initiatives with Black, Indigenous and people of color communities.

Changes to Program

As noted above, this year we are creating a new program offer, Equity and Engagement. This new Program Offer highlights the bureaus’ continued emphasis on resourcing our equity and community engagement efforts, with the organizational impact being that three staff from the Bureau Administration program offer are now in the Equity and Engagement program offer. This does not change the commitment to equity from any of the services provided within this program offer.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	901,739	2,103,027	2,853,228	2,545,116	2,545,116
External Materials and Services	2,487	281,752	4,180,659	408,359	366,359
Internal Materials and Services	1,887	1,410,523	184,907	305,613	305,613
Bureau Expenditures Total	906,113	3,795,302	7,218,794	3,259,088	3,217,088
Ending Fund Balance					
Requirements Total	906,113	3,795,302	7,218,794	3,259,088	3,217,088
FTE	16.00	17.50	22.50	18.50	18.50

Budget Narrative

Resources	These positions are primarily funded by bureau overhead and ongoing General Fund.
Expenses	Staffing represents almost the full budget. The communications team also has minimal funding for professional services, and the Operations and Tech Services budgets include funding for technology, equipment, and administrative and office supplies and bureau operating costs. In addition to ongoing resources for these service areas, BPS will be relocating to a new office and funds have been set aside to support incidental costs from the move.
Staffing	The program is currently staffed by 18.5 FTE, funded by Citywide Overhead.
Assets and Liabilities	The program provides internal services to the bureau and works with external partners. It also maintains the bureau's electric vehicle.

Program Information

Program Contact:	Donnie Oliveira, Deputy Director
Contact Phone:	503-823-4748
Website:	https://www.portland.gov/bps

Climate, Energy, & Sustainable Development

Program Description & Goals

This program provides analysis, projects, policies, and programs that advance City and frontline community goals for an equitable, carbon-free Portland. Portland is no longer on a trajectory to cut emissions in half by 2030 or to achieve net zero by 2050, targets we must meet to avert the most catastrophic impacts of climate change. Climate change, like COVID-19, impacts BIPOC communities first and worst. This program informs how the City can build back a thriving, carbon-free economy that centers equity. It requires much bolder, accelerated policy action by the City, and it requires centering the health, prosperity, and resilience of the people most impacted by climate change. Together, we must all use less energy, source 100 percent of our energy supply from renewables, reduce embodied carbon in the built environment, and decarbonize how we get around.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Number of Home Energy Scores	0.00	16,357.00	23,350.00	0.00	NA
Compliance rate for mandatory residential energy performance disclosure	0%	60%	70%	0%	NA
Energy efficiency improvement in the commercial building sector	0%	4%	4%	0%	NA
Percentage of regulated commercial building owners complying with Ordinance No. 187095 (Commercial Energy Performance Reporting)	0%	93%	90%	0%	NA
Percentage reduction in per person carbon emissions from 1990 levels	42%	NA	45%	0%	90%
Number of net zero carbon buildings	0	1	2	3	NA
Per person residential energy use (million BTUs)	15.00	25.90	23.00	0.00	41.80
Percentage of City electricity use from renewable resources	100%	100%	100%	0%	100%

Explanation of Services

The challenge of climate change is more urgent than ever. Scientific evidence tells us that we are quickly running out of time to bend the carbon emissions curve to a level that will preserve the world as we know it. We have missed too many opportunities already. From today on, we must make carbon an intensely more explicit part of how we think about the world and how we make decisions.

This program includes two teams that are focused on aggressive carbon reduction targets, aiming for a 60-70% reduction in emissions by 2030:

Climate and Sustainable Development Team: This team works to create equitable community benefits that reduce carbon emissions by centering the health, prosperity, and resilience of the people most impacted by climate change. In Portland, this includes Black and Indigenous people, communities of color, immigrants, refugees, low-income individuals, labor and workers, people living with disabilities, youth, and individuals experiencing homelessness. By engaging and prioritizing results for these frontline communities, Portland will identify new and innovative climate actions that matches Portland commitment to equity and racial justice. Activities include designing and implementing the Climate Justice Initiative; connecting climate justice to other City initiatives; and programs such as anti-displacement, waste equity, renewable fuel standards, deconstruction, and climate adaptation.

Buildings, Energy, and Transportation Team: This team develops and implements policies and delivers programs focused on eliminating carbon from and increasing equity and resilience in three major infrastructure systems: buildings, the energy supply grid, and the transportation system. This team also leads the effort to establish net zero carbon City operations. This team is guided by principles of climate and environmental justice and informed by community priorities.

Priority activities include: updating the Zoning Code to ensure that new multifamily buildings include EV-ready charging infrastructure; investigating policy options for reducing pollution from freight; advancing building performance standards to eliminate carbon from existing buildings; partnering with utilities to decarbonize the energy supply system; and engaging in critical federal and state legislative and regulatory proceedings.

Equity Impacts

Frontline communities have historically been under-served by climate- and energy-related programs and investments and under-represented in decision-making. Ensuring the just distribution of the benefits of climate actions and addressing the unequal burdens of the impacts of climate change like heat waves and wildfire smoke, requires intentional policies and projects that simultaneously address the systems that perpetuate both climate change and inequity.

Example efforts from FY 2020-2021 include:

- Co-creating the Climate Justice Initiative, a human-centered design approach to creating space for community-driven climate action.
- Supporting the Zero Cities Project, a Black and Brown-led community effort to develop a net-zero carbon buildings sector policy roadmap for Portland. This project established our policy focus on adopting building performance standards for rental housing. Reducing energy use in rental housing leads to lower energy cost burden, which reduces risk of displacement, while also reducing carbon from these buildings. This is a strong example of how the City can advance climate justice.
- Prioritizing BIPOC communities in the development of EV-ready Zoning Code for multi-dwelling zones.
- Offsetting the costs of the Home Energy Score policy for low-income homeowners.
- Collaborating with community-based and culturally-specific organizations to develop, own and operate community-scale solar energy systems in the Oregon Community Solar Program.
- Leading a diversity, equity, and inclusion training for the sustainable building industry, through our participation in the Zero Energy Ready Oregon (ZERO) coalition.
- Advocating with the Legislature and Public Utility Commission to protect low-income ratepayers from current energy cost burden and future costs of the clean energy transition.

Changes to Program

Despite 26 years of climate action, local carbon emission reductions have plateaued around 19% below 1990 levels (2018). Transportation emissions have been rising steadily. Resources for the program are wholly incommensurate with the scale of interventions needed to avert the climate crisis. Worsening this problem, the program is losing 3 FTE for FY 2021-22: the Chief Sustainability Officer (CSO) and two limited-term (LT) positions. The loss of an executive-level climate position harms Portland’s global stature as a climate leader and reduces credibility. The loss of the other positions further hinders our ability to meet climate justice goals. One LT position supports the climate justice initiative and related community engagement; the other supports enforcement of two City ordinances that regulate energy performance disclosure in buildings (Ord. No. 188143 and 187095).

In November 2020, staff were reorganized into the climate and sustainable development and deep decarbonization teams. Energy efficiency and renewable energy staff (4 FTE) were merged with staff working on low-carbon transportation, GHG accounting, and climate policy analysis (1.6 FTE.) We also pivoted 0.5 FTE away from longtime support of Citywide green teams and redeployed this position to support OMF on decarbonizing CityFleet. These changes allow BPS to implement its north-star climate policies (Resolution No. 37289 and Resolution No. 37494) more effectively.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	26,474	2,367,000	1,785,578	1,060,742	1,060,742
External Materials and Services	22,148	193,571	340,843	267,850	267,850
Internal Materials and Services	31,045	100,565	4,500	5,000	5,000
Bureau Expenditures Total	79,667	2,661,136	2,130,921	1,333,592	1,333,592
Fund Expenditures					
Contingency	0	0	9,652	0	0
Fund Expenditures Total	0	0	9,652	0	0
Ending Fund Balance	6,342,613	67,943,859	103,599	97,200	97,200
Requirements Total	6,422,280	70,604,995	2,244,172	1,430,792	1,430,792
<hr/>					
FTE	13.71	17.43	13.45	8.90	8.90

Budget Narrative

Resources

The program is funded through a mixture of resources, including the Solid Waste Management Fund (35%) and General Fund (32%), which are relatively stable sources of funding. The balance of funding comes from grants and interagency agreements which can vary from year to year.

Expenses Primary expenses of the program are staff salaries and benefits (83% of the budget), with the remaining budget dedicated to external materials and services, including professional services (e.g., required quality control for Home Energy Score policy), association dues, staff education, and professional development. Staff expenses are the most critical to delivering the services of the program.

Staffing 8.9 FTE provide the services of this program, including: one team manager, several program coordinators (various levels), and an analyst. Staffing has remained relatively stable in the past five years, although team affiliations have shifted in the past year.

Assets and Liabilities This program does not own or operate any assets.

Program Information

Program Contact: Andria Jacob

Contact Phone: 503-823-7616

Website: <https://www.portland.gov/climate-action>

Code Development

Program Description & Goals

The Code Development Program creates clear, effective, and defensible development regulations that ensure new development contributes to City goals and produces more equitable outcomes. The program consults on planning projects that include amendments to the Zoning Code. In recent years, work focused on increasing housing production and options to address the growing cost of housing and improving the design of the large new development. The program balances the benefits of regulation with the cost of implementation and compliance. The program also includes staff costs for some management and technical services that serve all the planning programs. This includes General Fund expenditures for four additional FTE: the Chief Planner, two GIS positions, and an Analyst 1.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Annual middle housing production as a percentage of overall housing production	0.14	0.13	NA	0.00	NA
Percentage of seven-county region's new housing that is in Portland.	40%	38%	25%	0%	25%

Explanation of Services

The City's 2035 Comprehensive Plan sets out goals that are achieved through how the city grows and redevelops. The development review process and the codes it implements are direct and major tools for achieving these outcomes. The Code Development Program develops and improves these tools through four main types of work:

Major code projects: Program staff lead large, multi-year, multi-bureau projects to improve development codes and processes. These projects are major in terms of amounts of development impacted, complexity of the issues addressed, the depth of community engagement, and level of community concern or controversy. These projects often address issues and conditions that inequitably impact communities of color. Over the last five years, this program has been involved with rewriting almost all the sections of the Zoning Code affecting residential and mixed-use development including major changes to the amount and type of housing that can be built in single-dwelling neighborhoods.

Quick response code projects in response to City Council priorities or emergency needs: In the last year the Code Program completed unanticipated projects to extend the expiration dates of land use reviews to give developers the flexibility needed during COVID-19 and address rezonings for affordable housing.

Code development expertise: About 50% of the bureau's planning projects include development of Zoning Code and other city code amendments and other regulatory tools. The Code Development Program provides expert technical code writing and editing services to these projects within BPS and to other City bureaus.

Technical Services: These staff serve all BPS planning programs and include mapping/GIS, data analysis, and other technical work.

Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide explicit direction to reduce disparities, increase access to opportunity, and mitigate burdens to those affected.

The plan controls the distribution of growth and change and can have a significant impact on who benefits or is burdened. Zoning has historically been used to re-enforce segregation and protect privileged communities from change while directing change to communities with fewer resources – often communities of color. The program is working to reverse harm by revamping residential development codes to increase housing access and choice in high-opportunity communities. The program also is working with the Joint Task Force on Homelessness on code projects to remove barriers to providing additional shelter. All code projects are evaluated in terms of their impact on displacement in low-income communities.

Changes to Program

The major project in the program in FY 2021-22 is the completion of the State-mandated changes to allow more types of middle housing in low-density single-dwelling zones (Residential Infill Project Part 2).

Staffing in this program was reduced last year (FY 2020-21) by 1 FTE to redirect resources to the Anti-Displacement Action Plan project. In FY 2021-22, the program will again be reduced by 1 FTE. The remaining team will support other projects, so this reduction eliminates the ability of the program to undertake quick response projects this year.

In previous years, the program undertook smaller projects related to development issues that become acute community and City Council priorities. These projects vary in scale but all require quick, thorough, data-driven technical work and efficient, genuine, and defensible public engagement. A single staff person may be able to handle up to three of these projects over a year with support from other BPS programs.

The program will continue to not be able to undertake Regulatory Improvement Program (RICAP) code improvement packages, which in the past were done annually in collaboration with BDS.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	749,547	1,451,273	1,464,285	1,594,644	1,459,949
External Materials and Services	18,337	15,977	42,619	80,000	80,000
Internal Materials and Services	597	5,537	4,000	228,000	228,000
Bureau Expenditures Total	768,481	1,472,787	1,510,904	1,902,644	1,767,949
Ending Fund Balance					
Requirements Total	768,481	1,472,787	1,510,904	1,902,644	1,767,949
FTE	9.50	10.20	10.00	10.00	9.00

Budget Narrative

Resources	The FY 2021-20 budget reduces staffing by 1 FTE. We will request to have this staffing capacity restored necessary to provide core functions for all planning projects.
Expenses	Staffing represents more than 95% of the budget for the Code Program.
Staffing	The program includes 9 FTE including the Chief Planner, 5 on the Code Team, and 3 in the data/mapping team in the FY 2021-22 budget proposal if the Planning add back package is accepted.
Assets and Liabilities	The program provides a community development and public engagement service and does not operate or own any assets.

Program Information

Program Contact:	Sandra Wood
Contact Phone:	503-823-7949
Websites:	https://www.portland.gov/bps/regulatory-improvement-projects

Comprehensive & Strategic Planning

Program Description & Goals

This program shapes Portland’s growth through plans, policies, and projects, for a more prosperous, healthy, resilient, and equitable city. The strategy is for most households to live in complete neighborhoods – places where people have safe and convenient access to what they need to be healthy and successful. This means acting, often with other bureaus and agencies, to implement City policy, plans, codes, investments, and programs to grow vibrant centers and corridors in more neighborhoods; increase housing supply, options, and affordability; support commercial development to grow jobs and an equitable low-carbon economy; and protect natural resources.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Retain community inclusivity as neighborhoods grow and change	24%	26%	29%	0%	29%
Percentage of new housing units that are in Centers and Corridors	89%	90%	89%	89%	80%
Percentage of Portlanders Living in a Complete Community	67%	66%	69%	0%	80%

Explanation of Services

The Comprehensive Plan, which is required by Oregon law, is the City’s core tool for manage growth, development, and transportation systems to best meet long-range goals. Through development and implementation of the plan, Portland reaches climate, housing, economic development, and equity outcomes that meet community-defined objectives. The program’s work falls into four areas:

Comprehensive Planning: This group maintains and updates the Comprehensive Plan and Citywide Systems Plan; responds to annexation requests; coordinates the urban service boundary and growth-management with schools, neighboring jurisdictions, and Metro; and undertakes projects to implement adopted plans. Current projects include evaluation of infrastructure issues for compliance with HB 2001 (Residential Infill), and development of code changes related to the housing emergency (Shelter to Housing Continuum project).

Transportation and Transit Coordination: This group provides land use and equitable development planning on major transportation projects with PBOT, Prosper Portland, PHB, TriMet, and Metro. FY 2020-21 projects include plans for the West Portland Town Center and Ross Island Bridgehead; plans and an equity assessment for the proposed streetcar from Montgomery Park to Hollywood; Zoning Code amendments for electric vehicle charging; and support for the Equitable Mobility Project.

Age-Friendly City: In 2020, the Age Friendly Coordinator shifted to the Emergency Coordination Center (ECC) to manage targeted COVID engagement and a CARES Act project (ABC Care). Staff also supported the Age-Friendly Council; added an age/disability lens to BPS projects; and convened cross-bureau work groups regarding cable programming, accessibility support and training, and state legislation on ‘visitability’.

Bureau of Planning and Sustainability

Spatial Justice: As shown in the 2019 Historical Context of Racist Planning report, zoning has long been used to exclude and segregate communities in Portland. The BPS Spatial Justice Project explores how to use zoning and related tools to correct past harms to Black and indigenous communities. The program will advance actions identified in existing community-led plans, such as the PAALF Peoples Plan, Reimagine Oregon, and State of Black Oregon.

Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide direction to reduce disparities, increase access to opportunity, and mitigate burdens. The plan controls the distribution of growth and change and can have a significant impact on who benefits and who is burdened. Zoning has historically been used to re-enforce segregation and protect privileged communities from change while directing change to communities with fewer resources – often communities of color. The program is working to reverse harm by promoting land use changes that increase housing access and choice in high-income communities and developing new tools to prevent displacement. For example, the West Portland Town Center Plan is emphasizing health and prosperity outcomes for immigrants and communities of color nearby.

The group works closely with community-based organizations to understand community needs and is expanding work with partners to ensure that major investments maximize benefits and avoid burdens on vulnerable communities including renters.

Changes to Program

The Oregon Supreme Court upheld state acknowledgement of the 2035 Comprehensive Plan in 2020. That ruling concluded several years of work with the City Attorney to defend the plan.

As part of reorganization of the bureau’s equity and engagement work, funding was reallocated to the new Equity and Engagement Program, which serves the entire bureau, absorbing part of the work previously staffed by the Comprehensive and Strategic Planning program. In FY 2020-21, the program started development of a new practice, the Spatial Justice Program, to use planning tools to improve outcomes for Black and indigenous households and businesses.

In FY 2019-20, Council funded a new Age Friendly Cities position with one-time funding, which is housed in this program. The time needed for hiring resulted in salary savings which was carried over to continue the program. While this work demonstrated significant value, the bureau is not proposing to fund the position in FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	1,275,385	1,366,164	1,254,567	925,881	925,881
External Materials and Services	499,348	331,755	347,448	50,000	50,000
Internal Materials and Services	71,332	18,868	16,467	2,500	2,500

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Bureau Expenditures Total	1,846,065	1,716,787	1,618,482	978,381	978,381
Ending Fund Balance					
Requirements Total	1,846,065	1,716,787	1,618,482	978,381	978,381
FTE	1.00	12.32	10.00	7.00	7.00

Budget Narrative

Resources	The program is supported primarily by the General Fund with some grant and interagency funds. In FY 2021-22, this will include grants from ODOT and an Interagency Agreement with PBOT.
Expenses	Staff is more than 90% of the program budget. Most consultant services in recent years have been grant-funded. The number and size of projects that the program can undertake is directly related to funding. BPS maintains staff capacity to address on-going state mandates and an annual program of projects; and new discretionary projects require grant or other funding.
Staffing	For FY 2021-22, the Comprehensive and Strategic Planning program will have approximately 7 FTE, primarily land use planners and analysts. Additional limited-duration staff are added when possible with specific grant-funded projects.
Assets and Liabilities	The program provides regulatory and policy services and does not operate or own any assets.

Program Information

Program Contact:	Eric Engstrom
Contact Phone:	503-823-3329
Website:	https://www.portland.gov/comp-plan

Director's Office

Program Offer Transition Information

In FY 2020-21, as part of the program offer conversion, the resources and staff for the Director's Office were combined into what was titled Business Services in FY 2019-20, now titled Bureau Administration. This new structure provides a stronger, more cohesive accounting of all BPS's internal operations, including the Director's oversight of the whole bureau.

In FY 2021-22, a similar structure remains in place, with one further change of taking the Equity & Engagement Program out of the Bureau Administration budget to create its own Program Offer.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	364,540	218,996	0	0	0
External Materials and Services	76,174	61,583	0	0	0
Internal Materials and Services	1,218	1,007	0	0	0
Bureau Expenditures Total	441,932	281,585	0	0	0
Ending Fund Balance					
Requirements Total	441,932	281,585	0	0	0
<hr/>					
FTE	2.00	2.00	0.00	0.00	0.00

Equity & Engagement

Program Description & Goals

The Equity and Engagement Program oversees the design, implementation, and evaluation of the BPS Equity Roadmap by focusing on both organizational policy change and community investment and partnership strategies. The program will work to create an inclusive culture, a diverse workforce, and measurable equity results through trainings, discussion forums, and racial identity caucuses. The program also leads BPS' community partnership work to engage diverse, often under-served or under-represented, communities in land use and sustainability initiatives.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percent of employees that attended at least one equity-related training per year	98%	100%	100%	0%	100%

Explanation of Services

This program provides technical guidance and leadership for equity, diversity, and inclusion-based initiatives; works with other City bureaus and community partners to strengthen policies and practices to advance the City's racial equity goals and programming to address systemic and institutional racism; and manages organizational change for BPS to become an anti-racist organization through continuous skill-building opportunities for staff. The program also provides oversight of externally-facing work to ensure that equity is embedded into all BPS programs, policies, projects, and processes. Community engagement is a vitally important tool for this aspect of the bureau's equity work, and the engagement staff are focused on transforming local governance practices to community-led models, fostering democratic participation and equity through community-driven decision making. Community engagement is the tool we use to bridge the divide between community and governance so that we are better able to improve access, participation, and outcomes for groups that have been historically under-represented.

Equity Impacts

FY 2021-22 is the first year for the Equity and Engagement Program as a stand-alone Program offer. This change will provide a clearer pathway to measure the impacts of our bureau equity efforts by assigning a team of equity practitioners to monitor the development, implementation, and evaluation of the Racial Equity Workplan activities. The program will guide bureau programs and staff in normalizing and operationalizing strategies, policy changes, and project outcomes intended to support the increased accessibility of collaborative relationships and resources to support and elevate the voices of under-represented populations.

Bureau of Planning and Sustainability

Various teams collect both qualitative and quantitative data that is used to measure the impact and effectiveness of bureau projects, programs, and services. Funding for the program has been allocated for use specifically on work that advances our racial equity and ability goals such as language access, technical support, community liaisons, and volunteer committee staffers. The program serves as the liaison to the Office of Equity and Human Rights to ensure the most up-to-date and relevant information regarding Accessibility (Title II) and Civil Rights (Title VI) compliance are shared and adhered to. The program is ultimately responsible for supporting BPS staff in becoming an organization where equity is a lens through which we make everyday decisions that are embedded in bureau operations.

Changes to Program

In FY 2020-21, as part of the move to budgeting by program offer, resources and staff have been redistributed into what is now the Equity and Engagement Program. Organizational structure changes have included the Equity and Engagement Manager serving on BPS' Executive Team and a Supervising Coordinator role who will provide leadership and technical assistance on the delivery of community-centric engagement models. This new structure creates a central hub where resources supporting our racial equity work can be more closely monitored and adjusted to maximize the impact of bureau-wide equity activities without extracting significant equity resources from programs and projects across the bureau. The pandemic has created an increase demand in attention and strategic intervention to support underrepresented populations.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	0	0	629,481	629,481
External Materials and Services	0	0	0	75,000	75,000
Bureau Expenditures Total	0	0	0	704,481	704,481
Ending Fund Balance					
Requirements Total	0	0	0	704,481	704,481
FTE	0.00	0.00	0.00	5.00	5.00

Budget Narrative

Resources: This program is funded by bureau overhead, ongoing General Fund, and the Solid Waste Management Fund.

Expenses: Primary expenses of the program are staff salaries and benefits. Program expenses also include funding to support community public involvement plan activities such as focus groups or meeting accommodations.

Staffing: This program includes the Equity & Engagement Manager and 4 additional FTE.

**Assets and
Liabilities:**

This program does not own or operate any assets.

Program Information

Program Contact: Nikoyia Phillips

Contact Phone: (971) 288-7597

Website: <http://www.portlandoregon.gov/bps>

Portland Clean Energy Fund

Program Description & Goals

This program is responsible for the implementation of voter-approved Measure 26-201. As prescribed by its authorizing legislation, the Portland Clean Energy Fund (PCEF) will invest in community-led projects and programs that reduce greenhouse gas emissions in ways that support social and economic benefits for all Portlanders. PCEF prioritizes communities of color, low-income residents, and other communities on the frontlines of climate change with clean energy funding, job training programs, and green infrastructure projects. PCEF also prioritizes the development of skilled workers from historically disadvantaged groups, including women, people of color, and the chronically under-employed.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
PCEF grant application solicitations	0	0	1	1	1
Number of outreach/training/engagement events or meetings with PCEF staff participation excluding PCEF Committee meetings	0	37	20	0	NA
PCEF targeted engagement events	0	13	12	0	NA

Explanation of Services

PCEF will provide grants to nonprofit organizations to invest in community-led projects and programs that reduce greenhouse gas emissions in a manner that supports social and economic benefits for all Portlanders. Funding comes from the proceeds of a one-percent surcharge on the retail sales of certain large retailers within Portland, as approved by voters in Measure 26-201 in November 2018. PCEF will provide \$60 million annually in grant funding in FY 2021-22 and is anticipated to provide a similar level of funding in both FY 2022-23 and FY 2023-24.

Funding categories as provided in the ballot measure language are: 1. Renewable energy and energy efficiency programs. 2. Clean energy jobs training, apprenticeships and contractor support. 3. Regenerative agriculture and green infrastructure programs that result in sequestration of greenhouse gases. 4. Future innovation, i.e., projects that do not fall directly in the prior categories, but that provide opportunity to further the goals of PCEF.

PCEF project and program grant investments decisions will be made by the Mayor and City Council based on recommendations of a nine-member PCEF Committee consisting of community members with demonstrated expertise across an array of fields identified in Portland City Code 7.07.050.D. The PCEF Committee will forward grant funding recommendations based on competitive solicitations. Priority projects and programs to be funded by PCEF must demonstrate both reduction in greenhouse gases and advancement of social and economic benefits.

FY 2021-22 will be a critical year in the implementation of PCEF. The program will: 1. Scale up grant investments to \$60 million, from \$9 million on FY 2020-2021. 2. Continue build out of a robust capacity building program to support under-resourced communities in accessing and developing strong PCEF proposals and projects. 3. Continue implementation and refinement of core grant-making and tracking infrastructure.

The PCEF committee is anticipated to make recommendations on the next grant proposal solicitation in Winter 2021-22.

Equity Impacts

Frontline communities have historically been under-served by climate- and energy-related programs and investments and under-represented in decision-making. PCEF directly challenges this history both in its decision-making structures, its implementation team, and its authorizing legislation. PCEF is anticipating the development of performance measures that disaggregate demographic (gender, age, race/ethnicity identification(s), primary language spoken in the home, beneficiary zip code, household income, and disability status) data associated with grant investments. PCEF is developing performance measures with guidance from the PCEF committee to ensure accurate, precise, and timely data availability in order to fully understand and adapt the program based on equity outcomes.

Changes to Program

PCEF was a new program offer in FY 2020-21. The ongoing design and development of the PCEF program will necessitate the development of additional performance measures in the following two to three fiscal years related to the outcomes of program investments. Performance measures will be developed in collaboration with the PCEF Committee. Additional notable changes in FY 2021-2022 is the increase in outgoing grants to \$60 million from \$9 million in FY 2020-2021.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	0	1,636,034	1,620,898	1,620,898
External Materials and Services	0	0	10,158,100	61,286,000	61,286,000
Internal Materials and Services	0	1,590	1,685,409	2,240,678	2,240,678
Bureau Expenditures Total	0	1,590	13,479,543	65,147,576	65,147,576
Fund Expenditures					
Contingency	0	0	54,447,309	42,143	42,143
Fund Expenditures Total	0	0	54,447,309	42,143	42,143
Ending Fund Balance	0	0	44,000,000	96,281,970	96,281,970
Requirements Total	0	1,590	111,926,852	161,471,689	161,471,689
FTE	0.00	0.00	10.50	12.30	12.30

Budget Narrative

Resources Funding comes from the proceeds of the Clean Energy Surcharge, a Large Retailer business surcharge and is estimated to provide \$44-61 million in FY 2021-22.

Bureau of Planning and Sustainability

Expenses	PCEF is budgeting \$65.5 million for program expenditures in FY 2021-22, with \$60 million planned in outgoing grants. PCEF plans to spend up to \$2.7 million to administer the fund in FY 2021-22; this figure is 5.2% of \$52.5 million, which represents the middle of the range of the fund's projected revenues. The balance of \$2.8 million is associated with program expenses such as community capacity building expenses and Revenue Division collection services expenses.
Staffing	The PCEF program staff will remain at 12.5 FTE. PCEF is led by a program manager, along with a team of additional staff focused on managing grants/grantees, outreach, communications, capacity building, evaluation, finance, and administrative support.
Assets and Liabilities	PCEF will continue to grow its fund balance at the end of FY 2021-22 as funds may be held over to the fiscal following year if the entirety of available funds are not awarded. PCEF does not project any liabilities in FY 2021-22.

Program Information

Program Contact:	Sam Baraso
Contact Phone:	503-823-2399
Website:	https://www.portland.gov/cleanenergy

River & Environmental Planning

Program Description & Goals

This program is responsible developing plans, policies, projects, and regulations to protect and improve the health of environmental resources, support proper floodplain management and contribute to Portland’s resiliency in the face of climate change. The program is also responsible for developing plans that meet State land use mandates and advance objectives related to natural resources, economic development, recreation, water quality, and other goals.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of significant natural resources protected through non-regulatory and/or regulatory measures	84%	84%	86%	0%	90%

Explanation of Services

The program is organized into three teams:

Willamette River Planning: River planning focuses on future development; parks; natural, scenic, and cultural resources; and transportation along the river. In the last few years, BPS completed two plans for the Willamette River: The River Plan Central Reach and River Plan South Reach both revamped regulations to strengthen natural resource protection, increase use of park land, and streamline the regulations overall.

River Planning is coordinated closely with the City’s Tribal Relations Program, tribal governments, and native people due to their deep cultural relationships with Willamette River. Key changes included amendments to the comprehensive plan to recognize tribal governments as governments, the establishment of an Intergovernmental Review Draft to facilitate early Tribal and other government review, and provisions to protect archaeological resources in the plan area.

Environmental Planning Program: The Environmental Planning Program is responsible for development and maintenance of the City’s regulatory tools to protect and enhance natural resources and improve environmental health and resiliency citywide and through area-specific projects. This includes development of State required natural resource inventories (NRI) and the application of environmental overlay zones and other measures to support compliance with regional, state, and federal laws including the Endangered Species Act and the Clean Water Act.

The program is currently correcting the environmental overlay zone maps based on up-to-date technology and methods in the Ezone Map Correction Project. These maps are used to protect identified natural resources and to avoid development in natural hazard areas.

The Ezone project impacts 13,619 acres of natural resources, 535 acres of which were previously unprotected streams, wetlands and forests. The next phase will focus on industrial land.

Bureau of Planning and Sustainability

Resiliency Planning / Floodplain Regulation update: The River and Environmental Planning program helps with the City’s resiliency research and planning. During the development of the Comprehensive Plan, the program recommended reducing development capacity on landslide prone properties. The current project will help increase flood capacity and floodplain habitat for endangered and threatened salmon and steelhead species and seek future floodplain maps based on climate change models. The floodplain work in FY 2021-22 will impact about 10,000 properties and require significant public, property owner, and renter engagement.

Equity Impacts

Access to rivers, streams, forests, and wildlife is important for a healthy community: lowering blood pressure, decreasing anxiety, increasing physical activity, and improving social cohesion all come when people have access to nature. People who experience the greatest disparities in Portland typically have limited access to nature. By protecting and enhancing natural areas in neighborhoods, we provide equitable access to nature and these public health benefits.

The team works closely with the City’s Tribal Relations Director to involve local tribes and other native peoples in planning, especially along the Willamette River. This program also serves as BPS’ liaison to the City’s Tribal Relations Director. The results of this collaboration are especially evident in the recently adopted River Plan / South Reach project.

Changes to Program

In FY 2021-22, the program staff will focus on: 1) updating local floodplain development regulations per federal mandate; 2) completing Phase 1 of the of the environmental zones update; and 3) starting Phase 2 of the Ezone update for resources in the Columbia Corridor. The floodplain work is required for Portland households and businesses to access Federal Flood Insurance. Ezone Part 2 is required to be able to protect new natural resources in industrial areas.

In FY 2021-22, the program will be staffed with three City Planner II Environmental positions. This is a reduction of three FTE from the FY 2019-20 level. These three staff will be funded by a combination of funds from BES for the environmental overlay zone work and the Industrial Land/Columbia Corridor work and from proposed carryover of FY 2020-21 Special Appropriation funds for the floodplain work.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	598,220	890,806	743,244	472,428	472,428
External Materials and Services	19,832	86,073	81,755	31,936	31,936
Internal Materials and Services	4,765	28,810	74,064	15,000	15,000
Bureau Expenditures Total	622,818	1,005,688	899,063	519,364	519,364

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Ending Fund Balance					
Requirements Total	622,818	1,005,688	899,063	519,364	519,364
FTE	5.00	6.10	5.00	4.00	4.00

Budget Narrative

Resources	In FY 2021-22, the program will be supported by General Fund (through carry over of a special appropriation) and an IA with BES.
Expenses	Staff is more than 90% of the program budget. Typical projects also require funds for professional service contracts to supplement City staff.
Staffing	For FY 2021-22, the program will maintain 4 FTE. Staffing includes the Supervising Planner for this program and Central City part of the Area Planning program. Staff positions are environmental and land use planners.
Assets and Liabilities	The program provides a regulatory and policy service and does not operate or own any assets.

Program Information

Program Contact:	Sallie Edmunds
Contact Phone:	503-823-6950
Website:	https://www.portland.gov/bps/environ-planning

Smart City PDX

Program Description & Goals

Smart City PDX guides the City’s use of data and technology to address inequities and to benefit under-served communities. The program partners with Black, Indigenous and people of color (BIPOC) and disabled communities to identify how improved use of data and technology can meet community priorities and improve delivery of City services. These strategies address equity, privacy, open data, mobility, sustainability, health, safety, workforce development, and resiliency. The program facilitates multi-bureau collaboration, data sharing, and data accessibility.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Number of data review and privacy impact assessment services provided by Smart City PDX to City Bureaus/Offices and external partners.	0	4	10	15	30
Number of datasets available for download on the City of Portland’s Open Data portal(s)	320	300	350	400	500
Number of external/internal Smart City PDX outreach/training/engagement events	0	34	15	15	20
Total amount of outside funding or in-kind support for the Smart Cities program secured through grants, partnerships or other funding mechanisms	\$170,000	\$23,000	\$150,000	\$15,000	\$500,000

Explanation of Services

Racial inequities are apparent in who benefits and who is harmed by technology. Smart City PDX this as a major barrier to individual and collective prosperity. By partnering with BIPOC and disabled communities, rather than technology providers, Smart City PDX works make our city a place where data and technology are used to improve people’s lives and not harm them. We work to prepare for future technologies so they serve community-driven goals and values, and to have the City data and technology responsibly to support a healthy, safe, more affordable, and prosperous Portland.

Several City Council actions set the goals and mandates for the program: creating the Open Data Program (Ordinance 188356); establishing a Smart Cities Steering Committee (Resolution 37290); and, adoption of the Smart City PDX Priorities Framework (Resolution 37371), and Privacy and Information Protection Principles (Resolution 37437).

In FY 2021-22, Smart City PDX will focus on:

1. Data Governance: Smart City PDX was directed by Portland City Council to lead citywide efforts to better manage and use data including creating new data governance structures.
2. Privacy: Smart City PDX was directed by City Council to partner with OEHR and BIPOC community to develop better privacy policies, including for the use surveillance technologies like face recognition. The program is also developing a more structured and collaborative approach to privacy assessment.

3. Open Data Program: The program seeks to increase publication, open access, and widespread sharing of data collected and generated by the City and parties working on behalf of the City.

4. Digital Equity: Smart City PDX is working with OCT and outside partners to address the economic, social, and educational inequities the lack of reliable and affordable internet access, devices, and digital literacy skills creates for BIPOC and disabled Portlanders.

5. Other projects: Deployment and testing connected air quality sensors to assess localized air quality and continued development of the Portland Urban Data Lake (PUDL) data management and analysis platform for ingesting, managing and analyzing mobility data (partnership with PBOT).

Equity Impacts

In FY 2020-21, Smart City PDX's focus on equity resulted in:

- Development of the Initial Privacy Impact Assessment (IPA) to reduce the risk of harms to BIPOC community from City data and technology decisions.

- on (Ordinance 190114), in response to demonstrated biases in these technologies against Black people, women, and older people.

- Contracts with community members as Equity Consulting Advisors (ECAs) to help implement equity in Smart City PDX work and provide expertise and perspective on racial and social inequities in Portland. They advise on policy, strategies for community engagement, and building community technological capacity.

- Distribution of \$5,006,000 of technology resources – devices, internet, training – to approximately 10,000 BIPOC and disabled Portlanders through 24 community organization partners.

Changes to Program

In FY 2021-22, the program will continue to focus on equity, racial justice, and pandemic recovery by:

- Partnering with City bureaus and community to respond to the COVID-19 pandemic by increasing digital equity and access. In FY 2020-21, Smart City PDX was able to quickly pivot our work to secure CARES Act funding and generate significant positive impacts in BIPOC and disabled communities.

- Working to formalize a structure for BIPOC and disabled community to inform City data and technology decisions, including new resources to expand our Equity Consulting Advisor program.

- Developing a new model for privacy impact assessment services to make the City a better steward of public data and increase our ability to evaluate our impacts on BIPOC and disabled Portlanders. With additional resources, we could scale our work, increase impacts, and better engage BIPOC and disabled community. The program has had no increase in resources since its inception in 2017.

Bureau of Planning and Sustainability

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	257,156	284,931	286,141	313,740	313,740
External Materials and Services	101,246	90,944	59,089	10,000	135,000
Internal Materials and Services	0	0	1,000	0	0
Bureau Expenditures Total	358,402	375,875	346,230	323,740	448,740
Ending Fund Balance					
Requirements Total	358,402	375,875	346,230	323,740	448,740
FTE					
	2.00	2.00	2.00	2.00	2.00

Budget Narrative

- Resources** This program is funded through ongoing General Fund. Individual Smart City PDX projects are often supported by interagency agreements, intergovernmental agreements, grants, and in-kind services from partners, which can vary from year to year.
- Expenses** Primary expenses of the program are staff salaries and benefits. Support for meaningful community engagement is an increasing expense. Additional staff and budget are also needed to scale the work citywide (e.g., Open Data, Data Governance, and the Initial Privacy Assessment process).
- Staffing** This program includes two staff who coordinate the Smart City PDX program across multiple bureaus (e.g., facilitating the Smart Cities Steering Committee), implement specific Smart City PDX projects (e.g., the CARES Act Digital Divide Project), and lead the City’s Open Data, Data Governance and Privacy programs. Smart City PDX is led by BPS’ Smart City PDX/Tech Services Manager position, which is included in the bureau’s Bureau Administration program offer.
- Assets and Liabilities** The program currently owns six air quality sensor systems. These sensors were purchased as part of a pilot funded by the National Institute of Standards and Technology (NIST). Total cost for the six sensors was approximately \$32,000.

Program Information

- Program Contact:** Kevin Martin
- Contact Phone:** 503-823-7710
- Website:** <https://www.smartcitypdx.com/>

Sustainable Consumption & Production

Program Description & Goals

Through community collaboration and education, the Sustainable Consumption and Production Team helps Portlanders achieve prosperity, health, and resilience by making informed decisions about practices that conserve resources and reduce emissions at home and work.

Goals advanced by program are:

1. Motivate voluntary and market-based actions that advance City and bureau goals for a sustainable city that is prosperous, healthy, resilient, and equitable.
2. Support the City in achieving a high-quality garbage, recycling, and compost services by providing necessary service information and customer-requested resources.
3. Help implement action outlined in the City’s Climate Action Plan and Metro’s 2030 Regional Waste Management Plan.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Portlanders’ satisfaction with quality of garbage, recycling, and composting services	0%	NA	75%	75%	75%
Number of businesses consulted with on sustainability requirements	2,103	4,339	3,000	2,000	6,000
Number of multifamily units provided with waste education	5,923	5,713	25,000	25,000	50,000

Explanation of Services

Portland’s climate leadership has resulted in a 19% emissions reduction below 1990 levels. However, this reduction does not account for the goods we buy which are in large part produced elsewhere. These emissions are more than twice the emissions produced locally. Even with the success of reducing local emissions, our consumption-based emissions continue to climb, increasing 9% from 2011 to 2015.

Because of this, the 2015 Climate Action Plan directs us to develop a sustainable consumption strategy to prioritize local government activities to support a shift to lower-carbon consumption patterns. This is consistent with direction presented by Oregon DEQ’s 2050 Vision of Materials Management and Metro’s 2030 Regional Waste Plan. Both plans guide a shift in Portland’s materials management strategy to address the impacts of production and consumption as well as manage for accessible, high performing waste collection service.

The Sustainable Consumption and Production Team is responsible for implementing the City's first draft strategy, a BPS-specific set of actions to grow this body of work and learn about community's changing needs in the context of COVID-19. This includes conducting audience research, needs assessments, and facilitating business-led problem solving. It also includes continuing long-standing engagement programs that help community be resourceful through reuse, repair, community sharing, as well as tips to stretch their food waste prevention and minimize food waste. These programs also help community make the most of the city's comprehensive waste service.

The result of this work will be a citywide consumption and production strategy. The vision and leadership for this strategy will be developed in partnership with BIPOC community, with a goal of reducing emissions, environmental harm, and human health impacts, as well as creating benefits for BIPOC community and creating wealth-generation opportunities.

Supporting this endeavor is the C40 Thriving Cities Initiative, which aims to pilot new ways of thinking, governance and collaboration, and to foster community-led action for a green and just future. Portland is one of three global cities participating in the pilot, which has received funding for work in FY 2021-22. This work will include support on circular/regenerative economies, several new co-creation public workshops, mayoral leadership, cross bureau/community partner collaboration on implementation planning, and communications support.

Equity Impacts

As described above, the Sustainable Consumption and Production Team will engage BIPOC communities in shaping our vision for the work and collaboratively determining how we'll build a new sustainable economy. Resources will be shifted to allocate more staff time to engagement as well as funding for community participation.

Work conducted to build our understanding – such as audience research and needs assessments – will include a focus on BIPOC community experience. In addition, we have prioritized work plan actions that are at the nexus of climate, health, equity and economic stability and expect to learn as we engage community in these efforts.

- The community-designed Master Recycler course collaboration with communities of color, with up to two community organizations annually designing courses tailored to their needs.

- Collaborate with Black and Latinx communities to adapt the Fix-It Fair model, content, and engagement strategies with the goal of continuing to increase the percentage of Fix-It Fair attendees that identify as people of color (currently 30%).

- Waste collection education and engagement services will be adapted to better meet the needs of BIPOC community and BIPOC-owned businesses by 1) shifting resources away from English-language mailing as primary education tool for single family households toward image-based and translated messages delivered through strategies such as community partnerships and/or ads in targeted publications; 2) shifting resources away from green business programming toward supporting businesses in understanding their waste collection rights and exceeding basic collection service needs; and 3) allocating resources to implementing regional multifamily service standards; correcting collection service inequities experienced by multifamily tenants.

Changes to Program

The Sustainable Consumption and Production program will be reduced by 1.2 FTE in the FY 2021-22 budget so resources can be directed the Equity and Engagement program. Contracted work has been brought in-house to help contain costs. In FY 2021-22, we will continue to realign staff time and budget to:

- Support the implementation of a multi-year strategy for reaching climate, equity, and quality service goals for the multifamily sector. Specifically develop new requirements, compliance, and enforcement monitoring and response strategy as well as refreshed outreach and engagement.
- Support the continued development of the sustainable consumption and production strategy and emerging climate crisis initiatives through community engagement and the design and development of new programs, campaigns, and events.
- Engage single-family audiences in new ways including texts and service reminders in multiple languages and add community outreach/engagement partnerships, specifically around our multifamily work.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	(7)	1,352,381	1,179,846	1,105,924	1,105,924
External Materials and Services	19,083	229,577	529,625	264,120	264,120
Internal Materials and Services	5,000	178,185	241,804	326,500	326,500
Bureau Expenditures Total	24,076	1,760,143	1,951,275	1,696,544	1,696,544
Ending Fund Balance					
Requirements Total	24,076	1,760,143	1,951,275	1,696,544	1,696,544
FTE	11.40	12.23	10.20	7.80	7.80

Budget Narrative

- Resources** The program is funded through a combination of resources including the Solid Waste Management Fund and grants, which are relatively stable sources of funding.
- Expenses** Primary expenses of the program are staff salaries and benefits (66% of the total budget), with the remaining budget dedicated to external materials and services and an annual citywide mailing of the Curbsidernewsletter.
- Staffing** Approximately 7.8 FTE provide the services of this program, including 2 managers (Manager II and Coordinator IV) and program coordinators (various levels).

Bureau of Planning and Sustainability

Assets and Liabilities This program does not own or operate any assets.

Program Information

Program Contact: Jill Kolek

Contact Phone: 503-823-7590

Website: <https://www.portland.gov/sustainabilityatwork>

Urban Design & Research

Program Description & Goals

This program leads projects and provides expertise to the work of BPS and the City related to housing, economic development, urban design, and historic preservation. The data-driven, technical expertise provided by the program is critical to ensure land use planning decisions produce the intended results as policies interact with market forces and conditions. The program leads BPS’ work on the Anti-Displacement Action Plan (ADAP) and plays a core role in the bureau’s equity analysis and in the new Spatial Justice work plan.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of new housing units that are in Centers and Corridors	89%	90%	89%	89%	80%
Percentage of seven-county region’s new employment growth that is in Portland	39%	33%	31%	0%	31%
Percentage of seven-county region’s new housing that is in Portland.	40%	38%	25%	0%	25%

Explanation of Services

This program provides analysis and design services for plan and policy development and evaluates how proposals interact with market forces to produce desired outcomes including equity goals.

Housing and Economic Interventions: This team does research to develop housing and economic policies. This includes into real estate and development trends, displacement risk for vulnerable populations, including BIPOC communities of color. They are lead for the Anti-Displacement Action Plan (ADAP), which is a joint community/City process to implement the anti-displacement policies adopted with the 2035 Comprehensive Plan. In FY 2021-22, the ADAP will shift to focus on how BPS tools can address anti-displacement and advance equitable development.

This team also leads the update of the Economic Opportunities Analysis (EOA), which is a State-required industrial and employment zoning assessment. In FY 2021-22, the EOA update will enter the policy making and public engagement stage to determine the need for industrial land to meet City goals. This will include consideration of long delayed actions to protect natural resources in industrial areas.

Urban Design Studio and Historic Resources: The Urban Design Studio integrates City urban design goals into projects to create great and inclusive places for all people. They produce plans, analysis, policies, and community engagement that inform decisions on the design of new buildings and public realm. The team is completing major revisions of the City’s Design Review program. They assist infrastructure projects such as the South Park Block Master Plan (lead by Portland Parks & Recreation), Broadway Corridor/USPS (lead by Prosper Portland) and, with PBOT, the Broadway Bridge Replacement and the Central City Green Loop project. Finally, with other bureaus, they are planning for actions for Central City recovery post-COVID-19.

Bureau of Planning and Sustainability

Historic Resources staff supports the City's historic resource program compliance with federal and state law. They staff the Historic Landmarks Commission on National Register of Historic Places nominations. They focus on preservation of historic/cultural resources of African-American and other underrepresented communities. In FY 2021-22 the program will complete a major update of the historic resource protection section of the Zoning Code.

Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide explicit direction to manage growth to reduce disparities, increase access to opportunities and mitigate the burdens of land use and transportation decisions. The ADAP is a major program focus to provide recommendations on equity-centered anti-displacement and equitable development policy, coordination and implementation. The EOA update is another major initiative with a focus on how to create middle-wage job opportunities for people without college degrees. The Urban Design and Research program is actively working to reverse that historical harm by promoting land use changes that increase housing access and choice in high-income communities and developing tools to implement anti-displacement policies to mitigate or reduce displacement risks for lower income communities.

Changes to Program

In FY 2021-22, the Urban Design and Research team will continue to work with a community coalition to develop an Anti-Displacement Action Plan. In previous years, this work was supported by one-time General Fund for 1 FTE, consultants, and support for community involvement. In FY 2021-22, we will fund project staff with ongoing General Fund resources and by sharing a supervisor and City Planner II with the Area Planning Program. Grant funds were obtained to continue to support community engagement in the next year. As part of rebalancing of staff resources, 1 FTE will be shifted from the Urban Design Studio to the Housing and Economic team and 1 FTE is shifted to the District Planning Team in the Area Planning Program.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	389,527	1,372,403	1,269,762	884,638	884,638
External Materials and Services	42,149	153,375	300,698	46,000	46,000
Internal Materials and Services	3,101	4,895	10,612	5,000	5,000
Bureau Expenditures Total	434,776	1,530,673	1,581,072	935,638	935,638
Ending Fund Balance					
Requirements Total	434,776	1,530,673	1,581,072	935,638	935,638
FTE					
	6.88	12.00	8.00	6.00	6.00

Budget Narrative

- Resources** The program receives funding from General Fund, grant-funded projects and IAs for data and analysis services. In FY 2020-21, 1 FTE was funded by 1-time General Fund for the Anti-Displacement Action Plan. In FY 2021-22, this position is funded by on-going General Fund resources.
- Expenses** Staffing is 90 percent of the budget for this program. Projects typically also require funds for consultant and other professional services. Most of the consultant budget in recent years has been grant-funded. With current funding levels, the program is largely dependent on seeking grant funding to carry out any discretionary projects.
- Staffing** In FY 2021-22, the program will be staffed by 6 FTE: 3 FTE in the Urban Design Studio and 3 FTE on the Housing and Economic Interventions team. This program will share a supervisor with the Area Planning program.
- Assets and Liabilities** The program provides a regulatory and policy service and does not operate or own any assets.

Program Information

- Program Contact:** Tom Armstrong
- Contact Phone:** 503-823-3527
- Website:** <https://www.portland.gov/bps/urban-design-studio>

Waste Collection

Program Description & Goals

BPS is responsible for regulating the garbage, recycling, and composting collection system for Portland’s residents and businesses. The Waste Collection program’s goals are to:

1. Create shared prosperity through affordable service, equitable participation of women and minority workers, and reduced barriers to economic opportunities for COBID businesses.
2. Provide exemplary service for residents and businesses.
3. Advance the City’s climate and environmental goals through waste prevention, recovery, and safe, environmentally sound operations.
4. Sustain a resilient and equitable system.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of waste recycled or composted	54%	54%	55%	55%	90%
Typical curbside residential bill as a percent of median income	0.62%	59.00%	0.60%	0.00%	0.60%

Explanation of Services

This program includes three teams:

Waste Collection: This team carries out City Council’s policy direction to reduce waste, increase recycling and composting, and maintain high-quality collection services at reasonable rates.

Residential waste collection includes franchising residential collection companies, enforcing service standards, setting rates, and customer support. The annual rate-setting process establishes the fee hauling companies can charge customers for providing residential garbage, recycling, and composting collection.

The commercial program oversees waste, recycling, and composting collection services provided by private hauling companies to businesses and multifamily customers. BPS establishes service standards, issues permits to haulers, and ensures compliance with City requirements. Commercial service is not franchised (rate-regulated) in Portland.

For both commercial and residential haulers, BPS establishes rules limiting pollution from collection vehicles and improving safety for workers, cyclists, and pedestrians.

This team collects fees from garbage and recycling companies – a residential 5% franchise fee and a commercial tonnage fee. The revenues are used by BPS waste collections, climate, and sustainability programs, and also provide funds for waste-related services undertaken by the BDS Nuisance Inspection Program and the OMF Homeless Urban Camping Impact Reduction Program.

Policy Development and Implementation: In addition to regulating waste collection, BPS develops and implements policy to reduce single-use plastics and polystyrene foam take-out food containers. BPS also coordinates with Metro and the DEQ on regional and statewide priorities around multifamily recycling, business food scraps separation requirements, and modernizing Oregon’s recycling system.

Public Trash Cans: The Public Trash Can Program helps Portland become the cleanest city in America by providing sidewalk trash cans and overseeing collection service in downtown and nine other business areas of the city. BPS is currently expanding this program to other business districts.

Equity Impacts

BPS prioritizes equity measures as part of Waste Collection work. In 2018, a diverse set of stakeholders reviewed the solid waste collection system’s ability to achieve the City’s equity and diversity values both in terms of workforce and company ownership. City Council subsequently accepted a Waste Equity Workplan, which BPS is now implementing.

In our FY 2021-22 budget request, we have allocated \$270,000 towards toward implementation of our Waste Equity Workplan, a set of actions developed in collaboration with a diverse set of stakeholders aimed at increasing equity and diversity in Portland’s waste collection system. Key elements of the team’s workplan include:

- Gather baseline data on diversity of Portland’s waste collection workforce.
- Redirect City waste collection contracts to COBID companies via a Class Special Procurement authorized by City Council in 2018. These efforts go beyond just jobs and seek to provide wealth-building opportunities to communities that have historically been excluded by helping COBID companies build capacity in the waste collection industry.
- Develop goals and performance metrics to track progress during workplan implementation.
- Continue seeking guidance on Waste Equity Workplan implementation from diverse stakeholders and community members that are either paid as Waste Equity Community Consultants or volunteer on the Waste Equity Advisory Group.
- Engaging stakeholders and conducting initial research and analysis around potential options for increasing equity and diversity in residential waste collection in preparation for the next review of the franchise agreement that governs residential collection.

Changes to Program

In FY 2020-21, Waste Collection Program staffing was increased by 2 FTE in order to assist development and implementation of the Waste Access and Opportunity Program and to support efforts to bolster day to day operational practices. The Code Specialist position will remain unfilled, as will the Chief Sustainability Officer position, as a cost-containment strategy described in the budget section. Other cost-containment strategies include cutting the commercial recycling container budget and significantly reducing the scale of our recycling and waste education mailer for multifamily residents, property managers, and business.

Bureau of Planning and Sustainability

Unprecedented recycling market conditions have impacted recyclers worldwide and caused significant cost increases for providing recycling services in Portland. BPS staff participated in the Oregon DEQ Recycling Steering Committee to Modernize Oregon’s Recycling System to assess current recycling programs and the recommend system improvements will be considered by the Oregon Legislature in 2021.

Implementation is underway for the business food scraps separation policy, which meets climate and waste reduction goals. All food businesses, such as restaurants, grocery stores, institutional kitchens, and schools are required to keep food scraps out of the garbage. While many Portland food generating businesses already separate their food scraps for composting, the program’s notification to other businesses has been paused due to consideration of COVID-19 impacts. This policy will be started throughout the Metro region with official notification to the largest food businesses and phased in over a three-year period. In total, about 3,000 Portland businesses will be included.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	1,332,562	1,582,289	1,634,355	1,634,355
External Materials and Services	0	1,474,463	2,535,606	3,026,396	3,026,396
Internal Materials and Services	0	104,367	1,571,293	1,490,495	1,490,495
Bureau Expenditures Total	0	2,911,392	5,689,188	6,151,246	6,151,246
Fund Expenditures					
Debt Service	72,001	76,818	79,889	83,092	83,092
Contingency	0	0	383,295	68,593	68,593
Fund Transfers - Expense	202,422	180,283	1,179,794	1,197,600	1,197,600
Fund Expenditures Total	274,423	257,101	1,642,978	1,349,285	1,349,285
Ending Fund Balance	5,995,774	6,307,111	5,425,243	4,498,997	4,498,997
Requirements Total	6,270,197	9,475,604	12,757,409	11,999,528	11,999,528
<hr/>					
FTE	9.50	9.34	11.05	13.00	13.00

Budget Narrative

Resources

The program is funded through a combination of resources, including the Solid Waste Management Fund and a grant, which are relatively stable sources of funding. Due to the COVID-19-related downturn in economic activity, fewer tons of commercial garbage have been generated, and BPS received less revenue than in prior years. The program has left two vacant positions unfilled and reduced spending in other categories to address the shortfall.

- Expenses** The program staff salaries and benefits make up 34% of the budget. The remaining 66% is dedicated to external materials and services, including professional services (e.g., contracts that support the residential rate review process, and the purchase of recycling and composting containers for businesses and the public trash can program), an interagency agreement with BDS to resolve solid waste related nuisance issues, and staff education and professional development. A major expense was initiated in 2018-19 to provide \$1 million annually to the OMF Homeless Urban Camping Impact Reduction Program for solid waste cleanups.
- Staffing** Approximately 13 FTE provide the services of this program, including managers (Coordinator 3, Coordinator 4, Supervisor 2 and Manger 2), program coordinators (various levels), a Code Specialist for compliance issues, 1 Administrative staff to manage customer support and hauler operations, and an Analyst 1 to oversee procurement and day to day operations.
- Assets and Liabilities** This program owns, services, and maintains nearly 1,200 public trash and recycling cans installed in the right-of-way in downtown and other parts of the city. The older containers are currently being replaced with new cans, and the program is expanding throughout the city by FY 2023-24. The public trash and recycling can maintenance is financed through commercial tonnage fees.

Program Information

- Program Contact:** Jill Kolek
- Contact Phone:** 503-823-7590
- Website:** <https://www.portland.gov/bps/garbage-recycling>



City of Portland
Bureau of Planning & Sustainability
 PM1. Report for FY 2021-22 Requested Budget

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OUTCOME MEASURES

	Performance Measure	KPM	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Target	FY 2020-21 YTD Actuals	FY 2021-22 Target	Strategic Target
PN_0014	Percentage of significant natural resources protected through non-regulatory and/or regulatory measures	X	84%	84%	84%	86%	67%	0	90%
PN_0021	Percentage of Portlanders Living in a Complete Community	X	63%	67%	66%	69%	80%	0	80%
PN_0022	Percentage of waste recycled or composted	X	54%	54%	54%	55%	0	55%	90%
PN_0031	Percentage of seven-county region's new housing that is in Portland.	X	36%	40%	38%	25%	29%	0	25%
PN_0037	Percentage of seven-county region's new employment growth that is in Portland	X	35%	39%	33%	31%	0	0	31%
SD_0008	Percentage reduction in per person carbon emissions from 1990 levels	X	38%	42%	N/A	45%	0	0	90%
PN_0025	Amount of public testimony received by the Planning and Sustainability Commission (in person, via the ManAnn or otherwise in writing)		1,856	116	1,500	2,000	0	0	2,700
PN_0028	Number of datasets available for download on the City of Portland's Open Data portal(s)		150	320	300	350	0	400	500
PN_0030	Percentage of new housing units that are in Centers and Corridors		91%	89%	90%	89%	0	89%	80%
PN_0033	Retain community inclusivity as neighborhoods grow and change		24%	24%	26%	29%	25%	0	29%
PN_0036	Typical curbside residential bill as a percent of median income		.60%	.62%	59.00%	.60%	0	0	.60%
PN_0038	Percentage of regulated commercial building owners complying with Ordinance No. 187095 (Commercial Energy Performance Reporting)		0	0	93%	90%	75%	0	N/A
PN_0039	Number of Home Energy Scores		0	0	16,357.00	23,350.00	22,004.00	0	N/A

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PN_0040	Number of external/internal Smart City PDX outreach/training/engagement events	0	0	34	15	6	15	20
PN_0041	Number of data review and privacy impact assessment services provided by Smart City PDX to City Bureaus/Offices and external partners.	0	0	4	10	6	15	30
PN_0042	PCEF grant application solicitations	0	0	0	1	1	1	1
PN_0045	New Central City Housing Units	0	0	1,653	2,000	0	0	2,000
PN_0046	Central City FAR Utilization	0	0	90.00%	100.00%	0	0	100.00%
PN_0047	Energy efficiency improvement in the commercial building sector	0	0	4%	4%	#DIV/0	0	N/A
PN_0049	Compliance rate for mandatory residential energy performance disclosure	0	0	60%	70%	#DIV/0	0	N/A
PN_0051	Annual middle housing production as a percentage of overall housing production	.13	.14	.13	N/A	.12	0	N/A
SD_0018	Portlanders' satisfaction with quality of garbage, recycling, and composting services	N/A	0	N/A	75%	0	75%	75%
SD_0027	Utility savings to City from energy-efficiency projects (million dollars)	\$7.22	\$10.01	\$6.20	\$6.20	0	0	\$6.00

OUTPUT MEASURES

	Performance Measure	KPM	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Target	FY 2020-21 YTD Actuals	FY 2021-22 Target	Strategic Target
PN_0027	Total amount of outside funding or in-kind support for the Smart Cities program secured through grants, partnerships or other funding mechanisms		\$200,000	\$170,000	\$23,000	\$150,000	0	\$15,000	\$500,000
PN_0032	Representation of typically under-represented groups in decision-making processes		30%	21%	14%	30%	1,380%	0	30%

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PN_0043	Number of outreach/training/engagement events or meetings with PCEF staff participation excluding PCEF Committee meetings	0	0	37	20	0	0	N/A
PN_0044	PCEF targeted engagement events	0	0	13	12	0	0	N/A
PN_0048	Number of net zero carbon buildings	0	0	1	2	1	3	N/A
SD_0025	Per person residential energy use (million BTUs)	24.40	15.00	25.90	23.00	0	0	41.80
SD_0028	Percentage of City electricity use from renewable resources	100%	100%	100%	100%	0	0	100%

WORKLOAD MEASURES

	Performance Measure	KPM	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Target	FY 2020-21 YTD Actuals	FY 2021-22 Target	Strategic Target
PN_0026	Percent of employees that attended at least one equity-related training per year		98%	98%	100%	100%	0	0	100%
PN_0050	Residents reached with sustainability engagement/training		0	0	17,673	17,000	0	17,000	N/A
SD_0019	Number of businesses consulted with on sustainability requirements		4,097	2,103	4,339	3,000	0	2,000	6,000
SD_0020	Number of multifamily units provided with waste education		10,516	5,923	5,713	25,000	0	25,000	50,000

DP: 11418 - General Fund 5% Constraint Package

DP Type

Priority

New

SUB

0

No

Package Description

As required in the FY 2021-22 budget request, BPS is submitting a constraint package totaling \$493,256. While BPS was able to absorb this revenue shortfall without cutting any program, overall capacity to serve Portland communities and deliver effective land use and climate policy work will be negatively impacted. Given recent reductions in one-time funding sources and interagency agreements, BPS was unable to meet this reduction target without loss of staff. Like many bureaus facing revenue shortfall, BPS leadership sought to balance maintaining staffing for core services and projects that directly support our communities, unfortunately this was not feasible. In total, BPS' GF reduction will result in \$397,756 in salary cuts and \$95,500 in external materials and services resources that would otherwise support our climate justice and community engagement efforts. By program area, the reduction package is distributed as such:

Core Planning Capacity: \$263,061

Climate, Energy, & Sustainable Development: \$53,500

Communications and Community Engagement: \$176,695

Service Impacts

The loss of two more positions in core planning programs this year leaves the program overextended to the point that delays in achieving our workplan and required goals is unavoidable. Most of the staffing in planning programs at BPS is dedicated to different types of work that is not entirely at the bureau's discretion. The planning workplan includes work required by mandates from federal, state, local (i.e. City Council), county, and regional government entities (Metro or TriMet). Reduced capacity will result in implementation delays at a time when we are trying to increase housing opportunities and stimulate our economy.

An additional impact to these cuts is that our ongoing state legislative work will suffer due to realignment of staff responsibilities. Most critically, we will not be able to respond to additional mandated work or emerging issues even though experience makes it clear that additional work will be needed, expected, and demanded. The resource reduction and resulting staff impacts reduce the bureau's ability to be agile and responsive to emerging initiatives by City Council.

The proposed cut to the Climate, Energy, & Sustainable Development program represents a 20% decrease in the program's non-personnel (EMS) funds. Given the relatively small number of staff charged with meeting the City's increasingly aggressive climate justice goals and targets, EMS funds add critical intellectual and technical capacity to the program, primarily in the form of contract dollars for professional, technical, and community expertise. The pathway to greenhouse gas emission reductions is clear, but how Portland chooses to meet our climate goals is dependent on the quality of the policy work we endeavor to meet the challenge.

Cutting resourcing and staffing capacity from communications and community engagement is incredibly challenging for a bureau that is responsible for launching complicated, long term planning, housing, and climate justice initiatives. Our ability to communicate, interact, and collaborate with community groups, stakeholders, and the business community is critical to our City's successful implementation of the Portland Plan, the 2035 Comprehensive Plan and the Climate Action Plan. In addition, we have heard clearly from community partners, especially our Black, Indigenous, and people of color-led organizations that resourcing their contributions and efforts is essential – and we agree. While BPS' reduction package does not eliminate all of our resources for community, it is an added constraint to how we work with community without be extractive of their expertise.

Equity Impacts

The Bureau of Planning and Sustainability's FY 2021-22 Requested Budget reflects the bureau's continued commitment to advancing racial equity internally and externally to benefit Black and Indigenous people, immigrants and refugees, and people of color. Any program cut has the material impact of reducing our capacity for meaningful community engagement, which is core to our bureau's equity focus.

BPS has been asking important questions about how our programs measure impacts to our frontline communities and communities of color before enacting new policies and initiatives. As we realign resources to better answer those questions, there is a natural tension that more resources are required to do the work effectively with the urgency required of some of the challenges our City, and BPS is charged with addressing.

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	-95,500	0	0	0	0
100000	Personnel	-397,756	0	0	0	0
	Sum:	-493,256	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	-493,256	0	0	0	0
	Sum:	-493,256	0	0	0	0

Decision Package Summary

Details

Budget Detail

Fund	2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
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Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000375 - Planner, Associate	-1.00	-77,771	0	-34,388	-118,109
30000385 - Planner II. City-Land Use	-1.00	-98,405	0	-39,019	-144,952
30003029 - Coordinator III	-1.00	-91,125	0	-37,386	-135,482
Total	-3.00	-267,301	0	-110,793	-398,543

DP: 11419 -

DP Type

Priority

New

ADD

1

No

Package Description

The staffing level in Planning Programs at BPS has steadily been reduced over the last 3 years, resulting in a loss of 8 FTE. Additional staff cuts this year will significantly limit the ability to respond to emergent planning and development issues. More clearly than ever, we can see the additional cuts this year will reduce a layer of core staffing needed for BPS to reliably and manageably reach the level and volume of work required by our mandates and expected by the communities we serve. Specifically, we ask that City Council restore ongoing General Fund to support two core staff positions: an Associate Planner and a City Planner II. This would restore \$252,437 to planning programs out of the originally proposed cut of \$493,256.

Service Impacts

Typically, BPS Planning program staff undertake several unanticipated projects each year as a result of requests from City Council, other bureaus, City advisory bodies, or the public. These projects often are to address acute emerging issues that City Council and the public feel cannot wait.

In the last year, these unanticipated assignments included:

- In response to the COVID-19 emergency: legislative process to change the Zoning Code to extend the expiration dates for land use permits so they did not expire and add costs to projects delayed due to the pandemic.
- In response to City Council: Zoning Code changes to address public demands to better protect tree canopy through tree code amendments.
- In response to City Council: completion without delay of the second phase of the Expanding Affordable Housing Options project, which rezoned specific properties to remove barriers to affordable housing development.
- In response to Prosper Portland: amendment of the Interstate Urban Renewal Area.

Approximately 90% of the BPS budget for Planning Programs goes to staffing, and 94% of the total planning program budget is from the City General Fund. These funds are supplemented every year by grants and interagency agreements. However, while these outside funds help support the work, they do not add new staff capacity but instead create additional demands on core planning staff. In some ways, the practice continues of funding core planning services with one-time money.

Since the creation of separate bureaus for Planning and Development Services many years ago, long-range planning services have been overly dependent on one-time General Fund dollars to pay for core responsibilities and services. Over the last 10 years, with City Council support, we have gradually shifted off of one-time funds. As part of this process, we also have been asked to determine the "right size" planning staffing levels to match the core required work.

Most of the staffing in Planning at BPS is dedicated to different types of work that is not entirely at the bureau's discretion. The planning workplan includes work required by mandates from federal, State, local (i.e. City Council), county, and regional government entities (Metro or TriMet). These "mandates" cover over 40% of BPS planning work. Another 50% is tied up in staffing to complete planning projects started in previous years.

We have dealt with our limited and decreasing staff resources in the face of these mandates by shifting staff temporarily to respond to project needs. The types of positions we are forced to cut this year are critical to making this nimble staffing strategy work. We have also responded to decreasing staff with innovation, such as the online testimony system known as (MapApp), that benefits the community and the efficiency of our work. However, the operation of these systems creates demand for the same staff resources to maintain these systems.

The loss of two more FTE in core planning programs this year, as we have consistently lost FTE over the past three years, leaves the program overextended to the point that delays in achieving our workplan and required goals is unavoidable. We worry the reliability of our legislative process work will suffer. Most critically, we will not be able to respond to additional mandated work or emerging issues even though experience makes it clear that additional work will be needed, expected, and demanded.

Equity Impacts

The 2035 Comprehensive Plan includes equity and anti-displacement policies that provide explicit direction to reduce disparities, increase access to opportunity, and mitigate burdens to those affected. In FY 2021-22, the required budget cuts will most directly impact work in the Code Development and District Planning programs. The Zoning Code controls the location, character, and amount of new development allowed on a site and in various parts of the city. It also impacts housing production (affordable and market rate) commercial and employment space. This can have a significant impact on who benefits or is burdened. The District Planning team is focused on engaging under-represented communities through projects focused on community priorities.

The Zoning Code has historically been used to re-enforce segregation and protect privileged communities from change while directing change to communities with fewer resources – often communities of color. The program is working to reverse these harms. Past work has included code changes to increase housing access and choice in high-opportunity communities; and projects to remove barriers to providing additional shelter. In FY 2021-22, BPS plans on starting a new series of projects focused on benefiting and addressing past harms to Black Portlanders. All code projects are evaluated in terms of their impact on displacement in low-income communities. The timing and ability to complete these types of planning projects will be severely slowed by the proposed budget cuts.

In District Planning, FY 2021-22 work includes community centered development plans in Brentwood/Darlington, on the SW Corridor, and in East Portland. BPS is committed to shifting resources to keep this work moving forward, but an exact staffing solution is not clear. The need to shift staff will come at delay in these or other community-needed projects and the inefficiency that produces.

Budget Detail

Fund	2021-22 Request	2021-22 CBO Recommended-	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	- V52 with DPBPS Request	V53 Budget FY 2021-22			

Decision Package Summary

Details

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	Personnel	263,061	0	0	0	0
	Sum:	263,061	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	263,061	0	0	0	0
	Sum:	263,061	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000375 - Planner, Associate	1.00	77,771	0	34,388	118,109
30000385 - Planner II. City-Land Use	1.00	98,405	0	39,019	144,952
Total	2.00	176,176	0	73,407	263,061

DP: 11420 -

DP Type	Priority	New
ADD	2	No

Package Description

The latest climate science tells us we have 10 years to take dramatic and bold actions to transition off fossil fuels. Climate and energy program resources have remained largely unchanged for many years and are not commensurate with the scale of the plans, policies, and leadership needed in the face of the climate crisis. As we continue to seek new revenue to invest into this crisis, ongoing commitments and work plans still must be implemented.

The Climate Emergency Declaration (Resolution No. 37494) passed by City Council in June 2020, asserts that “along with the COVID-19 pandemic... a human-made climate emergency also threatens our city, our region, our state, our nation, humanity and the natural world... and that such an emergency calls for an immediate mobilization effort initiating greater action, resources, collaboration and new approaches to restore a safe climate.” The Climate Emergency Declaration updated Portland and Multnomah County’s carbon emissions reduction targets to levels dictated by the best available science: a 50% reduction by 2030 and net zero carbon emissions by 2050 (100% reduction). The Declaration also recognizes “that frontline communities in Portland and worldwide, including Black and Indigenous people, communities of color, immigrants, refugees, low-income individuals, labor and workers, people living with disabilities, youth and individuals experiencing homelessness are often the communities least responsible for contributing to climate change, yet are disproportionately affected by its impacts.”

To have a shadow of a hope of executing the ambitious goals of the Climate Emergency Declaration – as well as the 100% Renewable Energy Resolution No. 37289 – BPS needs to move quickly on multiple policy fronts. We need to develop and adopt a suite of market-transforming policies in the buildings and transportation sectors over the next five years to do our part to avert the worst impacts of climate change. Not only will these forward-looking policies address the climate crisis, they will have a strongly positive effect on job creation and economic development, helping to lift Portland out of the COVID-induced economic crisis.

Service Impacts

The proposed cut to the Climate, Energy, and Sustainable Development program represents a 20% decrease in the program’s non-personnel (EMS) funds. Given the relatively small number of staff charged with meeting the City’s increasingly aggressive climate justice goals and targets, EMS funds add critical intellectual and technical capacity to the program, primarily in the form of contract dollars for professional, technical, and community expertise.

BPS’s strategic policy priorities include: (1) updating the Renewable Fuels Standard, (2) establishing building performance standards to bring carbon pollution out of existing buildings, and (3) using the Zoning Code and other City titles to unlock private investment in electric vehicle charging infrastructure development. We have aligned our existing staff resources to focus on these high-impact climate policies and programs, but we can’t cover all the work that needs to be done. An analysis of Portland’s emissions and growth projections show that we must take every action we know of to hit our 2050 carbon targets – and even if we do, we still can’t get to net zero. The scale of the carbon reductions needed is so vast, we are challenged to even communicate effectively about it.

In this context, this small pool of EMS funds proposed for reduction has incredible impact relative to the amount. These resources jumpstart our knowledge and expand our limited resources in strategic ways.

Equity Impacts

EMS contracts also have multiplier effects in the local economy, and BPS continues to grow our capacity working with frontline communities. For example, BPS has been providing direct stipends to community participating in the Build/Shift collaborative. Build/Shift is a Black and Brown community-led space that is charting the course of the City’s net zero carbon buildings policy roadmap. Adding back these funds will enable BPS to compensate more folks for their time and expertise as we move forward with an ordinance to establish building performance standards. Putting money directly into people’s hands stimulates local economies and provides real, tangible benefits to people from their engagement with BPS.

Another example of how these resources directly impact the City’s climate justice and equity commitments is how great the impact of emissions from the transportation sector in our most vulnerable communities. Climate science points to the need for cities to do everything within their legal and regulatory authority to decarbonize the transportation sector, including freight, fleets, and passenger cars. Reducing air toxics and climate pollution from freight has emerged as an especially important area of work for BPS, because of the disproportionate health impacts to Black and Indigenous people in Portland from freight transportation pollution. Under current conditions, we are not resourced to take on this policy area. But adding back the EMS funds would allow BPS to contract this out to explore new policy and program options to reduce freight transportation pollution and advance equity. In this way, we can move important work forward as we solve more systemically for the chronic lack of sustainable, sufficient funding for climate policy and program work.

These funds are small but mighty. We need every available resource to equitably transition our community into a fossil-fuel free future.

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	53,500	0	0	0	0
	Sum:	53,500	0	0	0	0

Decision Package Summary

Details

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Revenue				
100000	General Fund Discretionary	53,500	0	0	0	0
	Sum:	53,500	0	0	0	0

DP: 11421 -

DP Type

Priority

New

ADD

3

No

Package Description

The City of Portland, like many jurisdictions, is challenged as a government to develop data and technology programs and policy with and for its residents – all while the need to do so is growing rapidly. Specific challenges include:

- Speed: Rapid changes in technology require that cities adapt, innovate, and learn quickly.
- Lack of structure: Data and technology policy-making and program development is dispersed across multiple bureaus
- Transparency: It's not clear for Portlanders to see how and where policy and program decisions are made.
- Inclusion: Equitable outcomes require communities experiencing the greatest technological harms play a leading role in technology policy-making, but they are often under-represented and under-resourced.

As a result, Portland tech policy-making is often both reactive and unaccountable to communities experiencing the greatest technological harms or needs. New processes and structures are required to address the growing power imbalance between City staff and Black, Indigenous, and people of color (BIPOC) communities and people living with disabilities with respect to technology and data policy and program development. In the absence of sustained, community collaboration and shared decision-making structures, this imbalance is perpetuated. Without the most impacted voices at the table, data and technology policy decisions continue their path as tools of harm and destruction for BIPOC communities and further drives a wedge between data/tech and those already most impacted from other key determinants of health/life outcomes (i.e. education, transportation, jobs, etc).

City Council has identified opportunities for improvement in recent discussions about the new 311 program, face recognition policies, and the City's digital equity work. We need to develop new, more flexible and sustainable models that educate and empower the community to participate in the City of Portland's technology and data-related vision, strategies, policy development, and decision-making. This engagement process must center the full participation of BIPOC communities and people living with disabilities. Intentional engagement of these communities allows for a design and evaluation process that prioritizes the benefits of those most negatively impacted by the information technology ecosystem. This engagement process must prioritize the benefit to BIPOC communities and people living with disabilities and center their expertise in design and evaluation. This need has been highlighted by the COVID-19 pandemic, and the resulting exacerbation of Portland's digital divide. The gaps in benefits and harms from data and technology for those already most impacted by other key determinants of health are growing.

Community input traditionally comes from conventional community outreach, which is often unpaid and fails to capture the full breadth of critical expertise communities can provide. It also may rely primarily on information-sharing, with minimal two-way conversations.

Engagement processes that lack clarity in the benefits of their participation and an intentional effort to sustain engagement often results in engagement fatigue. A complex issue with many symptoms and causes, but with an inequitable distribution of resources at its root.

On the other end of the spectrum, equity expertise comes from formal City consulting contracts. Consultants are traditionally respected as "experts." These paid contracts come with burdensome requirements such as registration and certification. They also often involve lengthy requests for proposal responses.

The Equity Consulting Advisor (ECA) approach developed and piloted by Smart City PDX in FY 2019-20 was a response to identify the "missing middle" when it comes to gathering knowledge and expertise from communities. The ECA model enlists community leaders with equity expertise as compensated contractors to the City. By contracting with a small number of community representatives for one year and providing compensation for expertise gained from their professional and lived experiences, we can develop a longer term, consistent, and personal relationship, and cultivate expertise that is then applied to Smart City PDX's and our partner's scopes of work. More information can be found at <https://www.smartcitypdx.com/news/2019/10/9/smart-city-pdx-tests-new-model-for-engaging-community-leaders-equity-experts>.

The pilot ECA program in FY 2019-20 started with a broad scope of work to advise specific policy and program issues while also developing long-term recommendations to Smart City PDX for building City-community partnerships. ECAs gained experience and knowledge about silos and cross bureau collaboration, data and technology governance challenges, provided input on overall Smart City PDX program goals, feedback on the face recognition policies, and pivoted work plans to support the development of rapid response digital divide actions and building of a community work group to support that response work.

The "Community Leads" proposal aims to integrate the strengths of the ECA model and the COVID-19 Digital Divide Work Group. This proposal continues to iterate on these participatory program development models. ECAs would become Community Consultants. These are community leaders with equity and organizing experience with BIPOC communities and people living with disabilities. Community Consultants would specifically serve as leads and help facilitate sub-teams within a new Community Leads on Technology Work Group. This engagement structure is an important step towards developing a more mature, advanced technology policymaking and engagement structure for the City. As the City focuses on the use of data and evidence to minimize impacts to core services and marginalized community members, decisions about data and technology must be informed by priorities and be shared decisions with those most impacted. This is also an opportunity to further the City of Portland's emerging leadership in co-creating an inclusive technology space with frontline communities.

Service Impacts

Smart City PDX will expand upon the successful Equity Consulting Advisor pilot from FY 2019-20 and integrate it with elements from the community designed COVID-19 Digital Divide Work Group in FY 2020-21.

Service Delivery

Four Community Consultants will be hired as subcontractors to work with City staff to help lead and transition the existing COVID-19 Digital Divide Work Group Frontline Outreach team to develop and implement an engagement process for the creation of new privacy policies for the City and to support the work of OCT under the Digital Equity Action Plan. Community Consultants will specifically:

- Work with City staff to identify priorities, goals, and questions set with community related to Smart City PDX and Digital Equity Action Plan policies, projects, and priorities.
- Facilitate and lead team meetings.
- Collaboratively create agendas with City staff.
- Expand membership and utilize their networks to identify underrepresented voices, experiences, and expertise.
- Lead and create break out groups to work on specific topics – such as surveillance policy development – that occurs throughout project period.
- Advise on any additional structure changes needed.

While a more mature, inclusive, and grounded technology policy making structure is a process that will take multiple years to develop, experiences from this Community Leads proposal will help inform this long-term vision.

Community consultants will help identify opportunities and priorities for teams to engage on additional data and technology actions/input needed during the project period such as cross bureau topics like the 311 program, data governance, open data, and algorithmic transparency and auditing to help consolidate community engagement processes across programs.

- This will provide service opportunities to consolidate community engagement and outreach needed by several bureaus and offices.
- This recognizes that the need for inclusive models of technology and data policy making and program development is not going away. The need is growing.
- City staff will also work closely with Community Consultants to share out community priorities and experiences identified through the digital equity and privacy policy work that can inform projects and programs across multiple bureaus to help consolidate and coordinate work across the City.

Equity Impacts

The Bureau of Planning and Sustainability's Smart City PDX program is responsible for guiding the City's use of data and technology to address inequities and to benefit under-served communities. The program partners with BIPOC communities and people living with disabilities to identify how improved use of data and technology can meet community priorities and advance City services.

In addition to BPS's commitment, City Council has identified the need for centering impacted communities in data and technology projects and provided direction to several teams across bureaus to collaborate on this. However, these efforts are not resourced and added to existing, full work plans of City staff and programs.

Equitable outcomes for impacted communities requires an active and intentional effort to center community expertise. Without funding this support, disparate data and technology decisions by the City will continue. And the City's technology and data policy making and program development will continue to be reactive. Data and technology projects will not be coordinated and informed by priorities and community benefits identified by Black, Indigenous, and People of Color and people living with disabilities. The wedge between data and technology benefits and harms for those already most impacted by other key determinants of health will continue to grow.

- A supported, collaborative, shared decision-making process will be created to support the development of a comprehensive privacy policy for the City as directed by City Council and cross-sector digital equity solutions. Black, Indigenous, and People of Color leadership and priorities will be centered in this process. Results-based accountability framework results show the history of using data and surveillance to control the movement of Black and Brown bodies in the United States.
- Expanded, deeper relationships with existing community partners measured by qualitative feedback from these partners.
- Build relationships with at least 10 new community partners that primarily serve Black, Indigenous, and People of Color and people living with disabilities to inform and lead the development of the City's privacy and digital equity policies/programs/projects.
- Project learnings will inform a more transparent, inclusive and proactive tech policy making practice for the City well beyond the funding period. The need for inclusive, responsive technology and data policy making is not going away and will continue to grow.
- Further the City of Portland's emerging leadership in co-creating an inclusive technology space with frontline communities. Many cities are struggling with these issues. There is a unique opportunity here to create first of its kind, community-led deliverables and we are ready to act and build on the foundation of similar innovative actions (face recognition policies, privacy principles, and the CARES Act digital divide project).

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	125,000	0	0	0	0
	Sum:	125,000	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	125,000	0	0	0	0
	Sum:	125,000	0	0	0	0

BPS Requested Budget FY 2021-22

Decision Package Summary

Details

Budget Detail

Fund	2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
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Major Object Name

Revenue

Bureau of Planning and Sustainability General Fund Plan Overview

The Bureau of Planning and Sustainability (BPS) takes action to shape the future of Portland and advance climate justice for a more prosperous, healthy, equitable, and resilient city.

BPS organized into the following three major functional areas, each of which has several significant programs and policy responsibilities:

(1) Planning and Urban Design: Provides strategic, comprehensive, long-range, and district planning and urban design services. Program areas include: Comprehensive & Strategic Planning; Code Development; Urban Design & Research; Area Planning; River & Environmental Planning; and Smart City PDX.

(2) Sustainability and Climate Action: Provides research and analysis, policy, and program development, project demonstration, monitoring and evaluation, and grant writing. This program also sets policy and regulations for the collection of solid waste, recyclables, and compostables from Portland households and businesses. Programs include: Climate, Energy, & Sustainable Development; Waste Collection; Sustainability Engagement; and the Portland Clean Energy Fund.

(3) Bureau Administration: Provides communications and media relations, business services, finance, HR operations, and other central functions bureau-wide to ensure efficient, effective operation of the organization. Services and programs include: Communications; Financial Services; HR & People Services; staffing for the Planning and Sustainability Commission; and Technical Services (GIS, graphics, database management, and web development). Additionally, the Director's Office provides leadership within the bureau, and with City and a broad range of local, regional, national, and international stakeholders and partners. For FY 2021-22, BPS has a new Program Offer, Equity and Engagement, that increases focused resources for equity leadership and direction to support bureau-wide equity efforts.

Revenue Assumptions

The planning for General Fund resources assumes stability in the amount of ongoing General Fund resources. For FY 2021-22, BPS has submitted a 5% reduction package as directed by the Mayor's Budget guidance. The larger challenge is that the bureau's core work continues to be under-resourced and requires continual dependence on one-time funding from the General Fund or outside sources to maintain existing levels of staff and workload. In particular, the Planning programs' staff capacity continues to diminish as state and local land use mandates grow.

BPS' largest single grant, Metro's support for waste reduction and business recycling, is expected to remain stable. BPS has started discussions about securing a multi-year commitment of funding from Metro's Community Planning and Development grant. These grants are usually annual, but a multi-year commitment could help supplement funding for planning while land use fees are not available.

Other grant sources are less predictable and depend on how funding opportunities align with the bureau's workplan priorities. BPS expects to continue to aggressively pursue grants for planning and sustainability projects. Bureau leadership is researching and seeking development of new ongoing revenue to bolster core functions of the bureau. BPS has been working with stakeholders to develop revenue proposals that will generate funds to advance the City's climate initiatives through pollution-based fees. If passed by City Council, this revenue would provide funding to meet City climate goals and long-term community resilience.

Expenditure Assumptions

General Fund expenditures are assumed to be able to match General Fund revenues. If revenues decrease, there will need to be reductions in staffing and level of service/program offerings. The areas where the level of service could be most challenged are in the Code Development, Urban Design & Research, Climate, Energy, & Sustainable Development, and River & Environmental Planning teams.

The staffing level in Planning Programs at BPS has steadily been reduced over the last 3 years, resulting in a loss of 8 permanent positions. Additional staff cuts this year will significantly limit the ability to respond to emergent planning and development issues. More clearly than ever, we can see the additional cuts this year will reduce a layer of core staffing needed for BPS to reliably and manageably reach the level and volume of work required by our mandates and expected by the communities we serve.

Expenditure Risks to the Forecast and Confidence Level

New, unanticipated, and unfunded or under-funded initiatives may continue to emerge as priorities from the community or Council. The asks may require existing staff resources to be redeployed from their original assignments and delay implementation of workplans and prior commitments. Additionally, meaningful collaboration with other bureaus, governments and community partners participation may take more time and/or more resources. This threatens the ability of the bureau to complete projects on time and on budget. As the bureau continues to develop and implement meaningful policy and program development with community and in collaboration with other bureaus, the appropriate level of staffing must be secured to ensure planning and sustainability projects are realized.

FY 2020-21 Requested Budget Five Year Plan

Bureau of Planning and Sustainability General Fund

Resources	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Interagency Revenue	818,812	409,269	409,269	409,269	409,269	409,269
General Fund Discretionary & Overhead	10,383,606	9,371,854	9,615,522	9,875,141	10,141,770	10,415,598
Resource Total	11,202,418	9,781,123	10,024,791	10,284,410	10,551,039	10,824,867

Expenditures	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Personnel	9,400,714	8,496,715	8,709,133	8,944,279	9,194,719	9,461,366
External Materials and Services	1,499,664	719,795	734,107	747,132	754,939	758,812
Internal Materials and Services	302,040	564,613	581,551	592,998	601,381	604,689
Expense Total	11,202,418	9,781,123	10,024,791	10,284,410	10,551,039	10,824,867

Planned FTE Total	64.9500	61.8300	61.8300	61.8300	61.8300	61.8300
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Bureau of Planning and Sustainability Solid Waste Management Fund

Plan Overview

The Solid Waste Management Fund supports multiple efforts of the Bureau of Planning and Sustainability (BPS), as well as Bureau of Development Services Residential Nuisance Abatement program and the Office of Management and Finance Homeless Urban Camping Impact Reduction Program.

- The **Waste Collection program** is responsible for regulating the garbage, recycling and composting collection system for residents and businesses in Portland. This team carries out City Council's policy direction to reduce waste, increase recycling and composting, and maintain high-quality collection services at reasonable rates. The Public Trash Can program provides sidewalk trash cans and oversees the collection service in business districts citywide as well as downtown. BPS is in the process of expanding this program to other business districts.
- Through community collaboration and education, the **Sustainable Consumption and Production team** helps Portlanders achieve prosperity, health and resilience by making informed decisions about practices that conserve resources and reduce emissions at home and work.
- The **Climate, Energy, and Sustainable Development program** provides analysis and pilot projects, policies, and programs to advance City goals for an equitable, low-carbon community.
- The **Nuisance Abatement program** provides solid waste related nuisance abatement and cleanup services by the Bureau of Development Services Property Compliance Division to residential properties with accumulations of garbage.
- The **Homeless Urban Camping Impact Reduction program** is managed by the Office of Management and Finance and provides cleanup services on public properties and rights-of-way.

Solid Waste Management Fund revenue sources include residential franchise fees, commercial tonnage, and permit fees.

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

Revenue Assumptions

The minimum fund balance level is set at \$500,000 to provide an operating reserve and contingency in the case of an emergency such as a natural disaster that would require

immediate clean-up of debris. The current fund balance is separated into residential, commercial and combined sources. Combined sources are from grants and miscellaneous revenues that replaced City funds and could be applied to either residential or commercial programs.

Solid Waste Management Fund's commercial revenue has been impacted by the economic downturn brought on by COVID-19. With the return of the economy, we anticipate businesses will generate more waste and that the commercial tonnage fee revenue collected by BPS will increase. BPS is planning for an increase tonnage fees of \$2.50 in FY 2022-23 and another increase in FY 2025-26. The increase in year 5 of the plan will be determined based on how much the public trash cans programs spend during years 1-4. Residential revenue has remained stable.

Expenditure Assumptions

The following programs and issues impact the fund's five-year forecast:

Waste Equity Workplan

In 2018, BPS developed a four-year Waste Equity Workplan that identifies near-term actions BPS will take to advance equity and diversity in the garbage and recycling collection system. The first major accomplishment was authorization from City Council for a special procurement that allows BPS to create capacity-building opportunities for certified minority- and woman-owned companies via public waste collection contracts. BPS piloted the special procurement in 2019 when contracting for public trash collection service in East Portland and will use this contracting process for future expansion in 2021. A new Waste Equity Advisory Group began meeting in 2020 to provide accountability, transparency, and guidance as BPS continues to implement the Waste Equity Workplan. BPS is also partnering with garbage and recycling companies to conduct a baseline demographic survey of their workforce. While the Waste Equity Workplan identifies actions to advance equity and diversity in the waste collection system in the near-term, it lacks a long-term vision for an equitable waste collection system that balances service, cost-effectiveness, safety, environmental impact, and resiliency.

Cleanest City in America

BPS contracts for collection of garbage from nearly 1,200 public trash cans located downtown and other areas of the city. City Council approved an expansion of the public-place garbage collection to all high-pedestrian traffic business districts throughout the city. Initial work on this project has identified underserved areas beginning with the installation and collection of over 200 cans in East Portland. The total expansion will add approximately 750 more garbage cans citywide.

The FY 2020-21 cost to BPS for collection services, can purchase and maintenance of the existing and expanded public trash can program is approximately \$1,756,000. Funding this expansion required an increase of the tonnage fee in FY 2016-17 on commercial solid waste.

The Waste Equity Workplan provided guidance to the expansion of the public trash can program in East Portland, an underserved area with more people of color and lower income levels.

Homeless Urban Camping Impact Reduction Program

BPS has an interagency agreement of \$1,026,000 with the Office of Management and Finance to undertake solid waste cleanup activities and dispose of waste on public properties and rights-of-way. Solid waste related costs, such as cleanup crew costs and disposal fees, are eligible for funding from the Solid Waste Management Fund. City Council authorized an increase in the commercial tonnage fee from \$9.60 to \$12.60 per ton in FY 2018-19 to provide funds for this effort. Starting in FY 2020-21, the interagency agreement's annual dollar amount has been calculated to include an inflationary adjustment.

Truck Safety Sideguards

In January 2020, Portland City Council adopted an ordinance authorizing BPS to award matching grants to garbage and recycling companies for retrofitting side guards on their trucks. Part of the City's Vision Zero traffic safety program, this effort will install side guards in the gap between the front and rear axles of large trucks to prevent harm to cyclists and pedestrians in the event of a collision. The grant funds provide matching support up to \$460,596 over three years to place sideguards on about 385 hauling trucks.

Expenditure Risks to the Forecast and Confidence Level

The primary risk to the forecast is related to COVID-19 economic impacts. Portland businesses experienced less economic activity, thus generating fewer tons of solid waste that are subject to the commercial tonnage fee. Though the forecast projects greater economic activity and more solid waste being generated, continued slowing of the economy would reduce revenue for the program.

New, unanticipated and unbudgeted projects may emerge as priorities from the Waste Equity Workplan, the community or City Council that require reallocation of existing resources.

Confidence level: Medium

FY 2021-22 Requested Budget Five Year Plan

Bureau of Planning and Sustainability Solid Waste Management Fund

Resources	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Beginning Fund Balance	6,307,112	5,801,731	4,498,997	3,077,563	1,986,382	1,038,113
Licenses & Permits	3,479,019	3,619,551	3,735,330	3,810,191	3,901,634	3,992,573
Charges for Services	3,725,111	4,091,749	4,541,614	5,902,775	6,088,932	6,583,318
Interagency Revenue	5,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous	60,286	41,165	30,450	25,208	21,037	17,798
Resource Total	13,576,528	13,559,196	12,811,391	12,820,737	12,002,985	11,636,802
Expenditures	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Personnel	2,324,979	2,650,053	2,716,304	2,789,645	2,867,755	2,950,919
External Materials and Service	2,400,691	3,243,866	3,764,521	4,692,578	4,648,175	4,636,119
Internal Materials and Service	1,787,028	1,816,687	1,865,644	1,917,258	1,970,859	2,024,284
Capital Outlay	-	-	-	-	-	-
Debt Service	93,188	96,924	100,801	104,831	104,831	104,831
Fund Transfers - Expense	1,168,911	1,183,768	1,218,650	1,254,723	1,292,955	1,328,988
Contingency	-	68,901	67,908	75,320	80,297	85,577
Ending Fund Balance	5,801,731	4,498,997	3,077,563	1,986,382	1,038,113	506,084
Expense Total	13,576,528	13,559,196	12,811,391	12,820,737	12,002,985	11,636,802
Planned FTE Total	19.8100	20.9300	20.9300	20.9300	20.9300	20.9300

Bureau of Planning and Sustainability Community Solar Fund

Plan Overview

The Community Solar Special Revenue Fund was created as part of the Solar Forward pilot program. Solar Forward was a crowdfunding campaign started by BPS to offer community members a way to engage in the development of new, clean, local renewable energy systems on buildings like community centers, schools and libraries. Three solar electric systems were installed between 2012-2014; each receives an ongoing stream of incentive payments based on solar production from the systems. Solar Forward concluded in 2014. While utility revenue will continue to accrue to the fund until 2029, BPS is not currently seeking donations or other voluntary contributions.

The Community Solar Fund accounts for expenses and revenues associated with the installation of solar electric systems on publicly-owned facilities.

The fund historically received revenue from two sources:

- (1) The electric utility companies, in the form of a 15-year stream of incentive payments based on the energy produced from each solar energy system; and
- (2) Donations from individuals, businesses, and organizations who provide voluntary contributions.

The only ongoing revenue source for this fund is the electric utility incentive payments. The accrued revenue is intended to be used to offset capital expenses associated with solar electric system installation on public buildings.

Revenue Assumptions

Revenue from now through 2029 will consist solely of the incentive payments from the electric utility companies for the production from three solar energy systems installed in 2013 and 2014.

Expenditure Assumptions

BPS has been waiting for a few years to see how the Oregon Community Solar Program (OCSP), mandated by state law in 2016, finally would take shape in FY 2020-21. It is now clear that not much community solar is being installed on public buildings.

Over the last year, BPS received excellent technical support from the American Cities Climate Challenge that helped us evaluate the City's ongoing role in the OCSP. Based on this advice, the City has begun subscribing to third-party owned, utility-scale community solar projects that are part of the OCSP to offset City electric bills. These expenses are not capital expenses and are therefore not eligible to be supported by revenue from the Community Solar Fund.

FY 2021-22 Requested Budget Five Year Plan

Now that the fund balance has accrued a meaningful amount of revenue, opportunities likely will arise for these funds to be deployed on solar installed on City facilities within the next few fiscal years. Portland Parks & Recreation (PP&R) has the nearest-term plans for building energy improvements, including solar. BPS would like to prioritize partnership with PP&R for the use of these funds within the next five fiscal years.

Expenditure Risks to the Forecast and Confidence Level

Revenues are forecast based on estimated electricity production from the solar electric systems. If actual production varies for any reason, such as less solar resource, damage to or removal of the systems, etc., then the revenues received will decrease. So far, this has not happened. The systems continue to produce electricity – and revenue – at the projected rate, even exceeding forecasts in some years.

Revenues from the utility incentive payments will continue through 2029. After 2029, the City will continue to accrue revenue, but potentially at a different rate. State legislation mandates that after the 15-year term, the utility will pay the City a per-kilowatt incentive equal to the Resource Value of Solar (RVOS). The RVOS is currently being determined by stakeholders at the Oregon Public Utility Commission.

Bureau of Planning and Sustainability Community Solar Fund

Resources	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Beginning Fund Balance	80,398	88,799	97,200	5,601	14,002	22,403
Miscellaneous	8,401	8,401	8,401	8,401	8,401	8,401
Resource Total	88,799	97,200	105,601	14,002	22,403	30,804

Expenditures	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Internal Materials and Services			100,000			
Ending Fund Balance	88,799	97,200	5,601	14,002	22,403	30,804
Expense Total	88,799	97,200	105,601	14,002	22,403	30,804

Planned FTE Total	-	-	-	-	-	-
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Bureau of Planning and Sustainability Portland Clean Energy Fund

Plan Overview

The Portland Clean Energy Fund (PCEF) is responsible for the implementation of voter-approved Measure 26-201. As prescribed by its authorizing legislation, PCEF will invest in community-led projects and programs that reduce greenhouse gas emissions in ways that support social and economic benefits for all Portlanders. PCEF prioritizes communities of color, low-income residents, and other communities on the frontlines of climate change with clean energy funding, job training programs, and green infrastructure projects. PCEF also prioritizes the development of skilled workers from historically disadvantaged groups, including women, people of color, and the chronically under-employed.

Revenue for PCEF comes from the proceeds of the Clean Energy Surcharge (CES), a one-percent Large Retailer business surcharge that is estimated to provide \$44-61 million in FY 2021-22. Large Retailers are subject to the CES for gross revenue earned beginning January 1, 2019, however, there is a significant delay before those revenues are available for expenditure. As a result, initial Fund revenues were recognized beginning FY 2018-2019.

The estimated revenues continue to range from \$44-61 million as the CES remains a new surcharge. 2019 tax year revenue figures will come into greater clarity at the end of Q1 2021, however, due to economic impacts associated with COVID-19, tax year 2020 revenues remain uncertain at this time. CES revenues are generally more insulated from economic downturns as they are based on gross revenues of entities subject to the surcharge.

Primary fund expenditures are associated with outgoing grants, program expenses, administrative expenses, and revenue collection expenses.

Revenue Assumptions

Revenue estimates are based on the bottom of the projected \$44-61 million range. The range remains wide given uncertainty in the estimates for the CES in addition to economic impacts associated with COVID-19. There is a high level of confidence that the revenue figures will fall into this range. Revenues are subject to swings in the economy.

Expenditure Assumptions

Primary expenditures are related to the collection of the CES, administration of the Fund, development of capacity and distribution of grants. The grant disbursement in FY 2020-21 will amount to \$60 million, a nearly seven-fold increase from the \$9 million planned for disbursement in FY 2020-2021. Disbursements for fiscal years 2022-2023 and 2023-2024 are anticipated at \$60

FY 2020-21 Requested Budget Five Year Plan

million each year as the fund balance is drawn down and brought into closer alignment with incoming revenues. However, we anticipate that both a contingency and fund balance will remain for several years as recognized revenues are reconciled with collected revenues. Fund administrative expenses are limited to 5% of the annual Fund revenues beginning FY 2022-23.

Expenditure Risks to the Forecast and Confidence Level

There are significant uncertainties in the estimated CES revenues for calendar year 2020 and 2021 given the economic impacts associated with COVID-19. That said, CES revenues are generally more insulated from economic downturns as they are based on gross revenues of entities subject to the surcharge.

Bureau of Planning and Sustainability Portland Clean Energy Community Benefits Fund

Resources	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Beginning Fund Balance	67,943,859	109,361,139	96,281,970	78,285,514	60,144,307	41,852,546
Taxes	54,803,830	52,000,000	52,000,000	52,000,000	52,000,000	52,000,000
Interest Income	110,000	110,550	110,992	111,436	111,882	112,329
Resource Total	122,857,689	161,471,689	148,392,962	130,396,950	112,256,189	93,964,875
Expenditures	CY Estimate	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan
Personnel	1,653,041	1,620,898	1,537,805	1,579,326	1,623,547	1,670,630
External Materials and Services	10,158,100	61,286,000	66,319,436	66,353,741	66,388,939	66,423,662
Internal Materials and Services	1,685,409	2,240,678	2,211,761	2,276,934	2,345,697	2,412,001
Contingency	-	42,143	38,446	42,642	45,460	48,448
Unappropriated Fund Balance	109,361,139	96,281,970	78,285,514	60,144,307	41,852,546	23,410,134
Expense Total	122,857,689	161,471,689	148,392,962	130,396,950	112,256,189	93,964,875
Planned FTE Total	12.3000	12.3000	11.5000	11.5000	11.5000	11.5000

RESIDENTIAL CURBSIDE COLLECTION
SERVICE RATE STUDY

FOR RATES EFFECTIVE JULY 1, 2020

CITY OF PORTLAND
BUREAU OF PLANNING AND SUSTAINABILITY
SOLID WASTE & RECYCLING

This document is available online at www.portland.gov/garbage-rates.

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I. INTRODUCTION AND SUMMARY OF RATES

The City of Portland’s annual rate study is conducted to evaluate the cost of providing residential¹ solid waste, recycling and composting curbside collection services, and to develop recommended rates for these services for the new fiscal year. This report outlines the rate review process and results for fiscal year 2020-21 (FY 2020-21) rates.

Section 8.1(A) of the Franchise Agreement between the City of Portland and franchised residential haulers requires the City to perform an annual rate review to establish a rate schedule for all levels of residential solid waste, recycling and composting service. Rates are developed with the following objectives in mind:

- Having uniform solid waste, recycling and composting collection services citywide;
- Providing customers with a variety of service level options to meet individual needs;
- Identifying the true cost of individual services before adding incentives and disincentives to increase recycling and reduce solid waste generation; and,
- Allowing service providers to recover allowable costs and earn a reasonable profit.

The Solid Waste & Recycling Program (SW&R) of the Bureau of Planning and Sustainability (BPS) conducts the annual rate review process, assisted by an independent economist. The economist analyzes various factors that affect rates and produces the actual rate calculation. SW&R also contracts with an independent Certified Public Accountant (CPA) to review hauler financial records and with Portland State University (PSU) to sample the weight of solid waste discarded by residential customers.

The recommended rates are reviewed by the Planning and Sustainability Commission, a volunteer panel of residents with no hauling industry representation, and then forwarded to City Council for consideration and final adoption. City Council adopted the rates described in this report on May 27, 2020, for an effective date of July 1, 2020. A complete list of rates for FY 2020-21 can be found in Appendix A.

Table 1 outlines the adopted rate adjustments for the most common levels of service.

¹ “Residential” in this context means single-family through four-plex dwellings.

Table 1. FY 2020-21 and FY 2019-20 Rates for Primary Service Levels

<i>Service Level</i>	<i>Adopted FY 2020-21 Rates, effective July 1, 2020</i>	<i>FY 2019-20 Rates (July 1, 2019 – January 31, 2020)</i>	<i>FY 2019-20 Rates (February 1, 2020 – June 30, 2020)</i>	<i>Dollar Change from 2-1-20 rates</i>
20-gallon can	\$28.55	\$27.90	\$27.55	\$1.00
20-gallon cart	\$28.55	\$27.90	\$27.55	\$1.00
32-gallon can	\$33.15	\$32.55	\$32.10	\$1.05
35-gallon cart	\$33.15	\$32.55	\$32.10	\$1.05
60-gallon cart	\$37.35	\$37.85	\$37.35	\$0.00
90-gallon cart	\$43.60	\$43.15	\$42.60	\$1.00
Every-four-week 32-gal. can	\$25.85	\$25.00	\$24.65	\$1.20
Every-four-week 35-gal. cart	\$25.85	\$25.00	\$24.65	\$1.20
Weekly Recycling Only	\$11.45	\$11.40	\$11.25	\$0.20
Composting and Recycling Only	\$22.20	\$21.10	\$20.80	\$1.40
Terrain Differential	\$4.30	\$4.35	\$4.30	\$0.00

Costs underlying the FY 2020-21 rates tended reflect inflationary adjustment to the costs underlying the FY 2019-20 rates. A few notable factors include:

- When the FY 2019-20 rates were set, it was believed that a few of the Portland franchise haulers would be subject to Portland’s Clean Energy Surcharge. This is a 1 percent surcharge on the revenues of certain businesses operating in Portland. This added approximately \$0.17/month to the 35-gallon cart rate. When it was later determined that the franchise haulers’ revenue was not subject to this surcharge, rates were adjusted to both remove the surcharge and to rebate the surcharge revenue collected. These new rates went into effect on February 1, 2020, reducing all primary service level rates, with the rate for the rate for the 35-gallon cart falling \$0.40. This includes the removal of the \$0.17/month surcharge, and another \$0.23/month to refund customers over the remaining five months of the rate year.
- Oregon’s Corporate Activity Tax is a new gross receipts tax that went into effect on January 1, 2020. Since this is a known allowable expense that most haulers will pay in 2020, it was added to the general and administrative cost component of the rates. This added approximately \$0.19/month to the 35-gallon cart rate.
- The high processing fees for delivering recyclable materials to local material recovery facilities eased a bit in 2019. This resulted in the processing fee included in the primary rates to fall from \$2.21 to \$1.86.
- As has been done in recent rate reviews, vehicle depreciation that was recognized early in the rates – in anticipation of it being a reported cost during a rate year – was backed out, in anticipation of those costs not being a reported cost during the 2020-21 fiscal year. For solid waste, \$3.62/customer was added to the 2013-14 rates. Allowing for the increase in total

customers, \$3.25/customer was netted out for 2020-21. For recycling, \$1.90/customer was added in 2015-16. Allowing for the increase in total recycling customers, \$1.77/customer was netted out for 2020-21. No adjustments were made for organics collection. In total, \$5.02/customer, or \$0.42/month per customer was backed out of the 2020-21 rates.

More detail on the factors driving the change in FY 2020-21 rates can be found in Section IV. Table 2 presents the individual FY 2020-21 rate components for the 20-gallon can and 35-gallon roll cart service levels.

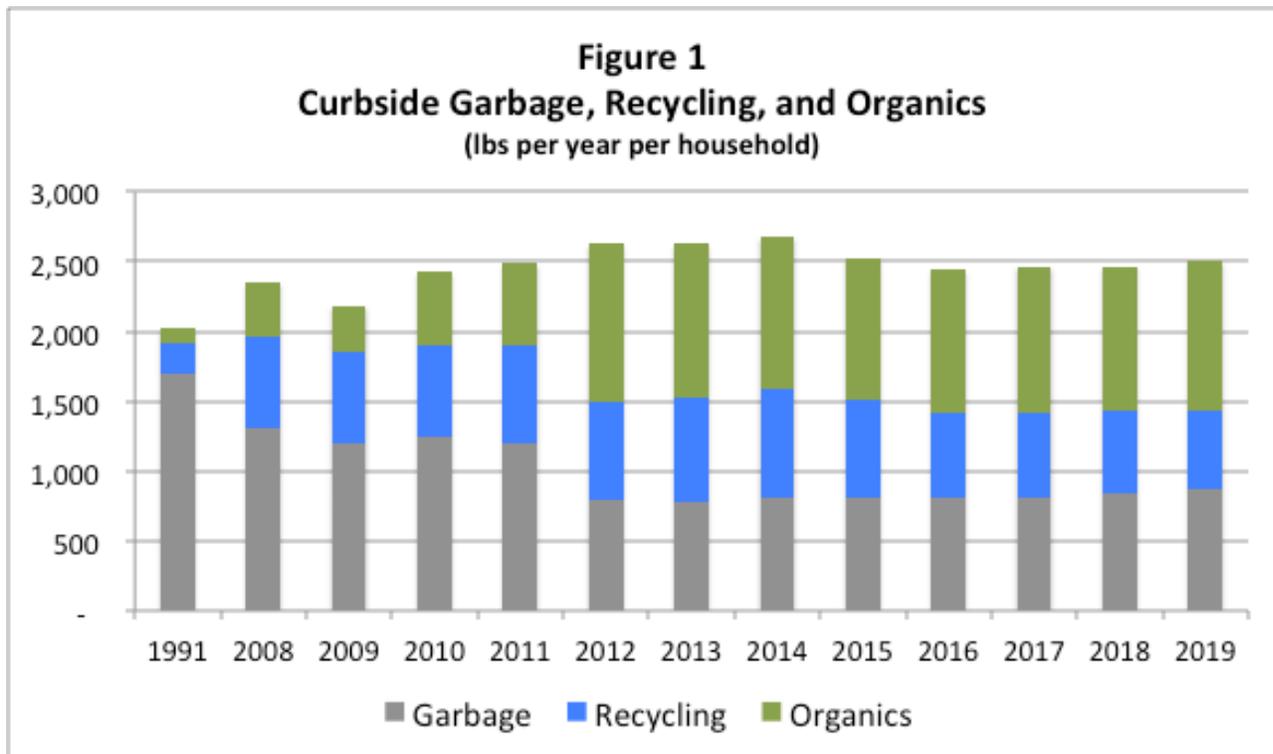
Table 2. Rate Components for 20-Gallon Can and 35-Gallon Roll Cart Service

<i>Rate Component</i>	<i>Adopted FY 2020-21 Rates, effective July 1, 2020</i>	<i>FY 2019-20 Rates (July 1, 2019 – January 31, 2020)</i>	<i>FY 2019-20 Rates (February 1, 2020 – June 30, 2020)</i>	<i>Dollar Change from February 1, 2020 – June 30, 2020 Rates</i>
20-Gallon Can Service				
Solid Waste Collection	\$ 2.73	\$ 3.13	\$ 3.13	(\$0.40)
Solid Waste Disposal	1.56	1.65	1.65	(0.09)
Recycling Collection	6.01	5.62	5.62	0.39
Yard Debris/Organics Collection	4.43	3.61	3.61	0.82
Yard Debris/Organics Disposal	3.38	3.31	3.31	0.07
General and Administrative Costs	6.85	6.82	6.50	0.35
Net Disposal Cost, Recyclable Material	1.86	2.21	2.21	(0.35)
Operating Margin	2.82	2.75	2.73	0.08
Less: Incentive Discount	(2.51)	(2.59)	(2.59)	0.08
Franchise Fees*	1.43	1.40	1.38	0.05
Total	\$ 28.55	\$ 27.90	\$ 27.55	\$1.00
35-Gallon Roll Cart Service				
Solid Waste Collection	\$ 2.92	\$ 3.34	\$ 3.34	(\$0.42)
Solid Waste Disposal	2.69	2.74	2.74	(0.05)
Recycling Collection	6.01	5.62	5.62	0.39
Yard Debris/Organics Collection	4.43	3.61	3.61	0.82
Yard Debris/Organics Disposal	3.38	3.31	3.31	0.07
General and Administrative Costs	6.85	6.84	6.48	0.37
Roll Cart Depreciation, Interest & Maintenance	0.35	0.33	0.33	0.03
Net Disposal Cost, Recyclable Material	1.86	2.21	2.21	(0.35)
Operating Margin	2.99	2.92	2.90	0.09
Less: Incentive Discount	0.00	0.00	0.00	(0.00)
Franchise Fees*	1.66	1.63	1.61	0.05
Total	\$ 33.15	\$ 32.55	\$ 32.15	\$1.00

* Franchise fees are a pass-through expense assessed by the City on hauler gross revenues. Because haulers are allowed to pay franchise fees using revenues collected from customers, they are included as a component of rates. Franchise fees collected from customers are remitted to the City on a quarterly basis. Rates for both FY 2019-20 and FY 2020-21 contain a 5.0% franchise fee component.

II. PROGRAM ATTRIBUTES AND PERFORMANCE

The City of Portland strives to promote high quality solid waste, recycling, and composting collection services while simultaneously maximizing recycling participation and diversion. Figure 1 shows annual garbage, recycling and organics (yard debris/food waste generation) collected per household at the inception of the franchise system in 1991, and for the calendar years 2008 through 2019.



The following summarizes current program features and performance data.

A. Solid Waste

Solid waste, recycling and composting collection services are provided to City residents under a franchise system that limits the number of haulers authorized to provide service. As part of this franchise system, the City regulates the rates haulers are allowed to charge customers. In 1991, the City awarded franchises to 69 haulers. By December 2019, the number of franchised haulers had decreased to eleven. Hauler franchises range in size from fewer than 1,200 to more than 56,000 residential customers. Franchised haulers may also serve commercial customers and many have operations outside the City of Portland. Rates for commercial service within City of Portland are not regulated, whereas many surrounding jurisdictions regulate both residential and commercial rates.

The standard level of residential service in the City of Portland includes every-other-week garbage collection, with weekly curbside collection of recycling and composting. Composting collection

includes yard debris and food scraps. Customers also have the option of selecting non-curb service, every-four-weeks garbage service, and/or on-call service. The City sets a variable rate schedule based on the size and number of containers and the frequency of collection. Rates are lower for smaller volume containers and – for a given container size – for fewer containers. This variable rate structure gives customers an incentive to reduce the volume of solid waste destined for landfills, by generating less solid waste and by recycling more of their solid waste stream.

As of December 2019, 7.4% of Portland residential customers subscribed to 20-gallon can or cart service. Overall, 64.7% of the City's residential customers subscribed to 20-gallon can or cart, 32-gallon can, 35-gallon roll cart, recycling-only, composting and recycling, on-call, or every-four-weeks service levels. In 2019, the amount of garbage disposed per household was 877 pounds (sample haulers only), compared to 1697 pounds in 1992.

B. Recycling

The most recent additions to the City of Portland's curbside recycling program were in 2008, when plastic tubs, buckets, and flowerpots were added. At that time, customers were also provided with a 60-gallon roll cart for all materials with the exception of glass and motor oil, which are collected on the side. Plastic bottles, telephone books, aseptic juice and milk cartons, aerosol cans, and scrap paper were added between 1992 and 1996. Other recyclable material includes newspaper, glass, cardboard, aluminum, tin cans, scrap metals, and motor oil. No materials have ever been included in, and subsequently eliminated from, Portland's curbside program.

SW&R staff continues to evaluate new materials and processing capabilities, both for future expansion opportunities, and for opportunities to reduce costs. For more information on the City's recycling efforts refer to the Solid Waste & Recycling section of BPS's website www.portland.gov/bps/garbage-recycling.

In 2019, Portland households recycled an average of 560 pounds (sample haulers only) of material per recycling customer household. Only 226 pounds per household was recycled in 1991, prior to the adoption of the current residential franchise system.

C. Yard Debris / Food Waste

Since October 31, 2011, yard debris and food scraps (sometimes referred to as "composting" or "organics") are collected on a weekly basis, with options for customers to set out yard debris extras for a fee of \$3.75. In mid-2008 the yard debris collection system transitioned from collection via customer-provided cans or yard debris bags, to 60-gallon roll carts for curbside yard debris collection.

Prior to going to biweekly collection in 1993, monthly collection diverted only 100 pounds of yard debris per household annually. The addition of biweekly collection increased yard debris diversion to 230 pounds per household in 1994. In 2010, diversion averaged 523 pounds per household. Average disposal weight per household for 2019 was 1066 pounds per household (sample haulers only), reflecting the combined impact of the addition of food scrap collection and the switch to weekly composting collection.

III. THE RATE REVIEW PROCESS

The franchised residential solid waste, recycling, and composting collection system has been in place since February 1992. The following discussion summarizes critical aspects of the annual rate review process, as established by the Franchise Agreement between the City and franchised haulers.

A. Franchise Agreement Requirements

Under the terms of Section 7 of the Franchise Agreement, the City shall:

“establish a rate schedule for all Service Levels for the residential Solid Waste, Recycling and Compostables collection services ... sufficient for Grantees in aggregate to recover Grantees’ projected Allowable Expenses, Operating Margin and projected Pass-Through Expenses The rate schedules established by the City shall reasonably reflect the distribution of customer Service Levels ... [and] may also include incentives to Residential Customers to reduce their Solid Waste and to reuse and recycle.”

Section 8.2 of the Franchise Agreement specifies the general requirements that the City must address in making rate adjustments. Significant provisions of Section 8 include the following:

- The City must use a customer-weighted random sampling method to select a representative number of residential haulers (sample haulers), “for the purpose of determining the reasonableness of the Allowable Expenses in the preceding rate period, and the projected Allowable Expenses, Operating Margin and Pass-Through Expenses for the next succeeding rate period.” For the FY 2020-21 rate review, the four sample haulers represented 77.6% of all solid waste and yard debris customers.
- The City may – and currently does – contract with an independent CPA to conduct financial reviews of the costs, revenues and income reported by the sample haulers. This independent CPA-reviewed financial information forms the primary basis for calculating rates.

B. Key Rate Review Objectives

The City of Portland seeks to:

- Develop rates that reflect the actual cost of providing service before adding incentives and disincentives.
- Develop rates that provide an incentive for customers to increase recycling and reduce solid waste generation. The City of Portland applies incentives to cost-of-service rates to reduce the rates for service levels with lower garbage capacities. Disincentive premiums are applied to the rates for 60- and 90-gallon roll carts and all single family multi-can and multi-cart service levels. These disincentive premiums increase the rates paid by customers and partially offset the reduction in hauler revenue caused by the incentive discounts.
- Develop rates for standardized curbside collection service as well as other levels of service, such as 32-gallon can and 35-gallon cart collected every four weeks, recycling-only and on-call service, and service for occasional solid waste and yard debris setouts.

- Develop rates that recover allowable costs and provide haulers with the opportunity to earn an operating margin equivalent to a 9.5% return on revenue.
- Ensure that non-curbside solid waste, recycling, and composting service is provided, at no additional charge, to customers in households where no one is physically able to place containers at the curbside.

C. Unique Elements of the Rate Review Process

In order to comply with the Franchise Agreement and achieve the objectives described above, the City of Portland annual rate review process includes the following unique elements:

1. Annual Rate Review Process Timing

Revised residential solid waste, recycling and composting rates are usually effective on July 1st, at the start of each fiscal year. Rates are based on hauler financial data for the previous twelve-month calendar year ending on December 31st. The six-month lag between the end of the calendar year and the effective date for new rates allows time for the following events to occur:

- Preparation and submittal of calendar year financial data by the haulers;
- Selection of the sample haulers who will have their financial data reviewed by an independent CPA retained by the City;
- Completion of the independent CPA's financial review;
- Calculation of recommended rates by an economic consultant retained by the City;
- Review of the recommended rates by SW&R staff;
- Review of the recommended rates by the Planning and Sustainability Commission;
- Review and eventual approval of the recommended rates by City Council.

FY 2020-21 rates are based on hauler financial data for the twelve-month calendar year ending on December 31, 2019 (CY 2019).

2. Hauler Reporting Requirements

In early March of each year, all residential franchised haulers are required to file with SW&R a comprehensive financial disclosure known as a Detailed Cost Report (DCR). The DCR requires the haulers to present information regarding their calendar year revenues, costs and income pursuant to extensive City guidelines regarding allowable and non-allowable expenses, Generally Accepted Accounting Principles, accrual basis versus cash basis accounting, depreciation policies, salvage values, cost allocations and a variety of other financial reporting topics.

In addition to the annual DCR, SW&R collects a variety of other information used in the rate review process, including quarterly customer counts by service level, and extensive labor hour, material weight and curbside setout data. SW&R also collects information on so-called "extra" services for use in the rate review process. These services – such as backyard collection services

and additional solid waste and yard debris setouts – are provided to customers upon request for an additional fee. Forecasted revenues from extra services are netted against total hauler costs and thus reduce the rates for primary curbside collection services. In a similar fashion, the incremental cost of providing hilly terrain service is subtracted from total hauler costs to calculate the standard flat terrain rate and the hilly terrain surcharge.

3. Independent CPA Review of Sample Hauler Financial Data

The primary purpose of the independent CPA review of sample financial data is to verify – in line item detail – the cost of providing solid waste, recycling and composting services to the City’s residential customers. This reviewed cost data, after adjustments for forecast inflation, provides the primary basis for calculating all solid waste, recycling and composting rates. The independent CPA financial review also verifies sample hauler financial performance during the previous calendar year, especially as it relates to the calculation of the haulers’ operating margins.

During the course of its financial review, the independent CPA often makes a variety of recommended adjustments to hauler reported financial data. Some of these adjustments may accrue to the benefit of customers by lowering sample hauler and recycling district allowable costs. Others may increase the amount of allowable costs. Upon review, the economist usually incorporates all of the independent CPA's recommended adjustments for the calculation of rates.

For the FY 2020-21 rate review, all eleven residential haulers filed their CY 2019 DCRs by March 9, 2020. Four haulers were subsequently selected via a customer-weighted random draw to have their submitted financial data reviewed by the CPA. By April 15, 2020, the independent CPA delivered the results of her financial review, including her recommended adjustments, to the economist. This information was subsequently used as the basis for the FY 2020-21 rate calculation.

4. Application of Inflation Adjustments to Calendar Year Cost Data

Portland's residential solid waste, recycling and composting rates are designed to be forward looking. This means that *currently effective* rates have been designed with the intention of providing franchised haulers with adequate compensation for their *current* costs of providing service. As discussed above, there is normally a six-month time lag between the end of the calendar year for which cost data is collected and the start of the fiscal year when rates become effective. This year, that time lag was reduced to four months. Once in effect, 2020-21 rates are expected to remain unchanged until July 1, 2021. As a result, there is an average sixteen-month period between cost measurement and full cost recovery.

For example, FY 2020-21 rates are based on costs incurred by haulers during the calendar year ending December 31, 2019. The sixteen-month period between July 1, 2019 (the middle of the calendar year for which cost data was reported), and January 1, 2021 (the middle of the twelve month span that the rates are expected to be in place), presents a risk that inflationary pressures will erode hauler profitability. For this reason, the actual calendar year costs underlying all solid waste, recycling and composting rates are adjusted by a sixteen-month inflation factor. Section IV contains a discussion of specific inflation rates used in the calculation of FY 2020-21 rates.

5. Certain Costs Not Based on Reported Calendar Year Financial Data

A limited number of cost and revenue inputs used in the rate review process are not fully based on hauler reported financial data for the previous calendar year. Recyclable material sales revenue and solid waste disposal costs are the two most notable exceptions.

Recyclable material sales revenue usually lowers the amount of rate revenue required from customers and often has a significant impact on rates. Due to price volatility in the markets for recovered materials, there is often little relationship between the levels of recyclable material sales revenue earned by haulers from one year to the next. Prior to FY 2013-14 rates, the recyclable materials revenue offset included in rates was entirely forward-looking, using a forecast of recyclable materials revenue for the rate year. This tended to add year-to-year volatility to the rates paid by customers. To help moderate these rate swings, the recyclable materials revenue methodology was changed, beginning with FY 2013-14 rates. The recyclable materials revenue offset was changed to an equally weighted average of actual recycling revenue for each of the two prior calendar years and a forecast of recycling revenue for the rate year. That methodology was not used for the FY 2018-19, FY 2019-20, or FY 2020-21 rates. See Section IV for a discussion of the recyclable materials revenue methodology used for 2020-21 rates.

Solid waste disposal costs are a second major rate input not based on the costs reported by haulers. In CY 2019, solid waste disposal costs totaled approximately 40.7% of the sample haulers' total solid waste collection costs. Due to their large magnitude, care is taken to ensure that the solid waste disposal costs included in rates are as accurate as possible. Towards this end, SW&R retains the services of Portland State University (PSU), which has conducted a comprehensive longitudinal study of Portland residential garbage container weights since 1992. Average net container weights calculated from the PSU data are further trued-up via a tonnage reconciliation, whereby haulers' reported tonnage is compared to expected tonnage, based on customer counts by service level and container weights. See Section IV for final can weights for FY 2020-21.

The rates for multiplexes (duplexes, triplexes and four-plexes) are based on adding an "extra unit recycling cost" to the base rate for the same size solid waste can/cart used at a single-family home. This extra unit recycling cost includes additional labor and collection costs, a recycling revenue offset, and costs for additional recycling roll carts. The extra unit charge is \$9.20 per extra unit in FY 2020-21. The multiplex rates are shown in the rate chart in Appendix A.

6. Operating Margin Methodology

Per the Franchise Agreement, rates are designed to allow haulers to recover legitimate costs of providing service and to provide them **the opportunity** to reach an operating margin equal to a 9.5% return on revenue. A simplified version of the operating margin calculation is presented below:

$$\begin{aligned} & \text{Gross Residential Revenues} \\ & + \text{Revenues from the Sale of Recyclable Materials} \\ & - \text{Allowable Expenses} \\ & - \text{Pass Through Expenses} \\ & = \text{Operating Margin} \end{aligned}$$

Although forecast inflation and fluctuations in the recyclable materials market can have a dramatic effect on the need for rate increases, there is generally an inverse relationship between the operating margin earned by haulers in a calendar year and the level of rate increases necessary in the upcoming fiscal year. This occurs because the actual costs experienced by haulers during the previous calendar year serve as the underlying cost basis for the upcoming fiscal year rate revenue requirement.

The use of a fixed operating margin target, coupled with the fact that allowable costs are reset every year, provides haulers with an ongoing incentive to increase operational efficiencies and control costs. This incentive occurs because haulers are allowed to retain all profits in excess of the target 9.5% operating margin used to calculate rates. Conversely, haulers who earn an operating margin below 9.5% have no recourse but to accept this outcome. Therefore, regardless of their individual profitability in past years, all haulers have an incentive to control costs in order to maximize profitability in the current calendar year.

7. Use of Composite Weighted Averages

With the exception of the hilly terrain surcharge, residential customers in the City of Portland pay a uniform citywide rate for each level of service. This occurs despite that fact that residential customers are currently served by one of twelve franchised haulers, each with unique operational and cost characteristics.

Citywide rate uniformity is achieved by calculating composite weighted average costs using the financial information contained in hauler DCRs. For example, in CY 2019, wages for recycling route drivers totaled \$3,470,057 for the four haulers included in the customer-weighted random sample. This is equivalent to an annual weighted average cost per customer of \$28.14. Netting out the incremental cost of providing service in hilly terrain reduced the cost per customer to \$27.17. Making adjustments for forecast inflation brought the final cost for recycling route drivers to \$27.91 per customer per year.

As illustrated in Appendix B, this same process is followed, on a line item-by-line item basis, for all of the 138 cost categories listed in the DCRs. The total amount of these costs, after adjustments for forecast inflation, operating margins and franchise fees, defines the composite weighted average per customer revenue requirement that must be recovered through rates.

In addition to rate uniformity, the use of a composite weighted average methodology achieves two other critical objectives. First, it allows for the equitable blending of costs from haulers with often-disparate operational and financial characteristics. In effect, highly efficient operators with low unit costs dampen or offset the upward rate pressures caused by inefficient operators with high unit costs. The reverse is also true.

Second, the use of a composite weighted average methodology allows the financial results of a small number of haulers to serve as a proxy for the entire residential franchise system. For 2020-21, the DCRs of the four haulers in the customer-weighted random sample served as a proxy for all eleven haulers in the system. These four haulers still accounted for 77.6% of all solid waste and compost customers in the City. This significantly reduces administrative costs for the franchise review process, especially as it relates to the annual independent CPA review of the DCRs, while still including at least 75% of Portland customers in the sample.

IV. KEY FACTORS AFFECTING FY 2020-21 RATES

A. Recyclable Material Sales Revenue

China’s ‘Green Fence’ and ‘National Sword’ policies have had a dramatic effect on west coast recycling markets, with haulers having to pay material recovery facilities (MRFs) to accept recyclable materials. Due to these unusual market conditions, the recycling revenue rate component was not set using recently adopted methodology of using haulers’ reported recyclable materials revenue for the prior two calendar years. Instead, the recyclable materials processing charges in the FY 2018-19 and FY 2019-20 rates were set to reflect market conditions. The processing fees appear to have stabilized, with the sample haulers used in the FY 2019-20 rates reporting processing charges of \$1.95/month per customer in CY2018, and the four sample haulers used in the FY 2020-21 rates reporting processing charges of \$1.86/month. Due to this apparent stability, the FY 2020-21 rates use the \$1.86/month reported in the sample haulers’ DCRs.

B. Forecast Inflation Adjustments

Table 3 shows the inflation adjustments applied to CY 2019 composite costs. These inflation adjustments are applied to all cost line items impacted by inflation, including wages and benefits, vehicle maintenance and repair, fuel, and general and administrative expenses. In aggregate, these inflators are estimated to add an average of \$0.47 per month to a residential bill compared to a zero inflation scenario.

Table 3. FY 2020-21 Inflation Adjustments

<i>Cost Category</i>	<i>16-Month Inflation Adjustment</i>	<i>Annual (12-Month) Equivalent</i>	<i>Data Source for Inflation Adjustment</i>
<i>Wages and Other Labor Costs</i>			
Solid Waste – Wages	2.70%	2.02%	Weighted average, using actual or expected contract adjustments for some haulers, and actual and forecast CPI and PPI data for other haulers
Solid Waste – Pensions	3.35%	2.50%	
Solid Waste – Health and Welfare Coverage	2.59%	1.94%	
Recycling – Wages	2.73%	2.04%	
Recycling – Pensions	3.44%	2.57%	
Recycling – Health and Welfare Coverage	2.62%	1.96%	
Organics – Wages	2.78%	2.08%	
Organics – Pensions	3.57%	2.66%	
Organics – Health and Welfare Coverage	2.65%	1.98%	
General & Administrative – Health & Welfare Coverage	2.59%	1.94%	
General & Administrative - Wages & Pension	2.32%	1.74%	Actual and forecast CPI and PPI data
<i>Non-Labor Adjustments (e.g., office rent; insurance; vehicle repair, maintenance and depreciation; etc.)</i>	2.32%	1.74%	Actual and forecast CPI and PPI data
<i>B20 Biodiesel Fuel/CNG combination</i>	-8.56%	-6.49%	U.S. EIA forecast

C. Solid Waste Disposal Costs

Forecast solid waste disposal costs are driven by two primary factors: the amount of solid waste discarded by customers and the Metro tip fee. The FY 2020-21 Metro tip fee increased from \$97.45 per ton, plus \$2.00 per transaction, to \$98.35 per ton, with the transaction fee unchanged. Discard weights for primary service levels were adjusted, with some weights increasing and some decreasing. See Table 4.

Table 4. FY 2020-21 Solid Waste Discard Weights

<i>Type of Service (collected every-other- week from single-family residences)</i>	<i>FY 2020-21 Weights</i>	<i>FY 2019-20 Weights</i>	<i>Percent Change</i>
20 Gallon Can and Cart	14.53 lbs.	15.43 lbs.	-5.8 %
32 Gallon Can	25.10 lbs.	24.05 lbs.	4.4 %
35 Gallon Roll Cart	25.10 lbs.	25.67 lbs.	-2.2 %
60 Gallon Roll Cart	47.70 lbs.	46.70 lbs.	2.1 %
90 Gallon Roll Cart	69.92 lbs.	68.92 lbs.	1.5 %

The impact of the tip fee changes and discard weight changes, relative to FY 2019-20 rates, are decreases of \$0.09 per month for the 20-gallon can and cart, a \$0.12 increase for the 32-gallon can, a \$0.05 decrease for the 35-gallon roll cart, a \$0.13 increase for the 60-gallon roll cart, and a \$0.14 increase for the 90-gallon roll cart.

D. Organics Disposal Costs

Most yard debris and food scraps collected by Portland franchised haulers are taken to one of Metro's two transfer facilities. Similar to solid waste disposal costs, organics disposal costs are driven by the average amount of organics generated per household, and Metro's tip fee. Organics disposal per household is forecast to be 1066 pounds per year, a 3.5% increase from the 1030 pounds per household assumed in the FY 2019-20 rates. Metro's tip fee remains unchanged at \$77.91/ton, with a \$2.00 per transaction fee.

The organics disposal cost included in rates is allocated between the primary levels of service and extra yard debris setouts. The sample haulers reported higher yard debris extras compared to 2018, dampening the impact of the higher disposal per household (3.5%) on rates. For 2020-21, the base rate for all primary service levels included \$3.38 per month for organics disposal. This is a 2.0%, or \$0.07, increase from FY 2019-20 rates.

E. Incentives and Disincentives

Several rates are set below cost-of-service through the inclusion of incentive discounts. Since rates are set to make haulers 'whole,' the incentive discounts are offset by disincentive charges on other service levels. Table 5 gives the incentives and disincentives for single can or cart service levels for the FY 2020-21 rates, along with those in the FY 2019-20 rates.

Table 5. Incentives and Disincentives in FY 2020-21 and FY 2019-20 rates.

<i>Service level</i>	<i>FY 2020-21 rates</i>	<i>FY 2019-20 rates</i>
20 Gallon Can	(\$ 2.51)	(\$ 2.59)
20 Gallon Roll Cart	(\$ 2.87)	(\$ 2.93)
32 Gallon Can	\$ 0.27	\$ 0.45
35 Gallon Roll Cart	\$ 0.00	\$ 0.00
60 Gallon Roll Cart	\$ 0.80	\$ 1.96
90 Gallon Roll Cart	\$ 3.46	\$ 3.63
32 Gallon Can, Every Four Weeks	(\$ 2.63)	(\$ 2.61)
35 Gallon Roll Cart, Every Four Weeks	(\$ 2.94)	(\$ 2.89)
Composting & Recycling Only	(\$ 0.77)	(\$ 0.79)

Appendix A
FY 2020-21 Residential Solid Waste, Recycling and Composting Rates
(Rates Effective July 1, 2020)

Service Level	FY 2020-21	FY 2019-20 7/1/19 – 1/30/20	FY 2019-20 2/1/20 – 6/30/20
Every-Other-Week Can Services			
One 20 gallon can	\$ 28.55	\$ 27.90	\$ 27.55
One 32 gallon can	33.15	32.55	32.10
Two 32 gallon cans	43.20	42.40	41.85
Two 32 gallon cans at a duplex	46.20	45.00	44.40
Two 32 gallon cans at a triplex	55.40	53.90	53.15
Three 32 gallon cans	49.40	48.55	47.90
Three 32 gallon cans at a duplex	50.55	49.30	48.60
Three 32 gallon cans at a triplex	59.75	58.20	57.40
Three 32 gallon cans at a four-plex	68.95	67.10	66.15
Four 32 gallon cans	54.00	53.10	52.40
Four 32 gallon cans at a duplex	54.85	53.55	52.85
Four 32 gallon cans at a triplex	64.05	62.45	61.60
Four 32 gallon cans at a four-plex	73.25	71.35	70.35
Every-Other-Week Roll Cart Services			
One 20 gallon roll cart	\$ 28.55	\$ 27.90	\$ 27.55
One 35 gallon roll cart	33.15	32.55	32.10
One 35 gallon roll cart at a duplex	42.15	41.20	40.85
Two 35 gallon roll carts	42.05	41.65	41.10
Two 35 gallon roll carts at a duplex	46.75	45.95	45.35
Two 35 gallon roll carts at a triplex	55.95	54.85	54.10
Two 35 gallon roll carts at a four-plex	65.15	63.75	62.65
Three 35 gallon roll carts	49.40	49.20	48.55
Three 35 gallon roll carts at a duplex	51.30	50.70	50.05
Three 35 gallon roll carts at a triplex	60.50	59.60	58.80
Three 35 gallon roll carts at a four-plex	69.70	68.50	67.55
Four 35 gallon roll carts	56.80	56.75	56.00
Four 35 gallon roll carts at a duplex	55.90	55.50	54.70
Four 35 gallon roll carts at a triplex	65.10	64.40	63.50
Four 35 gallon roll carts at a four-plex	74.30	73.30	72.25
One 60 gallon roll cart	37.35	37.85	37.35
One 60 gallon roll cart at a duplex	45.50	44.45	43.80
One 60 gallon roll cart at a triplex	54.70	53.35	52.60
Two 60 gallon roll carts	49.45	48.75	48.10
Two 60 gallon roll carts at a duplex	53.50	52.40	51.70
Two 60 gallon roll carts at a triplex	62.70	61.30	60.45
Two 60 gallon roll carts at a four-plex	71.90	70.20	69.20
Three 60 gallon roll carts	59.75	59.05	58.30
Three 60 gallon roll carts at a duplex	61.45	60.40	59.55
Three 60 gallon roll carts at a triplex	70.65	69.30	68.30
Three 60 gallon roll carts at a four-plex	79.85	78.20	77.10

Appendix A (Continued)
FY 2020-21 Residential Solid Waste, Recycling and Composting Rates
(Rates Effective July 1, 2020)

Service Level	FY 2020-21	FY 2019-20 7/1/19 – 1/30/20	FY 2019-20 2/1/20 – 6/30/20
Every-Other-Week Roll Cart Services			
Four 60 gallon roll carts	\$ 70.00	\$ 69.35	\$ 68.45
Four 60 gallon roll carts at a duplex	69.40	68.35	67.45
Four 60 gallon roll carts at a triplex	78.60	77.25	76.20
Four 60 gallon roll carts at a four-plex	87.80	86.15	84.95
One 90 gallon roll cart	43.60	43.15	42.60
One 90 gallon roll cart at a duplex	48.95	47.95	47.30
One 90 gallon roll cart at a triplex	58.15	56.85	56.05
One 90 gallon roll cart at a four-plex	67.35	65.75	64.85
Two 90 gallon roll carts	57.50	56.95	58.20
Two 90 gallon roll carts at a duplex	60.40	59.45	58.65
Two 90 gallon roll carts at a triplex	69.60	68.35	67.45
Two 90 gallon roll carts at a four-plex	78.80	77.25	76.20
Three 90 gallon roll carts	69.40	68.95	68.05
Three 90 gallon roll carts at a duplex	71.80	70.95	70.00
Three 90 gallon roll carts at a triplex	81.00	79.85	78.75
Three 90 gallon roll carts at a four-plex	90.20	88.75	87.55
Four 90 gallon roll carts	81.25	80.90	79.85
Four 60 gallon roll carts at a duplex	83.20	82.50	81.40
Four 60 gallon roll carts at a triplex	92.40	91.40	90.15
Four 60 gallon roll carts at a four-plex	101.60	100.30	98.90
Every-Other-Week Container Services			
One 1 cubic yard container	\$ 88.20	\$ 88.45	\$ 87.30
One 1 cubic yard container at a duplex	74.40	74.15	73.15
One 1 cubic yard container at a triplex	83.60	83.05	81.90
One 1 cubic yard container at a four-plex	92.80	91.95	90.70
One 1.5 cubic yard container	119.55	120.30	118.70
One 1.5 cubic yard container at a duplex	91.85	92.05	90.80
One 1.5 cubic yard container at a triplex	101.05	100.95	99.55
One 1.5 cubic yard container at a four-plex	110.25	109.85	108.35
One 2.0 cubic yard container	150.80	152.05	150.05
One 2.0 cubic yard container at a duplex	109.20	109.85	108.40
One 2.0 cubic yard container at a triplex	118.40	118.75	117.15
One 2.0 cubic yard container at a four-plex	127.60	127.65	125.90
Special Services – Solid Waste			
One 32 gallon can every four weeks	\$ 25.85	\$ 25.00	\$ 24.65
One 32 gallon can on-call (w/o recycling or composting)	9.75	9.90	9.80
One 35 gallon roll cart every four weeks	25.85	25.00	24.65
Occasional extra can/bag	5.00	5.00	5.00
Special Services – Recycling and Organics			
Recycling only – weekly	\$ 11.45	\$ 11.40	\$ 11.25
Compost & recycling only	22.20	21.10	20.80
Yard debris extra bag/can	3.75	3.75	3.75
Extra cart for recycling	5.75	6.00	5.90
Extra cart for compost	14.10	14.10	13.90

Appendix A (Continued)
FY 2020-21 Residential Solid Waste, Recycling and Composting Rates
(Rates Effective July 1, 2020)

Service Level	FY 2020-21	FY 2019-20 7/1/19 – 1/30/20	FY 2019-20 2/1/20 – 6/30/20
Terrain Differential			
Regular weekly service (single can)	\$ 4.30	\$ 4.35	\$ 4.30
Regular weekly service (multiple cans/carts)	4.45	4.50	4.45
Every-four-weeks service	3.00	3.00	3.00
Weekly recycling only service	1.50	1.50	1.50
Compost & recycling only	2.85	2.85	2.85
On-call service	0.75	0.80	0.75
On Call Yard Debris Collection	0.35	0.30	0.30
Non-Curb Service Surcharge			
One 20 gallon can	\$ 2.15	\$ 2.10	\$ 2.10
One 32 gallon can	2.15	2.10	2.10
Two 32 gallon cans	4.30	4.20	4.20
Three 32 gallon cans	6.45	6.30	6.30
Four 32 gallon cans	8.60	8.40	8.40
Excess Distance (Greater than 75')			
One 20 gallon can	\$ 0.75	\$ 0.70	\$ 0.70
One 32 gallon can	0.75	0.70	0.70
Two 32 gallon cans	1.50	1.40	1.40
Three 32 gallon cans	2.25	2.10	2.10
Four 32 gallon cans	3.00	2.80	2.80
Multifamily Special Services:			
Recycling surcharge per extra dwelling unit	\$ 9.20	\$ 8.90	\$ 8.75
Non-curb can service	2.15	2.10	2.10
Non-curb roll cart service	4.30	4.30	4.30
Excess distance per roll cart	1.50	1.40	1.40

Appendix B
CY 2019 Composite Weighted Average Revenues and Costs
(Dollars/Customer/Year)

DCR* Line #	Line item Description	Weighted Average per Customer	Summary Percent
	<i>SUMMARY</i>		
1	Revenues (From Line 21)	\$ 405.37	100.00%
2	Direct Cost of Operations (From Lines 55)	289.87	71.51%
3	Gross Profit (Line 1 Less Line 2)	115.50	28.49%
4	General & Administrative (From Line 94)	80.94	19.97%
5	Income from Operations (Line 3 Less Line 4)	\$ 34.56	8.52%
	<i>ADJUSTMENTS TO ALLOWABLE COSTS:</i>		
6	Route Purchase – Interest (From Line 92)	\$ 0.00	0.00%
7	Route Purchase – Amortization (From Line 90)	0.00	0.00%
8	Contributions (From Line 70)	0.00	0.00%
9	Federal/State/Local Income Taxes (From Line 77 & Anywhere Else Reported)	0.00	0.00%
10	Gain on Sale of Assets (From Line 20)	0.00	0.00%
11	Officers Life Ins. Premium (From Line 61, or Wherever Included)	0.00	0.00%
12	Director's Fees (From Line 61, or Wherever Included)	0.00	0.00%
13	Other Non-Allowable Costs (From wherever included)	0.00	0.00%
14	Office in Home (From Worksheet)	0.00	0.00%
15	Yard at Home (From Worksheet)	0.00	0.00%
16	Total Adjustments to Costs (Total Lines 6-15)	\$ 0.00	0.00%
17	Allowable Franchise Costs (Lines 2 + 4 - 16)	\$ 370.82	91.48%
	NET FRANCHISE EARNINGS	\$ 34.56	8.52%
	RETURN ON REVENUES	8.85%	
	<i>REVENUE</i>		
18	Collection Revenues	\$ 426.95	105.32%
19	Recyclable Material Sales	(22.27)	-5.49%
20	Other Revenues	0.70	0.17%
21	TOTAL REVENUES	\$ 405.37	100.00%

* DCR = Detailed Cost Report, submitted annually by all franchisees

Appendix B (Continued)
CY 2019 Composite Weighted Average Revenues and Costs
(Dollars/Customer/Year)

DCR Line #	Line item Description	Weighted Average per Customer, as Reported	Percent of Revenue	Weighted Average per Customer Net of Terrain Surcharge	Adjustments	Inflation Adjustment	Final Cost Used in Rates
	SOLID WASTE - DIRECT COST OF OPERATIONS						
22	Wages - Route Drivers	\$ 17.37	4.28%	\$ 16.39		2.70%	\$ 16.83
23	Wages – Mechanic	1.82	0.45%	1.71		2.32%	1.75
24	Payroll Tax Expense	1.79	0.44%	1.69		2.70%	1.73
25	Medical Insurance	3.91	0.96%	3.69		2.59%	3.79
26	Pension Plan Expense	1.67	0.41%	1.58		3.35%	1.63
27	Workers Compensation Insurance	0.51	0.13%	0.48		2.32%	0.50
28	Other Benefits	0.08	0.02%	0.08		2.70%	0.08
29	Training and Worker Safety	0.12	0.03%	0.12		2.32%	0.12
30	Fuel	2.75	0.68%	2.59		-8.56%	2.37
31	Repairs & Maintenance - Vehicles	3.75	0.93%	3.54		2.32%	3.62
32	Repairs & Maint. - Containers & Carts	0.74	0.18%	0.74	-0.74	Rates based on forecast costs	
33	Repairs & Maintenance - Other Equipment	0.02	0.00%	0.02		2.32%	0.02
34	Repairs & Maintenance - Yard/Buildings	0.07	0.02%	0.07		2.32%	0.08
35	Depreciation - Vehicles	6.50	1.60%	6.13	-3.25	2.32%	2.95
36	Depreciation - Containers & Carts	3.16	0.78%	3.16	-3.16	Rates based on forecast costs	
37	Depreciation - Other Equipment	0.29	0.07%	0.29		2.32%	0.30
38	Depreciation - Yard/Buildings	0.13	0.03%	0.13		0.00%	0.13
39	Disposal Fees	48.56	11.98%	48.56	-48.56	Rates based on forecast costs	
40	Recycling Co-op Payments					0.00%	0.00
41	Recycling Bins					0.00%	0.00
42	Supplies	0.09	0.02%	0.09		2.32%	0.09
43	Yard Rent	0.80	0.20%	0.80		2.32%	0.82
44	Vehicle Rent	0.28	0.07%	0.26		2.32%	0.27
45	Other Equipment Rent	0.21	0.05%	0.21		2.32%	0.21
46	Insurance	1.00	0.25%	0.94		2.32%	0.96
47	PUC /Licenses / Fees	0.58	0.14%	0.55		2.32%	0.56
48	Franchise Fees	22.20	5.48%	22.20	-22.20	0.00%	0.00
49	Surcharges	0.00	0.00%	0.00		0.00%	0.00
50	Interest - Vehicles	0.42	0.10%	0.39		2.32%	0.40
51	Interest - Containers & Carts	0.25	0.06%	0.25	-0.25	Rates based on forecast costs	
52	Interest - Other Equipment	0.00	0.00%	0.00		2.32%	0.00
53	Interest - Yard/Buildings	0.00	0.00%	0.00		2.32%	0.00
54	Other Operational Expenses	0.12	0.03%	0.12		2.32%	0.12
55	TOTAL - SOLID WASTE	\$ 119.20	29.40%	\$ 116.80	-\$ 78.16		\$ 39.34

Appendix B (Continued)
CY 2019 Composite Weighted Average Revenues and Costs
(Dollars/Customer/Year)

DCR Line #	Line item Description	Weighted Average per Customer	Percent of Revenue	Weighted Average per Customer Net of Terrain Surcharge	Adjustments	Inflation Adjustment	Final Cost Used in Rates
	RECYCLING - DIRECT COST OF OPERATIONS						
22	Wages - Route Drivers	\$ 28.14	6.94%	\$ 27.17		2.73%	\$ 27.91
23	Wages - Mechanic	3.11	0.77%	3.00		2.32%	3.07
24	Payroll Tax Expense	2.93	0.72%	2.82		2.73%	2.90
25	Medical Insurance	6.40	1.58%	6.18		2.62%	6.34
26	Pension Plan Expense	2.76	0.68%	2.66		3.44%	2.76
27	Workers Compensation Insurance	0.88	0.22%	0.85		2.32%	0.86
28	Other Benefits	0.14	0.03%	0.13		2.73%	0.14
29	Training and Worker Safety	0.21	0.05%	0.21		2.32%	0.22
30	Fuel	3.55	0.87%	3.42		-8.56%	3.13
31	Repairs & Maintenance - Vehicles	5.85	1.44%	5.65		2.32%	5.78
32	Repairs & Maint. - Containers & Carts	0.66	0.16%	0.66		2.32%	0.68
33	Repairs & Maintenance - Other Equipment	0.03	0.01%	0.03		2.32%	0.03
34	Repairs & Maintenance - Yard/Buildings	0.13	0.03%	0.13		2.32%	0.13
35	Depreciation - Vehicles	11.30	2.79%	10.91	-1.77	2.32%	9.36
36	Depreciation - Containers & Carts	1.95	0.48%	1.95		0.00%	1.95
37	Depreciation - Other Equipment	0.45	0.11%	0.45		2.32%	0.46
38	Depreciation - Yard/Buildings	0.24	0.06%	0.24		0.00%	0.24
39	Disposal Fees	0.00	0.00%	0.00	0.00	0.00%	0.00
40	Recycling Co-op Payments					0.00%	0.00
41	Recycling Bins	0.00	0.00%	0.00		2.32%	0.00
42	Supplies	0.14	0.04%	0.14		2.32%	0.15
43	Yard Rent	1.33	0.33%	1.33		2.32%	1.36
44	Vehicle Rent	0.40	0.10%	0.39		2.32%	0.40
45	Other Equipment Rent	0.33	0.08%	0.33		2.32%	0.33
46	Insurance	1.65	0.41%	1.59		2.32%	1.63
47	PUC/Licenses/Fees	0.96	0.24%	0.92		2.32%	0.94
48	Franchise Fees					0.00%	0.00
49	Surcharges					0.00%	0.00
50	Interest - Vehicles	1.07	0.26%	1.03		2.32%	1.06
51	Interest - Containers & Carts	0.25	0.06%	0.25		2.32%	0.25
52	Interest - Other Equipment	0.00	0.00%	0.00		2.32%	0.00
53	Interest - Yard/Buildings	0.00	0.00%	0.00		2.32%	0.00
54	Other Operational Expenses	0.06	0.02%	0.06		2.32%	0.07
55	TOTAL - RECYCLING	\$ 74.91	18.48%	\$ 72.52	-\$ 1.77		\$ 72.14

Appendix B (Continued)
CY 2019 Composite Weighted Average Revenues and Costs
(Dollars/Customer/Year)

DCR Line #	Line item Description	Weighted Average per Customer, as Reported	Percent of Revenue	Weighted Average per Customer Net of Terrain Surcharge	Adjustments	Inflation Adjustment	Final Cost Used in Rates
	<i>ORGANICS - DIRECT COST OF OPERATIONS</i>						
22	Wages - Route Drivers	\$ 19.99	4.93%	\$ 19.16		2.78%	\$ 19.70
23	Wages - Mechanic	2.10	0.52%	2.01		2.32%	2.06
24	Payroll Tax Expense	2.04	0.50%	1.96		2.78%	2.01
25	Medical Insurance	4.85	1.20%	4.65		2.65%	4.77
26	Pension Plan Expense	2.07	0.51%	1.99		3.57%	2.06
27	Workers Compensation Insurance	0.65	0.16%	0.63		2.32%	0.64
28	Other Benefits	0.11	0.03%	0.11		2.32%	0.11
29	Training and Worker Safety	0.17	0.04%	0.17		2.32%	0.17
30	Fuel	2.92	0.72%	2.80		-8.56%	2.56
31	Repairs & Maintenance - Vehicles	4.26	1.05%	4.08		2.32%	4.18
32	Repairs & Maint. - Containers & Carts	0.66	0.16%	0.66		2.32%	0.67
33	Repairs & Maintenance - Other Equipment	0.02	0.01%	0.02		2.32%	0.02
34	Repairs & Maintenance - Yard/Buildings	0.10	0.02%	0.10		2.32%	0.10
35	Depreciation - Vehicles	8.65	2.13%	8.30	0.00	2.32%	8.49
36	Depreciation - Containers & Carts	1.41	0.35%	1.41		2.32%	1.45
37	Depreciation - Other Equipment	0.32	0.08%	0.32		2.32%	0.33
38	Depreciation - Yard/Buildings	0.19	0.05%	0.19		2.32%	0.19
39	Disposal Fees	40.51	9.99%	40.51	1.86	0.00%	40.51
40	Recycling Co-op Payments					0.00%	0.00
41	Recycling Bins					0.00%	0.00
42	Supplies	0.11	0.03%	0.11		2.32%	0.11
43	Yard Rent	0.96	0.24%	0.96		2.32%	0.98
44	Vehicle Rent	0.35	0.09%	0.33		2.32%	0.34
45	Other Equipment Rent	0.28	0.07%	0.28		2.32%	0.29
46	Insurance	1.16	0.29%	1.12		2.32%	1.14
47	PUC/Licenses/Fees	0.72	0.18%	0.69		2.32%	0.71
48	Franchise Fees					0.00%	0.00
49	Surcharges					0.00%	0.00
50	Interest - Vehicles	1.02	0.25%	0.98		2.32%	1.00
51	Interest - Containers & Carts	0.16	0.04%	0.16		2.32%	0.16
52	Interest - Other Equipment	0.00	0.00%	0.00		2.32%	0.00
53	Interest - Yard/Buildings	0.00	0.00%	0.00		2.32%	0.00
54	Other Operational Expenses	0.00	0.00%	0.00		2.32%	0.00
55	TOTAL YARD DEBRIS	\$ 95.77	23.62%	\$ 93.67	\$ 1.86		\$ 94.74

Appendix B (Continued)
CY 2019 Composite Weighted Average Revenues and Costs
(Dollars/Customer/Year)

DCR Line #	Line item Description	Weighted Average per Customer	Percent of Revenue	Weighted Average per Customer Net of Terrain Surcharge	Adjustments	Inflation Adjustment	Final Cost Used in Rates
	<i>GENERAL AND ADMINISTRATIVE</i>						
56	Management Salaries	\$ 19.64	4.84%	\$ 19.61		2.32%	\$ 20.06
57	Management Payroll Tax Expense	1.69	0.42%	1.69		2.32%	1.73
58	Management Medical Insurance	2.50	0.62%	2.50		2.59%	2.56
59	Management Workers Compensation	0.00	0.00%	0.00		2.32%	0.00
60	Management Pension Plan Expense	1.28	0.32%	1.28		2.32%	1.31
61	Management Other Benefits	0.00	0.00%	0.00		2.32%	0.00
62	Administrative Salaries	20.47	5.05%	20.44		2.32%	20.91
63	Administrative Payroll Tax Expense	1.83	0.45%	1.83		2.32%	1.87
64	Administrative Medical Insurance	3.71	0.92%	3.71		2.59%	3.81
65	Administrative Workers Compensation	0.21	0.05%	0.21		2.32%	0.21
66	Administrative Pension Plan Expense	0.98	0.24%	0.98		2.32%	1.00
67	Administrative Other Benefits	0.02	0.00%	0.02		2.32%	0.02
68	Office Rent	3.93	0.97%	3.93		2.32%	4.02
69	Advertising and Public Education	0.86	0.21%	0.86		2.32%	0.88
70	Contributions	0.00	0.00%	0.00		2.32%	0.00
71	Professional Fees	1.20	0.30%	1.20		2.32%	1.23
72	Training & Worker Safety	0.20	0.05%	0.20		2.32%	0.20
73	Insurance	0.83	0.20%	0.83		2.32%	0.85
74	Telephone	2.34	0.58%	2.34		2.32%	2.40
75	Utilities	1.59	0.39%	1.59		2.32%	1.63
76	Property Taxes/Licenses/Fees	2.17	0.54%	2.17	2.10	2.32%	4.17
77	Federal/ State/Local Income Taxes	0.62	0.15%	0.62		-7.40%	0.57
78	Dues & Subscriptions	0.34	0.08%	0.34		2.32%	0.35
79	Depreciation - Office Building	0.14	0.03%	0.14		2.32%	0.14
80	Depreciation - Office Equipment	0.09	0.02%	0.09		2.32%	0.10
81	Repairs & Maintenance - Office	0.65	0.16%	0.65		2.32%	0.67
82	Cleaning and Maintenance	0.54	0.13%	0.54		2.32%	0.55
83	Equipment Rental	0.20	0.05%	0.20		2.32%	0.20
84	Office Supplies	1.77	0.44%	1.77		2.32%	1.81
85	Postage & Freight	1.59	0.39%	1.59		2.32%	1.62
86	Miscellaneous Expense	1.21	0.30%	1.21		2.32%	1.24
87	Travel/Meals/Lodging	0.74	0.18%	0.74		2.32%	0.76
88	Professional Meetings and Seminars	0.00	0.00%	0.00		2.32%	0.00
89	Bad Debts	0.40	0.10%	0.40		-7.40%	0.37
90	Amortization - Route & Intangibles	0.00	0.00%	0.00		0.00%	0.00
91	Amortization - Other	0.00	0.00%	0.00		0.00%	0.00
92	Interest - Route	0.00	0.00%	0.00		0.00%	0.00
93	Interest - Other	0.01	0.00%	0.01		2.32%	0.01
94	Corporate Overhead	7.14	1.76%	7.13		2.32%	7.30
94	TOTAL - G & A	\$ 80.94	19.97%	\$ 80.82	\$ 2.10		\$ 84.56

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Bureau of Planning & Sustainability

Requested Budget & Racial Equity Plan Update:

The Bureau of Planning and Sustainability's (BPS) FY 2021-22 Requested Budget reflects the bureau's continued commitment to advancing racial equity internally and externally to benefit Black and Indigenous people, immigrants and refugees, and people of color. Under bureau leadership, BPS has engaged in several key initiatives around equitable decision-making, equitable project start-up, and the application of an equity lens when determining staffing levels and programming considerations to support all activities in leading with racial equity.

Starting with the 2035 Comprehensive Plan and the 2015 Climate Action Plan, BPS has been asking important questions about how our programs measure impacts to our frontline communities and communities of color before enacting new policies and initiatives. As we realign resources to better answer those questions, bureau programs continue to invest in resources to better engage and co-create with community partners to ensure community priorities and bureau priorities better align.

This Requested Budget signals important changes to the bureau's structure for doing business and highlights important initiatives that are designed to prioritize Portland's diverse communities.

A. The expansion of the BPS Equity Team and the associated Program Offer is a bold statement and reflection of our budgeting priorities. For the first time, the BPS Equity Team and programming will have a budget independent of the Operations and Administration budgets under which it previously lived. This important change will provide more valuable insight into the funding priorities and shortfalls associated with our most explicit racial justice programs, contracts, training, and other initiatives. Over the course of one fiscal year, the program has grown from the two proposed staff in the past budget proposal, to five equity and community engagement practitioners including the Equity Manager. The program will fill one vacancy for a community engagement manager this spring.

B. Updating the Racial Equity Work Plan. The update of the bureau's Racial Equity Work Plan will be led by the newly formed Equity Team. As important, if not more than the outcome, is the process. It will be collaborative in nature including community partners, bureau staff, and Citywide partners, aiming to bring together diverse perspectives and a focus on the creation and monitoring of more comprehensive evaluation metrics. Building on the lessons learned from the Results Based Accountability frameworks and the former Racial Equity Work Plan, the updated plan will provide more clarity on the indicators of success for racial equity initiatives bureau-wide.

C. The implementation of Portland Clean Energy Fund (PCEF). A program developed and led by community leadership, PCEF will dramatically change the City's ability to meet the climate crisis while empowering and building capacity within those communities

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meet the climate crisis while empowering and building capacity within these communities who carry the greatest burden. The fund's priority is to focus on and be led by Indigenous people, Black people, immigrants and refugees, and people of color. FY 2021-22, PCEF anticipates distributing \$60M into historically-discriminated against communities and will hire an additional two staff positions to lead in engaging community members while providing technical assistance for grant applicants.

D. The evolution of the Anti-Displacement Action Plan and Task Force and the Spatial Justice Project. Both programs will allow the City to prevent and mitigate housing, business and culture displacement as Portland continues to adapt and solve the housing crisis. Additionally, the Spatial Justice Project will explore opportunities to provide community benefit through creative zoning changes and considerations with the intent to create benefits for communities Black and Indigenous communities in Portland. Equally as important to this outcome is the process of co-creation with community and other City bureaus. The role and political elevation of both projects will set a new precedent for how the bureau designs the future of the city by leading with community priorities.

E. Smart City PDX will continue working directly with community and City Council to develop and address the significant digital equity issues in the community including developing data privacy policies that prevent using technology that leads to racial profiling, misuse of personal data, and the development of new tools for communicating City work to the public and safely collecting data from community.

F. Climate Justice. Our frontline communities, including Portland's Black, Indigenous, and communities of color, are being hit first and worst by the impacts of the climate crisis. Portland's youth will face the consequences of today's decisions for the rest of their lives. BPS is realigning staff priorities and resources to center the community and provide meaningful engagement and co-creation with Portland youth of color. This work will land as the update to the Climate Action Plan and will send a clear direction that it is no longer acceptable to simply name the inequities and injustice, but that our climate work must prevent burden and address past harms.

Racial Equity Plan Link:

Requested Budget Community Engagement:

The bureau worked closely with its Budget Advisory Committee and the Community Involvement Committee to first educate participants on the budget process. The Deputy Director hosted several listening sessions to share more details on how budget allocations are calculated and prioritized. Also discussed was the 5% budget cut guidance from the Mayor's office following the economic implications and projections following the pandemic. Committee members also discussed variable scenarios impacting layoffs and cuts to program funding, voluntary furloughs, and union bumping.

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Base Budget Constraints:

The effects of the global pandemic have been catastrophic and impacted our most vulnerable communities the hardest economically, physically and systemically. The City has been no exception to the devastation of our local economy. The FY 2021-22 budget impacts and the 5% reduction is distributed across multiple work programs and results in FTE loss. As a bureau that invests the majority of our production capacity into staffing programs and projects, our ability to thoughtfully engage with and compensate community members has been grossly diminished. The bureau must continue to proactively plan for supplemental grant funds and appropriately budget for the equity analysis and community engagement necessary to meaningfully approach community development, climate action, and waste collection services. BPS generally doesn't have enough money in the base budget to enable the ideal engagement approach/processes we'd like to have with under-served communities. At the recommendation of this year's Budget Advisory Committee and Community Involvement Committee, we have dramatically reduced the funding to support staff professional development opportunities and community event sponsorships and small grants.

Notable Changes:

Among the most significant changes to support the bureau's equity efforts is the addition of two new positions, a Community Engagement Manager (Coordinator III) and a Racial Equity Planner position. The Community Engagement Manager will lead the development of community engagement goals and strategies in the Racial Equity Work Plan and support the incorporation of community-initiated policy reform and development priorities. The Racial Equity Planner will support the vital work of the Spatial Justice Zoning Project and the Anti-Displacement Plan. Both positions offer a leadership role and potential advancement opportunities for equity practitioners within the bureau and community.

Equity Manager Role in Budget Development

BPS' Equity Manager position was filled at the beginning of FY 2020-21. As noted above, BPS has focused a significant amount of time on realignment of existing staff that will report directly to the Equity Manager to provide bureau-wide guidance and support to all programs, including future budget development. This step to truly operationalize the bureau's equity work at a strategic level is significant and provides more clarity and expectations to all staff. This budget cycle, the Equity Manager supported the work of the Budget Advisory Committee, ensuring meaningful engagement, opportunities for decision-making authority and a more participatory budgeting experience. Lessons learned will be included in the updated Racial Equity Work Plan development process in FY 2021-22.

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**Equity
Manager:**

Nikoyia Phillips

**Contact
Phone:**

(503) 823-2283

ADA Title II Transition Plan:

Staff time is assigned to respond to public requests for accommodation and fulfills requests when possible, specifically for community events and public hearings. Individual program budgets have historically been accessed to fulfill such requests. Requests are tracked by individual program staff with bureau-wide tracking and reporting centralized in the ADA Title II Coordinator role. Currently, there isn't a bureau process on how funds are prioritized for ADA Title II, but requests and needs are addressed on an as-needed approach. Because BPS does not own or operate any public facilities, a long-term transition plan for barrier removal is not a priority. The Equity Team will complete a thorough analysis of Title II compliance and service delivery will be a part of the Racial Equity Work Plan development.

Accommodations:

For FY 21-22, BPS set aside \$10,000 for Title VI compliance, specifically to produce translation of vital documents and information and provide interpretation services for community meetings and public hearings. These resources pay for public requests for accommodation through the Americans with Disabilities Act Title II and services required by Title VI of the Civil Rights Act of 1964. In addition to this base resource, program areas and specific projects budget for translation, interpretation, video captioning, and other accommodations in their work plan-level budgets. All Planning and Sustainability Commission (PSC) meetings are videoed, live-streamed, available on YouTube, and captioned for accessibility. \$65,000 is allocated for this accommodation annually.

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Capital Assets & Intergenerational Equity

The only asset the BPS currently directly manages is the Public Trash Program. This program purchases and manages city trash cans that are placed in heavy pedestrian-use areas in the right-of-way. The program is currently working on expanding citywide, prioritizing lower-income areas where communities of color live that historically have been under-served by City services.

The main costs associated with this program are the initial can purchase and installation, then the ongoing collections and maintenance. The program is actively seeking to contract with women and minority-owned companies and includes a Waste Access and Opportunity Program to provide support and technical assistance, with the goal of building the pool of under-represented companies that have the experience and capacity to provide regular waste and recycling collection services. The program's funding is from garbage disposal fees assessed to businesses, not directed to residents.

BPS also owns and leases two properties to community partners at a subsidized rate on a long-term lease, Malden Court Community Orchard in the Lents neighborhood and Sherrett Food Forest (Winslow Food Forest) in SE Portland. Both properties are currently being used to support urban farming initiatives making produce and local crops more accessible and affordable to historically disadvantaged communities. Additionally, in partnership with Portland Parks & Recreation, BPS manages the Better Together Demonstration Garden outside of City Hall. The FY 2021-22 budget includes a .3 FTE Garden Manager to manage the crop planning, community partnerships, and outreach. This fiscal year, BPS will dedicate funding and resources to physical improvements in the garden that increase the variety of culturally relevant produce grown. Today, the garden partners with Outside In, an organization serving youth experiencing houselessness, to donate a wide variety of produce and herbs for use in their kitchens. This past year our Garden Manager grew and donated produce valued at over \$2,000 and provided paid garden training opportunities to youth.

As we move through to the other side of the pandemic, outdoor community spaces will be even more valuable. In The Portland African American Leadership Forum's People's Plan, community members specifically called out the expansion of community gardens stating, "Urban farming and community gardening initiatives are a means of connecting Black people to healthy food and its origins. These urban agricultural opportunities also provide the skills training, internship and job opportunities, and community empowerment needed to combat negative effects of displacement." We want all community members to find the garden a beautiful, welcoming, and accessible space. The proposed design elements prioritize creating a welcoming experience and better serving visitors with physical limitations and disabilities. Some examples of a few changes we've proposed are; seating options, elevated garden boxes, two wheelchair accessible garden boxes, a permeable 4-foot-wide path, and culturally specific art.

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Measure Title	PM 2018-19 Actuals	PM 2019-20 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
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Data Tracking Methodology:	<p>Multiple staff attended the series of Results Based Accountability (RBA) workshops hosted by OEHR, and we will continue using these and other strategies for building equitable frameworks and evaluation measurements. Across BPS, teams routinely collect and analyze quantitative and qualitative data including:</p> <ol style="list-style-type: none"> 1. Exploring the possibility of collecting racial demographics as part of the experience in our online Map App, which engages the public in providing geography-based recommendations and comments during the legislative process on land use project reviews. 2. A pilot tool that allows staff to view and enter data into a mapping system the capture fiscal details of community engagement events. Paired with existing data from other jurisdictions, the data will effectively allow for the viewer to better understand the bureau’s investment by geographic location, population, and project type. 3. BPS uses a variety of data sources including Census data (ACS, CHAS, and PUMS), RMLS (real estate sales), CoStar (commercial real estate), and QCEW (state employment) to review planning projects. 4. For the West Portland Town Center Plan, BPS conducted a Health Equity Assessment and Demographic Analysis using BPS data as well as public health data from the EPA, Multnomah County Health Department, Multnomah County Elections Division, and PBOT. Staff gathered qualitative data through community walking tours and open houses. Community-based organizations were funded to directly engage low-income renters, immigrants, and households of color. 5. The Master Recycler Program addresses institutional, technical, and social constructs that keep communities of color and low-income communities from participating in sustainability efforts and include their world view and lifestyles in vision of sustainability. 6. Fix-It Fairs collect demographic data of attendees by survey, even during this season’s virtual fairs and reviewed 				
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survey, even during the school's virtual time and reviewed rate of attendance of identified target audiences, social media shares, and impressions and online engagement on virtual platforms.

7. The Portland Clean Energy Fund (PCEF) will award its first set of grants in FY 2020-21 and will begin collecting data on program investments by geography to inform the FY 2022-23 grants.

An important data and equity policy development that BPS initiated in FY 2019-20 and continues into FY 2021-22 is the creation of data and privacy governance structures for all City bureaus that use quantitative and qualitative data to track access and outcomes for different populations and performance of bureaus. Data governance creates a culture of care and diligence by combining data management, data quality, transparency, and security into data policies.

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Hiring, Retention, & Employment Outreach:

BPS continues to learn and advance our equity work internally, especially in supporting our Black, Indigenous, immigrant, people of color, and people with disabilities. The bureau sets aside funds for BIPoC staff. In FY 2020-21, \$10,000 was allotted for a standing BIPoC Caucus to utilize as they set fit to support the individuals within the group; in FY 2019-20, that resource was deployed to support a learning journey curriculum on racial equity.

BPS has several internal equity-centered components to the hiring process. We continue to update our Hiring Manager Toolkit to incorporate equity-centered best practices including guidance on if a position should be posted as an open or internal recruitment; doing early outreach to community partners before a job posts; an expanded and continually updated outreach list; and by providing questions to candidates in advance and offering workplace tours. The bureau employees a People Services Coordinator who supports and provides direct guidance to hiring managers throughout the recruitment process. This position reports directly to the Equity Manager.

The FY 2021-22 make-up of BPS staff includes 25% identifying as BIPoC and 75% white. Twenty-nine percent of the management team identifies as BIPoC. While BPS is focused on continuing to recruit and hire more people of color, and people with disabilities, retention is a core focus of our internal strategy.

While we regularly practice incorporating diverse representation and bias awareness training into every hiring panel, more work could be done to ensure that we are actively contributing to the creation of a pro-Black institution in these practices. In response to specific requests from the Citywide African American Network (CAAN), we have committed to incorporating more than one culturally-specific Knowledge, Skills, and Abilities (KSA) in job postings and being more intentional about the presence of Black staff and community members on hiring panels. Recruiting and retaining Black talent is a high priority for us. Because BPS has consistently struggled with the retention of Black talent in the past, the Equity Team will lead the exploration and implementation of revised workplace practices and policies. We will prioritize modeling changes that encourage, support and motivate our Black staff by offering culturally specific support services when needed, identifying pathways for advancement, and supporting professional development planning.

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Contracting Opportunities

Depending on the projected work plans for the fiscal year, the bureau may require outside services to support program deliverables, processes, or development. When those opportunities arise, bureau contracting services provide strategic support to prioritize working with community centered contractors. Given the work, timelines, and funding constraints, our ability to specifically develop opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB) can be limited. However, there are some critical examples of key projects that the bureau is actively developing that will radically shape immediate and future contracting opportunities for D/M/W/ESB.

The Portland Clean Energy Fund has a significant budget dedicated to contracting to develop and support capacity building for potential grantees. Given the grant investment focus on communities of color, women, and those otherwise historically underserved, the bureau expects to develop significant contracting opportunities with D/M/W/ESB firms to meet these goals. For FY 2020-21, the program allocated \$500,000 to support the potential fund applicants. In addition, the fund is setting grant process requirements that will emphasize D/M/W/ESB focused organizations.

The Waste Equity Work Plan identifies the pathway BPS will undertake over the next several years to advance equity and diversity in Portland's garbage and recycling collection system. It grew out of a stakeholder process that reviewed the franchise agreement that governs residential garbage and recycling collection using an equity lens. The Waste Equity Work Plan is intended to increase participation of women and minority workers and reduce barriers to economic opportunities for minority-owned and woman-owned companies.

BPS conducted a workforce demographic survey for employees of franchised garbage and recycling companies to learn about participation of women and minority workers. The survey found that overall, the franchised workforce is as racially diverse as Portland as a whole, but that women are under-represented, and both women and people of color are under-represented in management positions. This finding will inform required training on workplace culture and worker retention/promotion that will be developed for permitted garbage and recycling companies. This year the workforce demographic survey will be expanded to all permitted garbage and recycling companies.

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Engaging Communities Most Impacted by Inequities

The bureau's FY 2021-22 Requested Budget reflects the bureau's continued commitment to prioritize co-creation of policies and programs with the community especially those experiencing the greatest burdens and inequities. Because such a significant portion of the bureau's budget outside of PCEF is dedicated to staffing, this biggest change is the realignment of staff and the evolution of work plans.

As part of the City's 2035 Comprehensive Plan, the bureau set up a Community Involvement Committee (CIC) whose mission is to advise and review community engagement plans for all land use and transportation projects. Specifically, CIC focuses on projects that are large in scope or that may benefit and/or burden different communities to provide feedback as early in the project as possible. In addition, the CIC ensures City project planners are following the community engagement manual also as directed by the Comprehensive Plan. As more planning staff work with the CIC and the manual, the quality of the engagement work increases. For FY 2021-22, bureau projects will continue to increase coordination and review with the CIC. The CIC has also expressed a desire to work more collaboratively with the Planning and Sustainability Commission and Portland City Council.

BPS is working internally and externally to build capacity of both staff and impacted communities to develop community-centered and community-led planning programs and projects. For FY 2021-22, BPS has secured approximately \$50,000 in external grant funding to help resource frontline communities to engage in development East of I-205 in Parkrose, and we are providing matching funds to support the community partners that will be leading the design and implementation of the work.

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Empowering Communities Most Impacted by Inequities

BPS' FY 2020-21 Requested Budget continues to advance the capacity building work started in FY 2020-21 and in some cases years before.

The growth of the PCEF will have substantial capacity building opportunities and resources activated in FY 2021-22, which will culminate in an annual \$44 million budget for community projects this year. These resources will not only accelerate the City's climate action program but will provide access to key resources to strengthen community resilience and infrastructure. The Portland Clean Energy Community Benefits Fund grant committee is made up of community members representing a diverse spectrum of expertise and lived experience and is positioned as the decision-making body for recommending projects for funding to City Council. This governing committee, along with bureau staff have been mandated by ballot and City code to ensure most of these resources are for those communities most impacted by inequities.

BPS was directed by City Council to develop an Anti-Displacement Action Plan to address the loss of housing in our low-income and communities of color due to increasing housing costs and displacement. Concurrently, we were tasked with scoping the new Spatial Justice Project. Both projects will work to produce more equitable outcomes as a result of zoning reform and engagement in historically discriminated communities. In FY 2021-22, BPS will explore the opportunity to better collaborate and share staff resources and support community partners in the community organizing work involved with scoping both projects. These projects promote equity not only by striving for equitable outcomes but building capacity within those communities so they can engage with the City as full partners in this work.